



Town of Kentville
2024-2025 Approved Operating Budget

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Introduction and overview

Town Council's vision of a sustainable Kentville that "is a healthy, vibrant, integrated and complete community where citizens can live, work and play in an environment that supports a high quality of life" informed the development of operational goals and financial requirements within the 2024-2025 Operating Budget.

Our Integrated Community Sustainability Plan contains economic, social and cultural, and environmental sustainability goals. Realizing these goals requires intentional consideration within our operating and capital budgets. In addition, Town expenditures and revenue sources are influenced by broader regional, national, and worldwide circumstances. During Council meetings, Council has shared specific operational priorities over the past year and management has addressed these within the approved budget. In combination, these factors have shaped our recommended opportunities to invest in or sustain programs and services provided to the Town's residential and corporate citizens.

The approved **2024 - 2025 Town of Kentville Operating Budget** demonstrates our commitment to fiscal accountability with a balanced position while significantly enriching reserves. Overall Town operating expenditures and revenues are **\$17,353,316**, an increase of **\$1,631,316 (10.4%)** over last year.

The Town of Kentville is preparing for growth. Investments in planning and engineering services within the last budget cycle demonstrate our commitment to positioning the Town for success. Making community connections, engaging with diverse groups, listening to and collaborating with our community and focusing efforts around pervasive housing challenges has been possible with investments embedded in the prior year budget. Our services and programs were ready to respond to Town operational priorities as set out in the Council Approved 2023-2024 Operating Budget.

Our approved 2024-2025 Operating Budget, along with its companion Approved Capital Investment Plan, focuses on sustainability. Sustainability of our workforce, our infrastructure, our processes and structures, our capital reserves funds and our open park space and recreation facilities directed our budget recommendations. Strategic investments are evident within the budget to gather expert opinions to guide future investment in key areas such as secondary planning, recreation facilities, stormwater management and accessibility. Also, the operating budget integrates Council's Capital Investment Plan funding priorities through the enrichment of reserves.

The approved operating budget prioritizes:

- maintaining staff positions embedded in the 2023-2024 operating budget
- ensuring the organizational structure aligns with the priority work of the Town
- addressing inflationary pressures related to compensation as well as goods and services
- responding to external commitments to other organizations for which we have agreements to resource
- enhancing transfers to reserve funds for Capital Investment Plan and to prepare for future/unexpected expenditures
- maintaining high quality services, programs and support for residents and property owners

Budget highlights

The approved 2024 - 2025 Town of Kentville Operating Budget shows our commitment to the guiding principles of sustainability growth, cost effectiveness and affordability while demonstrating fiscal accountability through a balanced position and significantly enriching reserves.

Budget decisions are guided by the goal of stable tax rates; no change to prior year tax rates and a minimal net increase in area rates and economic levy. Mandatory payments which include items such as education, housing and policing transfers, are non-discretionary expenses. The Province of Nova Scotia removed the requirements for municipalities to fund Regional Housing and Corrections, resulting in a decrease in mandatory payments of \$177,300. This decrease is more than offset by the significant increase in Education transfer of \$296,952. At the same time, the unconditional transfer (capacity grant) from the Province of Nova Scotia increased by \$171,553. The improved availability of funds was minimal at \$51,901.

Enhanced contributions to reserves to offset known and unknown future expenditures are incorporated in this budget to mitigate financial risk and begin to optimize reserve balance.

To address service demand, retention and development growth, there is need for an increased staffing complement. The 2024-2025 budget contains 81.94 Full Time Equivalent (FTE); an increase of 7.79 FT, 43% of which are summer parks and programming staff. FTE summary is on page 6.

Operating expenditures of \$17,353,316 have been impacted by interest rates, consumer price index, contractual obligations including intermunicipal service agreements, debt, collective agreements, policy and mandatory transfers to name a few influencers. The overall \$1,631,316 change can be attributed to the following major increases in expenditures:

Type of expenditure	Amount	Description
Investment in People	\$800,373	Remuneration – contractual and policy obligations Budget at full FTE with no vacancy factor
Non – recurring expenditures	\$326,065	Stormwater management master plan Secondary planning Arena facility conditions assessment Town Hall – accessibility assessment Election Professional fees and legal
External Commitments and Partnerships	\$189,434	
AVRCE	\$ 296,952	Education
Corrections and Housing	(177,300)	Provincial change
Other	69,782	ISMAs, inspection, prosecution, KVFD, debenture principal and interest
General	\$ 57,179	
Transfers to reserves	\$258,265	Operating and capital

Approved budget for **revenues and expenses** are summarized by major source in the following schedule.

REVENUES	Unaudited	2023-2024	2024 - 2025	Change	% Change
	2023 - 2024 Actual	Approved Budget	Approved Budget	Year over Year	Year over Year
TAXES	\$ 12,204,303	\$ 12,207,900	\$ 13,382,793	\$ 1,174,893	9.6%
Assessable Property	12,171,553	12,171,300	13,348,809	1,177,509	9.7%
Business Property	31,317	34,600	31,984	(2,616)	-7.6%
Special Assessments	1,433	2,000	2,000	-	0.0%
PAYMENTS IN LIEU OF TAXES	583,157	566,300	583,150	16,850	3.0%
Federal and Agencies	405,044	387,900	405,050	17,150	4.4%
Provincial and Agencies	178,113	178,400	178,100	(300)	-0.2%
SERVICES PROVIDED TO OTHER GOVERNMENT	222,165	234,400	237,063	2,663	1.1%
Local Government	96,290	96,100	97,596	1,496	1.6%
Provincial Government	125,875	138,300	139,467	1,167	0.8%
SALES OF SERVICES	1,245,051	1,060,500	1,270,100	209,600	19.8%
Agencies	1,245,051	1,060,500	1,270,100	209,600	19.8%
UNCONDITIONAL TRANSFERS	228,911	223,400	400,633	177,233	79.3%
Province	228,911	223,400	400,633	177,233	79.3%
CONDITIONAL TRANSFERS	155,680	169,900	156,357	(13,543)	-8.0%
Federal	22,025	-	15,702	15,702	
Other	4,500	-	4,500	4,500	
Province	129,155	169,900	136,155	(33,745)	-19.9%
OTHER REVENUE-OWN SERVICES	1,391,267	1,259,600	1,323,220	63,620	5.1%
Fines, Fees, Permits	60,752	36,600	41,700	5,100	13.9%
Interest and Penalties	353,577	134,200	198,000	63,800	47.5%
Other	45,608	43,400	44,400	1,000	2.3%
Rentals	371,330	415,400	379,120	(36,280)	-8.7%
Return on Investments	560,000	630,000	660,000	30,000	4.8%
TOTAL REVENUES	\$ 16,030,534	\$ 15,722,000	\$ 17,353,316	\$ 1,631,316	10.4%
EXPENDITURES					
GENERAL ADMINISTRATION	\$ 2,216,126	\$ 2,022,100	\$ 2,384,829	\$ 362,729	17.9%
General Administration	1,942,750	1,734,500	2,042,810	308,310	17.8%
Legislative	273,376	287,600	342,019	54,419	18.9%
PROTECTIVE SERVICES	4,274,517	4,402,700	4,674,095	271,395	6.2%
Debt Charges	3,783	3,600	3,052	(548)	-15.2%
Emergency Measures and Other	189,006	148,100	169,800	21,700	14.7%
Fire Protection	912,366	908,900	990,309	81,409	9.0%
Law Enforcement	206,560	213,400	139,407	(73,993)	-34.7%
Police-Core Program	2,823,355	2,969,800	3,195,648	225,848	7.6%
Police-Sales of Service	139,447	158,900	175,879	16,979	10.7%
TRANSPORTATION SERVICES	2,619,429	2,607,600	2,884,222	276,622	10.6%
Common Services	1,163,007	1,228,000	1,500,682	272,682	22.2%
Debt Charges	55,806	50,400	59,819	9,419	18.7%
Other Transportation	103,388	98,700	100,000	1,300	1.3%
Public Transit	386,017	408,100	383,321	(24,779)	-6.1%
Road Transportation	911,211	822,400	840,400	18,000	2.2%
ENVIRONMENTAL HEALTH SERVICES	694,807	729,400	758,644	29,244	4.0%
Solid Waste Collection and Recycling	694,807	729,400	758,644	29,244	4.0%

