

BUDGET 2023: TRANSITIONS

Snow Control, Inflation, & Local Governance Reform



Grand Bay-Westfield

NEIGHBOURS BY NATURE

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- **Strategic Plan Review**
 - **Vision**
 - **Mission**
 - **Mandate**
 - **Values**
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Strategic Plan

Town's Vision, Mission and Values

Vision

A welcoming place for all to live, grow and thrive

Mission

Facilitating growth, wellness, and prosperity through effective and forward-thinking leadership.

Values

Understanding
Trust Teamwork Honesty
RESILIENCY
Justice Openness Courage
Inclusion Transparency

Town's Priorities and Mandate

Priorities

- **Smart Growth**
- **Organizational Capacity**
- **Infrastructure and Climate Adaptation**
- **Community Vitality**

Mandate

Facilitating a welcoming and thriving community by:

- **Encouraging new assessment growth;**
- **Enhancing organizational capacity;**
- **Establishing proactive infrastructure resiliency;**
- **Furthering climate change adaptation, and**
- **Increasing community vitality.**

Strategic Plan: 10-Year Outcomes

- **Smart Growth**
 - **New assessment growth = \$200M**
 - **Increased Transit Access**
- **Community Vitality**
 - **Increase population = 1K**
 - **Opportunities for fulfillment**
 - **Increased participation**
- **Organizational Capacity**
 - **Reserves up to \$2M**
- **Infrastructure & Climate Adaptation**
 - **Remediate brownfield land**
 - **Reduce greenhouse gas emissions**
 - **Curbside collection of solid waste and recycling**

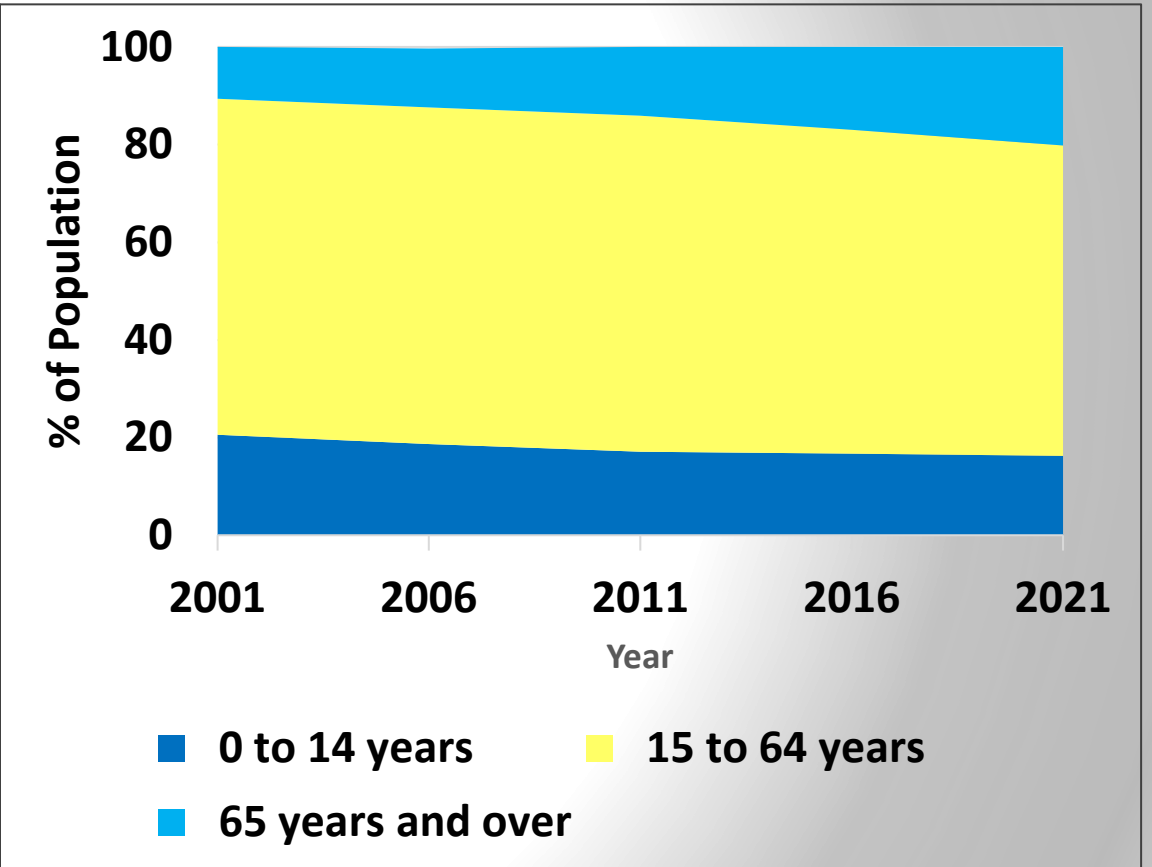
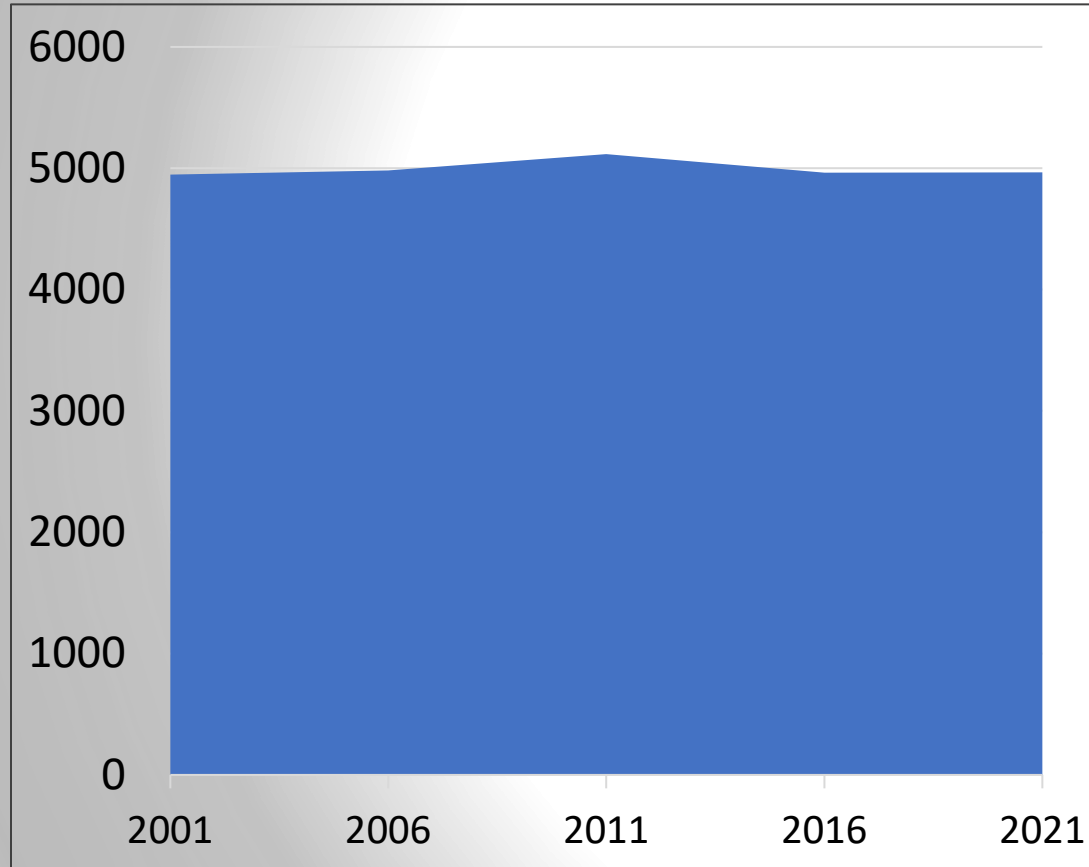


