



2019 Budget Presentation

April 15, 2019

Municipalities collect just eight cents of every tax dollar paid in Canada. Meanwhile, they build more than one-half of the country's core infrastructure.

Without access to revenues that grow with the economy, and without sufficient long-term investments by other governments, municipalities continue to face a structural gap between their growing responsibilities and the resources they have to meet them.

Budget Review to Date

Dec 17,
2018

- Approved Schedule of Fees and Charges for 2019
- Approved compensation adjustments for Elected Officials and Non-Union Wages

Jan 14,
2019

- 2019 Draft Operating Budget Presentation
- Debt Schedule
- Community Partnership Fund requests

Jan 23,
2019

- Revised 2019 Draft Operating Budget Presentation
- Revised Community Partnership Fund requests

Feb 28,
2019

- Presentation of Capital Project requests
- 2019 Draft Consolidated Capital Budget
- 5 Year Capital Project Listing

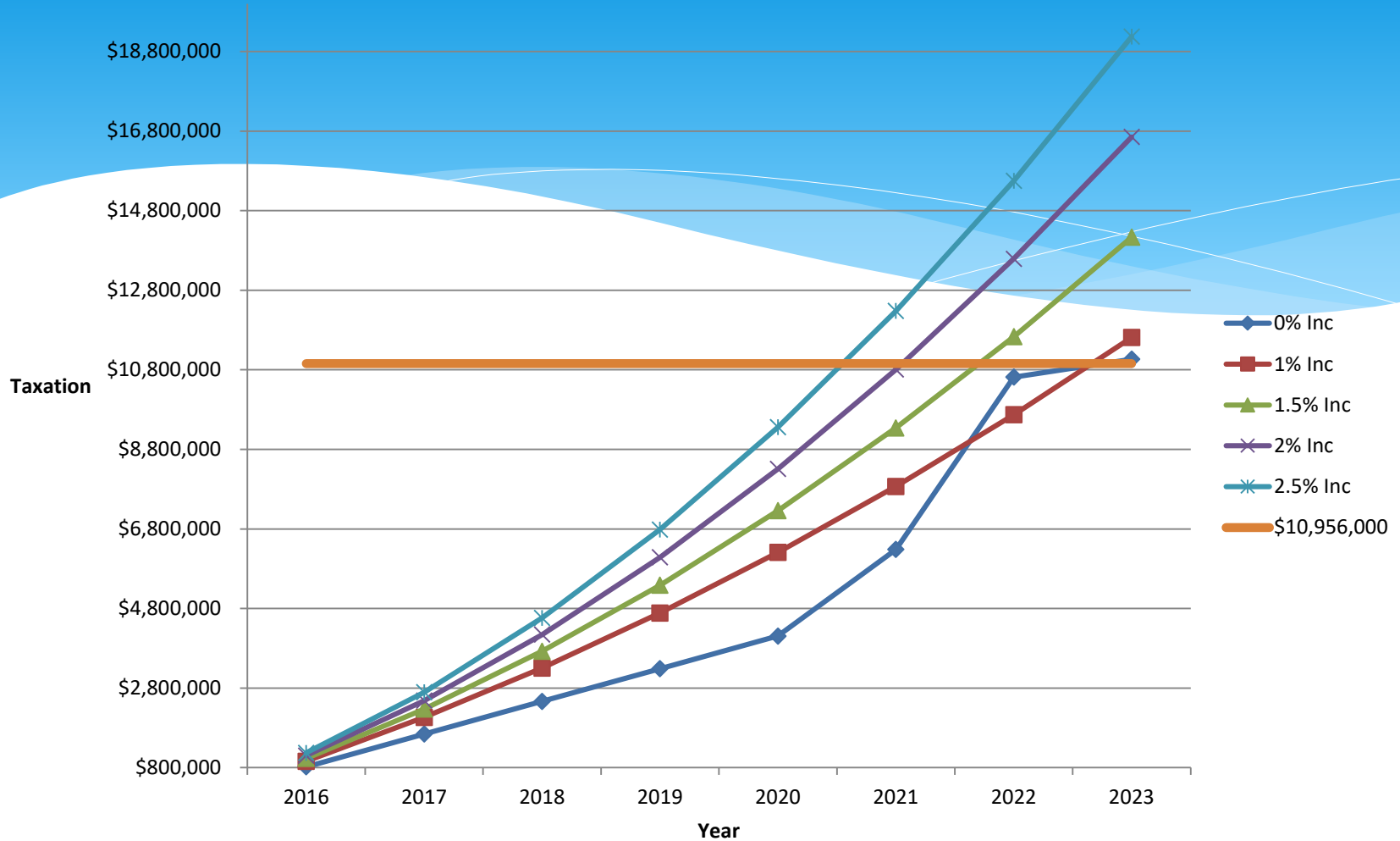
Mar 25,
2019

- 2019 Revised Operating Budget, a tax levy increase of \$483,382, or 3.22%, which includes a 0.15% tax levy increase in the future needs reserve
- 2019 Revised Capital Budget, a tax levy increase of \$657,750, or 4.39%
- Overall tax levy increase of 7.61% recommended by Finance Committee which results in an average rate increase of 0.12% when divided by our assessment base

Highlights and Lowlights

1. Municipal Debt will be paid down \$1.4 million in 2019. At year-end 2019, outstanding debt will be \$4.4M. If no new debt is taken, the municipality will be debt free by 2026 (8 years)
2. Municipal Reserve funds are continuing to be rebuilt to ensure municipal funding is available when capital project comes due and to provide operating working capital
3. Municipal fleet program ensures funding is available when equipment needs replacing
4. Development charges are being better utilized to ensure they pay for future development
5. OMFP Funding reduced by \$41,880 in 2019, or \$430,780 since 2013 which represents a 64% cut in funding

2023 Forecast Capital Tax Required



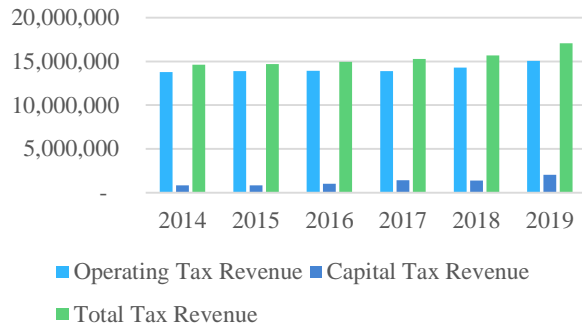
At the Finance Committee meeting March 25, 2019 the Finance Committee recommended to council, for a meeting date to be determined, approval of the 2019 Consolidated Operating and Capital Budget with an overall 7.61% levy increase, which will result in an average rate increase of 0.12%.

