



2013/14 Approved Operating and Capital Budget

Guide to the Budget Book

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What is the budget?

The budget sets forth a strategic resource allocation plan that is aligned with community goals, preferences and needs. The budget is a policy document, financial plan, operations guide, and communication device.

Through the budget, the Village of Kingston demonstrates its accountability to its residents and customers. To provide the maximum accountability this section provides the reader with some basic understanding of the components of the budget document and what is included in each of these components.

Organization of the budget document

The budget document includes four major areas:

1. The Introduction which provides the Clerk/Treasurer's budget message along with overview information about Kingston including the organization, values and goals and community profile.
2. The Budget Summary shows the sources and uses of funds, budget summaries, descriptions of revenues and expenses and illustrates the financial picture of Kingston including the fund structure, budget process and development and fiscal guidelines.
3. The Departmental Budget Section – General and Sewer funds - includes information on all business units, and includes an introduction, significant achievements for the year and strategic objectives for the upcoming year.
4. The Capital Improvement section includes information regarding the current year capital projects and four year forecast, the capital budget process and debt information.



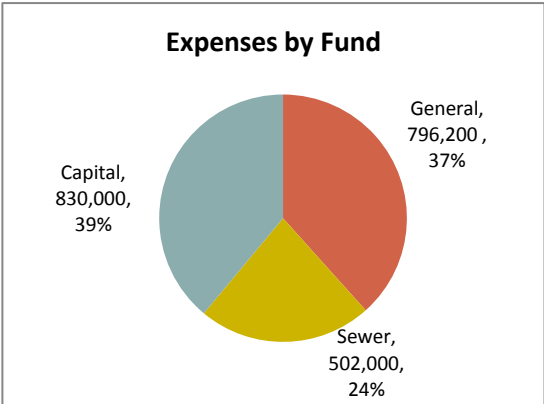
Budget Message

May 9, 2013

Chair, Commission Members and the Kingston Community:

I respectfully transmit the budget for Kingston for the April 1, 2013 to March 31, 2014 fiscal year. This represents the annual financial plan and allocation of public resources for the coming year.

The proposed expenditure budget totals approximately \$2,130,800 which includes \$1,300,800 (61%) for operating budgets and \$830,000 (39%) for capital budgets.



The format and presentation of the budget is similar to the one instituted last year. The Capital Improvement Plan (current year and four year forecast) will allow the Village to approach infrastructure management in a fiscally sustainable method. Continuation of strategic and proactive planning will ensure that Kingston will be able to provide for the needs of today's and future residents.

Economic Environment and Assumptions

This budget forecast assumes that provincial and federal funding (both operating and capital components) will be negatively impacted and thus municipal budgets will come under increasing pressure to fund more services and infrastructure with less. These challenges have been identified and incorporated in this year's and future year's budget.

Fiscal sustainability is the focus of this year's (and future year's) budgets – strategically planning for today and tomorrow in a manner that is fair and equitable. Proper use and management of reserves will be key, along with leveraging outside funding to achieve the greatest amount of work for the lowest cost. Although there are significant pressures on many budget areas, there will be no increase on resident tax bills. To this end, Kingston has managed its rates reasonably and is competitive compared to similar municipal units.

Budget Message

Looking Ahead

Staff will focus on working on existing services, new initiatives and capital projects identified by the Commission, along with continued policy development and long term planning, to the benefit and improvement of the village as a whole.

This budget includes Commission directed strategies and new service initiatives, such as:

- Continued work to extend sewer service to all residents
- Long term funding strategies for capital programs
- Improved communications with residents
- Continued proactive infrastructure maintenance program

This budget document was created as a communication tool for the residents of Kingston. This document is the result of a significant amount of work by the Commission and staff, as many hours were spent identifying, developing and confirming goals, developing operating plans and prioritizing programs and projects. I would like to express my appreciation to everyone involved in providing their expertise and knowledge in creating the budget.

Respectfully,



Mike McCleave
Clerk/Treasurer

Organizational Profile

The Village of Kingston is a municipal unit located in the western end of Kings County and adjacent to the Village of Greenwood. Incorporated in 1957, the Village is responsible for services such as sewer collection and treatment, recreation programming, public works and tourism functions. Five Commission members are elected at large to three-year staggered terms. The Chair is a member of the Commission, elected by the Commission for one-year terms. The Clerk/Treasurer is appointed by the Commission to manage 4 full-time staff and several part-time and seasonal employees.

Village Commission

Chair

Martha Armstrong

Deputy Chair

Doug Beaman

Commissioners

Scott Peckford

John Pierce

Bruce Carter

Village Staff

Clerk/Treasurer

Mike McCleave

Administrative Assistant

Janice Hatfield

Public Works

Danny Lundrigan

David Feener

Recreation Coordinator

Glen Abriel

Organizational Profile

Corporate Values

We are committed to providing affordable, high quality municipal services which meet the reasonable needs of our residents.

We are committed to protect Kingston's quality of life and the individual rights of our residents.

We will treat all people courteously and equitably. We will listen and ask questions until we understand. Our actions will be consistent with approved rules and policies, yet flexible and responsive to individuals whose reasonable needs cannot otherwise be met.



We are committed to respond to the needs of our citizens in an honest, credible and timely manner.

We are committed to meeting and exceeding community needs by fostering a spirit of creativity, resourcefulness and open-mindedness.

We will strive to ensure that all communications are dealt with honestly and fairly with a commitment to accuracy and timeliness.

Strategic Goals

Kingston is implementing work toward organizational alignment from strategic goals all the way to individual performance standards.

The Commission is committed to ensure the areas of fiscal management, public safety, community development, infrastructure management, recreation and effective governance are being performed in a reasonable and cost-effective manner.

Specific departmental goals are identified on their individual fund pages.

Budget Summary

The Village of Kingston was settled in the year 1793 by the United Empire Loyalists, and from this settlement sprang one of the most flourishing industries in the Province, the apple industry. Kingston is located in the heart of the beautiful Annapolis Valley and is surrounded by rich farmland and fruit orchards. Just a short drive away is the incredible Bay of Fundy boasting the highest tides in the world. Kingston was incorporated as a Village in 1957.

Kingston began as a settlement nearly 200 years ago but did not become an industrial centre until the early 1900's, with the establishment of its lumber and apple processing industries. Today, the Village economy is largely influenced by Canadian Forces Base Greenwood; a consistent generator of employment, service demand and housing activity. A 1995 community survey indicates approximately one quarter of households in Kingston have employment related to the base.

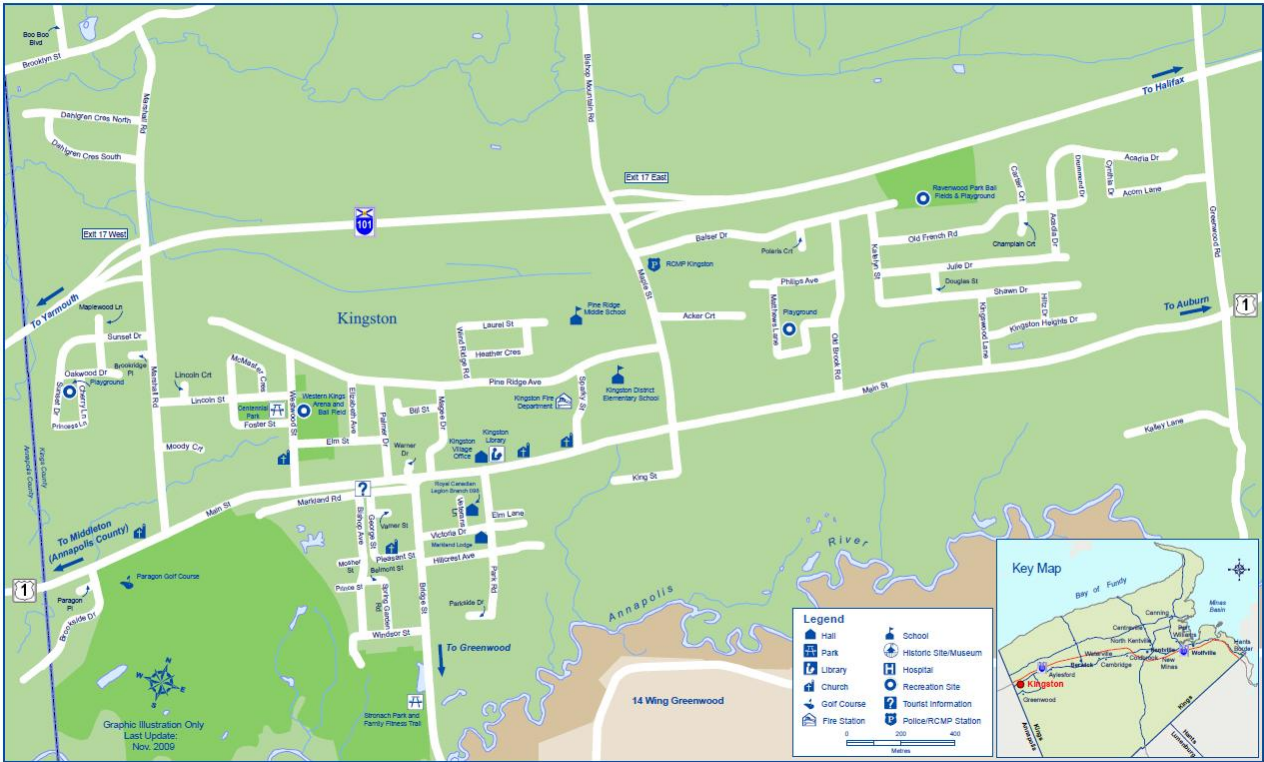
Population

The population of Kingston is estimated at 3,000 people, with approximately 1,260 homes and 70 businesses. Many people retire to the area because of its many services and its proximity to major centers. 14 Wing Greenwood is located just 4 km south of Kingston.

