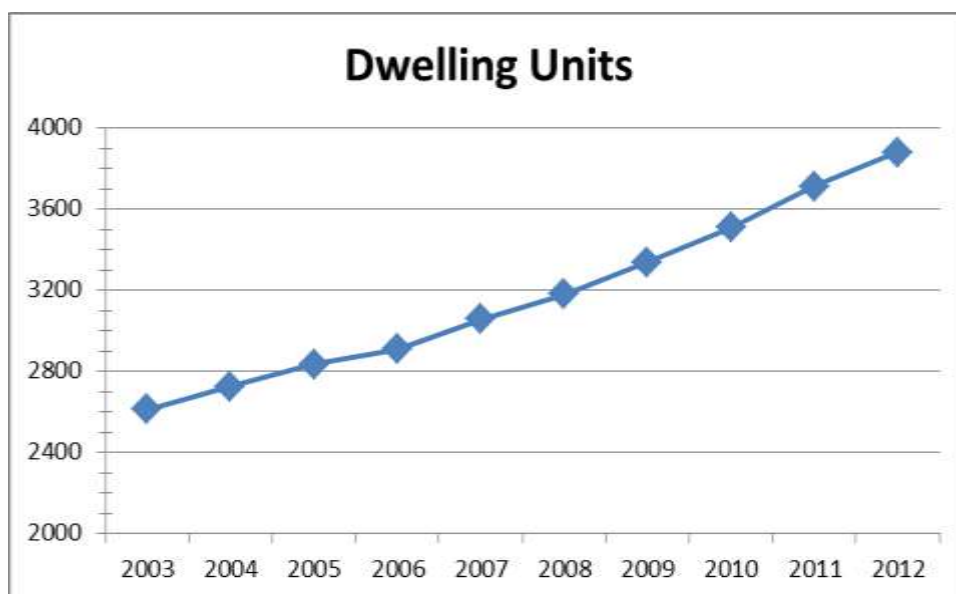




Town of Stratford - 2013 Budget

**Presented by Councillor Randy Cooper,
Chair of the Finance and Technology Committee**

Your Worship Mayor Dunphy, Members of Council and residents of the Town of Stratford. It is my pleasure to present to you the 2013 Town of Stratford budget. The growth of the Town continued unabated in 2012 which demonstrates that Stratford remains the most desirable place to live in Prince Edward Island. Building permit values exceeded thirty million dollars for the fourth year in a row. In fact there were almost 700 new dwelling units added in the Town during that four year period which equates to 1,700 new Stratfordians!

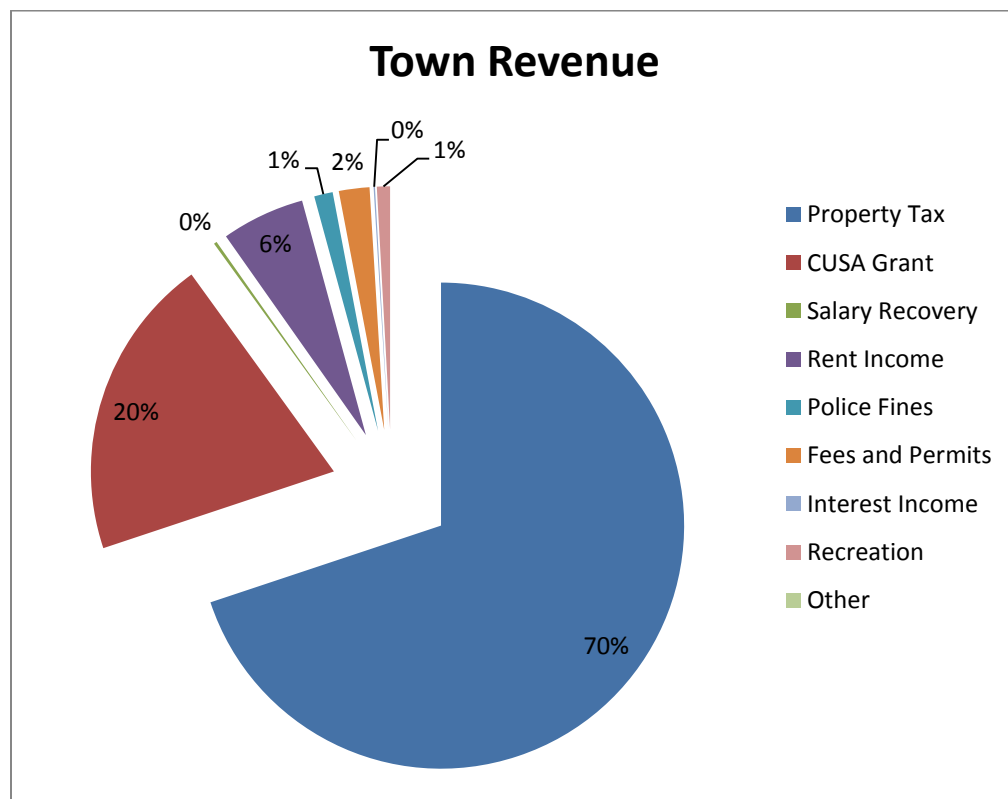


A recent housing demand study forecasts that this strong growth will continue into the foreseeable future and that Stratford's population will almost double over the next twenty years. The strong growth brings in additional revenue from new property tax and Utility charges but it also brings in added expense to provide and maintain infrastructure, ensure public safety and provide programs for new users. It has been more difficult in recent years to provide for all of the needs due to the Province changing our tax credit to a grant in 2008 and actually cut the grant in 2012. This has resulted in over \$300,000 less revenue in 2012 and a forecast of \$386,000 less revenue in 2013 and growing.

