



Imagine that!

TOWN OF STRATFORD

2021/22 DRAFT BUDGET

Presented: March 8, 2021

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



Town of Stratford – 2021/22 Draft Budget

Imagine that!

Dear Resident:

Over the past year we have experienced a worldwide pandemic together, something none of us likely expected. We have risen to tackle the challenges before us, and though the world feels different today, we must celebrate the successes found within ourselves and within our community over the past year. As a community we have helped each other out by checking in on each other, making phone calls and delivering food and other essentials to our family, friends and neighbours. We have found ways to connect with each other, though often from a distance, and the Town is no different. From moving to virtual and live broadcasts of monthly Council meetings, to adjusting our services and programming to virtual spaces, to being able to deliver many of our events, such as Canada Day and the recent Stratford Winterfest, in a new format, we too have changed how we operate. These changes have been important to the operations of the Town of Stratford, but more importantly have meant that our residents can safely access, participate, live and thrive, in their community, *our community*. We feel grateful to live here with you.

The Town of Stratford, though a growing community, continues to be stretched financially. As we have stated in the past, the change to the revenue sharing model over ten years ago continues to greatly affect the amount of revenue we have to work with each year. As we approach the end of the current agreement, we look forward with optimism that a fresh approach can be found in the next agreement period. As a fast growing community the demands on services, infrastructure, programming and more, remain both a challenge and an opportunity. While growth in the Town is very positive, it doesn't directly relate to increased revenue for the Town as services including water and sewer infrastructure, trails and sidewalks, increased recreation and culture programming, and fire protection, among others, are required in order for the growth to occur and come at an expense that is not equal to the growth revenue.

The 2021/22 budget is balanced with the implementation of the second phase of previously announced tax increases. This two-year plan was necessary to allow us to balance our budgets and was shared among all in Stratford, rather than just by some tax payers.

Tax Measures Plan – Year Two

Over the past number of years the Town of Stratford had been absorbing increasing costs while limiting spending in other areas, rather than increasing taxes. One example, though a required infrastructure investment to serve our community into the future, was the Stratford Emergency Services Centre. This was built without funding, 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, as there were no programs available for us to utilize. Investments such as this are necessary for a growing community and will serve us for many years to come.

Stratford continues to face significant pressure from growth to provide additional infrastructure, programming, and services, all of which require additional revenue to deliver. Last year, Council undertook a review of property tax revenue sources and identified a number of changes deemed to more fairly spread the tax burden among all taxpayers in Stratford. In reviewing the Town’s tax structure and comparing it, and our rates, to other municipalities, a new structure was implemented which aligned ours more closely to our neighbours in Charlottetown and Cornwall. It aimed to share the impact among all taxpayers and included a two-year phased in tax plan, of which we are entering the second year. The changes last year included:

- A slight increase in non-commercial taxes and non-resident non-commercial taxes (residential)
- A new apartment and motel rate that reflects the fact that these properties are more commercial in nature and are taxed at a higher rate in other nearby communities.
- Increased commercial rates to recognize the fact that commercial assessments have not been increased with inflation, like residential assessments continue to be, and that these properties are taxed at a higher rate than residential properties in most other cities and towns.

Tax Rate Comparison of Greater Charlottetown Area Municipalities

	Charlottetown	Cornwall	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	\$1.20	\$1.32
Hotel/Motel	\$0.91	\$0.66	\$0.60	\$0.66
Hotel/Motel (Non-Resident)	\$1.57	\$1.12	\$1.20	\$1.32
Commercial	\$2.36	\$0.96	\$1.16	\$1.25

Until last year residential and commercial properties in Stratford had not had an increase to their municipal tax rate since the mid 2000's. The municipal tax rate for commercial properties maintains a competitive advantage for our community while also sharing in the tax burden. The review last year discovered that commercial properties are assessed at about half of their market value, compared to residential properties which are much closer to market value in their assessments (Note: Property value assessments are performed by the Province of PEI).

As an example, the second phase of the residential tax increase equates to approximately \$11 based on the average Stratford assessment value of a \$212,000 home. A \$500,000 assessed home would be an increase of about \$25 per year.

Where do my municipal tax dollars go?

The Town of Stratford has a long 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. For example in 2020/21 the Town of Stratford paid \$712,000 in principle payments on the Town's debt.

