



**BY-LAW NUMBER 17-2024  
OF  
THE CORPORATION OF THE CITY OF STRATFORD**

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BEING a by-law to adopt the budget (estimates of revenues and expenditures) for tax supported and user pay purposes for the year 2024.

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**WHEREAS** Section 290 of the Municipal Act, S.O. 2001, c.25, as amended, ("the Municipal Act, 2001") 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, 2001 Council has considered the sums required during the year for Municipal purposes and is prepared to pass a budget for the year 2024;

**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 in the amount of \$167,948,747 and expenditures in the amount of \$167,948,747 for tax supported purposes and for user pay purposes for the City of Stratford are hereby adopted as summarized in the attached Schedule "A", to be known as the 2024 Net Operating Budget.
2. That the capital project estimates for expenditures in the amount of \$45,841,000 and revenues in the amount of \$45,841,000 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 2024 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 26th day of February, 2024.

  
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Mayor – Martin Ritsma

  
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Clerk – Tatiana Dafoe

**THIS IS SCHEDULE "A" to By-law 17-2024**

**Adopted this 26<sup>th</sup> day of February, 2024**

City of Stratford 2024 Net Operating Budget:

<b>Account</b>	<b>Amount</b>
100 TAXATION	(80,090,376)
100 GENERAL REVENUES	(1,847,077)
101 MAYOR AND COUNCIL SERVICES	716,724
102 COMMITTEES OF COUNCIL	94,945
111 CAO'S OFFICE	952,071
112 HUMAN RESOURCES	1,166,301
121 CITY CLERK	876,443
134 INFORMATION TECHNOLOGY	0
135 PARKING	(587,334)
136 CROSSING GUARDS	257,950
139 GENERAL GOVERNMENT	761,224
141 CITY BUILDINGS	2,163,387
211 FIRE	9,877,547
250 BUILDING PERMITS	0
251 DEVELOPMENT SERVICES	680,617
252 BY-LAW ENFORCEMENT	378,632
310 ENGINEERING	1,320,212
315 FLEET	1,079,512
320 ROADS	7,311,046
330 SANITARY	0
340 STORM	4,929,662
350 WATER	0
360 WASTE	882,311
512 STRATFORD MUNICIPAL AIRPORT	73,049
513 INDUSTRIAL LAND SERVICING	0
610 SOCIAL SERVICES ADMINISTRATION	21,115
611 ONTARIO WORKS	624,920
612 HOMELESSNESS	239,010
613 ANNE HATHAWAY DAY CARE CENTRE	47,290
614 PS HOUSING CORP / LHC	2,131,545
615 HOUSING DIVISION-SERVICE MGR	791,270
616 CHILDREN SERVICES	326,421
618 BRITANNIA ST APARTMENTS	624,596
711 PARKS	2,779,472
715 FACILITIES	2,093,245
721 RECREATION	6,220,030
731 CEMETERY	503,508
750 TRANSIT	3,706,795
751 PARALLEL TRANSIT	646,955
752 COMMUNITY TRANSPORTATION	0
810 REQUISITIONS FROM OTHERS	27,197,114
872 COMMUNITY SUPPORT & GRANTS	1,049,868

**THIS IS SCHEDULE "B" TO BY-LAW 17-2024**

Adopted this 26<sup>th</sup> day of February, 2024

**CITY OF STRATFORD CAPITAL PROGRAM**

**Corporate Services - Parking**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/ Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
1	Erie Lot Improvements	\$1,500,000	\$0	\$0	\$0	\$0	(\$1,500,000)
2	Smart Parking Project	65,000	0	0	0	0	(65,000)
3	EV Charging Stations	262,000	0	0	0	0	(262,000)
4	Comprehensive Parking Management System	75,000	0	0	0	0	(75,000)

**Corporate Services – Information Technology Services**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/ Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
5	Personal Computers	\$192,000	\$0	\$0	\$0	\$0	(\$192,000)
6	Network Equipment	100,000	0	0	0	0	(100,000)
7	Video Surveillance Equipment	212,000	0	0	0	0	(212,000)

**Fire/Airport**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/ Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
8	Fire Station 2 Repairs	\$60,000	\$0	\$0	\$0	\$0	(\$60,000)

**Community Services – Parks and Forestry**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
9	Milton St Play Structure	\$111,340	\$0	\$0	\$0	\$0	(\$111,340)

**Community Services – Cemetery**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
10	Cemetery Garage Doors	\$28,500	\$0	\$0	\$0	\$0	(\$28,500)

