



Imagine that!

TOWN OF STRATFORD

2021/22 BUDGET

March 24, 2021

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

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	\$526,600
Total Operating Revenue	\$6,798,769	\$7,051,600	\$7,943,000
Government Grants		\$0	\$0
Total Revenue	\$6,798,769	\$7,051,600	\$7,943,000

Town Expenses

Operating	Actual 2020	Budget 2020/21	Budget 2021/22
General Government Expenses	\$2,697,864	\$3,020,400	\$3,616,500
Finance Expenses	\$684,736	\$790,500	\$825,600
Recreation Expenses	\$645,600	\$748,300	\$739,900
Infrastructure Expenses	\$983,044	\$1,231,000	\$1,422,100
Planning Expenses	\$332,534	\$361,300	\$398,100
Depreciation	\$739,093	\$900,000	\$940,000
Total Expenses	\$6,082,871	\$7,051,500	\$7,942,200

Surplus

Operating	Actual 2020	Budget 2020/21	Budget 2021/22
Total Surplus	\$715,898	\$100	\$800
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	\$126,300

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	\$44,500
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	\$3,616,500

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

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	\$406,000
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 Expenses	\$983,044	\$1,231,000	\$1,422,100

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

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

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
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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 (TBD)				
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	\$2,996,200	\$3,153,400
Total Surplus	\$3,324,008	\$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	\$355,400	\$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 Recommendations	\$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