

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

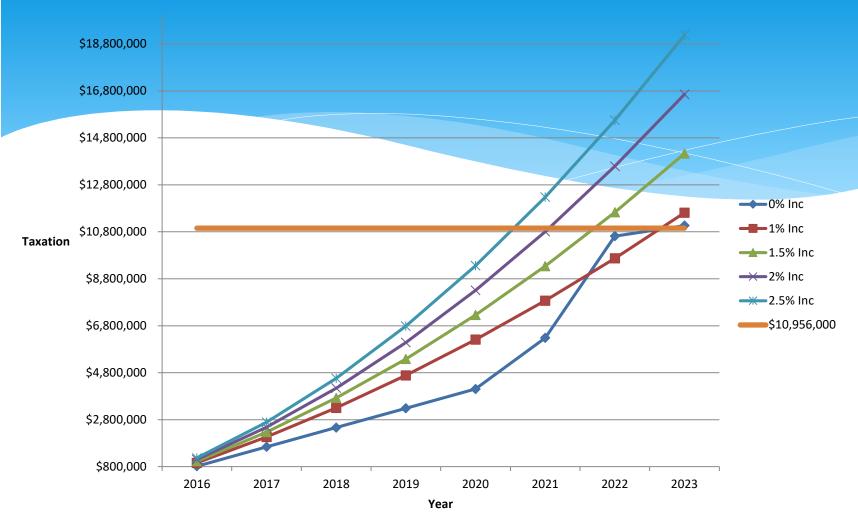


Highlights and Lowlights

- 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





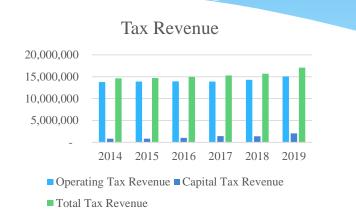
At the Finance Committee meeting March 25, 2019 the Finance Committee recommended to council, for a meeting date to be determined, approval of the 2019 Consolidated Operating and Capital Budget with an overall 7.61% levy increase, which will result in an average rate increase of 0.12%.

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





Total Revenue Comparison





Comparison to 2018 tax increase

	Component	2019 Tax	19 Tax % Inc		% Inc
L		Increase		Increase	
	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%)				

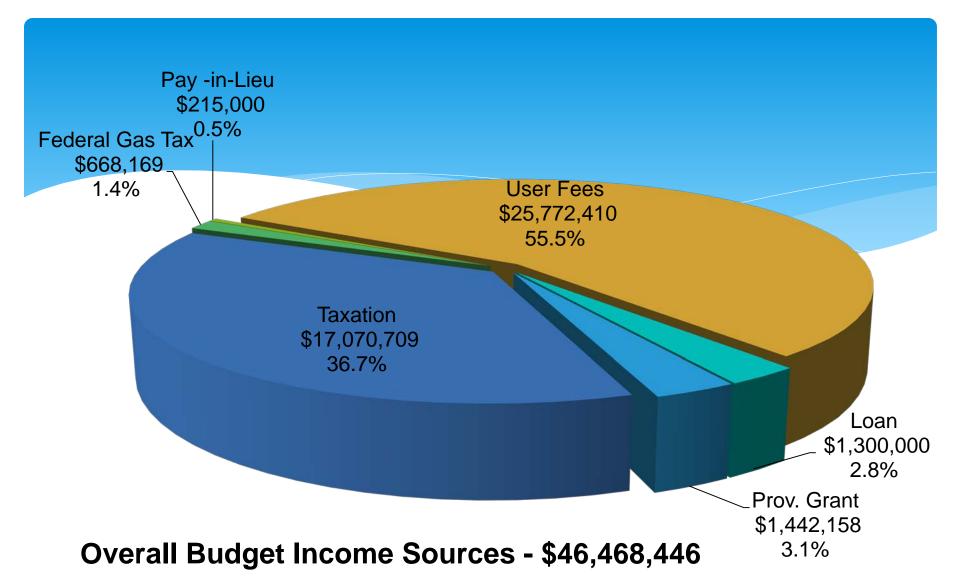
Planning and Development			
Total Budget - \$432,629			
Operating Budget - \$382,629			
Capital Budget - \$50,000			
Economic Development			
Planning Operations			
Community Development			
•			

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				

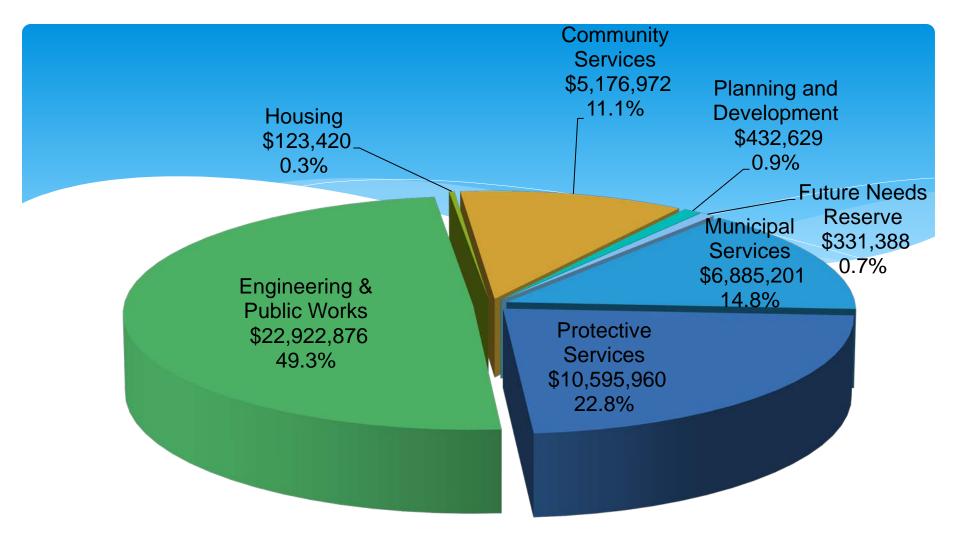
Social Housing
Total Budget - \$123,420
Operating Budget - \$123,420
Capital Budget - \$0
Parkview Manor- Mt. Brydges

