

As Mayor of the Town of Holyrood, I am honored to present Budget 14 – the first for this Council.

***In 2013 we launched “Come Ashore” our call to action!***

***It’s our welcome to Holyrood - a great place to Live, Learn, Work & Play.***

Holyrood is our Town and it’s not like the others.

Just close your eyes and visualize where we have come from!

12,000 years ago, our distinctive horseshoe- shaped harbour was formed when a deep, freshwater fjord communed with the cold, briny, North Atlantic.

Can’t you see and feel the energy that was generated towards this physical landscape.

Isn’t that a picture that’s entrenched in the back of our minds!

Those who know Holyrood can attest to the feeling that’s created in this Town.

Today after centuries of settlement and reshaping the terrain, we are strategically investing in our future as we work with companies, organizations, educators, students, researchers and entrepreneurs to ***Come Ashore*** in one of Canada’s most exciting opportunities in the emerging Blue Economy.

We are growing, using our natural assets, rich resources, and building on our growing reputation as a center of excellence for ocean technology and research. That’s our future for a diversified economy and others are taking notice.

It’s an exciting time in Holyrood and Council remains committed to excellence in service delivery and managed growth that provides accountability through communication, consultation, and public engagement.

Our mission is the guiding principle as we continue to invest in the future of Holyrood. Positioning our town to capitalize on the benefits of the region's prosperity and growth is key.

I extend my sincere appreciation to Council & Staff for their guidance in the preparation of this Budget.

Our recently formed Corporate Services Committee (staff and council) has completed a great job thinking strategically, identifying challenges, and setting priorities which led to the Budget theme-

### ***Providing Quality Services – Investing Strategically for Tomorrow.***

In preparing and presenting Budget 14 I personally go on record to say Budget 14 –

- It's about Council's fiscal responsibility
- It's about meeting the Strategic Directions to manage growth
- It's about Operations
- It's about quality Recreational Programming
- It's about growing our two Signature Festivals
- It's about Community Events
- It's about investing in Recreational Infrastructure
- It's about investing in Water, Sewer, Roads & Buildings Infrastructure
- It's about Sustainable Development
- It's about Emergency Preparedness
- It's about Fire Protection
- It's about Environmental Stewardship
- It's about Economic Diversification into the Blue Economy
- It's about Beautification
- It's about respecting our unique Cultural Heritage
- It's about empowering the Holyrood Crew and providing the human and financial resources to lead this growth
- It's about Regional Cooperation
- It's about Accountability

It's not about the Status Quo.

It's about growing the service and program requirements.

The town's ability to address expenditures 100% on its own is limited and the town has no other choice but to pursue elements of borrowing, cost shared Multi Year Capital Works, and Gas Tax. The reality in any one year, Council cannot meet all of the requirements and expectations that residents and businesses have without incurring significant increases in the tax structure.

Budget 14 lays out the reality of what the minimum tax base will be for 2014. It also provides opportunity to position the town for a debt ratio to handle \$400,000 borrowing, \$6 million in Multi Year Capital Works, and \$100,000 of Gas Tax projects.

Even though Council presents a balanced budget and has included other opportunities for quality service and strategic investment, there is no financial means for a wide variety of requests.

The total expenditures for 2014 is **\$2,864,824.19**

## **EXPENDITURES**

### **General Government**

- *Council - \$46,511*  
Remuneration for Councillors is budgeted at \$46,511 which represents the maximum of 2% permitted of the fixed tax revenue.
- *Travel- \$2,500*  
Mileage & meals for attending regional, provincial and external organizational commitments.
- *Human Resources- [A Strategic Investment of \\$761,854](#)*  
We are commitment to providing the professional and qualified human resources required to deliver the quality service and develop the strategic investment to position Holyrood as that place on the Avalon to Live, Learn, Work and Play.

The total commitment including payroll burden under the General Government criteria is \$761,854. Also included is a new 3 year Public Works/CUPE and town staff management's agreement which will be completed in the coming month.