Grand Bay-Westfield

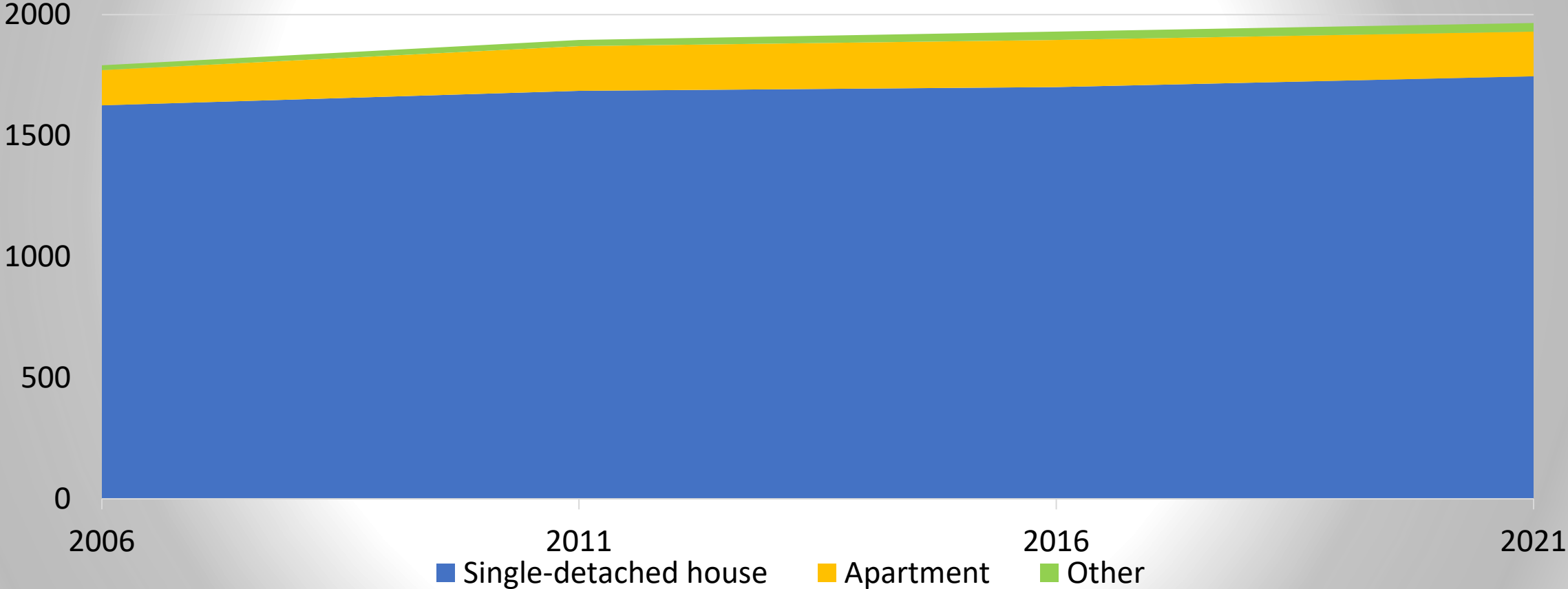
Our Town

Population

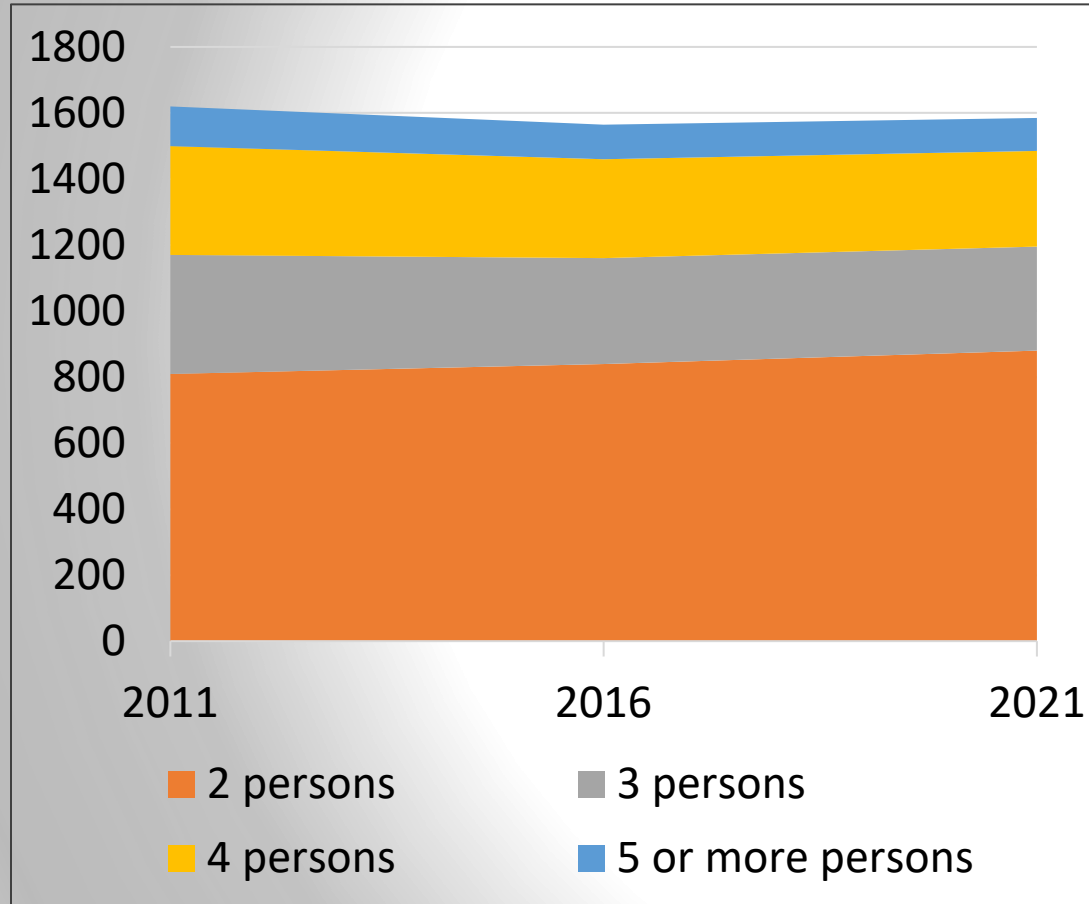
Age Characteristics



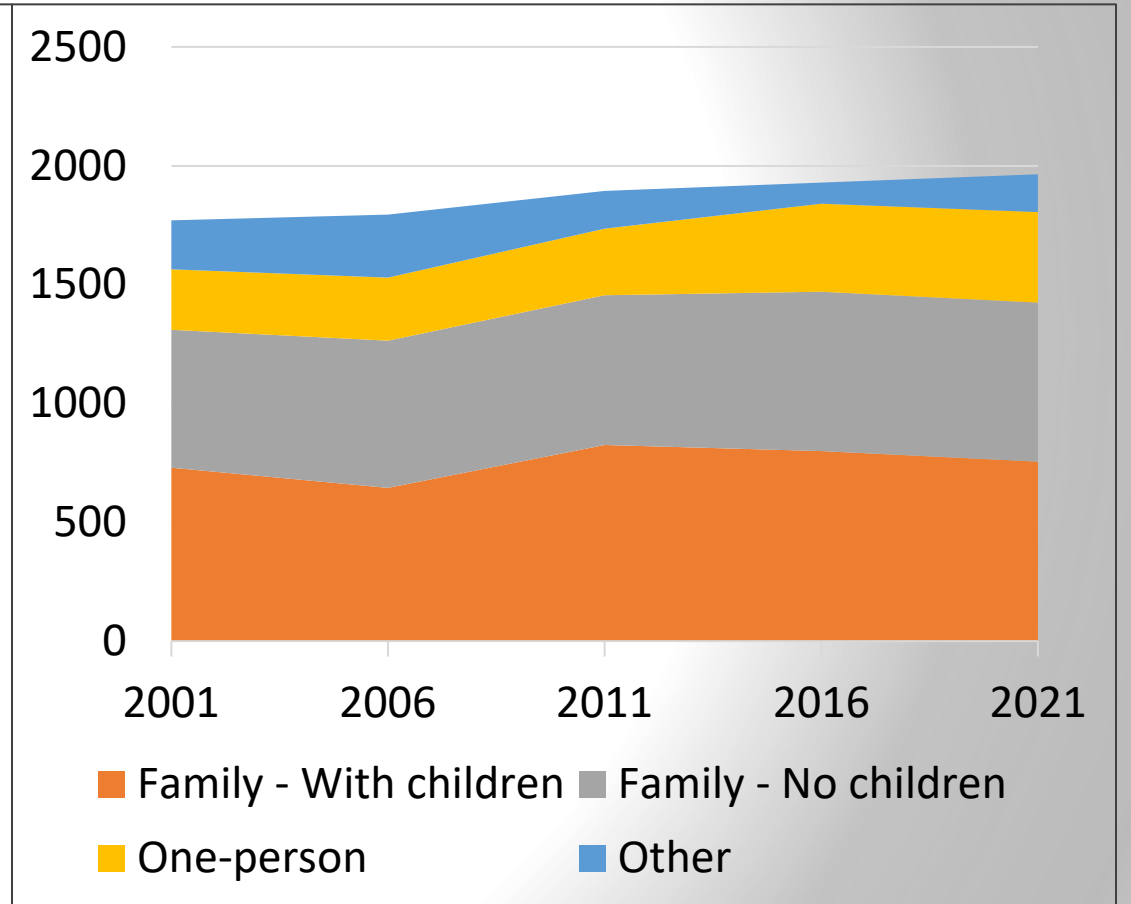
Household and Dwelling Characteristics



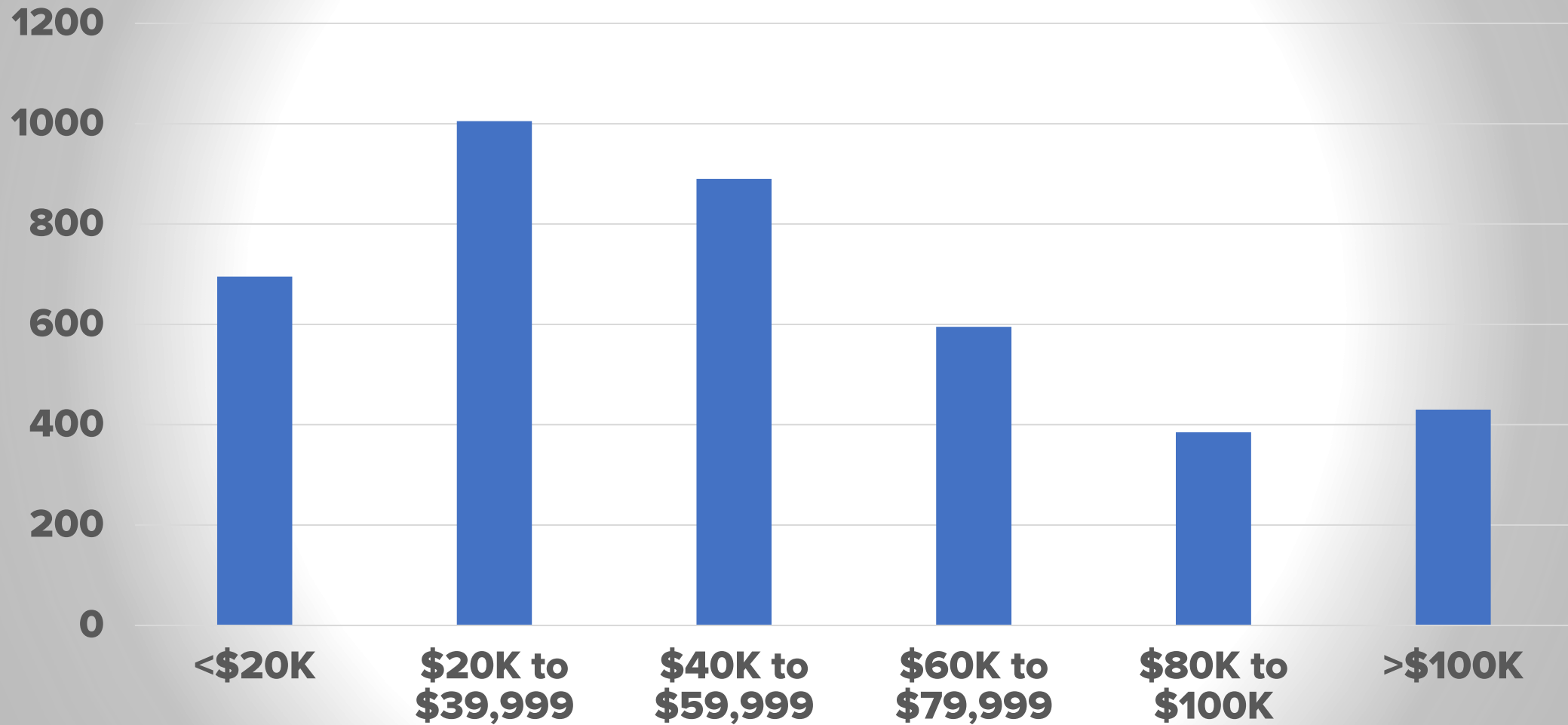
Family Characteristics



Household Type



Total Income for Individuals Over 15





Current Local Environment

Pressure Points

Local Governance Reform

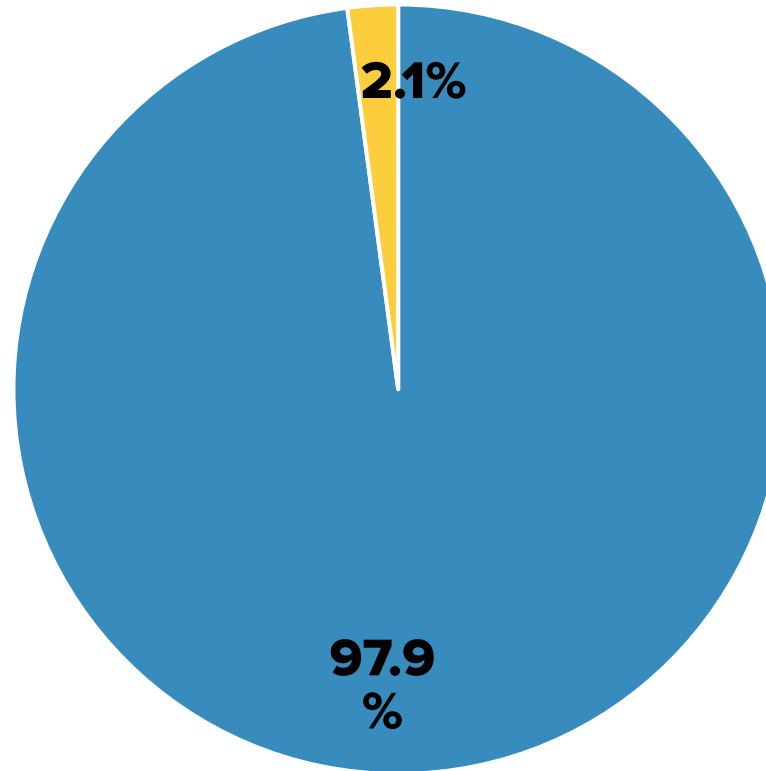
- **The budget is subject to Ministerial approval.**
- **The 2023 budget for Ward 2 was prepared by the Local Service Manager and the Town.**
- **Questions regarding the 2023 Ward 2 budget may be directed to the Transition Facilitator and Town.**
- **The budget for the Fundy Regional Service Commission has not been determined but results in net new increases.**
- **It is reasonable to expect that Fundy RSC will increase the Council and Administration's workload.**



