



STRATFORD 2015 BUDGET

Wednesday, February 11, 2015



Message from Acting Mayor Randy Cooper,

Chair of the Finance and Technology Committee

It is my pleasure to present to you the 2015 Town of Stratford budget. For the 2014 fiscal year, we are projecting a surplus of \$319,000 which will help us once again exceed our debt reduction target of 4% of revenue.

Our revenue growth has slowed in the past few years due to the cooling in the island real estate market and the unilateral change from a tax credit to a grant imposed by the province in 2008. These two factors have made it more difficult to meet the growing needs of the Town.

Due to the new grant system, we now have less than half the revenue from the CUSA transfer than we would if it was still the tax credit. This is a loss in revenue of \$480,000 in 2015, and more than \$1,800,000 since 2008. This is a substantial amount of money that our municipality should have to deliver important services and infrastructure to residents. Municipalities have been trying to negotiate a fair revenue sharing agreement with the province as recommended by the Commissioner on Land and Local Governance, but after more than three years and many, many hours invested, no real progress has been made with the current government.

We will continue to work with other municipalities to pressure the province to negotiate a fairer revenue sharing agreement, so that municipalities can provide the services that our residents need and want.

Despite these challenges, Council is committed to prudently managing the dollars entrusted to us by taxpayers. Property tax rates for residential owners in Stratford will remain at the lowest rate for all large municipalities on PEI 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 are highlighted in this document.



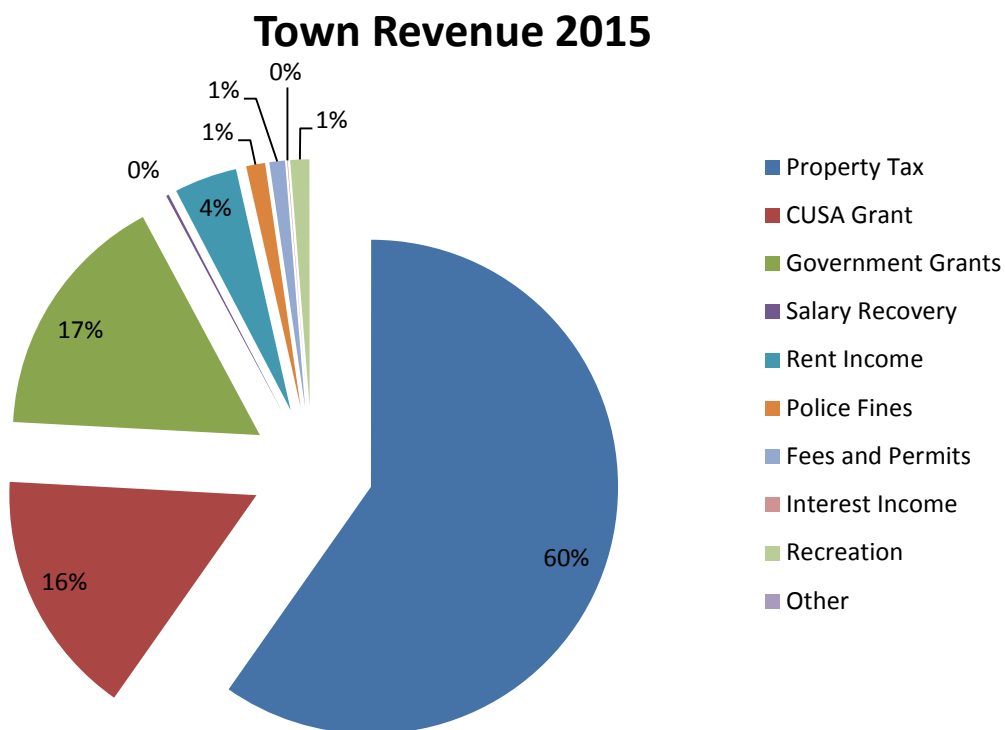
Acting Mayor Randy Cooper
Chair of the Finance and Technology Committee



Town Revenue

In the 2015 Town budget, we are forecasting revenue of \$5,625,200 which includes government transfers of \$917,000, and expenses of \$4,839,800 with a resulting surplus of \$785,400. The Public Sector Accounting Board Guidelines now require that we show government transfers as revenue in the year of purchase. This causes what appears to be a large budget surplus, but in actuality the capital assets are depreciated over a period of time, and we set our budget to ensure that there is sufficient cash flow to cover the principal payments on any borrowing for the capital assets.

The majority of the Town's revenue is received from Property Tax and from the Municipal Support Grant. We budgeted for the Municipal Support Grant to remain at the same level in 2015. As stated earlier, this results in \$480,000 less revenue than the tax credit system that was in place prior to 2008.