Annual Consolidated Budgets Comparison 2014 to 2019

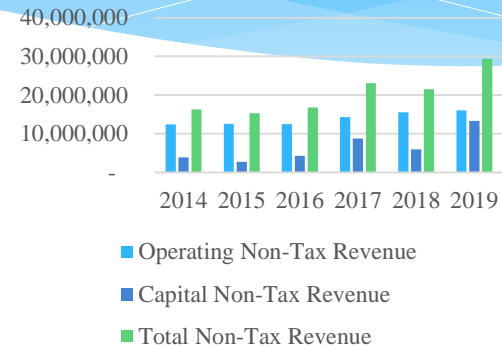
Year	Taxation	Non-Tax Funding	Total
2019	\$17,070,709	\$29,397,737	\$46,468,446
2018	\$15,929,577	\$21,530,766	\$37,460,343
2017	\$15,295,768	\$23,084,771	\$38,380,539
2016	\$14,945,302	16,831,615	\$31,776,917
2015	\$14,701,977	\$15,307,821	\$30,009,798
2014	\$14,605,291	\$16,327,352	\$30,932,643

Annual Consolidated Budgets Comparison 2014 to 2019

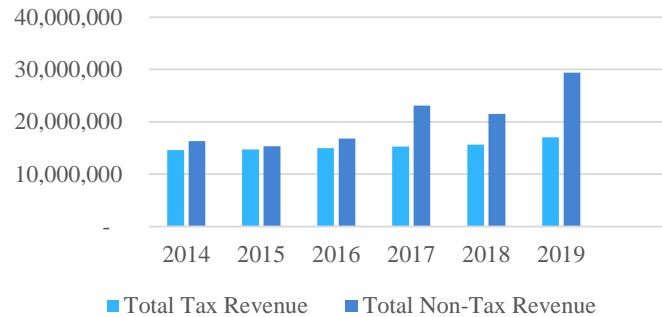
Tax Revenue



Non-Tax Revenue



Total Revenue Comparison



Comparison to 2018 tax increase

Component	2019 Tax Increase	% Inc	2018 Tax Increase	% Inc
Operations	\$461,374	3.07%	\$90,458	0.59%
Capital	\$657,750	4.39%	(\$29,380)	(0.19)%
Future Needs Reserve	\$22,008	0.15%	\$309,380	2.02%
TOTALS	\$1,141,132	7.61%	\$370,458	2.42%

Asset Management Plan: In 2015, 2016, 2017 and 2018 Municipal Budget council approved that a portion of the taxation achieved through growth and phased-in assessment be set aside to support the asset management gap as identified in the Asset Management Plan. Council has approved the same treatment of the taxation achieved through growth and phased-in growth assessment for the 2019 budget. The provision for 2019 is \$230,000.

Tax Levy Increases 2013 to 2019

Year	Taxation
2019 Proposed	7.61%
2018	2.42%
2017	2.34%
2016	1.7%
2015	0.66%
2014	1.4%
2013	4.55%

Service Areas – Business Units

Municipal Services
Total Budget - \$6,885,201
Operating Budget - \$6,531,701
Capital Budget - \$353,500
Animal Control
Council
Crossing Guards
Human Resources
Information Technology
Legal and Legislative Services
Property Management
Municipal Debt
Taxations & Grants
Treasury

Protective Services
Total Budget - \$10,595,960
Operating Budget- \$9,884,986
Capital Budget - \$710,974
Building Inspection
Drainage
Fire Service
Police Service
Property Standards
Solid Waste

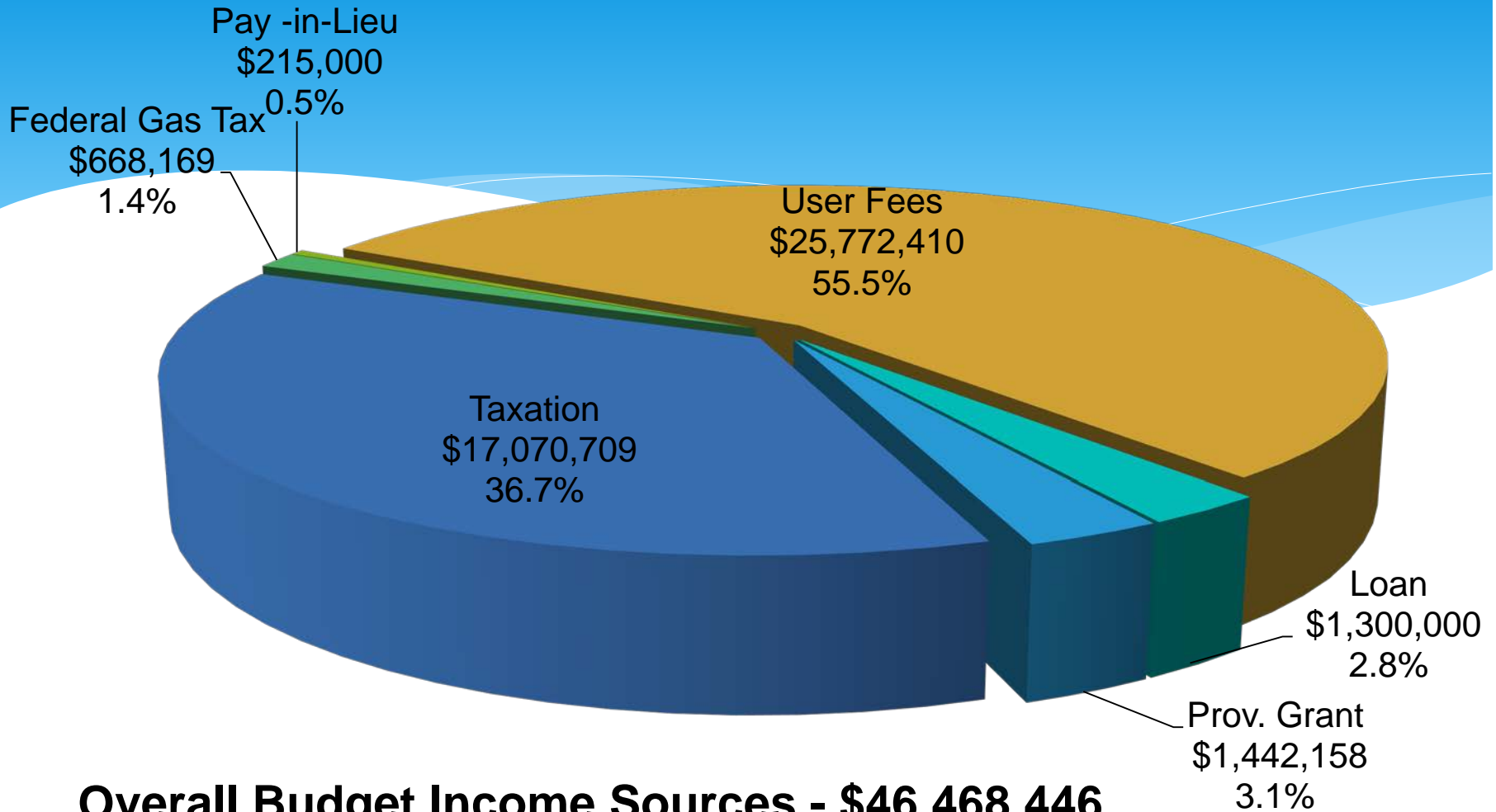
Community Services
Total Budget - \$5,176,972
Operating Budget - \$3,569,934
Capital Budget - \$1,607,038
Aquatics
Arena
Caradoc Community Centre
Cemetery
Recreation
Library Operations
Museum Operations
Parks Operations
Scout House
Tri-Township Arena (85%)

Planning and Development
Total Budget - \$432,629
Operating Budget - \$382,629
Capital Budget - \$50,000
Economic Development
Planning Operations
Community Development

Engineering and Public Works
Total Budget - \$22,922,876
Operating Budget - \$10,286,126
Capital Budget - \$12,636,750
Mount Brydges Sewers
Mount Brydges Water System
Roads
Strathroy Sewers
Strathroy Water System
Fleet