Funding Challenges

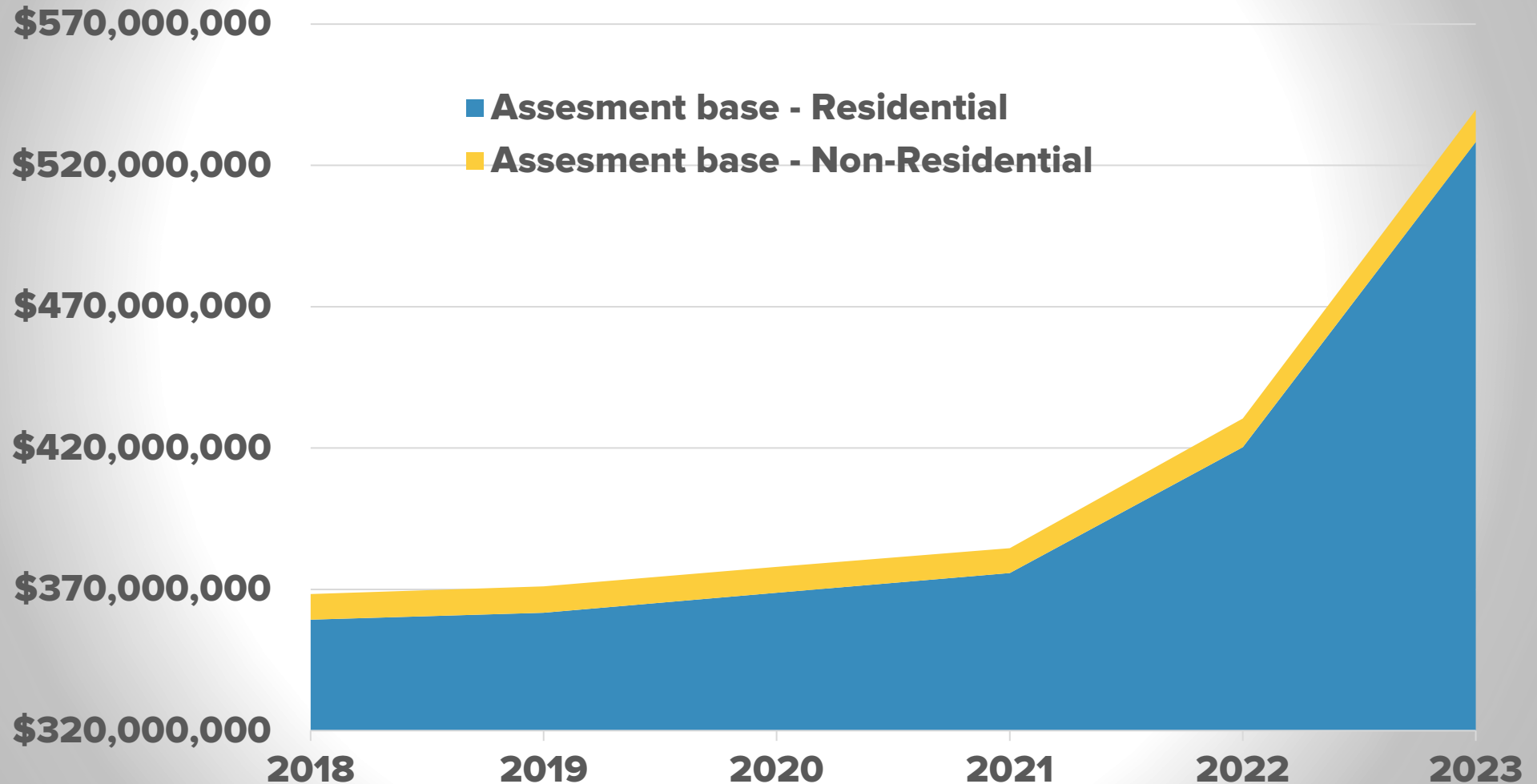
- **The Equalization and Funding Grant has been cut approximately \$13K**
- **The Province has contributed about \$36K towards Fundy Regional Service Commission costs**
- **The new formula is clearer and reasonably predictable**
 - **The Town's assessment increased \$48M**
 - **Less than \$8M is due to new development**
 - **The rest is market adjustment**
- **The Town's financial position is fragile**

Property Assessment by Type



- Residential Assessment Base
- Non Residential Assessment Base

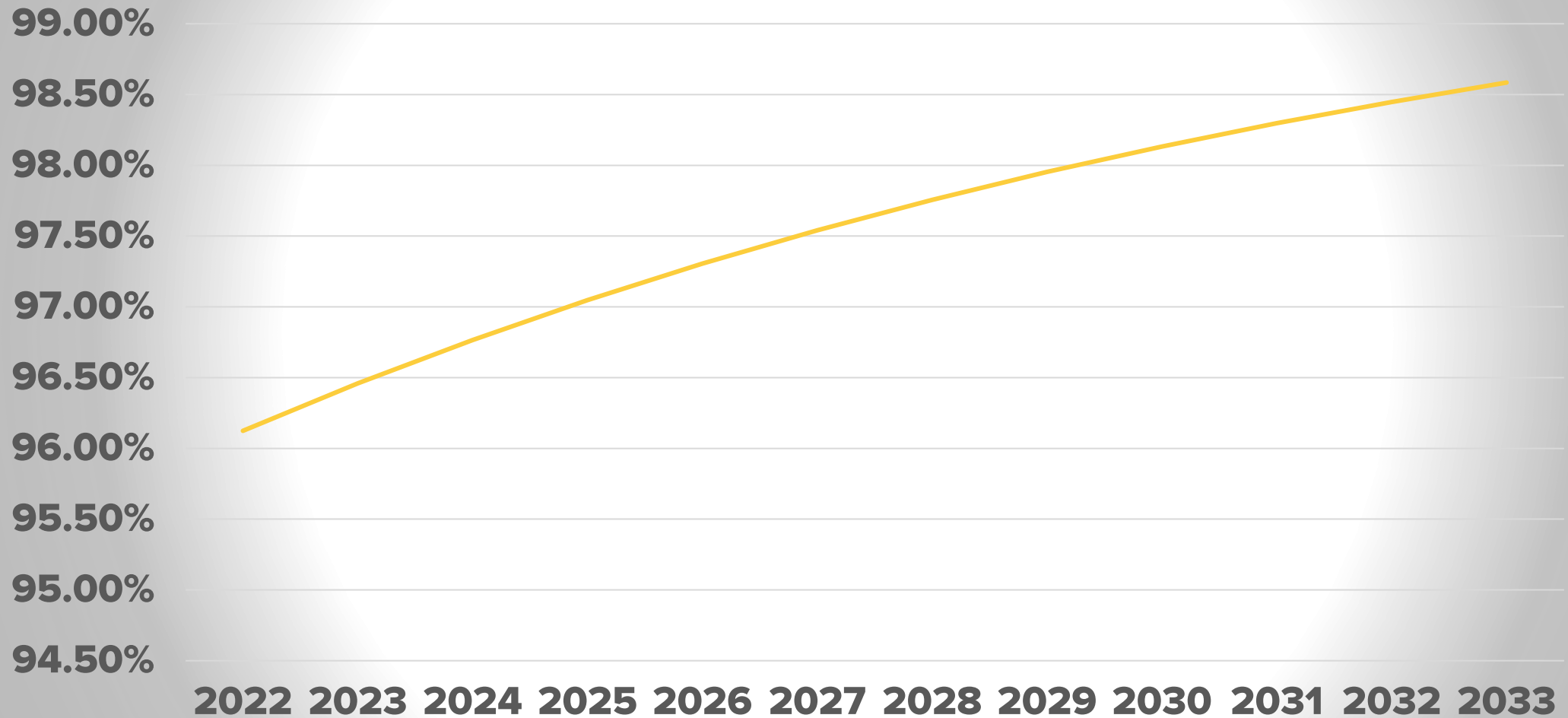
Property Assessment Base Growth



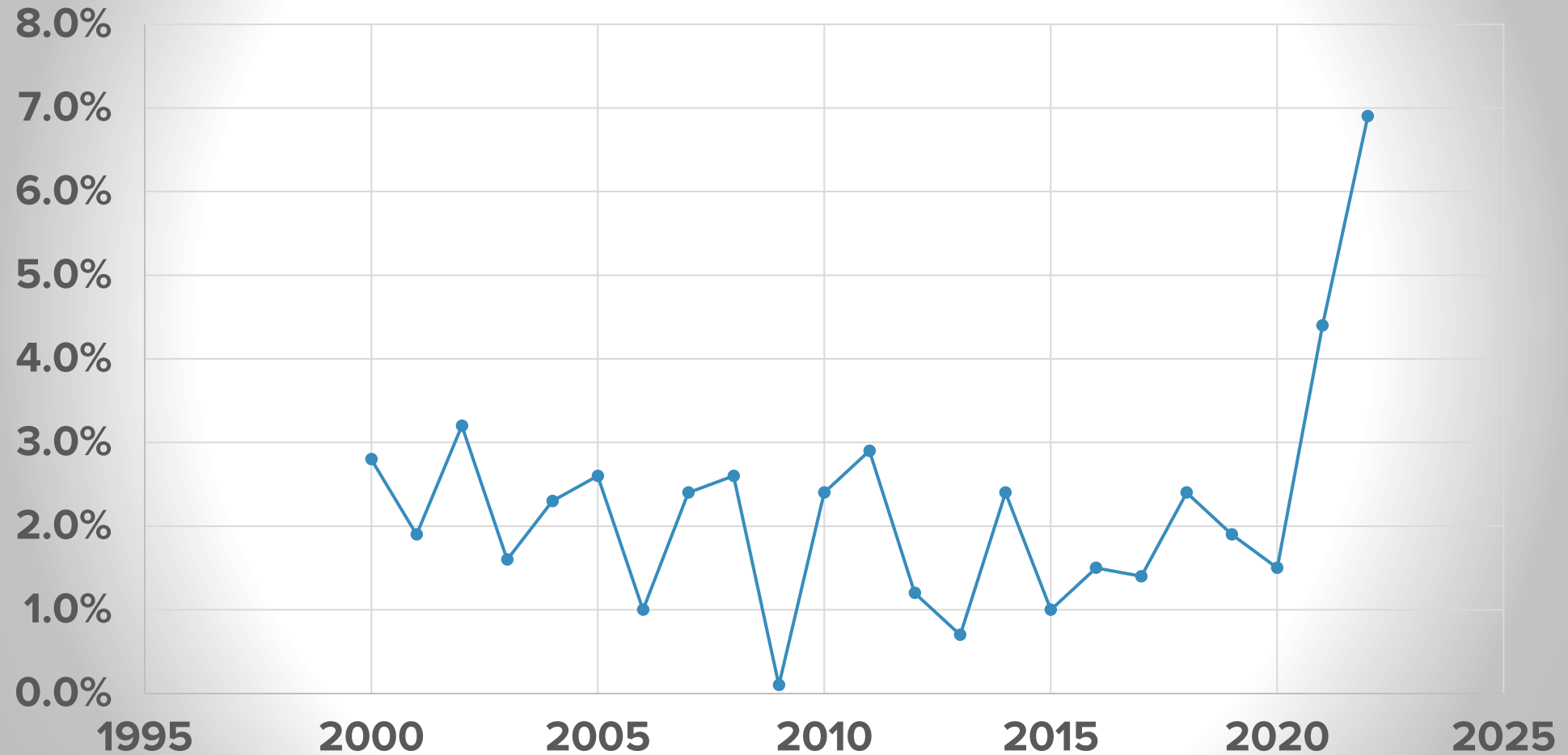
Assessment Growth Mix

- **Current assessment base mix is**
 - **98% Residential**
 - **2% Non-Residential**
- **Increasing this mix by 1% adds \$50K to tax income**
- **This equates to 1 cent on the tax rate**
- **If mix was 95/5, \$140K would be added to tax income**
- **If mix was 90/10, \$376K would be added to tax income**
- **Town needs to attract a mix of residential and non-residential growth**

