



# 2023 Recommended Budget Presentation

## June 5, 2023

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.

# Highlights and Lowlights

- 1. Municipal Debt will be paid down \$837,662 in 2023. At year-end 2023, outstanding debt will be \$2.6M without any debt added in 2023.**
- 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. OMPF Funding reduced by \$25,700 in 2023, or \$549,900 since 2013 which represents a 90% cut in funding**

## Annual Consolidated Budgets Comparison 2016 to 2023

Year	Taxation	Non-Tax Funding	Total
<b>2023</b>	<b>\$21,810,325</b>	<b>\$74,550,247</b>	<b>\$96,360,572</b>
<b>2022</b>	<b>\$23,402,028</b>	<b>\$40,312,778</b>	<b>\$63,714,806</b>
<b>2021</b>	<b>\$19,429,456</b>	<b>\$49,850,125</b>	<b>\$69,279,581</b>
<b>2020</b>	<b>\$18,615,833</b>	<b>\$46,258,773</b>	<b>\$64,874,606</b>
<b>2019</b>	<b>\$17,070,709</b>	<b>\$29,397,737</b>	<b>\$46,468,446</b>
<b>2018</b>	<b>\$15,929,577</b>	<b>\$21,530,766</b>	<b>\$37,460,343</b>
<b>2017</b>	<b>\$15,295,768</b>	<b>\$23,084,771</b>	<b>\$38,380,539</b>
<b>2016</b>	<b>\$14,945,302</b>	<b>16,831,615</b>	<b>\$31,776,917</b>

## Comparison to 2022 tax increase

Component	2023 Tax Increase	% Inc	2022 Tax Increase	% Inc
Operations	\$373,590	0.89%	\$2,133,903	1.56%
Capital	\$854,545	2.06%	\$1,807,169	1.26%
Reserve Funds			\$31,500	0.04%
<b>TOTALS</b>	<b>\$1,228,135</b>	<b>2.95%</b>	<b>\$3,972,572</b>	<b>2.86%</b>

**Asset Management Plan:** For the last 8 years council has approved that a portion of taxation achieved through growth in assessment be set aside to support the asset management gap as identified in the Asset Management Plan. The budget provision for 2023 is \$230,000.

## Tax Rate Increases 2015 to 2023

Year	Taxation
<b>2023 Recommended</b>	<b>2.95%</b>
<b>2022</b>	<b>2.86%</b>
<b>2021</b>	<b>1.50%</b>
<b>2020</b>	<b>2.90%</b>
<b>2019</b>	<b>2.65%</b>
<b>2018</b>	<b>-4.20%</b>
<b>2017</b>	<b>-0.26%</b>
<b>2016</b>	<b>-1.71%</b>
<b>2015</b>	<b>0.47%</b>

## Service Areas – Business Units

<b>Municipal Services</b>
<b>Total Budget - \$7,820,387</b>
<b>Operating Budget - \$7,423,387</b>
<b>Capital Budget - \$397,000</b>
Animal Control
Council
Crossing Guards
Human Resources
Information Technology
Legal and Legislative Services
Property Management
Municipal Debt
Taxations & Grants
Treasury

<b>Protective Services</b>
<b>Total Budget - \$15,617,443</b>
<b>Operating Budget - \$13,936,443</b>
<b>Capital Budget - \$1,681,000</b>
Building Inspection
Drainage
Fire Service
Police Service
Property Standards
Solid Waste

