



Imagine that!

TOWN OF STRATFORD

2020/21 DRAFT BUDGET

February 20, 2020

Presented by Councillor Gail MacDonald
Chair of the Finance and Technology Committee



Imagine that!

Town of Stratford – 2020/21 Draft Budget

Welcome and Introduction

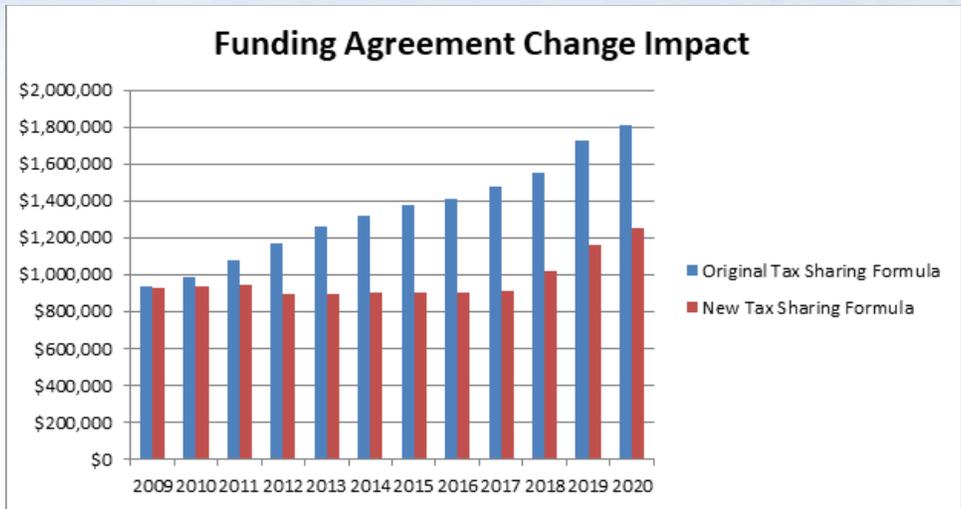
Good evening and welcome Mayor Steve Ogden, fellow members of Council, residents, stakeholders, staff of the Town of Stratford, and all others in the room tonight. We are glad to have you with us, and on behalf of the Town of Stratford, it is my pleasure to present to you the draft 2020/21 Town of Stratford budget.

Last year, we made significant cuts to all of our discretionary spending in order to balance the budget. This was due to a number of factors, among them the ongoing impact of the revenue sharing change that was made by the previous provincial administration in 2008, and the continuing demand for additional programs, services and infrastructure of a growing population. Mayor, Council and Town staff, have been working hard over the past couple of months to bring this draft budget to you this evening. We remain committed to being fiscally responsible with your tax dollars, while also balancing the requests and expectations of residents for services and programs.

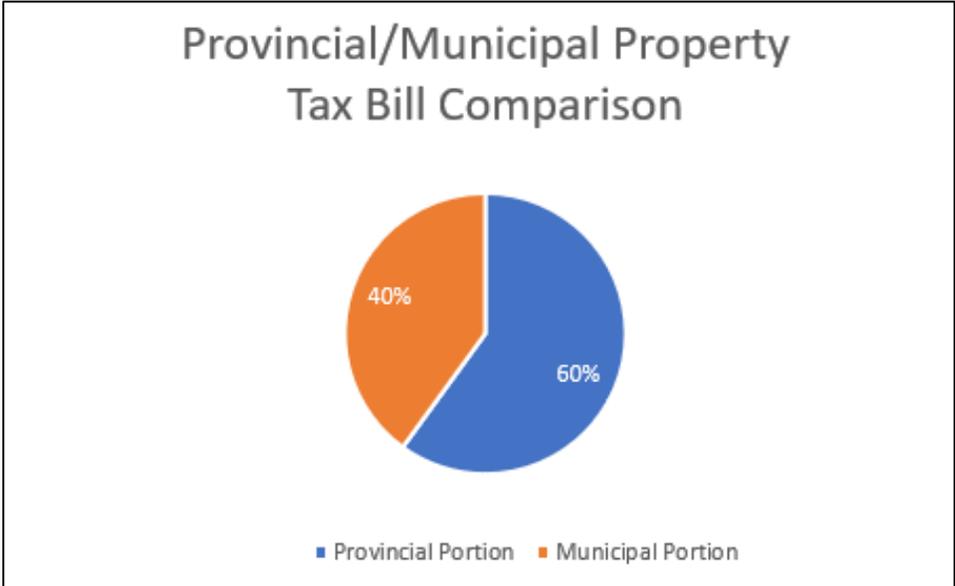
The Town of Stratford is growing, we know that. We can all see the growth clearly around us, and we know that we want to continue building the best community possible which includes encouraging further growth. However the Town is also getting squeezed tighter each year with required investments being made in our Town, including the newly opened Stratford Emergency Services Centre. While growth in the Town is very positive, it doesn't directly relate to increased revenue for the Town as services are required in order for the growth to occur such as water and sewer infrastructure, trails and sidewalks, increased recreation and culture programming, and fire protection.

