



*Imagine that!*

# TOWN OF STRATFORD

## 2022/23 DRAFT BUDGET

Presented: March 8, 2022

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



## Town of Stratford – 2022/23 Draft Budget

*Imagine that!*

Good evening and welcome to those joining us online, viewing the recording or reading this presentation on their own. Our format this evening will be: A presentation of this draft budget in its entirety, and when I'm finished there will be ample time to make observations, ask questions or to criticize or praise any aspect of it. I encourage you to do so, after all, this is your budget, your tax dollars at work, and we want to know that what we are doing is what you would like us to do. Mayor Steve Ogden, my fellow Council members and some of our Town staff are on this call with me – observing and listening. This is your time to be heard. As well, following tonight, you will have another week to let your thoughts be heard, via our online survey. Please take a few minutes to respond to the draft budget survey which will help guide us as we move forward with passing the budget later this month. The survey, recording of tonight's presentation and copy of my presentation will all be available on the Town's website tomorrow morning. While we can't accommodate all requests, we can certainly listen. If a received request is not possible this year, it may be something we are able to entertain next year so please don't hesitate to reach out. And now to our draft budget presentation.

The 2022/23 draft budget presented to you this evening has been worked on with our growing community in mind. Our needs are changing, expanding, and by times putting strain on our finances, but delivering the services and programming you expect and deserve remains top of mind for your Town of Stratford council and staff. Today I am pleased to let you know that we are doing so in the upcoming year with no tax increases to residents or businesses.

At this time last year we were optimistic that the pandemic would be behind us. As we have moved through the past 12 months, and in total 24 months, of pandemic life, we have been challenged by it but in many ways it has also brought us together. We have continued to bring you live council meeting broadcasts and public meetings over virtual platforms, allowing for even further reach, participation and accessibility to our meetings. We have seen an increase in awareness and use of our trails and parks with many residents spending time outdoors getting themselves moving and enjoying the fresh air. We continue to feel grateful that you call Stratford home, and that we are able to help you thrive in a community you are proud to call home.

As Stratford continues to be in a period of growth, this on the surface appears to many to be financially positive for our community, and in the long run will be, however growth in fact stretches our finances and budgets over the short term. There are many demands placed on services, infrastructure, programming and more, which remains both a challenge and an opportunity. The future growth of our community is positive in the long run and good news overall for Stratford, but it doesn't directly relate

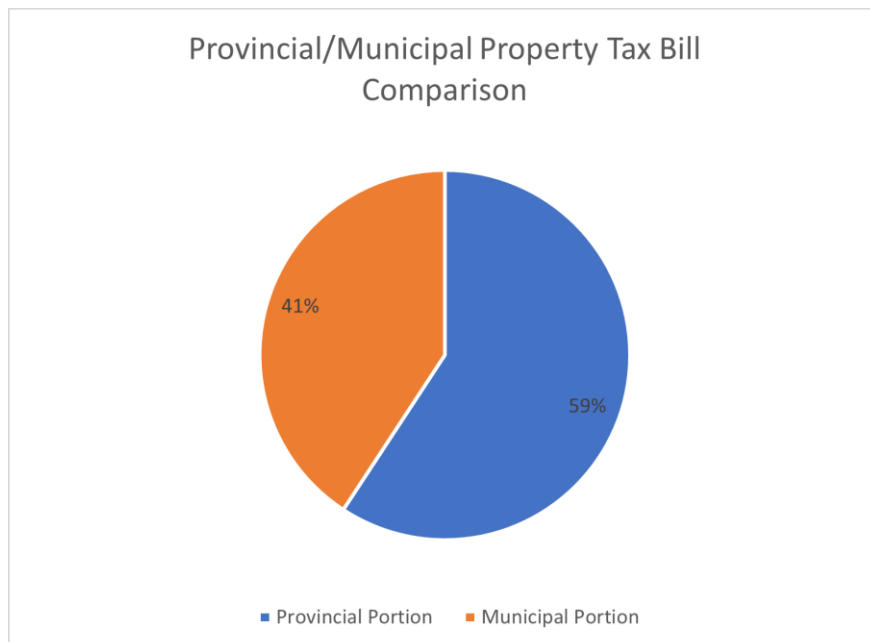
to increased revenue for the Town as services including: water and sewer infrastructure, trails and sidewalks, increased recreation and culture programming, and fire protection, among others, are required in order for the growth to occur and come at an expense that is not equal to our growth revenue.

As you have heard us speak about previously, another way in which we have been financially challenged is with the change to the revenue sharing model by the Province of PEI which continues to greatly affect the amount of revenue we have to work with each year. We are currently working alongside our fellow Island municipalities to negotiate a new revenue sharing agreement with the current government and are hopeful that a fresh approach can be found, providing a long-term funding model that is predictable, stable and fair.

Overall, Stratford remains in a good place financially. We have a history of being fiscally responsible, of planning for the future, and for our accountability and transparency. We do not overspend. We take a measured approach when looking at expenditures, ensuring that our project planning not only reflects construction or implementation costs, but also cost projections over the life cycle including operating and maintenance/replacement planning. And we continue to do so within this budget.

***Where do my municipal tax dollars go?***

As previously mentioned, the 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 \$632,000 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.