Future Needs Reserve
Total Budget - \$331,388



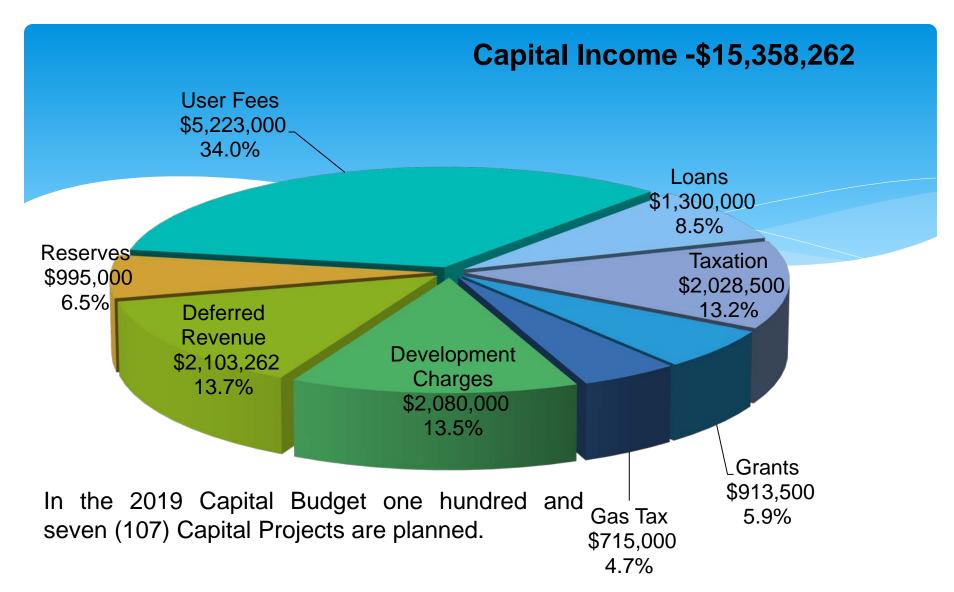




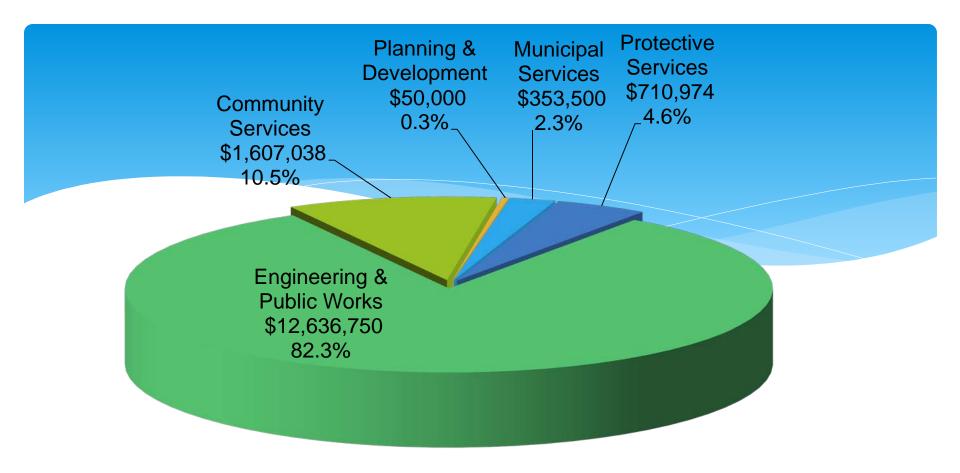


Overall Budget Expenses - \$46,468,446



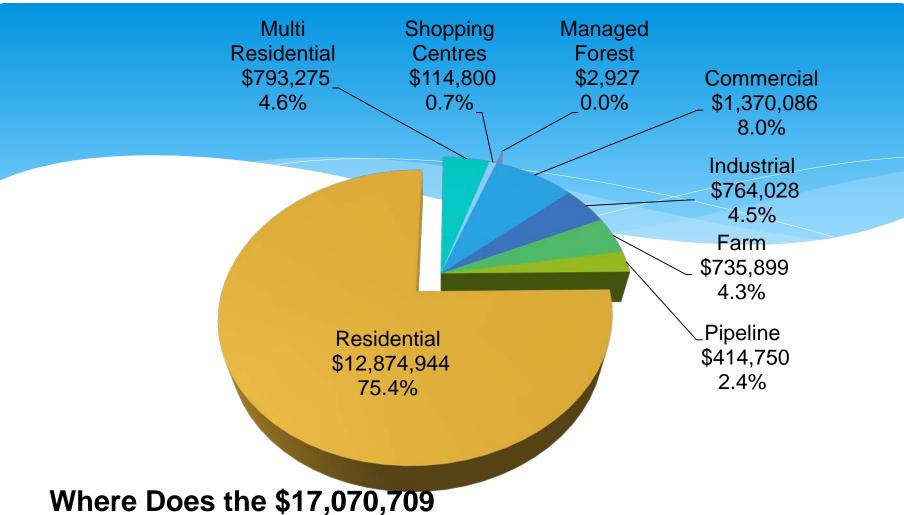






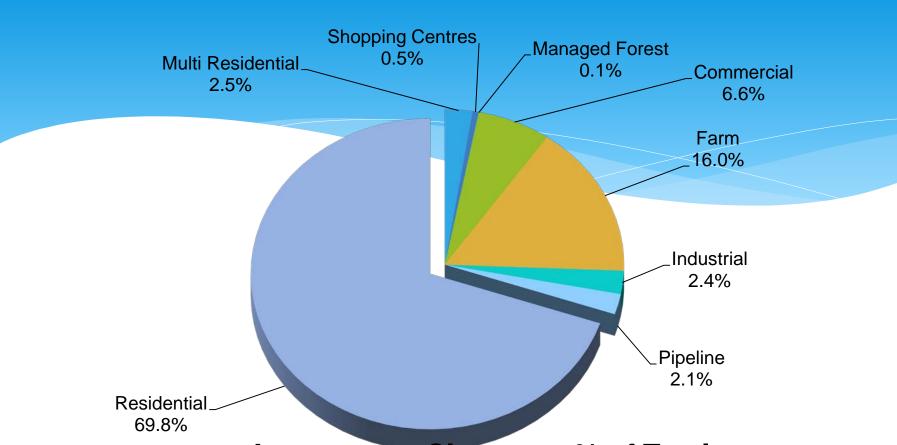
Capital Expenses -\$15,358,262





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

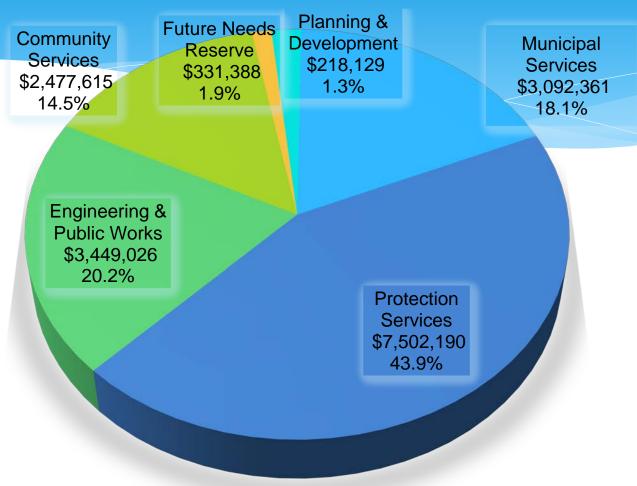




Assessment Class as a % of Total Assessment



Where are the tax dollars spent?

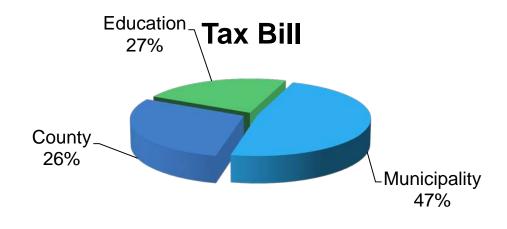




Assessment

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





\$1.77 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





2019 Proposed Municipal Budget Index

TOPIC	PAGE#
2019 Budget Overview	1-2
2019 Operating Budget Summary	3
2019 Capital Budget Summary	4-6
2019 Taxation and Grants	7
2019 Debt Repayment Schedule	8

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	2018 Tax	%
	Increase	of 2019 taxes	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	\$22,008	0.15%	\$309,380	2.02%
Reserve				
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.