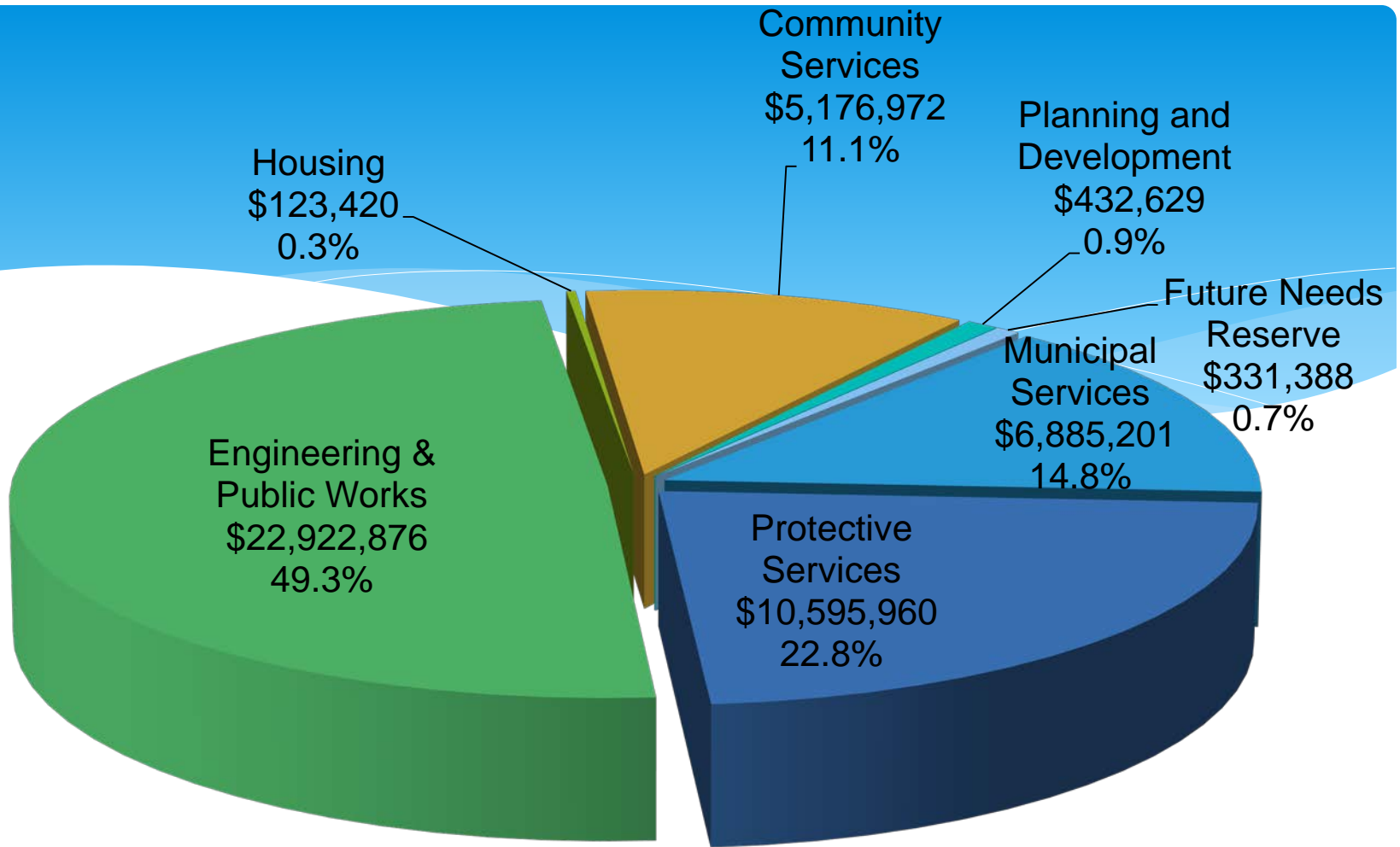
Social Housing
Total Budget - \$123,420
Operating Budget - \$123,420
Capital Budget - \$0
Parkview Manor- Mt. Brydges

Future Needs Reserve
Total Budget - \$331,388



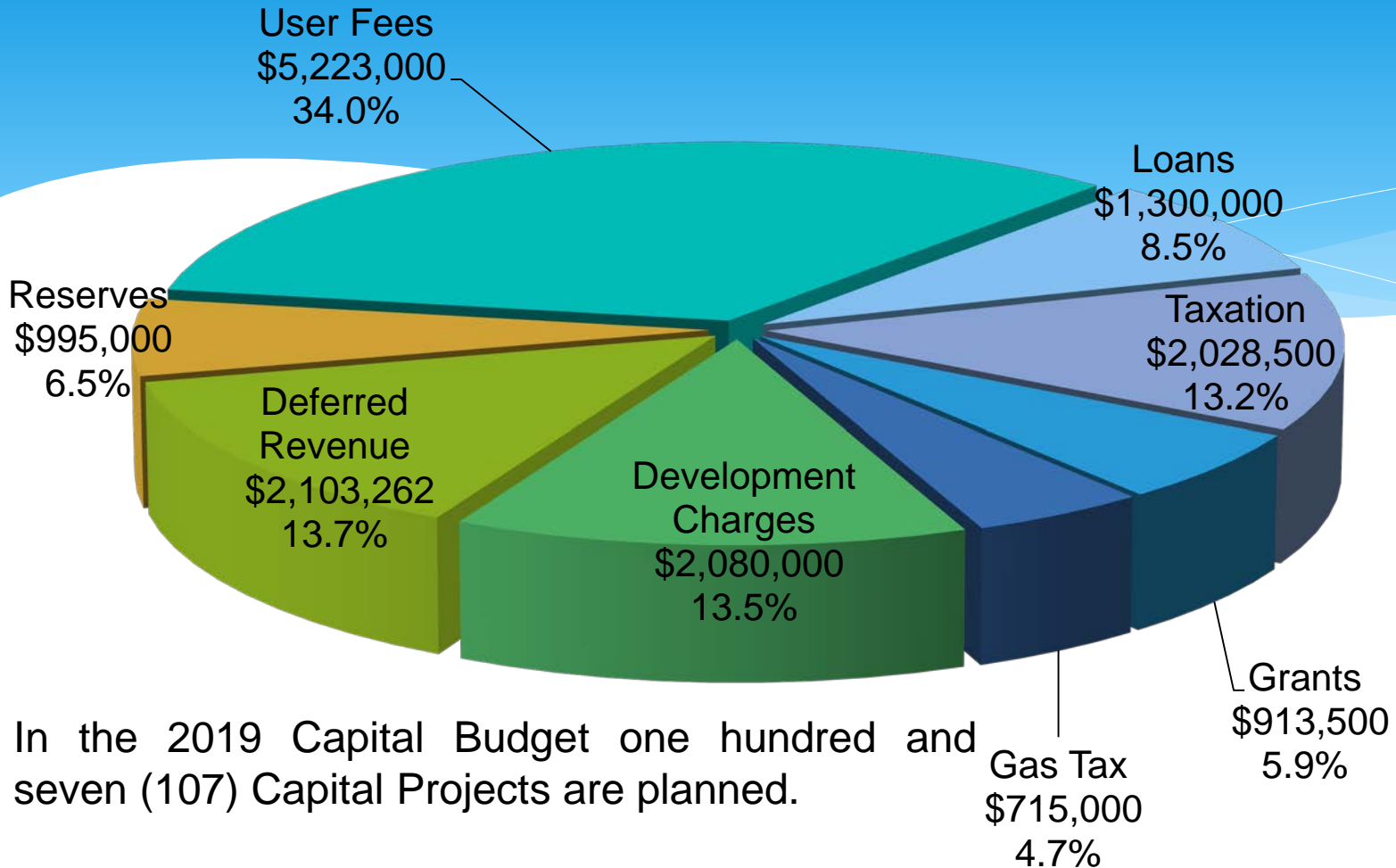
Overall Budget Income Sources - \$46,468,446