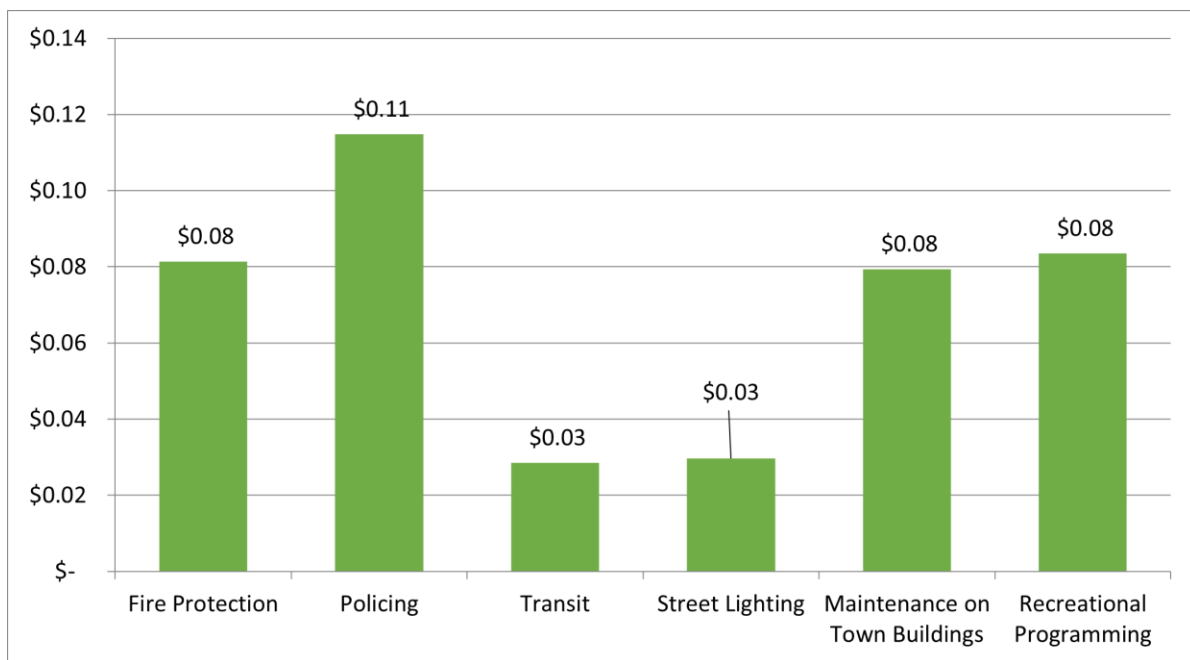
Municipalities in PEI have very few revenue sources available to them and rely primarily on property taxes, utility charges and fees to pay for services and infrastructure. With limited options available, negative changes to funding agreements like this greatly affect our bottom line. Unlike municipalities, the Province of PEI 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
- 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, in some cases, setting the service level you receive. These include items like police and fire protection, transit, street lighting, and all modes of active transportation.

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



A significant expense seen in our budget annually are fire dues. The Town of Stratford pays for our portion of fire dues from within the property taxes collected from residents and commercial property owners. They have seen significant increases since 2018, going from \$153 per commercial unit to \$654.68 per commercial unit in the upcoming year, and from \$66 for residential properties to \$115.15 per residential property this coming year. The Town of Stratford, and our surrounding fire district we are a part of, are grateful to the volunteers of the Cross Roads Fire Department. The work undertaken by these selfless individuals goes far beyond fighting fires, and includes first responder activities for medical distress calls, vehicular accidents, etc., on top of a regular training regime to be ready when they are needed. The increase this year will help fund the purchase of a new truck and assist with anticipated increased expenditures on many required items due to the high Consumer Price Index and the affect it is having on overall pricing. The Cross Roads Fire Department have also been significantly impacted by COVID-19 with their need to purchase protection and related health and safety supplies needed for the safe operation of the fire department.

### ***2022/23 Budget Investments***

The rising Consumer Price Index is having an effect on many of the Town of Stratford budget estimates. During the 2022/23 budget process, council and staff have been mindful in allowing for increases to account for what is expected to be higher than normally seen increases for the upcoming year. This affects all operational expenses including staff resources.

Two major projects underway in Stratford in the 2022/23 budget are the Stratford Community Campus and the Michael Thomas Waterfront Park.

### **Stratford Community Campus**

Last year the Town of Stratford took a major step forward with the purchase of the Community Campus lands. This property will become a focal point of our community in the future and include the previously announced high school by the Province of PEI, along with a variety of recreational and cultural spaces. A master plan has been completed which includes a site plan with elements and amenities laid out in accordance with their relationship to one another, and shows 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.

Funding in the upcoming budget year will have us ready to move to the design and construction of the site including roads, trails, water and sewer, a solar array, and electrical distribution, should our funding applications be approved.

In time, the Community Campus will provide Stratford residents with a recreational, cultural and social hub that will have physical, social and mental health benefits.

## **Michael Thomas Waterfront Park**

The upcoming year will be an exciting one for the Town of Stratford as we look forward to the anticipated completion of the first phase of the new park on our waterfront. Along with seeing the grass growing this spring, our workplan includes the installation of a boardwalk to allow residents to begin to access this space.

## **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. This past year saw the launch of the Switch Stratford program which has been very well received by residents to date. The program continues to provide residential energy retrofit loans to help residents reduce energy costs and greenhouse gas emissions.