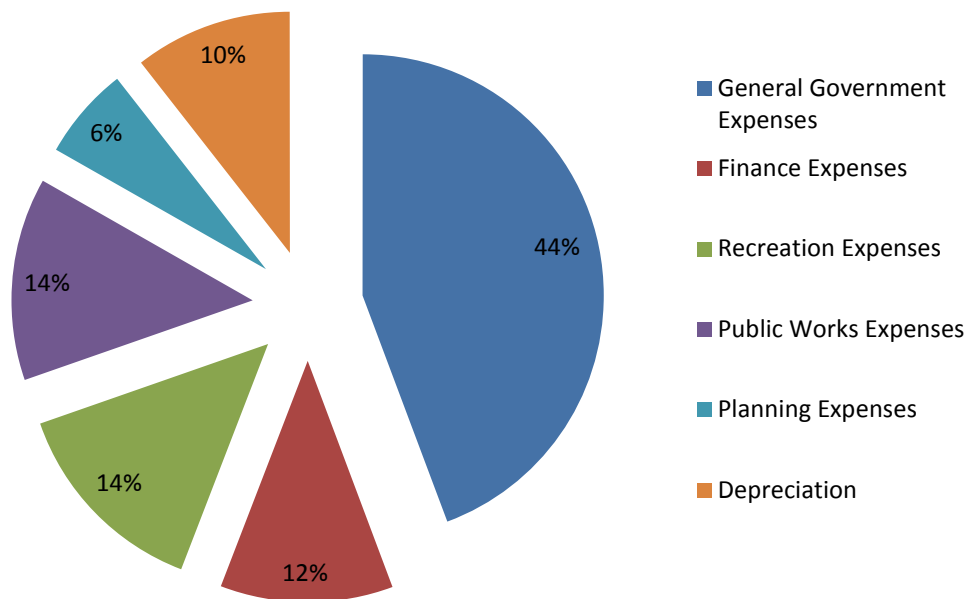
TOWN VISION

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.

Town Expenses

Town expenses are divided into six categories which are **General Government; Finance and Technology; Recreation and Culture; Infrastructure; Planning, Development and Heritage; and Depreciation**. Total expenses are up 8.0% over the 2014 budget. This is due mostly to a change in accounting policy for our depreciation expense, a full year civilian clerk for the RCMP, increased cost for the Stratford library, economic development, transit and beautification, staff and other expenses and targeted investments in support of our efforts to build the best community possible!

Town Expenses 2015



General Government

The expenses in the General Government category include all of the expenses that are not attributable to the four line departments including **police protection, fire protection, Council expenses, CAO's office expenses, street lighting, transit, sustainability, citizen engagement, library and animal control**.

We are very committed to creating the best working environment that we can for our employees. Research shows that healthy and happy employees are more productive and less likely to miss work due to sickness. To that end, we have included \$7000 in the 2015 budget to introduce and support the practice of mindfulness to help employees focus better and feel less stress.

As part of our commitment to creating a more sustainable community, we have included \$10,000 in the 2015 budget to kickstart the development of a Community Energy Plan. The goals of this project include reducing community energy use, increasing the use of renewable energy, and reducing greenhouse gas emissions. We will collaborate with residents and stakeholders on the development of the plan. A Community Energy Plan

should lead to cost savings for residents, businesses and Town facilities from reduced energy use; increased energy self-sufficiency from local renewable energy sources; and additional local economic activity from energy retrofits and renewable energy installations. We will also propose energy efficiency standards for new development in Stratford.

Other notable General Government investments in the operating budget for 2015 include:

- an allowance of \$20,200 for an additional police vehicle;
- an increase from \$50 per month to \$100 per month to cover Council local travel and communications expenses which has not been increased in many years;
- an increase of \$6000 in the donations budget to reflect the increasing requests from community youth for travel assistance and community organizations for support;
- an increase in the honorarium for sub-committee members from \$100 to \$200 per year to recognize their dedication and commitment to the Town;
- an allowance of \$10,000 for the implementation of the support local program.

In the 2015 capital budget, we included an allowance of \$260,000 for the installation of an emergency generator for the Stratford Town Centre, funded from the New Deal money we receive from the federal government. The generator will allow the recreation area of the building to be used as a community gathering spot in the event of an emergency where there is a prolonged power outage. It will also assure the uninterrupted operation of the Town's Emergency Operations Centre in the event of a declared emergency. With the increased frequency and intensity of storms due to climate change, the Town is taking steps to be prepared for whatever Mother Nature might throw our way.

There is an allowance in the capital budget of \$135,000 for the enhancement of the Hillsborough Bridge entrance to the Town, also funded from the New Deal program. This program started in 2014, but was not completed due to the proposed location of structures in the road right-of-way that were disallowed. We are now looking at other options to achieve the sense of welcoming that we are striving for.

Other notable General Government investments in the capital budget for 2015 include:

- \$25,000 for the installation of community signage in each subdivision to remind people to slow down, move over and think of others as part of our ongoing efforts to make the roads in Stratford safer for all users, motorized and non-motorized.
- \$15,000 for the completion of the installation of new street name signs with larger lettering and the new Town brand. The private roads are all that remain to be done.