- *General Administration Travel- \$3,600*  
Mileage & meals for attending meetings
- *Supplies- \$20,000*  
Includes office supplies, photocopier copies, postage meter, printing in order to meet the day to day demands.
- *Purchased Services- A Quality Service of \$65,000*  
Includes insurance claims, photocopier leases, security services, telephone, office hydro, cleaning, pest control, accounting software, after hours provider, and after hours staff.
- *Professional Services- A Strategic Investment of- \$52,700*  
Auditing, legal, consulting, engineering and other professional and specialized advice.
- *Property Assessment Services- \$48,160*  
Property Assessment is a cost item of one quarter of a mill. It's the process of establishing a dollar value for property in Holyrood. Assessed values of properties for town tax purposes must be accurate so the tax burden will be distributed fairly and the public will have confidence in the municipal council and local tax administration.
- *Insurance- A Strategic Investment of \$35,000*  
Buildings, pump houses, lift stations, vehicles, equipment and all recreation facilities.
- *General Maintenance- A Quality Service of-\$5,000*  
It's a minimum amount budgeted for repairs and maintenance of buildings and facilities.
- *Professional Development & Training- A Strategic Investment of- \$10,000*

In an organizational learning model of operation, Human Resources are one of the key strategic investments.

Professional Development is the expected component in our organization and this budget supports staff and councillor's ongoing learning of personal mastering, systems thinking, mental models, shared decision making, and team learning as part of a \$10,000.00 commitment.

- *Public Relation/Community Sponsorships- A Strategic Investment of-\$10,000*

Creating a sustainable community is about building, maintaining and expanding partnerships throughout the community. Council strongly believes in assisting community organizations and in 2014 has once again budgeted \$ 10,000.00 to meet this goal.

Town of Holyrood organizations wishing to be considered for strategic financial support are asked to make a formal written request to the Town by March 1 indicating the rationale for the required request and explaining how the funds will be utilized.

## **Protective Services**

- *Fire Protection- A Quality Service of- \$125,000*

Council commits \$125,000 for the Holyrood Volunteer Fire Department. During 2012-13, the town was involved in a regional fire services feasibility study with CBS and Paradise.

When the final report was presented to all three towns, Paradise made the decision to move forward on Fire Protection services with the City of St. John's rather than engage a regional partnership.

Since that time, the town has been in negotiations with CBS on a regional plan that would provide initial response for fire and vehicle accidents.

At the final preparation of the budget, the town continues to work on this process and we anticipate a response from CBS in the coming month.

Our budget amount for the Fire Department includes money for purchased services, equipment, a stipend allowance for fire chief, officers and firefighters, an estimated allocation for regional services, and operating expenses for the fire department building.

- *Emergency Preparedness and Response- A Strategic Investment of- \$19,191.19*  
In 2014, the town will hire a consultant to complete a review of the town's Emergency Preparedness and Response capability.

Working in conjunction with the Public Safety Committee, all areas of Emergency Preparedness and Response will be reviewed.

Included in this budgetary item is an amount required for specific emergency equipment that was highlighted during the recent blackout.

- *Animal and Pest Control- A Quality Service of- \$1,500*
- *Other Protective Services and Inspections- A Strategic Investment of-\$3,000*  
The town will purchase its first defibrillator.

## **Transportation Services**

- *Vehicle & Fleet Maintenance- A Quality Service of- \$40,000*  
Council budgets \$40,000 to address vehicle and heavy equipment repairs.

The age and maintenance of vehicles and equipment is always a concern that can affect public works ability to work safely and efficiently. A continued investment is required to ensure equipment lifecycle costs are minimized.

- *Road Transport- A Quality Service of- \$166,000*
  - ✓ *Streets, Roads, Sidewalks, etc. \$30,000*

\$30,000 is allocated for roads for ongoing maintenance, ditching, culverts, pothole repairs, brush cutting, and resurfacing of gravel roads. The town purchases over 1000 tonnes of class A per year to maintain gravel roads in reasonable shape.
  - ✓ *Snow Removal- \$35,000*

Snow and ice removal costs are budgeted at \$35,000 for sand and salt mixture.

The Town uses a minimum of 600 tonnes of sand and salt per winter. During the past 6 weeks of difficult weather, the town used almost the entire allotment for 2014 and has ordered an additional 200 tonnes.