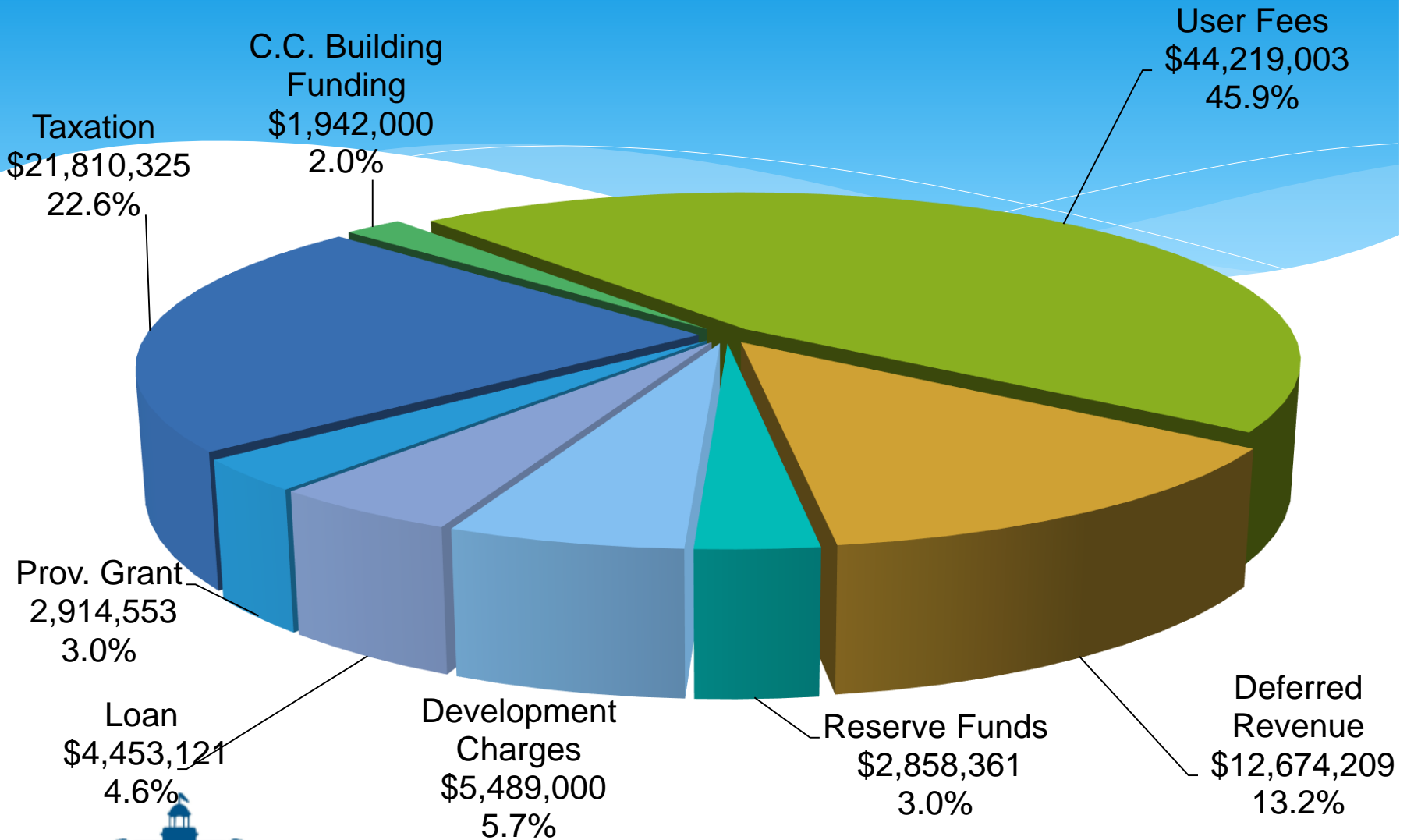
<b>Community Services</b>
<b>Total Budget - \$9,165,481</b>
<b>Operating Budget - \$4,667,173</b>
<b>Capital Budget - \$4,498,308</b>
Aquatics
Arena
Caradoc Community Centre
Community Development
Cemetery
Recreation
Library Operations
Museum Operations
Parks Operations
Scout House
Tri-Township Arena (85%)

<b>Planning and Development</b>
<b>Total Budget - \$2,255,417</b>
<b>Operating Budget - \$1,613,167</b>
<b>Capital Budget - \$642,250</b>
Economic Development
Planning Operations