	Unaudited 2023 - 2024 Actual	2023-2024 Approved Budget	2024 - 2025 Approved Budget	Change Year over Year	% Change Year over Year
EXPENDITURES continued					
PUBLIC HEALTH	97,573	90,000	-	(90,000)	-100.0%
Public Health and Welfare	97,573	90,000	-	(90,000)	-100.0%
ENVIRONMENTAL DEVELOPMENT	758,134	754,300	890,228	135,928	18.0%
Other Community Development	491,779	512,100	519,776	7,676	1.5%
Planning and Zoning	266,355	242,200	370,452	128,252	53.0%
RECREATION AND CULTURAL	1,682,852	1,891,400	2,043,663	152,263	8.1%
Administration	661,562	766,700	775,591	8,891	1.2%
Cultural	137,692	140,300	139,935	(365)	-0.3%
Debt Charges	34,434	28,900	41,325	12,425	43.0%
Facilities	784,387	825,500	958,981	133,481	16.2%
Other Programmes (net)	64,777	130,000	127,831	(2,169)	-1.7%
EDUCATION	1,805,184	1,805,200	2,102,100	296,900	16.4%
Education	1,805,184	1,805,200	2,102,100	296,900	16.4%
FINANCING AND TRANSFERS	1,427,830	1,419,300	1,615,535	196,235	13.8%
Debt Charges	878,340	911,700	849,670	(62,030)	-6.8%
Reserves	(241,900)	(241,900)	(294,700)	(52,800)	21.8%
Transfers to Allowances and reserves	791,390	749,500	1,060,565	311,065	41.5%
TOTAL EXPENDITURES	\$ 15,576,452	\$ 15,722,000	\$ 17,353,316	\$ 1,631,316	10.4%

Investing in people

The Town fulfills its goals and objectives with the dedication and support of staff and volunteers. Our staffing complement is a product of the resource requirements to meet each department's mandate. Full time equivalents (FTE) by program are detailed in the analysis below.

	2023-2024 Approved FTE Budget	2024-2025 Proposed FTE Budget	Change Increase (Decrease)
PEOPLE - FTE Analysis by Program			
GENERAL ADMINISTRATION			
Legislative	7.00	7.00	-
General Administration (includes IT & Finance)	8.00	9.12	1.12
Town Hall	1.50	1.50	-
PROTECTIVE SERVICES			
Police- Core Program	21.00	21.00	-
Police- Sales of Service	2.00	3.80	1.80
Law Enforcement	2.04	2.04	-
ENGINEERING AND PUBLIC WORKS SERVICES			
Administration	3.70	4.00	0.30
Work Crew	9.00	10.00	1.00
ENVIRONMENTAL DEVELOPMENT			
Planning and Zoning	1.75	2.00	0.25
Other Community Development	1.00	1.00	-
RECREATION AND CULTURAL			
Administration	6.85	7.00	0.15
Facilities	5.00	5.00	-
Seasonal temporary ¹	5.31	8.48	3.17
Total Full Time Equivalents (FTEs)	74.15	81.94	7.79

¹The number of new hires related to the seasonal temporary addition is 37 people.

The FTE change is comprised of:

Vacancy and Unavailable Funding Factor	1.70 FTE
Administration	1.12 FTE

Built into the 2023-2024 Operating Budget were known vacancies related to leaves (LOA) and anticipated hiring dates for vacant approved positions including Planning Services - Senior Planner, Engineering and Public Works Administration - Project Engineer, Recreation Administration - Director (LOA) Supervisor, Facility Operations, and Neighbourhood Outreach Program Coordinator. An unsuccessful grant application increased Town compensation budget in Recreation Administration for the Housing and Community Partnerships Coordinator. This position was transferred to Administration and converted to a Strategic Initiatives Coordinator supporting CAO and Council priorities including housing. In addition, the budget includes continuation of the casual accountant position for 16 weeks to support onboarding and training of Finance team members. This timeline supports a full annual accounting and budget cycle. Planning Services-Conversion of Senior Planner to a Director of Planning occurring in consideration of the strategic priority planning and zoning activities in the next five years.

Police- Sales of Service	1.80 FTE
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Part time staff hours increasing along with revenue generation. FTEs include estimated part time hours for staff performing back checks.

Engineering and Public Works Administration	1.00 FTE
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Retirement of public works lead anticipated in 2024-2025. In accordance with the CUPE Collective Agreement, replacement requires separation of union and management roles. Budget incorporates an additional full time public works crew team member and a full-time supervisor position.

Recreation Administration and Programme	2.17 FTE
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Release of the Housing and Community Partnerships Coordinator position to Administration Strategic Initiatives Coordinator position reduced FTEs here. Seasonal programmes include a Council priority summer day camp, programmes offering a 1-5 week extended season and new 10 month afterschool program "Nature Kids " all of which increased its complement.

To accompany the Operating Budget summary, budget details by type of revenue and expenditure along with an explanation of associated changes from the previous year's budget assists the user in understanding how resources are utilized.

Operating Revenue

Overall, year over year net favourable and unfavourable changes to revenue sources resulted in an increase of \$1,631,316 or 10.4%. Detailed changes by revenue type are illustrated on pages 7 to 11.