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 cash flow surplus to ensure that our annual principal payments on long term debt is satisfied. The table below shows how we are doing on debt reduction.

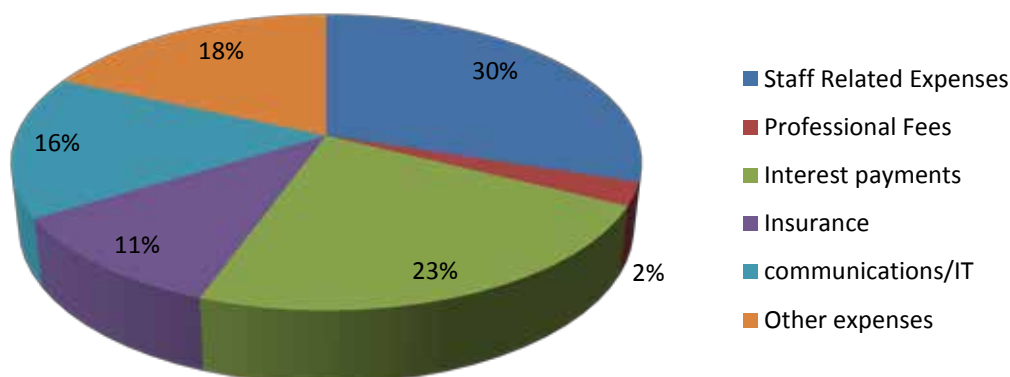
	2010	2011	2012	2013	2014
debt	\$4,833,739	\$4,465,442	\$4,071,415	\$3,664,525	\$3,314,330
debt reduction	\$365,127	\$368,297	\$394,027	\$406,890	\$350,195
revenue	\$3,838,862	\$4,043,717	\$5,111,889	\$4,933,306	\$4,564,000
Less: Govt transfers			(\$791,398)	(\$552,050)	\$343,000
Net Revenue			\$4,320,491	\$4,381,256	\$4,907,000
debt reduction target (4% of revenue)	\$153,554	\$161,749	\$172,820	\$175,250	\$196,280
actual debt reduction (% of revenue)	9.51%	9.11%	7.71%	8.25%	7.67%

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

- The introduction of a web portal module to allow customers to access their utility accounts and pay online. This will also allow us to switch to electronic billing.
- Purchase of a recreation and facility management module that interacts with our accounting system.
- Purchase of an asset management module for VueWorks to meet new Asset Management guidelines required for government funding.

In 2015 we will be retendering for accounting services, Insurance and photocopier/multifunction machines.

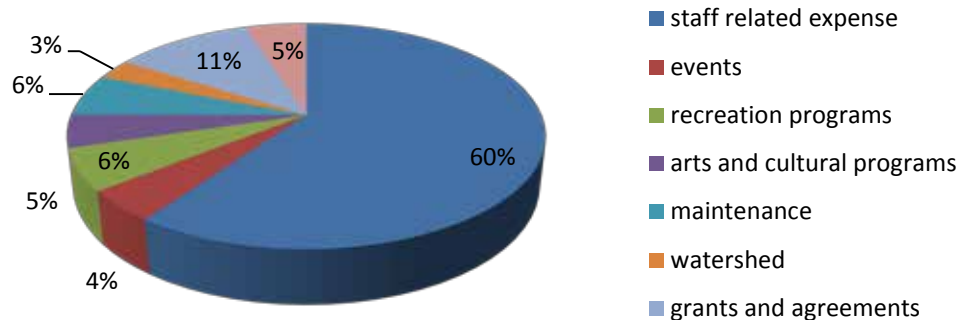
Finance and Technology Expenses - 2015



Recreation, Culture and Events

In the Recreation Culture & Events Department budget, there is funding to support more than 90 programs and events that the Town offers and/or supports each year. We are planning to once again offer a Summer Day Camp for kids in 2015. This was a pilot project in 2011 and it has grown into a popular and successful program.

The Town of Stratford will continue to partner with Go PEI to develop wellness programs for the residents of Stratford. In addition, the Town and the Stratford Area Watershed Improvement Group will continue to partner on the community gardens at the location across from Cotton Park that was started in 2013.



In 2014 the Stratford Farmers Market was established to enable local Island farmers and artisans to sell their products directly to the public. The Town will continue to hold this event at Cotton park in 2015, and will be looking at ways to expand the market so it becomes a repeated destination for residents and families in Stratford.