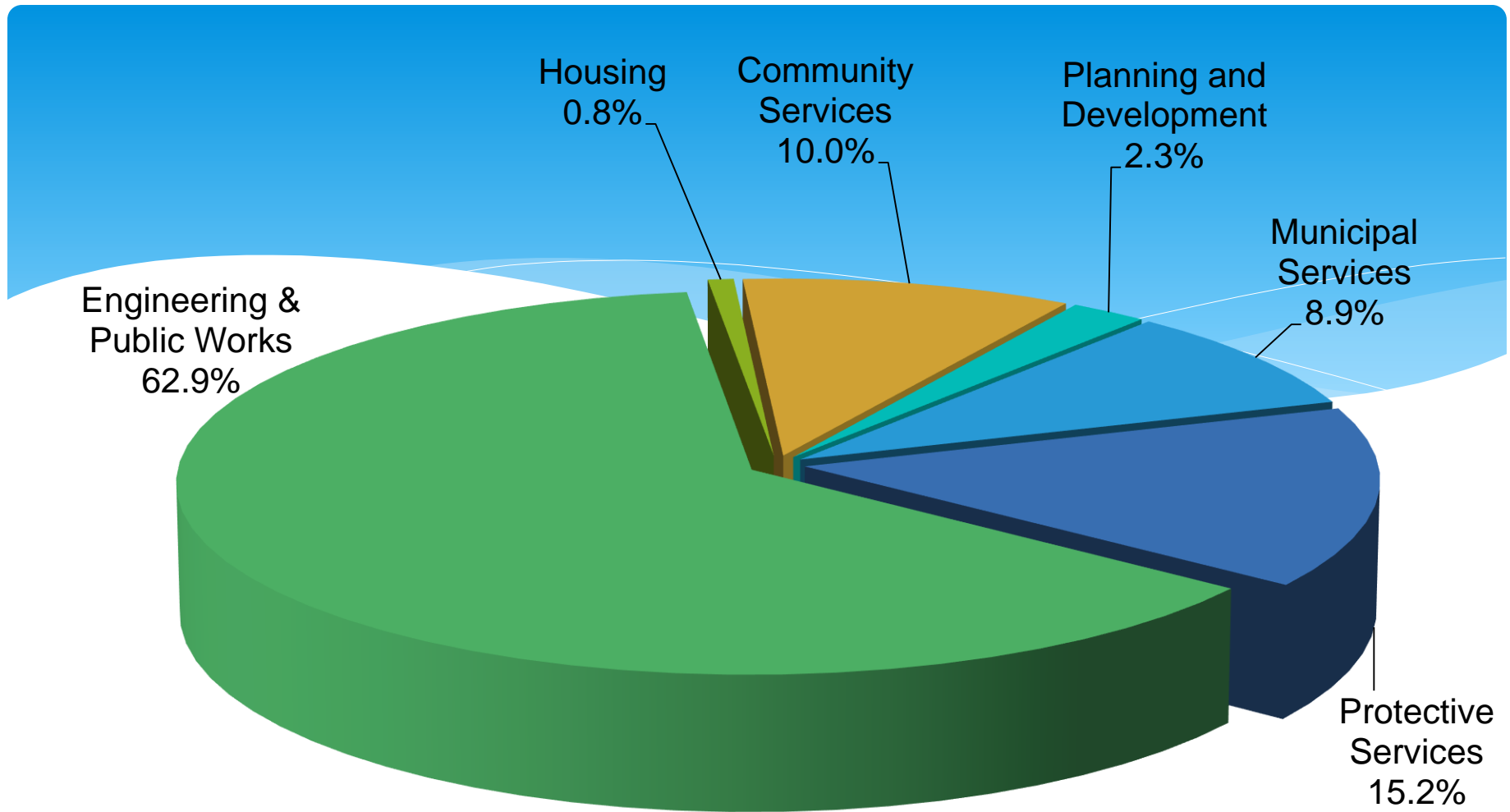
<b>Engineering and Public Works</b>
<b>Total Budget - \$61,635,779</b>
<b>Operating Budget - \$13,936,443</b>
<b>Capital Budget - \$47,699,336</b>
Mount Brydges Sewers
Mount Brydges Water System
Roads
Strathroy Sewers
Strathroy Water System
Fleet

<b>Social Housing</b>
<b>Total Budget - \$753,824</b>
<b>Operating Budget - \$753,824</b>
<b>Capital Budget - \$0</b>
Parkview Manor & New Building - Mt. Brydges