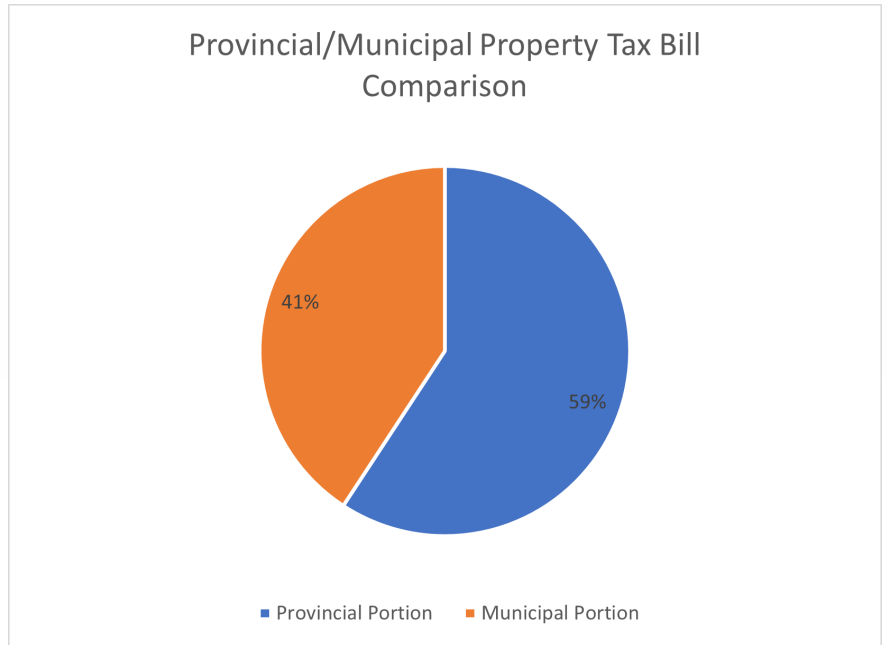
As previously mentioned, a change dating back to 2008 by the provincial government at the time continues to greatly affect the amount of dollars the Town of Stratford receives. In the upcoming budget year, the Town will have \$568,00 less revenue to work with due to this change. This has a significant impact on our ability to provide the same level and number of services to you as residents, however this change did not remove or change any of the responsibility on municipalities to deliver these services to you.

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 will be working alongside our fellow municipalities to negotiate a new agreement when the current one ends in 2022.

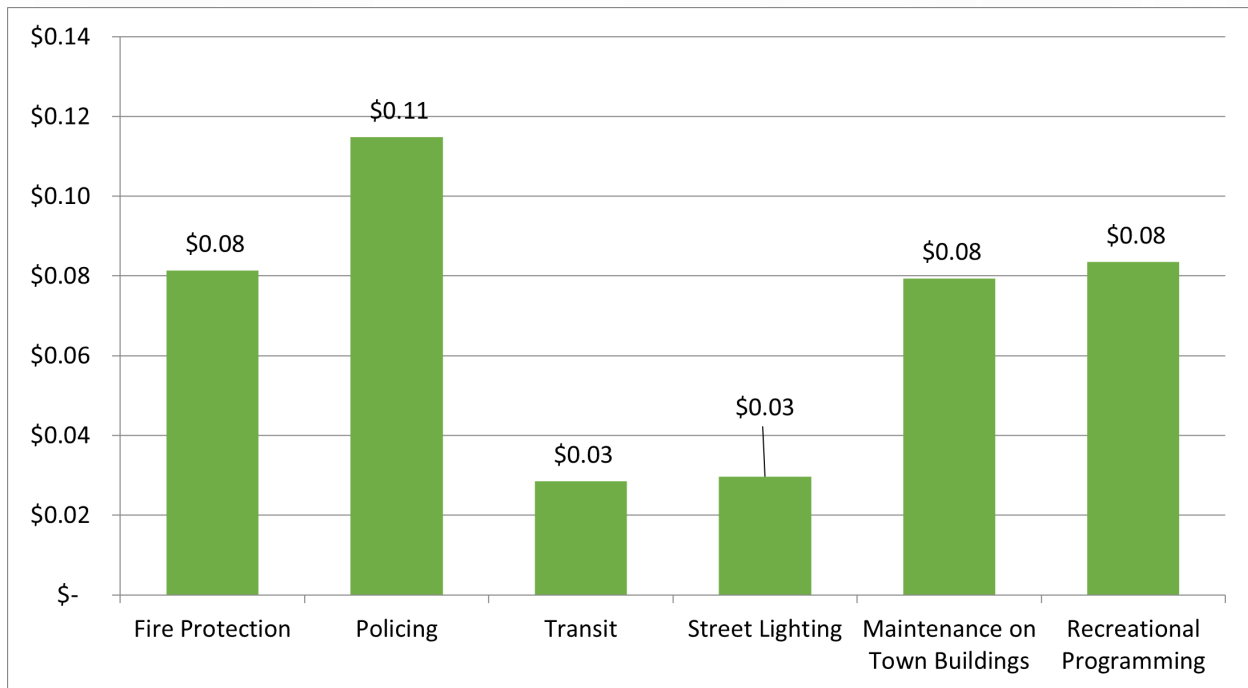
Municipalities in PEI have very few revenue sources available to them and rely primarily on property taxes, utility charges and fees to pay for services and infrastructure. With limited options available, negative changes to funding agreements like this greatly affect our bottom line. Unlike municipalities, 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. Many residents are unaware of how their property taxes are divided between the town and province, with only 41% of the revenue coming to the Town and the remaining 59% to the province.