Location

For those traveling from a westward direction, Kingston is the gateway to Kings County. The Village is approximately a 45km drive to Kentville, 75km to Acadia University in Wolfville, 140km to Halifax, and 150km to the Halifax Stanfield International Airport.

Kingston Street Map



Source: Municipality of the County of Kings

Budget Summary

Commerce

Kingston has a well-defined business district in which the major commercial and industrial development is concentrated. Expansion potential, in terms of vacant land however, is limited and commercial development is concentrated along Highway 1-between Westwood Drive and Maple Street.

The major commercial district, which straddles Highway 1, is surrounded by residential neighbourhoods. However, part of this area, south of the old railway right-of-way, contains a growing mixture of commercial and residential uses, which offer some potential for commercial growth through relocation and redevelopment. Markland Road and Victoria Drive are evidence of this transition from traditional residential and industrial, to a more retail and service orientation.

Kingston's "Downtown" is a mixture of traditional, business supply and professional services; a wholesale meat processing plant, a commercial printing company, and a furniture and cabinet making firm. As well, there are service stations, grocery stores, hardware stores, pharmacies, restaurants and a motel.



Community Services

Kingston has a Village Office, a Visitor Information/Interpretive Centre, medical clinic, pharmacy, post office, library, RCMP detachment, volunteer fire department and a wellness clinic. It is 10 minutes to Middleton's Soldiers Memorial Hospital and 45 km to our Regional Hospital in Kentville. We have an elementary and a middle school with enrollments of approximately 800. The high school is located in Auburn, just east of Kingston. Being a sharing community, Kingston hosts a food bank. Churches located in the Village are the United Church of Canada, United Baptist Church, Anglican Church of Canada and Kingdom Hall of Jehovah's Witnesses. In the surrounding communities you will also find churches of other faiths. Kingston also has many service clubs and fraternal organizations such as the Lions Club, I.O.O.F., Masonic Lodge and the Royal Canadian Legion to name a few.

Recreation

The Village Office has a full time Recreation Coordinator that works with local schools and seniors. Kingston has an indoor arena, which services the surrounding communities as well as Kingston. Adjacent to the arena is an outdoor recreation area with a baseball diamond, tennis courts, basketball court, beach volleyball and a soccer field. This area is host to Kingston's annual Steer BBQ and Village Fair event held on the second Saturday of July, as well as the Santa Comes to Town event the first Friday in December and the New Year's event.

There is an 18 hole golf course, a picnic park and family fitness trail, and a Provincial Picnic park at the east end of the Village. We are located 4km from 14 Wing Greenwood's Sports and Fitness Center, which is open to the surrounding communities.

Budget Process and Development

The budget process begins with the Commission determining the priorities for the year, staff then develops the best possible budget that incorporates the Commissions priorities and fits within the resources available.

To incorporate the Commission’s desire to maintain existing service levels, staff determined the “**Base Budget**” requirement to meet these levels. The base budget is the minimum amount needed to maintain current services. The adjustments to base budget’s amounts are shown in Table 2 on page 14.

Inflationary pressures, growth and the impact of the approved capital expenditures mainly drive the changes in the base budget. Some program expenditures, specifically repairs/maintenance and utilities, have increased well in excess of the rate of inflation; the approved budget reflects these requirements. The budget also reflects the costs of maintaining new infrastructure (i.e., sidewalks and other new infrastructure), wage settlements and financing costs related to prior capital expenditures.

“**Service Level Initiatives**” incorporate numerous items which, if approved, would enhance existing service levels or provide for new services or programs. Staff recommended service level initiatives are shown in Table 4 on page 16.

The Commission set the following guidelines for budget preparation:

- Keep tax rates competitive
- Include a proactive infrastructure funding plan into the base budget
- Amend the sewer rate based on base budget needs
- Include the funding for the current year capital plan and present the five year capital forecast

Budget Calendar

The schedule below documents the schedule of public meetings and budget deliberations prior to the recommended budget being adopted by the Commission.

Thursday, April 11, 2013 at 7:00pm	<ul style="list-style-type: none">• Operating and Capital Budget released• Distribute to stakeholders and public• Overview of Operating and Capital Budget
Thursday, April 25, 2013 at 7:00pm	<ul style="list-style-type: none">• Public input• Budget review and deliberations
Thursday, May 9, 2013 at 7:00pm	<ul style="list-style-type: none">• Budget review and deliberations• Budget adopted by Commission

Basis of Budgeting

The budget is prepared on a basis that is generally consistent with Generally Accepted Accounting Principles (GAAP). The Village’s funds consist of the General Fund, Sewer Fund and Capital Fund. Governmental fund type budgets are developed using the modified accrual basis of accounting.

Under the modified accrual basis revenues are estimated for the fiscal year if they are accrued (amounts can be determined and will be collected within the current period). Principal and interest on general long-term debt is budgeted as expenditures when due, whereas other expenditures are budgeted for based on the timing of receipt of the good or service.

Revenue forecasts are conservative in nature; known changes to assessment data (net of appeals) are incorporated as is, while other items are increased by very moderate amounts.

Expenditure items are forecast based on known amounts, or based on projections or trends. Increases for anticipated unknown items are typically 1% to 5% (Nova Scotia’s 2012 CPI is 2.0 %.)

Transfers to Reserves

Transfers to reserves have increased by 4% for general fund reserves, such as those for sidewalks or public works. Other reserves require that the contribution be increased by greater amounts to ensure rate stabilization. For example, during the valuation for tangible capital assets, staff identified that the annual contribution required to replace existing equipment was significantly higher than the amount currently provided for. These contributions will take approximately 2 more years to reach their proper amounts.

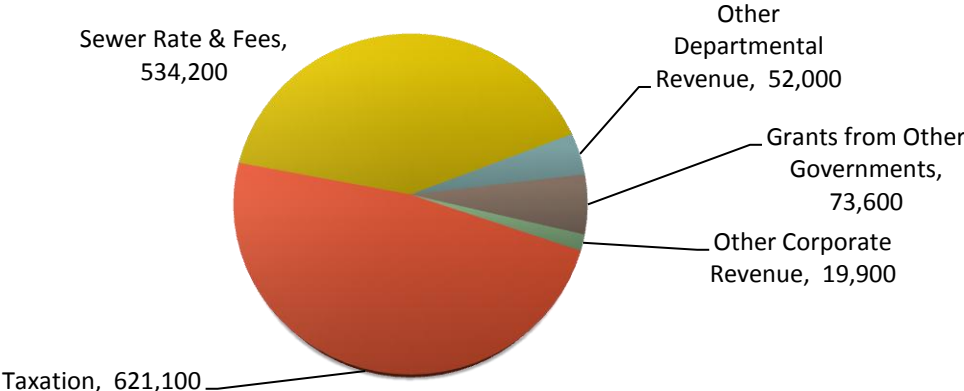
For the sewer fund, transfers to reserves have increased by 8%; this amount is needed to fund the anticipated capital program and curtail debt levels for the fund.

By achieving these contribution levels, the village will reduce its reliance on long-term debt to fund projects and purchases

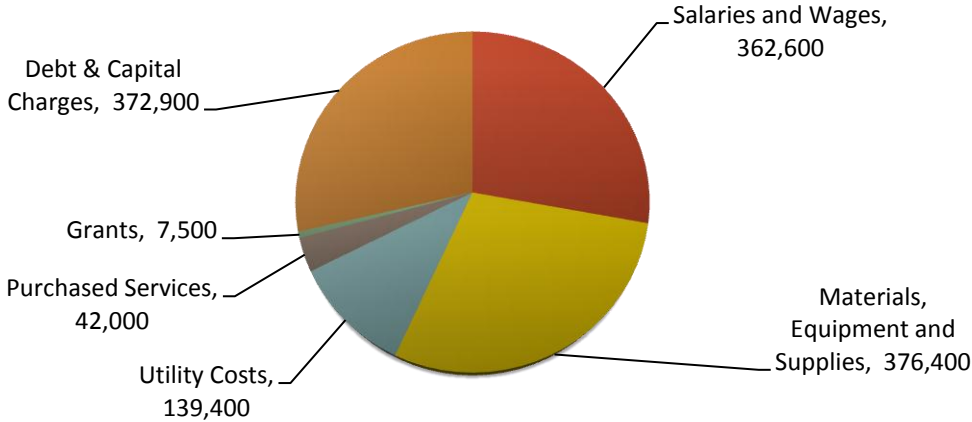
Budget Summary

Sources and Uses of Funds

The total source of funds for the 2013/14 operating budget is \$1,300,800. This consists of new revenue and funds carried forward from the previous fiscal years. The revenue detail for each area is found within the budget document – either in the summary section or in the budget detail for that department. The graph below shows amount of sources by major category.