Despite these challenges, Council is committed to prudently managing the dollars entrusted to us by taxpayers. Subject to the successful negotiation of a fair revenue sharing agreement with the Province, property tax rates will remain at \$.44 per \$100 of assessment for residential properties and \$.99 per \$100 of assessment for commercial properties. In our effort to build the best community possible, we will continue to make select investments in areas that are important to residents which I will highlight as I go.

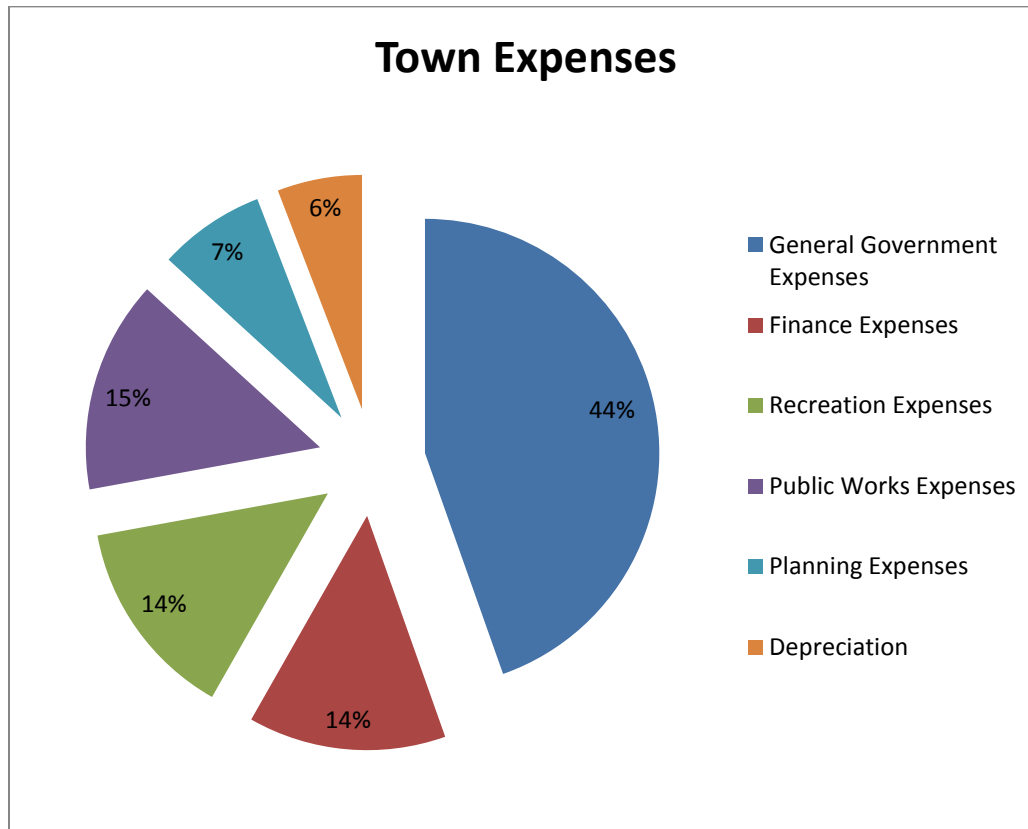
Town Revenue

In the 2013 Town budget, we are forecasting revenue of \$ 4,451,600 and expenses of \$ 4,275,300 with a resulting surplus of \$176,300. We have to generate this level of surplus as our principal payments on Town debt exceed the amount of depreciation contained in our budget. The Public Sector Accounting Board guidelines require that we budget using depreciation rather than principal payments. The majority of the Town's revenue is received from Property Tax and from the Municipal Support Grant. The Municipal Support Grant was cut by 5% in 2012 and we are forecasting that it will remain at the level in 2012. As I stated earlier, this results in \$380,000 less revenue than the tax credit that was in place prior to 2008. The Commissioner on Land and Local Governance recommended a return to the tax credit system and municipalities hope to be able to negotiate a fair revenue sharing agreement with the Province.



Town Expenses

Town expenses are divided into six categories which are General Government, Finance, Recreation, Public Works, Planning and Depreciation. Total expenses are up 5.8% over the 2012 budget. This is due to cost increases in fire dues, staff expenses, electricity, the implementation of the HST and targeted investments in support of our efforts to build the best community possible!



Sustainable Stratford – Results Matter

In 2011 the Town adopted a strategic performance management system, which we call Sustainable Stratford – Results Matter, to increase transparency and accountability to our residents and to ensure that we deliver results. Our vision is:

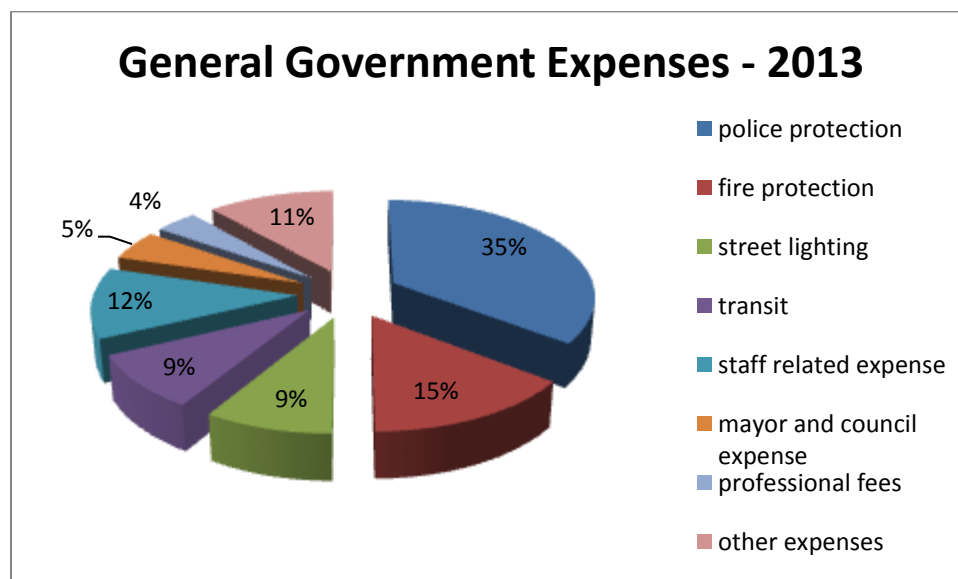
To become a sustainable community where the social needs of residents are taken care of, where our culture and heritage are rich, diverse and celebrated, where the limits of the earth to sustain us are recognized and respected, where there is a thriving local economy and where there is a transparent and responsive local government.