TAXES

RESIDENTIAL

- Residential/resource taxable assessment grew by 15.9% (prior year 14.96%)
- Provincial CAP set at 3.2% (7.7% CPI for 2023)

RESIDENTIAL TAXES continued

- CAP assessments affect 80.0% (last year 77.2%) of residential/resource properties.
- New revenue dollars are derived from a combination of assessment growth/new construction and property sales transactions.
- Residential base rate remains **stable** (amounts per \$100); area rates and economic levy rates were adjusted in 2024-2025
- Total residential tax rate changes by (\$0.0022) or (0.1%)

COMMERCIAL

- Taxable assessments increased 11.29% (last year 9.98%)
- Commercial base rate remains stable (amounts per \$100):
- Total commercial tax rate changes by (\$0.0111) or (0.3%)

	Unaudited 2023 - 2024 Actual	2023-2024 Approved Budget	2024 - 2025 Approved Budget	Change Year over Year	% Change Year over Year
TAX REVENUE	\$ 12,204,303	\$ 12,207,900	\$ 13,382,793	\$ 1,174,893	9.6%
Assessable Property	12,171,553	12,171,300	13,348,809	1,177,509	9.7%
Residential	8,120,454	8,144,900	8,754,744	609,844	7.5%
Commercial property	3,176,669	3,185,400	3,642,400	457,000	14.3%
Resource	54,142	54,200	57,222	3,022	5.6%
Fire Area Rate (KVFD)	277,213	260,300	333,828	73,528	28.2%
Fire Protection Area Rate (Hydrant)	412,217	414,300	422,315	8,015	1.9%
Economic Development levy	130,858	112,200	138,300	26,100	23.3%
Business Property	31,317	34,600	31,984	(2,616)	-7.6%
Assessment Act- Farm property acreage	630	600	584	(16)	-2.7%
Based on revenue (Bell Canada)	30,687	34,000	31,400	(2,600)	-7.6%
Special Assessments	1,433	2,000	2,000	-	0%

Property Tax Rates	2023-2024	2024-2025	Change	Change
	Per \$100 Assessable Value	Per \$100 Assessable Value	\$	%
Residential	1.52620	1.52840	0.00220	0.1
Commercial	3.50340	3.51450	0.01110	0.3
Industrial Park	2.45710	2.46760	0.01050	0.4
Resource - taxable	1.42620	1.42620	0.00000	0
Acreage - Taxable (Per Acre)	0.25000	0.25000	0.00000	0

Area rates included in property tax rates

Fire Area Rate	0.03970	0.04500	0.00530	13.4
Hydrant Area Rate	0.05880	0.05560	-0.00320	(5.4)

Economic Levy included in property tax rates

Residential	0.00150	0.00160	0.00010	6.7
Commercial	0.10870	0.11770	0.00900	8.3
Industrial Park	0.07160	0.08000	0.00840	11.7

Tax rates are held at 2023-2024 levels. The 2024 assessment roll released by Property Valuation Services Corporation identified a considerable change in assessed property values contributing to a 9.6% increase in overall tax revenue for the Town. The change is influenced by both the inflationary rate for capped

properties set at 3.2% and purchases and sales. Our overall assessable property tax increase is 9.7%. The Fire Area Rate (FAR) is set by the Kentville Volunteer Fire Department (KVFD) at a rate payers meeting and the rate increased from \$0.0397 to \$0.045 per \$100 in assessment value. Revenues collected and transferred for the FAR increased due to the rate change along with rising assessment values. The Hydrant Area Rate (HAR) is established by the NS Utilities and Review Board during the water rate application process. The economic development levy is notably greater as 2023-2024 revenues equaled 2022-2023 levels. Transfers to KVFD and Kentville Water Commission (KWC) are shown as expenditures at the same value as tax collected.

PAYMENTS IN LIEU OF TAXES

	Unaudited 2023 - 2024 Actual	2023-2024 Approved Budget	2024 - 2025 Approved Budget	Change Year over Year	% Change Year over Year
PAYMENTS IN LIEU OF TAXES	\$ 583,157	\$ 566,300	\$ 583,150	\$ 16,850	3%
Federal and Agencies	405,044	387,900	405,050	17,150	4.4%
Provincial and Agencies	178,113	178,400	178,100	(300)	-0.2%

Federal and provincial agencies holding land within the Town of Kentville are not taxed at the standard assessment value. On an annual basis, these agencies make a determination of assessment value considering the values the Town provides in its Financial Information Return (FIR). Agencies then apply our approved tax rate to the assigned value to generate a payment in lieu of tax. Current year's budgets are set at the level of actual receipts from the previous year.

SERVICES PROVIDED TO OTHER GOVERNMENTS

	Unaudited 2023 - 2024 Actual	2023-2024 Approved Budget	2024 - 2025 Approved Budget	Change Year over Year	% Change Year over Year
SERVICES PROVIDED TO OTHER GOV'T	222,165	234,400	237,063	2,663	1.1%
Local Government	96,290	96,100	97,596	1,496	1.6%
Recreation- Kings County	50,185	50,000	50,200	200	0.4%
Cultural- Kings County	46,105	46,100	47,396	1,296	2.8%
Provincial Government - Protective Services	125,875	138,300	139,467	1,167	0.8%

Services provided to other governments relate to recreation services delivered to residents of Kings County as well as cost sharing of library with Kings County. Protective services' secondment agreement with the CISNS Criminal Intelligence Service Nova Scotia fully reimburses the Town for the costs of the officer engaged in these activities.

SALE OF SERVICES

	Unaudited 2023 - 2024 Actual	2023-2024 Approved Budget	2024 - 2025 Approved Budget	Change Year over Year	% Change Year over Year
SALES OF SERVICES	1,245,051	1,060,500	1,270,100	209,600	19.8%
Own Agencies and Property Owner					
General Government					
Administration	148,800	143,900	153,100	9,200	6.4%
Finance	42,293	41,000	11,000	(30,000)	-73.2%
Protective services-Police	575,538	480,000	530,800	50,800	10.6%
Public Works					
Administration	158,150	159,600	244,700	85,100	53.3%
Operations	40,159	10,000	41,500	31,500	315.0%
Water	176,611	120,000	181,600	61,600	51.3%
Sanitary Sewer	99,059	100,000	102,700	2,700	2.7%
Capital	3,368	5,000	3,600	(1,400)	-28.0%
Street Sweeper Rental	1,073	1,000	1,100	100	10.0%

Public Works Administration provides services to the KWC and Sanitary Sewer as well as outside property owners. Services to our own agencies and property owners captures recoveries for costs and are estimated based on the prior year including any anticipated changes in service provision. Changes to the financial services agreement between the Town and the KVFD will come into force in 2024-2025 resulting in a reduction in revenue. Police services perform back checks at a fee for service generating a substantial revenue stream. Budget reflects experience resulting in a 10.6% increase in revenue. A small increase in staff hours is required to sustain these revenue levels and is included in this approved budget and FTE analysis page 6.