Investments that we are making in the general government area this year are:

- Implementation of additional supports for the local business community following feedback received through the first year of an annual business survey
- Additional year of the popular residential tree planting program
- A Town operational review
- Continued implementation of the Community Energy Plan
- Core area development and potential zoning changes which will see our community transform over the coming years

Discussions are beginning between the Town of Stratford and Public Safety Canada to plan for the payment of retroactive back pay owed for contract negotiations within the RCMP under a newly signed national collective agreement. Under this new agreement, RCMP wages have increased and this will have an ongoing impact on our budget.

## **Finance and Technology**

In the Finance and Technology Department budget, the largest expense, outside of staff expenses, is the interest payment on Town debt. In the 2022/23 draft budget we will continue to pay down towards our debt with an interest payment of \$280,000 and principal payment of \$858,000, which equates to 11% of our budget.

A new initiative planned for the current year is to fund a full time Information Technology (IT) position internally. As the Town grows, so too does our range of technology needs and services. This IT position will support all of the technology services and components that operate in our Town owned buildings and for the Stratford Utility. The position will be a significant help to ensuring that cyber-attacks and

other threats to technology are prepared for in advance and avoided to the extent possible. Having an in-house dedicated staff person will be an investment that will pay off in ways we may never even realize.

Another substantial expense under the Finance and Technology Department is in technology. This includes all of the licensing fees for Town software, technology security needs, and other computer and technology expenses. During these past couple of years during the pandemic, we have realized how fortunate we were with past technology investments made as we were in a position to easily move to an environment of working remotely and communicating virtually. We moved to these platforms quickly and were able to continue to provide the services residents expected with minimal delays and interruptions.

### **Recreation, Culture and Events**

The Town of Stratford continued to invest in our community's physical, social, cultural, and mental well-being in the past year. Recreation and art programs continued to evolve and adapt to changing restrictions but were able to proceed, and operated at, or near, capacity in most instances. Our staff at the Stratford Youth Centre also have been able to ensure a safe space for our youth to gather which we know is so important to their mental well-being.

This past year continued to be another year with increased users seen at our parks and on our trails as a result of the ongoing COVID-19 pandemic. Many of our spaces see year-round visitors as a result of winter trail grooming on some of trails, and the operation of three outdoor rinks in the Town. The 2022/23 budget sees an additional staff person budgeted to help in these areas for further fall, winter and spring maintenance and expanded services.

We have great optimism that events such as Canada Day, Fall Fest and Christmas in the Park will return to more 'normal' celebrations this coming year. Planning is underway for some of these events already and we are confident that residents will be ready to celebrate alongside the Town Council and staff.

The Town of Stratford Council voted earlier this year to financially support the upcoming 2023 Canada Winter Games on PEI. After lengthy debate it was decided that these games only come to PEI occasionally, and given our small size, will truly be a province wide games. Town staff have negotiated with the organizing committee of the 2023 Canada Winter Games and the Town of Stratford will be able to recoup the investment through the acquisition of goods following the games which can be utilized in the Town or resold. We are looking forward to the games next winter and encourage residents to volunteer and get ready to cheer on young athletes from across Canada when they come to PEI.

Highlights from the Recreation, Culture and Events Department to watch for in the 2022/23 budget include:

- Continued investment in our green spaces through the addition of natural areas and tree planting



- Continued investment in active transportation networks
- Continued investment in the arts with an increase in funding for public art
- Introduction a new bursary for Stratford artists
- Stratford Youth Centre introduction of the Cheryl Duffy Bursary to provide financial support annually to a youth member pursuing post-secondary education.
- Power connection to be installed at Stratford Community Gardens
- A full-scale return to in-person events and activities
- A fourth outdoor rink, per resident's requests

The department is currently responsible for more than 35 parks and green spaces, 365 acres of passive and active urban parkland; 35 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**

This past year saw the opening of the active transportation path along Keppoch Road from Kinlock Road to the eastern Town boundary. This project has been well received by residents and is used daily by many. As well the active transportation connection across the Hillsborough bridge was completed by the Province of PEI and has been a tremendous improvement for our residents actively commuting across into Charlottetown, and back, as well as for residents of Charlottetown to do the same. With the further enhancements this year to our waterfront, this usage will likely increase even more.

Additional electric charging stations were installed in 2021 providing for more options for residents and visitors to access them at Stratford Town Centre and at Stratford Emergency Services Centre, along with the existing charger on Shepard Drive.

The Town of Stratford continues to value 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 continually look at further expansion of these partnerships where possible.

Additionally within the 2022/23 budget are the following highlights:

- Pondsides Watershed Restoration – work will begin with the dredging of Moore's and Kelly's ponds, and rehabilitation of the wetland and buffer zones surrounding the ponds.
- Planned active transportation investments, pending funding, include a paved multi-use trail to be constructed on Kinlock Road between the TCH and JK Beauty Lane. This will enhance the connectivity to the existing, and soon-to-be constructed expanded network by the Province of PEI.



- Replacing a section of sidewalk along Keppoch Road between Woodlane Drive and Pondsides Park
- Funding is currently being explored to assist with the installment of solar panels on Stratford Emergency Services Centre
- Purchase of a new electric vehicle to add to the Town's fleet
- Delivery of custodial services by Town staff rather than as a private contract

The Town of Stratford is also pleased to see the Province of PEI installing a new roundabout on the Trans Canada Highway to connect to MacKinnon Drive. Along with this work, lighting will be installed along the remainder of the highway, a permanent divider between east and west bound traffic put in place and an active transportation connection from Kinlock Road to Stratford Road. We are appreciative of this work in our community and our ongoing relationship with the Province of PEI on various projects.