**Community Services – Recreation Facilities**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
11	Boathouse Membrane and Railing	\$260,000	\$0	\$0	\$0	\$0	(\$260,000)
12	Dufferin Arena Cooling Tower	\$125,000	0	0	0	0	(\$125,000)
13	Anne Hathaway Ball Diamond Fencing	\$80,000	0	0	0	0	(\$80,000)

**Community Services – Recreation Facilities (continued)**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
14	Allman Arena Heating Boiler System	\$80,000	\$0	\$0	\$0	\$0	(\$80,000)
15	Allman Arena Roof	1,550,000	0	0	0	0	(1,550,000)
16	Allman Arena Concrete Foundation Walls Repairs	80,000	0	0	0	0	(80,000)
17	Allman Arena Flooring	95,000	0	0	0	0	(95,000)
18	Agriplex Guardrails	300,000	0	0	0	0	(300,000)
19	National Stadium Washrooms	100,000	0	0	0	0	(100,000)

**Community Services – Facilities – Other Buildings**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
20	Justice Building Roof	\$490,000	0	0	0	0	(\$490,000)
21	Justice Building Exterior Elements	75,000	0	0	0	0	(75,000)
22	Justice Building Accessible Ramp	200,000	0	0	0	0	(200,000)

**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	\$135,840	(\$135,840)	\$0	\$0	\$0	\$0
24	Hybrid Buses (HEV)	2,310,000	(2,310,000)	0	0	0	0
25	Automatic Bus Wash	367,500	(367,500)	0	0	0	0

**Infrastructure Services – Roads and Traffic**

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
26	Sidewalk Replacements	\$300,000	\$0	\$0	\$0	\$0	(\$300,000)
27	Accessibility Improvements	50,000	0	0	0	0	(50,000)
28	Pedestrian Crossing Improvements	100,000	0	0	0	0	(100,000)
29	Oakdale Multi-Use Trail	500,000	(500,000)	0	0	0	0
30	Downtown Intersection Improvements	1,200,000	(300,000)	0	0	0	(900,000)
31	Bridge Improvements	1,200,000	(750,000)	0	0	(450,000)	0
32	Signal Intersection Updates	50,000	0	0	0	0	(50,000)
33	Street Lighting Improvements	50,000	0	0	0	0	(50,000)
34	New Sidewalks, Collector and Arterial	200,000	0	(100,000)	0	0	(100,000)
35	Erie St Active Transportation	300,000	0	0	0	0	(300,000)

**Infrastructure Services – Storm**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
36	SWM Facility Maintenance	\$250,000	\$0	\$0	\$0	\$0	(\$250,000)
37	Lake Victoria Outfall Replacements	100,000	0	0	0	0	(100,000)
38	Roadhouse Municipal Drain Improvement	2,000,000	(2,000,000)	0	0	0	0

**Infrastructure Services – Water**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
39	Miscellaneous Water Repairs	\$100,000	\$0	\$0	\$0	\$0	(\$100,000)
40	Mechanical Well Upgrades	100,000	0	0	0	0	(100,000)
41	Bulk Water Station Upgrade	50,000	0	0	0	0	(50,000)
42	O'Loane Watermain at Perth Line 36	250,000	0	(250,000)	0	0	0
43	Well Chlorination System Upgrades	100,000	0	0	0	0	(100,000)
44	Glendon/Neal Watermain Connection Replacement	150,000	0	0	0	0	(150,000)

**Infrastructure Services – Miscellaneous**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
45	Public Works Facility Upgrades	\$200,000	\$0	\$0	\$0	\$0	(\$200,000)
46	New Public Works Facility	250,000	0	(200,000)	0	0	(50,000)

**Infrastructure Services – Sanitary**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
47	Water Pollution Control Plant Improvements	\$380,000	\$0	\$0	\$0	\$0	(\$380,000)
48	Basement Isolation	30,000	0	0	0	0	(30,000)
49	Miscellaneous Sanitary Repairs	30,000	0	0	0	0	(30,000)
50	Sanitary Relining Subsidy	50,000	0	0	0	0	(50,000)
51	Pumping Station Upgrades	150,000	0	0	0	0	(150,000)
52	O'Loane Trunk Sanitary Phase 1	300,000	0	(288,000)	0	0	(12,000)



**Infrastructure Services – Linear Infrastructure**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
53	Asphalt Resurfacing	\$2,250,000	(\$2,025,000)	\$0	\$0	\$0	(\$225,000)
54	Sewer Relining	750,000	0	0	0	0	(750,000)
55	Watermain Relining	700,000	0	0	0	0	(700,000)
56	Albert St Reconstruction 2024	4,100,000	(1,740,000)	0	0	0	(2,360,000)
57	Moderwell St Local Improvement	1,200,000	0	0	0	(95,000)	(1,105,000)
58	Albert St Reconstruction 2023	1,925,000	(1,000,000)	0	0	0	(925,000)
59	Ontario/Erie Resurfacing 2023	2,100,000	(1,890,000)	0	0	0	(210,000)