2008 Revenue Sharing Agreement Change

As the table indicates, the impact of the change that was made in 2008 by the previous provincial administration continues to negatively impact Stratford today. In the 2020/21 budget year alone, Stratford will have \$550,000 less revenue available to us because of that unilateral change which is roughly equivalent to approximately a 9% tax reduction in 2020/21.



While the funding available to the town may have changed, we are still required to deliver the same level and number of services to residents as we did prior to the change. Let's take a look at your property tax bill from which you pay both a provincial and municipal property tax. Of your total property tax bill, only 40% of the revenue comes to the Town – the remaining 60% goes to the province.

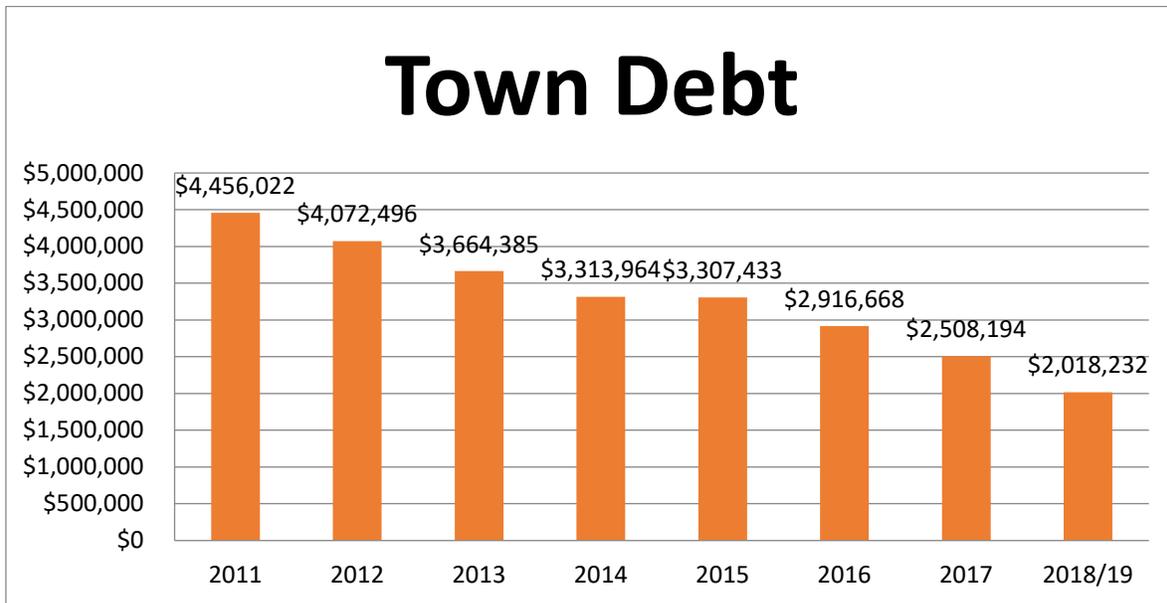


The province has many forms of revenue generation including income tax; sales tax; property tax; corporate tax; property transfer tax; gas tax; liquor, tobacco and cannabis taxes; licensing; fees; and permits. However, municipalities in PEI have very few revenue tools and rely primarily on property taxes, utility charges and fees to pay for services and infrastructure.

A new revenue sharing agreement was signed in 2017, which we accepted at the time because the province was in a deficit situation. However because the amount available to municipalities was capped, the negotiation was more of an exercise in dividing up the pot of available dollars among affected municipalities. We recently made a proposal to the Province of PEI for a new revenue sharing model. If we are not successful in getting a change made with the current government, we will be back to residents this year to have a dialogue about whether residents are willing to pay more for expanding programs, services and infrastructure to meet our growing needs, or are willing to reduce these in order to keep tax rates lower.

Where Your Tax Dollars Go

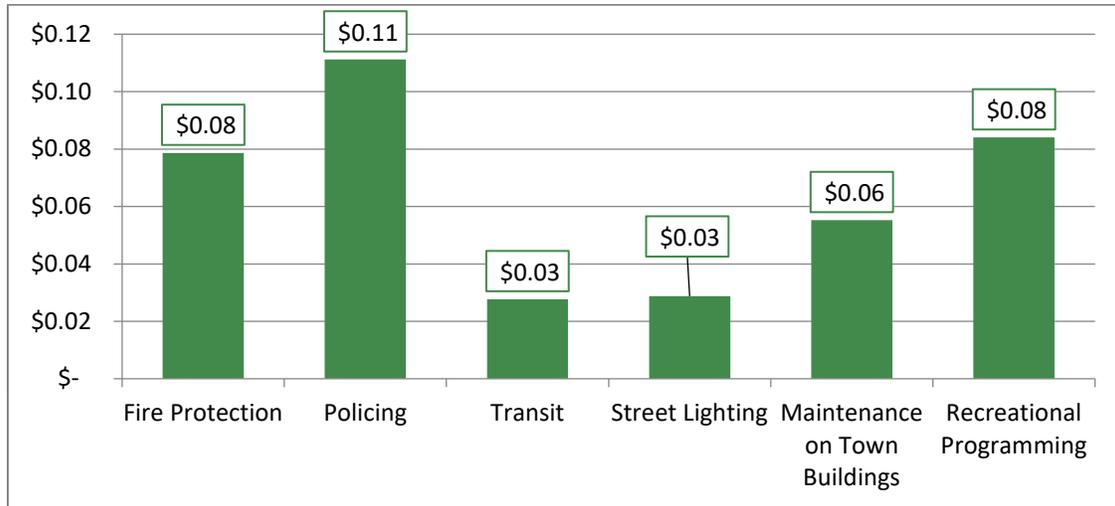
The Town of Stratford has a history of being responsible with your money. We continue to make investments in major capital projects while operating within our means and paying for recurring capital expenses out of operating dollars so that we don't have to borrow for vehicles and equipment, playgrounds, and capital maintenance and repairs.