CONDITIONAL TRANSFERS and UNCONDITIONAL TRANSFERS

	Unaudited 2023 - 2024 Actual	2023-2024 Approved Budget	2024 - 2025 Approved Budget	Change Year over Year	% Change Year over Year
UNCONDITIONAL TRANSFERS	228,911	223,400	400,633	177,233	79.3%
Province	228,911	223,400	400,633	177,233	79.3%
CONDITIONAL TRANSFERS	155,680	169,900	156,357	(13,543)	-8.0%
Federal	22,025	-	15,702	15,702	0.0%
Federal-Canada Summer Jobs	11,926	-	10,640	10,640	0.0%
Federal- Parks & Recreation Assoc.	10,099	-	5,062	5,062	0.0%
Other	4,500	-	4,500	4,500	0.0%
Province	129,155	169,900	136,155	(33,745)	-19.9%

In 2024-2025, the Province of Nova Scotia ceased requiring transfers for particular services, thereby creating a reduction in expenditure. In addition, they increased the Municipal Capacity Grant from \$167,800 to \$339,353 with the amount frozen for five (5) years.

Federal funding through Canada Summer Jobs and the Canadian Parks and Recreation Association has been secured prior to the completion of this budget and is embedded in revenue. It will offset seasonal temporary staff hired within the Parks and Recreation Department. Provincial transfers decreased by 20% as the budgeted unconfirmed recovery for housing coordination in 2023-2024 was removed.

OTHER REVENUE SOURCES

	Unaudited 2023 - 2024 Actual	2023-2024 Approved Budget	2024 - 2025 Approved Budget	Change Year over Year	% Change Year over Year
OTHER REVENUE-OWN SERVICES	1,391,267	1,259,600	1,323,220	63,620	5.1%
Fines, Fees, Permits	60,752	36,600	41,700	5,100	13.9%
Interest and Penalties	353,577	134,200	198,000	63,800	47.5%
Other	45,608	43,400	44,400	1,000	2.3%
Rentals	371,330	415,400	379,120	(36,280)	-8.7%
<i>General</i>	42,837	41,200	40,620	(580)	-1.4%
<i>Recreation</i>	328,493	374,200	338,500	(35,700)	-9.5%
Return on Investments	560,000	630,000	660,000	30,000	4.8%

Other Revenue and Rentals approved budget is consistent with prior year and past five (5) year averages resulting in a 14% increase in fines, fees and permits as well as a 48% increase in interest in penalties. Interest will fluctuate based on prime rate throughout the year. The addition is conservative. The budget for ice rentals is reduced by \$35,000; however, actual rentals are expected to remain at prior year levels. Investment returns are realized through a dividend from the KWC in the amount of \$100,000 and transfers from the perpetual fund. Budget in recent years was \$530,000 although transfers amounted to \$460,000. The current year’s budget reflects the \$460,000 commitment of Investment Committee. In addition, the Investment Committee has approved a \$100,000 transfer to the Operating Fund shown within the return-on-investment line resulting in a favourable change of \$30,000.

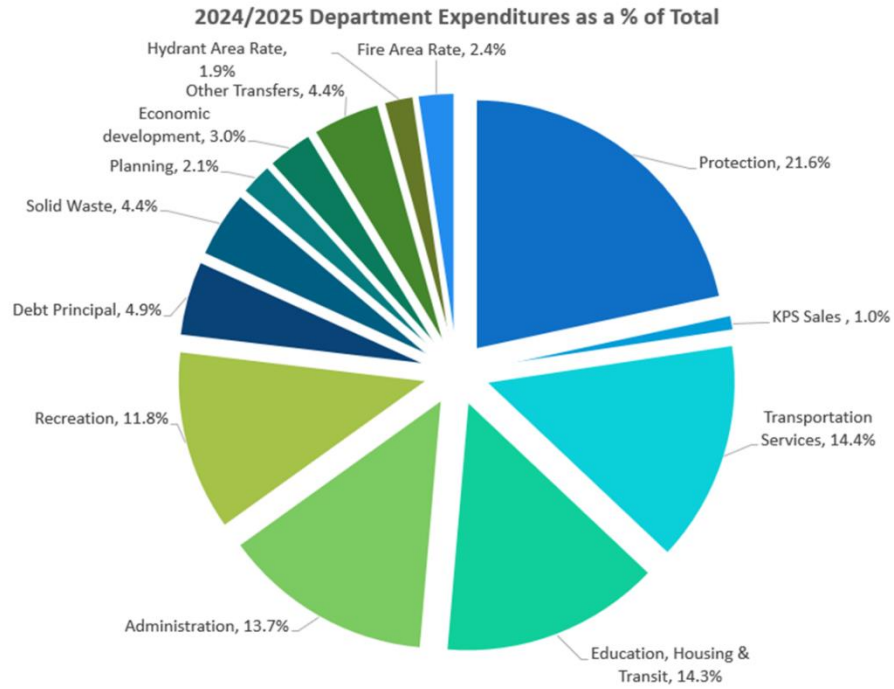
Operating expenditures

Overall Expenditures amount to \$17,353,316, an increase of \$1,631,316 or 10.4% year over year.

Operating expenditures are comprised of elements such as remuneration, benefits, materials, supplies, professional fees, services, contractual obligations, technology and programme expenses. From a process perspective, Leadership developed program/service requirements for the 2024 – 2025 fiscal year and the resulting projected staffing complement and expenditures required to meet them. Budget managers generated expense and revenue/recovery budget requirements based on the prior five (5) year average expenditure and revenue levels along with the prior year operating budget and preliminary 2023-2024 actual results. The experience of the past serves as a good predictor of future adjusted for one-time items and targeted new spending (inflation, growth, etc).

Overall, remuneration is impacted by Collective Agreements and HR policy. Of note, the APA Collective Agreement that dictates compensation and benefits for police officers expired March 31, 2024. The approved budget incorporates an estimate for 2024 – 2025 collective agreement provisions. The Town and Union are currently in negotiation. Compensation for police officers may change once the terms and conditions of the finalized contract are known. There are specified operating reserves to offset any deviation between the approved budget and the final contract if required. Benefit rates are set by federal agencies as well as benefit service providers. Current rates are reflected within the benefits lines detailed for each department, service and/or programme.

To gain perspective, the distribution of programme or service areas expenditures as related to the total expenditure is shown in the pie chart below.



