



**BY-LAW NUMBER 39-2023
OF
THE CORPORATION OF THE CITY OF STRATFORD**

BEING a by-law to adopt the budget (estimates of revenues and expenditures) for tax supported and user pay purposes for the year 2023.

WHEREAS Section 290 of the *Municipal Act, S.O. 2001, c.25*, as amended, requires municipalities to prepare and adopt a budget and establishes requirements under that legislation to set out the estimated revenues and expenditures for the municipality;

AND WHEREAS in accordance with Section 290 of the *Municipal Act, S.O. 2001, c.25*, as amended, Council has considered the sums required during the year for Municipal purposes and is prepared to pass a budget for the year 2023;

AND WHEREAS it is now necessary to adopt the estimates of revenue and expenditures for tax supported and user pay services for the Corporation of the City of Stratford;

NOW THEREFORE BE IT ENACTED by the Council of The Corporation of the City of Stratford as follows:

1. That the current estimates of operating revenues and expenditures for tax supported purposes and for user pay purposes for the City of Stratford are hereby adopted as set out in the attached Schedule "A", to be known as the 2023 Operating Budget.
2. That the capital project estimates for expenditures and revenues for tax supported purposes and for user pay purposes for the City of Stratford are hereby adopted as set out in the attached Schedule "B", to be known as the 2023 Capital Program.
3. That Schedules "A" and "B" as attached hereto form and become part of this by-law.
4. That this by-law shall come into force and effect upon receiving the final passing thereof.

Read a FIRST, SECOND and THIRD Time and

FINALLY PASSED this 27th day of March, 2023.

Mayor – Martin Ritsma

Clerk – Tatiana Dafoe

THIS IS SCHEDULE "A" to BY-LAW 39-2023

Adopted this 27th day of March, 2023

City of Stratford 2023 Operating Budget

Account	Amount
100 TAXATION	(73,024,514)
100 GENERAL REVENUES	(1,901,460)
101 MAYOR'S OFFICE	109,550
102 CITY COUNCIL	584,150
111 CAO'S OFFICE	1,148,500
112 HUMAN RESOURCES	719,230
121 CITY CLERK	707,665
131 FINANCE & TREASURY	1,270,900
134 INFORMATION TECHNOLOGY	1,551,955
135 PARKING	(249,968)
136 CROSSING GUARDS	261,369
139 GENERAL GOVERNMENT	991,564
141 CITY BUILDINGS	1,481,628
211 FIRE	8,649,460
231 POLICE	12,621,026
250 BUILDING PERMITS	71,742
251 DEVELOPMENT SERVICES	420,957
252 BY-LAW ENFORCEMENT	195,930
310 ENGINEERING	1,130,090
315 FLEET	1,502,455
320 ROADS	6,424,992
330 SANITARY	0
340 STORM	4,523,645
350 WATER	10,217
360 WASTE	773,746
411 STRATFORD PUBLIC LIBRARY	2,708,630
512 STRATFORD MUNICIPAL AIRPORT	167,240
513 INDUSTRIAL LAND SERVICING	0
610 SOCIAL SERVICES ADMINISTRATION	16,980
611 ONTARIO WORKS	499,450
612 HOMELESSNESS	85,480
613 ANNE HATHAWAY DAY CARE CENTRE	12,210
614 PS HOUSING CORP / LHC	1,968,730
615 HOUSING DIVISION-SERVICE MGR	730,980
616 CHILDREN SERVICES	326,990
618 BRITANNIA ST APARTMENTS	0
711 PARKS	2,438,300
715 FACILITIES	1,632,805
721 RECREATION	4,684,399
731 CEMETERY	464,170
750 TRANSIT	2,804,924
751 PARALLEL TRANSIT	532,494
752 COMMUNITY TRANSPORTATION	56,172
810 REQUISITIONS FROM OTHERS	10,129,402
820 COMMITTEES OF COUNCIL	94,945
872 COMMUNITY SUPPORT & GRANTS	670,870

THIS IS SCHEDULE "B" to BY-LAW 39-2023

Adopted this 27th day of March, 2023

CITY OF STRATFORD CAPITAL PROGRAM

Chief Administrative Officer

Project Number	Project Name	Total Project Cost	Federal/ Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
1	Cooper Site Next Steps	\$2,500,000	\$0	\$0	\$0	\$0	(\$2,500,000)

Corporate Services - Parking

Project Number	Project Name	Total Project Cost	Federal/ Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
2	Erie Lot Improvements	\$1,500,000	\$0	\$0	\$0	\$0	(\$1,500,000)
3	Downie Lot Improvements	\$80,000	\$0	\$0	\$0	\$0	(\$80,000)
4	Smart Parking Project	\$38,915	\$0	\$0	\$0	\$0	(\$38,915)
5	EV Charging Stations	\$377,562	(\$160,000)	\$0	\$0	\$0	(\$217,562)