Through the budget process we have looked at all our expenditures while maintaining the levels of service and programming that residents have come to expect.

Much of the revenue received goes toward services that the town has little discretion over, except for setting the desired service level. These include items such as police protection (RCMP), fire protection (Cross Roads Rural Fire Company), transit and street lighting.

Where do my municipal tax dollars go?



What We Are Hearing

In January we put out a public call for pre-budget requests and had a record number of requests come in. Two main themes came out of the majority of requests from residents – the environment; and active transportation and living actively in the community.

Mayor and Council have also spent time recently renewing the Town’s existing strategic performance management plan, known as ‘Results Matter’. The plan reflects what Council members heard during the election campaign, as well as feedback from resident surveys and other town engagement initiatives. The updated plan includes 15 strategic objectives for council and staff to work on over the remaining term of council. Many of the items we highlight tonight flow from these objectives, which include expanding the local economy, improving environmental responsibility, and increasing and improving facilities and infrastructure.

One of the main new items that residents have indicated support for is the development of a community campus, which is the proposed location of the community’s provincially announced high school, together with community facilities like sport fields and a wellness centre. The Town is anticipating the purchase of the land required for the community campus this coming year, and further elements of it will be developed as funding is available to us. This project will take many years to fully complete depending on our ability to access additional revenue and through further

consultation with residents regarding future tax rates potentially required to develop the site.



2020/21 Budget Investments

We are listening to what residents are telling us and we are proposing some strategic investments in 2020/21. We are making provisions for the acquisition of land for the community campus. We are adding an environmental coordinator position within the Town of Stratford to carry out environmental initiatives including tree preservation, ecologically sensitive land preservation and stewardship, greenhouse gas emission reduction initiatives, watershed rehabilitation, and erosion and sediment control. Another environmental initiative planned within the draft budget includes enhancing our pond water quality monitoring.

As we know from living in Stratford, we are a community which continues to grow. The Town's Planning Department reports 2019 as the second highest year on record with development permits totaling 48 million dollars. The previous year was a record setting year at \$72 million with our next highest year prior being approximately \$30 million. These levels of development add to the workload of our staff and within the draft budget, we plan to classify a seasonal position in the planning department to respond to the increased development activity.

As our community grows, so do the needs of our community. Our draft budget includes funding to run a transit pilot project for areas of the Town currently not being serviced by transit. We in fact have questions related to this in our annual resident survey which is now open and we'd love to hear more

from you in this area - the survey is open until February 28th and available at stratfordsurvey.ca or you can find a link on our website.

Other investments proposed in the draft budget include:

- The addition of casual maintenance staff for evening sport field and trail maintenance coverage in the summer, and outdoor skating rink and trail grooming in the winter months
- Human resource support for our staff
- Funding for the final phase of the Glen Stewart and Stratford Elementary shared playground
- Extended utility maintenance worker weeks to respond to our growing infrastructure maintenance requirements
- Additional funding for community events and activities

The Town has also been actively working on an asset management plan which will provide for better preparation and planning for the replacement of and maintenance of the Town's infrastructure assets - whether playground equipment in our parks, buildings such as this one, our growing trail and sidewalk network, or any and all of our other assets. We will be better prepared with this ongoing plan in the future. As in the past, looking ahead to the future, we need to generate enough of a surplus to cover our capital replacement plan so that borrowing is only used for major investments. Continuing to provide the services to our Town without having to borrow money and accumulate debt, other than for major infrastructure investments, is a top priority of your council.

We continue to make capital investments in our community including in active transportation through a combination of expanded trail grooming, and sidewalks, multiuse paths and bike lanes. Some of these projects require a partnership with the Province of PEI who own and maintain the streets in our town. In 2020/21 we have budgeted to complete the bike lane on Keppoch Road and the sidewalk and bike lane on Georgetown Road subject to funding approval. This is an area of the Town which is highly requested to be completed and will make access to Tea Hill Park much easier and safer for our residents. The Town is also actively pursuing additional natural trails which often see us entering into an agreement with private landowners to provide these connections for residents over their property. We have had a number of very successful and positive relationships in the past to allow these to happen and we look forward to more positive conversations with other landowners in the future.