**Infrastructure Services – Fleet**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
60	L20 Pickup Truck Replacement	\$70,000	\$0	\$0	\$0	\$0	(\$70,000)
61	L30 Pickup Truck Replacement	70,000	0	0	0	0	(70,000)
62	W40 Backhoe Replacement	250,000	0	0	0	0	(250,000)
63	R50 Sidewalk Tractor/Attachments Replacement	250,000	0	0	0	0	(250,000)
64	R70 Sidewalk Tractor/Attachments Replacement	250,000	0	0	0	0	(250,000)

**Infrastructure Services – Fleet (continued)**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
65	N47 Mobile Painter Unit	\$20,000	0	0	0	0	(\$20,000)
66	M10 Roller Unit Replacement	90,000	0	0	0	0	(90,000)
67	P15 Tractor Loader and Backhoe Replacement	90,000	0	0	0	0	(90,000)
68	2023 Environmental Services Pickup	70,000	0	0	0	0	(70,000)
69	2023 Forestry Truck and Chipper Box	265,000	0	0	0	0	(265,000)
70	Parks and Recreation Pickup Truck	70,000	0	0	0	0	(70,000)
71	Public Works Pickup Truck	70,000	0	0	0	0	(70,000)
72	Environmental Services Pickup	70,000	0	0	0	0	(70,000)
73	Social Services Vehicle	55,000	0	0	0	0	(55,000)

**Infrastructure Services – Landfill**

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

**Social Services**

<b>Project Number</b>	<b>Project Name</b>	<b>Total Project Cost</b>	<b>Federal/Provincial Funding</b>	<b>Development Charges</b>	<b>Long Term Debt</b>	<b>Other</b>	<b>City Reserves</b>
75	9 Fulton St Rebuild	\$5,301,500	(\$699,200)	0	(\$4,602,300)	\$0	\$0
76	Driveways and Parking Lots	50,000	0	0	0	0	(50,000)
77	Connectivity	846,000	(400,000)	0	0	0	(446,000)
78	Kitchen Replacements	300,000	0	0	0	0	(300,000)
79	Furnace Replacements	55,000	0	0	0	0	(55,000)
80	Roof Replacements	300,000	0	0	0	0	(300,000)
81	Window Replacements	55,000	0	0	0	0	(55,000)
82	Accessibility Upgrades	100,000	0	0	0	0	(100,000)
83	Electrical Upgrades	50,000	0	0	0	0	(50,000)
84	Fencing	5,000	0	0	0	0	(5,000)
85	Roofing Tie Offs and Access Ladders	100,000	0	0	0	0	(100,000)
86	Balcony Repairs	35,000	0	0	0	0	(35,000)
87	Asbestos Assessments and Abatement	100,000	0	0	0	0	(100,000)
88	Flooring Repairs and Replacement	10,000	0	0	0	0	(10,000)
89	Affordable Housing Project 398 Erie St	4,972,000	0	0	(4,972,000)	0	0

### Stratford Public Library

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
90	Library Collection	\$247,170	\$0	\$20,000	\$0	\$0	(\$227,170)
91	Computer Equipment	49,200	0	0	0	0	(49,200)
92	Staff Restroom Update	25,000	0	0	0	0	(25,000)
93	New Library Facility Expenses	75,000	0	0	0	0	(75,000)

### Stratford Police Service

Project Number	Project Name	Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
94	Desktop Computer Refresh	\$30,600	0	0	0	0	(\$30,600)
95	Replacement (3) Vehicles	\$240,000	0	0	0	0	(240,000)
96	Closed Circuit TV	\$100,000	(100,000)	0	0	0	0
97	Backup Communications Centre	\$263,480	(263,480)	0	0	0	0
98	Server Room Upgrade	111,870	(100,000)	0	0	0	(11,870)
99	LiveScan Fingerprinting System	\$40,000	0	0	0	0	(40,000)
100	Replacement (1) Vehicle	70,000	0	0	0	0	(70,000)
101	Business Plan Consultant	100,000	0	0	0	0	(100,000)

### Totals

Total Project Cost	Federal/Provincial Funding	Development Charges	Long Term Debt	Other	City Reserves
\$45,841,000	(\$14,581,020)	(\$858,000)	(\$9,574,300)	(\$545,000)	(\$20,282,680)