A limited supply (1-2 five gallon buckets) of sand and salt mixture is available free of charge for residents when there are emergency and or dangerous situations.

Thus far this winter, the town has used over 30 tonnes of sand and salt for residential use.

Unfortunately, it's very difficult to monitor and on a number of occasions, people have been taking up to a half or more of a pick- up load. This is unfair to those residents who comply with the requirements and council will continue to debate whether this is a service that can be continued.

- ✓ *Street Lighting- \$101,000*

The cost of street lighting continues to increase as additional homes and subdivisions are constructed. During 2014, we plan to review the street lighting costs to determine if there is a means for cost savings.

- *Other Transportation Services- A Strategic Investment of- \$192,000*

An organizational review completed in 2012 identified the need for a Director of Infrastructure & Public Works. In 2014, this position will be filled and an additional 2 seasonal workers will be hired in early spring.

Council also budgets funds for new road work and public safety issues. (digital speed signs, speed bumps, road signs, etc.)

## **Environment Health**

- *Water Supply- A Quality Service of- \$75,000*

This amount is used for hydro for 6 pump houses, water connections and repairs, curb stops, key boxes, rods, chlorine and other materials and supplies for the pump houses.

Testing on the water supply is completed seven days a week including three hours overtime on Saturday and Sunday and other ongoing security measures are also reviewed and implemented as required.

The Towns programs and the employment of highly qualified personnel ensure that water systems are operated at the highest-level possible enforcing rigorous standards for water monitoring, testing and chlorination.

- *Sewage Collection & Disposal- A Quality Service of- \$20,000*

This amount is allocated to assist residents who have a septic tank to help cover their cost for a clean out once every 5 years. For 2014, the town increases its contribution from \$214 to \$250 per home.

- *Garbage and Waste Collection & Disposal- A Quality Service of-\$205,145*

Compared to 2013, we see a minimum increase of 48% to 87% in garbage and waste collection for 2014-2016.

Eastern Waste Management tendered for a new 3 year agreement to begin January 2014 and the tender results indicated that the cost for the contract would increase from \$94.75 to \$197.10 per household unit excluding tipping fees, which are approximately \$5,000 per month.

We did not accept this tender and Eastern Waste Management retendered for 6 months (January-June) service and the lowest tender price came in at \$159 per household per year.

Once again this was not acceptable and Eastern Waste Management was able to negotiate a lower cost with the low tender provider at \$130 per household unit per year, (\$65 per six months) excluding tipping fees.

During the next six months, the Conception Bay Center towns that are in the waste management contract will have to determine the next steps for Waste Management collection and disposal, as the expected tender from July-December could be approx. \$200 per household unit.

For this budget, Council allocates \$65.00 per household unit for the next six months and estimates \$90.00 per household unit from July-December. Tipping fees are estimated at approx. \$5000.00 per month.

When the final decision is made for a waste management provider beginning July 2014, this cost may increase or decrease and Council will have to reflect the changes within it's budgetary means.

Please be aware that the bag limit for the new contract has been reduced from 7 bag limit per week to a 5 bag limit per week. The waste management provider will leave all bags over the 5 maximum limit.

In 2014, the Environment Care committee- Waste Management Division, will investigate the possibility of the ability for residents

to purchase garbage bag tags for situations when there may be more than 5 bags.

Town made great advancements in waste management diversion in 2013 but there is still a lengthy process to get to half.

We need to enhance resident participation in recycling. The program started in May 2011. In 2013, we were able to divert 33,600 kilograms of waste from land fill.

Town has provided over 500 complimentary kitchen composters and also subsidized over 200 back yard composters to residents.

In 2014 the environment care committee and council must seek out opportunities for increased participation in recycling and compost programs.

As the cost of providing a quality service of waste management collection and disposal is escalating, everyone needs to reduce waste through recycling or by diverting the organics to our Town Compost facility or through their own composting efforts.

- *Other Environmental Health Services- A Quality Service of-\$15,000*  
To deal with programs (recycling & compost) for the environment care committee- Waste Management Division.