Impact of the New Stratford Emergency Services Centre

The new Stratford Emergency Services Centre is a good example of the investments required to keep up with growth pressures. The Fire Company needed additional space for their new ladder truck which is needed to provide adequate fire protection for the increasing number of multi-story buildings. The RCMP needed additional and more secure space for interviews, identification and breathalyzer services

here in the community, which will save a lot of travel time back and forth to the Maypoint RCMP detachment. It will also enable residents to get their criminal record checks in Stratford instead of travelling over to the Maypoint RCMP detachment. The building also houses Island EMS to ensure better response times for Stratford and area residents. The increased level of services that is available to residents will benefit our Town for years to come

There were no infrastructure funding opportunities available to assist with the construction of the Stratford Emergency Services Centre, except for about \$1 million of federal gas tax funds that Stratford was able to reallocate for the energy efficiency and meeting space components of the building. The remaining cost of the building was paid for by our tax payers. The building however does come with significant operational cost increases to the Town at an estimated \$400,000 per year. This amount includes increased fire dues, which on the residential side, have gone from \$66 per household per year to \$106. These dues are paid for from within the residential tax collected.

Proposed Tax Measures

The Town of Stratford has been absorbing increasing costs through revenue growth and limiting spending in other areas. With the significant impact of the Stratford Emergency Services Centre and the previously highlighted investments we are making, we needed to find additional revenue sources to balance the 2020/21 budget.

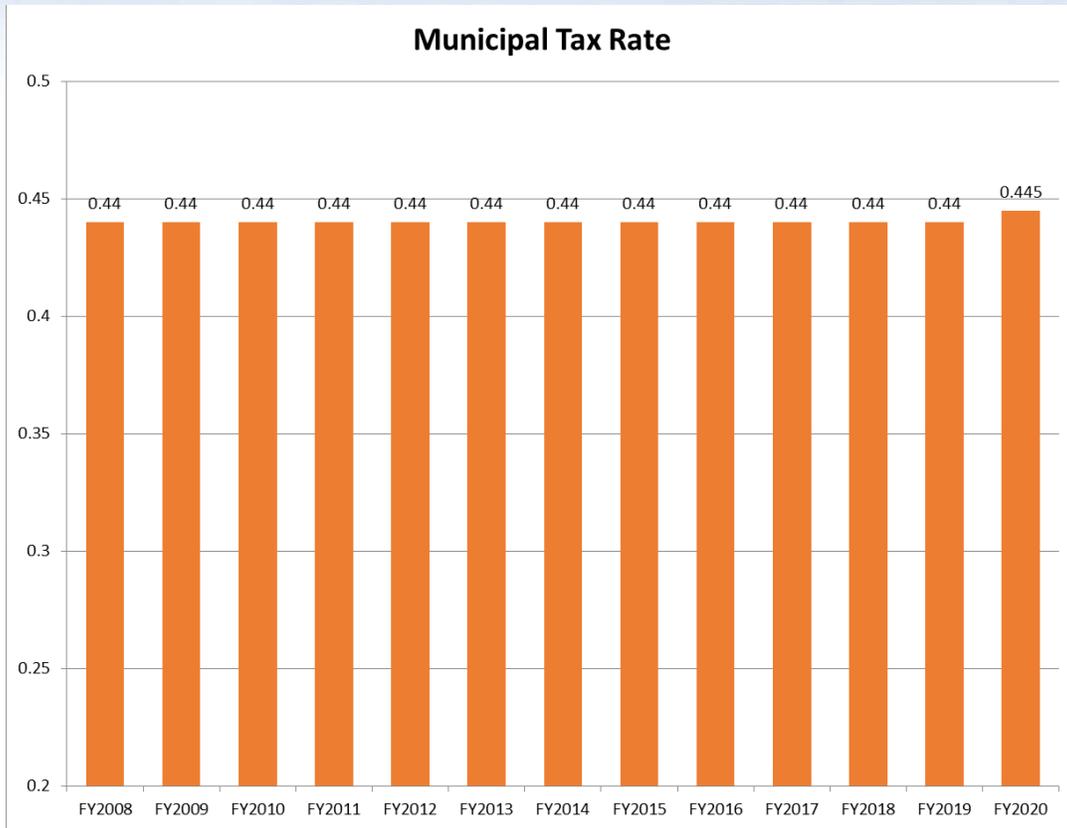
Mayor, Council and staff have reviewed various options over the past few months to minimize the impact of a tax increase, while also balancing our requirement and commitment to provide services and programming to our community. To create a fairer tax structure and to minimize the impact to any one tax group, we are proposing to bring our tax structure in line with those of Charlottetown and Cornwall through the creation of new tax groups. This allows us to reduce the impact of tax increases on homeowners, while also providing a tax structure that is similar to those of our fellow municipalities. The new tax groups include a non-resident tax applicable to anyone who does not live on PEI, a move for apartment buildings from the current residential tax group to an apartment tax group, and hotels and motels from the current residential tax group to a motel/hotel tax group. These changes will be phased in over the next two years as expressed on the chart.