### **Planning, Development and Heritage**

The Town of Stratford's Planning, Development and Heritage Department had another very busy year in 2021 with a construction value of \$48.8 million in our community. 2021 saw 207 permits issued requiring approximately 430 inspections completed by Town staff. As a result of the increasing number of permits being applied for and resulting inspections generated, the 2022/23 budget includes the addition of a 36 week position. As the Town of Stratford's Planning Department continues to be increasingly busy, an increase to the consultant fees for this department is also included this year to allow for assistance on specific projects.

The Town's Heritage Sub Committee completed a project at the Town's cenotaph with funding through Veterans Affairs Canada's Commemorative Partnership Program - Community War Memorial Funding. This project saw ten outlines of boots line the walkway leading to the cenotaph of ten soldiers from Stratford who made the ultimate sacrifice and did not return from overseas conflicts or died at home as a result of the injuries received in those conflicts. The project also made the existing cenotaph fully accessible through the installation of walkway.

In 2021 the Heritage Sub Committee, in partnership with the Arts and Culture and Diversity and Inclusion Sub Committees, also installed six Mi'kmaq traditional place name signs within the Stratford area with the help of the Province of PEI.

### ***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 2022/23.

**Water Rates as of April 1, 2022:**

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

**Sewer Rates as of April 1, 2022:**

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

The past year saw the lagoons decommissioned and filled in with grass going to be seen onsite this spring. This project is exciting for the Town and will allow us park space on our waterfront.

Additional highlights from the Stratford Utility budget include:

- Additional water reservoir tower to supply domestic and fire protection for our growing community.
- Upgrades the Corish sewage pump station and forcemain, with the ultimate goal to redirect the Corish station flows away from the Pondside station and into the gravity trunk main instead.
- Pending funding, the completion of upgrades to the Bunbury sewage pumping station to accommodate the current and future growth in that area.

The 2022/23 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, and 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 repairs. In 2021, we have been able to rehabilitate 210 meters of sewer by using innovative technology where the existing pipe was lined through manhole access with no excavation was required.

Residents continue to embrace our water conservation programs including monitoring their water meter usage and taking advantage of the free water audit program which continues in 2022/23.

### ***Summary***

Residents of Stratford should be proud of the work undertaken through this budget. With no tax increases, we have still managed to expand some services and deliver necessary investments and improvements. Your Town of Stratford Mayor, Council and staff continue to work hard on your behalf every day. Though the past two years have been full of challenges, they have also provided opportunities for us to better serve and include residents in our community.

We continue to hear from residents regularly through engagement on specific topic areas, and more broadly through our Annual Resident Survey and new Annual Business Survey. Over the next week we ask residents to 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 them.

We continue to listen to you. There is a tremendous amount of optimism in the air around Stratford with lots of exciting, positive changes coming to our Town. We hope that along with us, you will continue to be proud to live here. We eagerly look forward to seeing residents in person at events later this year and also would like to remind residents that municipal elections will be coming up this fall, and we encourage you to get involved, and get out to vote at that time.

Let us continue to work together for the betterment of our community.

This concludes my presentation. I now open the floor to comments and questions. Please feel free to unmute yourself to ask your question, or to use the chat function and type in your question which will be read out loud.

Sincerely,

Gail MacDonald  
Finance and Technology Chair

## Town of Stratford Revenue and Expense Tables

### *Town Revenue*

|                                | Actual 2021        | Budget 2021/22     | Budget 2022/23     |
|--------------------------------|--------------------|--------------------|--------------------|
| Property Tax                   | \$4,807,573        | \$5,108,000        | \$5,565,700        |
| CUSA Grant                     | \$1,237,751        | \$1,334,000        | \$1,408,700        |
| Salary Recovery                | \$10,000           | \$10,000           | \$10,000           |
| Rent Income                    | \$647,479          | \$657,200          | \$671,100          |
| Police Fines                   | \$42,481           | \$60,000           | \$60,000           |
| Fees and Permits               | \$165,309          | \$151,000          | \$163,200          |
| Interest Income                | \$0                | \$100              |                    |
| Recreation                     | \$67,889           | \$96,100           | \$118,700          |
| Other                          | \$43,981           | \$526,600          | \$508,400          |
| <b>Total Operating Revenue</b> | <b>\$7,022,463</b> | <b>\$7,943,000</b> | <b>\$8,505,800</b> |
| Government Grants              | \$2,128,564        | \$0                | \$0                |
| <b>Total Revenue</b>           | <b>\$9,151,027</b> | <b>\$7,943,000</b> | <b>\$8,505,800</b> |

### *Town Expenses*

| Operating                   | Actual 2021        | Budget 2021/22     | Budget 2022/23     |
|-----------------------------|--------------------|--------------------|--------------------|
| General Government Expenses | \$2,853,370        | \$3,616,500        | \$3,824,200        |
| Finance Expenses            | \$627,652          | \$825,600          | \$965,100          |
| Recreation Expenses         | \$621,030          | \$739,900          | \$812,300          |
| Infrastructure Expenses     | \$1,101,497        | \$1,422,100        | \$1,611,700        |
| Planning Expenses           | \$351,693          | \$398,100          | \$427,400          |
| Depreciation                | \$871,446          | \$940,000          | \$808,300          |
| <b>Total Expenses</b>       | <b>\$6,426,688</b> | <b>\$7,942,200</b> | <b>\$8,449,000</b> |

