



Imagine that!

TOWN OF STRATFORD

2022/23 BUDGET

March 23, 2022

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

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
Total Operating Revenue	\$7,022,463	\$7,943,000	\$8,505,800
Government Grants	\$2,128,564	\$0	\$0
Total Revenue	\$9,151,027	\$7,943,000	\$8,505,800

Town Expenses

Operating	Actual 2021	Budget 2021/22	Budget 2022/23
General Government Expenses	\$2,853,370	\$3,616,500	\$3,854,200
Finance Expenses	\$674,335	\$825,600	\$987,600
Recreation Expenses	\$621,030	\$739,900	\$812,300
Infrastructure Expenses	\$1,054,814	\$1,422,100	\$1,609,200
Planning Expenses	\$351,693	\$398,100	\$427,400
Depreciation	\$871,446	\$940,000	\$808,300
Total Expenses	\$6,426,688	\$7,942,200	\$8,499,000

Surplus

Operating	Actual 2021	Budget 2021/22	Budget 2022/23
Total Surplus	\$595,775	\$800	\$6,800
Add: Depreciation	\$870,684	\$940,000	\$808,300
Less: Principal payment	(\$712,118)	(\$814,500)	(\$858,000)
Total Cash Flow Surplus	\$754,341	\$126,300	-\$42,900

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		\$36,000
Total General Govt Expenses	\$2,853,370	\$3,616,500	\$3,854,200

Finance and Technology Expenses

	Actual 2021	Budget 2021/22	Budget 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	\$78,407	\$35,400	\$59,400
Property Tax rebate	\$20,392	\$13,200	\$66,600
Total Finance Expenses	\$674,335	\$825,600	\$987,600

Recreation, Culture and Events Expenses

	Actual 2021	Budget 2021/22	Budget 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
Total Recreation Expenses	\$621,030	\$739,900	\$812,300

Infrastructure Expenses

	Actual 2021	Budget 2021/22	Budget 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	\$21,700
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	\$117,262	\$245,000	\$202,700
Vehicles and Equipment	\$38,567	\$52,400	\$53,000
Total Infrastructure Expen	\$1,054,814	\$1,422,100	\$1,609,200

Planning, Development and Heritage Expenses

	Actual 2021	Budget 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
Total Planning Expenses	\$351,693	\$398,100	\$427,400

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
Aintree Drive Extension		20,000
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	
Total Capital Expenses	\$7,875,100	\$19,964,800

Capital Funding	Budget 2021/22	Budget 2022/23
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
Total Capital Funding	\$4,372,200	\$15,058,600
Reserve Allocation	\$82,000	

Net Capital Expenditure	\$3,420,900	\$4,906,200
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Four Year Capital Plan

Capital	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27
Other Building/Grounds 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 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 (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 Centres Additions/Replacements	\$170,000	\$270,000	\$20,000	\$320,000
Shore Access	\$551,300			
Community School Campus	\$5,000,000	\$25,000,000		
Total Capital Expenses	\$8,683,400	\$27,910,200	\$2,515,200	\$2,715,200
Capital Funding	Budget 2023/24	Budget 2024/25	Budget 2025/26	
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		
Total Capital Funding	\$ 4,423,600	\$ 18,820,000	\$ -	\$570,000
Net Capital Expenditure	\$ 4,259,800	\$9,090,200	\$2,515,200	\$2,145,200

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			
Total Operating Revenue	\$2,427,709	\$3,178,800	\$3,257,400
Government Grants	\$5,439,053	\$0	\$0
Total Revenue	\$7,866,762	\$3,178,800	\$3,257,400
Total Expenses	\$2,633,662	\$3,153,400	\$3,256,500
Total Surplus	\$5,233,100	\$25,400	\$900
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)
Total Cash Flow Surplus	\$152,747	\$318,400	\$532,700

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
Total Expenses	\$2,633,663	\$3,153,400	\$3,256,500

Utility Capital Budget

Capital	Budget 2021/22	Budget 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 Recommendations	\$100,000	\$100,000
Solar Array Water Stations	\$118,300	\$51,500
SCADA Upgrades	\$236,500	
Metering	\$10,000	\$31,600
Total Capital Expenses	\$3,259,100	\$2,977,100
Capital Funding	Budget 2021/22	Budget 2022/23
CWWF Funding	\$900,000	
MSC Funding	\$206,200	
Investing in Canada	\$1,041,000	\$1,693,400
Green Fund		
Total Capital Funding	\$2,147,200	\$1,693,400
Net Capital Expenditure	\$1,111,900	\$1,283,700

Four Year Capital Plan

Capital	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27
Misc Capital Items	\$ 135,000	\$ 125,000	\$ 50,000	\$ 50,000
Water and Sewer Upgrades	\$ 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		
Total Capital Expenses	\$ 5,767,100	\$ 2,914,100	\$ 7,083,800	\$ 7,871,000
Capital Funding	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27
Investing in Canada	\$ 3,663,100	\$ 708,000	\$ 4,919,600	\$ 5,661,800
Total Capital Funding	\$ 3,663,100	\$ 708,000	\$ 4,919,600	\$ 5,661,800
Net Capital Expenditure	\$ 2,104,000	\$ 2,206,100	\$ 2,164,200	\$ 2,209,200