### **Planning and Development**

- *Planning & Zoning- A Strategic Investment of-\$9,500*  
For Planning advice to the Land Use & Planning Committee and detailed consultant work on a variety of applications.
- *Community Improvement and Development- A Quality Service of-\$65,000*

Beautification budget has increased 50% to \$9,000 and \$20,000 has been allocated for beach boardwalk upgrades.

There will be two beautification staff hired for ten weeks, a \$20,000 contribution to HMPC, and funds budgeted towards a Regional Seniors and Mini Movers event.

In 2013, Phase 2 of the Holyrood Marina redevelopment took place with contributions from the Provincial Government- \$170,000, from the Federal Government- \$102,000, from the Holyrood Marina Park Corporation- \$178,000, and from the Town of Holyrood -\$60,000.

The town's commitment is over three years, 2013-2015 and \$20,000 has been budgeted for 2014.

Phase 2 included replacing Pier 2, establishing new floating docks to add four new berths, electrical service upgrades, security fencing and construction of a travel lift basin.

The corporation expects total marina capacity to be about 150 vessels.

- *Regional Development and Other Planning – A Strategic Investment of-\$2,500*  
Council budgets \$2,500 to participate in regional planning sessions dealing with regional recreation, waste management, and other possibilities- for example, municipal boundaries.
- *Tourism and Marketing- A Strategic Investment of- \$137,500*

For Economic Development and Oceans Holyrood Initiatives.

In 2013, we were quite proud that ACOA and IBRD demonstrated their confidence in Holyrood to invest \$197,700.00 each over two years for the Oceans Holyrood Initiative.

The Town of Holyrood agreed to invest \$131,800.00 in this project over two years. To honor this commitment, council has budgeted \$65,000 to meet year two obligations.

2013 was an incredibly successful first year for the Oceans Holyrood Initiative as it surpassed all expectations. OHI was launched in 2013 to lead a long-term effort in positioning the Town of Holyrood as a center for Oceans-related commerce, applied research, training, and education. OHI's mission is; "To foster, enable and accelerate the growth of an Ocean industries Community of Practice in the Holyrood region". There was a measureable increase in the amount of product development and testing as well as offshore safety training in our harbour in 2013.

2014 will see the initiative launch of OHI's strategic plan, the signing of a formal agreement with the Marine Institute and the launch of an international awareness campaign about Holyrood and OHI focused in global oceans industries.

A milestone event is now being planned for 2014 to coincide with the annual Oceans conference, being hosted in St. John's in early September. OHI is promoting its "A Day in the Bay" event to both participants and exhibitors in the Oceans conference and will be highlighted by a day-long series of live, in-water product demonstration in Holyrood.

Based on our new welcoming brand "Come Ashore to Holyrood" and framed by our commitment to strengthen and expand our economy, the Town of Holyrood has strategically taken decisive action to ensure economic opportunities for 2014 and on into the future.

By focusing on economic diversification in a knowledge based economy fueled by oceans technology, The Town is positioning itself to compete in an ever changing and complex global marketplace. While others struggle to find their place; Holyrood is poised at the edge of opportunity and long term prosperity.

We plan to develop in 2014:

1. Economic Development Strategy:
  - A well-developed strategy identifying opportunities to support and grow existing business
  - Identify, attract and retain new economic development initiatives
  - Identify meaningful realistic time lines to achieve economic goals
2. Expand Business Park Concept:
  - Identify and secure tenants for business park / Town Center
3. Site Selection
  - Develop a package identifying assets and opportunities of doing business in Holyrood
  - Provide a visual to the reason why business should “Come Ashore”
4. Funding Opportunities
  - Identify and secure funding opportunities for economic, tourism and recreation initiatives for the Town of Holyrood, and its partners and organizations.

## **Recreation & Cultural Services-**

Over the past 2 years our Town has seen substantial enhancements in recreation. Through Budget 14, council is committed to provide all residents with increased recreational opportunities throughout the year.

- *Recreation Administration- A Strategic Investment- \$132,200*

Budget 14 provides the town’s summer recreation initiative to be staffed. Our Director of Recreation and

Community Events will be working diligently on a well-balanced schedule of events throughout the year and developing new programs for all age groups within the town and region.