Corporate Services – Information Technology Services

Project Number	Project Name	Total Project Cost	Federal/ Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
6	Personal Computers	\$192,000	\$0	\$0	\$0	\$0	(\$192,000)
7	Network Equipment	\$90,000	\$0	\$0	\$0	\$0	(\$90,000)
8	Video Surveillance Equipment	\$163,000	\$0	\$0	\$0	\$0	(\$163,000)

Fire – No projects

Airport

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
9	Underground Fuel Tank Replacement	\$400,000	\$0	\$0	\$0	\$0	(\$400,000)

Community Services – Parks and Forestry

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
10	Play Structure Replacement – Marsh Pond	\$82,000	\$0	\$0	\$0	\$0	(\$82,000)
11	Lawn Bowling Club Lighting	\$20,000	\$0	\$0	\$0	\$0	(\$20,000)
12	Removal of Fuel Tanks at Parks Yard	\$35,000	\$0	\$0	\$0	\$0	(\$35,000)

Community Services – Cemetery

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
13	Cemetery Road Repair/ Drainage	\$25,000	\$0	\$0	\$0	\$0	(\$25,000)
14	Historic Monument Levelling	\$25,000	\$0	\$0	\$0	\$0	(\$25,000)
15	Remove and Replace Fuel Tanks at Cemetery	\$115,000	\$0	\$0	\$0	\$0	(\$115,000)

Community Services – Facilities

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
16	Compressor Replacement - William Allman Arena	\$80,000	\$0	\$0	\$0	\$0	(\$80,000)
17	Surface Repairs - SERC Tennis/Pickleball Courts	\$50,000	\$0	\$0	\$0	\$0	(\$50,000)
18	Phase I and II National Stadium Upgrades	\$200,000	\$0	\$0	\$0	\$0	(\$200,000)
19	Milton Tennis/Pickleball Courts	\$275,000	\$0	\$0	\$0	\$0	(\$275,000)
20	Windows Replacement - Municipal Golf Course Building	\$60,000	\$0	\$0	\$0	\$0	(\$60,000)
21	HVAC Replacement - Gallery Stratford	\$300,000	\$0	\$0	\$0	\$0	(\$300,000)
22	Infill Material Replacement - Packham Turf Field	\$150,000	\$0	\$0	\$0	\$0	(\$150,000)

Community Services - Transit

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
23	Bus Storage/Facility Upgrades	\$1,000,000	(\$1,000,000)	\$0	\$0	\$0	\$0
24	40 ft. Hybrid Electric/Diesel Conventional Buses (2)	\$2,200,000	(\$2,200,000)	\$0	\$0	\$0	\$0
25	Magnuscards Mobile App	\$60,000	(\$60,000)	\$0	\$0	\$0	\$0

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
26	Remove and Replace Fuel Tanks at Transit	\$250,000	(\$250,000)	\$0	\$0	\$0	\$0
27	Automatic Bus Wash Replacement	\$350,000	(\$350,000)	\$0	\$0	\$0	\$0

Infrastructure and Development Services – Roads and Traffic

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
28	Sidewalk Replacements	\$150,000	\$0	\$0	\$0	\$0	(\$150,000)
29	Accessibility Improvements	\$50,000	\$0	\$0	\$0	\$0	(\$50,000)
30	Trails and Trails Master Plan Implementation	\$200,000	\$0	\$0	\$0	\$0	(\$200,000)
31	Pedestrian Crossing Improvements	\$100,000	\$0	\$0	\$0	\$0	(\$100,000)
32	Speed Information Signs	\$15,000	\$0	\$0	\$0	\$0	(\$15,000)
33	Bridge Improvements	\$1,250,000	(\$800,000)	\$0	\$0	(\$300,000)	(\$150,000)
34	Signal Intersection Updates AODA	\$50,000	\$0	\$0	\$0	\$0	(\$50,000)
35	Street Lighting Improvements	\$50,000	\$0	\$0	\$0	\$0	(\$50,000)
36	New Sidewalks, Collector and Arterial	\$200,000	\$0	(\$100,000)	\$0	\$0	(\$100,000)

Infrastructure and Development Services – Storm

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
37	Lake Victoria Outfall Replacement - Design	\$75,000	\$0	\$0	\$0	\$0	(\$75,000)
38	Lorne Avenue Trunk Sewer Assessment	\$150,000	\$0	\$0	\$0	\$0	(\$150,000)
39	SWM Facility Maintenance	\$250,000	\$0	\$0	\$0	\$0	(\$250,000)