					C 2019 Preliminary Operating B						
20	018 APPROVED BUDGET	2019 PROPOSED BUDGET	\$ Difference	2018 TAXATION REQUIRED	2019 PROPOSED TAXATION REQUIRED	\$ Difference	1	2018 NON-TAX REVENUES	2019 PROPOSED NON-TAX REVENUES	Difference	Notes
				General Government &							
Animal Control \$		62,156 \$		\$60,944	\$61,506		1%		650 \$	50	
Council	339,397	319,594 \$	(- / /	269,397	\$319,594	\$50,197	19%	70,000	0 \$	(70,000)	
Crossing Guards	84,000	84,350 \$		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)	
nsfer 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 Pers							
Building Inspection	467,167	462,353 \$		-	\$0		#DIV/0!	467,167	462,353 \$	(4,814)	
Drainage	114,144	113,134 \$		82,144	\$79,134	(\$3,010)	-4%	32,000	34,000 \$	2,000	
Fire Service	1,438,970	1,510,135 \$		1,265,970	\$1,387,235	\$121,265	10%	173,000	122,900 \$	(50, 100)	
Police Service	6,184,859	6,387,363 \$		5,387,446	\$5,473,321	\$85,875	2%	797,413	914,042 \$		
Bylaw Enforcement (Property Standards)	100,300	77,700 \$		-	\$0		#DIV/0!	100,300	77,700 \$	(22,600)	
Solid Waste	1,250,600	1,334,300 \$,	-	\$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	
				Cemet		(2)	1				
Cemetery	199,825	233,717 \$	33,892	97,875	\$93,587	(\$4,288)	-4%	101,950	140,130 \$	38,180	
	0.000.000	0.004.000 0	107.107	Engineering and		0.57.407	=a.(10.000	40.000 0	22.222	
Roads	2,876,599	3,064,026 \$ 2,963,400 \$		2,866,599	\$3,024,026 \$0	\$157,427	5%	10,000	40,000 \$		
Wastewater Systems	3,019,189 4,090,960	2,963,400 \$ 4,258,700 \$	(++).++/	-	\$0 \$0	\$0	#DIV/0! #DIV/0!	3,019,189 4,090,960	2,963,400 \$ 4,258,700 \$	(55,789) 167,740	
Water Systems Streetlights	4,090,960	4,258,700 \$	167,740	-	\$0	\$0 \$0	#DIV/0!	4,090,960	4,258,700 \$	167,740	
Sub-total Public Works	9,986,748	10,286,126 \$	299,378	2.866.599	3.024.026	\$157,427	#DIV/0:	7.120.149	7.262.100 \$	141,951	
Sub-total Fublic Works	9,300,740	10,286,126 \$	299,376	Z,000,399 Social Ho		\$101,421	3/0	7,120,149	7,262,100 \$	141,901	
Caradoc Housing	122,353	123,420 \$	1,067		rusing	\$0	#DIV/0!	122.353	123.420 \$	1.067	
Caradoc riousing	122,000	125,420 φ	1,007	Community	Services	φΟ	#DI V/O:	122,333	125,420 φ	1,007	
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 \$		494.498	\$547,218	\$52,720	11%	751,860	782,360 \$	30,500	
Caradoc Community Centre	69,100	62,479 \$		42,100	\$41,479	(\$621)	-1%	27,000	21,000 \$	(6,000)	
Recreation	261,300	373,155 \$	(-/- /	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 \$	- /	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 \$,		\$31,748	\$31,748	#DIV/0!	-	296,395 \$		
Sub-total Recreation & Leisure	2,732,407	3,336,217 \$	603,810	1,474,071	. ,	\$212,457	14%	1,258,336	1,649,689 \$	391,353	
<u> </u>		<u> </u>		Planning and D							
Economic Development	102,000	111,000 \$	-,	102,000	111,000	\$9,000	9%	-	- \$	-	
Community Development	131,500	136,500 \$	-,	99,000	51,500	(\$47,500)	-48%	32,500	85,000 \$	52,500	
Planning Operations	89,952	135,129 \$		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 \$,	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 Streetlight Levy