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

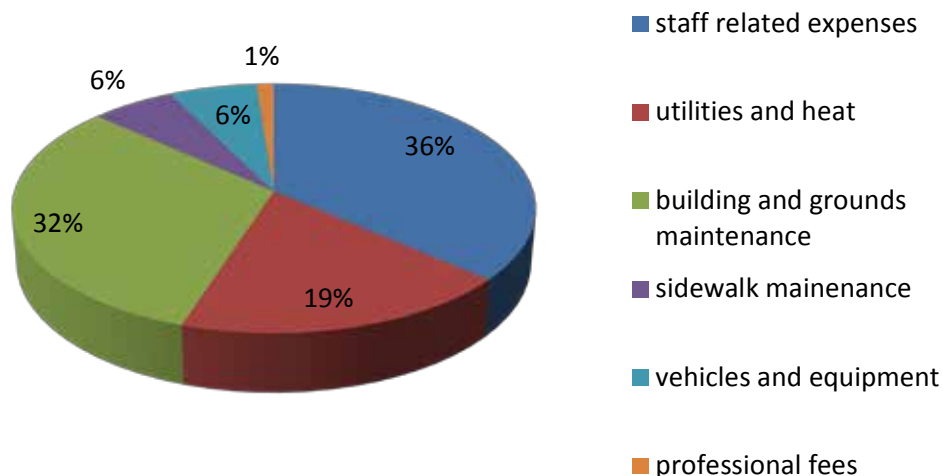
- Funding in the capital budget for the continued development of parks and playgrounds (\$50,000), resurfacing Kinlock tennis courts (\$20,000) and another art piece for the parks (\$12,000).
- Seed funding of \$150,000 in the capital budget to develop a partnership for a skateboard park in Stratford to support our active youth.
- Funding of \$225,000 in the capital budget to begin the development of a new major municipal park at the Fullerton's Creek Park. This will be funded by the accumulated parkland reserve that was collected from subdivision developers where cash was accepted in lieu of land and with New Deal Funding.
- Funding for the Pownal Rink in the amount of \$50,000 and the CARI pool in the amount of \$15,000.
- Continued funding for arts and culture programming to ensure that residents can strengthen all aspects of their physical, mental and spiritual health. The Artist in Residence program held at Glen Stewart School, Cotton Centre and the Stratford Town Centre was once again very successful in 2014. This program introduced various aspects of art techniques to approximately 318 students attending Glen Stewart School. Programs for preschool, youth, seniors and families were also introduced with high numbers.
- Staff will conduct a review and planning process to revamp our youth and family programs. Through the resident survey the Town hopes to get resident input on the types of programs and events needed for youth and families.

Infrastructure

The Department of infrastructure budget includes the maintenance of all Town owned facilities, equipment, trails and sidewalks. Expenses are forecast to be up slightly in 2015, due to some minor increases in electricity and increased use of our facilities. Some of the targeted investments to help make Stratford the best community possible include:

- Repairs to the Cotton Centre facility including: roof repairs, renovations to the kitchen floor and cabinet refinishing, upgrading to the main entrance, and renovations to the washroom in the arts and culture building at an estimated cost of \$26,000;
- Construction of an additional 2 km of trail pending route adjustments. This work is being completed to finish the trail section and create trail loops throughout the Town. The capital budget amount is \$200,000 and is funded through New Deal Funding or Trans Canada Trail Funding;
- Sidewalk and bike lane construction continues to be a priority in 2015. An allowance of \$400,000 is included in the capital budget, funded by New Deal funding. This project is contingent on the Provincial Department of Transportation and Infrastructural Renewal infilling the ditches along any proposed alignment. The main section being considered for this year is the Georgetown Road;
- Other capital investments include the purchase of an additional public works truck, heat pump repairs at the Stratford Town Centre, the addition of a storage room and small storage building at the Stratford Town Centre, and sound system upgrades totaling \$53,000.

Infrastructure Expenses - 2015



Planning, Development and Heritage Department

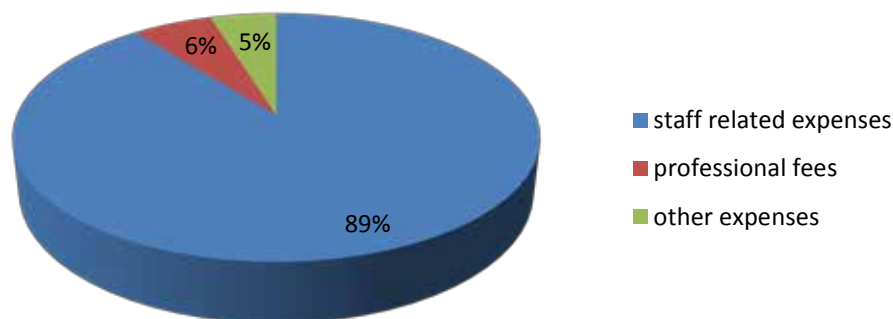
In 2015, the focus of the Planning, Development and Heritage Department will be developing a new Zoning and Subdivision Control (Development) Bylaw to implement the recently approved Official Plan. The capital budget includes money to finalize the Diversity Fountain with the installation of the misting system. The salary budget includes a position for a temporary planning technician to assist planning staff during the busy development season.