Infrastructure and Development Services – Water

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
40	Lake Victoria Outfall Replacement - Design	\$100,000	\$0	\$0	\$0	\$0	(\$100,000)
41	Lorne Avenue Trunk Sewer Assessment	\$100,000	\$0	\$0	\$0	\$0	(\$100,000)

Infrastructure and Development Services – Miscellaneous

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
42	Public Works Facilities Upgrades	\$350,000	\$0	\$0	\$0	\$0	(\$350,000)
43	House Service Applications	\$400,000	\$0	\$0	\$0	(\$400,000)	\$0

Infrastructure and Development Services – Sanitary

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
44	WPCP Tertiary Filters 3 & 4 Underdrain Replacement	\$400,000	\$0	\$0	\$0	\$0	(\$400,000)
45	Water Pollution Control Plant (WPCP) Improvements	\$375,000	\$0	\$0	\$0	\$0	(\$375,000)
46	Basement Isolation	\$30,000	\$0	\$0	\$0	\$0	(\$30,000)
47	Miscellaneous Sanitary Repairs	\$30,000	\$0	\$0	\$0	\$0	(\$30,000)
48	Sanitary Relining Subsidy	\$50,000	\$0	\$0	\$0	\$0	(\$50,000)
49	Pumping Station Upgrades	\$100,000	\$0	\$0	\$0	\$0	(\$100,000)
50	Water and Wastewater Network Enhancements (SCADA)	\$26,740	\$0	\$0	\$0	\$0	(\$26,740)

Infrastructure and Development Services – Linear Infrastructure

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
51	Asphalt Resurfacing	\$1,500,000	(\$1,300,000)	\$0	\$0	\$0	(\$200,000)
52	Watermain Relining	\$675,000	\$0	\$0	\$0	\$0	(\$675,000)
53	Ontario/Erie Streets Resurfacing	\$3,425,000	(\$3,000,000)	\$0	\$0	\$0	(\$425,000)
54	Waldies Lane	\$450,000	\$0	\$0	\$0	\$0	(\$450,000)
55	Ontario Street Watermain Replacement	\$875,000	\$0	\$0	\$0	\$0	(\$875,000)

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
56	Lorne/Downie Intersection - Design	\$100,000	\$0	\$0	\$0	\$0	(\$100,000)
57	Albert Street Reconstruction (Phase I)	\$3,850,000	(\$2,000,000)	\$0	\$0	\$0	(\$1,850,000)

Infrastructure and Development Services – Fleet

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
58	Hybrid SUV carry over from 2022 Eng B54	\$50,000	\$0	\$0	\$0	\$0	(\$50,000)
59	Hybrid SUV carry over from 2022 Eng B1A121	\$50,000	\$0	\$0	\$0	\$0	(\$50,000)
60	Hybrid Pickup carry over from 2022 for CC R03	\$60,000	\$0	\$0	\$0	\$0	(\$60,000)
61	Hybrid Pickup carry over from 2022 for CC P09	\$65,000	\$0	\$0	\$0	\$0	(\$65,000)
62	Hybrid SUV carry over from 2022 for CC PT19	\$50,000	\$0	\$0	\$0	\$0	(\$50,000)
63	Hybrid SUV carry over from 2020 Eng L51	\$50,000	\$0	\$0	\$0	\$0	(\$50,000)
64	Hybrid SUV carry over from 2020 Eng L70	\$50,000	\$0	\$0	\$0	\$0	(\$50,000)
65	Hybrid SUV carry over from 2022 for L55	\$50,000	\$0	\$0	\$0	\$0	(\$50,000)
66	Replacement of W14 carry over 2019	\$70,000	\$0	\$0	\$0	\$0	(\$70,000)
67	Replacement of W33 Water Service Truck	\$160,000	\$0	\$0	\$0	\$0	(\$160,000)