We have identified 16 high level strategic objectives and some 48 corporate level initiatives that are designed to move us toward our vision. We have also identified 38 corporate performance measures which we will report on to resident stakeholders so that taxpayers can see how we are progressing toward our goals. A new Town website will include a section with these performance measures when it is launched this spring.

General Government

The largest expense category of General Government includes the big ticket items of police protection, fire protection, transit and street lighting. The Cross Roads Community Rural Fire Company increased the rates they charge by over 30% on May 1 of 2012, so the full effect of this increase will be felt in 2013, when the fire protection expense rises to \$279,600. Other investments that are targeted to help make Stratford the best community possible include:

- Funding in the budget for a Civilian Clerk for the RCMP so that residents can go to their local RCMP office for Criminal Record Checks or any other business that they have with the RCMP. This will require an upgrade to the local RCMP office, or possibly even a new RCMP office, for security reasons. We have included a small allowance in the budget for an upgrade but we will not know what the best option is until we complete the scoping and costing exercise with the RCMP. Also included in police protection is support for our Citizens on Patrol group.
- Funding in the amount of \$25,000 for a short term lease for the Stratford Library plus capital funding of \$25,000 for additional furniture. The circulation of books has doubled in the last five years and the number of programs and program participants has also risen dramatically. They no longer have sufficient space to operate at the former sales office in Robert Cotton Park. We plan to find them a larger home in a local rental space for a few years until we determine what the best long term option is for a permanent home for the Stratford Library.
- The implementation of the Traffic Safety Plan. This was originally planned for 2012 but we are still waiting on feedback and approval from the Provincial Department of Transportation and Infrastructure Renewal, who own the streets in Stratford. The draft plan was developed by a committee formed to examine ways to reduce speeding and improve pedestrian safety in the Town. There is also money allocated in the capital budget for signage and traffic calming to support this initiative.
- Funding for increased collaboration with residents in decision making in accordance with our recently approved Engagement Strategy. This includes a Buy Local Citizen Reference Panel, the completion of the website, an on line discussion forum and training in the use of social media.
- An additional \$3,000 donation to the Queen Elizabeth Hospital equipment fund.

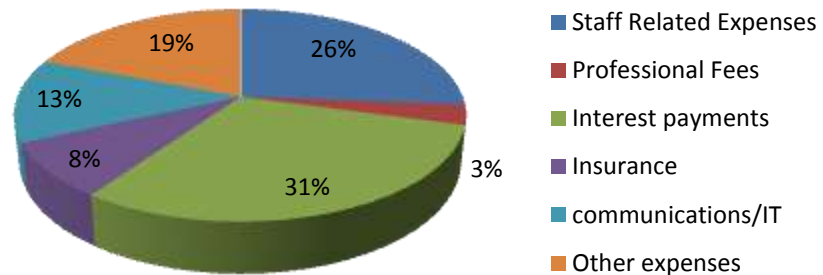


Finance and Technology

In the Finance and Technology Department budget, the largest expense is the interest payment on the Town debt. Each year the interest on the Town's long term debt has been decreasing. We budget for a surplus to at least cover the difference between depreciation and our annual principal payments, so that each

year the full amount of our principal payments on long term debt is satisfied. We have also been generating a surplus large enough to cover off most of the Town capital expenses and we have not needed to increase borrowing to cover Town capital costs. The table below shows how we are doing on debt reduction.

Finance and Technology Expenses - 2013



	2008	2009	2010	2011	2012
debt	\$5,549,008	\$5,198,866	\$4,833,739	\$4,465,442	\$4,071,415
debt reduction	\$422,207	\$350,142	\$365,127	\$368,297	\$394,027
revenue	\$3,569,694	\$3,671,337	\$3,738,136	\$3,995,700	\$4,246,000
debt reduction target (4% of revenue)	\$142,788	\$146,853	\$149,525	\$159,828	\$169,840
actual debt reduction (% of revenue)	11.83%	9.54%	9.77%	9.22%	9.28%

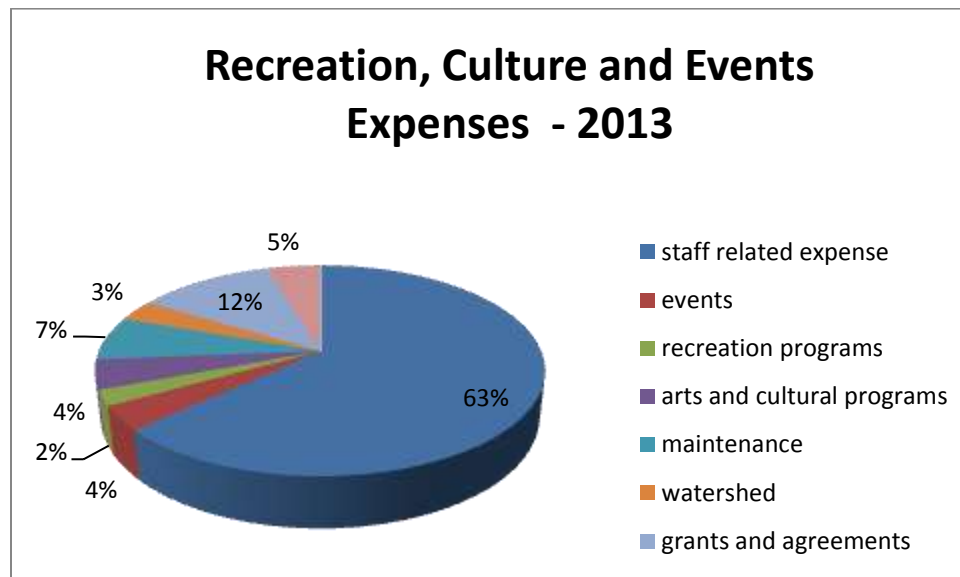
Some of the additional investments we are making in order to build the best community possible include:

