



Imagine that!

TOWN OF STRATFORD

2019/20 BUDGET

March 27, 2019

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



Town of Stratford – 2019/20 Budget

Imagine that!

Welcome, Mayor Steve Ogden, fellow members of Council, residents, media representatives, and staff of the Town of Stratford. On behalf of the Town of Stratford, it is my pleasure to present to you the 2019 - 2020 Town of Stratford budget. In accordance with the Province of PEI's new Municipal Government Act, the Town of Stratford budget year now runs from April 1st to March 31st, to coincide with the year end of both the provincial and federal governments. The 2018/19 budget was a 15 month budget in order to transition to the new fiscal year so, for comparison purposes where shown, the 2018/19 year end estimates are from April 1, 2018 to March 31, 2019.

The past fiscal year was a very busy one for Council and staff with a number of major projects undertaken, the busiest development year to date by far, the implementation of the new Municipal Government Act, and all of the other things required to efficiently operate a growing town of over 10,000 persons. Major capital projects included the now under construction new Emergency Services Facility and the sewer delivery system to Charlottetown.

Residents travelling to or from the eastern end of our community along the Trans-Canada Highway are now seeing the construction progress of the new Emergency Services Facility, which is planned to open in late summer of 2019. The facility includes:

- Additional space for the Crossroads Fire Department to enable them to purchase and store new and existing fire service equipment, improved training facilities and opportunities, and the ability to accommodate future growth.
- Space for the Stratford RCMP that includes interview, breathalyzer and identification rooms and equipment so that the Stratford members can carry out most of their activities in Stratford rather than travelling to the Queens Detachment at Maypoint Plaza. It also includes space for a civilian clerk so that residents can access services such as criminal record checks in Stratford.

- Leased space for Island EMS to store two ambulances on site which is intended to improve access and response time for ambulance services.
- Meeting/function rooms to enable additional community recreation and cultural programs to be held.

The new Emergency Services Facility is a long term, strategic investment that will enable emergency service providers to improve services and response to Stratford and area residents for years to come. The capital cost of the building is \$8.4 million with the Town of Stratford allocating \$1.3 million of our Gas Tax funds to offset the cost of the energy saving features and the recreational/cultural space. This additional cost, together with select investments in other areas which will be discussed further throughout the budget document, has made the 2019/20 operating budget a challenge.

There is unfortunately no other funding available for this type of facility. The net additional cost, including financing charges, fire dues and operational costs, is approximately \$425,000 per year. As a result, fire dues for dwelling units are increasing from \$68 per dwelling unit to \$105 per dwelling unit and fire dues for commercial units are increasing from \$158 to \$600 per commercial unit per year. The Town will continue to provide fire services inclusive in your municipal property tax so neither residential nor commercial customers will be required to pay anything additional at this time.

In order to balance the budget this year, Council has cut discretionary expenses where possible including: Council and staff travel and training budgets, promotions, and consulting fees, among other things. With the above cuts, Council is pleased to announce that they have been able to keep the non-commercial tax rate at \$0.44 per \$100 of assessment and the commercial tax rate at \$0.99 per \$100 of assessment.

After much work by the Town of Stratford on behalf of residents, we were very pleased to receive news in 2018 of a new high school to be built in the community. With this announcement preliminary work has begun on the Community Campus concept which would see shared spaces developed around the new high school to benefit both the students and our residents with improved life-long learning and wellness opportunities. A committee has since been formed which includes municipal and school board representation, as well as resident and student representation. Further public consultation is planned for later this spring.

Stratford is a thriving, diverse community that has experienced strong growth over the last number of years. Our municipal tax rate remains among the lowest of fully serviced

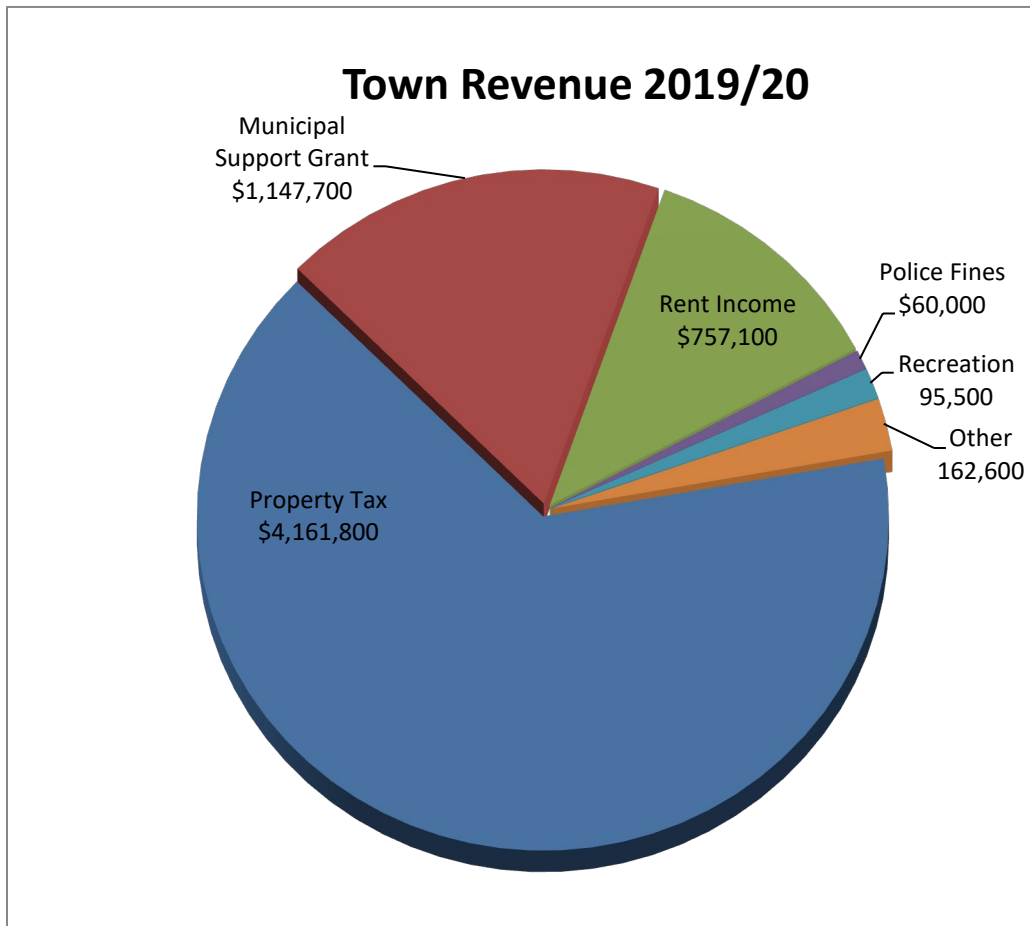
municipalities on the island.

We are looking forward to a busy 2019/20 with residential and commercial development continuing in the Town. Like our residents, we are excited about the redevelopment of the former Home Hardware property, the opening of the new emergency services facility, further expansion of the Stratford Business Park, various residential projects, and new subdivisions that are already underway.

There are great things happening in Stratford and your Council, alongside Town staff, continues to work hard on your behalf. Residents can continue to be proud to live, work and play in Stratford.