ADMINISTRATION

EXPENDITURES	Unaudited	2023-2024	2024 - 2025	Change	% Change
	2023 - 2024 Actual	Approved Budget	Approved Budget	Year over Year	Year over Year
ADMINISTRATION	2,216,126	2,022,100	2,384,829	362,729	17.9%
Legislative	273,376	287,600	342,019	54,419	18.9%
Mayor Remuneration	51,646	51,700	53,583	1,883	3.6%
Mayor Expense	7,725	10,000	10,000	-	0.0%
Council Remuneration	170,789	170,800	177,193	6,393	3.7%
Council Benefits	17,901	18,100	20,243	2,143	11.8%
Council Expense	19,353	24,000	24,000	-	0.0%
Council Other	5,962	13,000	57,000	44,000	338.5%
General Administration	1,798,807	1,599,600	1,901,689	302,089	18.9%
Remuneration	608,484	639,500	749,424	109,924	17.2%
Benefits	132,163	136,400	153,774	17,374	12.7%
Vacation and Sick Leave Accrued Expense	171,627	55,000	75,000	20,000	36.4%
Allowance for Doubtful Accounts	-	3,000	3,000	-	0.0%
Information Technology	286,443	286,200	353,389	67,189	23.5%
Operations Expense	413,536	293,700	368,240	74,540	25.4%
Advertising and promotion	4,269	10,000	7,500	(2,500)	-25.0%
Bank charges	7,306	10,000	10,000	-	0.0%
Consulting fees	22,388	-	50,000	50,000	0.0%
Convention and travel	6,161	12,500	12,000	(500)	-4.0%
Dues and fees	12,288	12,000	12,000	-	0.0%
Equipment lease	6,406	5,100	5,300	200	3.9%
Expenses-CAO	4,864	6,800	7,000	200	2.9%
Insurance	39,918	34,200	33,340	(860)	-2.5%
Legal and audit	221,617	120,000	150,000	30,000	25.0%
Other administration	36,927	23,000	24,000	1,000	4.3%
Postage	6,786	15,000	10,000	(5,000)	-33.3%
Stationary and office supplies	19,575	13,000	15,000	2,000	15.4%
Tax collection expense	254	600	600	-	0.0%
Telephone	24,683	25,000	25,000	-	0.0%
Training	94	6,500	6,500	-	0.0%
Programmes	181,051	177,000	190,574	13,574	7.7%
Grant-Contingency	26,000	26,000	21,000	(5,000)	-19.2%
Reduced taxes-Section 69/69A	13,353	10,000	16,750	6,750	67.5%
Reduced taxes-Section 71	51,091	50,000	60,000	10,000	20.0%
Transfers to Assessment Services	90,607	91,000	92,824	1,824	2.0%
Debt Charges	5,503	8,800	8,288	(512)	-5.8%
General Administration - Common Services	143,944	134,900	141,121	6,221	4.6%
Remuneration	75,500	76,500	79,342	2,842	3.7%
Benefits	13,223	13,600	14,928	1,328	9.8%
Operations - Building	91,452	81,400	93,451	12,051	14.8%
Operations - Benefits	1,076	600	600	-	0.0%
Internal Allocation	(37,307)	(37,200)	(47,200)	(10,000)	26.9%

As it is an election year, legislative area includes \$51,000 for estimated election expenditures. A specified reserve transfer to offset these estimated costs can be found within the financing and transfers budget area on page 20.

General administration includes the CAO's Office, Finance and IT. As outlined within the People FTE Analysis by Program document, a Strategic Coordinator position has been added. This is a conversion of the Housing and Community Partnerships position formerly shown within the Recreation Administration budget. The 2023 – 2024 Operating Budget anticipated provincial and/or federal funding for the Housing and Community Partnerships position. The Town did not receive sufficient funds to offset the cost of the position therefore, this budget includes an increase of \$23,726 to support the converted position. Finance

continues to utilize the support of its former accountant as we onboard team members resulting in additional compensation for this year only. \$16,000 is added for estimated election compensation.

Vacation liability was accrued in 2023–2024. Any changes to the accrual have a corresponding impact on vacation expense; \$20,000 has been estimated for the upcoming budget year.

Provision of technology to the incoming Council as well as contracted services to support capital investment technology upgrades and current service levels, result in a 23% increase in this area. Meeting 2030 provincial accessibility standards is a goal of Council. Non-recurring consulting fees for an accessibility assessment are included. Legal and audit fees budget rose by \$30,000, significantly less than prior years’ experience. By motion of Council, \$5,000 for Safe Seniors programme has been allocated to Core Police Service as a standing budget item and is funded through reduction in community grants budget. By motion of Council, the impact of an eligibility change for the low-income tax exemption combined with the tax reduction for charities, has been incorporated at an additional cost of \$16,750.

PROTECTIVE SERVICES

EXPENDITURES	Unaudited	2023-2024	2024 - 2025	Change	% Change
	2023 - 2024 Actual	Approved Budget	Approved Budget	Year over Year	Year over Year
PROTECTIVE SERVICES	4,274,517	4,402,700	4,674,095	271,395	6.2%
Police-Core Program	2,823,355	2,969,800	3,195,648	225,848	7.6%
Remuneration-Administration	398,610	380,700	475,785	95,085	25.0%
Remuneration-Police Service	1,577,223	1,598,600	1,718,429	119,829	7.5%
Benefits	371,205	397,400	381,978	(15,422)	-3.9%
Operations - General	142,430	139,300	160,980	21,680	15.6%
Benefits - Uniforms	19,869	42,000	42,000	-	0.0%
Internal Allocation	(10,012)	-	10,012	10,012	0.0%
Occupancy - Police Building	47,632	51,200	60,074	8,874	17.3%
Operations - Communication	105,617	102,200	112,100	9,900	9.7%
Operations - Programmes	3,843	134,900	81,000	(53,900)	-40.0%
Operations - Technology	71,286	60,500	60,500	-	0.0%
Operations - Vehicle	95,650	63,000	92,790	29,790	47.3%
Emergency Measures and Other	189,006	148,100	169,800	21,700	14.7%
Emergency Measures - Expense	18,777	17,800	19,300	1,500	8.4%
Emergency Measures - Remuneration	-	300	-	(300)	-100.0%
Emergency Measures Organization	38,182	14,400	16,300	1,900	13.2%
Other Protective Services	132,047	115,600	134,200	18,600	16.1%

Turnover within the police officer staffing complement has significantly impacted base salaries incorporated within compensation (remuneration and benefits) under Core Police Service. Salaries are dependent on years of service so losing a junior member and replacing with a more senior member or vice versa has a significant impact on overall compensation budget needs. The Police Commission has approved and requested the inclusion of another Crisis Navigator position. The budget as approved does not contain this request. The Chief of Police is seeking alternate funding sources to support an enhancement to this successful service offering.