The total use of funds for 2013/14 is \$1,300,800. The expenditure detail for each area is found within the budget document – either in the summary section or in the budget detail for that department. The graph below shows amount of expenditures by major category.



Budget Summary

Consolidated Village Summary

Table 1

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	362,600	362,600	362,600	-	-		362,600	-	-
Materials and Supplies	346,900	346,900	368,500	21,600	6.2	7,900	376,400	29,500	8.5
Utility Costs	136,400	136,400	139,400	3,000	2.2	-	139,400	3,000	2.2
Purchased Services	50,600	50,600	42,000	(8,600)	(17.0)	-	42,000	(8,600)	(17.0)
Grants	6,000	6,000	7,500	1,500	25.0	-	7,500	1,500	25.0
Operating Expenditures	902,500	902,500	920,000	17,500	1.9	7,900	927,900	25,400	2.8
Debt & Capital Charges	342,600	342,600	372,900	30,300	8.8		372,900	30,300	8.8
Total Expenditures	1,245,100	1,245,100	1,292,900	47,800	3.8	7,900	1,300,800	55,700	4.5
Departmental Revenue									
Departmental Revenue	(636,500)	(636,500)	(659,800)	(23,300)	3.7	-	(659,800)	(23,300)	3.7
Net Expenditures	608,600	608,600	633,100	24,500	4.0	7,900	641,000	32,400	5.3
Revenue									
Tax Revenue	(579,200)	(594,200)	(621,100)	(41,900)	7.2	-	(621,100)	(41,900)	7.2
Other Corporate Revenue	(29,400)	(24,100)	(19,900)	9,500	(32.3)	-	(19,900)	9,500	(32.3)
Total Revenue	(1,245,100)	(1,254,800)	(1,300,800)	(55,700)	4.5	-	(1,300,800)	(55,700)	4.5
General Surplus/(Deficit)	-	9,700	7,900						
Accumulative Tax Rate Increase/(Decrease) - in cents				(0.4)					

Base Budget Adjustments

The budget process begins with the Commission determining the priorities for the year, and then staff develops the best possible budget that incorporates the Commissions priorities and fits within the resources available.

To incorporate the Commission’s desire to maintain existing service levels, staff determined the “**Base Budget**” requirement to meet these levels. The base budget is the minimum amount needed to maintain current services.

Inflationary pressures, growth and the impact of the approved capital expenditures mainly drive the changes in the base budget. Some program expenditures, specifically repairs/maintenance and utilities, have increased well in excess of the rate of inflation; the approved budget reflects these requirements. The budget also reflects the costs of maintaining new infrastructure (i.e., sidewalks and other new infrastructure), wage settlements and financing costs related to prior capital expenditures.

Budget Summary

Base Budget Adjustments in the Operating Budget (By Fund)

Table 2

	General	Sewer	13/14 Impact
Revenues			
Assessment growth	(27,400)	-	(27,400)
Sewer rate	-	(18,800)	(18,800)
Interest revenue	(8,400)	-	(8,400)
Recreation fees	(1,200)	-	(1,200)
Grants from other agencies	2,300	-	2,300
Transfers from other funds	2,600	-	2,600
Sewer administration fees	-	-	-
Other miscellaneous revenues	(4,800)	-	(4,800)
Total Revenues	(36,900)	(18,800)	(55,700)
Expenses			
Salaries & benefits	(1,300)	1,300	-
Training & development	(2,500)	1,000	(1,500)
Village & parks maintenance	4,700	-	4,700
Utility costs	3,600	600	4,200
Grants	-	-	-
Sewer treatment costs	-	(8,000)	(8,000)
Snow removal	16,500	-	16,500
Professional services	(10,000)	(4,000)	(14,000)
Event funds	-	-	-
Library costs	-	-	-
Principal & interest costs	-	-	-
Contributions to reserves	20,900	12,000	32,900
Miscellaneous expenses	12,600	8,300	20,900
Total Expenses	44,500	11,200	55,700

Under the base budget concept, services which were approved in prior years will be included within the current budget. There are some discretionary base budget items that the Commission will have to approve during the deliberations, as they generally will not impact service delivery.

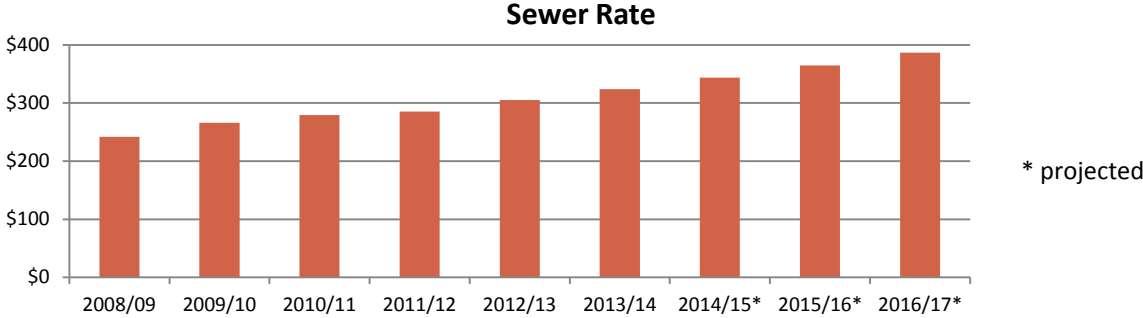
Discretionary Base Budget Items

Table 3

Item	2013/14 Amount	2012/13 Amount
Amounts available for grants or donations		
New Year's Eve Celebration	1,000	1,000
Festival and Community Events Grants	4,500	4,500
Apple Blossom Festival	5,375	-
Tree Planting	4,500	4,500
Steer BBQ - Friday night event	5,000	5,200
Santa Comes to Kingston	2,000	1,600
Fire Department Recognition	1,000	1,000
Kingston float costs	2,500	2,500
Bulb planting and maintenance	1,200	1,200

Sewer Rate

To set the sewer rate annually, staff models the total financing requirements of the sewer operations (both operating and capital). All sewer collection and treatment costs, including salaries, supplies and debt repayment are recovered entirely by the sewer rate.



To maintain existing service levels, the approval of the 2013/14 Operating and Capital Budget related to sewer will add \$18.62 per unit, or 6.1%, to the existing sewer rate and increase other sewer rates (industrial and institutional properties) by 2.0%. The rate is mainly under pressure due to significant increases in utility costs, environmental compliance and capital investment requirements. The above chart details the history of the sewer rate and the forecasted rates for the next five years. Although the rate has increased slightly in previous years, planned capital work will require that the rate increase by 6.1% over the term of the Capital Improvement Plan to maintain adequate reserve balances and top debt servicing ratios at 7.6%.

In addition to increasing the sewer rate, staff proposes increasing the sewer connection and inspection charge from \$362.10 to \$369.50, an increase of 2.0%. This amount covers the village’s cost to install a lateral from the existing sewer main to the property line and for the inspection of the connection. As reported last year, the intent of the charge is to cover the cost of these services, and while this increase is a start to recoup our costs, the charge will need to be increased gradually over the next few years.

Sewer Rates
Each municipal unit is different when setting their sewer rates, so finding a comparison is difficult. If the unit has central water, the sewer rate is usually based on water consumption, there being a relationship between water usage and discharge. Other places, such as Berwick, base sewer charges on assessed value, which has no relationship to consumption. The closest comparable would be Kings County, which models its sewer rate the same way as Kingston. Their sewer rate for the 2013/14 budget is \$435 per dwelling, which is 28% greater than the \$323.84 approved for Kingston.

Budget Summary

Service Level Initiatives

Based on the direction of the Commission during the past year, specific new items or initiatives have been included in the budget.

These specific items are summarized in Table 4. The items in this table “Summary of Approved Service Level Adjustments” presents those items which the Commission approved during budget deliberations. These items are new services or initiatives outside of the base budget.

These initiatives will be reviewed during the next budget year to seek Commission consent to continue for future years, or will be removed if a single year item.

Summary of Proposed Service Level Adjustments

Table 4

	Service Level Changes		Subtotal	Less Revenue Offset	12/13 Impact
	Service Level Changes	New Service or Program			
Concerts in the Park (3)	-	1,900	1,900	-	1,900
Stronach Park Equipment	-	6,000	6,000	-	6,000
	-	-	-	-	-
TOTAL	-	7,900	7,900	-	7,900

Explanation of Service Level Initiatives

Based on the direction of the Commission during the past year, specific new items or initiatives have been included in the budget.

Concerts in the Park - \$1,900

The village is offering free concerts in the Centennial Park during the summer. There will be 3 concerts this summer. All concerts will be free of charge and will be held on Sunday afternoons.