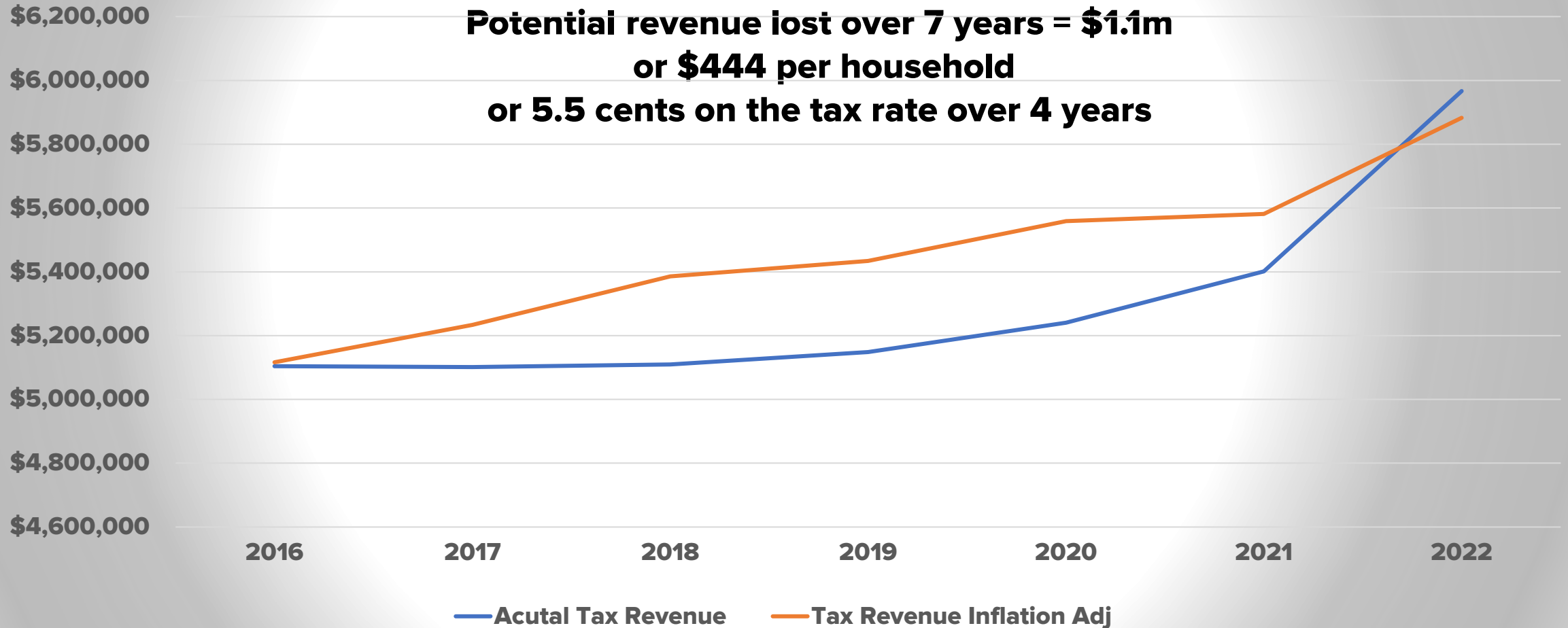
% of Tax Income from Residential



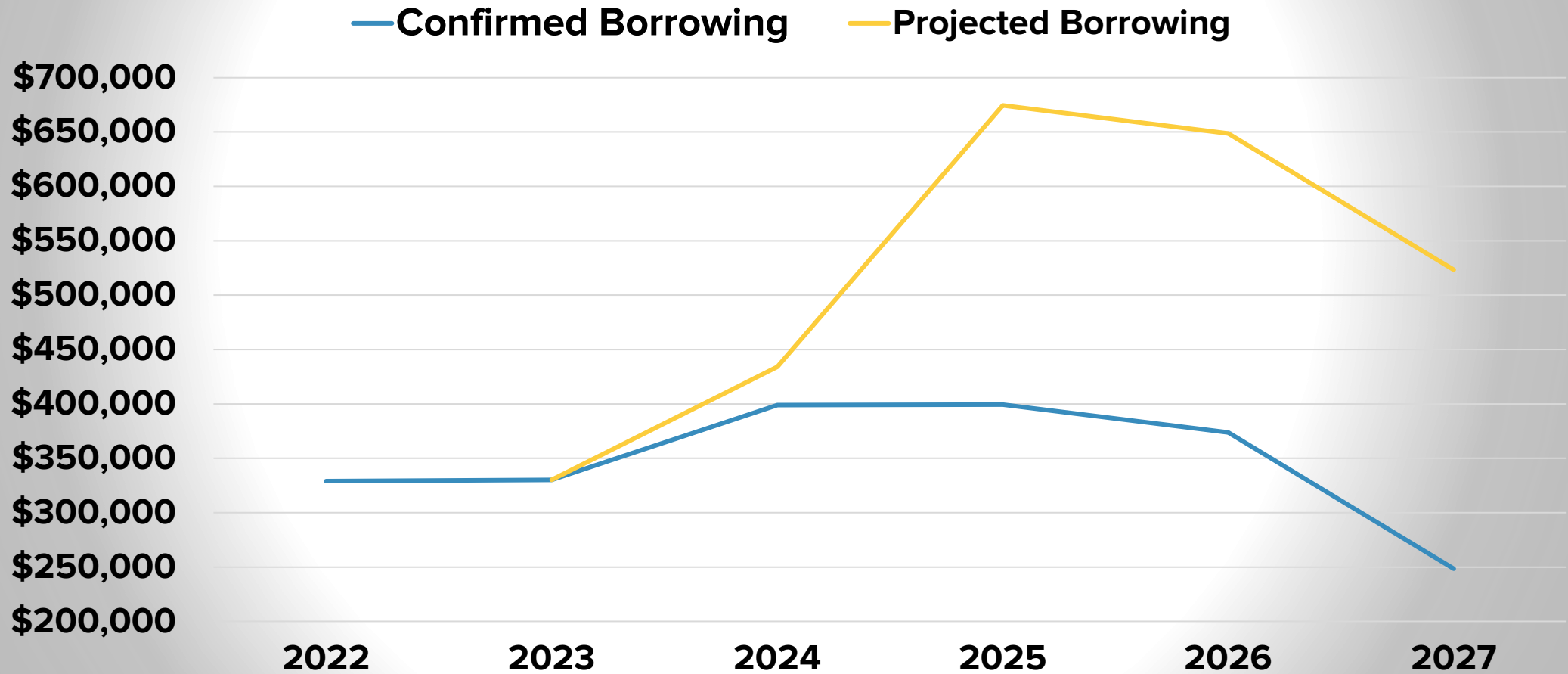
Historical Inflation



Lost Taxes Due to Inflation



Debt Cost 2022-2027





Department Highlights 2022-2023

Getting Things Done

Priorities 2022

- **Prepare for snow control**
- **Local Governance Reform**
- **Fire Department Review**
- **New fire engine for 2023 delivery**
- **Road maintenance**
- **Implementation of Communications Plan**
- **Implementation of Parks and Recreation Master Plan**
- **Enhanced financial services**

Strategic Investments

- **The temporary suspension of frontage fees on Colonel Nase Blvd. effective January 1, 2022.**
- **Development of a local economic development plan.**
- **The new position of Communications Officer.**
- **A programming position for recreation.**
- **Investment in RVCC to ensure ongoing effectiveness.**

General Government



General Government: Community Grants

- **Girl Guides of Canada**
- **Grand Bay Community Hockey**
- **Grand Bay Home and School**
- **Grand Bay Primary School**
- **Honour Our Veterans**
- **Inglewood School**
- **Jennifer Fox**
- **Port City Minor Baseball Association**
- **River Valley Basketball Association**
- **River Valley Coins**
- **Tiny Treasures Learning Centre**
- **Wendy Crews/Cheryl Palmer**
- **Westfield Elementary School**

Priorities 2023

- 1. Snow and ice control**
- 2. Implementation of Local Governance Reform**
- 3. Ongoing implementation of the Parks and Recreation Master Plan**
- 4. Outdoor recreation facility**
- 5. Economic development**
- 6. Increasing the number of services provided in Grand Bay-Westfield**

Budget 2022 Reflection

- **Challenges meeting budget**
 - **Inflation**
 - **Fuel costs**
 - **Local Governance Reform**
 - **Preparation for snow control**
 - **Human Resources**
- **Currently projecting a very small surplus**



Finance Department: 2023 Highlights

- **Greater use of technology**
 - **Workflows**
 - **e-Transfer payments for sewerage bills**
 - **Electronic Funds Transfer (EFT) payments for suppliers**
- **Expanding the use of current accounting software**
- **Preparation of a 3-year budget for general operations for 2024**



Communications: 2022 Accomplishments

- **Implementation of the Town's Communications Plan to:**
 - **Ensure the community, Council and Administration are informed of all Town news, information and events**
 - **Facilitate Council's goal of transparency**
 - **Development of the Annual Report**
 - **Establishing social media terms of use for the Town's social media platforms**
 - **Supporting the Communications efforts of each Department**
 - **Review of the Town's branding**



Communications: 2023 Highlights

- **Continued implementation of the Communications Plan**
- **Additional website enhancements including a more user-friendly homepage**
- **Increase and promote community engagement**
- **Review and consolidation of the Town's social media platforms**



Communications: We're here to help! Stay Informed!