- The addition of a part time Utility/Administrative Clerk position to assist with processing and payment of Utility bills and the collection of outstanding Utility accounts. Since 2006, the number of sewer customers have increased by over 50% to more than 3,700 customers and the number of water customers has increased by over 100% to almost 3,000 customers.
- The addition of WI-FI internet throughout the Stratford Town Centre so that individuals and user groups can access the internet while working out or meeting in the facility.
- The addition of disaster recovery and off-site databack up service to enhance the security of the Town's digital information.
- A budget allowance for a consultant to assist with the development of a performance based budgeting system to better align our budget with our strategic goals and performance measures and to facilitate deeper, more meaningful involvement of residents in the budgeting process.

Recreation, Culture and Events

In the Recreation Culture & Events Department budget, there is base funding to support the more than 60 programs and events that we offer and/or support each year. We are planning to once again offer a Summer Day Camp for kids in 2013. This was a pilot project in 2011 and it has grown into a popular and successful program. Parents may wish to register their children early to get the theme weeks that they want. Other investments to help make Stratford the best community possible include:

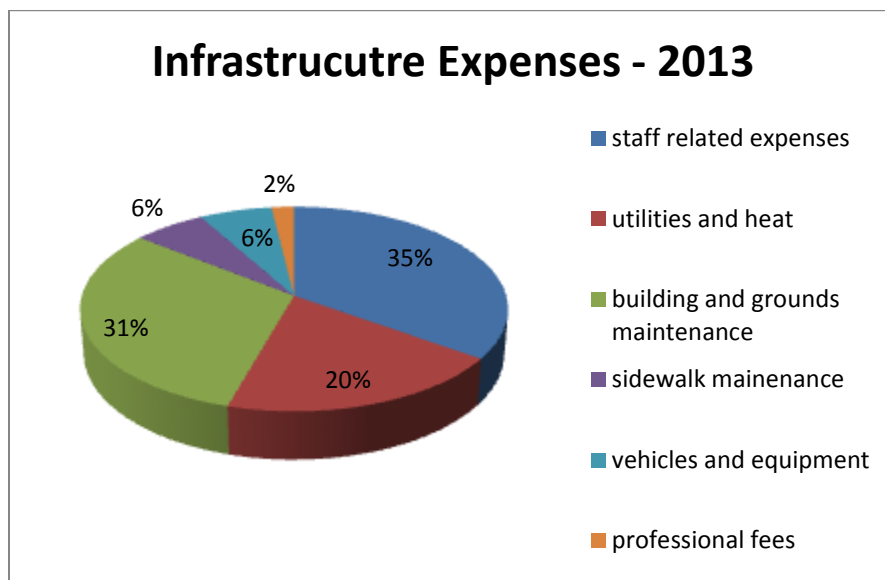
- Funding in the capital budget for the continued development of parks and playgrounds (\$40,000), a wireless sound system for the gym for events (\$10,000), resurfacing Pondsides tennis courts (\$25,000), a new scoreboard for McNeill Field (\$15,000), paving of park lot (\$25,000) and an another art piece for the parks (\$5,000).
- Seed funding (\$50,000) in the capital budget to develop a partnership for a skateboard park in Stratford to support our active youth.
- In addition to the annual funding for the Pownal Rink in the amount of \$45,000 and the CARI pool in the amount of \$15,000, an allowance of \$5,000 is included for the improvement of the grounds at Glen Stewart School, contingent on matching funds by the school.
- Additional funding for arts and culture programming to continue to ensure that residents can take advantage of programming to strengthen all aspects of their physical, mental and spiritual health. In 2012 there was a very successful 'Art Days' program held at Glen Stewart School and Stratford Elementary School that we continue to build on as well as the introduction of an 'artist in residence' program. This program introduces various aspects of art techniques to approximately 580 students attending Glen Stewart School. Another cultural offering is our 'Celebration of Island Life' event that occurs during the Winter Carnival. We have seen the number of people attending this event steadily increase from year to year.



Infrastructure

The Department of Infrastructure budget includes the maintenance of all town owned facilities, equipment, trails and sidewalks. Expenses are forecast to be up approximately 8% in 2013, due largely to the increase in electricity and other HST related increases. Some of the targeted investments to help make Stratford the best community possible include:

- An allowance of \$10,000 for improved maintenance of our growing trail network.
- Replacement of the Bunbury Rink Hall building, which is at the end of its useful life, with a more efficient and compact changing/washroom facility near the outdoor rink at a cost of \$30,000.
- Construction of an additional 2 km of Trans Canada Trail, in cooperation with the Trans Canada Trail Foundation. Eventually the Trail will connect to the main Trail in Charlottetown and in Iona.
- Sidewalk and bike lane construction from Bonavista Ave to Sundance Lane (this project is contingent on the Provincial Department of Transportation and Infrastructural Renewal infilling the ditches along this alignment);
- Other capital investments include replacement of the industrial front mower used to maintain the grass at Cotton Park (\$20,000), new sliding doors for the gym entrance (\$10,000), a six passenger golf cart for events and maintenance (\$6,000) and some additional storage and heat pump repairs for the Stratford Town Centre (\$20,000).