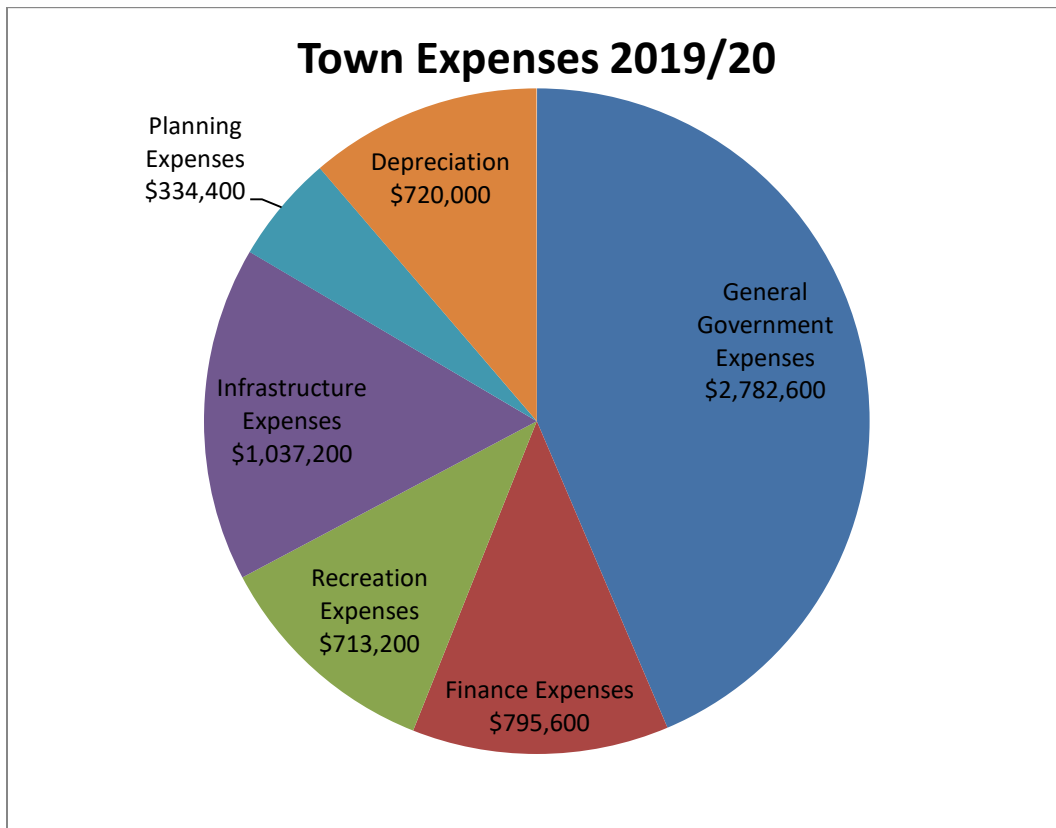
Town Revenue

In the 2019/20 Town budget, we are forecasting revenue of \$6,384,700 and expenses of \$6,383,000 with a resulting surplus of \$1,700.



The majority of the Town's revenue, more than 4.1 million dollars, is derived from property taxes while the Municipal Capital Expenditures Grant provides another 1.1 million dollars of revenue for Stratford.