Detailed Operating Budgets Available on Request

263,351

14,558,827

1% Total Tax Levy
increase = \$150,000

1% Operating Tax Levy
increase = \$140,000

3.22%

3.32%

Increase =
Operating Tax Levy
Increase =

Prepared by Bill Dakin 3/21/2019

						2019 Prelimina	ry Consolidate	d Capital Budget											
Control Cont	Year	Department	Project	Priority	Total Budget Cost				Recoveries	Gas Tax		& Reserve Funds	Water Rates	Sewer Rates	Loans	Taxation	Total Revenue		Change
1		7		,							,								
1	3.1.1 2019	Information Technology (IT)	Workstation and Laptop upgrades	2	20,000		Gener	al Government									20,000		-
	3.1.2 2019	Information Technology (IT)	Router replacements	2															-
1	3.1.4 2019	Information Technology (IT)		. 2															
1	3.1.5 2019	Information Technology (IT)	Network Security Smart Card (Two form Authentication)	2															-
1	3.1.6 2019 3.1.7 2019	Information Technology (IT)		. 2															-
Column C	3.1.8 2019	Information Technology (IT)	Virtual City Hall	2															-
March Marc	3.1.9 2019 3.1.10 2019	Information Technology (IT) Information Technology (IT)	Trimble GPS Upgrade and Hand Held Unit Camera System and Sound system upgrade for Council chambers	. <u>2</u> 2															-
1	3.1.11 2019	Information Technology (IT)	Diamond Upgrade	2	15,000											15,000	15,000	15,000	-
March Marc	3.1.12 2019 3.1.13 2019	Information Technology (IT) Information Technology (IT)		. 3 3															-
March Marc	3.1.14 2019	Information Technology (IT)	Wi-Fi broadcast to Devices (\$30,000)	3													-	30,000 -	30,000 Moved to 2020 by council
Note Proceedings Proceedings Proceedings Process Proce				CARRYFORWARD		\$ 10,000										25,000		25,000	-
Was in the content of the content								-	-	-	-	-	-	-	-	318,500		348,500 -	30,000
Was in the content of the content	2 2 1 2019	Legal and Legislative Services	Lenal and Lenislative Services Area Ungrade	,	25,000											25,000	25.000	25,000	
No. 1				•		-	-	-	-	-	-	-	-	-	-				-
No. 1					252.562	10.000										242.500	353.500	373 500	30,000
No. 10 No.			Subtotal General Government		353,500	10,000										343,500	353,500	373,500 -	30,000
1	221 222	Eiro	Poplessment of Calf contained beautiful account.		200.05		Protection to	Persons & Property				j	i i			200 00-	200.000	200.000	
No. Market Mark			Replacement of training classroom tables and chairs at station 2 and 3	2												22,500		22,500	-
Part						-		-	-	-		-	-	-	-				-
Part	3.4.1 2019	Police	Two Cruisers/Emergency Equipment	1	110.000								+			110.000	110.000	110.000	-
Mathematical Content			Communications System Upgrade/Phone Equipment Purchase/SIT Call Taker																
Part				2															:
Part	2018 CF	Police			148,474				<u> </u>					<u> </u>			148,474		
No.		Police Sub-total			388,474	148,474	-	-	-	-	-	-	-	-	-	240,000	388,474	240,000	-
1			Subtotal Protection to Persons & Property		710,974	148,474		-		-	-		-	-		562,500	710,974	562,500	
1							Engineerin	g and Public Works											
10 1	3.5.1 2019	Eng	Caradoc Street Reconstruction Downtown Phase 1 - Updated	1	4,500,000		Engineerin	g and Public Works	1,300,000		1,000,000		450,000	450,000	1,300,000	-	4,500,000	300,000 -	300,000 Moved \$300,000 taxation to loan
10		Eng	Development Charge Background Infrastructure Needs	1			210.000				75,000		8E 000	15.000					-
1	3.5.4 2019	Eng		1		45,000			25,000	70,000			85,000						-
1	3.5.5 2019	Eng	Parkhouse Dr Design - DC Works	1			60,000				140,000		424.000						-
1	3.5.7 2019	Eng Eng		2			210,000		76,000		40,000		134,000						-
18		Eng	McKellar Phase 2 Design	2															-
1.00 1.00	3.5.9 2019	Eng	Street Reconstruction Design - Queen & High Streets	2	250,000		20,000				170,000		60,000				250,000		- Reduced estimate and reduced
1		Eng	Drury Lane Reconstruction Design	3									60,000			60,000		120,000 -	
		Eng Eng		3 3	300,000									300,000			300,000	50.000 -	50,000 Moved to 2020
132 130	2023	2115	Social reduce determine state															50,000	Moved to 2020 by council , also
1.	3 5 13 2019	Fng	Mong Street Extension Looping	4														130,000 -	
1		Eng	York Street Sanitary Servicing Design	4	75,000									75,000			75,000	130,000	-
1		Engineering Sub-total			6.850.000	45,000	655.000	_	1.401.000	70.000	1.430.000	_	789.000	1.100.000	1.300.000	60.000	6.850.000	600.000 -	540,000
14					5/555/555	13/333	303,500		2,102,000	10,000	2).00),000		133,232	3/203/203	2,000,000	53,535	5/555/555	333,532	2 12/202
14		ES		1									35.000						-
14	3.6.3 2019	ES		1	1,200,000												1,200,000		-
14	3.6.4 2019	ES ES		2									50,000	40.000					
1		ES		2									25,000	40,000					-
No. No.		Environmental Co-de-Cub 4 * *					-							1 755 000					
1		Environmental Services Sub-total			1,855,000	-		-	-	-	-	-	100,000	1,/55,000	-		000,cc6,1	-	-
1.72 2019 Reads	271 2010	Roads	Acabalt Banaving		445 000		F0.000			175 000						220.000	445 000		
23 2009 Roods			Bridge & Culvert Maintenance	1						1/5,000								70,000	- PW
2 20,00 0,	3.7.3 2019	Roads	Tar and Chip Maintenance	1	425,000					425,000	20.000						425,000		-
2 25,000 25,000 25,000 25,000 25,000 25,000 25,000 25,000 25,000 25,000 25,000 25,000 25,000 25,000 25,000 25,000 25,000 25,000 25,000 25,000 25,000			Railway Crossing Maintenance	2			60,000		+		20,000		+	+					-
1.79 2019 Roads Solewalks Nationance & Infill 2 70.00 70.00	3.7.6 2019	Roads	Salt/Sand Storage Shed	2	250,000												250,000		-
2 15,00 2019 20				2					+					-					-
3 25,000	3.7.9 2019	Roads	Streetlight Upgrades (WIP Riverview & Helen)	2	156,000	76,000	80,000										156,000		-
3.7.13 2.019 Roads Course Storm Outlet for Fieldcres Subdivision 4 75,000 75,00				3					+					-					-
2.13 2.09 Roads				4					75,000		7								-
No. No.	3.7.13 2019	Roads	Tar and Chip - Expansions	4	100,000						25.000					75.000	100.000	250.000 -	Reduced program, also removed 175,000 \$135,000 from recoveries
2018 CF FPW Albert St Additional Pumps CARRYFORWARD 200,000 200,		коads Sub-total			1,936,000	76,000	220,000	-	75,000	600,000	600,000	-	-	-	-	365,000	1,936,000	320,000	45,000
2018 CF FPW Millipond Pumping Station																			
2018 CF EPW Strathroy WWTF Blower Line 125,000																			
2018 CF EPW McKellar St Phase 1 CARRYFORWARD 41,000 41,000 41,000 67	2018 CF	EPW	Strathroy WWTF Blower Line	CARRYFORWARD	125,000	125,000											125,000		
2018 FW Wood's Edge Pipe Oversizing / Land Acquisition																			
N/P Sub-total 1,150,750 1,150,750 - - - - - 1,150,750 - - - - - - - - -																			
		WID Cub total			1 150 750	1 150 750													
Subtotal Engineering and Public Works 11,791,750 1,271,750 875,000 1,476,000 670,000 2,030,000 4889,000 2,855,000 1,300,000 425,000 495,000		www. oun-total			1,130,750	1,130,730	<u> </u>	-	-	-	•	-	-	-	-	•	- 1,130,730	+	-
			Subtotal Engineering and Public Works		11,791,750	1,271,750	875,000	-	1,476,000	670,000	2,030,000	- 1	889,000	2,855,000	1,300,000	425,000	11,791,750	920,000 -	495,000