Stronach Park Equipment – \$6,000

The village’s continuing effort to replace worn, broken, or damaged equipment. There will be 2 pieces of equipment replaced on the Fitness Trail each year. This initiative should take approximately 3 years to complete.

Budget Summary

Total Expenditures by Department

Table 5

Department	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Legislative	20,100	20,100	20,300	200	1.0	-	20,300	200	1.0
Administrative	142,400	142,400	152,500	10,100	7.1	-	152,500	10,100	7.1
Civic Building	28,300	28,300	28,600	300	1.1	-	28,600	300	1.1
Other Gen Government	20,700	20,700	41,000	20,300	98.1	-	41,000	20,300	98.7
Transportation	156,500	156,500	176,100	19,600	12.5	-	176,100	19,600	12.5
Public Works	177,800	177,800	166,500	(11,300)	(6.4)	-	166,500	(11,300)	(6.4)
Village Development	9,000	9,000	9,700	700	7.8	1,900	11,600	2,600	28.9
Tourism	21,000	21,000	21,800	800	3.8	-	21,800	800	3.8
Parks	46,000	46,000	47,600	1,600	3.5	6,000	53,600	7,600	16.5
Recreation	83,400	83,400	84,500	1,100	1.3	-	84,500	1,100	1.3
Library	8,900	8,900	8,900	-	-	-	8,900	-	-
Corporate Expenses	(20,500)	(20,500)	(19,000)	1,500	(7.3)	-	(19,000)	1,500	(7.3)
Sewer Administration	304,900	304,900	316,500	11,600	3.8	-	316,500	11,600	3.8
Collection and Treatment	246,600	246,600	237,900	(8,700)	(3.5)	-	237,900	(8,700)	(3.5)
TOTAL	1,245,100	1,245,100	1,292,900	47,800	3.8	7,900	1,300,800	55,700	4.5

Fund Accounting

The financial accounts for Kingston are organized on the basis of funds or account groups. In governmental accounting, a fund is a separate self-balancing set of accounts used to show operating results for a particular activity or activities.

For accounting and presentation purposes, the departmental and account structure mirror the ones prescribed by the Provincial Government through the Financial Reporting and Accounting Manual.

Funds

General Fund

The general fund accounts for the resources and uses of various Kingston departments. A majority of the daily operating activity is recorded in this fund. Administration, General Government, Transportation Services, Public Works and Parks are all examples of activity in the General Fund.

Governmental accounting requires the General Fund be used for all financial resources except those required to be accounted for in another fund.

Sewer Fund

The sewer fund accounts for the operations of the sewer system, including net operating expenses, capital contributions and debt charges.

Capital Project Funds

These funds account for revenue received and expenses related to infrastructure improvements such as sidewalk, wastewater, and parks. Revenue is received from contributions from operating, debt proceeds, and other sources. The Capital Improvement Plan, which includes the current year’s program and four year forecast, is located starting page 38.

Reserves Funds

Provide for the replacement of equipment and vehicles, contributions to the operating budget, and for funding village infrastructure.



Fiscal Guidelines

Replacement Funding

Separate funds exist for fleet and equipment replacement. Each cost center in the General and Sewer Fund contributes for future replacement of vehicles and equipment. The contribution is based on the projected replacement cost/anticipated useful life of the fleet.

When a vehicle is replaced, it must be disposed of to avoid adding to the fleet inventory and to avoid unnecessary maintenance and operation costs.



Reserves

Kingston maintains a General Fund “rainy day” reserve of approximately \$86,670 (\$59,200 in 2011/12), with the hopes of obtaining our goal of 15% (or \$186,765) of total fund expenditures within 8 years.

Kingston also maintains targeted or allocated reserve funds. These reserves are earmarked for specific sidewalk, sewer, recreation, and equipment renewals.

Revenue

Kingston strives to balance residential growth with commercial and industrial growth to stabilize the tax revenue. Kingston avoids dependence on temporary revenue sources to fund recurring government services.

Kingston is conservative in revenue estimates. Revenues resulting from possible changes in laws or ordinances are not included in revenue estimates.

Accounting, Auditing and Financial Reporting Policies

An independent audit is performed annually. Kingston produces a Consolidated Annual Financial report in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Public Sector Accounting Board (PSAB).

Financial Planning

Kingston adopts an annual Capital Budget and four year forecast that plans for all improvements needed. Anticipated maintenance costs are included for all projects. The first five years of additional maintenance costs are combined with other data gathering techniques to project operating results for five years. This information is the basis for developing the next year budget.

Budget Summary

Description of Revenues and Expenditure Types

To assist the reader, these descriptions explain the categories shown in the departmental and summary tables.

Revenues

Departmental Revenue

Departmental revenue includes revenues that can be directly attributable to the activities of a department or program. These revenues are broken down into four categories:

Activity Revenue

Activity revenue is revenue that is generated due to the actions of the department. Examples of activity revenue are sewer connection charges and fees, Visitor Information sales and recreation revenues for day camps or programs.

Grants

Grants are revenues from third parties that are allocated to specific programs or activities. Examples of grants are funding for recreation programs or Federal or Provincial wage subsidies.

Other Revenue

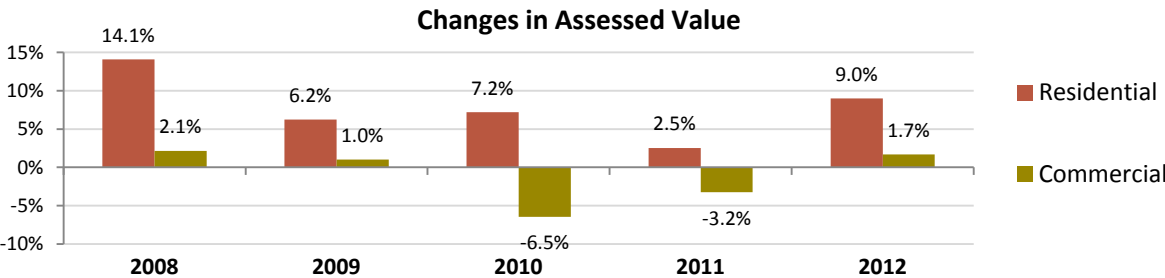
Include revenue that cannot be generally categorized within other revenues. This includes the sewer rate or internal allocations.

Transfers from Other Funds

These revenues are transfers between funds or surpluses ie: sewer fund to general fund or usage of an accumulated surplus.

Tax Revenue

Taxation is the major source of revenue for the village. Tax rates to be applied to the various property classes are determined by the total tax levy requirement and the allocation by class of the assessed current market values of real property within the municipality. This category includes general levies, payments in lieu of taxes (through the County) and local improvement rates.



Other Corporate Revenue

Include revenues that cannot be generally attributable to any one department or activity. Examples of other corporate revenue include interest revenue, rentals, dog registration commissions and other general grants or miscellaneous income.

Budget Summary

Expenditures

Salaries and Benefits

Remuneration for salary and benefit expenses.

Materials and Supplies

Include most general purchases including office supplies and equipment, advertising, travel and training costs, insurance costs, tools and equipment, vehicle costs and other miscellaneous items.

Utility Costs

Telephone, fuel and electricity costs are shown here.



Purchased Services

Include services such as legal, audit and banking charges. Also includes consultant fees and internal expenditure allocations between departments (i.e. between general and sewer funds.)

Grants

Grants paid to other organizations or funds.

Debt and Capital Charges

Include principal and interest charges for long term debt, contributions to reserves or contributions to the capital program.

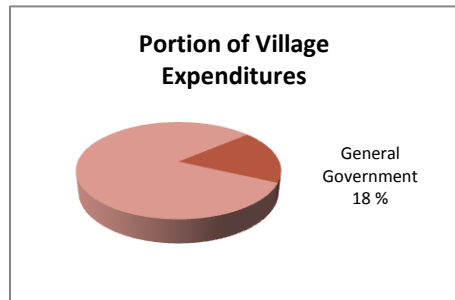
General Government

Introduction

General government can be broken down into the following departments:

- Legislative Services
- Administrative Services
- Civic Building
- Other General Government

The purpose of General Government is to provide for the overall administration of the Village of Kingston with primary focus on policy implementation, administration, strategic planning, and effective management of village resources and services.



The objectives of General Government Services are:

- provide community leadership, develop policies to guide Kingston in delivering services and achieving community goals, and advance and promote the physical, social, cultural and economic environment of Kingston, through effective civic leadership and through the active democratic participation of our citizens
- ensure accurate financial reporting on the results of operations and to process financial transactions in an accurate and timely manner
- maintain and repair the civic building (village office) and associated systems and equipment in proper working order for the safety and effective use for residents
- provide all customers with quality service in an efficient and timely manner

Other General Government includes corporate costs that cannot be generally assigned to any one department, such as grants and tax billing expenses.