Town Expenses

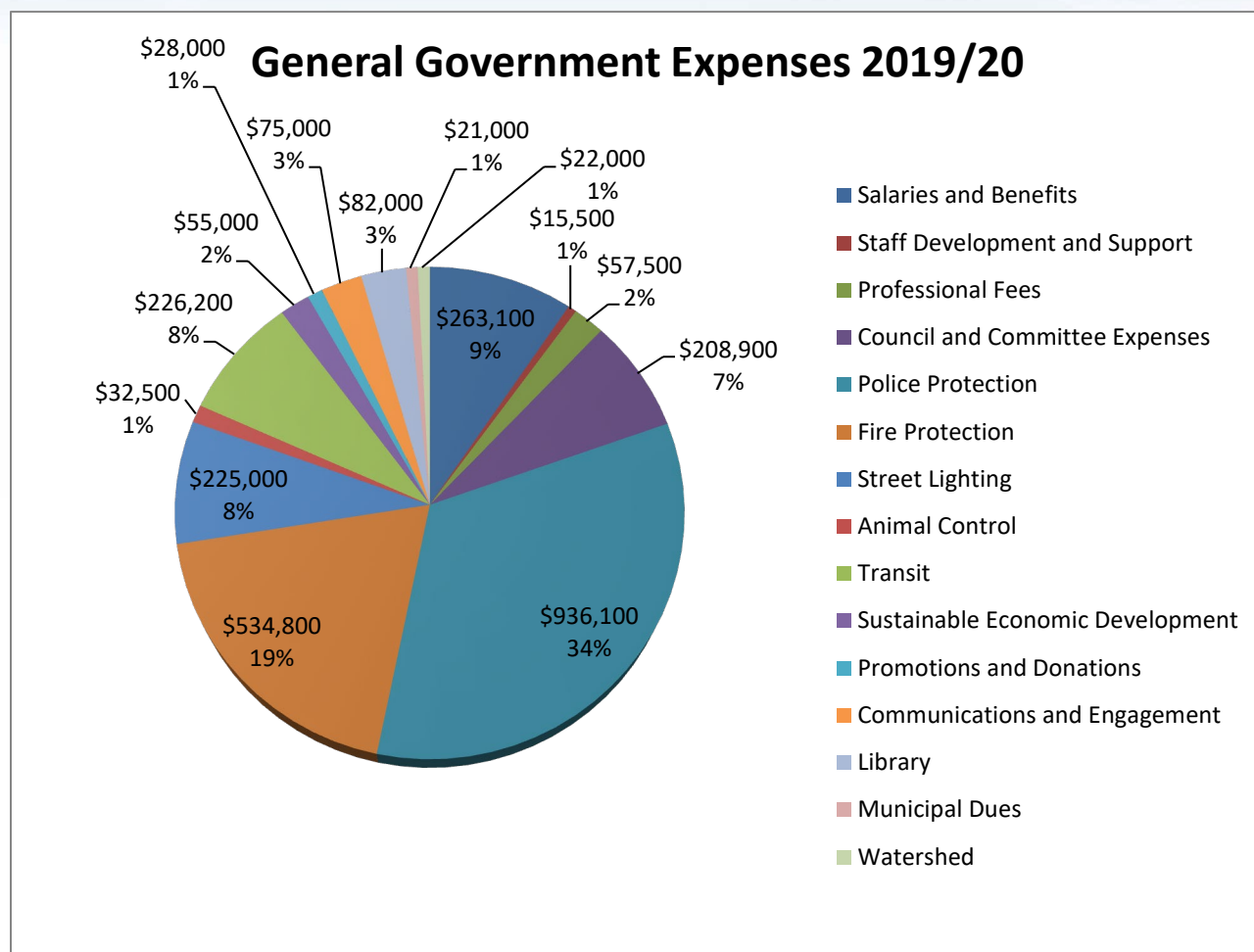


General Government

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

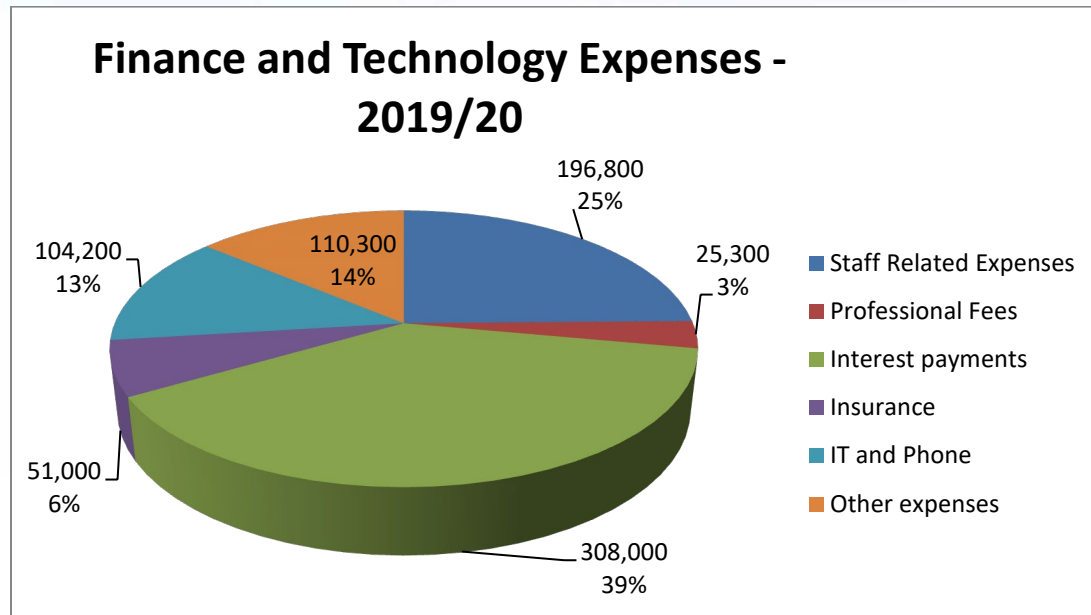
In addition to the new Emergency Services Facility, select investments include:

- An additional staff person to support economic development, open government and community engagement efforts
- Funding to compile basic demographic data for site selection and to project enrollment numbers for the proposed new high school
- The addition of a full time civilian clerk once the new Emergency Services Facility opens to enable residents to obtain information and services like criminal record checks locally. (Currently the Town shares a position which is located at Maypoint)
- Completion of the Town's website upgrade
- Development of new bylaws required in the new Municipal Government Act
- An allowance of \$10,000 to develop an on demand service to the transit system for residents who live in Ward 3 and are currently not located near a bus stop



The 2019/20 capital budget includes:

- \$7,294,000 for the construction of the Emergency Services Facility
- \$150,000 for the first phase of the Kelly’s Pond Watershed restoration (Pending funding: Investing in Canada Infrastructure Program)
- \$60,000 for furniture, appliances and emergency operation centre equipment for the Town of Stratford’s emergency operation centre in the new Emergency Services Facility
- \$33,500 for the purchase of small or used transit buses until new buses can be purchased under the new federal/provincial infrastructure program
- \$5,000 for a hearing loop in the Council meeting room so that residents with hearing aids that are so equipped can hear Council proceedings and other public meetings as part of our ongoing efforts to ensure everyone is welcome and included.



In the Finance and Technology Department budget, the largest expense, outside of staff expenses, is the interest payment on the Town debt.

For the past number of years the Town of Stratford has been very successful at reducing the long term debt of the Town. The Town is now entering into a growth period that includes the the addition of the Emergency Services Facility and the long term vision for the Community Campus. With additions like these to the Town, Council will need to come up with a new mandate for balancing our long term debt versus planned growth in the assets of the Town.

This table shows the decrease in interest on the Town’s long term debt over the past five years.

	2014	2015	2016	2017	2018
Town Debt	\$3,313,964	\$3,307,433	\$2,916,668	\$2,508,194	\$2,126,105
Debt reduction	\$350,421	\$6,531	\$390,765	\$408,474	\$382,089
Debt reduction %	11%	0%	13%	16%	18%

Additional investments within the finance and technology department that are being made in order to build the best community possible include:

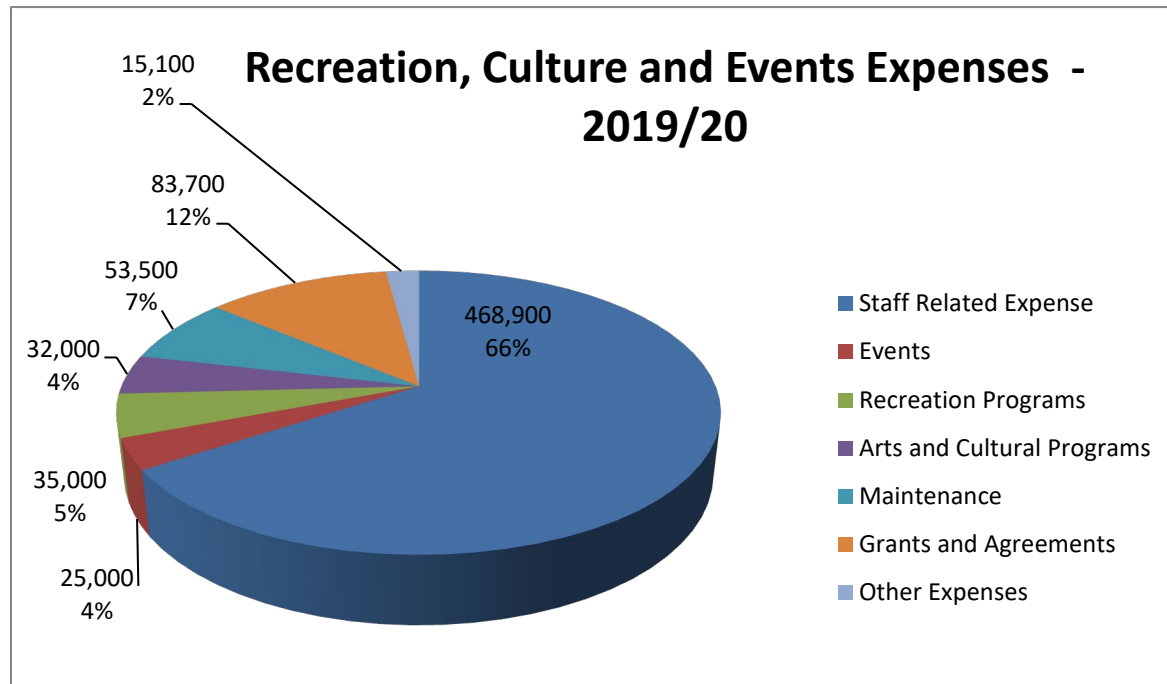
- The introduction of a web portal module which will allow customers to access their utility and recreation accounts, and pay their bills online. This will also allow us to switch to electronic billing.

- The purchase of integrated software that will encompass all Town of Stratford departments.