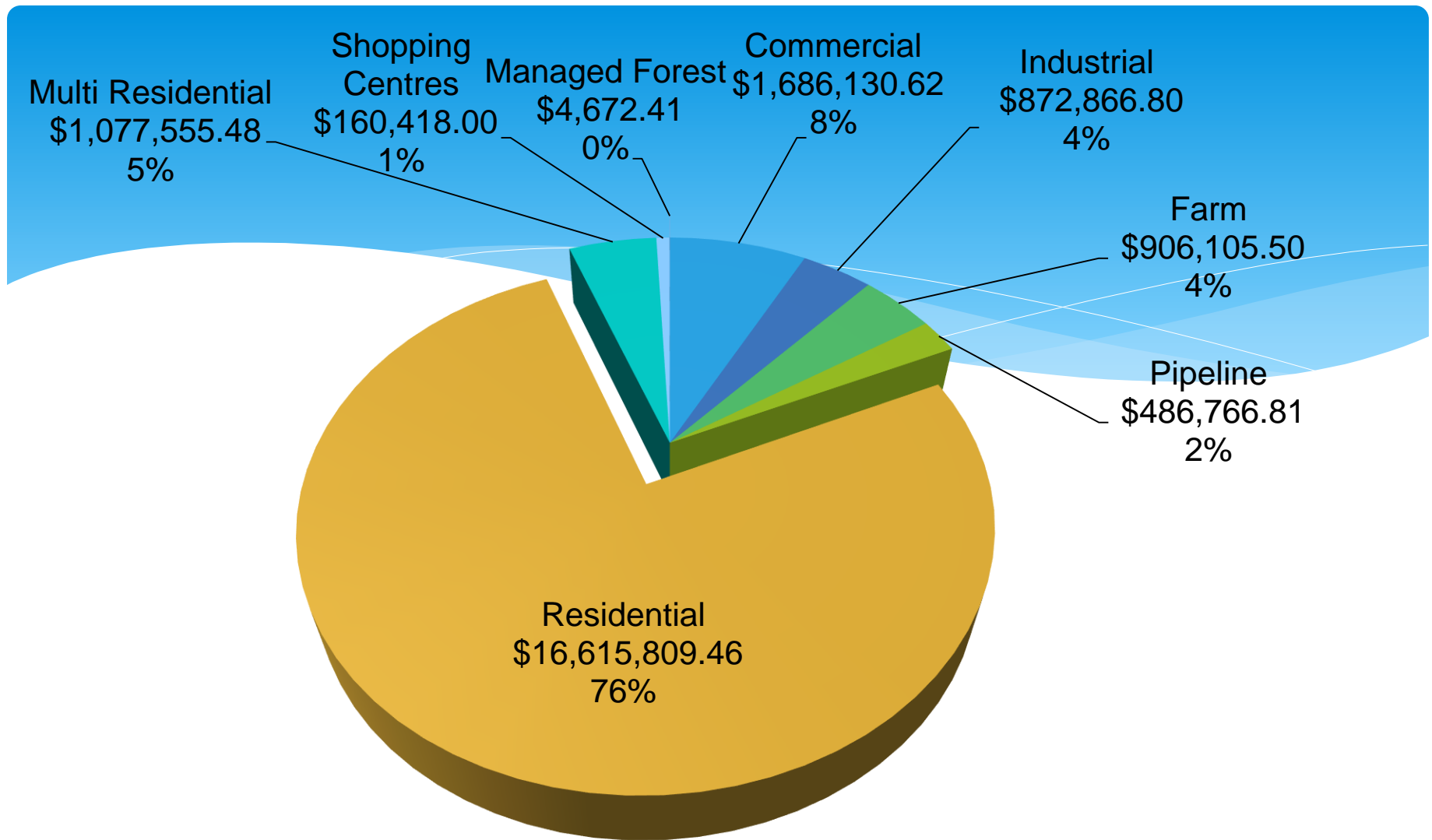
# Overall Budget Income Sources - \$96,360,572







**Overall Budget Expenses - \$96,360,572**

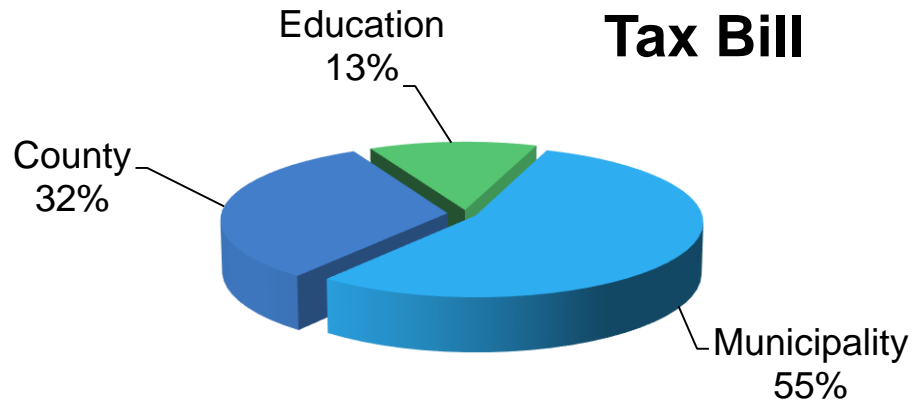


**Where Does the \$21,810,325  
In Taxation Come from?**

## Assessment

In 2022, the Municipal levy was 55% of the total tax levy (County 32%, Education 13%)