				2019 Prelimi	inary Consolidated Capital Budget								
						, ,	Source of				Previous		
Year Department	Project	Priority	Total Budget Cost Det	ferred Revenue	Grants Notes	Recoveries Gas Tax	Development Charges	Reserves & Reserve Funds Water Rates Sewer F	tates Loans Taxation	Total Revenue	Taxation	Change	
					Tri-Township Arena					_			
3.8.1 2019 Tri-Township Arena	Showers for dressing rooms 5, 6 and refs (85% of \$6,000)	2	6,000			900				100 6,000		-	
3.8.1 2019 Tri-Township Arena 3.8.1 2019 Tri-Township Arena	Garage door and opener (85% of \$2,000) Storage Shed Floor Replacement (85% of \$3,000)	. 2	2,000 3,000			300 450				,700 2,000 .550 3,000		-	
3.8.1 2019 Tri-Township Arena	Utility Trailer (85% of \$4,000)	3	4,000			600				400 4,000			
													Adjusted from \$30,000 to \$5,000
3.8.1 2019 Tri-Township Arena	Parking Lot Resurfacing (85% of \$5,000)	4	5,000			750			4	250 5,000	25,500	- 21,250	by council
	Subtotal Tri-Township Arena		20,000	-		3,000 -	-		17	.000 20,000	38,250	- 21,250	
3.9.1 2019 Cemetery	Internal road improvements	2	45,000		Cemetery	45,000				45,000			
3.9.2 2019 Cemetery	Columbarium Landscaping	2	10,000			43,000			10	.000 10,000		-	
3.9.3 2019 Cemetery	Fenced Compound	2	12,000							.000 12,000			
3.9.4 2019 Cemetery	3 point hitch snow blower	2	4,500						4	500 4,500	4,500	-	
	Subtotal Cemetery		71,500	-		- 45,000			26	500 71,500	26,500	-	
3.10.1 2019 Aquatics	Funbrella's (2)	2	17,500		Community Services				17	500 17,500	35,000	- 17.500	Reduced by Director
Aquatics Sub-total		_	17,500	-			-			500 17,500		- 17,500	
				I									
2018 CF Caradoc Community Center 2018 CF Caradoc Community Center	Comprehensive building condition assessment Ceiling tiles	CARRYFORWARD CARRYFORWARD	17,023 15,000	17,023 15,000						17,023 15,000			
Caradoc Community Center Caradoc Community Center Sub-tota		CARRETTORWARD	32,023	32,023			-			- 32,023		-	
3.11.1 2019 Gemini Arena 3.11.2 2019 Gemini Arena	Regasket Plate and Frame Heat Exchanger	1	18,000 10,000							.000 18,000 .000 10,000	18,000 10,000	-	
3.11.2 2019 Gemini Arena 3.11.3 2019 Gemini Arena	Concession upgrade Full painting of ice areas and dressing rooms Phased over 2019 and 2020	2	87,500							500 87,500		-	
3.11.4 2019 Gemini Arena 3.11.5 2019 Gemini Arena	Generator Electric Edger	2	75,000 6,000							,000 75,000 ,000 6,000		- 75,000	Phase over 2 years, 2019 and 2020
3.11.5 2019 Gemini Arena 3.11.6 2019 Gemini Arena	Sound system upgrade	3	20,000							,000 6,000		-	
													Reduce to \$50,000 per Director at
3.11.7 2019 Gemini Arena	Back roof replacement	4 CARDYFORMARD	50,000	7.500	7,500				50	.000 50,000		- 150,000	council
2018 CF Gemini Arena 2018 CF Gemini Arena	Automatic door openers on washroom doors Comprehensive building condition assessment	CARRYFORWARD IN PROGRESS	15,000 37,023	7,500 37,023	7,500					15,000 37,023			
2018 CF Gemini Arena	Dressing Room HVAC Replacement and controls 2017 Carryover	IN PROGRESS	179,589	179,589						179,589			
Gemini Arena Sub-total			498,112	224,112	7,500 -				266	500 498,112	491,500	- 225,000	
													Cut by \$80,000, moved the
3.12.1 2019 WMMC	2nd lift of asphalt for parking lot	2								-	300,000		remaining \$220,000 to PW
3.12.2 2019 WMMC	New Floor Scrubber	2	10,000	472.050					10	.000 10,000		-	
2018 CF WMMC 2018 CF WMMC	Roof Comprehensive building condition assessment	CARRYFORWARD IN PROGRESS	173,350 37,023	173,350 37,023						173,350 37,023			
WMMC Sub-total	S	<u> </u>	220,373	210,373					10	.000 220,373		- 300,000	