Town of Grand Bay-Westfield Contact Information

 (506) 738-6400  (506) 738-6424

 administration@towngbw.ca

 609 River Valley Drive

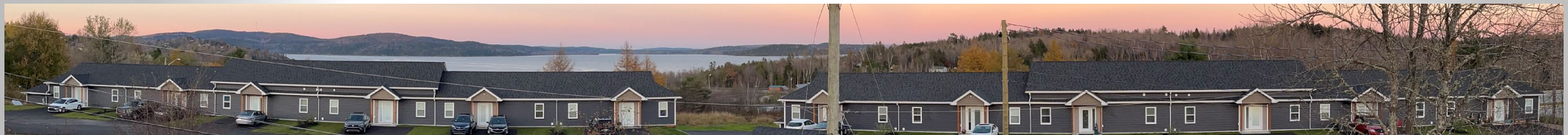
 Monday to Friday from 9 a.m. - 5 p.m. (excluding holidays)

 www.grandbaywestfield.ca



Environmental Development: 2022 Accomplishments

- **Continued Peak Shift Program with NB Power for centrum building**
- **Completion of 70 kW solar array at the sewerage lagoon**
- **Municipal Plan, Zoning, Subdivision By-laws to eliminate infrastructure charges**
- **Completion of 24-unit apartments on River Valley Drive**
- **New permit for 24-unit apartments on Colonel Nase Boulevard**
- **First incentive grant for multi-lot subdivision (vacant lot grant)**



Environmental Development: Year-to-date

- **81 building permits including 37 new dwelling units building permits**
- **Value of work: \$7.68M and revenue of \$32K**
- **Second highest recorded building permit value and fees**
- **Planning Advisory Committee (PAC): 30 agenda items including approval of 10 new residential lots**



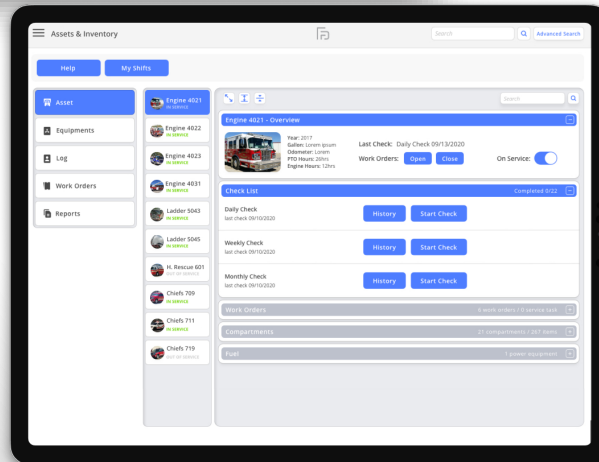
Environmental Development: 2023 Highlights

- **First two Incentive Grants for projects exceeding \$500K**
- **\$75K increase to funding Fundy Regional Service Commission**
- **\$28K increase to Envision Saint John for Economic Development**
- **\$22,500 to amend Municipal Plan/Zoning By-laws to include Ward 2**

Fire Department 2022 Accomplishments

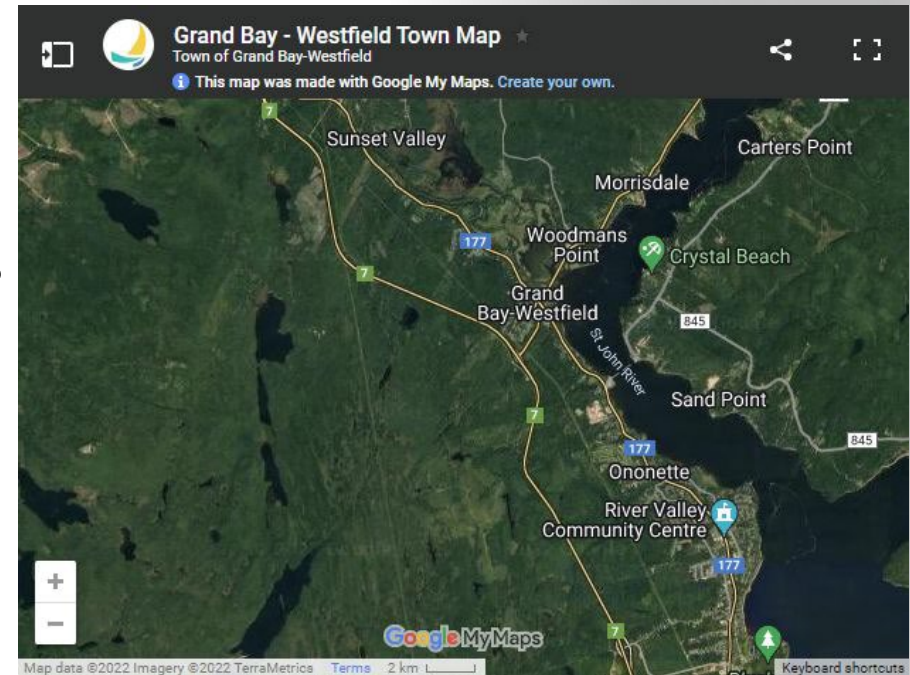


- Purchase of ice rescue craft
- Restructuring of scheduling and honorariums
- Fire Service Review and 10-Year Strategic Plan
- New forcible entry door prop
- New Records Management System



Recreation: 2022 Accomplishments

- **Action on Parks and Recreation Master Plan**
 - **Hiring of Town's first Recreation Program Coordinator**
 - **Initial review of infrastructure projects**
 - **Re-Connected with community groups**
 - **RVCC Strategic Plan Development**
- **Community Vitality Committee Engagements**
 - **New & Returning Internal Events**
 - **New & Returning External Events**
- **Age-Friendly Committee Engagement**
- **Town Map re-envisioned on website**



Recreation: 2023 Highlights

- **Action on Parks and Recreation Master Plan**
 - **Capital infrastructure project next steps**
 - **Community group partnerships and promotions**
- **Community Vitality Committee**
 - **Annual event expansion and new event exploration**
- **Age-Friendly Committee**
 - **Action Plan engagement**
- **Parks and Recreation services**
 - **Increased usage of Brundage Point River Centre and Town Centrum facilities**
 - **Expansion of in-house maintenance**



Works Department: 2022 Accomplishments

Major Investments

- **Majestic Drive between Baycrest Drive and the Cul-de-Sac, Kirtley Avenue from Central Avenue to Apple Hill Road, Sunset Crescent, and Broad Street from North Street to Alder Road including new sanitary manhole installation.**

Miscellaneous

- **Intersection of River Valley Drive & Colonel Nase Boulevard: Catch basin replacement; and**
- **Chestnut Drive: Box culvert stabilization at inlet.**



Works Department: 2023 Highlights

- **Restructuring of Department staffing and equipment to provide snow and ice control services in-house effective November 1, 2023**
- **Purchase of equipment and hiring of staff will reduce the requirement for contracted summer services**

**Snow Control
738-2230**



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Proposed Budget 2023

Transitions

Process: Building a Budget

- **Administration Review**
- **Council Strategic Plan Review**
- **Submissions: River Valley Community Center, Westfield and District Recreation Association**
- **Administration Deliberations**
- **Stakeholder Meetings**
- **Council Deliberations**
- **Public Presentation**
- **Council Approval**
- **Budget Submission to GNB**



Priorities

2023 Budget

Tactics: Smart Growth

- 1.1 - Advocate for the Province to enhance educational facilities and to partner for multi purpose uses.**
- 1.2 - Attract and retain families from across Canada and the world.**
- 1.3 - Partner with relevant agencies to encourage international immigrants to relocate to Grand Bay-Westfield.**
- 1.4 - Attract developers to build a diversity of housing options.**
- 1.5 - Work towards a more diverse tax base that supports the conveniences and amenities needed by our residents.**

Tactics: Organizational Capacity

- 2.1 - Ensure Council processes and decisions are communicated clearly & timely to residents.**
- 2.2 - Advocate with the Province about local governance reform.**
- 2.3 - Provision of relevant and timely financial information to inform decision making.**

Tactics: Infrastructure and Climate Adaptation

- 3.1 - Review the Asset Management plan with emphasis on life cycle planning.**
- 3.2 - Ensure the Town's ground water is sustainable.**
- 3.3 - Determine a carbon neutral master plan in conjunction with the Town's Climate Change Action Plan.**

Tactics: Community Vitality

4.1 - Implement the comprehensive Parks and Recreation Master Plan.

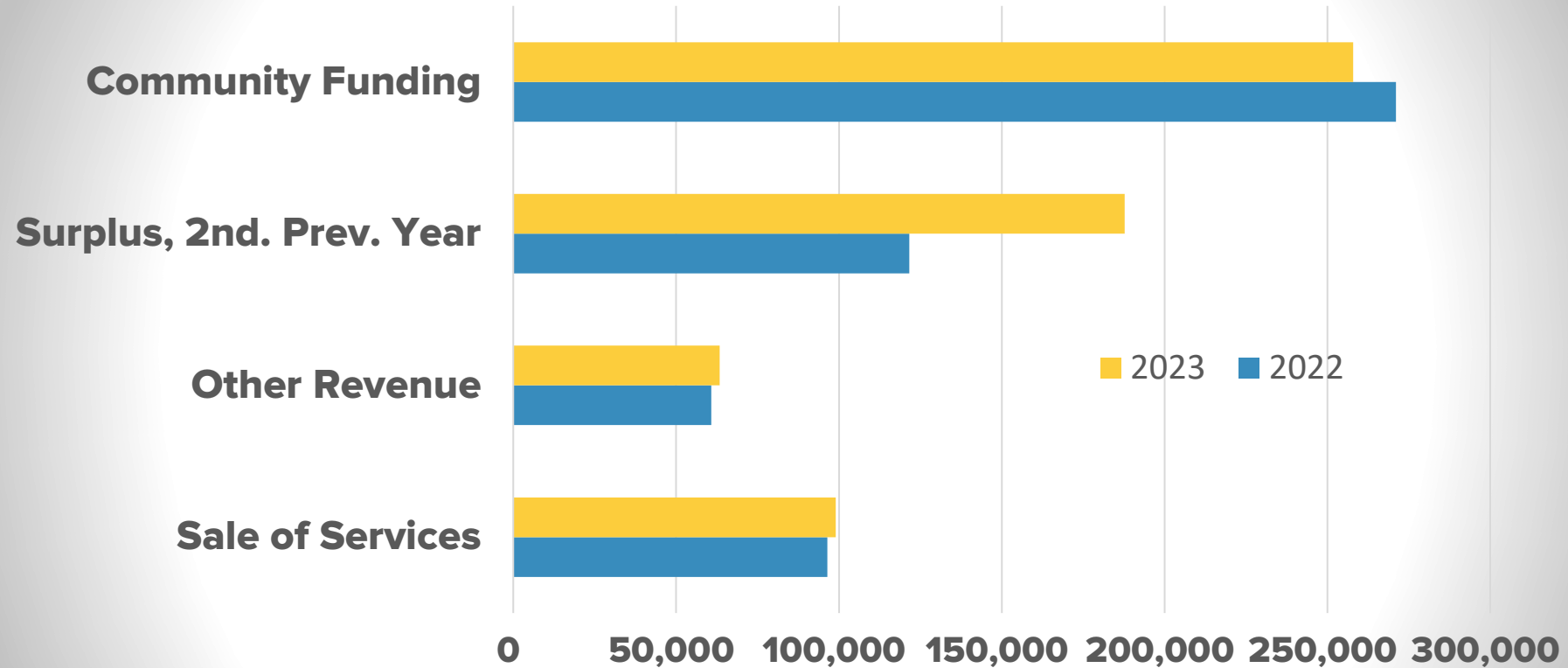
4.2 - Become a centre of wellness with a diversity of health professionals.