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

- An allowance for a consultant to design a detailed storm water management plan for the Dale Drive area which has experienced flooding during storm events.
- In order to celebrate Stratford's Heritage, \$12,500 will be available to the Heritage Committee for Stratford's Veterans' Posters, a History of Stratford (Property Ownership Project) and Publishing a book on the biography of Stratford's veterans in WW1, as well as signage for the Michael Thomas statue.



Planning, Development and Heritage Expenses - 2015



Capital Budget

We are budgeting \$1,659,500 for capital items in 2015 which after infrastructure funding in the amount of \$1,420,000, will be a net cost of \$239,500 to taxpayers. Funding includes New Deal funding in the amount of \$1,145,000, Provincial Infrastructure funding in the amount of \$150,000, anticipated Trans Canada Trail funding in the amount of \$100,000 and a \$25,000 allocation from the Parkland Reserve Fund.

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

In 2014, the Town's growth was moderate compared to the hectic pace of the past several years. The Utility now has more than 3,904 sewer customers and 3,164 water customers. I am pleased to report that there will be no increase in Utility rates in 2015. We are budgeting for revenue of \$2,663,000, most of which comes from unmetered customers. Expenses are budgeted at \$2,018,500 resulting in a \$644,500 surplus. The significant surplus is due to new Public Sector Accounting Board Guidelines that require government transfers for the purchase of capital assets to be recorded as revenue in the year of the purchase.

Total budgeted Utility expenses for 2015 are approximately 1% higher than the 2014 budget due mainly to increased infrastructure, increased staff costs, and increased electricity charges. In 2013, we initiated a pilot metering project to gather data on local water usage, to allow us to better examine the possibility of customer metering. Metering provides accurate information about water use and informs customers about the amount of water consumption in their homes and businesses, and leads to significantly reduced water consumption. This is often without any noticeable impact on customer lifestyles. Water consumption is reduced through repairs to leaky faucets, toilets and fixtures, and through the use of low flow fixtures. Metering reminds us to use water more efficiently. The required data has been collected for the metering study and a recommendation will be made to Council on whether or not to move forward with metering in 2016.

In the 2013 sewer system study, it was recommended that we perform an inflow and infiltration investigation, to help to ensure that storm water was not getting into the sanitary sewer system. One of the ways this happens is when sump pumps and downspouts from eaves troughs are piped into the sanitary sewer system. The introduction of storm water into the sanitary sewer system results in overflows in the lift stations and the sewer treatment plant during heavy rain events. This leads to added expense and less effective treatment of sewage due to higher flows and the additional capacity

required for accommodating the storm water. This project was scheduled to take place in 2014, but was rescheduled to 2015 due the completion of other more pressing projects. An allowance is made in the 2015 budget for this investigation.

The Utility will continue its water conservation program efforts in 2015, 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 the 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 growing Town. In addition to water conservation



initiatives, Town staff will continue with the very successful water school program which helps to educate our youth on the proper management and use of our precious water resources. In addition, the Utility will continue with the toilet rebate program (Stratford 4.8 Toilet Rebate). Approximately \$8000 has been allocated for this initiative.

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 build the best community possible include:

- Replacement of the Aptos Sewer Pump Station. This will allow the sewer system to run more efficiently in the area (\$160,000);
- Water servicing to the Rankin Subdivision area (\$1,000,000 contingent on funding from the New Build Canada Fund);
- Sewer installation on the Bellevue Road/Georgetown Road South (\$650,000 of which 50% will come from the surplus New Deal fund);
- Upgrades to our Supervisory control and data acquisition (SCADA) system (\$25,000). This will include enhancements to our communications system to improve monitoring of sewer and water systems; and
- Replacement of the roof at the WWTP maintenance building \$6000, crane or boom truck for removal and maintenance of the blue frog system devices \$20,000, and landscaping/screening and site remediation of the Geotubes and their contents \$50,000.

In summary, we will be looking closely at our long term Utility needs in 2015, 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.



TOWN OF STRATFORD REVENUE AND EXPENSE TABLES

Town Revenue

Operating	Actual 2013	Budget 2014	Budget 2015
Property Tax	\$3,095,076	\$3,236,700	\$3,361,200
CUSA Grant	\$896,780	\$896,800	\$905,700
Government Grants	\$552,050	\$343,000	\$917,000
Salary Recovery	\$9,000	\$9,000	\$10,000
Rent Income	\$233,201	\$225,300	\$231,300
Police Fines	\$60,709	\$62,000	\$70,000
Fees and Permits	\$56,031	\$58,800	\$57,400
Interest Income	\$3,148	\$2,600	\$2,100
Recreation	\$54,711	\$72,800	\$70,500
Other	\$9,900		
Total Revenue	Actual 2013	Budget 2014	Budget 2015
Total Revenue	\$4,970,605	\$4,907,000	\$5,625,200