General Government

General Government Services

Table 6

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	119,300	119,300	121,200	1,900	1.6	-	121,200	1,900	1.6
Materials and Supplies	46,500	46,500	64,600	18,100	38.9	-	64,600	18,100	38.9
Utility Costs	11,900	11,900	13,200	1,300	10.9	-	13,200	1,300	10.9
Purchased Services	13,000	13,000	5,000	(8,000)	(61.5)	-	5,000	(8,000)	(61.5)
Grants	4,000	4,000	5,500	1,500	37.5	-	5,500	1,500	37.5
Operating Expenditures	194,700	194,700	205,500	14,800	7.6	-	205,500	14,800	7.6
Revenues									
Activity Revenue	(1,200)	(1,200)	(1,200)	-	-	-	(1,200)	-	-
Grants	-	-	-	-	-	-	-	-	-
Other	-	-	(800)	(800)	-	-	(800)	(800)	-
Total Revenues	(1,200)	(1,200)	(2,000)	(800)	66.7	-	(2,000)	(800)	66.7
Net Operating Exp.	193,500	193,500	207,500	14,000	7.2	-	207,500	14,000	7.2
Debt & Capital Charges	16,800	16,800	32,900	16,100	95.8	-	32,900	16,100	95.8
Tax Levy Requirement	210,300	210,300	240,400	30,100	14.3	-	240,400	30,100	14.3
Services									
Legislative	20,100	20,100	20,300	200	1.0	-	20,300	200	1.0
Administrative	142,400	142,400	152,500	10,100	7.1	-	152,500	10,100	7.1
Civic Building	27,100	27,100	27,400	300	1.1	-	27,400	300	1.1
Other Gen Gov't	20,700	20,700	40,200	19,500	94.9	-	40,200	19,500	94.9
TOTAL	210,300	210,300	240,400	30,100	14.3	-	240,400	30,100	14.3

General Government

Legislative Services

Table 7

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	17,100	17,100	17,000	(100)	(0.6)	-	17,000	(100)	(0.6)
Materials and Supplies	1,800	1,800	2,100	300	16.7	-	2,100	300	16.7
Utility Costs	-	-	-	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Operating Expenditures	18,900	18,900	19,100	200	1.1	-	19,100	200	1.1
Revenues									
Activity Revenue	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-	-
Net Operating Exp.	18,900	18,900	19,100	200	1.1	-	19,100	200	1.1
Debt & Capital Charges	1,200	1,200	1,200	-	-	-	1,200	-	-
Tax Levy Requirement	20,100	20,100	20,300	200	1.0	-	20,300	200	1.0

Administrative Services

Table 8

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	102,200	102,200	104,200	2,000	2.0	-	104,200	2,000	2.0
Materials and Supplies	20,900	20,900	21,400	500	2.4	-	21,400	500	2.4
Utility Costs	1,800	1,800	1,800	-	-	-	1,800	-	-
Purchased Services	13,000	13,000	5,000	(8,000)	(61.5)	-	5,000	(8,000)	(61.5)
Grants	-	-	-	-	-	-	-	-	-
Operating Expenditures	137,900	137,900	132,400	(5,500)	(4.0)	-	132,400	(5,500)	(4.0)
Revenues									
Activity Revenue	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-	-
Net Operating Exp.	137,900	137,900	132,400	(5,500)	(4.0)	-	132,400	(5,500)	(4.0)
Debt & Capital Charges	4,500	4,500	20,100	15,600	346.7	-	20,100	15,600	346.7
Tax Levy Requirement	142,400	142,400	152,500	10,100	7.1	-	152,500	10,100	7.1

General Government

Civic Building

Table 9

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	-	-	-	-	-	-	-	-	-
Materials and Supplies	7,100	7,100	5,600	(1,500)	(21.1)	-	5,600	(1,500)	(21.1)
Utility Costs	10,100	10,100	11,400	1,300	12.9	-	11,400	1,300	12.9
Purchased Services	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Operating Expenditures	17,200	17,200	17,000	(200)	(1.2)	-	17,000	(200)	(1.2)
Revenues									
Activity Revenue	(1,200)	(1,200)	(1,200)	-	-	-	(1,200)	-	-
Grants	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Revenues	(1,200)	(1,200)	(1,200)	-	-	-	(1,200)	-	-
Net Operating Exp.	16,000	16,000	15,800	(200)	(1.3)	-	15,800	(200)	(1.3)
Debt & Capital Charges	11,100	11,100	11,600	500	4.5	-	11,600	500	4.5
Tax Levy Requirement	27,100	27,100	27,400	300	1.1	-	27,400	300	1.1

Other General Government

Table 10

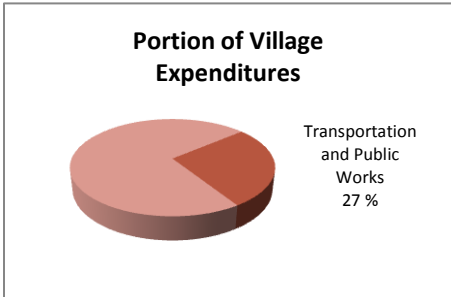
	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	-	-	-	-	-	-	-	-	-
Materials and Supplies	16,700	16,700	35,500	18,800	112.6	-	35,500	18,800	112.6
Utility Costs	-	-	-	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-	-	-	-
Grants	4,000	4,000	5,500	1,500	37.5	-	5,500	1,500	37.5
Operating Expenditures	20,700	20,700	37,000	16,300	98.1	-	37,000	16,300	98.1
Revenues									
Activity Revenue	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Other	-	-	(800)	(800)	-	-	(800)	(800)	-
Total Revenues	-	-	(800)	(800)	-	-	(800)	(800)	-
Net Operating Exp.	20,700	20,700	40,200	19,500	94.2	-	40,200	19,500	94.2
Debt & Capital Charges	-	-	-	-	-	-	-	-	-
Tax Levy Requirement	20,700	20,700	40,200	19,500	94.2	-	40,200	19,500	94.2

Transportation and Public Works

Introduction

The objectives of Transportation and Public Works are to:

- provide Public Works operations and planning on village common areas, parks and other buildings
- plan for, operate and maintain Kingston’s infrastructure to maximize life of assets
- maintain the sidewalk and crosswalk system in such a manner as to ensure safety for pedestrian and vehicular traffic as well as to present an attractive roadside environment
- provide snow and ice removal activities on sidewalks, crosswalks and parking lots
- to provide prompt, courteous and informed service to our external and internal customers



The Village of Kingston currently owns and maintains approximately 9 kilometers of sidewalks, along with several parking areas in the village core. The Public Works Department accounts for the maintenance, planning, design, construction, and improvement of the sidewalk network. The Public Works Department also coordinates improvements and maintenance with Department of Transportation and Infrastructure Renewal and the County of Kings on road systems located within Village limits.

The Public Works Department is also responsible for the maintenance of parks infrastructure within the village and general village maintenance.

Transportation and Public Works

Table 11

	2012/13 Approved Budget	2011/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	81,200	81,200	74,500	(6,700)	(8.3)	-	74,500	(6,700)	(8.3)
Materials and Supplies	62,500	62,500	75,500	13,000	20.8	-	75,500	13,000	20.8
Utility Costs	62,500	62,500	62,500	-	-	-	62,500	-	-
Purchased Services	19,500	19,500	19,500	-	-	-	19,500	-	-
Grants	-	-	-	-	-	-	-	-	-
Operating Expenditures	225,700	225,700	232,000	6,300	2.8		232,000	6,300	2.8
Revenues									
Activity Revenue	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-	-
Net Operating Exp.	225,700	225,700	232,000	6,300	2.8		232,000	6,300	2.8
Debt & Capital Charges	108,600	108,600	110,600	2,000	1.8	-	110,600	2,000	1.8
Tax Levy Requirement	334,300	334,300	342,600	8,300	2.5		342,600	8,300	2.5
Services									
Transportation	156,500	156,500	176,100	19,600	12.5	-	176,100	19,600	12.5
Public Works	177,800	177,800	166,500	(11,300)	(6.4)	-	166,500	(11,300)	(6.4)
TOTAL	334,300	334,300	342,600	8,300	2.5		342,600	8,300	2.5

Transportation and Public Works

Transportation

Table 12

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	12,700	12,700	12,700			-	12,700		
Materials and Supplies	15,800	15,800	33,500	17,700	112.0	-	33,500	17,700	112.0
Utility Costs	61,800	61,800	61,800			-	61,800		
Purchased Services	19,500	19,500	19,500			-	19,500		
Grants	-	-	-	-	-	-	-	-	-
Operating Expenditures	109,800	109,800	127,500	17,700	16.1	-	127,500	17,700	16.1
Revenues									
Activity Revenue	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-	-
Net Operating Exp.	109,800	109,800	127,500	17,700	16.1	-	127,500	17,700	16.1
Debt & Capital Charges	46,700	46,700	48,600	1,900	4.1	-	48,600	1,900	4.1
Tax Levy Requirement	156,500	156,500	176,100	19,600	12.5	-	176,100	19,600	12.5

Public Works

Table 13

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	68,500	68,500	61,800	(6,700)	(9.8)	-	61,800	(6,700)	(9.8)
Materials and Supplies	46,700	46,700	42,000	(3,500)	(10.1)	-	42,000	(3,500)	(10.1)
Utility Costs	700	700	700			-	700		
Purchased Services	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Operating Expenditures	115,900	115,900	104,500	(11,400)	(9.8)	-	104,500	(11,400)	(9.8)
Revenues									
Activity Revenue	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-	-
Net Operating Exp.	115,900	115,900	104,500	(11,400)	(9.8)	-	104,500	(11,400)	(9.8)
Debt & Capital Charges	61,900	61,900	62,000	100	0.2	-	62,000	100	0.2
Tax Levy Requirement	177,800	177,800	166,500	(11,300)	(6.4)	-	166,500	(11,300)	(6.4)

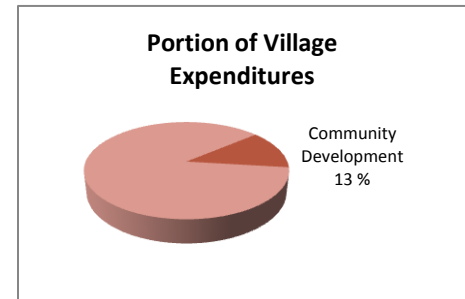
Community Development

Introduction

The Community Development section is responsible for the areas that affect the economic development and recreation and cultural services provided by the village.