Recreation, Culture and Events

The Recreation Culture & Events Department is committed to the development of our parks, natural areas and greenspaces for current and future Stratford residents and visitors. The department takes great pride in maintaining Town parks to the highest standards possible, ensuring that parks are safe, clean and accessible to all, while also balancing the commitment to the preservation of the natural environment. 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, parking lots, and trails.

In addition to the parks, the department actively works to develop and implement a variety of quality recreation and cultural programs, and provide services and facilities aimed at improving the quality of life for Stratford residents. The Recreation, Culture & Events budget invests in four facilities and 115 diversified programs that ensure residents can strengthen all aspects of their physical, mental and spiritual health. The department is now focusing on opportunities to expand existing programs and introducing new ones.

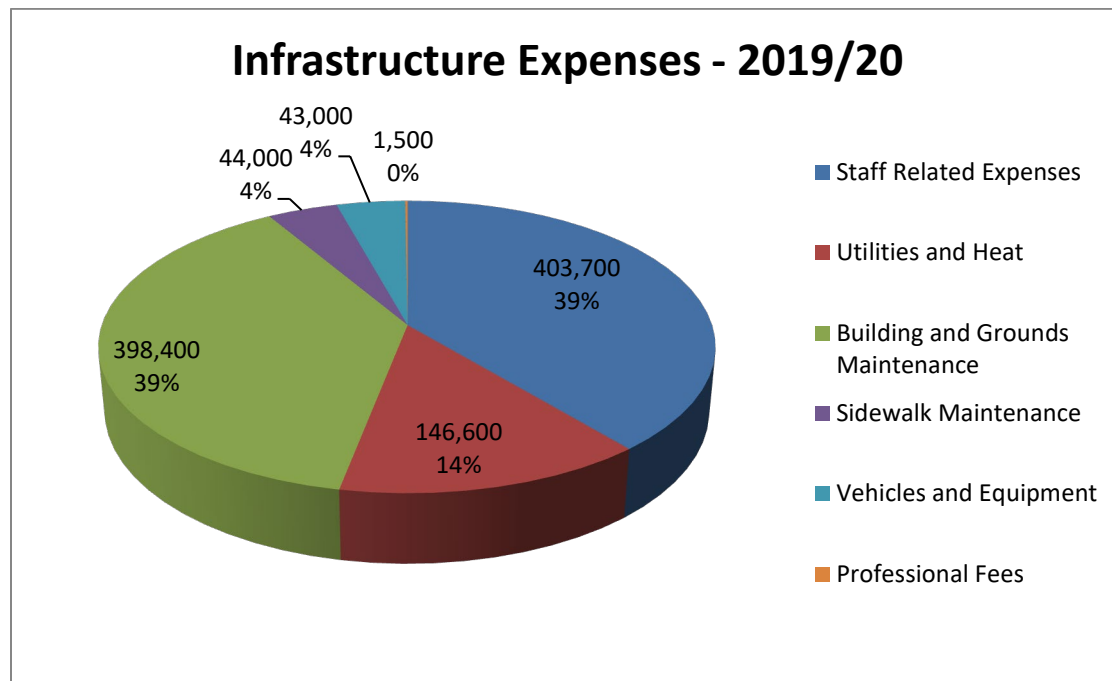


Investments in recreation, culture and events that are being made in Stratford to build the best community possible include:

- Funding in the capital budget for the continued development of parks, the acquisition of public art and the continued expansion of the active transportation network within the Town;
- Retrofitting the multi-use court at Pondsides Park in the amount of \$75,000;
- Continued funding for the Pownal Sports Centre in the amount of \$50,000 and the CARI pool in the amount of \$15,300.
- Continued funding for arts and culture programming to ensure that residents can strengthen all aspects of their physical, mental and spiritual health.

Infrastructure

The Department of Infrastructure budget includes the maintenance of all Town owned facilities, equipment, trails, and sidewalks.



Some of the targeted 2019/20 investments to build the best community possible include:

- Extension of Michael Thomas Way, which will be completed this summer to provide access to the new 79-unit apartment building being developed on the waterfront. The capital budget amount is \$580,000 which will be funded through New Deal Funding.
- Additions and upgrades to the Active Transportation Plan will continue with resurfacing of some existing trail sections with asphalt, further extension of the existing trail system, and replacement of some sidewalk sections requiring repair. In 2018 this included paving of the Shakespeare Drive trail and the sidewalk and bicycle lane on Georgetown Road was extended to Upper Tea Hill Drive. The capital budget amount for this year is \$350,000 which is funded through New Deal Funding.
- Installing lantern-style street lights with underground electrical in the Kinlock Creek subdivision. The capital budget amount is \$75,000 and will be funded through the New Deal Funding.
- Town Centre capital repairs and additions in the amount of \$115,000 which includes capital building improvements such as new roofing and upgrades to heat pumps.
- Equipment replacement of \$60,000 for a new plow truck.
- Extending the parking lot area at Fullerton's Creek Conservation Park. The capital budget amount is \$10,000 and will be funded through the New Deal Funding. In 2018 construction of a parking area at the end of Kinlock Road was completed to alleviate parking along Kinlock and Keppoch Roads by beach users.

The Town would also like to complete the following projects, pending funding:

- Energy Upgrades to Cotton Centre by installing a new boiler will proceed pending funding through the Investing in Canada Infrastructure Program. The capital budget amount is \$35,000 and the Town's portion would be 26.7%. In 2018, energy upgrades were completed at the MacNeill Centre which included upgrades to LED lighting, heat pumps, insulation, and a drop ceiling.

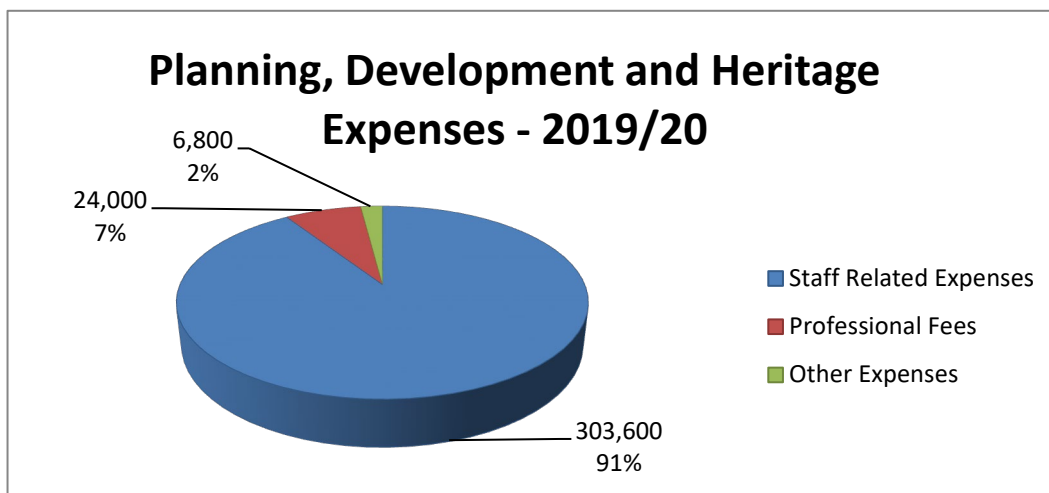
Planning, Development and Heritage

The Town of Stratford's Planning, Development and Heritage Department had a very busy year in 2018 with \$72,900,000 of development approved, more than double the previous high from 2012 of \$30,900,000.