Town Expenses

Operating	Actual 2013	Budget 2014	Budget 2015
General Government Expenses	\$1,896,417	\$2,050,700	\$2,143,400
Finance Expenses	\$561,406	\$553,300	\$559,900
Recreation Expenses	\$588,469	\$653,300	\$668,200
Public Works Expenses	\$605,301	\$634,000	\$656,900
Planning Expenses	\$325,879	\$321,700	\$300,400
Depreciation	\$511,357	\$242,000	\$511,000
Total Expenses	Actual 2013	Budget 2014	Budget 2015
	\$4,488,829	\$4,455,000	\$4,839,800

Surplus

Total Surplus	Actual 2013	Budget 2014	Budget 2015
	\$455,181	\$452,000	\$785,400

General Government Expenses

Operating	Actual 2013	Budget 2014	Budget 2015
Salaries and Benefits	\$203,482	\$189,900	\$197,000
Staff Development and Support	\$21,878	\$22,500	\$28,500
Professional Fees	\$62,852	\$30,000	\$35,000
Council & Committee Expenses	\$136,879	\$140,100	\$150,900
Police Protection	\$662,732	\$732,900	\$760,800
Fire Protection	\$279,595	\$283,200	\$288,700
Street Lighting	\$173,484	\$183,600	\$186,400
Animal Control	\$28,000	\$29,000	\$29,500
Transit	\$178,269	\$180,000	\$185,600
Sustainable Economic Dev.	\$41,391	\$80,000	\$85,000
Promotions and Donations	\$28,095	\$33,500	\$39,500
Engagement	\$21,328	\$50,000	\$50,000
Library	\$33,733	\$73,600	\$83,000
Municipal Dues and GIS	\$24,700	\$22,400	\$23,500
Total General Govt Expenses	Actual 2013	Budget 2014	Budget 2015
	\$1,896,418	\$2,050,700	\$2,143,400

Finance and Technology Expenses

Operating	Actual 2013	Budget 2014	Budget 2015
Salaries and Benefits	\$127,634	\$129,900	\$141,200
Staff Development and Travel	\$10,950	\$13,000	\$13,000
Professional Fees	\$11,124	\$14,000	\$14,000
Workers Compensation	\$16,087	\$18,000	\$13,500
Insurance	\$55,208	\$58,000	\$60,000
Computer/Internet	\$31,645	\$40,600	\$49,400
Telephone/Fax	\$33,599	\$36,000	\$37,500
Administrative Expenses	\$51,244	\$47,200	\$47,300
Bank Charges	\$10,694	\$9,000	\$11,200
Capital - Interest Payments	\$152,924	\$134,000	\$129,000
Community Group Support	\$875	\$1,000	\$0
Stratfords of the World	\$0	\$1,000	\$1,000
Property Tax	\$26,450	\$27,600	\$28,200
Property Tax rebate	\$32,972	\$24,000	\$14,600
Total Finance Expenses	Actual 2013	Budget 2014	Budget 2015
	\$561,406	\$553,300	\$559,900

Recreation, Culture and Events Expenses

Operating	Actual 2013	Budget 2014	Budget 2015
Salaries and Benefits	\$374,320	\$400,100	427,100
Staff Development and Travel	\$7,874	\$10,000	10,000
Professional Fees	\$16,439	\$6,000	6,000
Events	\$20,402	\$30,000	22,000
Programs	\$21,730	\$40,000	30,000
Watershed	\$13,568	\$19,700	24,700
Arts & Culture	\$27,461	\$32,000	27,000
Rink Operations	\$458	\$1,100	1,000
Maintenance	\$40,478	\$39,500	42,500
Promotion	\$840	\$1,000	4,000
Grants and Agreements	\$64,900	\$73,900	73,900
Total Expenses	Actual 2013	Budget 2014	Budget 2015
	\$588,469	\$653,300	\$668,200

Infrastructure Expenses

Operating	Actual 2013	Budget 2014	Budget 2015
Salaries and Benefits	\$221,834	\$224,200	\$235,200
Staff Development and Travel	\$1,084	\$4,000	\$4,000
Professional Fees	\$5,592	\$10,000	\$8,000
Electricity	\$79,138	\$87,700	\$89,000
Water & Sewer	\$14,913	\$15,000	\$15,000
Heating Fuel	\$21,709	\$22,000	\$18,000
Building/Grounds Maintenance	\$181,210	\$193,300	\$208,100
Sidewalk Maintenance	\$46,644	\$38,800	\$38,800
Vehicles and Equipment	\$33,177	\$39,000	\$40,800
Total Infrastructure Expenses	Actual 2013	Budget 2014	Budget 2015
	\$605,301	\$634,000	\$656,900

Planning, Development and Heritage Expenses

Operating	Actual 2013	Budget 2014	Budget 2015
Salaries and Benefits	\$275,874	\$271,700	\$252,400
Staff Development and travel	\$11,196	\$16,000	\$16,000
Professional Fees	\$29,344	\$22,500	\$17,500
Administrative Expenses	\$2,216	\$2,000	\$2,000
Heritage	\$7,250	\$9,500	\$12,500
Total Planning Expenses	Actual 2013	Budget 2014	Budget 2015
	\$325,879	\$321,700	\$300,400