2018 CF Museum 2018 CF Museum	Exterior doors replacement at Collections Collection storage	CARRYFORWARD CARRYFORWARD	6,000 25,000		6,000 25,000					6,000 25,000			
Museum Sub-total	Concentrations	CAMITONIA	31,000	-	31,000					- 31,000		-	
3.13.1 2019 Parks	Foamstream Weed Control Unit	2	70,000						70	.000 70,000	70,000	-	Changed from taxation to parkland
3.13.2 2019 Parks Ward 1	New Park Development	2	150,000					150,000		150,000	150,000	- 150,000	
3.13.3 2019 Parks Ward 2	Lighting of Mount Brydges soccer field transfer to reserve	3	50,000						50	.000 50,000		-	
2018 CF Parks Ward 1 2018 CF Parks Ward 1	Netting and pole repair - Royals Field and Bantam Diamond All Wheel Park - consultation and design phase	IN PROGRESS IN PROGRESS	4,320 31,492	4,320 31,492						4,320 31,492			
2018 CF Parks Ward 1	Tree carving - Alexandra Park	IN PROGRESS	11,398	11,398						11,398			
2018 CF Parks Ward 1	High Street Park-Sensory Park	IN PROGRESS	69,909	69,909						69,909			
2018 CF Parks Wards 1 & 2 Parks Sub-total	Safety netting - Royals Field and Mount Brydges	IN PROGRESS	6,923 394,042	6,923 124,042				150,000 -	120	6,923 .000 394,042		- 150,000	
rains Sub-total			394,042	124,042				130,000 -	- 120	394,042	270,000	- 150,000	
3.14.1 2019 Property Management	City Hall HVAC Lower Level	2	100,000						100			-	
3.14.2 2019 Property Management	Soft Scaping - Horticulture	2	25,000							.000 25,000		-	
200													Manual 4- 2020 4- 11 11
3.14.3 2019 Property Management 2018 CF Property Management	City Hall Interlocking Brick and Front Entrance Upgrade Repair exterior north wall of Town Hall	2 CARRYFORWARD	115,000 25,000	25,000					115	,000 115,000 25,000		- 35,000	Moved to 2020 for front step
2018 CF Property Management	Interior painting of Town Hall and upgrades	IN PROGRESS	465	465						465			
2018 CF Property Management	HVAC for lower level of Town Hall	CARRYFORWARD	35,000	35,000						35,000			
2018 CF Property Management Property Management Sub-total	Comprehensive building condition assessment-Seniors Centre	IN PROGRESS	22,023 322,488	22,023 82,488					240	22,023 .000 322,488		- 35,000	
			322,400	02,100					240	SEE, MOO	2,5,000	33,030	
			,		20.500			4506					
	Subtotal Community Services		1,515,538	673,038	38,500 -			150,000 -	654	.000 1,515,538	1,381,500	- 727,500	
					Building and Planning								
3.15.1 2019 Planning	North Meadows Secondary Planning Area	1	50,000				50,000			50,000		-	
	Subtotal Building and Planning		50,000	-			50,000			- 50,000	-	-	
	SUBTOTAL 2019 CAPITAL BUDGET (without fleet)		\$ 14,513,262 \$	2,103,262		\$ 1,479,000 \$ 715,000			55,000 \$ 1,300,000 \$ 2,028			-\$ 1,273,750	
	2018 BUDGET (without fleet)		\$ 8,289,617 \$	547,000	\$ 1,680,742 -	212,750 \$ 662,162	\$ 924,110	732,106 \$ 649,582 \$ 1,5	10,416 - \$ 1,370	750 \$ 8,289,618			
	Priority 1 = Committed	Total Priority 1	\$ 8,913,000 \$	45,000	\$ 680,000 \$ -	\$ 1,401,000 \$ 670,000	\$ 1,265,000	\$ - \$ 694,000 \$ 2,3	80,000 \$ 1,300,000 \$ 478	000 \$ 8,913,000			
	Priority 2 = Recommended	Total Priority 2	2,603,000	76,000	195,000	1,650 45,000	705,000	150,000 135,000	40,000 - 1,255	350 \$ 2,603,000			
	Priority 4 = For Discussion	Total Priority 3 Total Priority 4	671,500 305,000	-		600 - 75,750 -	85,000 25,000			900 \$ 671,500 250 \$ 305,000			
	Priority 4 = For Discussion	Total Priority 4 Carryforwards	2,020,762	1,982,262	38,500 -		25,000			250 \$ 305,000 - \$ 2,020,762			
			14,513,262	2,103,262	913,500 -	1,479,000 715,000	2,080,000	150,000 889,000 2,8	1,300,000 2,028	500 \$ 14,513,262			
1 1							1		4	.39% Tax Rate increase fo	r capital		