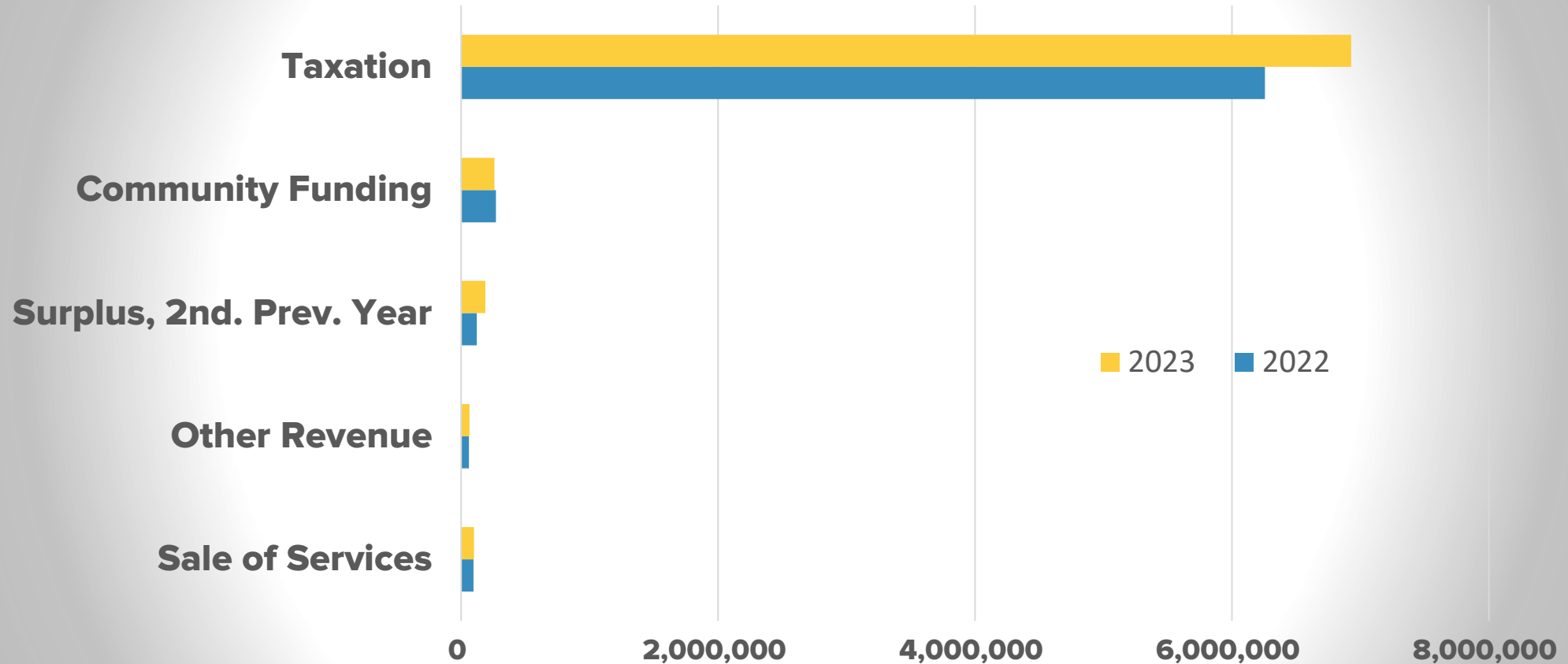
Operations

Maintaining Levels of Service and Implementing the Tactical Plan

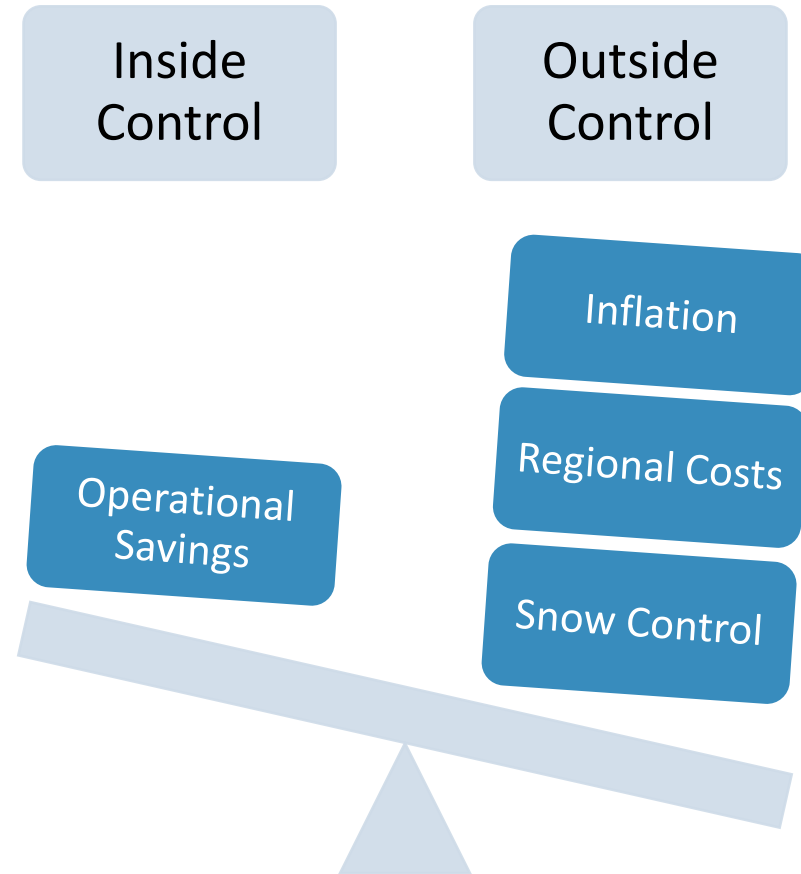
Revenue Comparison 2022-2023



Revenue by Source – Inc. Taxation



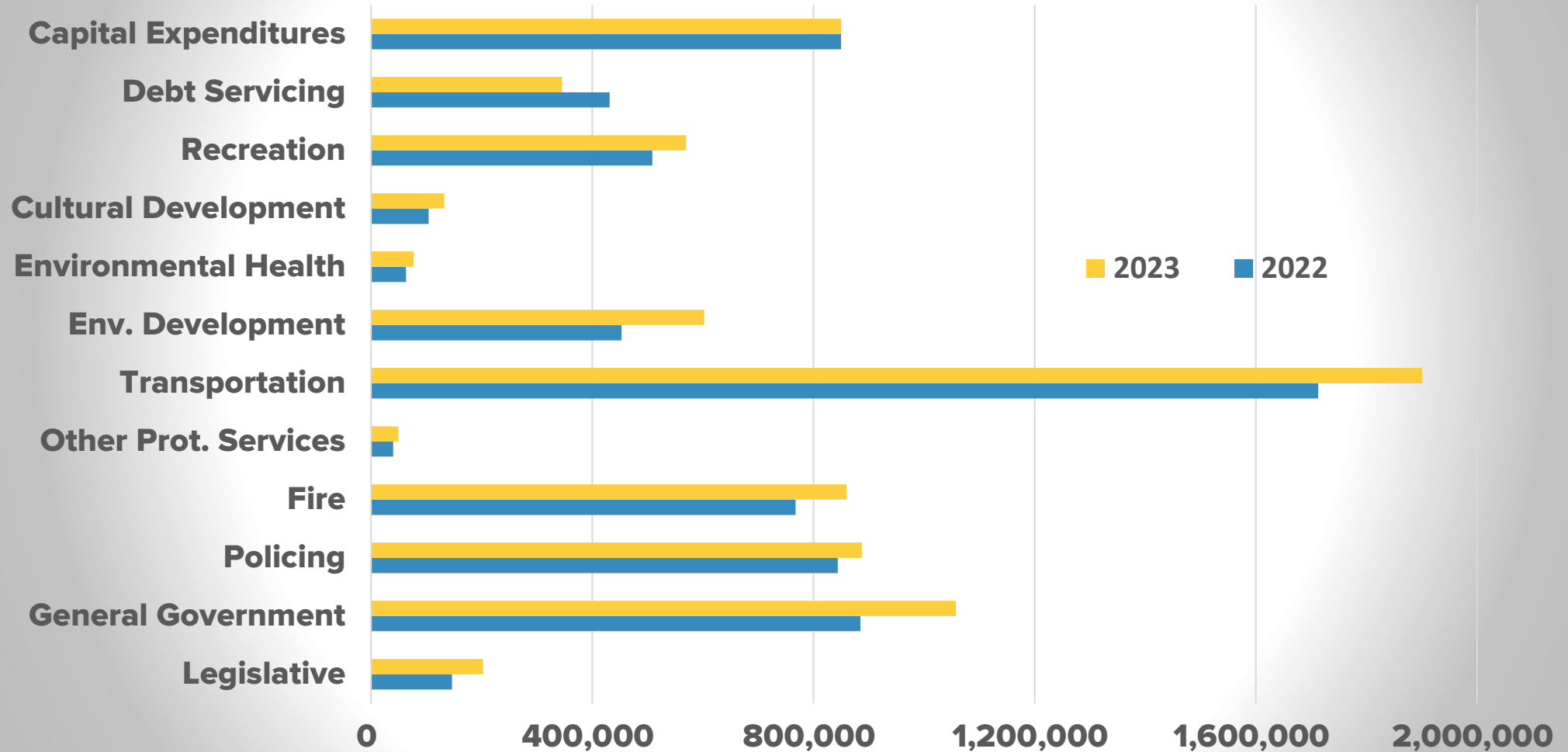
Factors Affecting Expenditures



Discontinuing Incentives

- **Administration will be recommending to Council, in 2023, that the incentive programs be reviewed to determine if they should be discontinued.**
- **This an expense that is not affordable.**

Expenditure Comparison



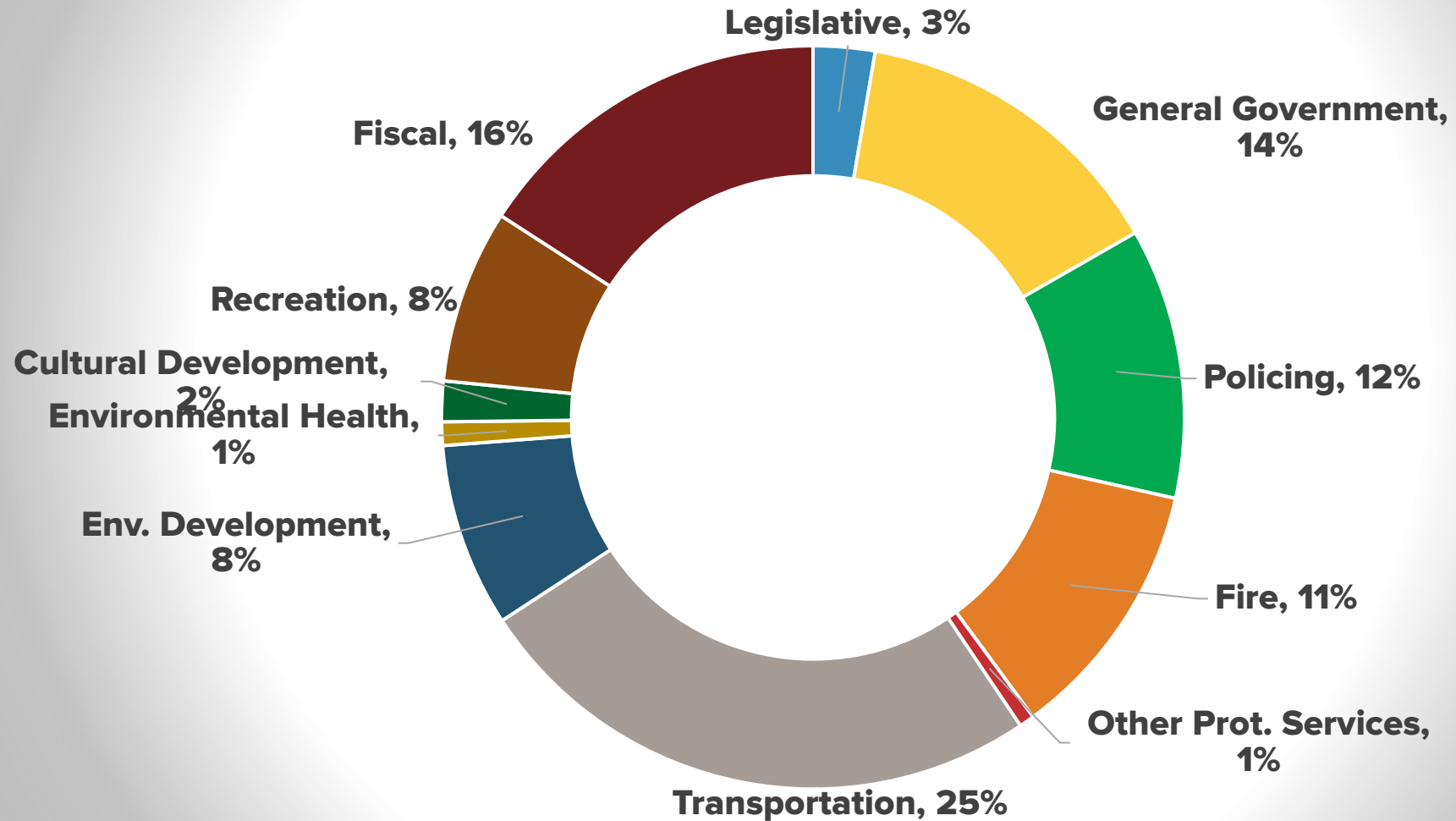
Expenditure Comparison

	% Change	\$ Change	Outside Control	Inside Control
Legislative	3%	55,781	27,681	28,100
General Government	14%	172,979	134,464	38,515
Policing	12%	43,162	43,162	
Fire	11%	91,973	82,923	9,050
Other Prot. Services	1%	9,623	9,263	
Transportation	25%	187,693	172,693	15,000
Env. Development	8%	149,619	149,619	
Environmental Health	1%	13,724	13,724	
Cultural Development	2%	28,461	20,581	7,880
Recreation	8%	60,915	64,628	-3,713
Fiscal	16%	-85,799	14,201	-100,000
Total		728,129	732,937	-5,168
			101%	-0.71%