Much of the revenue received by the Town of Stratford from your property tax goes toward services that the town has little discretion over, except for setting the service level. These include items like police and fire protection, transit, street lighting, and all modes of active transportation.

Fire dues are paid for by the Town from within the property taxes collected. They have seen significant increases over the past number of years, going from \$153 per commercial unit to \$612 per commercial unit, and from \$66 for residential properties to \$107.10 per residential property.



What do I get for my \$0.45 residential tax rate?



2021/22 Budget Investments

Stratford Community Campus

Funding is included in the 2021/22 capital budget to complete the purchase of the Community Campus lands. A portion of the land is located outside the boundary of the town and the purchase and sale agreements require the annexation of this portion, as well as the rezoning of the campus lands to Public Service and Institutional (PSI), and the rezoning of the two remainder parcels to Residential R-1. This process is underway and expected to be complete by summer.

Funding is also included to complete the development of a Master Plan for the campus. The Master Plan will include a site plan with elements and amenities laid out in accordance with their relationship to one another, and showing where the roads, water services, sewer services, electrical and communication services, stormwater infrastructure, and active transportation infrastructure will be located, following the natural topography to the extent possible. The plan will also include a phasing scheme to enable the campus to be developed in an orderly fashion, as funding and community needs dictate.

Also included is funding for the design of phase 1 of the campus in 2021/22 and for the development of phase 1 in the 2022/23 and 2023/24 capital forecast, subject to the receipt of federal and provincial infrastructure funding. Council will determine what will be included in phase 1 of the campus after

carefully reviewing the results of the long-term budget priorities survey and related data on supply and demand, costing and fiscal impact.

General Government

Expenses in the General Government section of the budget include police, fire, transit, council and committee expenses, street lights, animal control and CAO office expenses. In the recently completed long term budget priorities survey, residents identified the implementation of our Community Energy Plan as one of their highest priorities. Within the 2021/22 budget, we will be launching a residential energy retrofit loan program called the Switch Program to help residents to reduce energy costs and greenhouse gas emissions. We will have much more information later this spring however \$500,000 is allocated for Switch Program loans in 2021/22. Other investments that we are making in the general government area include:

- The establishment of an annual business survey to improve communication with, and understanding the needs of, the Stratford business community.
- The continuation of the very popular residential tree planting program that was launched earlier this year.
- The interpretation of the value of natural areas, which residents expressed a strong desire to protect in the long term budget priorities survey.
- Funding to enable on-line voting in the fall of 2022 municipal election (Note: Council has not yet made a final decision on this initiative).
- Funding for Stratford Canada Games Athletes
- Funding for software and processes to manage town records in accordance with the Records Management Bylaw and Municipal Government Act.

Finance and Technology

In the Finance and Technology Department budget, the largest expense, outside of staff expenses, is the interest payment on the Town debt. In the 2021/22 draft budget we will continue to pay down towards our debt with an interest payment of \$231,200 and principal payment of \$815,000.

Another substantial expense under the Finance and Technology Department is around technology. This would include all of the licensing fees for Town software, technology security needs and other computer and technology expenses. During this past year we realized how fortunate we were on the technology side. We were easily able to move to an environment of working remotely and communicating virtually based on past technology investments. We moved to these platforms quickly and were able to continue to provide the services residents expected.

Recreation, Culture and Events

The Town of Stratford continued to invest in our community's physical, social, cultural and mental well-being in what was a difficult 2020 year. Recreation and art programs evolved despite restrictions on group gatherings, with most recreation programs operating at, or near, full capacity. Many of our art programs moved seamlessly online thanks to our talented instructors. As well much of our programming at the Stratford Youth Centre transitioned to online throughout the spring, and has been able to return to in-person programming for much of the fall and winter, with reduced numbers and enhanced COVID protocols in place.

As a result of the COVID-19 pandemic, our parks and trails experienced a significant increase in users this past year, which has continued through the winter months. As such, continued investments will be made in the 2021/22 budget year to compliment many of the projects we were able to complete this past year. Improvements at Fullerton's Creek Conservation Park included the construction of a public washroom, installation of the Red Winged Blackbird by artist Gerald Beaulieu, the planting of an edible orchard for the community, and the early phase work related to the natural playground.