2014 will be an exciting year as we will see the completion of our Regional Recreation Master Plan for Conception Bay Centre. We will be applying for funding to accompany budget 14 to compliment the following positions:

- ✓ 1 recreation assistant to help the Director with daily operations
- ✓ 13 staff members for our Camp A'hoi Summer Day Camp Program which has seen a record number of participants over the last year
- ✓ 7 staff including 2 lifeguards for our newly renovated Holy Cross Park
- ✓ 1 Soccer Coordinator for the CBC Summer Soccer Program

- *Recreation Facilities- A Strategic Investment - \$53,000*

- *Recreation and Community Centre - \$14,000*

As recreational opportunities are on the rise in Holyrood, we need to have the proper infrastructure in place to accommodate this demand.

Budget 14 will bring \$8,000 in electrical upgrades to our Holyrood Festival Grounds to ensure all lighting will work properly during festivals and community events.

We are dedicating \$3,500 towards a new portable tent that will be used at various sites throughout the year.

\$2,500 will be used to purchase new tables and folding chairs which will be a great asset at all of our community events throughout the year.

- *Parks and Playgrounds- \$37,000*

Holyrood is starting to see new recreational infrastructure placed throughout the town.

This year the town will see a new Skate and Scooter Park, Community Playground at Centennial Park, Neighborhood Playground in North Arm, and accessibility features to our Holy Cross Swim Park.

Through our Park and Playgrounds budget we will remain committed to maintaining both new and existing facilities with \$28,500.

Holyrood now has a first class Summer Day Camp Program through Camp A'Hoy. We have committed \$5,000 through budget 14 to help with all the adventurous outings and fun activities throughout the summer.

The remaining \$1,500 will help our Recreation Department with all promotional and design material they do throughout the year.

- *Stadium and Pool - \$2,000*

Each year we budget \$2,000 to allocate to Holy Cross Elementary and Roncalli High for activity based fieldtrips. Our Recreation Director will be working with the principals of each school to give students the opportunity to take part in new recreational activities.

- *Cultural Facilities - \$16,000*

Holyrood plays host to 2 exceptional festivals each year.

Our Winter Crystal Carnival and Summer SquidFest is a great opportunity for residents to take part in community engagements on various levels.

Both festivals act as a tourism generator for Holyrood, and bring customers to local businesses in our town.

2013 seen a 100% increase in attendance at our Holyrood SquidFest. As our Recreation Department is committed to both growing the festivals and accommodating that growth, we will increase our investment for both festivals in 2014.

- *Recreation and Cultural Programs, Activities, etc. - [A Strategic Investment](#) - \$35,500*

The \$35,500 allocated in Recreation and Cultural Programs makes up the bulk of our Recreation Programming and Events for 2014.

Throughout the year residents are given the opportunity to take part in various recreation events and programs. We have seen outstanding success with each and every event we host.

The ability to have a balanced schedule of events outside of the festivals allows all residents the opportunity to become involved in community celebrations.

Through Budget14 we will be giving Holyrood's Public Library a \$10,000 grant to help with any operating costs throughout the year.

Annual events such as Guy Fawkes Night, Christmas, Holyrood Markets, Halloween and Easter Celebrations will receive a combined \$7,500 for expenses.

In Budget 2014, Council has reinstated contributions to Heritage of \$2,500 toward new committee work.

As a council we need to stay focused on the health and wellbeing of our senior population.

Through recreation's Forever Young program, seniors have had the opportunity to take part in exceptional wellness programming since 2012. We will continue this investment through 2014 with a \$5,000 to Forever Young for programs such as aqua fit, healthy cooking classes, and seasonal wellness seminars.

We are happy to see the expansion of Forever Young into our Personal Care Homes through a \$2,500 commitment to fund the VON Smart program.

Our Recreation Department is currently working on a concept to develop a Holyrood Community Garden. This year, we are committing \$5,000 to help the department reach its funding goal and work towards bringing this piece of infrastructure a reality.