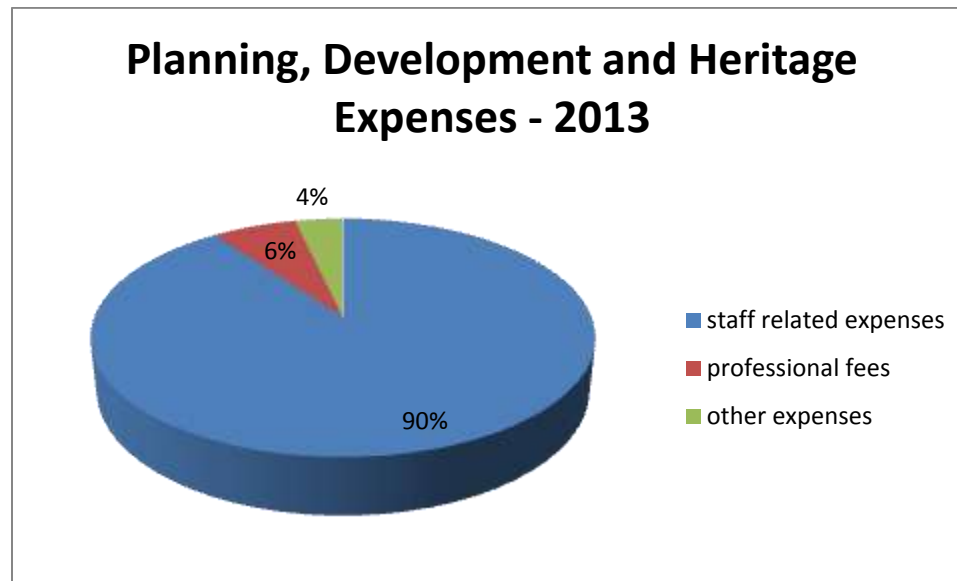
For those of you who are looking closely at the expense tables, you may have noticed that the Building Maintenance expense was significantly higher in 2011 than budgeted for in 2012 and 2013. That is because the maintenance issues identified in the municipal complex building condition survey were completed in 2011 and this was an extraordinary expense. This work included repairs to the exterior siding, decorative trim, window casings, doors, roof repairs, exhaust hoods and painting. The total cost for these repairs was \$145,825.

Planning, Development and Heritage Department

In 2013, the focus of the Planning, Development and Heritage Department will be the review of the Town's Official Plan. The salary budget includes a position for a temporary junior planner to assist with the development of the Official Plan and the professional fee budget includes an allowance for the development of a visualization tool to enable residents to examine and comment on potential future development scenarios. The professional fee budget also includes funds for a consultant to prepare a preliminary design for public beach access points in collaboration with the Province.

Targeted investments to help make the Stratford the best community possible include:

- An allowance of \$5,000 to engage the services of a part time/seasonal enforcement officer to help to enforce the Town's Development Bylaw and other bylaws, specifically during summer season.
- An additional \$3,000 for a heritage recognition project.



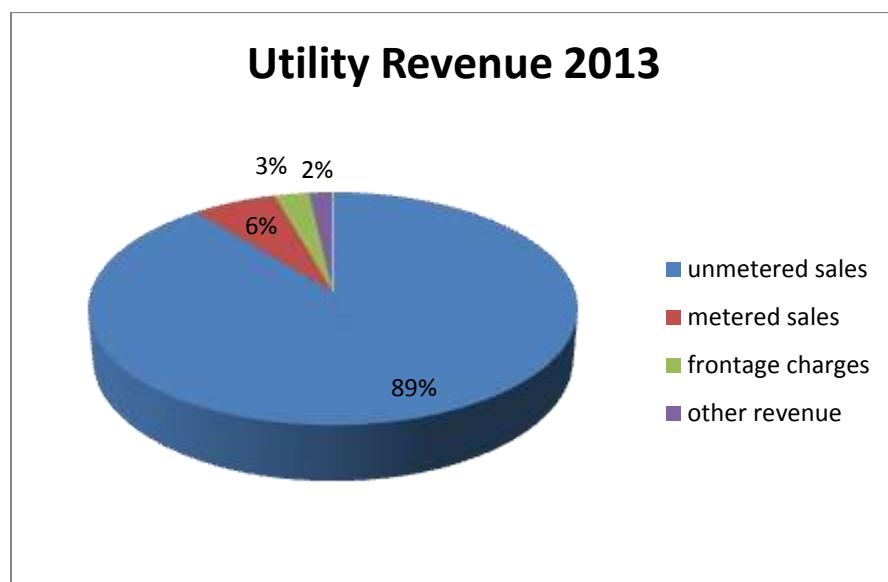
Capital Budget

We are budgeting \$1,359,000 for capital items in 2013 which, after New Deal and other funding, will be a net cost of \$389,000 to taxpayers. In addition to the items I already mentioned, our capital budget for 2013 will include additional investments for core area projects in accordance with the Core Area Plan, which sets higher standards for street construction and amenities in our commercial core. These, together with sidewalks and bike lanes, are funded through the Federal New Deal Gas Tax Program for which we are very grateful. We have also included \$25,000 to complete the update to the Town entry signage and to start installing new street signs in accordance with our new signage standards. The new street blades will have a larger font to make it easier for seniors and others with a visual impairment to read.

In summary, we are making strategic investments in priority areas to meet the needs of residents and to build the best community possible, while being mindful of the trust placed in us by taxpayers to be prudent and responsible with their money. Detailed revenue and expense tables are attached.