2020 also posed challenges to many annual events within our community however in many cases we were able to pivot and adapt, delivering a revised or new-look event. Alongside our residents we eagerly look forward to when our events can return to previous renditions, however, they will now likely be highlighted by new features added this past year such as the Canada Day Motorcade, Remembrance Day online dedication, an expanded month-long Christmas in the Park, and the recent February long Stratford WinterFest.

Highlights from the Recreation, Culture and Events Department to watch for in the 2021/22 budget include:

- Initial work at the site of the Waterfront Park
- Trail expansion at Fullerton's Creek Conservation Park
- Completion of the natural playground at Fullerton's Creek Conservation Park
- Further park development throughout the Town
- Additional public art installation

The department is responsible for more than 35 parks and green spaces, 365 acres of passive and active urban parkland; 22 km of trails, and more than 15 horticultural beds. Stratford parks are comprised of a host of amenities which include playground structures, lighted and unlighted ball diamonds, soccer fields, multi-use fields and courts, parking lots, and trails.

Infrastructure

The Stratford Emergency Services Centre is fully operational with the RCMP, Crossroads Fire Department, and Island EMS having settled into their new spaces. It has been a great asset to the community with increased visibility of these services, improved response times, and a more efficiently designed space to meet their needs into the future. The Town has plans to add solar panels to this building to increase the energy efficiency of the facility, bringing it closer to a net-zero building in the near future.

The Town of Stratford, along with partners the City of Charlottetown and Town of Cornwall, is upgrading the aging T3 Transit fleet with new busses to ensure we continue to provide a safe, reliable, and consistent service to the residents. In 2021/22 we will be receiving two 40' and four 35' transit buses and two mini-busses. The addition of these buses will allow us to look at expanding service in the future and providing continued consistent service. The mini-buses will be a great asset to the system to be used in pilot program areas, where new routes are being contemplated, or the possible implementation of an on-demand transit area. In addition to the above, the Ready Pass system and upgrades to the Wi-Fi system will be implemented in the upcoming year.

We have a number of successful existing partnerships with private landowners in the Town who have given permission to the Town to extend connections to our active transportation network across their private properties. We plan to further expand these partnerships in the coming year. Additionally within the 2021/22 budget are the following highlights:

- Upgrades to the sidewalks at the Trans Canada Highway, Stratford Road and Bunbury Road intersection to assist with the movement of increased active transportation users once the new AT corridor across the bridge is completed by the Province of PEI
- Pave existing Trans Canada trail system from the Hillsborough Bridge to the underpass connection on Glen Stewart Drive
- Pedestrian and traffic safety investments including the purchase of additional speed control devices which include the following: additional portable speed humps and speed radar signs. We are also exploring the option of adding some additional permanent speed humps in certain areas.
- New active transportation path along the waterside of Keppoch Road from Kinlock Road extending east to the Town boundary (subject to pricing)
- Dry storage building constructed at Town's maintenance depot on Hollis Avenue
- Energy retrofits at Cotton Centre
- Pondsides Park parking lot paving
- Additional electric vehicle charging stations

We are also working with the Province of PEI to have rapid flashing crosswalk beacons installed at busy crossings near our schools and we thank them for working with us to ensure the safety of our youngest residents with this initiative.

Planning, Development and Heritage

The Town of Stratford's Planning, Development and Heritage Department had another very busy year in 2020 with a construction value of \$38.9 million in our community. The 10 year average is \$31.3 million. 2020 was a record year for the number permits issued with 241 issued requiring 450 inspections to be completed by Town staff, the 10 year average is 161 issued per year. As a result of the increasing number of permits being applied for and resulting inspections generated, the 2021/22 budget includes extending the Planning Clerk position from the current 36 weeks to a year-round position.

The Town's Heritage Sub Committee installed a plaque in 2020 at Tea Hill Park commemorating the first trans-Atlantic flight. The area, which is now Tea Hill Park, became an unexpected participant in this flight when weather forced the plane to land in what was then a field and resulted in an extended layover for the pilot and co-pilot.

In 2021/22 the Heritage Sub Committee, in partnership with the Arts and Culture and Diversity and Inclusion Sub Committees, have included a budget request to install six Mi'kmaq traditional place name signs within the Stratford area. Consultations have been held with the Mi'kmaq Confederacy of PEI and Tammy MacDonald, Historical Researcher and Archivist for L'nuey has provided help in identifying the place names to the Town.

Stratford Utility Corporation

The Stratford Utility Corporation 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. We are pleased to deliver this draft budget with no increases to either the water or sewer rates in 2021/22.