## Surplus

| Operating                      | Actual 2021      | Budget 2021/22   | Budget 2022/23 |
|--------------------------------|------------------|------------------|----------------|
| Total Surplus                  | \$595,775        | \$800            | \$56,800       |
| Add: Depreciation              | \$870,684        | \$940,000        | \$808,300      |
| Less: Principal payment        | (\$712,118)      | (\$814,500)      | (\$858,000)    |
| <b>Total Cash Flow Surplus</b> | <b>\$754,341</b> | <b>\$126,300</b> | <b>\$7,100</b> |

## General Government Expenses

|                                    | Actual 2021        | Budget 2021/22     | Budget 2022/23     |
|------------------------------------|--------------------|--------------------|--------------------|
| Salaries and Benefits              | \$301,103          | \$343,300          | \$354,200          |
| Staff Development and Support      | \$23,727           | \$24,500           | \$31,700           |
| Professional Fees                  | \$69,659           | \$75,400           | \$105,300          |
| Council and Committee Expenses     | \$187,439          | \$252,800          | \$257,100          |
| Police Protection                  | \$894,821          | \$918,000          | \$1,000,000        |
| Fire Protection                    | \$622,203          | \$650,900          | \$713,500          |
| Street Lighting                    | \$225,510          | \$236,900          | \$250,400          |
| Animal Control                     | \$32,766           | \$33,100           | \$33,600           |
| Transit                            | \$226,216          | \$227,700          | \$240,300          |
| Sustainable Economic Development   | \$31,236           | \$80,000           | \$82,000           |
| Promotions and Donations           | \$18,729           | \$44,500           | \$38,100           |
| Communications and Engagement      | \$50,490           | \$90,000           | \$78,000           |
| Library                            | \$85,269           | \$82,500           | \$76,000           |
| Municipal Dues                     | \$21,799           | \$21,900           | \$23,000           |
| Watershed                          | \$4,979            | \$35,000           | \$35,000           |
| Switch Program Financing           |                    | \$500,000          | \$500,000          |
| Covid 19 Contingency Fund          | \$57,424           |                    | \$6,000            |
| <b>Total General Govt Expenses</b> | <b>\$2,853,370</b> | <b>\$3,616,500</b> | <b>\$3,824,200</b> |

### *Finance and Technology Expenses*

|                               | Actual<br>2021   | Budget<br>2021/22 | Budget<br>2022/23 |
|-------------------------------|------------------|-------------------|-------------------|
| Salaries and Benefits         | \$191,898        | \$204,800         | \$273,800         |
| Staff Development and Travel  | \$1,666          | \$8,000           | \$8,000           |
| Professional Fees             | \$15,061         | \$33,500          | \$33,500          |
| Workers Compensation          | \$13,328         | \$14,000          | \$16,000          |
| Insurance                     | \$54,869         | \$60,000          | \$66,800          |
| Computer/Internet             | \$44,595         | \$93,000          | \$75,000          |
| Telephone/Fax                 | \$48,534         | \$48,000          | \$48,000          |
| Administrative Expenses       | \$39,311         | \$53,500          | \$44,500          |
| Bank Charges                  | \$22,422         | \$30,000          | \$15,000          |
| Capital - Interest Payments   | \$143,852        | \$231,200         | \$280,000         |
| Stratfords of the World       |                  | \$1,000           | \$1,000           |
| Property Tax                  | \$31,724         | \$35,400          | \$36,900          |
| Property Tax rebate           | \$20,392         | \$13,200          | \$66,600          |
| <b>Total Finance Expenses</b> | <b>\$627,652</b> | <b>\$825,600</b>  | <b>\$965,100</b>  |

### *Planning, Development and Heritage Expenses*

|                                | Actual<br>2021   | Budget<br>2021/22 | Budget 2022/23   |
|--------------------------------|------------------|-------------------|------------------|
| Salaries and Benefits          | \$309,307        | \$340,100         | \$368,400        |
| Staff Development and travel   | \$10,667         | \$20,000          | \$20,000         |
| Professional Fees              | \$25,646         | \$25,000          | \$30,000         |
| Administrative Expenses        | \$2,006          | \$3,000           | \$4,000          |
| Heritage                       | \$4,067          | \$10,000          | \$5,000          |
| <b>Total Planning Expenses</b> | <b>\$351,693</b> | <b>\$398,100</b>  | <b>\$427,400</b> |

### Recreation, Culture and Events Expenses

|                                  | Actual<br>2021   | Budget<br>2021/22 | Budget<br>2022/23 |
|----------------------------------|------------------|-------------------|-------------------|
| Salaries and Benefits            | \$418,845        | \$479,600         | \$473,000         |
| Staff Development and Travel     | \$2,300          | \$4,500           | \$9,000           |
| Professional Fees                | \$7,506          | \$6,500           | \$1,000           |
| Events                           | \$21,014         | \$37,000          | \$39,200          |
| Programs                         | \$21,360         | \$31,000          | \$32,600          |
| Arts & Culture                   | \$30,437         | \$38,000          | \$39,000          |
| Rink Operations                  | \$1,420          | \$3,000           | \$4,000           |
| Youth & Seniors                  | \$12,961         | \$9,000           | \$10,000          |
| Maintenance                      | \$41,738         | \$70,000          | \$73,200          |
| Promotion                        | \$0              | \$1,600           | \$1,600           |
| Grants and Agreements            | \$63,449         | \$59,700          | \$129,700         |
| <b>Total Recreation Expenses</b> | <b>\$621,030</b> | <b>\$739,900</b>  | <b>\$812,300</b>  |