- *Recreation Revenue - \$65,000*

This year we have allocated \$236,700 in expenses for the Recreation and Community Events Department.

With a commitment this large we have to develop ways to recover a portion of the expenses.

Through programs such as Forever Young, Mini Movers, CBC Summer Soccer, Camp A'hoy, Crystal Carnival, SquidFest 26, and other community events, Recreation will be responsible to bring in a total of \$65,000.00 in revenue towards the 2014 budget.

## **Fiscal Services- \$491,463.00**

In addressing quality service and strategic investment, all areas cannot be addressed in a budget. Budget 14 opens the opportunity for the town to borrow \$400,000 over 10 years to invest in projects that could not be accommodated in the regular budget:

### *Quality Services*

- Management System
- Upgrades to Municipal Building
- Brush Cutting Attachment
- Public Works Vehicles
- Case 721 Loader

*Strategic Investment*

- Water Tank Review
- Sewer Treatment Plant Upgrades
- Salmonier Line Playground Phase 2
- Business Park 3D
- Economic Development Road Map

*Multi Year Capital Works*

The town is investing in Multi Year Capital Works of \$5.4 million. Cost shared 90/10 with the provincial government.

The town has not included in the budget its 10% payment for 2014 and if projects are approved for 2014, then adjustments will have to be made.

For 2015, the town is able to budget a maximum loan payment that would include a 100% approval of all projects.

These projects are laid out over a three year plan and include the following:

**2014**

CBH (Connect North Arm) Water Main	\$1,039,831
North Side Road Gabions & Armour Stone	587,510
CBC Regional Recreation	140,800
O'Rourke's Road Paving	307,685
Kennedy's Lane –CBH Paving	195,063
	<b>\$2,270,890</b>

**2015**

Woodfords Station, Water	\$	632,640
North Side Road (Joys Point), Water		287,640
CBC Regional Recreation-Soccer Field		706,560

Tubretts Road, Road Upgrade	90,283
Joys Road, Road Upgrade	130,477
Kennedy's Lane Connection, Road upgrade	132,639
	<b>\$1,980,143</b>

**2016**

North Side Road, Road Upgrade	\$987,742
CBC Regional Recreation, Bike Path& Fitness Trail	173,550
	<b>\$1,161,292</b>

*Public Requests*

Council received a number of requests that are not able to be covered off in the budget. Council will make a monetary donation to them, and in conjunction with our Economic Development department, will seek out funding opportunities to address their needs.

- ✓ Request from Holy Cross Elementary \$ 3,500
  - *Creative Community Pilot Project*
- ✓ Request from Holy Cross- Bus transportation to Library one full day per month- TBD
- ✓ Request from Ground Search & Rescue \$ 2,500
- ✓ Regional Trails Concept Design \$20,000

*Gas Tax*

The town has budget \$90,630 for projects to be determined that meet the gas tax criteria. Final decisions will be made in the coming weeks.

The project categories that the gas tax applications have to fit within:

- ✓ Public Transit
- ✓ Water
- ✓ Waste Water
- ✓ Solid Waste
- ✓ Community Energy Systems
- ✓ Active Transportation

- ✓ Capacity Building

*No Financial Means to Address in 2014*

Expenditures that are not addressed in the budget, nor through borrowing, Multi Year Capital Works and Gas Tax make it difficult to provide all areas of quality services and strategic investments as we position Holyrood to meet maximum opportunities.