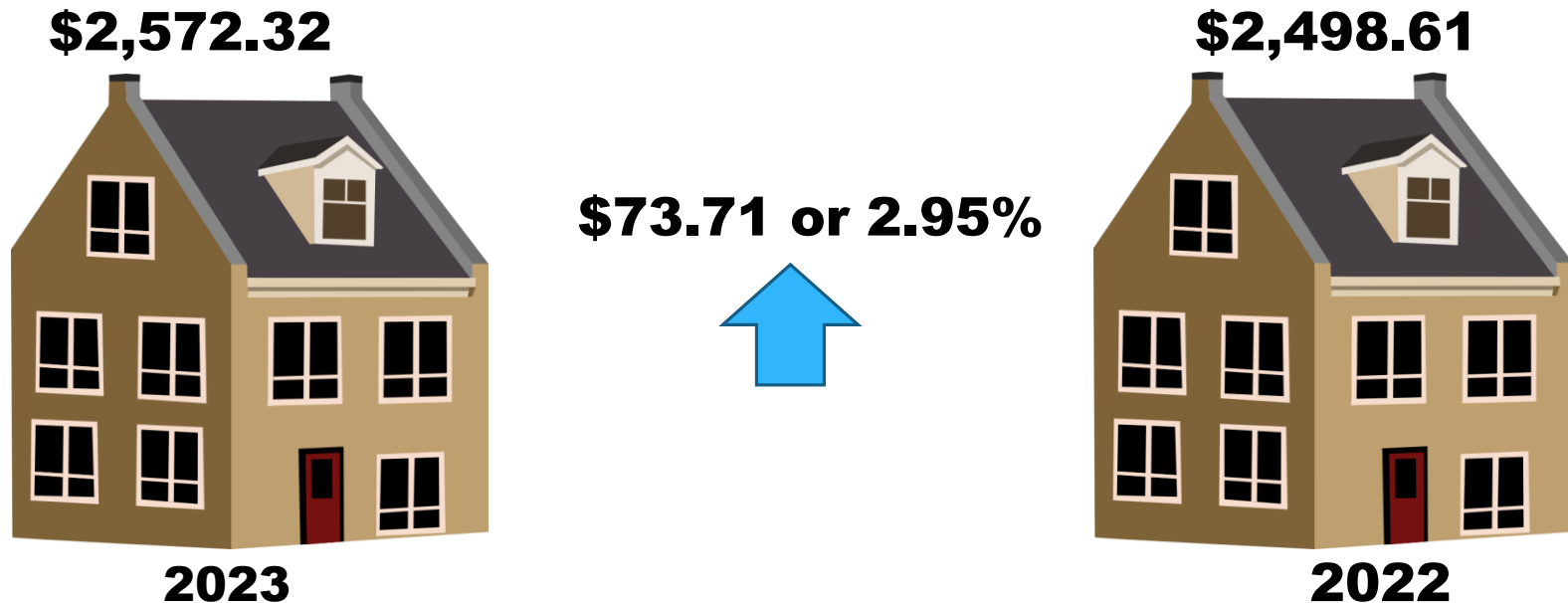
These percentages should not change much unless there is a significant change in the levy for one or more of the above jurisdictions.



# Homeowner Impact

## \* What is my Municipal Tax increase?

For every \$100,000 of assessment the average tax increase is \$29.50. As an example, for a home assessed at \$350,000 the average tax increase is \$73.71:



*Note: 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 total tax rate.*

# Comparators

2022 Property Taxes	Strathroy- Caradoc	Total Survey Average	Southwest
Detached Bungalow	\$ 3,045	\$ 3,698	\$ 3,322
2 Storey Home	\$ 4,009	\$ 4,885	\$ 4,573
Senior Executive Home	\$ 5,218	\$ 6,816	\$ 6,311
Walk Up Apartment (per Unit)	\$ 1,541	\$ 1,472	\$ 1,470
Mid/High Rise (per Unit)	N/A	\$ 1,918	\$ 1,880
Neigh. Shopping (per sq. ft.)	\$ 2.69	\$ 3.78	\$ 3.32
Office Building (per sq. ft.)	\$ 2.33	\$ 3.11	\$ 2.73
Hotels (per Suite)	N/A	\$ 1,636	\$ 1,322
Motels (per Suite)	N/A	\$ 1,223	\$ 1,071
Industrial Standard (per sq. ft.)	\$ 1.25	\$ 1.59	\$ 1.26
Industrial Large (per sq. ft.)	\$ 0.82	\$ 1.11	\$ 0.82
Industrial Vacant Land (per Acre)	\$ 745	\$ 4,689	\$ 1,637





*Questions?*



*Urban Opportunity – Rural Hospitality*



## **2023 Proposed Municipal Budget Index**

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**2023 Proposed BUDGET OVERVIEW**  
**For Council approval Monday, June 5<sup>th</sup> , 2023**

**FINANCE COMMITTEE REVIEW**

Finance committee met on the following dates to review and recommend the 2023 Proposed Municipal Budget which consisted of the Proposed Operating and Proposed Capital Budgets; Monday, Feb. 13, 2023, Tuesday, Feb. 14, 2023, Thursday, Feb 23, 2023, Thursday, April 13, 2023, Thursday, April 20, 2023, Thursday, April 27, 2023, Tuesday, May 16, 2023 and Tuesday May 23, 2023. Along with these meeting date committee scheduled but cancelled three (3) other meetings. After these meeting Finance Committee recommended to Council a Proposed Municipal Budget with a 2.95% Tax Rate Increase.