Town Capital Budget

Capital	Budget 2014	Budget 2015
Park Development	\$50,000	\$50,000
Recreation Centre Equipment	\$6,000	\$13,000
Recreation Capital Projects	\$40,000	\$34,000
Sidewalk/Bike Path Construction	\$440,000	\$400,000
Trail Construction	\$300,000	\$200,000
Core Area Capital Projects	\$0	\$0
Signage/Branding program	\$25,000	\$15,000
Equipment Replacements/Additions	\$40,000	\$24,000
Town Centre Capital Repairs/Additions	\$51,500	\$38,000
Cotton Park Building Repairs/Additions	\$8,000	\$26,000
Other Building/Grounds Repairs/Additions	\$50,000	\$10,000
Public Art	\$12,000	\$12,000
Computer Hardware	\$28,000	\$22,000
Skateboard Park	\$50,000	\$150,000
Entry and Waterfront Landscaping	\$200,000	\$135,000
Diversity and Inclusion Fountain	\$20,000	\$5,500
RCMP Office Upgrade	\$300,000	\$0
Traffic Calming/Signage	\$50,000	\$25,000
Wellfield Park	\$65,000	\$225,000
Paving	\$25,000	\$15,000
Town Centre Generator	\$0	\$260,000
Total Capital Expenses	Budget 2014	Budget 2015
	\$1,760,500	\$1,659,500

Capital Funding	Budget 2014	Budget 2015
New Deal Funding	\$792,000	\$1,145,000
Trans Canada Trail (pending approval)	\$240,000	\$100,000
Provincial Infrastructure Fund	\$300,000	\$150,000
Parkland Reserve	\$65,000	\$25,000
Total Capital Funding	Budget 2014	Budget 2015
	\$1,397,000	\$1,420,000

Net Capital Expenditure	Budget 2014	Budget 2015
	\$363,500	\$239,500

STRATFORD UTILITY CORPORATION REVENUE AND EXPENSE TABLES

Revenue and Expense Summary

Operating	Actual 2013	Budget 2014	Budget 2015
Unmetered Sales	\$1,621,102	\$1,626,500	\$1,668,400
Metered Sales	\$112,336	\$120,100	\$116,900
Frontage Charges	\$59,110	\$44,600	\$49,600
Penalty Charges	\$30,341	\$25,000	\$20,000
Connection Fees	\$11,342	\$2,500	\$2,500
Government Transfers	\$882,653		\$805,400
Interest Income	\$2,582	\$100	\$100
Other Income	\$75		\$100
Donated Capital	\$38,716	\$100	
Total Revenue	Actual 2013	Budget 2014	Budget 2015
	\$2,758,257	\$1,818,900	\$2,663,000

Total Expenses	Actual 2013	Budget 2014	Budget 2015
	\$1,984,103	\$1,470,700	\$2,018,500

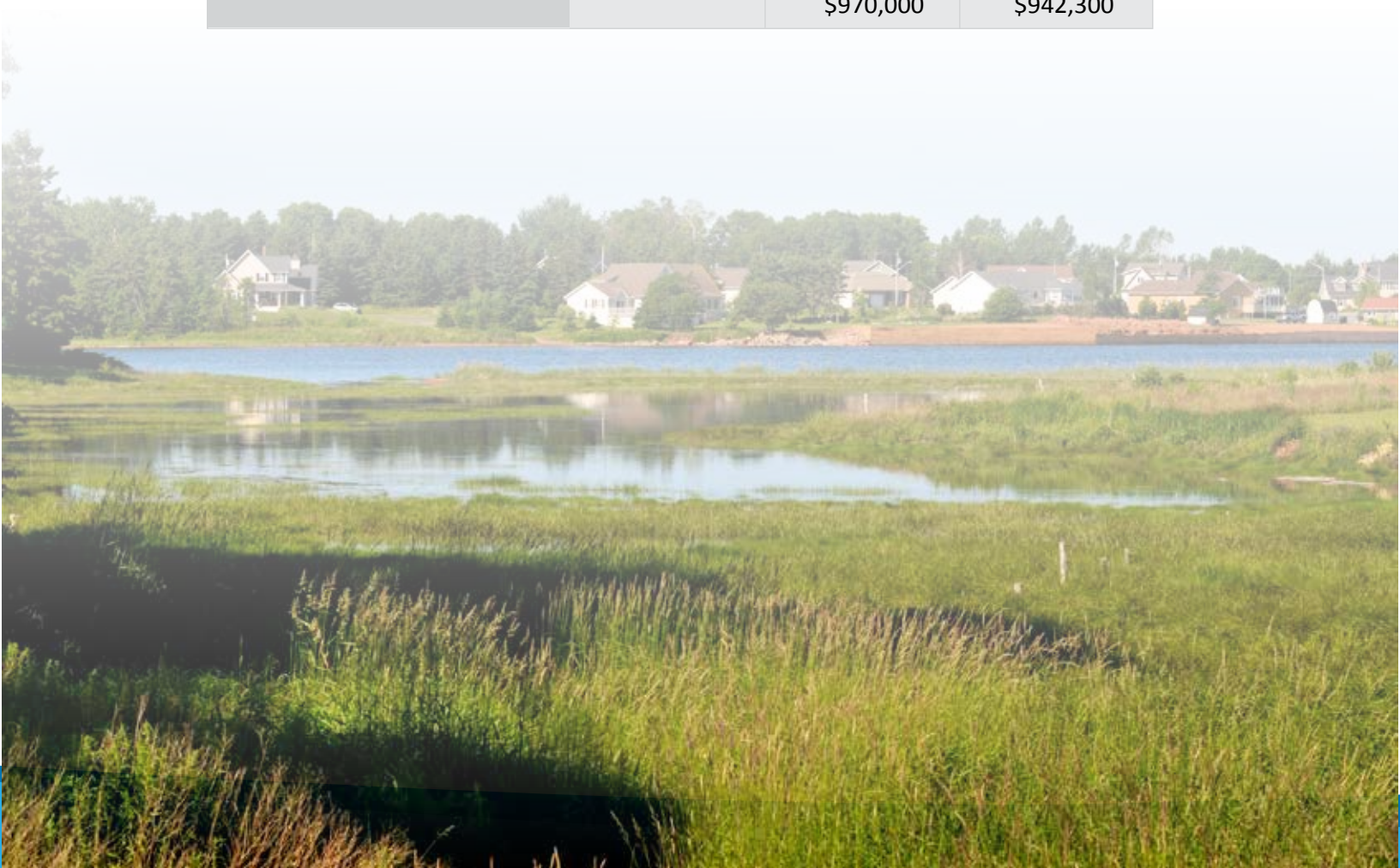
Utility Surplus	Actual 2013	Budget 2014	Budget 2015
	\$774,154	\$348,200	\$644,500

