



Imagine that!

TOWN OF STRATFORD

2020/21 BUDGET

March 30, 2020

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

Town of Stratford Revenue and Expense Tables

Town Revenue

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

Town Expenses

Operating	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
General Government Expenses	\$3,017,238	\$2,782,600	\$3,020,400
Finance Expenses	\$598,957	\$795,600	\$790,500
Recreation Expenses	\$899,234	\$713,200	\$748,300
Infrastructure Expenses	\$1,009,822	\$1,037,200	\$1,231,000
Planning Expenses	\$423,938	\$334,400	\$361,300
Depreciation	\$737,595	\$720,000	\$900,000
Total Expenses	\$6,686,784	\$6,383,000	\$7,051,500

Surplus

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

General Government Expenses

	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
Salaries and Benefits	\$250,341	\$263,100	\$351,600
Staff Development and Support	\$15,946	\$15,500	\$24,300
Professional Fees	\$141,875	\$57,500	\$70,000
Council and Committee Expenses	\$278,174	\$208,900	\$233,900
Police Protection	\$1,050,461	\$936,100	\$894,900
Fire Protection	\$404,224	\$534,800	\$629,300
Street Lighting	\$275,339	\$225,000	\$230,000
Animal Control	\$40,483	\$32,500	\$34,000
Transit	\$260,755	\$226,200	\$221,600
Sustainable Economic Development	\$50,732	\$55,000	\$60,000
Promotions and Donations	\$34,978	\$28,000	\$28,500
Communications and Engagement	\$83,946	\$75,000	\$75,000
Library	\$101,696	\$82,000	\$82,500
Municipal Dues	\$20,664	\$21,000	\$21,700
Watershed	\$7,624	\$22,000	\$25,000
Covid 19 Contingency Fund	\$0	\$0	\$38,100
Total General Govt Expenses	\$3,017,238	\$2,782,600	\$3,020,400

Finance and Technology Expenses

	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
Salaries and Benefits	\$193,394	\$179,800	\$197,700
Staff Development and Travel	\$6,156	\$5,500	\$8,000
Professional Fees	\$20,195	\$25,300	\$18,500
Workers Compensation	\$7,856	\$11,500	\$11,000
Insurance	\$58,117	\$51,000	\$53,600
Computer/Internet	\$50,393	\$63,200	\$91,400
Telephone/Fax	\$50,588	\$41,000	\$48,700
Administrative Expenses	\$63,516	\$54,100	\$52,500
Bank Charges	\$22,051	\$17,500	\$25,000
Capital - Interest Payments	\$90,494	\$308,000	\$240,000
Stratfords of the World	\$2,288	\$1,000	\$1,000
Property Tax	\$21,520	\$30,700	\$31,600
Property Tax rebate	\$12,390	\$7,000	\$11,500
Total Finance Expenses	\$598,957	\$795,600	\$790,500

Recreation, Culture and Events Expenses

	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
Salaries and Benefits	\$616,778	\$468,900	\$495,500
Staff Development and Travel	\$8,636	\$4,500	\$4,500
Professional Fees	\$4,653	\$6,500	\$6,500
Events	\$32,860	\$25,000	\$37,000
Programs	\$30,860	\$35,000	\$29,000
Farmers Market	\$0	\$0	\$0
Arts & Culture	\$39,130	\$32,000	\$32,000
Rink Operations	\$3,003	\$2,500	\$2,500
Youth & Seniors	\$21,533		\$8,000

Maintenance	\$57,368	\$53,500	\$64,500
Promotion	\$1,424	\$1,600	\$1,600
Grants and Agreements	\$82,990	\$83,700	\$67,200
Total Recreation Expenses	\$899,234	\$713,200	\$748,300

Infrastructure Expenses

	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
Salaries and Benefits	\$368,270	\$402,200	\$451,900
Staff Development and Travel	\$3,579	\$1,500	\$3,000
Professional Fees	\$4,067	\$1,500	\$1,500
Electricity	\$130,992	\$106,300	\$103,500
Water & Sewer	\$23,628	\$22,300	\$22,300
Heating Fuel	\$24,181	\$18,000	\$19,000
Building/Grounds Maintenance	\$319,982	\$398,400	\$524,000
Sidewalk Maintenance	\$88,566	\$44,000	\$64,600
Vehicles and Equipment	\$46,556	\$43,000	\$41,200
Total Infrastructure Expenses	\$1,009,822	\$1,037,200	\$1,231,000