Snow Control – Cost Analysis

	\$		Cents on Tax Rate
Current Contract	670,000		0.14
2023 Tender Proposal	1,100,000		0.23
Inhouse Service Model	800,000		0.17
Savings realized	300,000		0.06
Potential increase if contracted	430,000		0.09

Expenditures by Department



Costs to be Confirmed

- **RCMP**
 - **Assumed 5% increase**
 - **Each % point deviation will add/subtract \$8,300 to the budget**
- **Fundy Regional Service Commission**
 - **Budget not yet approved, ongoing discussions.**
- **Insurance rates have yet to be provided**



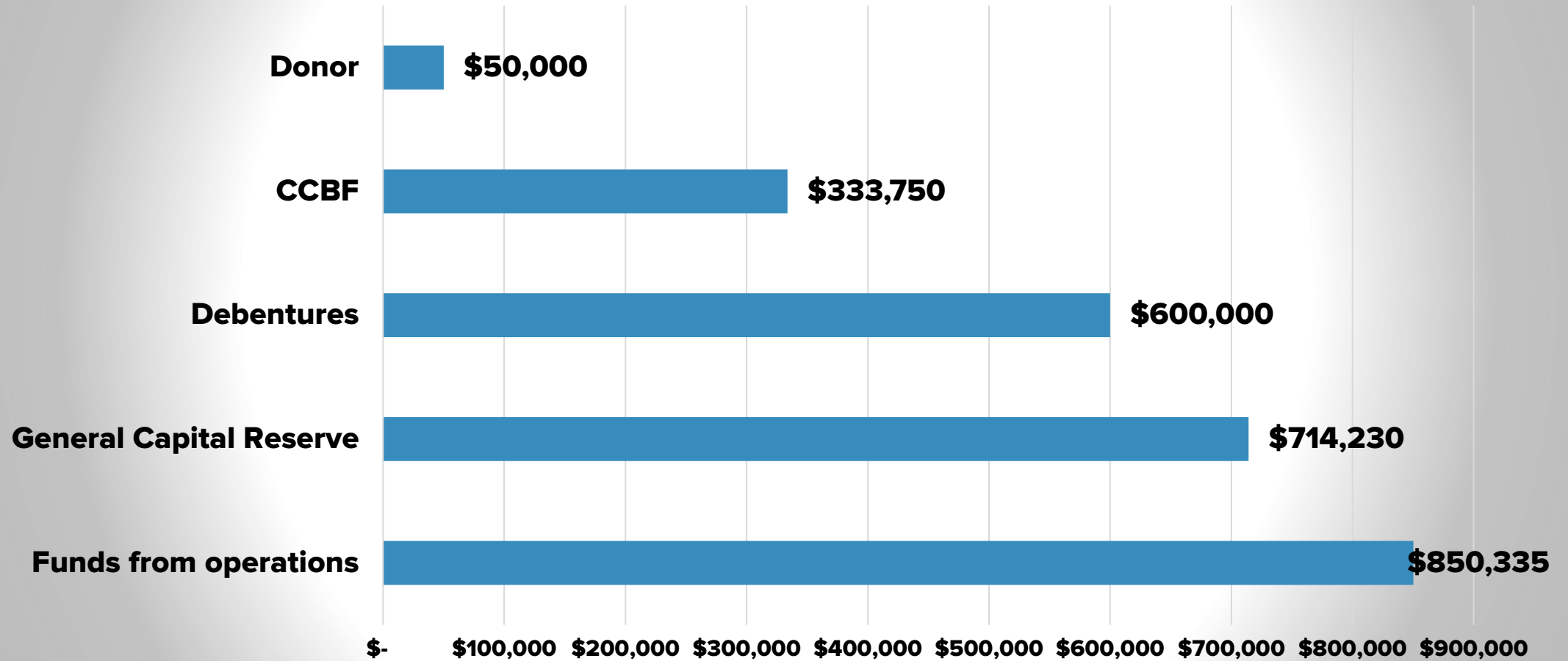
Capital

Sustainable Investments

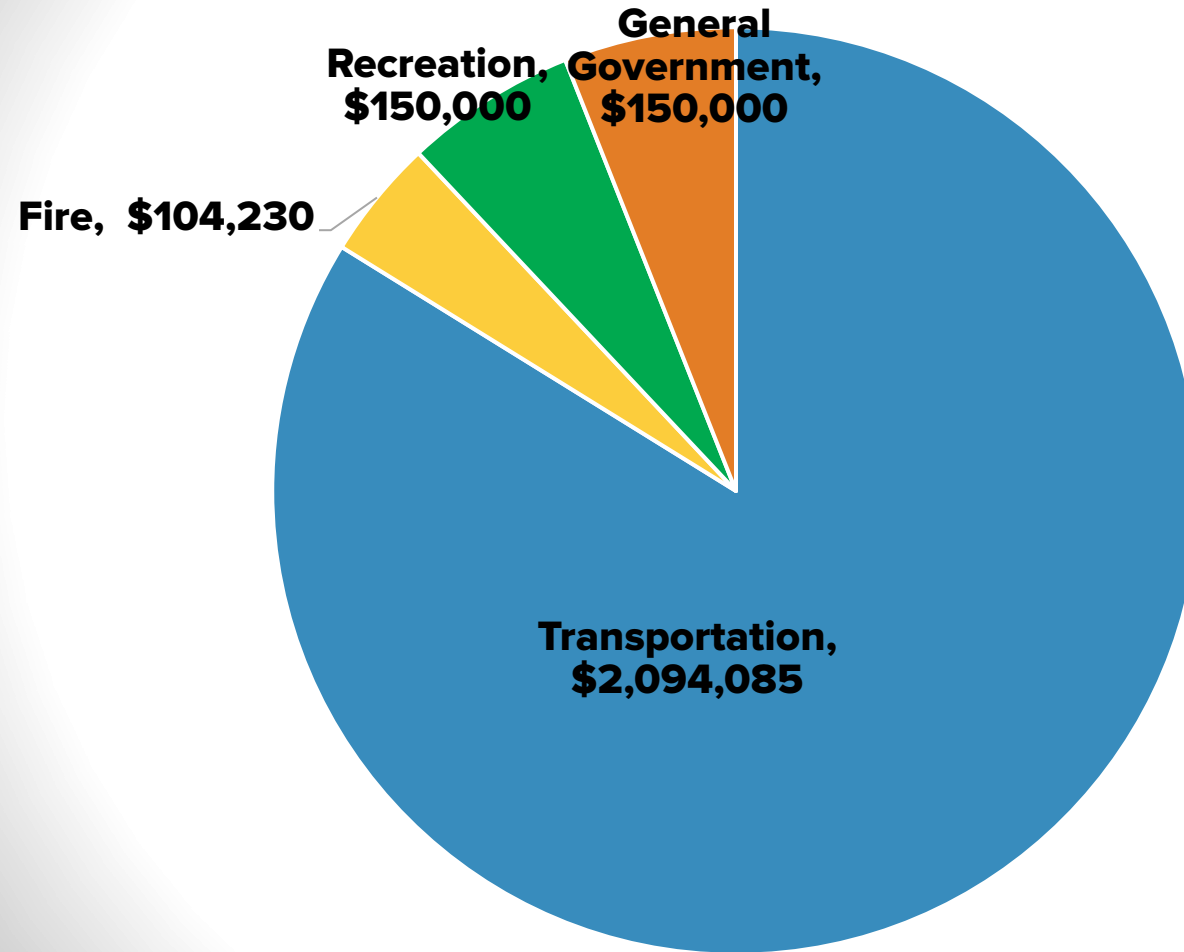
2023 Capital Budget Summary

- **Preparing for in-house snow control is the focus of 2023 Capital Budget**
- **56% of the \$2.5M budget has been allocated to acquiring the fleet required for snow removal**
- **A capital fleet replacement schedule will be developed in 2023 to ensure effective and efficient fleet management**
- **A further \$300,000 has been allocated to a new Trackless machine that can be utilized in the winter and summer**
- **Remaining capital funds are being allocated to Fire, Recreation and General Government**

Capital Revenue by Source



Investment by Department



Fire Department

- **New Pumper Tanker: Top-up** **\$64,230**
 - **Additional costs due to supply chain issues**
- **Repurpose of existing Pumper into Rescue** **\$25,000**
- **Water tank: 4 Corners** **\$15,000**
 - **Supplemental water source**

Transportation Equipment

- **Snow removal fleet up to ~\$1,400,000**
 - **Pickup trucks**
 - **Single axle trucks**
 - **Tandem axle trucks**
 - **Loader with plow attachment**



Transportation Equipment Continued

- **Trackless \$300,000**
 - **Asphalt milling**
 - **Snowblower**
 - **Sweeper**
- **Compliments existing unit**
- **Creates redundancy as current unit nears the end of its service life**



Street Improvement Program

- Entrance to Fire Station No. 2
- Ononette Road (Nerepis Road to NB Southern)
- Prosser Court
- Lacroix Drive (Route 102 to Windsor Street)

Total

\$303,750

Engineering and Design for 2024 Projects

\$30,000

Designated Highway Program

- Complete curb and gutter to Hammond Road
 - The expenditures are the Town's 19% of estimated cost.