**BUDGET**

All information contained in this budget is based on unaudited financial information for 2022 and may be subject to change based on the results of the audit. The Proposed 2023 Operating and Capital Budgets are provided in this package and include all departmental costs, including Water and Wastewater systems, and is summarized as follows:

<b>Year</b>	<b>Taxation</b>	<b>Non-Tax-Funding</b>	<b>Total</b>
<b>2023</b>	\$21,810,325	\$74,550,247	\$96,360,572

**TAX LEVY**

The 2023 Proposed Consolidated Budget tax dollars of \$21,810,325 covers the funds required for both Operating, and Capital expenditures as well as transfers to Reserve Funds, this represents a \$1,228,135, or 2.95% tax rate increase, over 2022.

A breakdown of the tax increase is as follows:

<b>Component</b>	<b>2023 Tax Increase</b>	<b>% Increase</b>	<b>2022 Tax Increase</b>	<b>% Increase</b>
<b>Operations</b>	\$373,590	0.89%	\$2,133,903	1.56%
<b>Capital</b>	\$854,545	2.06%	\$1,807,169	1.26%
<b>Allocation to Reserve Funds</b>			\$31,500	0.94%
<b>TOTALS</b>	<b>\$1,228,135</b>	<b>2.95%</b>	<b>\$3,972,572</b>	<b>2.86%</b>

**ASSET MANAGEMENT PLAN**

For the last 8 years council has approved that a portion of taxation achieved through growth in assessment be set aside to support the asset management gap as identified in the Asset Management Plan. The budget provision for 2023 is \$230,000.

Detailed 2023 budgets available upon request.



## **HOMEOWNER TAX IMPACT**

**What is the Municipal Property Tax Increase?**

**For every \$100,000 of assessment the average tax increase is \$29.50.**

**For a home assessed at \$350,000 the tax impact is as follows:**

**\$2,572.32**

**\$2,498.61**

**Increase \$73.71 or 2.95%**



**2023**



**2022**

*Note: 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 2022 will be \$2.6 million. There has been a steady decline in municipal debt since 2012 when the amount owing was \$11.5 million. The annual debt payments for 2023 will be \$837,662. Please refer to the 2023 Debt Repayment Schedule provided.

## **CAPITAL BUDGET**

The 2023 Capital Budget includes capital works totaling \$47.4 million which will be accomplished using \$3.6 million tax dollars. Included in the Capital budget are the 2023 Fleet purchases totaling \$757,000 million which will be purchased through the fleet budget which has an annual contribution which is part of the operating budget. Please refer to the 2023 Capital project listing provided.

