



BY-LAW NUMBER 12-2022
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 2022.

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 2022;


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 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 2022 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 2022 Capital Budget.
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 14th day of February, 2022.



Mayor – Daniel B. Mathieson



Clerk – Tatiana Dafoe

This is Schedule "A" to By-law 12-2022

Adopted this 14th day of February, 2022

City of Stratford 2022 Operating Budget

Account	Amount
100 TAXATION	(68,264,126)
100 GENERAL REVENUES	(1,915,365)
101 MAYOR'S OFFICE	99,640
102 CITY COUNCIL	373,930
111 CAO'S OFFICE	875,047
112 HUMAN RESOURCES	691,710
121 CITY CLERK	508,770
131 FINANCE & TREASURY	1,404,230
134 INFORMATION TECHNOLOGY	1,705,196
135 PARKING	(464,230)
136 CROSSING GUARDS	242,910
139 GENERAL GOVERNMENT	1,818,477
141 CITY BUILDINGS	862,318
211 FIRE	8,390,884
231 POLICE	12,097,829
251 DEVELOPMENT SERVICES	491,632
310 ENGINEERING	803,839
315 FLEET	1,614,790
320 ROADS	5,888,580
330 SANITARY	0
340 STORM	4,416,682
350 WATER	(7,235)
360 WASTE	1,035,740
411 STRATFORD PUBLIC LIBRARY	2,640,922
512 STRATFORD MUNICIPAL AIRPORT	184,742
513 INDUSTRIAL LAND SERVICING	0
610 SOCIAL SERVICES ADMINISTRATION	17,000
611 ONTARIO WORKS	573,980
613 ANNE HATHAWAY DAY CARE CENTRE	1,170
615 HOUSING	2,356,750
616 CHILDREN SERVICES	239,210
617 EARLY LEARNING & CHILD CARE	115,260
618 BRITANNIA ST APARTMENTS	0
711 PARKS	2,563,180
721 RECREATION	5,320,967
731 CEMETERY	460,180
750 TRANSIT	2,180,784
751 PARALLEL TRANSIT	517,180
810 REQUISITIONS FROM OTHERS	9,284,432
820 COMMITTEES OF COUNCIL	103,945
872 COMMUNITY SUPPORT & GRANTS	769,050

This is Schedule "B" to By-law 12-2022

Adopted this 14th day of February, 2022

City of Stratford 2022 Capital Budget Summary

A. Corporate Services - total for all divisions \$2,163,330

A.1 Parking

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
1	Erie Lot Improvements	\$1,000,000			\$(1,000,000)	R-R11-PRKG	
2	Downie Lot Improvements	\$80,000			\$(80,000)	R-R11-PRKG	
3	Smart Parking Project (parking sensors)	\$34,390			\$(34,390)	R-R11-PRKG	
4	EV Charging Station Expansion (multiple lots)	\$249,100	\$(110,000)		\$(139,100)	R-R11-PRKG	

A.2 Information Technology Services

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
5	Personal Computers	\$48,000			\$(48,000)	R-R11-ITCA	
6	Network Enhancements (with carry forward)	\$180,000			\$(180,000)	R-R11-ITCA	
7	Wireless Enhancements	\$65,000			\$(65,000)	R-R11-ITCA	
8	Server Upgrade & Licensing	\$40,000			\$(40,000)	R-R11-ITCA	

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
9	Website & Citizen Portal	\$90,000			\$(90,000)	R-R11-ITCA	
10	Conference Room Technologies	\$97,000			\$(97,000)	R-R11-ITCA	
11	Records Management System Software (carry forward)	\$228,960	\$(148,824)		\$(80,136)	R-R11-ITCA	
12	Human Resources Information System (carry forward)	\$50,880	\$(33,072)		\$(17,808)	R-R11-ITCA	

B. Fire / Airport – total for all divisions \$1,900,000

B.1 Fire

No capital projects included.