Water Rates as of April 1, 2021:

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		

Sewer Rates as of April 1, 2021:

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	

As many residents are aware, the Stratford Utility Corporation had a historic year with the completion of the new sewage pump station at the waterfront, replacing the previous treatment plant and lagoons that have been present since 1980. The new pump station is currently operating and pumping the Town’s sewage to the Charlottetown Pollution Control Plant on Riverside Drive for treatment. The lagoons will be decommissioned and filled in this spring, which will enable the space to be reclaimed as parkland.

The Utility has begun, and will continue into the 2021/22 fiscal year, upgrades to existing infrastructure both on the water and sewer side. Work will begin on the Corish Sewage Lift Station to accommodate growth and the future needs of the community. Upgrades to the Pondsides Water Station will be completed this spring to ensure a continued supply of safe water to our residents.

The Utility will be applying for funding through the Investing in Canada Infrastructure Program for twinning of the water reservoir, further upgrades required at the Corish Sewage Lift Station, and to implement solar power at the Fullerton’s, Pondsides and Cable Heights water stations. We will also continue with upgrades to our SCADA (Supervisory Control and Data Acquisition) communications by converting all remaining sewer pump stations to radio communications.

The 2021/22 budget year will also see the Utility continuing to implement the inflow and infiltration reduction program as a means to minimize the amount of water entering the sewer system that does not require treatment. Given that we are now pumping our sewage to Charlottetown, this work is even more important to complete. This past year we have completed repairs to over 50 manholes which will reduce the amount of surface and groundwater seeping into the sewer system. The Utility continues to monitor and review the sewer system to identify areas that require attention and repair.

Residents continue to embrace our water conservation programs including monitoring their water meter usage and taking advantage of the free water audit program.

Summary

As you can see, the Town of Stratford Mayor, Council and staff continue to work hard on your behalf every day. Though the past year has been a challenging one, we have worked hard to adjust, adapt and respond to this ever changing situation. In fact we anticipate that some of the implemented changes will be with us in various ways permanently, and to this end our Annual Resident Survey will open later in March with questions in this area of residents to help us better identify what changes may remain.

The past year has seen an increased number of public engagement and consultation activities in our community. We have had tremendous interest and support in these and greatly thank you for your participation. The second phase of the Waterfront Park Plan Consultation is now open, and using the same online platform as the first phase in the fall, residents are once again being asked to provide their feedback, though now with potential park designs to review as well. These were developed based on the responses received through the first phase and we look forward to a final report later this spring.

Since the new year we also completed a long-term priorities exercise with you and had more than 1,000 participants take the time to go through and respond to this online consultation. This information will assist us in further informing future decisions around spending and priorities as we move forward with plans for the Community Campus, and other spaces and initiatives in the community.

Over the next week we ask that residents take time to review this draft budget and use the brief online survey we have developed to let us know how it reflects and meets your priorities for the upcoming year. We commit to continuing to ensure we are watching our spending closely and managing our expenses, while allowing for expanded services and programs as required in the areas we most need, that have the most impact or where residents are requesting.

It is an exciting time for the Town of Stratford and we hope that you will continue to be proud to call it home. We look forward to the upcoming year and a hopeful return to something that feels more normal, we especially look forward to a community gathering, hopefully later this year sometime.

Sincerely,

Gail MacDonald
Finance and Technology Chair

Town of Stratford Revenue and Expense Tables

Town Revenue

	Actual 2020	Budget 2020/21	Budget 2021/22
Property Tax	\$4,152,661	\$4,702,100	\$5,108,000
CUSA Grant	\$1,197,564	\$1,242,600	\$1,334,000
Salary Recovery	\$10,000	\$10,000	\$10,000
Rent Income	\$402,914	\$754,800	\$657,200
Police Fines	\$54,574	\$60,000	\$60,000
Fees and Permits	\$132,141	\$172,200	\$151,000
Interest Income	\$20,752	\$100	\$100
Recreation	\$83,853	\$94,500	\$96,100
Other	\$744,310	\$15,300	\$516,000
Total Operating Revenue	\$6,798,769	\$7,051,600	\$7,932,400
Government Grants		\$0	\$0
Total Revenue	\$6,798,769	\$7,051,600	\$7,932,400

Town Expenses

Operating	Actual 2020	Budget 2020/21	Budget 2021/22
General Government Expenses	\$2,697,864	\$3,020,400	\$3,611,500
Finance Expenses	\$684,736	\$790,500	\$825,600
Recreation Expenses	\$645,600	\$748,300	\$739,900
Infrastructure Expenses	\$983,044	\$1,231,000	\$1,406,100
Planning Expenses	\$332,534	\$361,300	\$398,100
Depreciation	\$739,093	\$900,000	\$940,000
Total Expenses	\$6,082,871	\$7,051,500	\$7,921,200