### Infrastructure Expenses

|                                     | Actual 2021        | Budget<br>2021/22  | Budget<br>2022/23  |
|-------------------------------------|--------------------|--------------------|--------------------|
| Salaries and Benefits               | \$448,710          | \$541,200          | \$701,800          |
| Staff Development and Travel        | \$3,554            | \$3,000            | \$3,200            |
| Professional Fees                   | \$1,650            | \$1,500            | \$1,700            |
| Electricity                         | \$81,979           | \$108,700          | \$105,100          |
| Water & Sewer                       | \$13,893           | \$22,300           | \$23,100           |
| Heating Fuel                        | \$12,559           | \$19,000           | \$20,000           |
| Building/Grounds Maintenance        | \$325,233          | \$406,000          | \$438,600          |
| Sidewalk Maintenance                | \$11,407           | \$23,000           | \$40,000           |
| ESC expense                         | \$163,945          | \$245,000          | \$225,200          |
| Vehicles and Equipment              | \$38,567           | \$52,400           | \$53,000           |
| <b>Total Infrastructure Expense</b> | <b>\$1,101,497</b> | <b>\$1,422,100</b> | <b>\$1,611,700</b> |



## Town Capital Budget

| Capital                                  | Budget 2021/22     | Budget 2022/23      |
|--|--------------------|---------------------|
| Park Development                         | \$100,000          | \$100,000           |
| Recreation Centre Equipment              | \$9,000            | \$9,000             |
| Recreation Capital Projects              |                    | \$88,000            |
| Sidewalk/Bike Path/Trail Construction    | \$2,250,000        | \$1,262,900         |
| Electric Vehicle Charging Stations       | \$40,000           | \$3,500             |
| Street Lighting                          |                    | \$20,000            |
| Equipment Replacements/Additions         | \$105,500          | \$182,500           |
| Town Centre Capital Repairs/Additions    | \$161,000          | \$111,000           |
| Cotton Park Building Repairs/Additions   | \$36,800           | \$138,600           |
| Other Building/Grounds Repairs/Additions | \$35,000           | \$5,000             |
| Emergency Services Facility              | \$26,000           |                     |
| Public Art                               | \$15,000           | \$25,000            |
| Computer Hardware                        | \$17,500           | \$42,500            |
| Solar on Town Buildings                  | \$413,300          | \$377,300           |
| Waterfront Park                          | \$925,000          | \$1,910,000         |
| Community Campus Land                    | \$2,470,000        |                     |
| Community Campus Phase 1                 | 280,000            | 15,224,500          |
| Transit                                  | \$95,000           | \$105,000           |
| Traffic Calming                          | \$25,000           | \$25,000            |
| Pondside Watershed Restoration           | \$315,000          | \$315,000           |
| Fullertons Creek Conservation Park       | \$58,000           |                     |
| Maintenance Building                     | \$498,000          |                     |
| <b>Total Capital Expenses</b>            | <b>\$7,875,100</b> | <b>\$19,944,800</b> |

CONTINUED....

| <b>Capital Funding</b>            | <b>Budget 2021/22</b> | <b>Budget 2022/23</b> |
|-----------------------------------|-----------------------|-----------------------|
| New Deal Funding                  | \$2,570,000           | \$2,794,400           |
| ACOA Funding                      |                       | \$985,000             |
| Canada 150 Fund                   |                       |                       |
| Investing in Canada               | \$670,200             | \$10,512,100          |
| TIE sidewalk/bikelane Partnership | \$1,050,000           | \$537,500             |
| Other Grants                      | \$82,000              | \$229,600             |
| <b>Total Capital Funding</b>      | <b>\$4,372,200</b>    | <b>\$15,058,600</b>   |
| Reserve Allocation                | \$82,000              |                       |
|                                   |                       |                       |
| <b>Net Capital Expenditure</b>    | <b>\$3,420,900</b>    | <b>\$4,886,200</b>    |