Stratford Utility Corporation

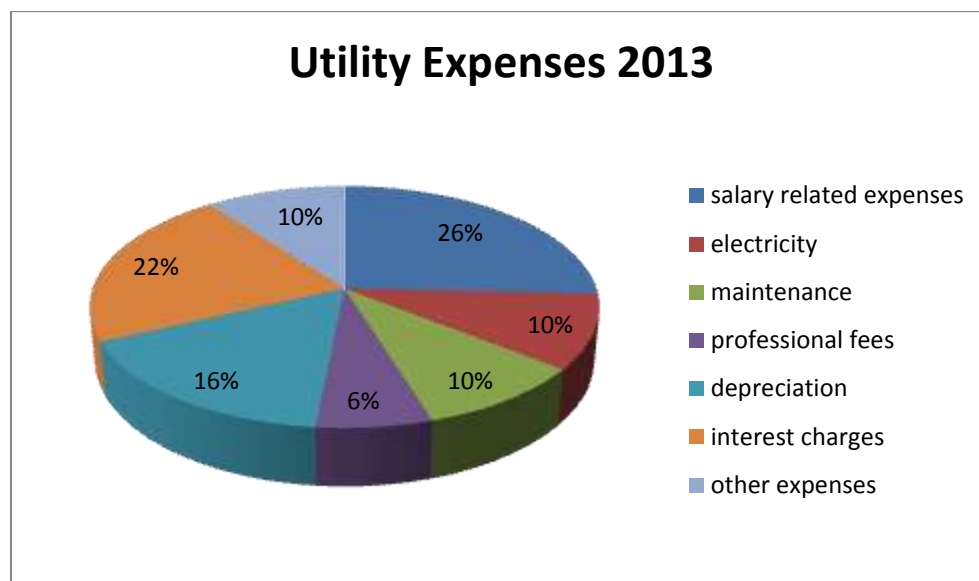
As the Town's growth continues at a hectic pace, so does that of the Utility. We now have over 3,800 sewer customers and 3,000 water customers. I am pleased to report that there will be no increase in Utility rates in 2013. We are budgeting for revenue of \$1,799,200, most of which comes from unmetered customers. Expenses are budgeted at \$1,454,200 resulting in a \$345,000 surplus. A significant surplus is required to allow us to pay the principal portion of the loan payments which exceed the depreciation charges by \$220,000.



The largest issue facing the Utility is the upgrade or replacement of the Sewer Treatment Plant which is not consistently performing to the required standard. The additional surplus after principal payment on the debt will allow us some flexibility when we examine rates on the completion of capital projects in relation to the long term sewer treatment plant requirements, the new wellfield and the potential implementation of water metering.

Total budgeted Utility expenses for 2013 are 3.8% higher than the 2012 budget due mainly to increased infrastructure, increased staff costs, increased electricity charges and other HST related increases. In 2012, we initiated a pilot metering project to gather data on local water usage to allow us to better examine the possibility of customer metering as recommended in the 2011 utility rate study. Metering provides accurate information about water use and informs customers about the amount of water consumption in their homes and businesses. Studies have shown that metering can reduce water consumption significantly, without any noticeable impact on customer lifestyles, through repairs to leaky faucets, toilets and fixtures and through the use of low flow fixtures. Metering reminds us to use water more efficiently. Once the pilot metering study is complete in the fall of 2013, we will examine the issue of metering and engage residents in the discussion.

In the 2012 sewer system study, it was recommended that we perform an inflow and infiltration investigation to help to ensure that stormwater was not getting into the sanitary sewer system. One of the ways this happens is when sump pumps and downspouts from eavestroughs are piped into the sanitary sewer system. The introduction of stormwater into the sanitary sewer system results in overflows in the lift stations and the sewer treatment plant. This leads to added expense and less effective treatment of sewage due to higher flows and the additional capacity required to accommodate the stormwater. An allowance is made in the 2013 budget for this investigation.



The Utility will continue its water conservation program efforts in 2013, in partnership with the Stratford Area Watershed Improvement Group, to reduce water usage and protect and enhance the watershed. A successful water conservation program will reduce per capita operating cost due to lower pumping rates and may also result in the deferral of capital costs for additional water supply to meet future demand in our fast growing Town.

The Utility operation is part of the Infrastructure Department which, in addition to maintaining the Town's infrastructure, is also responsible for the entire sewer and water infrastructure within the Town, including five wellfields and the waste water treatment plant. Some of the targeted investments included in the Utility budget to help to build the best community possible include:

- The interconnection of the Langley Estates Water System to the town's main water distribution system (this project is contingent on funding through the federal and provincial levels of government).
- Sewer and water servicing to the lower Rosebank Road area (this project is contingent on funding through the federal and provincial levels of government).
- Completion of the new wellfield located in the Fullerton's Creek watershed. This wellfield is located next to the Reeves Estates Subdivision just off of Macintosh Drive.

As I stated earlier, the sewer treatment plant upgrade or replacement is the biggest issue facing the Utility in 2013. Once final options and costs are identified, we will consult with residents to determine the best option for Stratford.

In summary, we will be looking closely at our long term Utility needs in 2013 with a view to developing a long term financial plan and rate model to ensure that rates are equitable among our customers, sufficient to meet our long term needs, stable, fair and predictable for our customers. Detailed Revenue and Expense tables for the Utility are attached. Thank you for your attention.