Planning, Development and Heritage Expenses

	Actual 2019 (15 mths)	Budget 2019/20	Budget 2020/21
Salaries and Benefits	\$340,083	\$294,600	\$316,800
Staff Development and travel	\$14,036	\$9,000	\$20,000
Professional Fees	\$52,664	\$24,000	\$16,500
Administrative Expenses	\$2,663	\$1,800	\$3,000
Heritage	\$14,494	\$5,000	\$5,000
Total Planning Expenses	\$423,938	\$334,400	\$361,300

Town Capital Budget

Capital	Budget 2019/20	Budget 2020/21
Park Development	\$72,500	\$101,000
Recreation Centre Equipment	\$8,000	\$8,000
Recreation Capital Projects	\$75,000	\$255,000
Sidewalk/Bike Path/Trail Construction	\$350,000	\$1,000,000
Electric Vehicle Charging Stations		\$40,000
Street Lighting	\$75,000	\$15,000
Equipment Replacements/Additions	\$60,000	\$8,000
Town Centre Capital Repairs/Additions	\$120,000	\$155,000
Cotton Park Building Repairs/Additions	\$35,000	
Other Building/Grounds Repairs/Additions		\$78,300
Emergency Services Facility	\$7,354,000	\$325,000
Public Art	\$15,000	\$15,000
Computer Hardware	\$103,000	\$25,000
Skate Park	\$5,000	
Waterfront Park	\$580,000	\$1,000,000
Community Campus Land (in negotiations) *		
Community Campus Site Design **		100,000
Transit	\$33,500	\$94,000
Traffic Calming		\$6,200
Kelly's Pond Watershed Restoration	\$150,000	\$300,000
Fullertons Creek Conservation Park	\$10,000	\$242,400
Shore Access		\$500,000
Stratford Honour Roll Project - Heritage		\$50,000
Total Capital Expenses	\$9,046,000	\$4,317,900
* not listed due to ongoing negotiations		

** contingent on consultation and funding

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 2019/20	Budget 2020/21
New Deal Funding	\$2,315,000	\$1,022,000
CWWF Funding	\$57,800	
Canada 150 Fund		
Investing in Canada	\$190,600	\$1,206,100
TIE sidewalk/bikelane Partnership		\$500,000

Other Grants		\$560,000
Total Capital Funding	\$2,563,400	\$3,288,100

Net Capital Expenditure	\$6,482,600	\$1,029,800
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Four Year Capital Plan

Capital	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Other Building/Grounds Repairs/Additions	\$ 60,000			
Fullertons Creek Conservation Park				
Shore Access				
Solar Pannels	\$ 130,000			
Lights on Robert Cotton Trail	\$ 200,000			
Dry Storage Building at Maintenance Building Site	\$ 238,900			
Active Transportation Path Construction/Sidewalk	\$ 350,000	\$ 350,000	50,000	
Park Development	\$ 100,000	\$ 100,000	100,000	100,000
Public Art	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Waterfront Park & Connecting Trails				
Computer Replacement	\$ 32,500	\$ 15,000	15,000	15,000
Equipment Replacements	\$ 77,500	\$ 50,000	50,000	8,000
Transit	\$ 87,200	\$ 87,200	87,200	
Kelly's Pond Watershed Restoration				
Town Centres Additions/Replacements	\$ 614,000	\$ 68,000	58,000	
Community School Campus	\$ 15,225,000	\$ 2,950,000	2,500,000	2,900,000
Total Capital Expenses	\$ 17,130,100	\$3,635,200	\$2,875,200	\$ 3,038,000
Capital Funding	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Investing in Canada	\$ 11,475,100	\$ 2,162,400	\$ 1,832,500	\$ 2,125,700
New Deal Funding	\$ 575,000	\$ 350,000	\$ 50,000	
Other Funding				
Total Capital Funding	\$ 12,050,100	\$2,512,400	\$1,882,500	\$ 2,125,700
Net Capital Expenditure	\$ 5,080,000	\$1,122,800	\$ 992,700	\$ 912,300

STRATFORD UTILITY CORPORATION REVENUE AND EXPENSE TABLES

Revenue and Expense Summary

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

Detailed Utility Expenses

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

Utility Capital Budget

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

Four Year Capital Plan

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