B.2 Airport

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
13	Fuel System Replacement	\$400,000			\$(400,000)	R-R11-AIRP	
14	Taxiway Extension	\$1,500,000	\$(1,500,000)				

C. Community Services – total for all divisions \$2,299,000

C.1 Parks and Forestry

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
15	Maple Avenue Park Playground Structure Replacement	\$82,000			\$(82,000)	Taxation	
16	1/2 Ton Pick-up Replacement (P09)	\$50,000			\$ (50,000)	Taxation	
17	Front End Loader with Snow Blade Replacement	\$125,000			\$ (125,000)	Taxation	
18	Removal of Fuel Tanks at Parks Yard	\$35,000			\$ (35,000)	Taxation	
19	Meadowrue Gardens Step Replacement	\$25,000			\$ (25,000)	Taxation	

C.2 Cemetery

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
20	Cemetery Road Repair	\$25,000			\$(25,000)	Taxation	
21	Cemetery Monument Levelling	\$25,000			\$(25,000)	Taxation	
22	Removal and Replacement of Cemetery Fuel Tanks	\$115,000			\$(115,000)	Taxation	
23	Niche Wall Addition	\$65,000			\$(65,000)	Taxation	

C.3 Facilities

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
24	Small Stage and Seating Veterans Drive	\$90,000	\$(90,000)		\$(100,000)	Taxation	
25	National Stadium Upgrades Phase I	\$100,000			\$(30,000)	Taxation	
26	Community Hall Generator	\$30,000			\$(40,000)	Taxation	
27	Scissor Lift Replacement (with carry forward from 2021)	\$82,000			\$(42,000)	R-R11-RECR	
28	1/2 Ton Pick-up Replacement (R03)	\$50,000			\$(50,000)	Taxation	
29	Replace Allman North Rubber Flooring	\$80,000			\$(80,000)	Taxation	
30	Allman Sound system	\$50,000			\$(50,000)	Taxation	
31	Replace compressor at Rotary	\$80,000			\$(80,000)	Taxation	
32	Packham Drainage	\$100,000			\$(100,000)	Taxation	
33	Milton St. Tennis Court Reconstruction	\$175,000			\$(175,000)	Taxation	

C.4 Transit

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
34	1/2 Ton Pick-up Replacement	\$50,000			\$(50,000)	R-R11-TRAN	
35	ITS-GPS System Upgrade Continuation	\$200,000	\$ (146,660)		\$(53,340)	R-R11-RGAS	
36	Automatic Bus Wash Replacement	\$350,000	\$ (256,655)		\$(93,345)	R-R11-RGAS	
37	Electronic Fare System	\$65,000	\$(47,665)		\$(17,335)	R-R11-RGAS	

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
38	Removal and Replacement of Transit Fuel Tanks	\$250,000	\$ (183,325)		\$(66,675)	R-R11-RGAS	

D. Infrastructure & Development Services - total for all divisions \$23,978,000

D.1 Roads and Traffic

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
39	Sidewalk Replacements	\$150,000			\$(150,000)	R-R11-PWCA	
40	Accessibility Improvements	\$50,000			\$(50,000)	R-R11-PWCA	
41	Trails / Bike & Pedestrian Master Plan Implementation	\$200,000			\$(200,000)	R-R11-RFED	
42	Bridge improvements	\$375,000			\$(375,000)	R-R11-RFED	
43	Street Lighting Improvements	\$25,000			\$(25,000)	R-R11-PWCA	
44	Signal Intersection Updates for AODA	\$42,000			\$(42,000)	R-R11-PWCA	
45	Pedestrian Crossing Improvements	\$100,000			\$(100,000)	R-R11-PWCA	
46	Downtown Intersection Improvements	\$500,000			\$(500,000)	R-R11-PWCA	
47	Missing Sidewalks on Collector and Arterial	\$200,000		\$(100,000)	\$(100,000)	R-R11-PWCA	

D.2 Storm

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
48	Lake Victoria Outfall Replacement	\$70,000			\$(70,000)	R-R11-STRM	