The Town of Stratford marked the centenary of the end of the First World War in a special way in 2018, with a book honoring the lives of a number of our veterans from the Great War. "We will remember them": Stratford Heroes of the First World War is a project of the Stratford Heritage Committee, a group composed of Council members, staff and resident volunteers, with the book including contributions of information, photos, and stories from a number of Stratford families. The book recently received an award presented by the Lieutenant Governor for "2018 Publication of the Year" as selected by the PEI Museum and Heritage Foundation. Copies of the book remain available for sale to the general public.

Some of the targeted 2019/20 investments to help make Stratford the best community possible include:

- Affordable Housing Strategy
- Completion of the Heritage Wall in Stratford Town Centre's foyer where bricks saved from the historic "Brick House" that was demolished in 2016 have been installed to replicate a historic double wall that was used many years ago as a structural wall in many brick buildings. The Heritage Wall now displays pen and ink sketches of the Town's fifteen Heritage Properties and an illustration will be added to tell the story of the origin of the bricks that came for the historic "Brick House".
- Update of the Town's Housing Demand Study



Capital Budget Summary

We are budgeting \$9,046,000 for capital items in 2019/20 which, after infrastructure funding and partnerships in the amount of \$2,563,400, will be a net cost of \$6,482,600 to taxpayers. Funding includes New Deal Funding in the amount of \$2,315,000, Investing in Canada funding of \$190,600, and Clean Water and Wastewater Fund (CWWF) funding of \$57,800. Our capital budget is higher than normal due to the construction of the new Emergency Services Facility (\$7,354,000).

As part of the new Municipal Government Act each municipality must prepare a five year capital plan. The Town of Stratford's five year capital plan is included in the tables at the end of this report.

In summary, we are continuing to make strategic investments in priority areas to meet the needs of residents now and into the future, as we continue to build the best community possible. At the same time we are mindful of the trust placed in us by you, as taxpayers, to be prudent and responsible with your money. Detailed revenue and expense tables for the town are included at the end of this report.

Stratford Utility Corporation

The Town of Stratford continues to make substantial investment in our water system infrastructure. The Town of Stratford currently has a water supply system that includes four wellfields: Fullerton's Creek, Beacon Hill, Cable Heights, and Pondside. The overall capacity of the system is 6,700 liters per minute that pumps into a 1,200,000 liter storage tank located on the Georgetown Road.

The water meter installation program was completed in August 2018 and initial results indicate that residents are being water conscious. The Town is very appreciative of everyone's efforts to date. Once a complete year of data is available to us, the Town will have better knowledge as to whether or not the program is resulting in a reduction of water usage for the Town.

The water rates were adjusted as of July 1, 2018. The current rate is as follows:

Water	Base Rate	Consumption Rate
Single Family Dwelling per Quarter	\$30.16	\$0.87/m ³
	SFD – single family dwelling rate	

The water rates will be increasing as of July 1, 2019 to:

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

Waste Water Treatment Facility

The replacement of the Wastewater Treatment Plant with the delivery system to Charlottetown has not proceeded as smoothly as anticipated. Design packages for the system were tendered in January and February of 2019, with one package not receiving any bids. The Town is currently in discussions with the consultant and funding partners to determine the next step in proceeding with the project. It is anticipated that construction will begin in June of this year with the majority of the work planned to be complete by March 31, 2020. Decommissioning of the lagoons would follow in the 2020-2021 construction season.

We have included \$10,925,000 in the Utility capital budget for the construction of the delivery system that is required to pump our sewage to the Charlottetown Pollution Control Plant. This project is funded through Clean Water and Wastewater Fund.

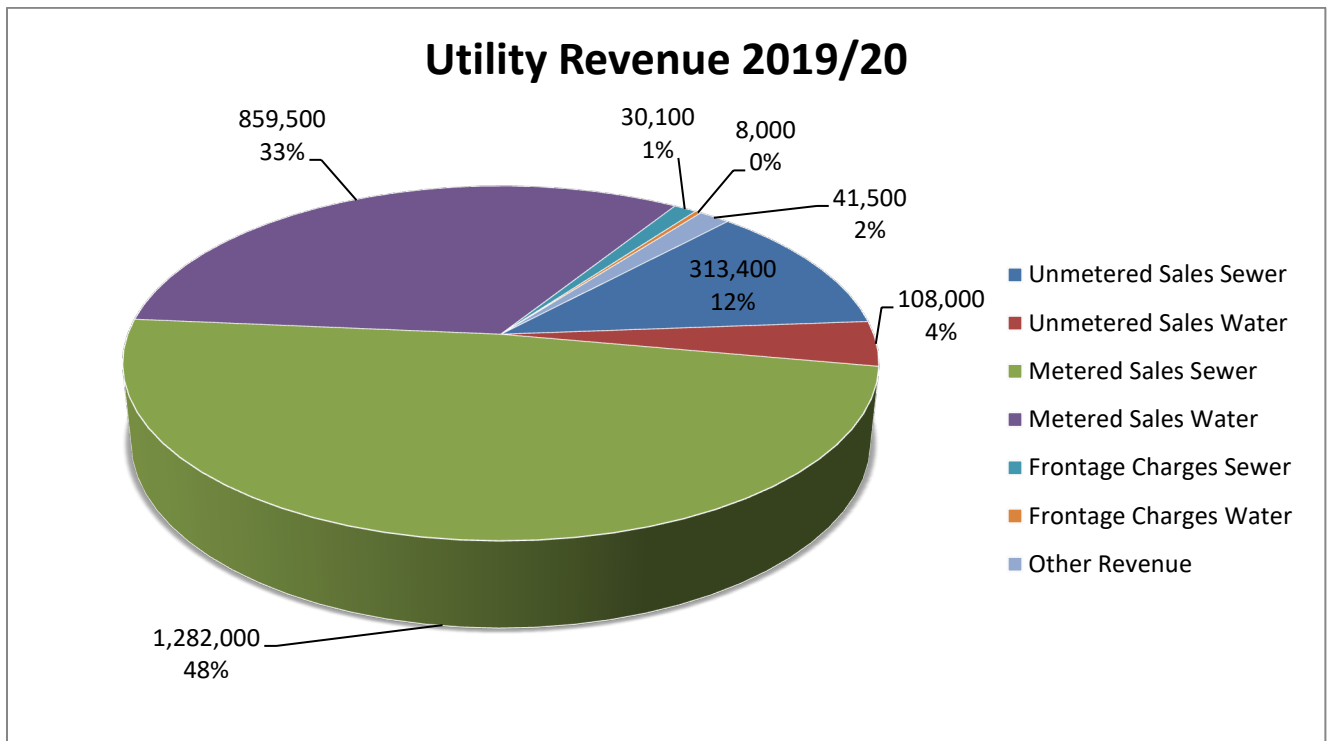
When the long term wastewater solution is fully functioning, our operational costs will increase by over \$500,000 per year. To pay for the cost of the long term waste water solution, sewer rate increases were planned to be phased in over a three year period.