					2019 Prelim	inary Consolidated	Capital Budget												
														Previous					
Year	Department	Project	Priority	Total Budget Cost	Deferred Revenue	Grants	Notes	Recoveries	Gas Tax	Development Charges	Reserves & Reserve Funds	Water Rates	Sewer Rates	Loans	Taxation	Total Revenue	Taxation	Change	
		·				Fleet		<u>'</u>				<u> </u>		<u>, </u>	•				
2019	9 Fire	Station 2 service vehicle		\$ 65,000															
2019	9 Fire	Station 3 service vehicle		\$ 65,000															
2019	9 Cemetery	Compact Loader		\$ 110,000															
2019	9 Property Management	Service Van (Sprinter)		\$ 40,000															
	9 Parks	Wide Area Mower		\$ 75,000															
2019	9 Water	Utility Van		\$ 40,000															
	9 Waste Water	Utility Van		\$ 40,000															
	9 Roads	Backhoe		\$ 125,000															
2019	9 Roads	Tandem Truck and Plow		\$ 250,000															
																-			
																-			
		TOTAL FLEE		\$ 810,000	\$ -	\$ -		\$ -	\$ -	\$ -	\$	- \$ -	\$ -	\$ -	\$ -	\$ -			
			Departmental Fleet Payments	699,053															
			Fleet Reserve	110,947															
				-															
			Fleet Review	35,000															
			Fleet Reserve	35,000															