The objectives of Community Development are to:

- investigate economic development opportunities for the village
- provide funds for village beautification through staff activities and community partnering
- operate the Kingston/Greenwood Visitor Information and Interpretive Centre to provide tourism support for local attractions
- ensure that a wide array of recreational opportunities, both passive and active, are available to people of all age groups, interests, and abilities
- provide recreation programs, special events, and leisure activities for residents and visitors of Kingston
- work with community and government partners to supply high quality recreational opportunities desired by the residents



Economic development and tourism promotion is essential for the community, and the village is continuing its beautification initiatives. Short and long-term plans are being prepared to maximize the uses for common areas within the village.

The Parks Department is responsible for the operation, maintenance, planning, development, and staffing of all village parks. This includes Stronach and Centennial Parks, four community playgrounds and several recreation facilities including ball diamonds and basketball and tennis courts.



The Recreation Department provides recreation programming for the community, and seeks to provide its residents a full range of recreation programs. These programs can improve the quality of life for the entire community; provide opportunities for participation through instructional, intramural and club sports; offer fitness, wellness and informal recreation opportunities; and improve the health and well-being of the community.

Kingston provides space for the local library branch supported by the Annapolis Valley Regional Library, and works with the AVRL to ensure library services are available to residents.

Community Development

Community Development

Table 14

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	71,900	71,900	75,100	3,200	4.5	-	75,100	3,200	4.5
Materials and Supplies	72,800	72,800	75,300	2,500	3.4	7,900	83,200	10,400	14.3
Utility Costs	6,700	6,700	4,200	(2,500)	(37.3)	-	4,200	(2,500)	(37.3)
Purchased Services	-	-	400	400	-	-	400	400	-
Grants	2,000	2,000	2,000	-	-	-	2,000	-	-
Operating Expenditures	153,400	153,400	157,000	3,600	2.3	7,900	164,900	11,500	7.5
Revenues									
Activity Revenue	(15,800)	(15,800)	(18,500)	(2,700)	17.1	-	(18,500)	(2,700)	17.1
Grants	(52,200)	(52,200)	(64,600)	(12,400)	23.8	-	(64,600)	(12,400)	23.8
Other	(3,600)	(3,600)	(10,000)	(6,400)	177.8	-	(10,000)	(6,400)	177.8
Total Revenues	(71,600)	(71,600)	(93,100)	(21,500)	30.0	-	(93,100)	(21,500)	30.0
Net Operating Exp.	81,800	81,800	63,900	(17,900)	(21.9)	7,900	71,800	(10,000)	(12.2)
Debt & Capital Charges	14,900	14,900	15,500	600	4.0	-	15,500	600	4.0
Tax Levy Requirement	96,700	96,700	79,400	(17,300)	(17.9)	7,900	87,300	(9,400)	(9.7)
Services									
Village Development	9,000	9,000	9,700	700	7.8	1,900	11,600	2,600	28.9
Tourism	7,400	7,400	8,000	600	8.1	-	8,000	600	8.1
Parks	46,000	46,000	47,600	1,600	3.5	6,000	53,600	7,600	16.5
Recreation	30,400	30,400	10,200	(20,200)	(66.4)	-	10,200	(20,200)	(66.4)
Library	3,900	3,900	3,900	-	-	-	3,900	-	-
TOTAL	96,700	96,700	79,400	(17,300)	(17.9)	7,900	87,300	(9,400)	(9.7)

Community Development

Village Development

Table 15

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	-	-	-	-	-	-	-	-	-
Materials and Supplies	6,800	6,800	7,500	700	10.3	1,900	9,400	2,600	38.2
Utility Costs	-	-	-	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Operating Expenditures	6,800	6,800	7,500	700	10.3	1,900	9,400	2,600	38.2
Revenues									
Activity Revenue	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-	-
Net Operating Exp.	6,800	6,800	7,500	700	10.3	1,900	9,400	2,600	38.2
Debt & Capital Charges	2,200	2,200	2,200	-	-	-	2,200	-	-
Tax Levy Requirement	9,000	9,000	9,700	700	7.8	1,900	11,600	2,600	28.9

Tourism

Table 16

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	12,800	12,800	13,500	700	5.5	-	13,500	700	5.5
Materials and Supplies	6,400	6,400	6,300	(100)	(1.6)	-	6,300	(100)	(1.6)
Utility Costs	1,800	1,800	2,000	200	11.1	-	2,000	200	11.1
Purchased Services	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Operating Expenditures	21,000	21,000	21,800	800	3.8	-	21,800	800	3.8
Revenues									
Activity Revenue	(600)	(600)	(200)	400	(66.7)	-	(200)	400	(66.7)
Grants	(13,000)	(13,000)	(13,600)	(600)	4.6	-	(13,600)	(600)	4.6
Other	-	-	-	-	-	-	-	-	-
Total Revenues	(13,600)	(13,600)	(13,800)	(200)	1.5	-	(13,800)	(200)	1.5
Net Operating Exp.	7,400	7,400	8,000	600	8.1	-	8,000	600	8.1
Debt & Capital Charges	-	-	-	-	-	-	-	-	-
Tax Levy Requirement	7,400	7,400	8,000	600	8.1	-	8,000	600	8.1

Community Development

Parks

Table 17

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	-	-	-	-	-	-	-	-	-
Materials and Supplies	34,000	34,000	35,100	1,100	3.2	6,000	41,100	7,100	20.9
Utility Costs	-	-	-	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Operating Expenditures	34,000	34,000	35,100	1,100	3.2	6,000	41,100	7,100	20.9
Revenues									
Activity Revenue	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-	-
Net Operating Exp.	34,000	34,000	35,100	1,100	3.2	6,000	41,100	7,100	20.9
Debt & Capital Charges	12,000	12,000	12,500	500	4.2	-	12,500	500	4.2
Tax Levy Requirement	46,000	46,000	47,600	1,600	3.5	6,000	53,600	7,600	16.5

Recreation

Table 18

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	59,100	59,100	61,600	2,500	4.2	-	61,600	2,500	4.2
Materials and Supplies	18,600	18,600	19,600	1,000	5.4	-	19,600	1,000	5.4
Utility Costs	3,700	3,700	900	(2,800)	(75.7)	-	900	(2,800)	(75.7)
Purchased Services	-	-	400	-	-	-	400	400	-
Grants	2,000	2,000	2,000	-	-	-	2,000	-	-
Operating Expenditures	83,400	83,400	84,500	1,100	1.3	-	84,500	1,100	1.3
Revenues									
Activity Revenue	(15,200)	(15,200)	(18,300)	(3,100)	20.4	-	(18,300)	(3,100)	20.4
Grants	(34,200)	(34,200)	(46,000)	(11,800)	34.5	-	(46,000)	(11,800)	34.5
Other	(3,600)	(3,600)	(10,000)	(6,400)	177.8	-	(10,000)	(6,400)	177.8
Total Revenues	(53,000)	(53,000)	(74,300)	(21,300)	40.2	-	(74,300)	(21,300)	40.2
Net Operating Exp.	30,400	30,400	10,200	(20,200)	(66.4)	-	10,200	(20,200)	(66.4)
Debt & Capital Charges	-	-	-	-	-	-	-	-	-
Tax Levy Requirement	30,400	30,400	10,200	(20,200)	(66.4)	-	10,200	(20,200)	(66.4)

Community Development

Library

Table 19

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	-	-	-	-	-	-	-	-	-
Materials and Supplies	7,000	7,000	6,800	(200)	(2.9)	-	6,800	(200)	(2.9)
Utility Costs	1,200	1,200	1,300	100	8.3	-	1,300	100	8.3
Purchased Services	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Operating Expenditures	8,200	8,200	8,100	(100)	(1.2)	-	8,100	(100)	(1.2)
Revenues									
Activity Revenue	-	-	-	-	-	-	-	-	-
Grants	(5,000)	(5,000)	(5,000)	-	-	-	(5,000)	-	-
Other	-	-	-	-	-	-	-	-	-
Total Revenues	(5,000)	(5,000)	(5,000)	-	-	-	(5,000)	-	-
Net Operating Exp.	3,200	3,200	3,100	(100)	(3.1)	-	3,100	(100)	(3.1)
Debt & Capital Charges	700	700	800	100	14.3	-	800	100	14.3
Tax Levy Requirement	3,900	3,900	3,900	-	-	-	3,900	-	-

Corporate Expenses

Introduction

The expenditures in this classification generally pertain to the Village operations as a whole or the benefits are shared across the entire village. They have not been identified within specific departments.