For example,

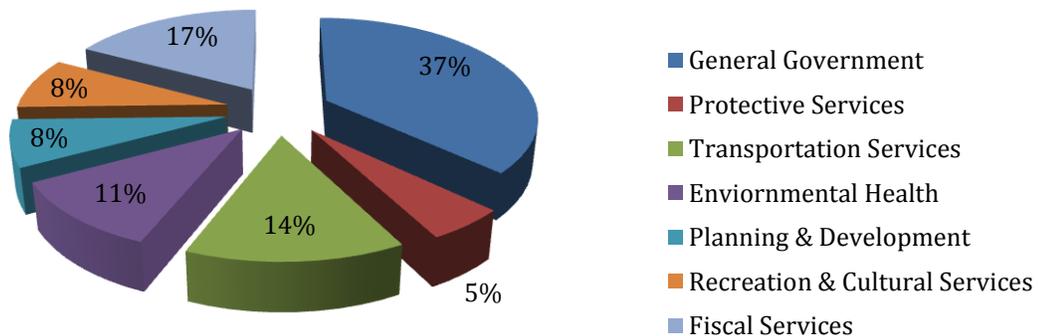
- ✓ ABYDOZ 2 Pod Upgrade
- ✓ Overtime Water Testing
- ✓ Overtime Snow Clearing
- ✓ Caboose Removal
- ✓ Holyrood Fire Department over and above what's budgeted
- ✓ Canteen Holy Cross Park
- ✓ Baby Pool Accessibility and Draining
- ✓ Town Sewer Camera Analysis
- ✓ Sewage Treatment Plant upgrades to meet minimum guidelines
- ✓ Engineered drainage plan for Kennedy's Lane connection
- ✓ Highland Park storm and town sewer upgrades
- ✓ Crown Land purchases
- ✓ General Maintenance over and above the budgeted \$5000
- ✓ Enforcement
- ✓ Extension of Water Lines over and above what is budgeted
- ✓ Emergency Preparedness over and above what is budgeted
- ✓ Culvert replacements over and above what is budgeted
- ✓ Recreation & Community Events over and above what is budgeted
- ✓ Community Garden Investment over and above what is budgeted

Debt charges include \$284, 448 for council portion, and \$69,362 for the provincial portion.

Council budgets \$6,000 for uncollectible taxes, fees and bank charges. \$8,000 for discounts and losses as a result of the 20% senior's reduction for GIS recipients, \$18,000 capital towards water line infrastructure improvements, and \$15,000 for retirement fund.

**Total expenditures for 2014 is \$2,864,824.19 an increase of 14.5% from 2013.**

### 2014 Expenditures



## REVENUE

### Residential Growth

The Town of Holyrood continues to experience growth in the residential sector to the tune of about \$11 million in new home construction. This figure is an estimate as the true value of a home cannot be determined until the Municipal Assessment Agency completes its assessment.

The commercial sector, which continues to grow, saw a number of new businesses set up and operate successfully in the town creating economic opportunities and growth.

Setting quality service priorities, meeting obligations, identifying the funding mechanisms for capital projects and investing strategically is the challenge that council faces.

The town's primary source of revenue is property taxes which accounts for 58.9 % (\$1,684,841.19) of the total revenue of \$2,864,824.19 for 2014.

Residential property accounts for 52%, (\$1,445,626.19), while business property accounts for approx. 8% (\$239,215.00).

Business tax will generate 8% (\$213,313.00)

Water & Sewer tax will generate 11% (\$316,148).  
Utility tax will generate \$108,282.00.

Government transfers will generate \$186,610.

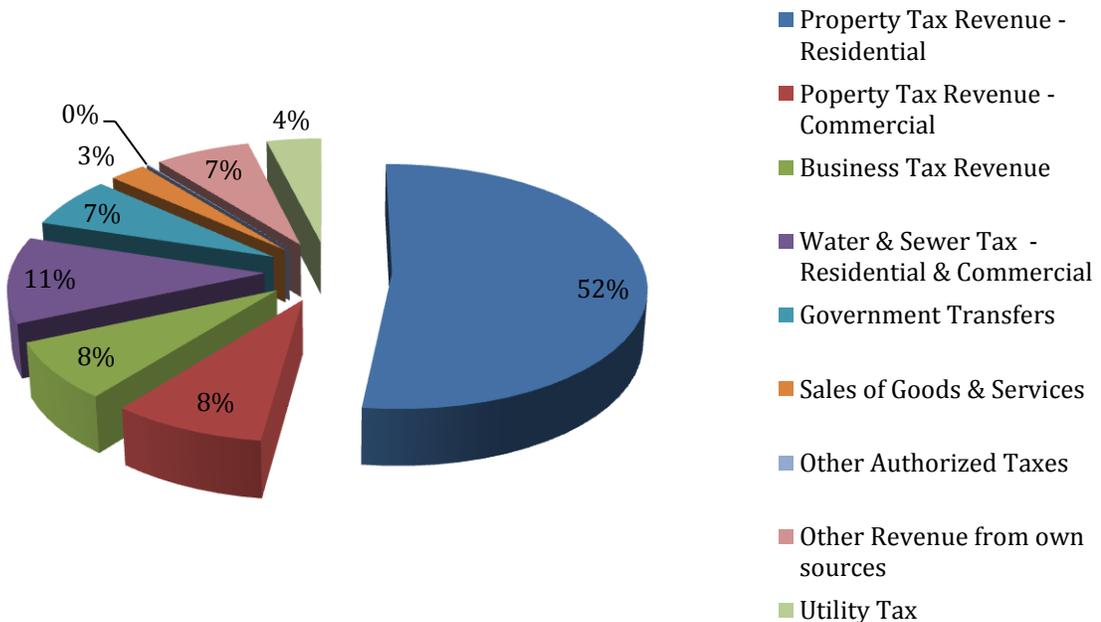
Sales of Goods & Services will generate \$73,000.