Current sewer rates as of July 1, 2018 are as follows, with another adjustment planned for July 1, 2019:

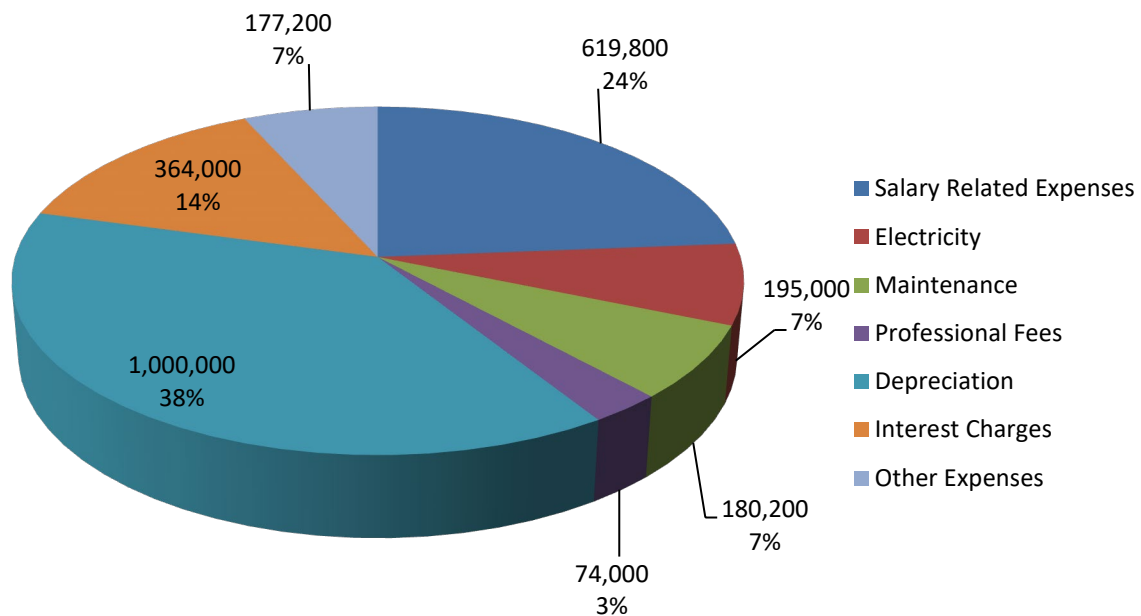
Sewer	Base Rate	Consumption Rate
Single Family Dwelling per Quarter	\$44.28	\$1.27/m ³
SFD – single family dwelling rate		

The sewer rates as of July 1, 2019 will be:

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



Utility Expenses 2019/20



Some of the planned investments within the Utility budget include:

- Continued repairs and upgrades to the sewer system to alleviate inflow and infiltration in the amount of \$100,000. A flow meter and camera were purchased in 2018 to assist in identifying areas of pipe that need repair or replacement. Trays, which restrict the flow of unnecessary water into the system, have begun to be installed in manhole covers across the Town were purchased in 2018 with approximately 20% installed to date.
- Purchase of a new utility truck in the amount of \$60,000
- Purchase of a supply of water meters to have as inventory for new development constructed in 2019 in the amount of \$15,000
- Replacement of the roof on the Cable Heights Water Station building in the amount of \$4,000

The Town would also like to complete the following projects, pending funding:

- Upgrades to the Supervisory Control and Data Acquisition (SCADA) system which will ensure continued efficient and effective monitoring and reporting of the Town's water and wastewater systems. The capital budget amount to complete the project is \$100,000 and the Town's portion would be 50%. (Pending funding: Municipal Strategic Component of the Gas Tax Funding)

The following proposed projects are subject to funding through the Investing in Canada Infrastructure Program.

- Upgrades at the Pondsides Water Station include replacing the two well pumps and level sensors, replacing pipework in the station with stainless steel piping and upgrades to the control panel and electrical components. The capital budget amount to complete the project is \$250,000 and the Town's portion would be 26.7%.
- Addition of lightning protection at the water well fields. The capital budget amount to complete the project is \$40,000 and the Town's portion would be 26.7%.
- Extending the water distribution system along Keppoch Road from Bonavista Avenue to Park Lane, including Radcliffe Drive. This project will also see the 50mm water main replaced with 150mm main on Park Lane. The capital budget amount to complete the project is \$1,400,000 and the Town's portion would be 26.7%.
- Installation of a solar array at the Fullerton's Creek wellfield to offset some of the electrical consumption from the pumps at this water station. The capital budget amount to complete the project is \$450,000 and the Town's portion would be 26.7%.
- Decommissioning of the Reeves Estates Sewage Pumping Station. A gravity main will be installed to redirect the flows to the Forest Trails Sewage Pumping Station. The capital budget amount to complete the project is \$500,000 and the Town's portion would be 26.7%.
- Sewage Pumping Station Upgrades to the Pondsides, Bayside and Corrish stations required to ensure each station is operating efficiently and is capable of managing continued growth in the Town. The capital budget amount to complete the project is \$1,000,000 and the Town's portion would be 26.7%.

Utility Budget Summary

In summary, through the Utility Budget we will be looking closely at our long term water and sewer needs in 2019/20, with a view to developing a long term financial plan. We will continue to analyze expenses to ensure that rates are equitable among our customers, sufficient to meet our long term needs, stable, and fair for our customers. Detailed revenue and expense tables for the Utility are included in this document.

Conclusion

As you can see, Council and staff of the Town of Stratford have worked hard to bring residents a fiscally responsible budget, one that manages our commitments while ensuring that we are mindful of our expenditures, and we commit to residents that we will continue to work hard into the future.

It is an exciting time for the Town of Stratford as the Town expects to continue to grow on both the residential and commercial side, and planning for the short and long term future of the Town is essential. We look forward to hosting residents at an open house after the Emergency Services Facility opens later this year. We also encourage residents to become a part of the conversation around the Community Campus as public consultations take place later this spring. This project has the potential to be a place of learning and wellness, not only for students, but for all of us as life-long learners. This facility has the capability over many years of development to be a true gem in the Town of Stratford.

Members of Council, ladies and gentlemen, that concludes my budget presentation.

Thank you for your attention.