TOWN OF STRATFORD REVENUE AND EXPENSE TABLES

Town Revenue

Operating	Actual 2011	Budget 2012	Budget 2013
Property Tax	\$2,666,038	\$2,829,800	\$3,111,100
CUSA Grant	\$941,642	\$944,000	\$896,800
Salary Recovery	\$9,000	\$9,000	\$9,000
Rent Income	\$224,287	\$244,300	\$246,300
Police Fines	\$65,979	\$70,000	\$55,000
Fees and Permits	\$85,008	\$94,500	\$90,500
Interest Income	\$7,528	\$4,000	\$4,100
Recreation	\$24,890	\$31,800	\$38,800
Other	\$17,891		
Total Revenue	Actual 2011	Budget 2012	Budget 2013
Total Revenue	\$4,043,717	\$4,227,400	\$4,451,600

Town Expenses

Operating	Actual 2011	Budget 2012	Budget 2013
General Government Expenses	\$1,566,061	\$1,770,400	\$1,906,300
Finance Expenses	\$565,266	\$581,500	\$583,400
Recreation Expenses	\$491,345	\$553,300	\$593,700
Public Works Expenses	\$708,737	\$580,300	\$626,900
Planning Expenses	\$267,628	\$303,900	\$315,000
Depreciation	\$244,207	\$250,000	\$250,000
Total Expenses	Actual 2011	Budget 2012	Budget 2013
	\$3,843,244	\$4,039,400	\$4,275,300

Total Surplus	Actual 2011	Budget 2012	Budget 2013
	\$200,473	\$188,000	\$176,300

General Government Expenses

Operating	Actual 2011	Budget 2012	Budget 2013
Salaries and Benefits	\$178,443	\$195,200	\$199,800
Staff Development and Travel	\$11,084	\$15,000	\$15,000
Staff EAP and Incentive	\$9,214	\$8,500	\$8,500
Professional Fees	\$42,162	\$100,000	\$75,000
Mayor and Council Expenses	\$83,764	\$89,800	\$94,600
Committee Expenses	\$28,801	\$29,500	\$30,500
FPEIM/FCM Dues	\$13,386	\$15,800	\$15,500
Election		\$11,000	\$11,000
Police Protection	\$577,863	\$620,800	\$673,600
Fire Protection	\$183,000	\$220,800	\$279,600
Street Lighting	\$151,178	\$154,000	\$167,400
Animal Control	\$26,594	\$27,000	\$28,000
Sustainable Economic Develop	\$46,092	\$57,000	\$55,000
Promotional Expenditures	\$8,881	\$18,000	\$10,000
Donations and Gifts	\$9,465	\$15,000	\$18,000
GIS Development and Maintena	\$12,311	\$17,000	\$10,000
Transit	\$162,808	\$161,000	\$173,800
Library			\$25,000
Newsletter	\$21,015	\$15,000	\$16,000
Total General Govt Expenses	Actual 2011	Budget 2012	Budget 2013
	\$1,566,061	\$1,770,400	\$1,906,300

Finance and Technology Expenses

Operating	Actual 2011	Budget 2012	Budget 2013
Salaries and Benefits	\$108,492	\$120,800	\$124,600
Staff Development and Travel	\$9,894	\$10,000	\$12,000
Professional Fees	\$10,177	\$16,000	\$18,000
Workers Compensation	\$13,791	\$15,000	\$16,000
Insurance	\$45,711	\$47,100	\$49,100
Computer/Internet	\$32,825	\$31,000	\$38,400
Telephone/Fax	\$31,171	\$34,000	\$36,000
Administrative Expenses	\$52,012	\$51,500	\$47,200
Bank Charges	\$9,704	\$12,000	\$7,000
Capital - Interest Payments	\$202,111	\$188,000	\$178,000
Community Group Support	\$0	\$1,000	\$1,000
Stratfords of the World	\$0	\$3,500	\$1,000
Property Tax	\$25,286	\$26,500	\$29,100
Property Tax rebate	\$24,092	\$25,100	\$26,000
Total Finance Expenses	Actual 2011	Budget 2012	Budget 2013
	\$565,266	\$581,500	\$583,400

Recreation, Culture and Events Expenses

Operating	Actual 2011	Budget 2012	Budget 2013
Salaries and Benefits	\$304,594	\$342,300	\$374,700
Staff Development and Travel	\$5,741	\$10,000	\$10,000
Professional Fees	\$5,560	\$5,000	\$15,500
Events	\$21,063	\$21,000	\$22,000
Programs	\$19,483	\$24,000	\$14,000
Watershed	\$14,837	\$19,000	\$19,700
Arts & Culture	\$13,631	\$20,000	\$27,000
Rink Operations	\$1,074	\$1,100	\$1,100
Maintenance	\$42,944	\$41,500	\$39,800
Promotion	\$1,018	\$1,000	\$1,000
Grants and Agreements	\$61,400	\$68,400	\$68,900
Total Expenses	Actual 2011	Budget 2012	Budget 2013
	\$491,345	\$553,300	\$593,700

Infrastructure Expenses

Operating	Actual 2011	Budget 2012	Budget 2013
Salaries and Benefits	\$192,287	\$198,100	\$214,300
Staff Development and Travel	\$3,439	\$4,000	\$4,000
Professional Fees	\$119	\$14,000	\$12,000
Electricity	\$78,532	\$82,000	\$86,000
Water & Sewer	\$14,064	\$14,000	\$14,800
Heating Fuel	\$16,988	\$20,000	\$22,000
Building/Grounds Maintenance	\$321,618	\$178,200	\$196,000
Sidewalk Maintenance	\$47,003	\$34,500	\$38,800
Vehicles and Equipment	\$34,687	\$35,500	\$39,000
Total Infrastructure Expenses	Actual 2011	Budget 2012	Budget 2013
	\$708,737	\$580,300	\$626,900

Planning, Development and Heritage Expenses

Operating	Actual 2011	Budget 2012	Budget 2013
Salaries and Benefits	\$229,348	\$247,400	\$267,500
Staff Development and travel	\$12,168	\$21,500	\$16,000
Professional Fees	\$16,958	\$27,000	\$20,000
Administrative Expenses	\$1,415	\$2,000	\$2,000
Heritage	\$7,739	\$6,000	\$9,500
Total Planning Expenses	Actual 2011	Budget 2012	Budget 2013
	\$267,628	\$303,900	\$315,000