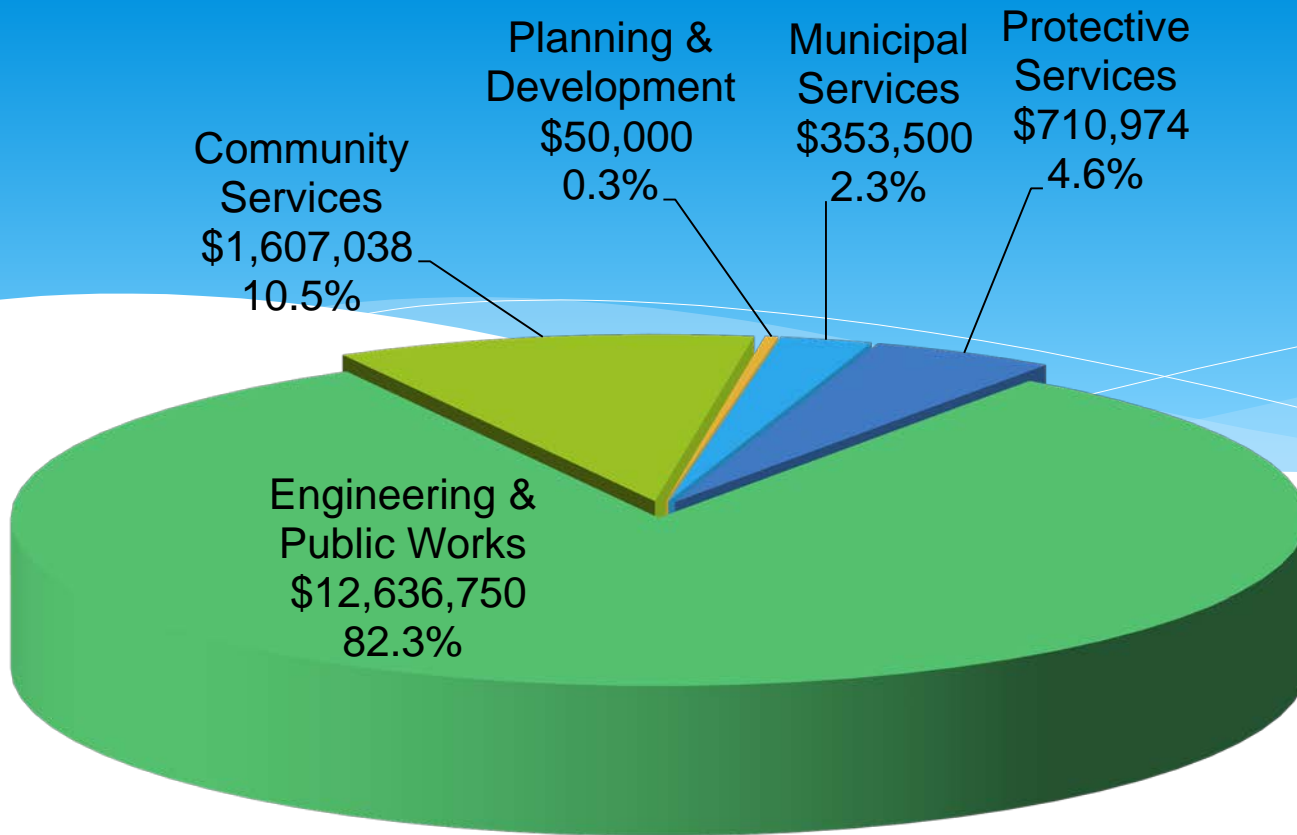


Overall Budget Expenses - \$46,468,446

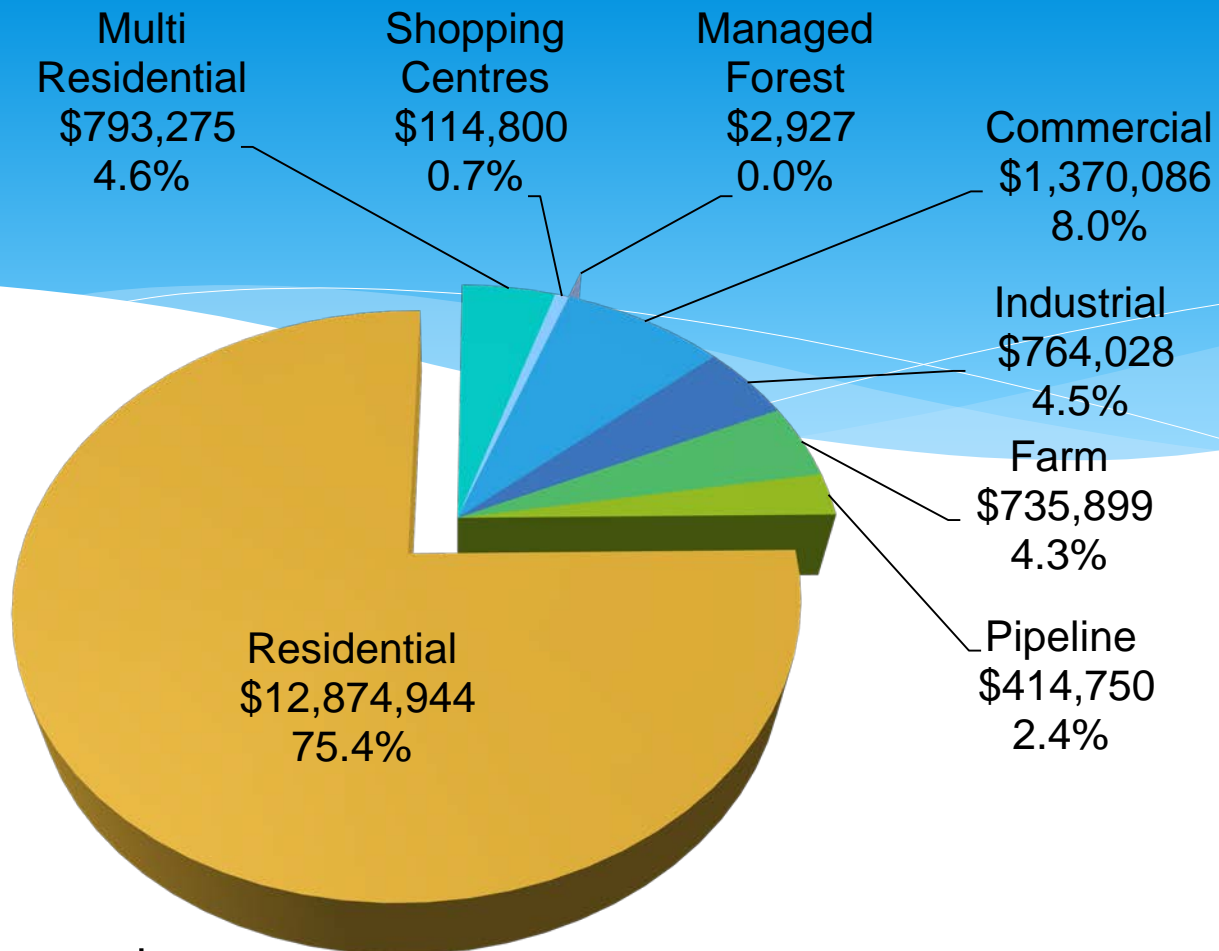
Capital Income - \$15,358,262



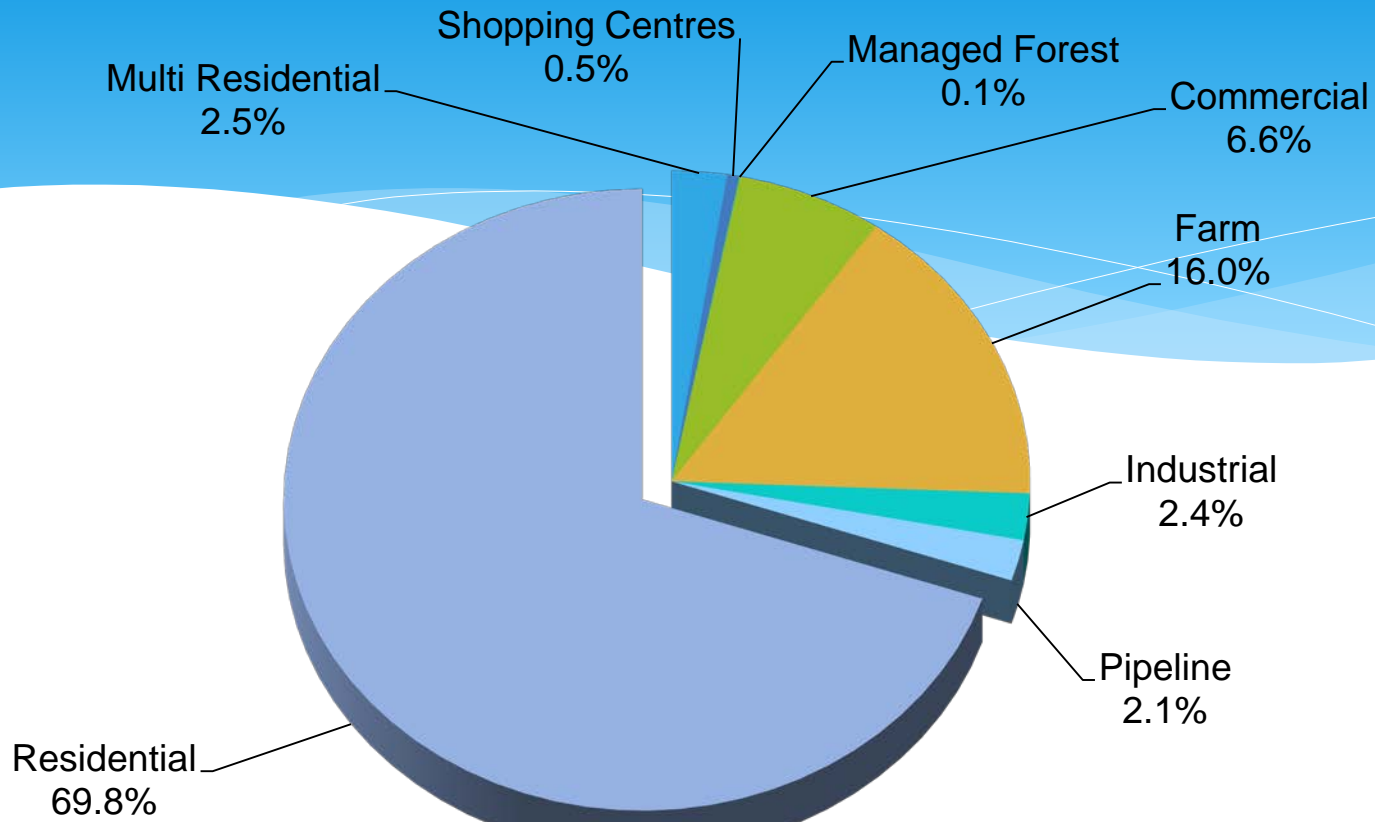
In the 2019 Capital Budget one hundred and seven (107) Capital Projects are planned.