D.3 Water

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
49	Miscellaneous Repairs	\$100,000			\$(100,000)	R-R11-WATR	
50	Mechanical Upgrades to Wells	\$100,000			\$(100,000)	R-R11-WATR	
51	Water Service Replacement (Lead and Frozen)	\$100,000			\$(100,000)	R-R11-WATR	
52	Hydrant Distribution Monitoring	\$30,000			\$(30,000)	R-R11-WATR	
53	Process Optimization Equipment	\$50,000			\$(50,000)	R-R11-WATR	

D.4 Shared Program Funding

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
54	House Service Applications	\$400,000		\$(400,000)			

D.5 Sanitary

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
55	Pumping Station Upgrades	\$100,000			\$(100,000)	R-R11-WWTR	
56	Sewer Subsidy Program	\$75,000			\$(75,000)	R-R11-WWTR	
57	Basement Isolation	\$30,000			\$(30,000)	R-R11-WWTR	
58	Miscellaneous Repairs	\$30,000			\$(30,000)	R-R11-WWTR	
59	Process Optimization Equipment	\$50,000			\$(50,000)	R-R11-WWTR	
60	WPCP Improvements	\$376,000			\$(376,000)	R-R11-WWTR	
61	WPCP UV Replacement	\$500,000			\$(500,000)	R-R11-WWTR	

D.6 Linear Infrastructure

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
62	Huron Street - Phase 1 - Carry Forward	\$3,825,000	\$(2,623,500)		\$(291,500) \$(350,000) \$(560,000)	R-R11-PWCA R-R11-WWTR R-R11-WATR	
63	Asphalt Resurfacing	\$1,450,000			\$(1,150,000) \$(100,000) \$(100,000) \$(100,000)	R-R11-RFED R-R11-STRM R-R11-WATR R-R11-WWTR	
64	Sewer Relining	\$1,000,000			\$(500,000) \$(500,000)	R-R11-WWTR R-R11-STRM	

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
65	Watermain Relining	\$900,000			\$(615,000) \$(285,000)	R-R11-WATR R-R11-PWCA	
66	Argyle Street - St. David to Cambria - Carry Forward	\$950,000			\$(180,000) \$(220,000) \$(160,000) \$(390,000)	R-R11-STRM R-R11-WATR R-R11-WWTR R-R11-RFED	
67	Argyle Street - St. David to Cambria	\$500,000			\$(150,000) \$(150,000) \$(100,000) \$(100,000)	R-R11-PWCA R-R11-STRM R-R11-WATR R-R11-WWTR	
68	MacKenzie Street - St. David to Cambria - Carry Forward	\$1,150,000			\$(500,000) \$(270,000) \$(220,000) \$(160,000)	R-R11-PWCA R-R11-STRM R-R11-WATR R-R11-WWTR	
69	MacKenzie Street - St. David to Cambria	\$500,000			\$(150,000) \$(150,000) \$(100,000) \$(100,000)	R-R11-PWCA R-R11-STRM R-R11-WATR R-R11-WWTR	
70	Portia Boulevard Watermain Extension	\$350,000			\$(150,000) \$(150,000) \$(50,000)	R-R11-PWCA R-R11-WATR R-R11-WWTR	
71	Ontario St Resurfacing	\$1,500,000	\$(1,350,000)		\$(150,000)	R-R11-STRM	
72	McCarthy Road West Extension from Orr to O'Loane	\$900,000		\$(569,000)	\$(200,000)	R-R11-WATR	

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
					\$(79,250) \$(51,750)	R-R11-PWCA R-R11-STRM	

D.7 Fleet

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
73	Sport Utility Vehicle	\$35,000			\$(35,000)	R-R11-FLET	
74	Sport Utility Vehicle	\$35,000			\$(35,000)	R-R11-FLET	
75	Truck Body Rebuild/Crane Replacement	\$75,000			\$(75,000)	R-R11-FLET	
76	4 x 4 Pick-Up Truck	\$35,000			\$(35,000)	R-R11-FLET	
77	Street Sweeper	\$400,000			\$(400,000)	R-R11-FLET	
78	Vactor/Flusher Truck	\$650,000			\$(650,000)	R-R11-FLET	