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
68	Replacement of W34 Water Service Truck	\$160,000	\$0	\$0	\$0	\$0	(\$160,000)
69	Replacement of W12 Water Pickup Truck	\$75,000	\$0	\$0	\$0	\$0	(\$75,000)
70	Replacement of WW18 Wastewater Van	\$80,000	\$0	\$0	\$0	\$0	(\$80,000)
71	Concrete/Asphalt grinder attachment	\$40,000	\$0	\$0	\$0	\$0	(\$40,000)
72	Replacement of R40 Trackless Sidewalk Tractor	\$225,000	\$0	\$0	\$0	\$0	(\$225,000)
73	Portable Hoist	\$100,000	\$0	\$0	\$0	\$0	(\$100,000)
74	Replacement of M20 Edco Concrete Grinder	\$14,000	\$0	\$0	\$0	\$0	(\$14,000)
75	Replacement of 616 Hot Box	\$55,000	\$0	\$0	\$0	\$0	(\$55,000)
76	Replacement of PW Garage Air Compressor	\$17,000	\$0	\$0	\$0	\$0	(\$17,000)
77	Replacement of Forestry Truck & Chipper Box P06	\$155,000	\$0	\$0	\$0	\$0	(\$155,000)
78	Replacement of C05 Mower with Leaf Picker	\$65,000	\$0	\$0	\$0	\$0	(\$65,000)
79	Social Services New Hybrid Vehicles (2)	\$100,000	\$0	\$0	\$0	\$0	(\$100,000)
80	Cemetery Utility Vehicle	\$22,000	\$0	\$0	\$0	\$0	(\$22,000)

Infrastructure and Development Services – Landfill

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
81	Landfill Buffer Acquisition (carry forward)	\$200,000	\$0	\$0	\$0	\$0	(\$200,000)

Infrastructure and Development Services – Facilities

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
82	City Hall - Envelope Maintenance	\$4,600,000	\$0	\$0	\$4,100,000	\$0	(\$500,000)
83	Public Library - Roof Replacement	\$80,000	\$0	\$0	\$0	\$0	(\$80,000)
84	Public Library - HVAC Unit Replacement	\$45,000	\$0	\$0	\$0	\$0	(\$45,000)
85	Administration of Justice - HVAC Unit Replacement	\$80,000	\$0	\$0	\$0	\$0	(\$80,000)
86	Tourism - Partial Roof Replacement	\$107,000	\$0	\$0	\$0	\$0	(\$107,000)
87	LED Lighting Project-various	\$149,000	\$0	\$0	\$0	\$0	(\$149,000)
88	City Hall Annex - Elevator Modernization	\$200,000	\$0	\$0	\$0	\$0	(\$200,000)

Infrastructure and Development Services – Building and Planning

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
89	Cloud Permit Software	\$15,000	\$0	\$0	\$0	\$0	(\$15,000)

Social Services

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
90	Driveways and Parking Lots	\$50,000	\$0	\$0	\$0	\$0	(\$50,000)
91	Connectivity/Security Systems	\$454,500	\$0	\$0	\$0	(\$100,000)	(\$354,500)
92	Fire Alarm Systems	\$150,000	\$0	\$0	\$0	\$0	(\$150,000)
93	Kitchen Replacements	\$302,000	\$0	\$0	\$0	\$0	(\$302,000)
94	Furnaces	\$55,000	\$0	\$0	\$0	\$0	(\$55,000)
95	Roof Replacements	\$290,000	\$0	\$0	\$0	\$0	(\$290,000)
96	Window Replacements	\$55,000	\$0	\$0	\$0	\$0	(\$55,000)
97	Accessibility Upgrades	\$55,000	\$0	\$0	\$0	\$0	(\$55,000)
98	Electrical Upgrades	\$60,000	\$0	\$0	\$0	\$0	(\$60,000)
99	Fencing	\$8,000	\$0	\$0	\$0	\$0	(\$8,000)
100	Roofing Tie Offs and Access	\$150,000	\$0	\$0	\$0	\$0	(\$150,000)
101	Balcony	\$35,000	\$0	\$0	\$0	\$0	(\$35,000)

Stratford Public Library

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
102	Computer Equipment	\$34,000	\$0	\$0	\$0	\$0	(\$34,000)
103	Library Collection	\$259,220	\$0	(\$20,000)	\$0	\$0	(\$239,220)

Stratford Police Service

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
104	Desktop Computer Refresh	\$30,000	\$0	\$0	\$0	\$0	(\$30,000)
105	Closed Circuit Television Program	\$200,000	(\$200,000)	\$0	\$0	\$0	\$0
106	Automated License Plate Reader/In Car Video Equip	\$226,093	(\$169,570)	\$0	\$0	(\$56,523)	\$0
107	Backup Communications Centre	\$300,000	\$0	\$0	\$0	\$0	(\$300,000)
108	Replacement Police Cruisers (4)	\$324,000	\$0	(\$81,000)	\$0	(\$81,000)	(\$162,000)
109	Police Building Feasibility Study	\$50,000	\$0	(\$50,000)	\$0	\$0	\$0

Totals

Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
\$36,322,030	(\$11,489,570)	(\$251,000)	(\$4,100,000)	(\$937,523)	(\$19,543,937)