TOWN OF STRATFORD REVENUE AND EXPENSE TABLES

Town Revenue

	Actual 2017	Budget April 2018 to March 2019	Budget April 2019 to March 2020
Property Tax	\$3,562,545	\$3,818,400	\$4,161,800
CUSA Grant	\$982,172	\$1,047,500	\$1,147,700
Salary Recovery	\$10,000	\$10,000	\$10,000
Rent Income	\$262,263	\$246,000	\$757,100
Police Fines	\$40,516	\$60,000	\$60,000
Fees and Permits	\$86,367	\$85,500	\$148,000
Interest Income	\$6,597	\$150	\$100
Recreation	\$77,770	\$81,500	\$95,500
Other	\$11,635	\$3,300	\$4,500
Total Operating Revenue	\$5,039,865	\$5,352,350	\$6,384,700
Government Grants	\$1,041,138	\$0	\$0
Total Revenue	\$6,081,003	\$5,352,350	\$6,384,700

Town Expenses

	Actual 2017	Budget April 2018 to March 2019	Budget April 2019 to March 2020
General Government Expenses	\$2,316,890	\$2,443,500	\$2,782,600
Finance Expenses	\$478,072	\$543,700	\$795,600
Recreation Expenses	\$671,050	\$742,500	\$713,200
Infrastructure Expenses	\$733,495	\$784,300	\$1,037,200
Planning Expenses	\$307,779	\$305,200	\$334,400
Depreciation	\$518,095	\$560,000	\$720,000
Total Expenses	\$5,025,381	\$5,379,200	\$6,383,000

Surplus

	Actual 2017	Budget April 2018 to March 2019	Budget April 2019 to March 2020
Total Surplus	\$1,055,622	(\$26,850)	\$1,700
Add: Depreciation	\$518,095	\$560,000	\$720,000
Less: Principal payment	(\$408,473)	(\$452,000)	(\$606,000)
Total Cash Flow Surplus	\$1,165,244	\$81,150	\$115,700

General Government Expenses

	Actual 2017	Budget April 2018 to March 2019	Budget April 2019 to March 2020
Salaries and Benefits	\$220,414	\$232,800	\$263,100
Staff Development and Support	\$16,201	\$20,500	\$15,500
Professional Fees	\$45,171	\$52,500	\$57,500
Council and Committee Expenses	\$191,398	\$207,700	\$208,900
Police Protection	\$827,732	\$851,600	\$936,100
Fire Protection	\$301,208	\$309,900	\$534,800
Street Lighting	\$218,501	\$225,100	\$225,000
Animal Control	\$31,507	\$32,000	\$32,500
Transit	\$195,319	\$214,700	\$226,200
Sustainable Economic Development	\$42,664	\$62,000	\$55,000
Promotions and Donations	\$31,833	\$33,000	\$28,000
Communications and Engagement	\$78,196	\$70,000	\$75,000
Library	\$82,013	\$84,000	\$82,000
Municipal Dues	\$21,206	\$18,700	\$21,000
Watershed	\$13,527	\$29,000	\$22,000
Total General Govt Expenses	\$2,316,890	\$2,443,500	\$2,782,600

Finance and Technology Expenses

	Actual 2017	Budget April 2018 to March 2019	Budget April 2019 to March 2020
Salaries and Benefits	\$134,796	\$143,300	\$179,800
Staff Development and Travel	\$5,516	\$11,000	\$5,500
Professional Fees	\$12,656	\$38,300	\$25,300
Workers Compensation	\$1,340	\$13,000	\$11,500
Insurance	\$45,153	\$47,300	\$51,000
Computer/Internet	\$32,439	\$46,200	\$63,200
Telephone/Fax	\$36,604	\$39,000	\$41,000
Administrative Expenses	\$52,840	\$50,100	\$54,100
Bank Charges	\$16,523	\$16,500	\$17,500
Capital - Interest Payments	\$100,515	\$98,000	\$308,000
Stratfords of the World	\$1,000	\$1,000	\$1,000
Property Tax	\$28,082	\$29,000	\$30,700
Property Tax rebate	\$10,608	\$11,000	\$7,000
Total Finance Expenses	\$478,072	\$543,700	\$795,600

Recreation, Culture and Events Expenses

	Actual 2017	Budget April 2018 to March 2019	Budget April 2019 to March 2020
Salaries and Benefits	\$434,915	\$497,300	\$468,900
Staff Development and Travel	\$9,060	\$9,000	\$4,500
Professional Fees	\$6,204	\$6,400	\$6,500
Events	\$26,938	\$22,400	\$25,000
Programs	\$40,026	\$30,000	\$35,000
Farmers Market	\$35	\$0	\$0
Arts & Culture	\$36,783	\$38,000	\$32,000
Rink Operations	\$2,116	\$2,000	\$2,500
Maintenance	\$44,768	\$52,000	\$53,500
Promotion	\$1,305	\$1,000	\$1,600
Grants and Agreements	\$68,900	\$84,400	\$83,700
Total Recreation Expenses	\$671,050	\$742,500	\$713,200

Infrastructure Expenses

	Actual 2017	Budget April to March 2019	Budget January to March 2018
Salaries and Benefits	\$280,095	\$281,400	\$402,200
Staff Development and Travel	\$2,277	\$3,000	\$1,500
Professional Fees	\$3,988	\$4,000	\$1,500
Electricity	\$89,885	\$102,200	\$106,300
Water & Sewer	\$16,504	\$20,500	\$22,300
Heating Fuel	\$15,489	\$18,000	\$18,000
Building/Grounds Maintenance	\$251,722	\$271,700	\$398,400
Sidewalk Maintenance	\$36,178	\$42,500	\$44,000
Vehicles and Equipment	\$37,357	\$41,000	\$43,000
Total Infrastructure Expenses	\$733,495	\$784,300	\$1,037,200

Planning, Development and Heritage Expenses

	Actual 2017	Budget April to March 2019	Budget January to March 2018
Salaries and Benefits	\$285,797	\$269,000	\$294,600
Staff Development and travel	\$5,522	\$11,000	\$9,000
Professional Fees	\$7,270	\$19,000	\$24,000
Administrative Expenses	\$2,027	\$1,800	\$1,800
Heritage	\$7,163	\$4,400	\$5,000
Total Planning Expenses	\$307,779	\$305,200	\$334,400

Town Capital Budget

Capital	Budget 2018/19	Budget 2019/20
Park Development	\$100,000	\$72,500
Recreation Centre Equipment	\$8,000	\$8,000
Recreation Capital Projects	\$112,000	\$75,000
Sidewalk/Bike Path Construction	\$557,000	\$350,000
Trail Construction	\$50,000	
Canada 150 Projects		
Street Lighting	\$13,000	\$75,000
Equipment Replacements/Additions	\$83,600	\$60,000
Town Centre Capital Repairs/Additions	\$206,000	\$120,000
Cotton Park Building Repairs/Additions		\$35,000
Other Building/Grounds Repairs/Additions	\$54,000	
Emergency Services Facility	\$5,000,000	\$7,354,000
Public Art	\$15,000	\$15,000
Computer Hardware	\$139,000	\$103,000
Skate Park	\$310,000	\$5,000
Waterfront Park	\$0	\$580,000
Diversity and Inclusion Park	\$0	
Transit	\$144,000	\$33,500
Traffic Calming	\$30,000	
Kelly's Pond Watershed Restoration		\$150,000
Community Energy Initiatives		
Fullertons Creek Conservation Park	\$212,000	\$10,000
Paving	\$30,000	
Shore Access	\$200,000	
Aerial Photography Project	\$45,000	
Total Capital Expenses	\$7,308,600	\$9,046,000
*** projects not completed in 2018/19 and re-budgeted in 2019/20		

Capital Funding	Budget 2018/19	Budget 2019/20
New Deal Funding	\$1,266,000	\$2,315,000
CWWF Fund	\$57,800	\$57,800
Canada 150 Fund	\$0	
Investing in Canada	\$0	\$190,600
TIE sidewalk/bikelane Partnership	\$200,000	
Other Grants	\$105,000	
Total Capital Funding	\$1,628,800	\$2,563,400
Net Capital Expenditure	\$5,679,800	\$6,482,600