Tax Rate Comparison of Greater Charlottetown Area Municipalities

	Charlottetown	Cornwall	Proposed Stratford 2020/21	Proposed Stratford 2021/22
Non-Commercial	\$0.67	\$0.46	\$0.445	\$0.45
Non-Commercial (Non-Resident)	\$1.33	\$0.92	\$0.89	\$0.90
Apartments/Multi Unit	\$0.91	\$0.66	\$0.60	\$0.66
Apartments/Multi Unit (Non-Resident)	\$1.57	\$1.12	\$0.95	\$1.32
Hotel/Motel	\$0.91	\$0.66	\$0.60	\$0.66
Hotel/Motel (Non-Resident)	\$1.57	\$1.12	\$0.95	\$1.32
Commercial	\$2.36	\$0.96	\$1.16	\$1.25

Commercial properties will also see an increase from \$0.99 per \$100 of assessed value to \$1.25 which will be phased in over the next two years, starting with an increase in the current year to \$1.16 per \$100 of assessed value. The Province of PEI increases residential property assessments by the Consumer Price Index (CPI) each year but not commercial properties. We found in a recent review that commercial properties are assessed at about half of their market value, compared to residential which is much closer to market value. We note also that the fire dues which the town pays for commercial properties has increased from \$153 per commercial unit to \$609 per commercial unit, which is paid for from within the commercial tax collected.

Residential properties in the Town of Stratford have not had an increase since 2003. The current draft budget includes a \$0.01 increase in the municipal tax rate, from \$0.44 to \$0.45 per \$100 of assessed value which will also be phased in over the next two budgets in half cent increments per year. This equates to approximately \$10.60 based on the average Stratford assessment value of \$212,000. A \$500,000 assessed home would be an increase of \$25 per year. The total impact of these increases to our bottom line however will allow us to balance the budget while having the most minimal impact to our community possible, and sees that all tax groups share in the required need to increase revenue.



Stratford Utility Corporation

Within the Stratford Utility budget, we continue to minimize expense increases everywhere possible in order to have a minimal impact on Utility customers. Later this year will see the waste water delivery system come online with our sewage beginning to be piped to Charlottetown and the decommissioning of the lagoons to follow soon after. While we won't know the full impact that this project will have on our rates until next year, we are being cautious at this time with our model rate runs to ensure that our costs are covered. Residents have continued to embrace our water meter program and flows are even lower than our pilot project indicated they would be. As the Stratford Utility operates on a cash recovery basis, we continue to analyze expenses to ensure that rates are equitable among our customers and sufficient to meet our long term needs. With that said, an increase to the Utility's water rates in the draft budget is proposed to a base rate of \$33.64 and a consumption rate of \$0.97/m³.

Water Rate to March 31, 2020:

Water	Base Rate	Consumption Rate
Single Family Dwelling per Quarter- 5/8 Meter rate	\$30.87	\$0.89/m ³
SFD – single family dwelling rate		

Water Rate as of April 1, 2020:

Water	Base Rate	Consumption Rate
Single Family Dwelling per Quarter- 5/8 Meter rate	\$33.64	\$0.97/m ³
SFD – single family dwelling rate		

Similarly within the Utility’s sewer rates, an increase to a proposed base rate of \$50.20 and a consumption rate of \$1.45/m³ is planned.

Sewer Rate to March 31, 2020:

Sewer	Base Rate	Consumption Rate
Single Family Dwelling per Quarter- 5/8 Meter rate	\$49.61	\$1.43/m ³
SFD – single family dwelling rate		

Sewer Rate as of April 1, 2020:

Sewer	Base Rate	Consumption Rate
Single Family Dwelling per Quarter- 5/8 Meter rate	\$50.20	\$1.45/m ³
SFD – single family dwelling rate		

To the average Stratford Utility customer, these increases combined amount to a total of \$31.45 for the upcoming year.

Conclusion

As you can see, Mayor, Council and staff of the Town of Stratford have worked hard to bring residents a fiscally responsible draft budget. We continue to watch our expenditures and manage our commitments, while allowing for growth and the expansion of programs and services in the areas where residents are asking. We believe that this is a strong budget which residents will support.

I would like to thank my fellow Council members and staff of the Town of Stratford for their many hours of work in preparing this draft budget. I'd also like to recognize the work of the Town's Finance and Technology Committee for their contributions to the process.

As Mayor Ogden mentioned earlier, our work is not complete. This remains a draft budget and it is time for residents to let us know your feedback. To help us in doing so we have prepared a brief survey which will be available online later this evening as well as on paper copy tonight if you wish to complete it before leaving. Your responses to our questions will allow us to adjust the draft budget, as needed, to better reflect your vision of our community. The online survey will be open until next Tuesday and a copy of this presentation will also be available for your review.