Capital Expenses -\$15,358,262

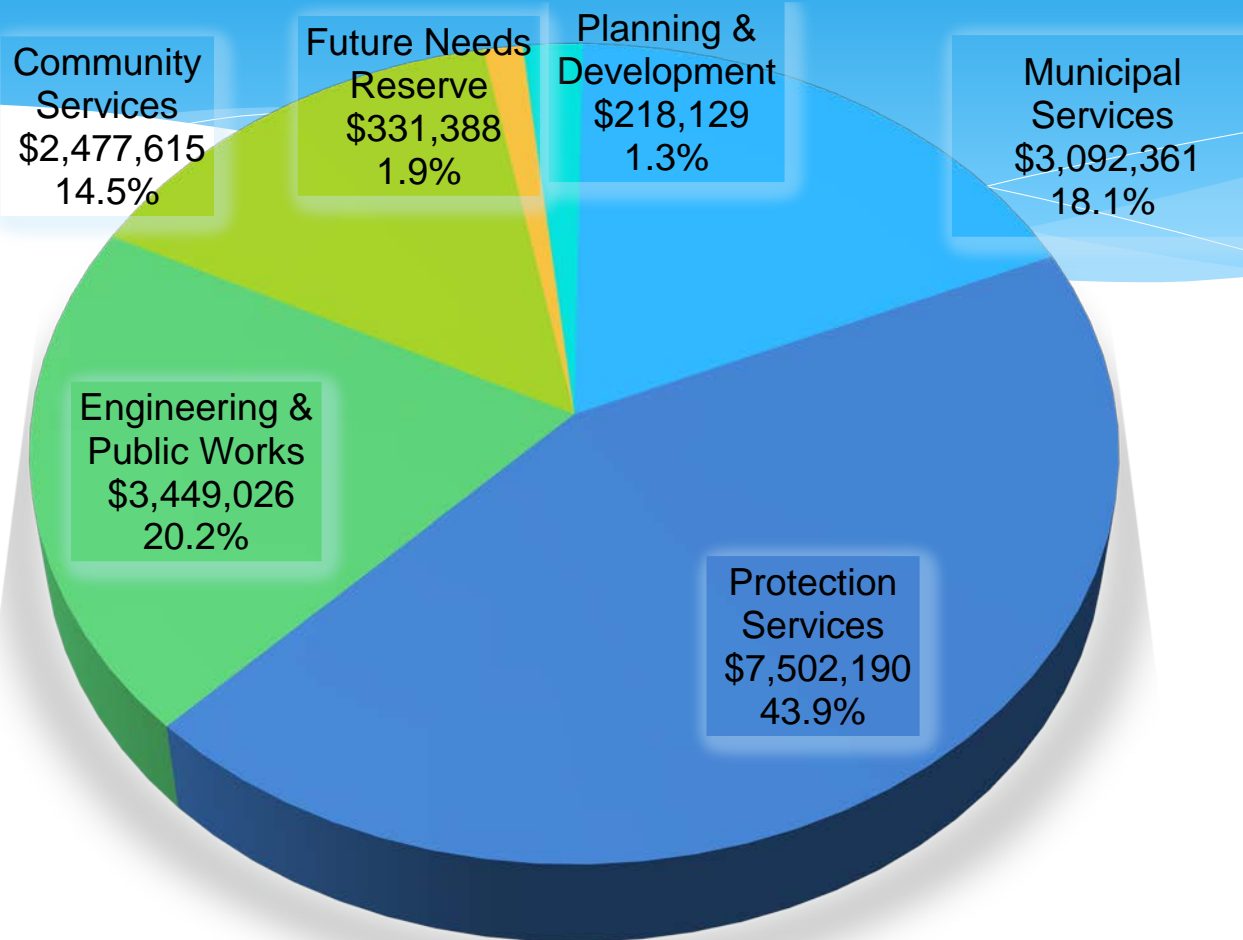


Where Does the \$17,070,709 In Taxation Come from?



Assessment Class as a % of Total Assessment

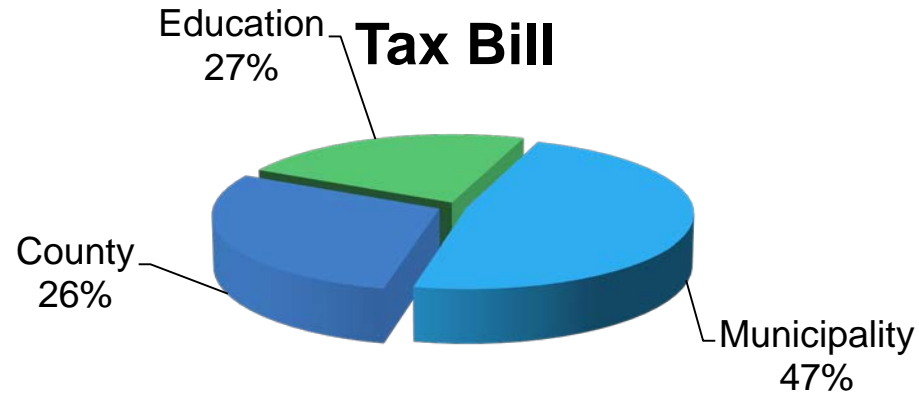
Where are the tax dollars spent?