Expenses include professional fees (banking, legal and audit), general liability insurance, crossing guard costs and inter-fund allocations.

Sewer Administration Fees

Rather than allocate a portion of office salaries, supplies, utilities and other expenses between the general and sewer fund, last year the village charged the sewer fund an administration fee for the management of the sewer system. This amount is shown as a reduction to Purchased Services on Table 20 (to show as income would be overstating the village's revenues.) The sewer fund shows this fee as an expense on Table 22.

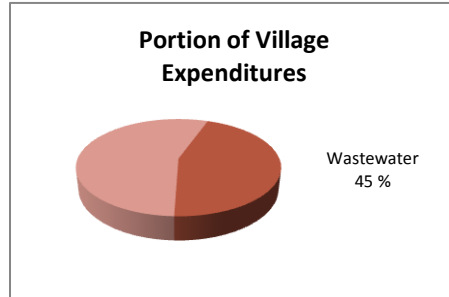
Corporate Expenses

Table 20

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	12,800	12,800	13,100	300	2.3	-	13,100	300	2.3
Materials and Supplies	16,600	16,600	15,800	(800)	(4.8)	-	15,800	(800)	(4.8)
Utility Costs	-	-	-	-	-	-	-	-	-
Purchased Services	(59,900)	(59,900)	(57,900)	2,000	(3.3)	-	(57,900)	2,000	(3.3)
Grants	-	-	-	-	-	-	-	-	-
Operating Expenditures	(30,500)	(30,500)	(29,000)	1,500	(4.9)	-	(29,000)	1,500	(4.9)
Revenues									
Activity Revenue	(1,100)	(1,100)	(1,300)	(200)	18.2	-	(1,300)	(200)	18.2
Grants	(9,000)	(9,000)	(9,000)	-	-	-	(9,000)	-	-
Other	-	-	-	-	-	-	-	-	-
Total Revenues	(10,100)	(10,100)	(10,300)	(200)	2.0	-	(10,300)	(200)	2.0
Net Operating Exp.	(40,600)	(40,600)	(39,300)	1,300	(3.2)	-	(39,300)	1,300	(3.2)
Debt & Capital Charges	10,000	10,000	10,000	-	-	-	10,000	-	-
Tax Levy Requirement	(30,600)	(30,600)	(29,300)	1,300	(4.2)	-	(29,300)	1,300	(4.2)

Introduction

The Village of Kingston's wastewater fund is financed and operated in a manner similar to private business enterprises. Costs of providing the services to the public are financed through user charges. The mission of the Wastewater Section is to protect the health and safety of the public and provide reliable and efficient wastewater collection, wastewater treatment, effluent reuse and recharge, wastewater discharge monitoring of industrial and commercial businesses, all in a cost effective manner. The Wastewater Section maintains the necessary tools, equipment, and properly trained and skilled personnel in order to meet the public's expectations and resolve problems at the appropriate staff level.



The objectives of the Wastewater Section are:

- wastewater administration is responsible for the oversight of the wastewater system, and includes allocation for salaries, training, vehicle and other costs including internal allocations between funds
- wastewater treatment is dedicated to providing safe, reliable, efficient, and cost effective operation and maintenance of the wastewater treatment operations, sludge wasting operations, and effluent production
- wastewater collection is dedicated to providing safe, reliable, efficient, and cost effective operation and maintenance of the wastewater collection system which includes sewer lines, sewer manholes, lift stations, and force mains



Wastewater

Wastewater

Table 21

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	77,400	77,400	78,700	1,300	1.7	-	78,700	1,300	1.7
Materials and Supplies	148,500	148,500	137,300	(11,200)	(7.5)	-	137,300	(11,200)	(7.5)
Utility Costs	55,300	55,300	59,500	4,200	7.6	-	59,500	4,200	7.6
Purchased Services	78,000	78,000	75,000	(3,000)	(3.8)	-	75,000	(3,000)	(3.8)
Grants	-	-	-	-	-	-	-	-	-
Operating Expenditures	359,200	359,200	350,500	(8,700)	(2.4)	-	350,500	(8,700)	(2.4)
Revenues									
Activity Revenue	(38,000)	(38,000)	(31,000)	7000	(18.4)	-	(31,000)	7000	(18.4)
Grants	-	-	-	-	-	-	-	-	-
Other	(515,600)	(515,600)	(523,400)	(7,800)	1.5	-	(523,400)	(7,800)	1.5
Total Revenues	(553,600)	(553,600)	(554,400)	(800)	0.1	-	(554,400)	(800)	0.1
Net Operating Exp.	(194,400)	(194,400)	(203,900)	(9,500)	4.9	-	(203,900)	(9,500)	4.9
Debt & Capital Charges	192,300	192,300	203,900	11,600	6.0	-	203,900	11,600	6.0
Tax Levy Requirement	(2,100)	(2,100)	-	2,100	-	-	-	2,100	-
Services									
Sewer Administration	(248,700)	(248,700)	(237,900)	10,800	(4.3)	-	(237,900)	10,800	(4.3)
Treatment and Collection	246,600	246,600	237,900	(8,700)	(3.5)	-	237,900	(8,700)	(3.5)
TOTAL	(2,100)	(2,100)	-	2,100	-	-	-	2,100	-

Wastewater

Sewer Administration

Table 22

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	77,400	77,400	78,700	1,300	1.7	-	78,700	13,000	1.7
Materials and Supplies	18,800	18,800	20,500	1,700	9.0	-	20,500	1,700	9.0
Utility Costs	3,000	3,000	3,000	-	-	-	3,000	-	-
Purchased Services	78,000	78,000	75,000	(3,000)	(3.8)	-	75,000	(3,000)	(3.8)
Grants	-	-	-	-	-	-	-	-	-
Operating Expenditures	177,200	177,200	177,200	-	-	-	177,200	-	-
Revenues									
Activity Revenue	(38,000)	(38,000)	(31,000)	7,000	(18.4)	-	(31,000)	7,000	(18.4)
Grants	-	-	-	-	-	-	-	-	-
Other	(515,600)	(515,600)	(523,400)	(7,800)	1.5	-	(523,400)	(7,800)	1.5
Total Revenues	(553,600)	(553,600)	(554,400)	(800)	0.1	-	(554,400)	(800)	0.1
Net Operating Exp.	(376,400)	(376,400)	(377,200)	(800)	0.2	-	(377,200)	(800)	0.2
Debt & Capital Charges	127,700	127,700	139,300	11,600	9.1	-	139,300	11,600	9.1
Tax Levy Requirement	(248,700)	(248,700)	(237,900)	10,800	(4.3)	-	(237,900)	10,800	(4.3)

Treatment and Collection

Table 23

	2012/13 Approved Budget	2012/13 Projected Actual	2013/14 Proposed Budget	Base Budget \$ Change	Budget % Change	2013/14 Approved Adjustments	2013/14 Approved Budget	Budget \$ Change	Budget % Change
Expenditures									
Salaries & Benefits	-	-	-	-	-	-	-	-	-
Materials and Supplies	129,700	129,700	116,800	(12,900)	(9.9)	-	116,800	(12,900)	(9.9)
Utility Costs	52,300	52,300	56,500	4,200	8.0	-	56,500	4,200	8.0
Purchased Services	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Operating Expenditures	182,000	182,000	173,300	(8,700)	(4.8)	-	173,300	(8,700)	(4.8)
Revenues									
Activity Revenue	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-	-
Net Operating Exp.	182,000	182,000	173,300	(8,700)	(4.8)	-	173,300	(8,700)	(4.8)
Debt & Capital Charges	64,600	64,600	64,600	-	-	-	64,600	-	-
Tax Levy Requirement	246,600	246,600	237,900	(8,700)	(3.5)	-	237,900	(8,700)	(3.5)

Capital Budget

Introduction

The Capital Improvement Plan (CIP) is a five-year roadmap for creating, maintaining and paying for the village's present and future infrastructure needs. The CIP outlines project costs, funding sources and future operating costs associated with each capital project. The plan is designed to ensure that capital improvements will be made when and where they are needed, and that the village will have the funds to pay for and maintain them regardless of changes in the external economic environment.

Capital improvement projects are non-routine capital expenditures that generally cost more than \$5,000 resulting in the purchase of equipment, construction, renovation or acquisition of land, infrastructure and/or buildings with an expected useful life of at least five years. Capital improvement projects are designed to prevent the deterioration of the village's existing infrastructure, and respond to and anticipate the future growth of the village.



Capital improvements make up the bricks and mortar, or infrastructure that all municipalities must have in place in order to provide essential services to current residents and support new growth and development. Capital improvements consist of sidewalks, wastewater infrastructure and treatment plants, parks and other recreation facilities, landscape beautification projects and major equipment purchases.