We commit to residents that we will continue to work hard into the future on your behalf and look forward to a conversation with you later this year about the long term direction of our community.

Your Worship, members of Council, ladies and gentlemen, that concludes my draft budget presentation.

Thank you for your attention and if there are any questions we ask that you please use the microphone before speaking. As this is a public meeting and minutes are being recorded you will also need to state your name before you begin. Thank you again ladies and gentleman for your attention, are there any questions?

Town of Stratford Revenue and Expense Tables

Town Revenue

	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
Property Tax	\$4,733,126	\$4,161,800	\$4,702,100
CUSA Grant	\$1,331,410	\$1,147,700	\$1,242,600
Salary Recovery	\$12,500	\$10,000	\$10,000
Rent Income	\$288,530	\$757,100	\$754,800
Police Fines	\$70,672	\$60,000	\$60,000
Fees and Permits	\$290,312	\$148,000	\$172,200
Interest Income	\$10,008	\$100	\$100
Recreation	\$103,656	\$95,500	\$94,500
Other	\$20,112	\$4,500	\$15,300
Total Operating Revenue	\$6,860,326	\$6,384,700	\$7,051,600
Government Grants	\$993,056	\$0	\$0
Total Revenue	\$7,853,382	\$6,384,700	\$7,051,600

Town Expenses

Operating	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
General Government Expenses	\$3,017,238	\$2,782,600	\$2,986,100
Finance Expenses	\$598,957	\$795,600	\$796,100
Recreation Expenses	\$899,234	\$713,200	\$766,600
Infrastructure Expenses	\$1,009,822	\$1,037,200	\$1,235,600
Planning Expenses	\$423,938	\$334,400	\$367,100
Depreciation	\$737,595	\$720,000	\$900,000
Total Expenses	\$6,686,784	\$6,383,000	\$7,051,500

Surplus

Operating	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
Total Surplus	\$173,542	\$1,700	\$100
Add: Depreciation	\$737,595	\$720,000	\$900,000
Less: Principal payment	(\$610,964)	(\$488,000)	(\$656,000)
Total Cash Flow Surplus	\$300,173	\$233,700	\$244,100

General Government Expenses

	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
Salaries and Benefits	\$250,341	\$263,100	\$352,400
Staff Development and Support	\$15,946	\$15,500	\$24,300
Professional Fees	\$141,875	\$57,500	\$70,000
Council and Committee Expenses	\$278,174	\$208,900	\$235,900
Police Protection	\$1,050,461	\$936,100	\$894,900
Fire Protection	\$404,224	\$534,800	\$629,300
Street Lighting	\$275,339	\$225,000	\$230,000
Animal Control	\$40,483	\$32,500	\$34,000
Transit	\$260,755	\$226,200	\$221,600
Sustainable Economic Development	\$50,732	\$55,000	\$60,000
Promotions and Donations	\$34,978	\$28,000	\$29,500
Communications and Engagement	\$83,946	\$75,000	\$75,000
Library	\$101,696	\$82,000	\$82,500
Municipal Dues	\$20,664	\$21,000	\$21,700
Watershed	\$7,624	\$22,000	\$25,000
Total General Govt Expenses	\$3,017,238	\$2,782,600	\$2,986,100

Finance and Technology Expenses

	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
Salaries and Benefits	\$193,394	\$179,800	\$198,300
Staff Development and Travel	\$6,156	\$5,500	\$11,000
Professional Fees	\$20,195	\$25,300	\$18,500
Workers Compensation	\$7,856	\$11,500	\$11,000
Insurance	\$58,117	\$51,000	\$53,600
Computer/Internet	\$50,393	\$63,200	\$91,400
Telephone/Fax	\$50,588	\$41,000	\$48,700
Administrative Expenses	\$63,516	\$54,100	\$54,500
Bank Charges	\$22,051	\$17,500	\$25,000
Capital - Interest Payments	\$90,494	\$308,000	\$240,000
Stratfords of the World	\$2,288	\$1,000	\$1,000
Property Tax	\$21,520	\$30,700	\$31,600
Property Tax rebate	\$12,390	\$7,000	\$11,500
Total Finance Expenses	\$598,957	\$795,600	\$796,100

Recreation, Culture and Events Expenses

	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
Salaries and Benefits	\$616,778	\$468,900	\$496,300
Staff Development and Travel	\$8,636	\$4,500	\$9,000
Professional Fees	\$4,653	\$6,500	\$6,500
Events	\$32,860	\$25,000	\$37,000
Programs	\$30,860	\$35,000	\$29,000
Farmers Market	\$0	\$0	\$0
Arts & Culture	\$39,130	\$32,000	\$32,000
Rink Operations	\$3,003	\$2,500	\$2,500
Youth & Seniors	\$21,533		\$8,000
Maintenance	\$57,368	\$53,500	\$67,500
Promotion	\$1,424	\$1,600	\$1,600
Grants and Agreements	\$82,990	\$83,700	\$77,200
Total Recreation Expenses	\$899,234	\$713,200	\$766,600