## Four Year Capital Plan

| Capital   | Budget<br>2023/24   | Budget<br>2024/25   | Budget<br>2025/26   | Budget<br>2026/27  |
|---|---------------------|---------------------|---------------------|--------------------|
| Other Building/Grounds<br>Repairs/Additions         | \$ 80,000           |                     |                     |                    |
| Recreation Equipment                                | \$ 9,000            | \$ 9,000            | \$ 9,000            | \$ 9,000           |
| Traffic Calming                                     | \$ 25,000           | \$ 25,000           | 25,000              | 25,000             |
| Street Lighting                                     | \$ 20,000           | \$ 20,000           | 20,000              | 20,000             |
| Lights on Robert Cotton Trail                       | \$ 200,000          |                     |                     |                    |
| Signage   | \$ 50,000           |                     |                     |                    |
| Active Transportation Path<br>Construction/Sidewalk | \$ 350,000          | \$ 495,000          | 350,000             | 350,000            |
| Park Development                                    | \$ 200,000          | \$ 200,000          | 200,000             | 100,000            |
| Public Art  | \$ 25,000           | \$ 25,000           | \$ 25,000           | \$ 25,000          |
| Waterfront Park & Connecting Trails<br>(TBD)        | \$ 1,693,400        | \$ 1,848,700        | 1,848,700           | 1,848,700          |
| Computer Replacement                                | \$ 17,500           | \$ 17,500           | 17,500              | 17,500             |
| Equipment Replacements                              | \$ 65,000           |                     |                     |                    |
| Transit   | \$ 102,200          |                     |                     |                    |
| Electric Bike Sharing Program                       | \$ 125,000          |                     |                     |                    |
| Town Centre Additions/Replacements                  | \$ 170,000          | \$ 270,000          | 20,000              | 320,000            |
| Shore Access  | \$ 551,300          |                     |                     |                    |
| Community School Campus                             | \$ 5,000,000        | \$ 25,000,000       |                     |                    |
| <b>Total Capital Expenses</b>                       | <b>\$ 8,683,400</b> | <b>\$27,910,200</b> | <b>\$ 2,515,200</b> | <b>\$2,715,200</b> |
|   |                     |                     |                     |                    |
| Capital Funding                                     | Budget<br>2023/24   | Budget<br>2024/25   | Budget<br>2025/26   | Budget<br>2026/27  |
| Investing in Canada                                 | \$ 4,161,100        | \$ 18,325,000       |                     | \$ 220,000         |
| New Deal Funding                                    | \$ 200,000          | \$ 270,000          |                     | \$ 350,000         |
| Other Funding                                       | \$ 62,500           | \$ 225,000          |                     |                    |
| <b>Total Capital Funding</b>                        | <b>\$ 4,423,600</b> | <b>\$18,820,000</b> | <b>\$ -</b>         | <b>\$ 570,000</b>  |
|   |                     |                     |                     |                    |
| <b>Net Capital Expenditure</b>                      | <b>\$ 4,259,800</b> | <b>\$ 9,090,200</b> | <b>\$ 2,515,200</b> | <b>\$2,145,200</b> |

## STRATFORD UTILITY CORPORATION REVENUE AND EXPENSE TABLES

### *Revenue and Expense Summary*

| Revenue                        | Actual 2021        | Budget 2021/22     | Budget 2022/23     |
|--------------------------------|--------------------|--------------------|--------------------|
| Unmetered Sales Sewer          | \$298,544          | \$295,000          | \$283,000          |
| Unmetered Sales Water          | \$67,528           | \$64,700           | \$55,100           |
| Metered Sales Sewer            | \$1,168,465        | \$1,592,200        | \$1,634,500        |
| Metered Sales Water            | \$795,611          | \$1,089,700        | \$1,150,500        |
| Frontage Charges Sewer         | \$28,597           | \$28,200           | \$27,000           |
| Frontage Charges Water         | \$7,878            | \$7,500            | \$7,100            |
| Penalty Charges/Late Fees      | \$11,058           | \$36,000           | \$36,000           |
| Connection Fees                | \$5,615            | \$5,000            | \$7,200            |
| Interest Income                |                    | \$2,500            |                    |
| Other Income                   | \$44,413           | \$58,000           | \$57,000           |
| Donated Capital                |                    |                    |                    |
| <b>Total Operating Revenue</b> | <b>\$2,427,709</b> | <b>\$3,178,800</b> | <b>\$3,257,400</b> |
| Government Grants              | \$5,439,053        | \$0                | \$0                |
| <b>Total Revenue</b>           | <b>\$7,866,762</b> | <b>\$3,178,800</b> | <b>\$3,257,400</b> |
|                                |                    |                    |                    |
| <b>Total Expenses</b>          | <b>\$2,633,662</b> | <b>\$3,153,400</b> | <b>\$3,256,500</b> |
|                                |                    |                    |                    |
| <b>Total Surplus</b>           | <b>\$5,233,100</b> | <b>\$25,400</b>    | <b>\$900</b>       |
| Less: Donated Capital          | (\$188,188)        | \$0                |                    |
| Less: Government Transfers     | (\$5,250,865)      | \$0                |                    |
| Add: Depreciation              | \$1,034,845        | \$1,035,000        | \$1,226,800        |
| Less: Principal payments       | (\$676,145)        | (\$742,000)        | (\$695,000)        |
| <b>Total Cash Flow Surplus</b> | <b>\$152,747</b>   | <b>\$318,400</b>   | <b>\$532,700</b>   |