Surplus

Operating	Actual 2020	Budget 2020/21	Budget 2021/22
Total Surplus	\$715,898	\$100	\$11,200
Add: Depreciation	\$739,093	\$900,000	\$940,000
Less: Principal payment	(\$507,413)	(\$656,000)	(\$814,500)
Total Cash Flow Surplus	\$947,578	\$244,100	\$136,700

General Government Expenses

	Actual 2020	Budget 2020/21	Budget 2021/22
Salaries and Benefits	\$257,131	\$351,600	\$343,300
Staff Development and Support	\$14,401	\$24,300	\$24,500
Professional Fees	\$61,394	\$70,000	\$75,400
Council and Committee Expenses	\$207,774	\$233,900	\$252,800
Police Protection	\$882,114	\$894,900	\$918,000
Fire Protection	\$539,303	\$629,300	\$650,900
Street Lighting	\$224,210	\$230,000	\$236,900
Animal Control	\$33,049	\$34,000	\$33,100
Transit	\$220,692	\$221,600	\$227,700
Sustainable Economic Development	\$54,938	\$60,000	\$80,000
Promotions and Donations	\$27,782	\$28,500	\$39,500
Communications and Engagement	\$68,315	\$75,000	\$90,000
Library	\$80,906	\$82,500	\$82,500
Municipal Dues	\$18,968	\$21,700	\$21,900
Watershed	\$6,887	\$25,000	\$35,000
Switch Program Financing	\$0		\$500,000
Covid 19 Contingency Fund		\$38,100	
Total General Govt Expenses	\$2,697,864	\$3,020,400	\$3,611,500

Finance and Technology Expenses

	Actual 2020	Budget 2020/21	Budget 2021/22
Salaries and Benefits	\$171,733	\$197,700	\$204,800
Staff Development and Travel	\$3,787	\$8,000	\$8,000
Professional Fees	\$23,452	\$18,500	\$33,500
Workers Compensation	\$3,091	\$11,000	\$14,000
Insurance	\$48,926	\$53,600	\$60,000
Computer/Internet	\$76,640	\$91,400	\$93,000
Telephone/Fax	\$44,537	\$48,700	\$48,000
Administrative Expenses	\$41,223	\$52,500	\$53,500
Bank Charges	\$16,371	\$25,000	\$30,000
Capital - Interest Payments	\$200,318	\$240,000	\$231,200
Stratfords of the World	\$35	\$1,000	\$1,000
Property Tax	\$43,283	\$31,600	\$35,400
Property Tax rebate	\$11,340	\$11,500	\$13,200
Total Finance Expenses	\$684,736	\$790,500	\$825,600

Planning, Development and Heritage Expenses

	Actual 2020	Budget 2020/21	Budget 2021/22
Salaries and Benefits	\$294,611	\$316,800	\$340,100
Staff Development and travel	\$11,367	\$20,000	\$20,000
Professional Fees	\$19,743	\$16,500	\$25,000
Administrative Expenses	\$1,758	\$3,000	\$3,000
Heritage	\$5,055	\$5,000	\$10,000
Total Planning Expenses	\$332,534	\$361,300	\$398,100

Recreation, Culture and Events Expenses

	Actual 2020	Budget 2020/21	Budget 2021/22
Salaries and Benefits	\$409,987	\$495,500	\$479,600
Staff Development and Travel	\$2,060	\$4,500	\$4,500
Professional Fees	\$218	\$6,500	\$6,500
Events	\$27,208	\$37,000	\$37,000
Programs	\$19,613	\$29,000	\$31,000
Arts & Culture	\$35,561	\$32,000	\$38,000
Rink Operations	\$1,675	\$2,500	\$3,000
Youth & Seniors	\$18,266	\$8,000	\$9,000
Maintenance	\$49,060	\$64,500	\$70,000
Promotion	\$0	\$1,600	\$1,600
Grants and Agreements	\$81,952	\$67,200	\$59,700
Total Recreation Expenses	\$645,600	\$748,300	\$739,900

Infrastructure Expenses

	Actual 2020	Budget 2020/21	Budget 2021/22
Salaries and Benefits	\$416,459	\$451,900	\$541,200
Staff Development and Travel	\$3,054	\$3,000	\$3,000
Professional Fees	\$0	\$1,500	\$1,500
Electricity	\$97,007	\$103,500	\$108,700
Water & Sewer	\$24,026	\$22,300	\$22,300
Heating Fuel	\$17,488	\$19,000	\$19,000
Building/Grounds Maintenance	\$317,254	\$328,500	\$390,000
Sidewalk Maintenance	\$16,131	\$12,100	\$23,000
ESC expense	\$44,683	\$245,000	\$245,000
Vehicles and Equipment	\$46,942	\$44,200	\$52,400
Total Infrastructure Expen	\$983,044	\$1,231,000	\$1,406,100