Assessment

In 2018, the Municipal levy was 48% of the total tax levy (County 29%, Education 23%)

These percentages should not change much unless there is a significant change in the levy for one or more of the above jurisdictions.



Homeowner Impact

- * What is my Municipal Tax increase?

\$1,477.22

\$1,475.45



2019

\$1.77 or 0.12%



2018

Note: Based on an average home with an assessed value of \$213,000 (Assessed Value unchanged). Excludes the Education tax as set by the Province and County Tax as set by Middlesex County. If there are changes to any of those amounts it will affect the tax rate.

Comparators

2016	Strathroy- Caradoc	Total Survey Average	Southwest Average
Net Municipal Levy per Capita	\$ 1,052	\$ 1,499	\$ 1,499
Net Municipal Levy per \$100,000 Unweighted CVA	\$ 1,021	\$ 1,140	\$ 1,086

	Strathroy- Caradoc	Total Survey Average
Multi-Residential	1.7697	1.9424
Commercial (Residual)	1.1449	1.6743
Industrial (Residual)	1.7451	2.1413

2016 Property Taxes	Strathroy- Caradoc	Total Survey Average	Southwest Average
Detached Bungalow	\$ 2,738	\$ 3,213	\$ 2,918
2 Storey Home	\$ 3,521	\$ 4,395	\$ 4,184
Walk Up Apartment (per Unit)	\$ 993	\$ 1,445	\$ 1,401
Neigh. Shopping (per sq. ft.)	\$ 2.39	\$ 3.31	\$ 2.90
Industrial Standard (per sq. ft.)	\$ 1.32	\$ 1.68	\$ 1.42
Industrial Large (per sq. ft)	\$ 0.96	\$ 1.20	\$ 0.96
Industrial Vacant Land (per Acre)	\$ 631	\$ 3,325	\$ 1,766



Questions?



Urban Opportunity – Rural Hospitality



**2019 Proposed Municipal Budget
Index**

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2019 BUDGET OVERVIEW
For Council approval Monday, April 15th, 2019

FINANCE COMMITTEE REVIEW

Finance Committee had four (4) meetings starting January 7th 2019 to review and recommend a 2019 budget for the Municipality. Finance Committee at its meeting March 25th, 2019 recommended the following:

Moved by Councillors Pelkman and Deputy Mayor Richards

THAT: *the Finance Committee recommends to Council, for a meeting date to be determined, approval of the 2019 Consolidated Operating and Capital Budget with an overall 7.61% levy increase, which will result in an average rate increase of 0.12%. **Carried.***

BUDGET

All information contained in this budget is based on unaudited financial information for 2018 and may be subject to change based on the results of the audit.

The 2019 Operating and Capital Budgets are provided in this package and include all departmental costs, including water and sewer systems, and is summarized as follows:

Year	Taxation	Non-Tax-Funding	Total
2019	\$17,070,709	\$29,397,737	\$46,468,446

TAX LEVY

Finance Committee, at its meeting March 25th, 2019 reviewed operating and capital budgets that outlined the tax dollars required to meet expenditures are \$17,070,709, an increase of \$1,141,132, or 7.61%, over 2018. This budget package reflects the budget as presented and revised on March 25th, 2019.

A breakdown of the tax increase is as follows:

Component	2019 Tax Increase	% Increase of 2019 taxes	2018 Tax Increase	% Increase of 2018 taxes
Operations	\$461,374	3.07%	\$90,458	0.59%
Capital	\$657,750	4.39%	(\$20,380)	(0.19%)
Allocation to Future Needs Reserve	\$22,008	0.15%	\$309,380	2.02%
TOTALS	\$1,141,132	7.61%	\$370,458	2.42%

ASSET MANAGEMENT PLAN

In 2015, 2016, 2017 and 2018 Municipal Budget council approved taxation achieved through growth and phased-in assessment be set aside to support the asset management gap as identified in the Asset Management Plan. In 2019, Council has approved the same allocation of the taxation achieved through growth and phased-in growth assessment. The budget provision for 2019 is \$230,000.

Detailed 2019 budgets available upon request.

HOMEOWNER TAX IMPACT

What is my Municipal Property Tax Increase?

\$1,477.22

\$1,475.45

Increase \$1.77 or 0.12%



2019



2018

Note: Based on an average home with an assessed value of \$213,000 (assessed value unchanged). Excludes the Education Tax set by the Province and County Tax set by Middlesex County. If there are changes to any of those amounts they will affect the tax rate.

DEBT

It is estimated that the municipal debt at year-end 2019 will be \$4.4 million. The annual debt payments for 2019 will be \$1.4 million. The existing debt will be paid in full by 2026. Please refer to the 2019 Debt Repayment Schedule provided.

CAPITAL BUDGET

The 2019 Capital Budget includes capital works totaling \$14.51 million which will be accomplished using \$2.02 million tax dollars. Included in the Capital budget are the 2019 Fleet purchases totaling \$810,000 and will be purchased through the fleet budget which has an annual contribution which is part of the operating budget. Please refer to the 2019 Capital project listing provided.