## Detailed Utility Expenses

| Expenses                             | Actual 2021        | Budget 2021/22     | Budget 2022/23     |
|--------------------------------------|--------------------|--------------------|--------------------|
| Salaries                             | \$644,497          | \$642,500          | \$708,400          |
| Property Taxes                       | \$6,989            | \$8,000            | \$7,600            |
| Interest & Service Charges           | \$27,414           | \$50,000           | \$24,000           |
| Interest on Long Term Debt           | \$179,221          | \$253,000          | \$231,000          |
| Workers Compensation                 | \$13,238           | \$16,000           | \$13,000           |
| Honorariums                          | \$400              | \$1,000            | \$1,000            |
| Electricity                          | \$218,086          | \$153,000          | \$158,300          |
| Telephone                            | \$19,441           | \$21,500           | \$21,400           |
| Snow Removal                         | \$8,772            | \$9,200            | \$11,000           |
| Repairs & Maintenance                | \$167,736          | \$98,400           | \$103,600          |
| Office Expenses                      | \$13,039           | \$16,000           | \$13,000           |
| Software Maintenance                 | \$19,618           | \$40,000           | \$45,000           |
| Postage                              | \$12,751           | \$13,000           | \$12,000           |
| Professional Fees                    | \$18,035           | \$13,000           | \$11,000           |
| Consulting                           | \$8,351            | \$15,000           | \$10,000           |
| Rentals - Office                     | \$37,900           | \$38,000           | \$37,900           |
| Rentals - maintenance bldg., tractor | \$14,600           | \$15,000           | \$14,600           |
| Meetings & Travel                    | \$3,342            | \$10,000           | \$7,000            |
| Dues & Fees                          | \$2,576            | \$2,400            | \$2,500            |
| Insurance                            | \$13,287           | \$14,000           | \$17,500           |
| Tools & Equipment                    | \$3,709            | \$8,000            | \$6,000            |
| Vehicle                              | \$14,503           | \$43,000           | \$29,500           |
| Tree Planting/Water Conservation     | \$7,885            | \$18,000           | \$14,000           |
| Pipe to Charlottetown                | 94,618             | 620,400            | 530,400            |
| Depreciation                         | \$1,083,655        | \$1,035,000        | \$1,226,800        |
| <b>Total Expenses</b>                | <b>\$2,633,663</b> | <b>\$3,153,400</b> | <b>\$3,256,500</b> |

## Utility Capital Budget

| Capital                                  | Budget<br>2021/22  | Budget<br>2022/23  |
|--|--------------------|--------------------|
| Misc Capital Items                       | \$176,000          | \$107,000          |
| Water and Sewer Extensions               | \$1,418,300        | \$2,687,000        |
| Replace Treatment Plant                  | \$1,200,000        |                    |
| Inflow Infiltration Study Recommendation | \$100,000          | \$100,000          |
| Solar Array Water Stations               | \$118,300          | \$51,500           |
| SCADA Upgrades                           | \$236,500          |                    |
| Metering                                 | \$10,000           | \$31,600           |
| <b>Total Capital Expenses</b>            | <b>\$3,259,100</b> | <b>\$2,977,100</b> |
|  |                    |                    |
| Capital Funding                          | Budget<br>2021/22  | Budget<br>2022/23  |
| CWWF Funding                             | \$900,000          |                    |
| MSC Funding                              | \$206,200          |                    |
| Investing in Canada                      | \$1,041,000        | \$1,693,400        |
| Green Fund                               |                    |                    |
| <b>Total Capital Funding</b>             | <b>\$2,147,200</b> | <b>\$1,693,400</b> |
|  |                    |                    |
| <b>Net Capital Expenditure</b>           | <b>\$1,111,900</b> | <b>\$1,283,700</b> |

### Four Year Capital Plan

| Capital                             | Budget<br>2023/24   | Budget<br>2024/25   | Budget<br>2025/26   | Budget<br>2026/27  |
|-------------------------------------|---------------------|---------------------|---------------------|--------------------|
| Misc Capital Items                  | \$ 135,000          | \$ 125,000          | \$ 50,000           | \$ 50,000          |
| Water and Sewer Extensions          | \$ 4,979,800        | \$ 1,873,600        | \$ 6,933,800        | \$ 7,721,000       |
| Inflow Infiltration Recommendations | \$100,000           | \$ 100,000          | \$ 100,000          | \$ 100,000         |
| Solar Array Water Stations          | \$ 552,300          | \$ 815,500          |                     |                    |
| <b>Total Capital Expenses</b>       | <b>\$ 5,767,100</b> | <b>\$ 2,914,100</b> | <b>\$ 7,083,800</b> | <b>\$7,871,000</b> |
|                                     |                     |                     |                     |                    |
| Capital Funding                     | Budget<br>2023/24   | Budget<br>2024/25   | Budget<br>2025/26   | Budget<br>2026/27  |
| Investing in Canada                 | \$ 3,663,100        | \$ 708,000          | \$ 4,919,600        | \$ 5,661,800       |
| <b>Total Capital Funding</b>        | <b>\$ 3,663,100</b> | <b>\$ 708,000</b>   | <b>\$ 4,919,600</b> | <b>\$5,661,800</b> |
|                                     |                     |                     |                     |                    |
| <b>Net Capital Expenditure</b>      | <b>\$ 2,104,000</b> | <b>\$ 2,206,100</b> | <b>\$ 2,164,200</b> | <b>\$2,209,200</b> |

### Tax Rate Comparison of Greater Charlottetown Area Municipalities

|   | Charlottetown | Cornwall | Stratford |
|---|---------------|----------|-----------|
| Non-Commercial / Residential                | \$0.67        | \$0.46   | \$0.45    |
| Non-Commercial / Residential (Non-Resident) | \$1.33        | \$0.92   | \$0.90    |
| Apartments/Multi Unit                       | \$0.91        | \$0.66   | \$0.66    |
| Apartments/Multi Unit (Non-Resident)        | \$1.57        | \$1.12   | \$1.32    |
| Hotel/Motel                                 | \$0.91        | \$0.66   | \$0.66    |
| Hotel/Motel (Non-Resident)                  | \$1.57        | \$1.12   | \$1.32    |
| Commercial                                  | \$2.36        | \$0.96   | \$1.25    |