Infrastructure Expenses

	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
Salaries and Benefits	\$368,270	\$402,200	\$452,700
Staff Development and Travel	\$3,579	\$1,500	\$3,000
Professional Fees	\$4,067	\$1,500	\$1,500
Electricity	\$130,992	\$106,300	\$106,300
Water & Sewer	\$23,628	\$22,300	\$22,300
Heating Fuel	\$24,181	\$18,000	\$20,000
Building/Grounds Maintenance	\$319,982	\$398,400	\$524,000
Sidewalk Maintenance	\$88,566	\$44,000	\$64,600
Vehicles and Equipment	\$46,556	\$43,000	\$41,200
Total Infrastructure Expenses	\$1,009,822	\$1,037,200	\$1,235,600

Planning, Development and Heritage Expenses

	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
Salaries and Benefits	\$340,083	\$294,600	\$317,600
Staff Development and travel	\$14,036	\$9,000	\$20,000
Professional Fees	\$52,664	\$24,000	\$16,500
Administrative Expenses	\$2,663	\$1,800	\$3,000
Heritage	\$14,494	\$5,000	\$10,000
Total Planning Expenses	\$423,938	\$334,400	\$367,100

Town Capital Budget

Capital	Budget 2019/20	Budget 2020/21
Park Development	\$72,500	\$101,000
Recreation Centre Equipment	\$8,000	\$8,000
Recreation Capital Projects	\$75,000	\$255,000
Sidewalk/Bike Path/Trail Construction	\$350,000	\$1,000,000
Electric Vehicle Charging Stations		\$40,000
Street Lighting	\$75,000	\$15,000
Equipment Replacements/Additions	\$60,000	\$58,000
Town Centre Capital Repairs/Additions	\$120,000	\$155,000
Cotton Park Building Repairs/Additions	\$35,000	
Other Building/Grounds Repairs/Additions		\$78,300
Emergency Services Facility	\$7,354,000	\$325,000
Public Art	\$15,000	\$15,000
Computer Hardware	\$103,000	\$25,000
Skate Park	\$5,000	
Waterfront Park	\$580,000	\$1,000,000
Community Campus		\$6,531,500
Transit	\$33,500	\$94,000
Traffic Calming		\$6,200
Kelly's Pond Watershed Restoration	\$150,000	\$300,000
Fullertons Creek Conservation Park	\$10,000	\$242,400
Shore Access		\$500,000
Stratford Honour Roll Project - Heritage		\$50,000
Total Capital Expenses	\$9,046,000	\$10,799,400

Capital Funding	Budget 2019/20	Budget 2020/21
New Deal Funding	\$2,315,000	\$2,022,000
CWWF Fund	\$57,800	
Canada 150 Fund		
Investing in Canada	\$190,600	\$5,993,700
TIE sidewalk/bikelane Partnership		
Other Grants		\$65,000
Total Capital Funding	\$2,563,400	\$8,080,700
Net Capital Expenditure	\$6,482,600	\$2,718,700

Four Year Capital Plan

Capital	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Other Building/Grounds Repairs/Additions	\$ 60,000			
Fullertons Creek Conservation Park				
Shore Access				
Solar Pannels	\$ 130,000			
Lights on Robert Cotton Trail	\$ 200,000			
Dry Storage Building at Maintenance Building Site	\$ 238,900			
Active Transportation Path Construction/Sidewalk	\$ 350,000	\$ 350,000	50,000	
Park Development	\$ 100,000	\$ 100,000	100,000	100,000
Public Art	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Waterfront Park & Connecting Trails				
Computer Replacement	\$ 32,500	\$ 15,000	15,000	15,000
Equipment Replacements	\$ 77,500	\$ 50,000	50,000	8,000
Transit	\$ 87,200	\$ 87,200	87,200	
Kelly's Pond Watershed Restoration				
Town Centres Additions/Replacements	\$ 614,000	\$ 68,000	58,000	
Community School Campus	\$ 15,225,000	\$ 2,950,000	2,500,000	
Total Capital Expenses	\$17,130,100	\$ 3,635,200	\$ 2,875,200	\$ 138,000
Capital Funding	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Investing in Canada	\$ 11,475,100	\$ 2,162,400	\$ 1,832,500	
New Deal Funding	\$ 575,000	\$ 350,000	\$ 50,000	
Other Funding				
Total Capital Funding	\$12,050,100	\$ 2,512,400	\$ 1,882,500	\$ -
Net Capital Expenditure	\$ 5,080,000	\$ 1,122,800	\$ 992,700	\$ 138,000