Recreation and Other Capital Projects

- **Outdoor Recreation Infrastructure** **\$150,000**
- **Community Development Project** **\$150,000**



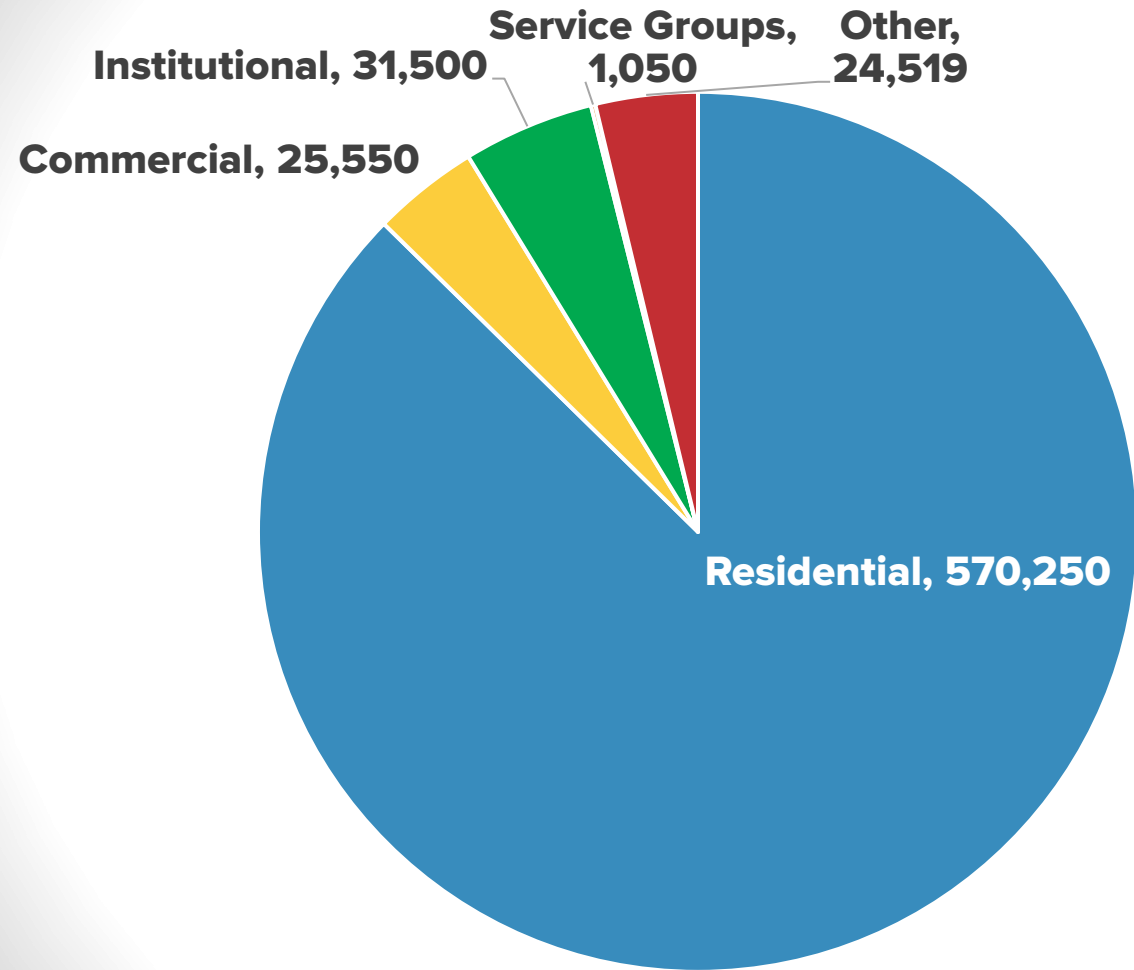


Sewerage Utility Budget

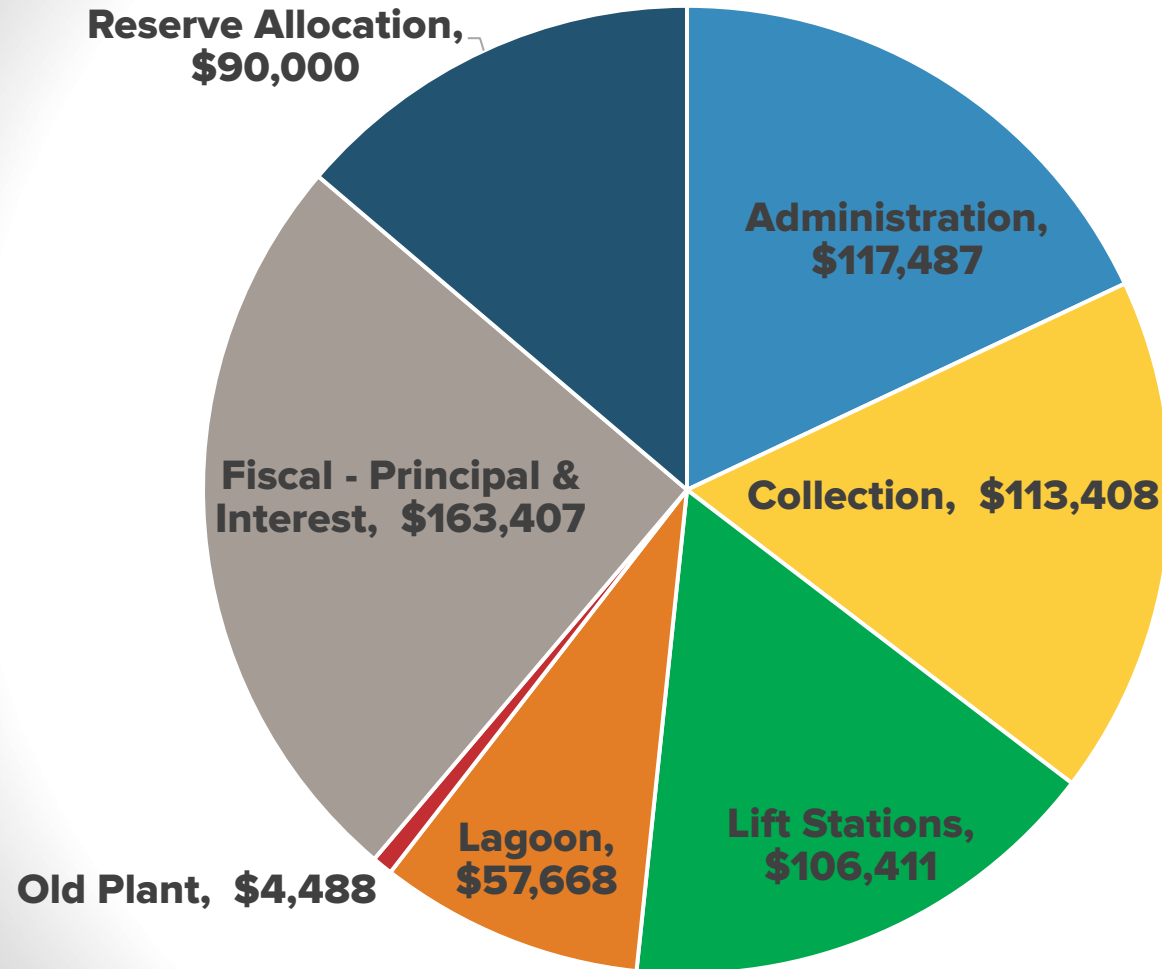
Sewerage Utility Budget

- **Two (2) major factors are impacting the Sewerage Utility Budget for 2023**
 - **Inflation: Power and supplies**
 - **Reserve allocations**
- **It has been identified that current reserves are too low**
- **A plan has been developed to increase reserves from \$180K to \$1.2M by 2028**

Revenue



Expenses



Budget Variances

	2023	2022	Change(\$)	Change(%)	Outside Control	Inside Control
Non-User Revenue	17,519	5,662	11,857	209.41%	11,857	
Administration	117,487	105,746	11,741	11.10%	11,741	
Collection	113,408	97,698	15,710	16.08%	15,710	
Lift Stations	106,411	99,734	6,677	6.69%	6,677	
Lagoon	57,668	61,745	- 4,077	-6.60%		- 4,077
Old Plant	4,488	4,243	245	5.77%	245	
Fiscal						
Debenture Principal & Interest	163,407	162,346	1,061	0.65%	1,061	
Transfers to Reserves	90,000	57,500	32,500	56.52%		32,500
Total Change in Net Expenditures			52,000		23,577	28,423
Additonal Revenue per unit required			\$ 25.00		45.34%	54.66%

Sewerage Utility Budget: 5-Year Plan

Sewerage Utility Budget 2023 - 2028						
	Budget	Projected Budget				
	2023	2024	2025	2026	2027	2028
User Rate	\$350	\$369	\$382	\$392	\$403	\$413
% Change from prior Yr	7.7%	5.4%	3.5%	2.7%	2.9%	2.4%
Total Revenue	652,869	694,500	724,528	750,002	777,842	803,351
Total Expenses	652,869	694,500	724,528	750,002	777,842	803,351
Net Budget	0	0	0	0	0	0
Capital Reserve Balance	289,932	364,932	464,932	574,932	744,932	1,004,932
Operating Reserve Balance	40,000	80,000	125,000	170,000	185,000	200,000
Op. Res as % of budget	6%	12%	17%	23%	24%	25%

Sewerage Capital

- **Replace wood structure at trickling filter plant**
 - **Originally costed at \$100K**
 - **Market pricing indicated \$400K to upgrade facility**
 - **Actively in discussions with consultants on how to rationalize costs**
- **Not included as a budget item. Administration will bring solution to Council once developed.**



The Budget

Summary

Tax Impact Summary

	2022	2023	Change
Tax Base	497,351,950	547,677,620	10.12%
Expenditures	6,807,910	7,536,038	10.70%
Non-Tax Revenue	<u>278,751</u>	<u>350,066</u>	25.58%
Net Expenditures	6,529,159	7,185,972	10.06%
Community Grant Funding	<u>270,993</u>	<u>257,866</u>	-4.84%
Warrant	6,258,165	6,928,106	10.71%
Tax Rate - Ward 1	1.37	1.35	-1.46%

Residential Impact – Ward 1

Assessed Value		Tax Rate		Annual Increase	% Change	Monthly Increase	Annual Savings from \$1.37 Rate
2022	2023	2022	2023				
		\$1.37	\$1.35				
\$141,500	\$157,200	\$1,939	\$2,122	\$183.65	9.47%	\$15.30	(\$31.44)
\$188,400	\$206,300	\$2,581	\$2,785	\$203.97	7.90%	\$17.00	(\$41.26)
\$381,200	\$423,600	\$5,222	\$5,719	\$496.16	9.50%	\$41.35	(\$84.72)

Administration Recommends:

- **That the Council of the Town of Grand Bay-Westfield accept the proposed operational budget for 2023 as presented pending confirmation of the cost of the RCMP, the Fundy Regional Service Commission (FRSC) costs and insurance for a tax rate of \$1.35.**

and

- **That the Council of the Town of Grand Bay-Westfield accept the proposed capital budget for 2023.**

and

- **That the Council of the Town of Grand Bay-Westfield accept the proposed sewerage budget for 2023 as presented with a utility rate of \$350.**



Grand Bay-Westfield

NEIGHBOURS BY NATURE





Appendix A

Summary Sheet



**TOWN OF GRAND BAY-WESTFIELD
2023 GENERAL OPERATING FUND BUDGET**

	2023	2022	Change \$	Change %
Non-Tax Revenue				
Sale of Services	98,983	96,388	2,595	2.7%
Other Revenue	178,843	176,286	2,557	1.5%
Surplus, 2nd. Prev. Year	187,750	121,587	66,163	54.4%
Total Non-Tax Revenue	465,576	394,261	71,315	18.1%
Expenditures				
Legislative	202,418	146,637	55,781	38.0%
General Government	1,055,992	884,870	171,121	19.3%
Policing	887,448	844,286	43,162	5.1%
Fire	858,701	767,925	90,776	11.8%
Other Protective Services	49,777	40,154	9,623	24.0%
Transportation	2,013,172	1,828,460	184,712	10.1%
Environmental Development	602,428	453,184	149,243	32.9%
Environmental Health	77,009	63,285	13,724	21.7%
Cultural Development	132,693	104,347	28,346	27.2%
Recreation	568,784	508,771	60,013	11.8%
Fiscal	1,195,701	1,281,500	(85,799)	-6.7%
Total Expenditures	7,644,123	6,923,420	720,703	10.4%
Net Expenditures	7,178,547	6,529,159	649,388	9.9%
Community Funding Grant	257,866	270,993	(13,127)	-4.8%
Warrant	6,920,681	6,258,165	662,515	10.6%
Tax Rate - Ward 1	1.3501	1.3700	(0.02)	-1.45%