Town Capital Budget

Capital	Budget 2020/21	Budget 2021/22
Park Development	\$101,000	\$100,000
Recreation Centre Equipment	\$8,000	\$9,000
Recreation Capital Projects	\$255,000	
Sidewalk/Bike Path/Trail Construction	\$1,000,000	\$2,250,000
Electric Vehicle Charging Stations	\$40,000	\$40,000
Street Lighting	\$15,000	
Equipment Replacements/Additions	\$8,000	\$105,500
Town Centre Capital Repairs/Additions	\$155,000	\$161,000
Cotton Park Building Repairs/Additions		\$36,800
Other Building/Grounds Repairs/Additions	\$78,300	\$35,000
Emergency Services Facility	\$325,000	\$26,000
Public Art	\$15,000	\$15,000
Computer Hardware	\$25,000	\$17,500
Solar on Town Buildings		\$413,300
Waterfront Park	\$1,000,000	\$925,000
Community Campus Land (in negotiations) *		\$2,470,000
Community Campus Site Design **	100,000	280,000
Transit	\$94,000	\$95,000
Traffic Calming	\$6,200	\$25,000
Kelly's Pond Watershed Restoration	\$300,000	\$315,000
Fullertons Creek Conservation Park	\$242,400	\$58,000
Maintenance Building		\$498,000
Shore Access	\$500,000	
Stratford Honour Roll Project - Heritage	\$50,000	
Total Capital Expenses	\$4,317,900	\$7,875,100
* not listed due to ongoing negotiations		
** contingent on consultation and funding		

CONTINUED....

Capital Funding	Budget 2020/21	Budget 2021/22
New Deal Funding	\$1,022,000	\$2,570,000
CWWF Funding		
Canada 150 Fund		
Investing in Canada	\$1,206,100	\$670,200
TIE sidewalk/bikelane Partnership	\$500,000	\$1,050,000
Other Grants	\$560,000	\$82,000
Total Capital Funding	\$3,288,100	\$4,372,200
Reserve Allocation		\$82,000
Net Capital Expenditure	\$1,029,800	\$3,420,900

Four Year Capital Plan

Capital	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26
Other Building/Grounds Repairs/Additions	\$ 113,000	\$ 50,000.00		
Recreation Equipment	\$ 39,500	\$ 113,000.00	\$ 8,000	\$ 8,000
Traffic Calming	\$ 25,000	\$ 25,000.00	25,000	25,000
Street Lighting	\$ 15,000	\$ 15,000.00	15,000	15,000
Lights on Robert Cotton Trail	\$ 200,000			
Signage	\$ 5,000			
Active Transportation Path Construction/Sidewalk	\$ 350,000	\$ 350,000	350,000	350,000
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	\$ 17,500	17,500	17,500
Equipment Replacements	\$ 50,000			
Transit	\$ 95,000	\$ 102,200		
Kelly's Pond Watershed Restoration				
Town Centres Additions/Replacements	\$ 310,000	\$ 50,000	50,000	50,000
Shore Access		\$ 525,000		
Community School Campus	\$ 5,050,000	\$ 5,000,000		
Total Capital Expenses	\$ 6,400,000	\$ 6,362,700	\$ 580,500	\$ 580,500
Capital Funding	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26
Investing in Canada	\$ 3,665,000	\$ 4,179,500		
New Deal Funding	\$ 350,000	\$ 350,000	\$ 320,000	
Other Funding				
Total Capital Funding	\$ 4,015,000	\$ 4,529,500	\$ 320,000	\$ -
Net Capital Expenditure	\$ 2,385,000	\$ 1,833,200	\$ 260,500	\$ 580,500