Other revenue from own sources (building permits, water & sewer connections, development applications, conveyance certificates, etc.) will generate \$189,000.

Federal Government Gas Tax grant \$90,630.

Other authorized taxes will generate \$3,000.

## 2014 Revenue



I previously indicated in the outline of expenditures that for 2014, the Corporate Service Committee did it's best to try and accommodate as many of the needs required for 2014.

Keeping pace with infrastructure demands is and always will be a constant financial challenge. Current town infrastructure is aging and is in need of constant expenditures.

New infrastructure requirements are consistently being presented to our town.

The provision of Waste Management has increased significantly and the possibility for further increases is lingering.

Fire protection is an essential service that council and members of the fire department require more budgetary dollars. For example, we

were not able to budget approx. \$180,000 of fire department requests.

When we know the status of regionalization with Conception Bay South for initial response, we may be able to address many of our local fire departments request.

Over the past two years, we've increased their budget from \$55,000 to this year of a projection of \$125,000.

As a council we realize we have to do more, but in any single year, it is impossible to cover all requirements.

Providing quality service to residents is a priority and in order to meet that goal, human resources and equipment upgrades are essential.

We cannot continue to operate in a *status quo* mode of deliver and expect to provide the quality services and open the doors for strategic investment and maintain a similar tax schedule.

Corporate Service Committee have looked at all of the options and presented to council the most acceptable options for 2014 and 2015.

This will include in the first year for 2014, a residential property and commercial property increase of 1 mil.

Residential property will increase from 6.5 to 7.5 and commercial property from 9 to 10 mils. There are no other tax increases in Budget 14 and this council is making a commitment to the tax residents of Holyrood that there is no plan to increase any taxes in 2015.

By increasing the mil rate in 2014, creates the financial plan to meet increases in waste management, fire services, transportation services, recreation, public works, and provides the opportunity for the town to address needs outside the budget through borrowing.

Built into year 2, 2015, as I stated earlier is the loan payment for over 5 million dollars' worth of multi-year capital works.

By increasing the property mil rate by one, creating the opportunity to borrow, completing a detailed Multi Year 3 year plan, utilizing gas tax to meet priorities, using economic development opportunities to secure funding- we present a sustainable budget for the Town of Holyrood.

I stated earlier, there are numerous requests, that as a council, we have not been able to deal with by any financial means and council is going to have to look creatively on how these areas will be able to receive funding.

The rate of taxation is determined by the final expenditures budget. Council has included the best possible scenarios to continue to provide quality service and open Holyrood for strategic investment.

For Budget 14-

**BE IT RESOLVED** that the Town of Holyrood, in accordance with the Municipalities Act, 1999 Section 75-79 adopt the attached Schedule of Taxes, Rates, and Fees to take effect January 01, 2014.

**BE IT RESOLVED** that the Town of Holyrood, in accordance with the Municipalities Act, Section 75-79 adopt the 2013 Budget with operating Expenditures and Revenues totaling **\$2,864,824.19**