The budget for general operations in the prior year did not reflect actual experience; however, the current year budget does create a \$84,245 increase in budget requirement.

The Emergency Measures and Other \$21,700 or a 15% increase relates to matching building inspection services budget to prior year costs with an inflationary factor.

EXPENDITURES	Unaudited	2023-2024	2024 - 2025	Change	% Change
	2023 - 2024 Actual	Approved Budget	Approved Budget	Year over Year	Year over Year
PROTECTIVE SERVICES continued					
Fire Protection	912,366	908,900	990,309	81,409	9.0%
Fire Fighting	498,206	494,700	576,059	81,359	16.4%
Transfer To KVFD Area Rate	271,600	260,300	333,828	73,528	28.2%
Transfer To KVFD Operating Fund	226,606	234,400	242,231	7,831	3.3%
Water supply and hydrants	414,160	414,200	414,250	50	0.0%
Law Enforcement	206,560	213,400	139,407	(73,993)	-34.7%
Remuneration	93,401	94,700	102,033	7,333	7.7%
Benefits	6,883	12,900	15,024	2,124	16.5%
Transfers To Correctional Services	88,389	87,300	-	(87,300)	-100.0%
Operations - Other	17,887	18,500	22,350	3,850	20.8%
By Law Enforcement Officer	446	-	350	350	0.0%
Legal & Audit	5,537	10,000	10,000	-	0.0%
Prosecution	11,903	8,500	12,000	3,500	41.2%
Police-Sales of Service	139,447	158,900	175,879	16,979	10.7%
Remuneration	120,975	134,700	155,247	20,547	15.3%
Benefits	18,472	24,200	20,632	(3,568)	-14.7%
Debt Charges	3,783	3,600	3,052	(548)	-15.2%

Fire protection expenditures include a 16% increase related to the transfer to KVFD of FAR tax revenue collected along with \$242,231 in operational funding.

Sales of service increase of 11% relates to part time staff hours increasing to achieve revenue generation targets.

TRANSPORTATION SERVICES

EXPENDITURES	Unaudited	2023-2024	2024 - 2025	Change	% Change
	2023 - 2024 Actual	Approved Budget	Approved Budget	Year over Year	Year over Year
TRANSPORTATION SERVICES	2,619,429	2,607,600	2,884,222	276,622	10.6%
Common Services	1,163,007	1,228,000	1,500,682	272,682	22.2%
Remuneration - Administration	299,900	323,500	354,784	31,284	9.7%
Remuneration - Work Crew	763,626	750,900	877,337	126,437	16.8%
Benefits	193,256	199,900	230,193	30,293	15.2%
Internal Allocation	(560,843)	(547,000)	(559,500)	(12,500)	2.3%
Internal Allocation	12,767	-	21,000	21,000	0.0%
Operations - General	68,069	71,400	172,052	100,652	141.0%
Operations - Benefits	7,463	5,000	7,000	2,000	40.0%
Occupancy - Public Works Building	49,299	65,700	55,212	(10,488)	-16.0%
Operations - Communications	3,084	4,000	4,000	-	0.0%
Operations - Vehicles and Equipment	326,386	354,600	338,604	(15,996)	-4.5%

2023-2024 approved administrative staff complement is adjusted for the prior year vacancy factor. Retirement of the public works lead is anticipated in 2024-2025. In accordance with the CUPE Collective Agreement, replacement requires separation of union and management roles. The compensation budget incorporates an additional full-time public works crew team member and a full-time supervisor position. Common Services- administration and work crew provide services to other departments as well as outside agencies. This is captured within the internal allocation lines, thereby reducing the overall cost of common services to the Town Operating Fund.

The Town intends to undertake a stormwater management planning exercise budgeted at \$100,000.

TRANSPORTATION SERVICES CONTINUED

EXPENDITURES	Unaudited 2023 - 2024 Actual	2023-2024 Approved Budget	2024 - 2025 Approved Budget	Change Year over Year	% Change Year over Year
TRANSPORTATION SERVICES Continued					
Other Transportation	103,388	98,700	100,000	1,300	1.3%
Transportation - Other	103,388	98,700	100,000	1,300	1.3%
Kentville Water Commission Work	90,050	77,700	80,000	2,300	3.0%
Property Owners-Outside Work	13,338	21,000	20,000	(1,000)	-4.8%
Public Transit	386,017	408,100	383,321	(24,779)	-6.1%
Public Transit	386,017	408,100	383,321	(24,779)	-6.1%
<i>Kings Point To Point</i>	14,481	13,000	21,500	8,500	65.4%
<i>Kings Transit Authority</i>	371,536	395,100	361,821	(33,279)	-8.4%
Road Transportation	911,211	822,400	840,400	18,000	2.2%
Street Repairs	197,183	130,000	165,000	35,000	26.9%
Sidewalk Repairs	4,173	5,000	7,000	2,000	40.0%
Storm Sewer	185,289	65,000	90,000	25,000	38.5%
Street Cleaning	35,197	40,000	35,000	(5,000)	-12.5%
Snow and Ice Removal	173,532	285,000	230,000	(55,000)	-19.3%
Street Lighting	190,997	168,000	185,000	17,000	10.1%
Street Signs	72,719	74,000	70,000	(4,000)	-5.4%
Other Programmes	52,121	55,400	58,400	3,000	5.4%
Debt Charges	55,806	50,400	59,819	9,419	18.7%

The Town is bound by municipal service agreement cost sharing arrangements (IMSA). One of which is with Kings Transit Authority. Its operating requirements show an 8% reduction in the budget as approved by Council.

Activities within road transportation have been budgeted based on prior five (5) year experience resulting in significant adjustments line by line with an overall 2% or \$18,000 increase.

ENVIRONMENTAL HEALTH SERVICES

EXPENDITURES	Unaudited 2023 - 2024 Actual	2023-2024 Approved Budget	2024 - 2025 Approved Budget	Change Year over Year	% Change Year over Year
ENVIRONMENTAL HEALTH SERVICES					
Solid Waste Collection and Recycling	694,807	729,400	758,644	29,244	4.0%
Landfill	652,990	690,500	715,044	24,544	3.6%
Landfill Contract-Kings County	6,500	6,600	6,600	-	0.0%
Valley Waste Resource Management Agreement	646,490	683,900	708,444	24,544	3.6%
Solid Waste Collection & Disposal	41,817	38,900	43,600	4,700	12.1%

Another IMSA partner, Valley Waste Resource Management provided a budget request that was previously approved by Council and contained a \$25,544 or 4% increase in budget.