Four Year Capital Plan

Capital	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Other Building/Grounds Repairs/Additions	\$ 15,000			
Fullertons Creek Conservation Park	\$ 240,000			
Shore Access	\$ 500,000.00			
Solar Pannels	\$ 325,000.00	\$ 130,000.00		
Re-circulation pump for Splash Pad	\$ 100,000.00			
Dry Storage Building at Maintenance Building Site	\$ 262,500.00			
Active Transportation Path Construction/Sidewalk	\$ 350,000.00	\$ 350,000.00	350,000	350,000
Park Development	\$ 100,000.00	\$ 100,000.00	100,000	100,000
Public Art	\$ 15,000.00	\$ 15,000.00	\$ 15,000	\$ 15,000
Waterfront Park & Connecting Trails	\$ 1,000,000.00			
Computer Replacement	\$ 15,000.00	\$ 15,000.00	26,000	
Equipment Replacements	\$ 53,000.00	\$ 70,000.00	50,000	50,000
Transit		\$ 87,200.00	87,200	
Kelly's Pond Watershed Restoration	\$ 150,000.00			
Town Centres Additions/Replacements	\$ 170,000.00	\$ 3,850,000.00	3,050,000	3,050,000
Community School Campus	\$ 6,525,000.00	\$ 15,225,000.00	5,450,000	
Total Capital Expenses	\$ 9,820,500	\$ 19,842,200	\$ 9,128,200	\$ 3,565,000
Capital Funding	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Investing in Canada	\$ 5,796,700	\$ 13,674,100	\$ 3,994,900	\$ 2,199,000
New Deal Funding	\$ 1,395,000	\$ 825,000	\$ 350,000	\$ 350,000
Other Funding			\$ 2,250,000	
Total Capital Funding	\$ 7,191,700	\$ 14,499,100	\$ 6,594,900	\$ 2,549,000
Net Capital Expenditure	\$ 2,628,800	\$ 5,343,100	\$ 2,533,300	\$ 1,016,000

STRATFORD UTILITY CORPORATION REVENUE AND EXPENSE TABLES

Revenue and Expense Summary

	Actual 2017	Budget April to March 2019	Budget April to March 2020
Unmetered Sales Sewer	\$1,235,398	\$1,223,400	\$313,400
Unmetered Sales Water	\$818,831	\$801,800	\$108,000
Metered Sales Sewer	\$103,461	\$85,500	\$1,282,000
Metered Sales Water	\$82,473	\$70,900	\$859,500
Frontage Charges Sewer	\$40,495	\$37,100	\$30,100
Frontage Charges Water	\$17,816	\$16,600	\$8,000
Penalty Charges/Late Fees	\$28,161	\$25,000	\$30,000
Connection Fees	\$4,240	\$6,700	\$7,000
Interest Income	\$7,055	\$2,500	\$500
Other Income	\$30,854	\$0	\$4,000
Donated Capital	\$146,125	\$0	\$0
Total Revenue	\$2,514,909	\$2,269,500	\$2,642,500
Total Expenses	\$2,065,228	\$2,264,900	\$2,610,200
Total Surplus	\$449,681	\$4,600	\$32,300
Less: Donated Capital	(\$146,125)	\$0	\$0
Add: Depreciation	\$880,220	\$860,000	\$1,000,000
Less: Principal payments	(\$574,541)	(\$593,000)	(\$684,000)
Total Cash Flow Surplus	\$609,235	\$271,600	\$348,300

Detailed Utility Expenses

	Actual 2017	Budget April 2018 to March 2019	Budget April 2019 to March 2020
Salaries	\$424,275	\$519,600	\$608,300
Property Taxes	\$6,662	\$6,900	\$7,100
Interest & Service Charges	\$26,478	\$26,500	\$74,000
Interest on Long Term Debt	\$241,978	\$259,000	\$290,000
Workers Compensation	\$2,317	\$10,000	\$11,500
Honorariums	\$800	\$1,000	\$1,000
Electricity	\$184,150	\$169,000	\$195,000
Telephone	\$19,344	\$19,000	\$20,000
Snow Removal	\$7,315	\$7,700	\$9,200
Repairs & Maintenance	\$125,942	\$130,000	\$138,000
Office Expenses	\$15,070	\$14,000	\$15,000
Software Maintenance	\$12,798	\$19,000	\$20,000
Postage	\$11,778	\$14,800	\$15,600
Summer Maintenance - Grass	\$0	\$4,000	\$5,000
Professional Fees	\$9,463	\$14,000	\$14,000
Consulting	\$0	\$80,000	\$60,000
Rentals - Office	\$37,300	\$22,700	\$37,900
Rentals - maintenance bldg., tractor	\$0	\$14,600	\$14,600
Meetings & Travel	\$6,360	\$11,000	\$11,000
Dues & Fees	\$0	\$3,300	\$3,400
Insurance	\$11,187	\$13,300	\$13,600
Tools & Equipment	\$9,457	\$8,000	\$8,000
Vehicle	\$17,477	\$19,500	\$20,000
Tree Planting/Water Conservation	\$14,857	\$18,000	\$18,000
Contingency	0	0	0
Depreciation	\$880,220	\$860,000	\$1,000,000
Total Expenses	\$2,065,228	\$2,264,900	\$2,610,200

Utility Capital Budget

Capital	Budget 2018/19	Budget 2019/20	
Misc Capital Items	\$45,000	\$116,000	
Water and Sewer Extensions	\$2,967,000	\$3,150,000	
Replace Treatment Plant	\$10,920,000	\$10,925,000	****
Inflow Infiltration Study Recommendations	\$100,000	\$100,000	
Solar Array Water Stations	\$400,000	\$450,000	
SCADA Upgrades		\$100,000	
Metering	\$653,000	\$15,000	
Total Capital Expenses	\$15,085,000	\$14,856,000	
Capital Funding	Budget 2018/19	Budget 2019/20	
CWWF Funding	\$8,190,000	\$8,193,800	
MSC Funding	\$293,332	\$55,000	
Investing in Canada	\$293,332	\$2,668,100	
Green Fund	\$293,332		
Total Capital Funding	\$9,069,996	\$10,916,900	
Net Capital Expenditure	\$6,015,004	\$3,939,100	
*** projects not completed in 2018 and re-budgeted in 2019/20.			

Four Year Capital Plan

Capital	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Misc Capital Items	\$12,000	\$12,000	\$12,000	\$87,000
Water and Sewer Extensions	\$3,950,000	\$5,465,000	\$4,710,000	\$3,025,000
Dry Storage Facility	\$87,500			
Inflow Infiltration Recommendations	\$100,000	\$100,000	\$100,000	\$100,000
Solar Array Water Stations	\$490,000	\$240,000		
Total Capital Expenses	\$4,639,500	\$5,817,000	\$4,822,000	\$3,212,000
Capital Funding	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Investing in Canada	\$3,254,500	\$4,181,800	\$3,452,400	\$2,217,300
Total Capital Funding	\$3,254,500	\$4,181,800	\$3,452,400	\$2,217,300
Net Capital Expenditure	\$1,385,000	\$1,635,200	\$1,369,600	\$994,700