Detailed Utility Expenses

Operating	Actual 2013	Budget 2014	Budget 2015
Depreciation	\$712,080	\$250,000	\$720,000
Property Taxes	\$5,047	\$3,100	\$6,500
Interest & Service Charges	\$18,103	\$24,000	\$20,000
Interest on Long Term Debt	\$290,891	\$259,000	\$270,000
Salaries	\$360,296	\$396,000	\$420,900
Workers Compensation	\$9,720	\$10,000	\$9,000
Honorariums	\$1,000	\$1,000	\$1,000
Electricity	\$144,796	\$141,000	\$155,000
Telephone	\$18,067	\$18,000	\$18,500
Snow Removal	\$5,537	\$6,000	\$6,500
Repairs & Maintenance	\$233,581	\$122,000	\$135,000
Office Expenses	\$9,780	\$11,500	\$11,800
Software Maintenance	\$9,261	\$11,000	\$19,300
Postage	\$10,400	\$12,000	\$14,000
Summer Maintenance - Grass	\$746	\$3,500	\$3,500
Professional Fees	\$10,457	\$14,000	\$14,000
Consulting	\$42,388	\$80,000	\$80,000
Rentals - Office	\$22,700	\$22,700	\$22,700
Rentals - maintenance bldg, tractor	\$14,600	\$14,600	\$14,600
Meetings & Travel	\$7,877	\$10,000	\$10,000
Dues & Fees	\$1,593	\$2,200	\$2,200
Insurance	\$12,563	\$12,100	\$15,000
Tools & Equipment	\$6,749	\$8,000	\$8,000
Vehicle	\$14,592	\$16,000	\$18,000
Water Conservation	\$10,137	\$18,000	\$18,000
Tree Planting and Water Shed	\$4,894		
Miscellaneous	\$6,247	\$0	\$0
Contingency		\$5,000	\$5,000
Other			
Total Expenses	Actual 2013	Budget 2014	Budget 2015
	\$1,984,103	\$1,470,700	\$2,018,500

Utility Capital Budget

Capital	Budget 2014	Budget 2015
Misc Capital Items	\$10,000	\$10,000
Replacement Aptos Pumping Station	\$160,000	\$160,000
Water and Sewer Extensions	\$960,000	\$1,650,000
Treatment Plant Upgrade	\$1,500,000	\$50,000
Small Equipment Purchases	\$3,000	\$31,000
SCADA System upgrades.	\$25,000	\$35,000
New Utility Truck		
Total Capital Expenses	Budget 2014	Budget 2015
	\$2,658,000	\$1,936,000
Capital Funding	Budget 2014	Budget 2015
Build Canada Funding	\$400,000	\$666,700
New Deal Funding	\$1,288,000	\$327,000
Total Capital Funding	Budget 2014	Budget 2015
	\$1,688,000	\$993,700
Net Capital Expenditure	Budget 2014	Budget 2015
	\$970,000	\$942,300





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