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

		20	16	2017		2018		2019			
		BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	YTD	BUDGET	Difference	% LISED VTD	% Change in Budget
		BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	TID	BUDGET	Dillefence	% USED 11D	% Change in Budget
OPERATING REVENU	JE:										
11-000-00000-40100	Taxation and Grant-UNREALIZED GAINS		(2,291)		9,258				0		#DIV/0!
11-000-00000-40390	Fees-Tracker Land Rental		(,,,		60,000		70,000	70,000	70000		#DIV/0!
11-000-00010-40220	GRANTS-ONT MUNICIPAL PARTNERSHIP FUND	386,300	386,300	328,400	328,400	279,200	279,200	237,320	-41880	100%	-15%
11-000-00020-40220	GRANTS-AMO GAS TAX REV	611,782		611,782	649,089	668,169	668,169	668,169			0%
11-000-00020-40230	FEDERAL GRANTS-OTHER	•			-	•	7,526		0		#DIV/0!
11-000-00020-40500	INTEREST INCOME-TAX & PENALTY INTEREST	250,000	296,917	250,000	277,819	250,000	272,645	250,000	0	109%	0%
11-000-00020-40510	INTEREST INCOME-INVESTMENT INTEREST	38,000	200,989	38,000	197,980	40,000	419,331	40,000	0	1048%	0%
11-000-01400-40110	MUNICIPAL TAXES REGULAR-Taxation and Grant	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	MUNICIPAL TAXES- SUPPLEMENTAL	100,000	218,088	146,575	480,347	146,000	610,453	350,000	204000	418%	140%
11-000-01400-40150	MUNICIPAL TAXES-PAYMENT-IN-LIEU	175,000	149,188	175,000	160,797	175,000	166,204	175,000	0	95%	0%
	Taxation and Grants- BIA Levy	54,500	54,500	54,500	54,500	54,500	54,500	55,318	818	100%	2%
11-000-01400-40170	MUNICIPAL TAXES - RIGHT OF WAY	40,000	40,687	40,000	40,664	40,000	45,381	40,000	0	113%	0%
11-000-00000-00000	Gain on Land Held for Resale		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	Taxation&Grant-TAXATION TRANSFER TO OPERATIONS	14,255,386	14,001,629	14,088,607	14,088,607	14,393,493		14,959,082	565589	98%	4%
12-000-00000-60001	Taxation&Grant-TAXATION TRANSFER TO CAPITAL	821,599	1,031,547	1,400,048	1,644,026	1,370,750	1,374,048	2,028,500		100%	48%
	Taxation-Transfer to Asset Mgmt Plan Reserve	230,000	230,000	230,000	230,000	230,000	230,000	230,000		10070	0%
12-000-00020-60510	Taxation&Grant-Transfer to Future Needs Reserve		50,343		113,883	309,380	309,380	331,388	22008	100%	7%
	Taxation&Grants-Loss on Disposal of Capital Assets		147,831		241,584		(128,746)		0		#DIV/0!
12-000-00000-60750	Taxation and Grants-CONSERVATION AUTHORITIES	150,000	162,626	174,188	174,188	196,154	181,154	204,059	7905		4%
	GENERAL GOVERNMENT-TAXES WRITTEN OFF	300,000	150,047	300,000	231,902	280,000	330,888	280,000	0	,	0%
12-000-00020-60770	TRANSFER TO RESERVES - AMO GAS TAX REV	611,782		611,782	649,089	668,169	668,169	668,169		10070	0%
12-000-01400-60160	Taxation and Grant-BIA Levy Expense	54,500	54,500	55,318	54,500	54,500	54,500	55,318	818	100%	2%
	Change in Post Retirement Benefit				107,000				0		#DIV/0!
12-000-00000-60003	Taxation and Grant-CONTINGENCY	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%
	T. 1.0	40.500.00=	45 000 500	10 000 0 10	4= 5== =6 :	45 500 ()	45 454 661	10.050.510	40=46=5	9557	
	Total Operating Expenses	16,503,267		16,939,943		17,582,446		18,956,516			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							<u> </u>			

2019 DEBT REPAYMENT SCHEDULE

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

	Bylaw No.				Estimated			2019	Estimated		
			Interest		Principal O/S	2019	2019	Total	Principal O/S	Original	Cost
Project		Due Date	Rate	Expires	31-Dec-18	Principal	Interest	Payment	31-Dec-19	Loan Amount	Recovery
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	٠	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	3				\$ 5,767,821	\$ 1,301,355	\$ 182,178	\$ 1,483,533	\$ 4,466,466	\$ 13,869,554	