PUBLIC HEALTH

EXPENDITURES	Unaudited 2023 - 2024 Actual	2023-2024 Approved Budget	2024 - 2025 Approved Budget	Change Year over Year	% Change Year over Year
PUBLIC HEALTH	97,573	90,000	-	(90,000)	-100.0%
Public Health and Welfare	97,573	90,000	-	(90,000)	-100.0%
Housing	97,573	90,000	-	(90,000)	-100.0%

Public health - the Town’s responsibility for a portion of any Provincial Housing Authority deficit has ceased in 2023-2024 resulting in a \$90,000 budgeted expenditure reduction for the current year.

ENVIRONMENTAL DEVELOPMENT

EXPENDITURES	Unaudited 2023 - 2024 Actual	2023-2024 Approved Budget	2024 - 2025 Approved Budget	Change Year over Year	% Change Year over Year
ENVIRONMENTAL DEVELOPMENT	758,135	754,300	890,228	135,928	18.0%
Community Development and Planning and Zoning	184,977	233,200	337,625	104,425	44.8%
Remuneration	152,749	191,600	294,961	103,361	54.5%
Benefits	32,228	41,600	42,664	1,064	2.6%
Other Community Development	392,859	426,600	419,795	(6,805)	-1.6%
Operations - General	3,105	7,500	7,500	-	0.0%
Community Development	186,340	202,300	209,315	7,015	3.5%
Natural Resources Development	3,685	6,500	7,500	1,000	15.4%
Promotions	146,367	152,900	123,673	(29,227)	-19.1%
Tourism - Remuneration	19,166	14,000	20,000	6,000	42.9%
Tourism - Consulting	-	11,000	21,000	10,000	90.9%
Tourism - Programmes	8,577	8,000	8,700	700	8.8%
Debt Charges	25,619	24,400	22,107	(2,293)	-9.4%
Planning and Zoning	180,299	94,500	132,808	38,308	40.5%
Operations - General	27,432	34,000	36,058	2,058	6.1%
Contracted Services	38,219	-	11,250	11,250	0.0%
Legal and Professional Fees	114,648	10,500	10,500	-	0.0%
Secondary Planning Study	-	50,000	75,000	25,000	50.0%

Environmental Development includes community development and planning and zoning. Compensation incorporates the conversion of a Senior Planner position to a Director position for the full year as noted in the People FTE Analysis by Program. The Council approved commitment to KDCL was reduced by \$25,000 in year two of the contract, generating savings in promotions. With the Development Officer’s leave and the contracting of C+D, consulting services increased by \$11,250 to cover the anticipated contract costs. Included is the approved engagement in secondary planning in the upcoming year at an estimated cost of \$75,000; an increase of \$25,000 over the prior year.

RECREATION AND CULTURAL SERVICES

EXPENDITURES	Unaudited	2023-2024	2024 - 2025	Change	% Change
	2023 - 2024 Actual	Approved Budget	Approved Budget	Year over Year	Year over Year
RECREATION AND CULTURAL	1,682,852	1,891,400	2,043,664	152,264	8.1%
Administration	661,562	766,700	775,592	8,892	1.2%
Remuneration	444,114	514,500	543,434	28,934	5.6%
Benefits	78,899	95,200	103,423	8,223	8.6%
Benefits - Temp Staff	27,541	20,700	2,800	(17,900)	-86.5%
Internal Allocation	(54,642)	(54,600)	(69,600)	(15,000)	27.5%
Operations - General	107,500	135,200	121,872	(13,328)	-9.9%
Operations - Vehicles and Equipment	58,150	55,700	73,663	17,963	32.2%
Cultural Buildings and Facilities	137,692	140,300	139,935	(365)	-0.3%
Library	42,800	42,800	42,800	-	0.0%
Debt Charges	94,892	97,500	97,135	(365)	-0.4%
Debt Charges	34,434	28,900	41,325	12,425	43.0%
Programmes - Swimming Pool	16,480	31,500	32,000	500	1.6%
Remuneration	51,116	60,000	54,400	(5,600)	-9.3%
Benefits	-	-	5,600	5,600	0.0%
Operations	1,903	1,500	2,000	500	33.3%
Revenue	(36,539)	(30,000)	(30,000)	-	0.0%
Programmes - Nature Kids & Summer Day Camp	12,510	8,000	12,000	4,000	50.0%
Remuneration	40,903	20,000	128,000	108,000	540.0%
Benefits	-	-	12,000	12,000	0.0%
Operations - General	2,892	6,000	22,500	16,500	275.0%
Revenue	(31,285)	(18,000)	(150,500)	(132,500)	736.1%
Programmes - Summer Outreach	31,358	24,500	53,000	28,500	116.3%
Remuneration	34,381	34,500	47,200	12,700	36.8%
Benefits	-	-	4,800	4,800	0.0%
Operations - General	2,839	5,000	7,000	2,000	40.0%
Revenue	(5,862)	(15,000)	(6,000)	9,000	-60.0%
Programmes - Other	4,429	66,000	30,831	(35,169)	-53.3%
Programmes - Other Expense	56,268	40,000	40,000	-	0.0%
Programmes - Other Revenue	(62,843)	(20,000)	(30,000)	(10,000)	50.0%
Community Events- Expenses	13,963	20,000	15,000	(5,000)	-25.0%
Community Events - Revenue	(1,864)	(2,000)	(2,000)	-	0.0%
Programmes - Spike Fund	-	1,000	-	(1,000)	-100.0%
Programmes - Canada Cup	(1,095)	27,000	7,831	(19,169)	-71.0%
Recreation Facilities	713,510	760,400	810,880	50,480	6.6%
Recreation Centre	46,336	59,600	61,100	1,500	2.5%
Remuneration and Expense	26,462	27,600	32,100	4,500	16.3%
Operations - General	19,874	32,000	29,000	(3,000)	-9.4%
Swimming Pool	25,000	30,200	34,200	4,000	13.2%
Swimming Pool- Remuneration	2,186	2,200	2,200	-	0.0%
Swimming Pool- Material and Supplies	1,071	6,000	6,000	-	0.0%
Swimming Pool - Chemicals and Supplies	9,753	12,000	13,000	1,000	8.3%
Swimming Pool - Operations Other	11,990	10,000	13,000	3,000	30.0%
Tennis Courts	1,001	2,000	2,000	-	0.0%
Tennis Courts - Other Costs	829	1,500	1,500	-	0.0%
Tennis Courts - Repairs & Maintenance	172	500	500	-	0.0%
Other - Internal Allocation	17,485	16,900	20,900	4,000	23.7%