MOSC 2023 Preliminary Operating Budget Summary												
	2022 APPROVED BUDGET	2022 UNAUDITED ACTUAL	2023 PROPOSED BUDGET	\$ Difference (B2B)	2022 TAXATION REQUIRED	2023 PROPOSED TAXATION REQUIRED	\$ Difference		2022 NON-TAX REVENUES	2023 PROPOSED NON-TAX REVENUES	Difference	
General Government & Corporate Services												
Animal Control	\$ 62,277	\$ 61,056	64,100	\$ 1,823	\$61,927	\$63,650	\$1,723	3%	350	450	\$ 100	
Council	530,400	722,220	492,212	\$ (38,188)	460,400	\$492,212	\$31,812	7%	70,000	-	\$ (70,000)	
Crossing Guards	98,250	66,450	100,706	\$ 2,456	98,250	\$100,706	\$2,456	2%	-	-	\$ -	
Legal and Legislative Services	1,229,700	941,813	1,560,752	\$ 331,052	1,114,900	\$1,201,852	\$86,952	8%	114,800	358,900	\$ 244,100	
Human Resources	444,724	381,758	\$495,974	\$ 51,250	340,548	\$401,474	\$60,926	18%	104,176	94,500	\$ (9,676)	
Treasury	894,735	917,199	\$921,577	\$ 26,842	690,470	\$489,550	(\$200,920)	-29%	204,265	432,027	\$ 227,762	
Information Technology	806,340	977,098	960,950	\$ 154,610	787,590	\$940,950	\$153,360	19%	18,750	20,000	\$ 1,250	
Property Management	340,234	346,256	381,406	\$ 41,172	79,742	\$141,504	\$61,762	77%	260,492	239,902	\$ (20,590)	
Municipal Debt	842,333	773,319	837,662	\$ (4,671)	237,863	\$303,577	\$65,714	28%	604,470	534,085	\$ (70,385)	
Finance	1,571,874	1,402,954	1,608,048	\$ 36,174	-	\$0	\$0	0%	1,571,874	1,608,048	\$ 36,174	
Sub-total Corporate Services	6,820,867	6,590,123	7,423,387	\$ 602,520	3,871,690	\$4,135,475	\$263,785	7%	2,949,177	3,287,912	\$ 338,735	
Protection of Persons & Property												
Building Inspection	732,992	680,749	728,303	\$ (4,689)					732,992	728,303	\$ (4,689)	
Drainage	152,450	154,476	156,515	\$ 4,065	73,700	\$75,402	\$1,702	2%	78,750	81,113	\$ 2,363	
Fire Service	2,006,808	1,950,705	2,161,214	\$ 154,406	1,864,362	\$1,984,619	\$120,257	6%	142,446	176,595	\$ 34,149	
Police Service	7,762,735	7,073,239	7,954,737	\$ 192,002	6,453,441	\$6,760,938	\$307,497	5%	1,309,294	1,193,799	\$ (115,495)	
Bylaw Enforcement (Property Standards)	191,776	142,494	236,985	\$ 45,209	185,776	\$206,985	\$21,209	11%	6,000	30,000	\$ 24,000	
Solid Waste	1,619,909	1,644,490	1,810,930	\$ 191,021					1,619,909	1,810,930	\$ 191,021	
Sub-total Protection of Persons & Property	12,466,670	11,646,153	13,048,684	\$ 582,014	8,577,279	\$9,027,944	\$450,665	5%	3,889,391	4,020,740	\$ 131,349	
Engineering and Public Works												
Roads	3,422,281	3,159,303	3,612,531	\$ 190,250	3,382,281	\$3,572,531	\$190,250	6%	40,000	40,000	\$ -	
Water Systems	4,993,677	4,563,121	5,091,896	\$ 98,219					4,993,677	5,091,896	\$ 98,219	
Wastewater Systems	5,250,905	4,795,042	5,232,016	\$ (18,889)					5,250,905	5,232,016	\$ (18,889)	
Sub-total Public Works	13,666,863	12,517,466	13,936,443	\$ 269,580	3,382,281	3,572,531	\$190,250	6%	10,284,582	10,363,912	\$ 79,330	
Social Housing												
Caradoc Housing	129,500	135,007	753,824	\$ 624,324					129,500	753,824	\$ 624,324	
Community Services												
Aquatics	312,774	336,938	356,175	\$ 43,401	\$221,774	\$252,765	\$30,991	14%	91,000	103,410	\$ 12,410	
Arena	1,492,393	1,442,362	1,588,861	\$ 96,468	\$734,093	\$704,996	(\$29,097)	-4%	758,300	883,865	\$ 125,565	
Caradoc Community Centre	63,690	50,591	83,128	\$ 19,438	\$42,690	\$58,046	\$15,356	36%	21,000	25,082	\$ 4,082	
Cemetery	275,123	290,163	333,528	\$ 58,405	146,603	\$190,808	\$44,205	30%	128,520	142,720	\$ 14,200	
Community Development	76,500	41,051	89,000	\$ 12,500	\$31,500	\$24,000	(\$7,500)	-24%	45,000	65,000	\$ 20,000	
Downtown Market	21,670	20,063	36,500	\$ 14,830		\$0	\$0		21,670	36,500		
Recreation	563,891	590,191	685,032	\$ 121,141	\$296,391	\$234,051	(\$62,340)	-21%	267,500	450,981	\$ 183,481	
Library Operations	195,727	165,192	195,727	\$ -					195,727	195,727	\$ -	
Museum Operations	207,466	172,690	206,003	\$ (1,463)	\$204,466	\$201,703	(\$2,763)	-1%	3,000	4,300	\$ 1,300	
Parks Operations	708,324	662,454	718,419	\$ 10,095	\$646,824	\$653,919	\$7,095	1%	61,500	64,500	\$ 3,000	
Scout Hall	6,000	5,853	6,800	\$ 800	\$2,000	\$2,000	\$0	0%	4,000	4,800	\$ 800	
Tri-Township Arena (85%)	368,000		368,000	\$ -	\$60,000	\$60,000	\$0	0%	308,000	308,000	\$ -	
Sub-total Recreation & Leisure	4,291,558	3,777,548	4,667,173	\$ 375,615	2,386,341	\$2,382,288	(\$4,053)	0%	1,905,217	2,284,885	\$ 379,668	
Planning and Development												
Economic Development	1,178,000	444,967	1,349,142	\$ 171,142	535,000	551,050	\$16,050	3%	643,000	798,092	\$ 155,092	
Planning Operations	137,635	144,660	264,025	\$ 126,390	47,635	\$161,925	\$114,290	240%	90,000	102,100	\$ 12,100	
Sub-total Planning & Development	1,315,635	589,627	1,613,167	\$ 297,532	582,635	\$712,975	\$130,340	22%	733,000	900,192	\$ 167,192	
Total	\$ 38,691,093	\$ 35,255,924	\$ 41,442,678	\$ 2,751,585	\$ 18,800,226	\$ 19,831,213	\$ 1,030,987	5.48%	\$ 19,890,867	\$ 21,611,465	\$ 1,720,598	