To ensure that all village residents share equally in high-quality services and amenities, infrastructure expansion and improvement must continue as our population increases and village facilities age, without regard to external forces, such as economic conditions, that may severely limit our ability to pay for them.

Paying for the Capital Budget

In many respects, the village planning process for selecting, scheduling and financing capital improvements—assessing many valid competing needs, determining priorities, evaluating costs and financing options (i.e. increasing revenues, reducing expenses or increasing debt) and establishing realistic completion timeframes—parallels the way an individual might plan for buying a new house or car. Initially, it must be decided if the purchase is a higher priority than other equally pressing needs. The analysis process involves many familiar questions.

- Do I need a new home or car or just “want” one?
- Can I wait another year or two?
- Are there other alternatives such as remodeling, using public transit or carpooling?
- What other purchases will I need to forego?
- What can I afford and how can I pay for it?
- Do I need outside financing and what will it cost?

If the purchase plan moves forward, a decision needs to be made about the down payment. A good planner might have started a “replacement fund” a few years ago in anticipation of the need. Other cash sources might include a savings account or a “rainy day” emergency fund. The village, just like most families, needs to find longer-term bank financing to cover certain costs for capital improvements.

Capital Budget

Repaying the loan might require cutting other expenses like eating at restaurants, or increasing income by taking a second part-time job. An unanticipated inheritance may speed up the timetable; a negative event, such as a flood, might delay the plan.

Similarly, most large capital projects cannot be financed solely from a single year's annual operating budget by simply increasing income or decreasing expenses.

Guidelines and Policies Used in Developing the CIP

Capital projects should:

- Prevent the deterioration of the village's existing infrastructure, and respond to and anticipate future growth in the village
- Encourage and sustain the village's quality economic development
- Be responsive to the needs of residents and businesses, within the constraints of reasonable taxes and fees
- Take maximum advantage of improvements provided by other units of government where appropriate
- Generally cost more than \$5,000 with an expected useful life of at least five years.

Economic forecasts are a critical source of information and guidance throughout the capital planning process. They provide the contextual framework within which the Commission develops its annual and long-term goals and objectives. The forecasts assess external factors such as the economic environment, population growth and other variables that may affect the village's ability to finance needed services and capital projects.

Capital Budget Process

In conjunction with the annual budgeting process, the Commission and staff coordinate the process of revising and updating the village's capital plan. Individual departments identify projects, which are prioritized, and form the basis for appropriations in the 2013/14 budget. The first year of the plan is the only year appropriated by the Commission. The remaining four years are for planning purposes and funding is not guaranteed to occur in the year planned. The final decision to fund a project is made by the Commission.



The Commission's strategic goals and key objectives determine the broad parameters for adding new capital projects. Village staff members participate in an extensive review of past project accomplishments and the identification of new projects for inclusion in the Capital Budget. The Commission's commitment to the needs and desires of village citizens is an important factor considered during the capital planning process, along with ensuring that projects remain within legal limits and financial resources. Once the projects are selected for inclusion in the Capital Plan, staff must decide which projects need to be implemented in each of the first five years. Determining how and when to schedule projects is a complicated process. It must take into account all of the variables that affect the village's ability to generate the funds to pay for these projects without jeopardizing its ability to provide routine, ongoing services and one-time or emergency services when needed.

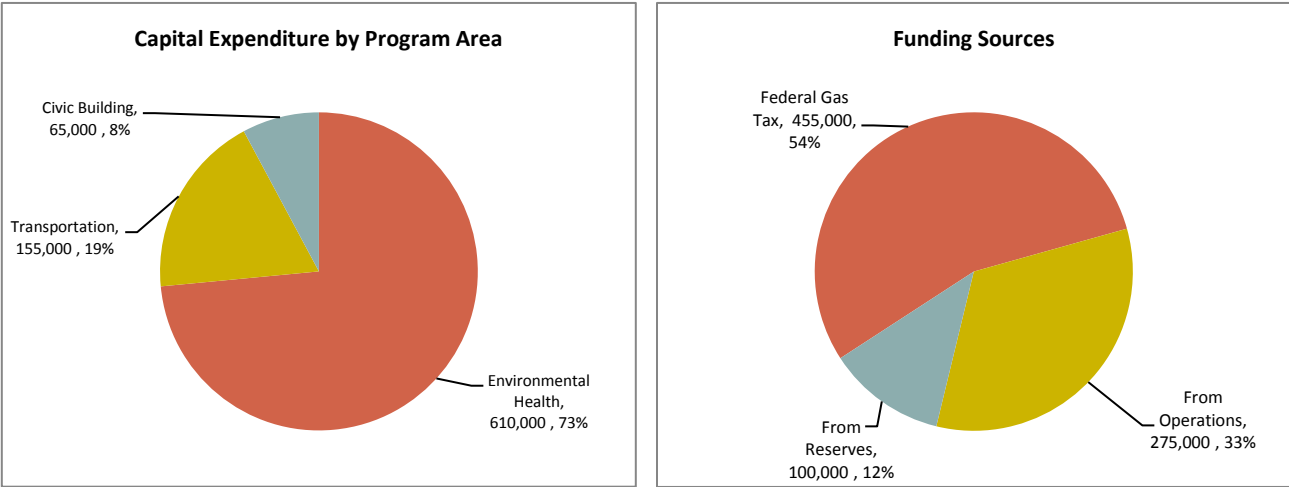
Capital Budget

2013/14 Capital Budget

The recommended 2013/14 budget includes gross expenditures of \$830,000. The projects incorporated in the CIP for 2013/14 have been classified under three sections, and are shown in detail on Table 25 (page 41)

- Environmental Health - \$610,000
- Transportation - \$155,000
- Civic Building - \$65,000

The projects have been classified on the basis of the predominate department to indicate what the impact would be on the tax rate or sewer rate for the village. This classification also allows the reader to gain a clearer understanding of each of the major capital expenditure envelopes, the source of financing, specific pressures and impacts on the users due to rate increases in the general tax rate or specific user fees.



Projects for 2013/14 include:

- East Main Street Sewer Extension - \$600,000 – Extension of sewer in East Kingston
- Crosswalks - \$55,000 – Upgrade of crosswalks in Kingston
- Office repairs - \$25,000 – repair at rear of building
- Office repairs - \$10,000 – replacement of damaged and worn planters and roofing
- Forest Brook Playground - \$15,000 – replacement of unsafe playground structure
- IT infrastructure installation - \$15,000 – installation of wireless, cameras, and IT infrastructure
- Balser Drive Sidewalk – Phase 1 - \$60,000 – design and cost estimate of sidewalk installation
- Sidewalk repair and maintenance - \$40,000 – proactive maintenance of damaged sidewalks
- Clarifier Repairs - \$10,000 – Completion of clarifier repairs started in 2011

Capital Budget

Debt

The total current debt obligations are \$154,640 as illustrated in the chart below. This level of debt and forecasted debt issues for future years is well below the allowable Provincial limits.

Ten Year Debt Schedule – Current Debt

Table 24

Year	Principal	Interest	Total
2013-2014	36,000	6,213	42,213
2014-2015	36,000	4,435	40,435
2015-2016	16,000	3,160	19,160
2016-2017	16,000	2,400	18,400
2017-2018	16,000	1,617	17,617
2018-2019	16,000	815	16,815
2019-2020	-	-	-
2020-2021	-	-	-
2021-2022	-	-	-
Total	136,000	18,640	154,640

Currently, all expenditures are related to Environmental Health and debt charges are funded through the sewer rate.

Capital Budget

2013/14 Capital Programs and Funding Sources

Table 25

	Cost	From Operations	From Reserves	Federal Gas Tax	Other Federal Funding	Other Provincial Funding	Other Revenue	Debt
Environmental Health								
East Main Sewer Extension	600,000	45,000	100,000	455,000	-	-	-	-
Clarifier Repairs	10,000	10,000			-	-	-	-
Total Environmental Health	610,000	55,000	100,000	455,000	-	-	-	-
Transportation								
Sidewalk Repairs and Upgrades	40,000	40,000			-	-	-	-
Crosswalk Upgrade Installation	55,000	55,000			-	-	-	-
Balsler Drive Sidewalk Phase 1	60,000	60,000			-	-	-	-
Total Transportation	155,000	155,000	-	-	-	-	-	-
Civic Building								
Office Roofing and Planters	10,000	10,000			-	-	-	-
Forest Brook Playground	15,000	15,000			-	-	-	-
Office Rear of Building Repairs	25,000	25,000			-	-	-	-
IT/Security Upgrades	15,000	15,000			-	-	-	-
Total Civic Building	65,000	65,000	-	-	-	-	-	-
Total	830,000	275,000	100,000	455,000	-	-	-	-

Five Year Capital Forecast

The five year capital forecast has been discontinued for this budget year as existing provincial and federal funding models have expired. The Federal budget for 2013-14 states that a new program for Gas Tax and Infrastructure funding will be implemented. The five year capital plan that is usually provided will be re-implemented next year when funding programs are known. This change will not financially impact the Village for the current year 2013-14.