STRATFORD UTILITY CORPORATION REVENUE AND EXPENSE TABLES

Revenue and Expense Summary

Revenue	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
Unmetered Sales Sewer	\$1,208,383	\$313,400	\$307,900
Unmetered Sales Water	\$717,538	\$108,000	\$73,600
Metered Sales Sewer	\$709,654	\$1,282,000	\$1,481,600
Metered Sales Water	\$494,765	\$859,500	\$1,000,700
Frontage Charges Sewer	\$48,975	\$30,100	\$40,000
Frontage Charges Water	\$19,554	\$8,000	\$17,800
Penalty Charges/Late Fees	\$34,197	\$30,000	\$36,000
Connection Fees	\$9,868	\$7,000	\$7,000
Interest Income	\$2,655	\$500	\$1,000
Other Income	\$206,759	\$4,000	\$31,000
Donated Capital	\$1,600,114	\$0	
Total Operating Revenue	\$5,052,462	\$2,642,500	\$2,996,600
Government Grants		\$0	\$0
Total Revenue	\$5,052,462	\$2,642,500	\$2,996,600
Total Expenses	\$2,912,961	\$2,610,200	\$2,996,200
Total Surplus	\$2,139,501	\$32,300	\$400
Less: Donated Capital	(\$1,600,114)	\$0	
Less: Government Transfers			
Add: Depreciation	\$1,209,497	\$1,000,000	\$1,033,000
Less: Principal payments	(\$891,708)	(\$684,000)	(\$678,000)
Total Cash Flow Surplus	\$857,176	\$348,300	\$355,400

Detailed Utility Expenses

Expenses	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
Salaries	\$657,677	\$608,300	\$644,600
Property Taxes	\$6,868	\$7,100	\$7,000
Interest & Service Charges	\$67,947	\$74,000	\$70,000
Interest on Long Term Debt	\$321,459	\$290,000	\$225,700
Workers Compensation	\$14,796	\$11,500	\$16,000
Honorariums	\$1,000	\$1,000	\$1,000
Electricity	\$228,833	\$195,000	\$173,400
Telephone	\$24,020	\$20,000	\$21,000
Snow Removal	\$13,585	\$9,200	\$9,200
Repairs & Maintenance	\$177,625	\$138,000	\$123,300
Office Expenses	\$15,335	\$15,000	\$15,000
Software Maintenance	\$19,860	\$20,000	\$34,000
Postage	\$14,960	\$15,600	\$16,000
Summer Maintenance - Grass		\$5,000	
Professional Fees	\$3,800	\$14,000	\$10,000
Consulting	\$6,297	\$60,000	\$60,000
Rentals - Office	\$35,400	\$37,900	\$38,000
Rentals - maintenance bldg., tractor	\$14,600	\$14,600	\$15,000
Meetings & Travel	\$4,644	\$11,000	\$10,000
Dues & Fees	\$1,825	\$3,400	\$2,400
Insurance	\$14,441	\$13,600	\$12,000
Tools & Equipment	\$7,132	\$8,000	\$8,000
Vehicle	\$29,126	\$20,000	\$42,500
Tree Planting/Water Conservation	\$22,234	\$18,000	\$18,000
Pipe to Charlottetown	0	0	391,100
Depreciation	\$1,209,497	\$1,000,000	\$1,033,000
Total Expenses	\$2,912,961	\$2,610,200	\$2,996,200

Utility Capital Budget

Capital	Budget 2019/20	Budget 2020/21	
Misc Capital Items	\$116,000	\$ 28,500	
Water and Sewer Extensions	\$3,150,000	\$ 1,410,000	
Replace Treatment Plant	\$10,925,000	\$6,425,000	****
Inflow Infiltration Study Recommendations	\$100,000	\$100,000	
Solar Array Water Stations	\$450,000	\$ 94,600	
SCADA Upgrades	\$100,000		
Metering	\$15,000	\$ 10,000	
Total Capital Expenses	\$14,856,000	\$8,068,100	
Capital Funding	Budget 2019/20	Budget 2020/21	
CWWF Funding	\$8,193,800	\$4,818,800	
MSC Funding	\$55,000		
Investing in Canada	\$2,668,100	\$ 1,102,836	
Green Fund			
Total Capital Funding	\$10,916,900	\$5,921,636	
Net Capital Expenditure	\$3,939,100	\$2,146,464	
*** projects not completed in 2019 and re-budgeted in 2020/21.			

Four Year Capital Plan

Capital	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Misc Capital Items	\$ 67,000	\$ 22,000	\$ 97,000	\$ 22,000
Water and Sewer Extensions	\$ 1,080,000			
Dry Storage Facility	\$ 91,900			
Inflow Infiltration Recommendations	\$100,000	100,000	100,000	100,000
Solar Array Water Stations	\$ 851,600	\$ 252,000		
Total Capital Expenses	\$2,190,500	\$ 374,000	\$197,000	\$ 122,000
Capital Funding	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Investing in Canada	\$ 1,415,900	\$ 184,700		
Total Capital Funding	\$1,415,900	\$ 184,700	\$ -	\$ -
Net Capital Expenditure	\$ 774,600	\$ 189,300	\$197,000	\$ 122,000