D.8 Landfill

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
79	Landfill Cell Expansion	\$600,000			\$(600,000)	R-R11-WAST	
80	Landfill Cell Expansion (Carry Forward)	\$1,200,000			\$(1,200,000)	R-R11-WAST	
81	Landfill Buffer Project (Carry Forward)	\$150,000			\$(150,000)	R-R11-WAST	

D.9 Facilities

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
82	Exterior Envelope Maintenance City Hall	\$20,000			\$(20,000)	R-R11-FACI	
83	Passenger Elevators City Hall/Annex	\$680,000	\$(409,110)		\$(270,890)	R-R11-FACI	
84	Washroom Replacements Library	\$280,000	\$(100,000)		\$(180,000)	R-R11-FACI	
85	Cooper Building Rehabilitation	\$2,800,000			\$(2,800,000)	R-R11-GTCH	

D.10 Miscellaneous

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
86	Official Plan Review	\$150,000		\$(135,000)	\$(15,000)	G-R18-STUD	
87	Landfill Facility Review	\$40,000			\$(40,000)	R-R11-WAST	
88	Public Works Facility Review	\$70,000			\$(70,000)	R-R11-PWCA	
89	Attainable Housing - Community Improvement Plan	\$80,000	\$(40,000)		\$(40,000)	G-R18-STUD	

E. Social Services - total for all divisions \$8,359,000

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
90	Connectivity/Security Systems - with carry forward	\$560,000			\$ (560,000)	R-R11-HOUS	
91	Fire Alarm Systems - with carry forward	\$520,500			\$ (520,500)	R-R11-HOUS	
92	Kitchens - with carry forward	\$203,500			\$ (203,500)	R-R11-HOUS	
93	Furnaces - with carry forward	\$75,000			\$ (75,000)	R-R11-HOUS	
94	Roof Replacements	\$50,000			\$ (50,000)	R-R11-HOUS	
95	Accessibility Upgrades - with carry forward	\$100,000			\$ (100,000)	R-R11-HOUS	
96	Electrical Upgrades	\$50,000			\$ (50,000)	R-R11-HOUS	
97	Roof anchors and access	\$50,000			\$ (50,000)	R-R11-HOUS	
98	Britannia Phase 2 - carry forward	\$6,750,000	\$(2,063,920)				\$(4,686,080)

F. Stratford Public Library - total \$315,100

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
99	Library Collection	\$255,100		\$(20,000)	\$ (235,100)	R-R11-LIBR	
100	Computer Equipment	\$30,000			\$ (30,000)	R-R11-LIBR	
101	Carpet Replacement	\$30,000			\$ (30,000)	R-R11-LIBR	

G. Stratford Police Service - total \$1,271,525

Project Number	Project Name	Total Project Cost	(Fed / Prov) Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount	City Reserve Account Reference	Long Term Debt
102	Radio System Upgrade (carry forward)	\$590,000			\$(590,000)	R-R11-POLI	
103	Telephone System Upgrade (carry forward)	\$158,000			\$(158,000)	R-R11-POLI	
104	Police Vehicles (5)	\$373,075		\$(140,030)	\$(233,045)	R-R11-POLI	
105	Portable Radios - Legacy Replacement	\$50,000			\$(50,000)	R-R11-POLI	
106	VM Server Replacement	\$50,000			\$(50,000)	R-R11-POLI	
107	Phone System Server (carry forward)	\$20,450			\$(20,450)	R-R11-POLI	
108	Locker Room Replacement	\$15,000			\$(15,000)	R-R11-POLI	
109	Fusion System Server	\$15,000			\$(15,000)	R-R11-POLI	

Totals (including carry forwards)

Total Costs of 2022 Capital Program	Fed / Prov Grants	Dev. Charges, Developer, Homeowner, Other	City Reserve Amount Total	Long Term Debt Totals
\$40,285,955	\$(9,102,731)	\$(1,364,030)	\$(25,133,114)	\$(4,686,080)