MOSC 2019 Preliminary Operating Budget Summary

	2018 APPROVED BUDGET	2019 PROPOSED BUDGET	\$ Difference	2018 TAXATION REQUIRED	2019 PROPOSED TAXATION REQUIRED	\$ Difference		2018 NON-TAX REVENUES	2019 PROPOSED NON-TAX REVENUES	Difference	Notes
General Government & Corporate Services											
Animal Control	\$ 61,544	62,156	\$ 612	\$60,944	\$61,506	\$562	1%	\$ 600	650	\$ 50	
Council	339,397	319,594	\$ (19,803)	269,397	\$319,594	\$50,197	19%	70,000	0	\$ (70,000)	
Crossing Guards	84,000	84,350	\$ 350	84,000	\$84,350	\$350	0%	-	-	\$ -	
General Government	1,783,954	\$0	\$ (1,783,954)	1,552,731	\$0	(\$1,552,731)	-100%	231,223	-	\$ (231,223)	
Legal and Legislative Services	0	\$673,000	\$ 673,000	0	\$546,925	\$546,925	#DIV/0!	-	86,075	\$ 86,075	
Human Resources	0	\$369,553	\$ 369,553	0	\$240,900	\$240,900	#DIV/0!	-	88,653	\$ 88,653	
Treasury	0	\$886,819	\$ 886,819	0	\$603,434	\$603,434	#DIV/0!	-	243,385	\$ 243,385	
Information Technology	525,650	595,800	\$ 70,150	454,850	\$577,050	\$122,200	27%	70,800	18,750	\$ (52,050)	
Property Management	309,777	319,348	\$ 9,571	124,308	\$107,281	(\$17,027)	-14%	185,469	212,067	\$ 26,598	
Municipal Debt	1,684,506	1,483,535	\$ (200,971)	362,306	\$356,082	(\$6,224)	-2%	1,322,200	1,127,453	\$ (194,747)	
(includes transfer to Future Needs Reserve \$331,388) Taxations & Grants	1,818,203	1,968,934	\$ 150,731	165,334	\$83,127	(\$82,207)	-50%	1,652,869	1,885,807	\$ 232,938	
Sub-total Corporate Services	6,607,031	6,763,089	\$ 156,058	3,073,870	\$2,980,249	(\$93,621)	-3%	3,533,161	3,782,840	\$ 249,679	
Protection of Persons & Property											
Building Inspection	467,167	462,353	\$ (4,814)	-	\$0	\$0	#DIV/0!	467,167	462,353	\$ (4,814)	
Drainage	114,144	113,134	\$ (1,010)	82,144	\$79,134	(\$3,010)	-4%	32,000	34,000	\$ 2,000	
Fire Service	1,438,970	1,510,135	\$ 71,165	1,265,970	\$1,387,235	\$121,265	10%	173,000	122,900	\$ (50,100)	
Police Service	6,184,859	6,387,363	\$ 202,504	5,387,446	\$5,473,321	\$85,875	2%	797,413	914,042	\$ 116,629	
Bylaw Enforcement (Property Standards)	100,300	77,700	\$ (22,600)	-	\$0	\$0	#DIV/0!	100,300	77,700	\$ (22,600)	
Solid Waste	1,250,600	1,334,300	\$ 83,700	-	\$0	\$0	#DIV/0!	1,250,600	1,334,300	\$ 83,700	
Sub-total Protection of Persons & Property	9,556,040	9,884,986	\$ 328,946	6,735,560	\$6,939,690	\$204,130	3%	2,820,480	2,945,296	\$ 124,816	
Cemetery											
Cemetery	199,825	233,717	\$ 33,892	97,875	\$93,587	(\$4,288)	-4%	101,950	140,130	\$ 38,180	
Engineering and Public Works											
Roads	2,876,599	3,064,026	\$ 187,427	2,866,599	\$3,024,026	\$157,427	5%	10,000	40,000	\$ 30,000	
Wastewater Systems	3,019,189	2,963,400	\$ (55,789)	-	\$0	\$0	#DIV/0!	3,019,189	2,963,400	\$ (55,789)	
Water Systems	4,090,960	4,258,700	\$ 167,740	-	\$0	\$0	#DIV/0!	4,090,960	4,258,700	\$ 167,740	
Streetlights	-	-	\$ -	-	\$0	\$0	#DIV/0!	-	-	\$ -	
Sub-total Public Works	9,986,748	10,286,126	\$ 299,378	2,866,599	3,024,026	\$157,427	5%	7,120,149	7,262,100	\$ 141,951	
Social Housing											
Caradoc Housing	122,353	123,420	\$ 1,067	-	\$0	\$0	#DIV/0!	122,353	123,420	\$ 1,067	
Community Services											
Aquatics	311,485	300,383	\$ (11,102)	212,485	\$204,383	(\$8,102)	-4%	99,000	96,000	\$ (3,000)	
Arena	1,246,358	1,329,578	\$ 83,220	494,498	\$547,218	\$52,720	11%	751,860	782,360	\$ 30,500	
Caradoc Community Centre	69,100	62,479	\$ (6,621)	42,100	\$41,479	(\$621)	-1%	27,000	21,000	\$ (6,000)	
Recreation	261,300	373,155	\$ 111,855	123,185	\$179,155	\$55,970	45%	138,115	194,000	\$ 55,885	
Library Operations	175,123	183,346	\$ 8,223	-	\$0	\$0	#DIV/0!	175,123	183,346	\$ 8,223	
Museum Operations	141,129	149,240	\$ 8,111	124,241	\$133,152	\$8,911	7%	16,888	16,088	\$ (800)	
Parks Operations	521,912	603,893	\$ 81,981	475,412	\$547,393	\$71,981	15%	46,500	56,500	\$ 10,000	
Scout Hall	6,000	6,000	\$ -	2,150	\$2,000	(\$150)	-7%	3,850	4,000	\$ 150	
Tri-Township Arena (85%)	-	328,143	\$ 328,143	-	\$31,748	\$31,748	#DIV/0!	-	296,395	\$ 296,395	
Sub-total Recreation & Leisure	2,732,407	3,336,217	\$ 603,810	1,474,071	\$1,686,528	\$212,457	14%	1,258,336	1,649,689	\$ 391,353	
Planning and Development											
Economic Development	102,000	111,000	\$ 9,000	102,000	111,000	\$9,000	9%	-	-	\$ -	
Community Development	131,500	136,500	\$ 5,000	99,000	51,500	(\$47,500)	-48%	32,500	85,000	\$ 52,500	
Planning Operations	89,952	135,129	\$ 45,177	9,852	\$55,629	\$45,777	465%	80,100	79,500	\$ (600)	
Hospital	100,000	100,000	\$ -	100,000	\$100,000	\$0	0%	-	-	\$ -	
Sub-total Planning & Development	423,452	482,629	\$ 59,177	310,852	\$318,129	\$7,277	2%	112,600	164,500	\$ 51,900	
Total	\$ 29,627,856	\$ 31,110,183	\$ 1,482,327	\$ 14,558,827	\$ 15,042,209	\$ 483,382	3.32%	\$ 15,069,029	\$ 16,067,975	\$ 960,766	

2018 Oper Budget 14,295,476

2018 Streetlight Levy 263,351

14,558,827

Total Tax Levy	
Increase =	3.22%
Operating Tax Levy	
Increase =	3.32%
1% Total Tax Levy	
increase =	\$150,000
1% Operating Tax Levy	
increase =	\$140,000

Detailed Operating Budgets Available on Request

2019 Preliminary Consolidated Capital Budget

Year	Department	Project	Priority	Total Budget Cost	Deferred Revenue	Grants	Notes	Recoveries	Gas Tax	Source of Financing						Total Revenue	Previous Taxation	Change	
										Development Charges	Reserves & Reserve Funds	Water Rates	Sewer Rates	Loans	Taxation				
Tri-Township Arena																			
3.8.1	2019	Tri-Township Arena	2	6,000				900							5,100	6,000	5,100	-	
3.8.1	2019	Tri-Township Arena	2	2,000				300							1,700	2,000	1,700	-	
3.8.1	2019	Tri-Township Arena	2	3,000				450							2,550	3,000	2,550	-	
3.8.1	2019	Tri-Township Arena	3	4,000				600							3,400	4,000	3,400	-	
3.8.1	2019	Tri-Township Arena	4	5,000				750							4,250	5,000	25,500	-	
				Subtotal Tri-Township Arena				3,000							17,000	20,000	38,250	-	
Cemetery																			
3.9.1	2019	Cemetery	2	45,000					45,000							45,000		-	
3.9.2	2019	Cemetery	2	10,000											10,000	10,000	10,000	-	
3.9.3	2019	Cemetery	2	12,000											12,000	12,000	12,000	-	
3.9.4	2019	Cemetery	2	4,500											4,500	4,500	4,500	-	
				Subtotal Cemetery					45,000						26,500	71,500	26,500	-	
Community Services																			
3.10.1	2019	Aquatics	2	17,500											17,500	17,500	35,000	-	
				Aquatics Sub-total											17,500	17,500	35,000	-	
				2018 CF Caradoc Community Center															
				2018 CF Caradoc Community Center															
				Caradoc Community Center Sub-total															
3.11.1	2019	Gemini Arena	1	18,000											18,000	18,000	18,000	-	
3.11.2	2019	Gemini Arena	2	10,000											10,000	10,000	10,000	-	
3.11.3	2019	Gemini Arena	2	87,500											87,500	87,500	87,500	-	
3.11.4	2019	Gemini Arena	2	75,000											75,000	75,000	150,000	-	
3.11.5	2019	Gemini Arena	2	6,000											6,000	6,000	6,000	-	
3.11.6	2019	Gemini Arena	3	20,000											20,000	20,000	20,000	-	
3.11.7	2019	Gemini Arena	4	50,000											50,000	50,000	200,000	-	
				2018 CF Gemini Arena															
				2018 CF Gemini Arena															
				2018 CF Gemini Arena															
				Gemini Arena Sub-total															
3.12.1	2019	WMMC	2														300,000	-	
3.12.2	2019	WMMC	2	10,000											10,000	10,000	10,000	-	
				2018 CF WMMC															
				2018 CF WMMC															
				WMMC Sub-total															
				2018 CF Museum															
				2018 CF Museum															
				Museum Sub-total															
3.13.1	2019	Parks	2	70,000											70,000	70,000	70,000	-	
3.13.2	2019	Parks Ward 1	2	150,000											150,000	150,000	150,000	-	
3.13.3	2019	Parks Ward 2	3	50,000											50,000	50,000	50,000	-	
				2018 CF Parks Ward 1															
				2018 CF Parks Ward 1															
				2018 CF Parks Ward 1															
				2018 CF Parks Ward 1															
				2018 CF Parks Wards 1 & 2															
				Parks Sub-total															
3.14.1	2019	Property Management	2	100,000											100,000	100,000	100,000	-	
3.14.2	2019	Property Management	2	25,000											25,000	25,000	25,000	-	
3.14.3	2019	Property Management	2	115,000											115,000	115,000	150,000	-	
				2018 CF Property Management															
				2018 CF Property Management															
				2018 CF Property Management															
				2018 CF Property Management															
				Property Management Sub-total															
				Subtotal Community Services															
Building and Planning																			
3.15.1	2019	Planning	1	50,000											50,000	50,000		-	
				Subtotal Building and Planning															
				SUBTOTAL 2019 CAPITAL BUDGET (without fleet)															
				2018 BUDGET (without fleet)															
				Priority 1 = Committed															
				Priority 2 = Recommended															
				Priority 3 = Suggested															
				Priority 4 = For Discussion															
				Carryforwards															
				Total															
																4.39%	Tax Rate Increase for Capital		