EXPENDITURES	Unaudited	2023-2024	2024 - 2025	Change	% Change
	2023 - 2024 Actual	Approved Budget	Approved Budget	Year over Year	Year over Year
Recreation Facilities					
Arena	405,084	411,700	415,480	3,780	0.9%
Arena - Remuneration	174,663	172,900	132,046	(40,854)	-23.6%
Arena - Internal Allocation	(36,846)	(37,200)	10,400	47,600	-128.0%
Arena - Benefits	33,447	38,800	29,953	(8,847)	-22.8%
Arena - Operations Benefits	4,605	3,000	5,000	2,000	66.7%
Arena - Operations Building	184,696	180,600	182,831	2,231	1.2%
Arena - Operations General	12,753	13,600	15,250	1,650	12.1%
Arena - Operations Equipment	31,766	40,000	40,000	-	0.0%
Parks	218,604	240,000	277,200	37,200	15.5%
Parks - Remuneration	105,524	95,000	76,500	(18,500)	-19.5%
Parks - Benefits	-	-	8,500	8,500	0.0%
Parks - Operation Other	113,080	145,000	192,200	47,200	32.6%
Parks Division and trees	70,877	65,100	148,101	83,001	127.5%
Remuneration	70,877	59,100	142,101	83,001	140.4%
Operations - General	-	6,000	6,000	-	0.0%

Within the People FTE Analysis by Program page 6, prior year approved positions budgeted with a vacancy factor have been included at full FTEs. As noted in General Administration, the Housing and Community Partnerships Coordinator position has been removed. Administration includes a Parks Maintenance position that is allocated to other programs within the Town. These charges and recoveries are shown under internal allocation. In 2024 - 2025, the method of using internal allocation for assigning staff is transitioning to direct charges making comparisons line by line to the prior year a challenge. Overall compensation and FTEs are comparable. The completion of Arena facilities Condition Assessment increased professional fees by \$14,000.

Individual recreation programmes are shown with compensation, operational cost and revenue netted. Nature Kids is a before and after school program initiated in fiscal 2024. A 2.21 FTE investment in people to support the 39 week programme offering is included in the People FTE Analysis by Program under seasonal temporary. At the request of Council, summer day camps have been added at a cost of \$32,500 (FTE 0.69 for 5 weeks) with offsetting revenue estimated at \$17,500. Summer Outreach staffing, revenue and expenses are more reflective of expected experience in the current budget year resulting in an anticipated net increase budget of \$28,500. The Other Recreation Programmes generate net revenue contributing to programmes with net expenditures.

Recreation Facilities budget change of \$37,200 and the Parks Division and Trees expenditure increase of \$83,000 is mainly driven by increases in parks compensation and expense. This is in part due to a change in allocating staff only when the amount exceeds a specified percentage of work for the receiving department. In the past, time spent supporting the Pumpkin People event has been allocated from Parks to Community Development. With the retirement of our former Maintenance team member, this allocation will no longer occur, resulting in compensation remaining in Parks. Seasonal hires have increased to support park space management.

EDUCATION

EXPENDITURES	Unaudited 2023 - 2024 Actual	2023-2024 Approved Budget	2024 - 2025 Approved Budget	Change Year over Year	% Change Year over Year
EDUCATION	1,805,184	1,805,200	2,102,100	296,900	16.4%
Transfer to AVRCE	1,805,184	1,805,200	2,102,100	296,900	16.4%

Transfers to Annapolis Valley Regional Centre for Education (AVRCE) are mandatory. The amount is calculated using the Town’s uniform assessment along with its student population. The number of students rose by 46 (current 855 and prior 809) in conjunction with an increase in uniform assessment value creating a 16% or \$296,900 increased transfer requirement. The transfer per student is equivalent to \$2,459.

FINANCING AND RESERVE TRANSFERS

EXPENDITURES	Unaudited 2023 - 2024 Actual	2023-2024 Approved Budget	2024 - 2025 Approved Budget	Change Year over Year	% Change Year over Year
FINANCING AND TRANSFERS	1,427,830	1,419,300	1,615,535	196,235	13.8%
Reserves	(241,900)	(241,900)	(294,700)	(52,800)	21.8%
Reserves	(241,900)	(241,900)	(294,700)	(52,800)	21.8%
From -OP Reserve-Election	-	-	(51,000)	(51,000)	0.0%
OP Reserve - surplus	(241,900)	(241,900)	(243,700)	(1,800)	0.7%
Debt Charges	878,340	911,700	849,670	(62,030)	-6.8%
Transfers To Reserves	791,390	749,500	1,060,565	311,065	41.5%
Transfer	682,500	682,500	945,565	263,065	38.5%
To: Operating Reserve	199,400	199,400	207,465	8,065	4.0%
To: Public Works Equipment Reserve	60,000	60,000	315,000	255,000	425.0%
To: General Capital Reserve	423,100	423,100	423,100	-	0.0%
Capital From Revenue - Police	108,890	67,000	115,000	48,000	71.6%

Annually through the budget process operating reserves are reduced at the same time as operating and capital reserves are increased through transfers to/from operating revenue. During our capital budget review, it was evident reserve levels were insufficient moving forward. Council directed the maintenance of a \$423,100 transfer to General Capital reserve and an increase in transfers to Capital from Revenue for police vehicles to \$77,000 and Public Works equipment to \$215,000. In addition, the \$100,000 increase in perpetual fund operating revenue was specified for transfer to General Capital reserve.

The net impact of these transactions is to increase the transfer to Capital Reserves by \$303,000.

The Operating specified critical incident reserve was increased by \$38,000.

Repayment of long-term debt principal decreased due to changing outstanding debt balances. Interest charged on long-term debt is assigned to departments based on the equipment and infrastructure financed for their area.

Transfers from operational reserves are not used to cover the costs of normal operating expenditure. 2023 - 2024 unaudited Preliminary Operating Fund surplus is estimated at \$454,082. A portion of these funds (\$207,465) were utilized to cover non-recurring expenditures without impacting current reserve levels or without creating an ongoing reliance on reserves.

Conclusion

Council was presented with and approved a balanced budget.

- All positions, whether new or existing are budgeted at a full year regardless of potential vacancies due to delayed hiring or leaves. This ensures our tax base can sustain our staffing levels as presented.
- The budget captures compensation based on finalized and in negotiation collective agreements, HR policies and compulsory benefit rates.
- Planning for the future of the Town makes gathering information and expertise a priority. Assessments and studies in the areas of stormwater management, accessibility, secondary planning and facility feasibility to be undertaken in the 2025 fiscal year have been incorporated within this budget along with offsetting reserve funding. The reports and their recommendations will build the foundation for the Town moving forward.
- The budget sustains service levels within Departments and makes strategic investments to leverage outside funding sources and respond to community needs.
- The budget supplements capital reserves to support future demands for resources.

Of note, an Operating Budget is drafted at a point in time, using the best information available. Results will vary. Budgets will be monitored against actual results. Any variances between actual and budget will be managed and reported in the forecast throughout the upcoming year. Following year budget cycle will be informed by forecast and actual experience.