Town Capital Budget

Capital	Budget 2012	Budget 2013
Park Development	\$40,000	\$40,000
Recreation Centre Equipment	\$6,000	\$16,000
Recreation Capital Projects	\$0	\$40,000
Sidewalk/Bike Path Construction	\$300,000	\$450,000
Trail Construction	\$130,000	\$200,000
Core Area Capital Projects	\$320,000	\$320,000
Signage/Branding program	\$25,000	\$25,000
Equipment Replacements/Additions	\$2,700	\$26,000
Town Centre Capital Repairs/Additions	\$68,000	\$32,000
Maintenance Bldg. Capital Repairs/Additions	\$100,000	\$0
Cotton Park Building Repairs/Additions	\$28,000	\$25,000
Other Building/Grounds Repairs/Additions	\$24,000	\$30,000
Public Art	\$5,000	\$5,000
Computer Hardware	\$14,000	\$25,000
Information Systems	\$35,000	\$0
Skateboard Park	\$0	\$50,000
Transit	\$12,000	\$0
Traffic Calming/Signage	\$50,000	\$50,000
Town Centre Generator	\$200,000	
Paving		\$25,000
Total Capital Expenses	Budget 2012	Budget 2013
	\$1,359,700	\$1,359,000
Capital Funding	Budget 2012	Budget 2013
New Deal Funding	\$750,000	\$900,000
Trans Canada Trail (pending approval)	\$55,000	\$70,000
Island Community Fund (pending approval)	\$150,000	
Total Capital Funding	Budget 2012	Budget 2013
	\$955,000	\$970,000
Net Capital Expenditure	Budget 2012	Budget 2013
	\$404,700	\$389,000

STRATFORD UTILITY CORPORATION REVENUE AND EXPENSE TABLES

Revenue and Expense Summary

Operating	Actual 2011	Budget 2012	Budget 2013
Unmetered Sales	\$1,491,704	\$1,519,600	\$1,603,600
Metered Sales	\$112,660	\$102,200	\$115,600
Frontage Charges	\$46,687	\$60,500	\$47,500
Penalty Charges	\$32,779	\$25,000	\$25,000
Connection Fees	\$7,090	\$2,500	\$4,000
Capital Contributions	\$241,236	\$0	\$0
Interest Income	\$15,256	\$4,000	\$2,500
Other Income	\$12,468	\$1,000	\$1,000
Total Revenue	Actual 2011	Budget 2012	Budget 2013
	\$1,959,880	\$1,714,800	\$1,799,200

Total Expenses	Actual 2011	Budget 2012	Budget 2013
	\$1,336,723	\$1,400,200	\$1,454,200

Utility Surplus	Actual 2011	Budget 2012	Budget 2013
	\$623,157	\$314,600	\$345,000

Utility Expenses

Operating	Actual 2011	Budget 2012	Budget 2013
Depreciation	\$237,869	\$250,000	\$240,000
Property Taxes	\$1,568	\$1,700	\$2,300
Interest & Service Charges	\$18,254	\$20,000	\$15,000
Interest on Long Term Debt	\$312,896	\$300,000	\$300,000
Salaries	\$330,957	\$348,500	\$363,600
Workers Compensation	\$9,388	\$9,800	\$10,000
Honorariums	\$1,000	\$500	\$1,000
Electricity	\$118,824	\$120,000	\$145,000
Telephone	\$17,394	\$16,200	\$16,700
Snow Removal	\$5,167	\$5,800	\$6,300
Repairs & Maintenance	\$107,832	\$100,000	\$119,900
Office Expenses	\$9,727	\$11,000	\$11,400
Software Maintenance	\$7,122	\$10,500	\$10,800
Postage	\$10,113	\$8,500	\$8,900
Summer Maintenance - Grass	\$2,680	\$2,900	\$3,300
Professional Fees	\$76,105	\$75,000	\$78,800
Consulting	\$19,223	\$14,000	\$13,800
Rentals - Office		\$22,700	\$22,700
Rentals - maintenance bldg., tractor		\$14,600	\$14,600
Meetings & Travel	\$8,312	\$10,000	\$9,900
Dues & Fees	\$632	\$1,500	\$2,200
Insurance	\$11,779	\$12,000	\$12,100
Tools & Equipment	\$3,192	\$8,000	\$7,900
Vehicle	\$13,824	\$14,000	\$15,200
Water Conservation	\$3,000	\$3,000	\$3,000
Tree Planting and Water Shed	\$9,865	\$15,000	\$14,800
Miscellaneous	\$0	\$0	\$0
Contingency	\$0	\$5,000	\$5,000
Other	\$0	\$0	\$0
Total Expenses	Actual 2011	Budget 2012	Budget 2013
	\$1,336,723	\$1,400,200	\$1,454,200

Utility Capital Budget

Capital	Budget 2012	Budget 2013
Fullerton's Wellfield	\$ 2,416,000	\$ 1,600,000
Misc Capital Items	\$ 10,000	\$ 10,000
Water system primary treatment	\$ 10,000	\$ 10,000
New Roof for Pondside Water Building.	\$ 5,500	
Flat bottom boat for WWTP.	\$ 3,500	
Water and Sewer Projectss	\$ -	\$ 600,000
Small Equipment Purchases	\$ -	\$ 5,000
SCADA System upgrades.	\$ 10,000	
New Utility Truck	\$ -	
Total Capital Expenses	Budget 2012	Budget 2013
	\$ 2,455,000	\$ 2,225,000
Capital Funding	Budget 2012	Budget 2013
Build Canada Funding	\$ 1,733,400	\$ 1,466,700
Total Capital Funding	Budget 2012	Budget 2013
	\$ 1,733,400	\$ 1,466,700
Net Capital Expenditure	Budget 2012	Budget 2013
	\$ 721,600	\$ 758,300