The Corporation of the Municipality of Strathroy-Caradoc
Income Statement - Actual vs. Budget
Taxation and Grants Profit and Loss
December 31, 2018

	2016		2017		2018		2019		% USED YTD	% Change in Budget
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	YTD	BUDGET	Difference		
OPERATING REVENUE:										
11-000-00000-40100		(2,291)		9,258					0	#DIV/0!
11-000-00000-40390				60,000		70,000	70,000	70,000	70000	#DIV/0!
11-000-00010-40220	386,300	386,300	328,400	328,400	279,200	279,200	237,320	-41880	100%	-15%
11-000-00020-40220	611,782		611,782	649,089	668,169	668,169	668,169	0	100%	0%
11-000-00020-40230						7,526		0		#DIV/0!
11-000-00020-40500	250,000	296,917	250,000	277,819	250,000	272,645	250,000	0	109%	0%
11-000-00020-40510	38,000	200,989	38,000	197,980	40,000	419,331	40,000	0	1048%	0%
11-000-01400-40110	14,847,253	14,884,248	15,295,686	15,403,983	15,929,577	15,666,674	17,070,709	1141132	98%	7%
11-000-01400-40120	100,000	218,088	146,575	480,347	146,000	610,453	350,000	204000	418%	140%
11-000-01400-40150	175,000	149,188	175,000	160,797	175,000	166,204	175,000	0	95%	0%
11-000-01400-40160	54,500	54,500	54,500	54,500	54,500	54,500	55,318	818	100%	2%
11-000-01400-40170	40,000	40,687	40,000	40,664	40,000	45,381	40,000	0	113%	0%
11-000-00000-00000		48,117		200				0		#DIV/0!
Total OPERATING REVENUE	16,502,835	16,276,742	16,939,943	17,663,038	17,582,446	18,260,083	18,956,516	1374070	104%	8%
General Expenses:										
12-000-00000-60000	14,255,386	14,001,629	14,088,607	14,088,607	14,393,493	14,130,142	14,959,082	565589	98%	4%
12-000-00000-60001	821,599	1,031,547	1,400,048	1,644,026	1,370,750	1,374,048	2,028,500	657750	100%	48%
12-000-00000-60002	230,000	230,000	230,000	230,000	230,000	230,000	230,000	0	100%	0%
12-000-00020-60510		50,343		113,883	309,380	309,380	331,388	22008	100%	7%
12-000-00000-00001		147,831		241,584		(128,746)		0		#DIV/0!
12-000-00000-60750	150,000	162,626	174,188	174,188	196,154	181,154	204,059	7905	92%	4%
12-000-00000-62280	300,000	150,047	300,000	231,902	280,000	330,888	280,000	0	118%	0%
12-000-00020-60770	611,782		611,782	649,089	668,169	668,169	668,169	0	100%	0%
12-000-01400-60160	54,500	54,500	55,318	54,500	54,500	54,500	55,318	818	100%	2%
12-000-00000-00000				107,000				0		#DIV/0!
12-000-00000-60003	80,000		80,000	42,986	80,000	1,476	130,000	50000	2%	63%
TRANSFER TO GREEN ENERGY RESERVE							70,000			
Hospital Ask										
Total General Expenses	16,503,267	15,828,523	16,939,943	17,577,764	17,582,446	17,151,011	18,956,516	1374070	98%	8%
Total Operating Expenses	16,503,267	15,828,523	16,939,943	17,577,764	17,582,446	17,151,011	18,956,516	1374070	98%	8%
OPERATING SURPLUS (DEFICIT)	(432)	448,219		85,274	0	1,109,072	0	0		
DEPARTMENT SURPLUS (DEFICIT)	(432)	448,219		85,274	0	1,109,072	0	0		
2018 YTD BALANCES ARE UNAUDITED										

2019 DEBT REPAYMENT SCHEDULE

Date: December 18, 2018
 Prepared By: K. Maloney

Project	Bylaw No.	Due Date	Interest Rate	Expires	Estimated	2019	2019	2019	Estimated	Original	Cost Recovery
					Principal O/S	Principal	Interest	Total	Principal O/S	Loan Amount	
Library/Museum Renovations (MC)	44-11	Jun/Dec	0%	2019	55,865	55,865	-	55,865	0	893,833	Development Charges
Mount Brydges Wastewater Project (MC)	9-12	Apr/Oct	0%	2020	393,750	262,500	-	262,500	131,250	2,100,000	Dev. Charges \$82,500/Benefitting property owners \$180,000
Joint School Board Servicing (DC)	55-09	Jan	0%	2019	161,037	161,037	-	161,037	0	1,610,487	Development Charges
Mount Brydges roadwork (MOSC)	45-12	Dec	0%	2019	20,000	20,000	-	20,000	-	160,000	Taxation
Strathroy Station Pumper Replacement (OPIC)	91-13	Jun/Dec	3.11%	2023	174,537	34,907	5,143	40,050	139,630	349,073	Taxation
Melbourne Station Tanker Replacement (OPIC)	91-13	Jun/Dec	3.11%	2023	64,130	12,826	1,890	14,716	51,304	128,260	Taxation
Roof-top Solar Project (OPIC)	91-13	Jun/Dec	3.11%	2023	220,847	44,169	6,507	50,676	176,678	441,693	Solar income
Mount Brydges & Area Water System (CMHC)	14-11	Mar	3.54%	2021	122,468	39,411	4,335	43,746	83,057	363,088	Water rates
Mount Brydges Sewer Project (CMHC)	14-11	Mar	3.54%	2021	181,097	58,278	6,411	64,689	122,819	536,912	Development Charges
Mount Brydges Sanitary Sewer (CMHC)	15-11	Mar	3.92%	2026	1,631,238	177,540	63,945	241,485	1,453,698	2,700,000	Development Charges
West Middlesex Memorial Centre (OPIC)	25-11	May/Nov	4.38%	2026	1,741,594	200,843	74,106	274,949	1,540,751	3,000,000	Dev. Charges 90% \$247,455; Taxation 10% \$27,494
LED Streetlight Project (CMHC)	38-16	Jun/Dec	1.50%	2021	376,794	150,718	5,899	156,617	226,076	753,589	Taxation
Aerial Fire Apparatus (CMHC)	37-16	Jun/Dec	2.30%	2026	624,464	83,262	13,943	97,205	541,202	832,619	Taxation
TOTALS					\$ 5,767,821	\$ 1,301,355	\$ 182,178	\$ 1,483,533	\$ 4,466,466	\$ 13,869,554	