STRATFORD UTILITY CORPORATION REVENUE AND EXPENSE TABLES

Revenue and Expense Summary

Revenue	Actual 2020	Budget 2020/21	Budget 2021/22
Unmetered Sales Sewer	\$298,014	\$307,900	\$295,000
Unmetered Sales Water	\$70,492	\$73,600	\$64,700
Metered Sales Sewer	\$1,397,046	\$1,481,600	\$1,592,200
Metered Sales Water	\$902,734	\$1,000,700	\$1,089,700
Frontage Charges Sewer	\$28,550	\$40,000	\$28,200
Frontage Charges Water	\$8,037	\$17,800	\$7,500
Penalty Charges/Late Fees	-\$1,295	\$36,000	\$36,000
Connection Fees	\$5,595	\$7,000	\$5,000
Interest Income	\$3,783	\$1,000	\$2,500
Other Income	\$41,766	\$31,000	\$58,000
Donated Capital	\$146,125		
Total Operating Revenue	\$2,900,847	\$2,996,600	\$3,178,800
Government Grants	\$2,940,211	\$0	\$0
Total Revenue	\$5,841,058	\$2,996,600	\$3,178,800
Total Expenses	\$2,517,050	\$2,610,200	\$3,153,400
Total Surplus	\$3,324,008	\$386,400	\$25,400
Less: Donated Capital	(\$146,125)	\$0	\$0
Less: Government Transfers	(\$2,940,211)		\$0
Add: Depreciation	\$999,471	\$1,033,000	\$1,035,000
Less: Principal payments	(\$674,312)	(\$678,000)	(\$742,000)
Total Cash Flow Surplus	\$562,831	\$741,400	\$318,400

Detailed Utility Expenses

Expenses	Actual 2020	Budget 2020/21	Budget 2021/22
Salaries	\$601,872	\$644,600	\$642,500
Property Taxes	\$8,891	\$7,000	\$8,000
Interest & Service Charges	\$60,350	\$70,000	\$50,000
Interest on Long Term Debt	\$222,653	\$225,700	\$253,000
Workers Compensation	\$6,291	\$16,000	\$16,000
Honorariums	\$1,000	\$1,000	\$1,000
Electricity	\$195,584	\$173,400	\$153,000
Telephone	\$22,708	\$21,000	\$21,500
Snow Removal	\$8,772	\$9,200	\$9,200
Repairs & Maintenance	\$176,600	\$123,300	\$98,400
Office Expenses	\$15,323	\$15,000	\$16,000
Software Maintenance	\$51,319	\$34,000	\$40,000
Postage	\$13,464	\$16,000	\$13,000
Professional Fees	\$8,930	\$10,000	\$13,000
Consulting	\$15,808	\$60,000	\$15,000
Rentals - Office	\$37,900	\$38,000	\$38,000
Rentals - maintenance bldg., tractor	\$14,600	\$15,000	\$15,000
Meetings & Travel	\$5,978	\$10,000	\$10,000
Dues & Fees	\$993	\$2,400	\$2,400
Insurance	\$12,037	\$12,000	\$14,000
Tools & Equipment	\$2,992	\$8,000	\$8,000
Vehicle	\$32,129	\$42,500	\$43,000
Tree Planting/Water Conservation	\$1,385	\$18,000	\$18,000
Pipe to Charlottetown		391,100	620,400
Depreciation	\$999,471	\$1,033,000	\$1,035,000
Total Expenses	\$2,517,050	\$2,996,200	\$3,153,400

Utility Capital Budget

Capital	Budget 2020/21	Budget 2021/22
Misc Capital Items	\$28,500	\$176,000
Water and Sewer Extensions	\$1,410,000	\$1,418,300
Replace Treatment Plant	\$6,425,000	\$1,200,000
Inflow Infiltration Study Recommendation	\$100,000	\$100,000
Solar Array Water Stations	\$94,600	\$118,300
SCADA Upgrades		\$236,500
Metering	\$10,000	\$10,000
Total Capital Expenses	\$8,068,100	\$3,259,100
Capital Funding	Budget 2020/21	Budget 2021/22
CWWF Funding	\$4,818,800	\$900,000
MSC Funding		\$206,200
Investing in Canada	\$1,102,900	\$1,041,000
Green Fund		
Total Capital Funding	\$5,921,700	\$2,147,200
Net Capital Expenditure	\$2,146,400	\$1,111,900

*** projects not completed in 2020/21 and re-budgeted in 2021/22.

Four Year Capital Plan

Capital	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26
Misc Capital Items	\$ 37,000	\$ 102,000	\$ 26,000	\$ 22,000
Water and Sewer Extensions	\$ 3,523,900	\$ 5,370,800	\$ 5,024,100	\$ 6,612,500
Inflow Infiltration Recommendations	\$100,000	\$ 100,000	100,000	100,000
Solar Array Water Stations	\$ 1,217,600			
Total Capital Expenses	\$ 4,878,500	\$ 5,572,800	\$5,150,100	\$ 6,734,500
Capital Funding	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26
Investing in Canada	\$ 3,475,500	\$ 3,936,800	\$ 3,682,700	\$ 4,847,000
Total Capital Funding	\$ 3,475,500	\$ 3,936,800	\$3,682,700	\$ 4,847,000
Net Capital Expenditure	\$ 1,403,000	\$ 1,636,000	\$1,467,400	\$ 1,887,500