Detailed Operating Budgets Available on Request

18,800,226\$19,831,213

Operating portion for taxation and grants spreadsheet

CAPITAL EXPENDITURES																						SOURCE OF FINANCING									
Year	Department	Project	2022 Carryforward Budgeted Cost	2023 Priority #1 and 2022 Carryforward Budgeted	2023 Cost Adjustments	2022 Work In Progress	2023 Proposed Capital	Deferred Revenue Budget	Grants Budget	Notes	Recoveries Budget	Notes	CBF ( former Gas Tax Budget	Development Charges Budget	Note	Reserves & Reserve Funds Budget	Note	Water Rates Budget	Sewer Rates Budget	Loans Budget	Taxation Budget	Total Revenue Budget									
	IT																														
2022	Information Technology (IT) POI	NG911 Video Dispatch centre/Communications Radio System	\$ 250,000	\$ 250,000			\$ 250,000	\$ 77,539								\$ 172,461	IT Res					\$ 250,000									
2022	Information Services	Digital Boundaries - Network Security audit	\$ 25,000	\$ 25,000			\$ 25,000	\$ 25,000														\$ 25,000									
2022	HR	Software - HRIS System	\$ 72,000	\$ 72,000			\$ 72,000		\$ 72,000	Moderization												\$ 72,000									
2022	Legal Services	Stone Orchard GIS Module - Software and Implementation	\$ 10,000	\$ 10,000			\$ 10,000	\$ 10,000														\$ 10,000									
2022	Community Services	BookKing Membership module	\$ 5,000	\$ 4,300		\$ 700	\$ 5,000	\$ 5,000														\$ 5,000									
2022	Information Services	Security Cameras	\$ 10,000	\$ 10,000			\$ 10,000	\$ 10,000														\$ 10,000									
2022	Building and planning	Cloud Permit Interface to Great Plains	\$ 10,000	\$ 10,000			\$ 10,000	\$ 10,000														\$ 10,000									
2023	Information Technology (IT)	Workstation and laptop upgrades		\$ 15,000			\$ 15,000														\$ 15,000	\$ 15,000									
	General Government		\$ 382,000	\$ 396,300	\$ -	\$ 700	\$ 397,000	\$ 137,539	\$ 72,000		\$ -		\$ -	\$ -		\$ 172,461		\$ -	\$ -	\$ -	\$ 15,000	\$ 397,000									
	SCPS																														
2022	SCPS	Communications System Upgrade (Radio Tower)	\$ 50,000	\$ 40,912	\$ 120,000	\$ 9,088	\$ 170,000	\$ 50,000													\$ 120,000	\$ 170,000									
2022	SCPS	Communications System Upgrade (Zetrons)	\$ 200,000	\$ 38,723	\$ 105,000	\$ 161,277	\$ 305,000	\$ 200,000													\$ 105,000	\$ 305,000									
2022	SCPS	Axon IT Platform	\$ 100,000	\$ 83,504	\$ 120,000	\$ 16,496	\$ 220,000	\$ 100,000													\$ 120,000	\$ 220,000									
2023	SCPS	IT(Server/Hardware/Software) Upgrades			\$ 75,000		\$ 75,000														\$ 75,000	\$ 75,000									
2023	SCPS	Small Equipment			\$ 100,000		\$ 100,000														\$ 100,000	\$ 100,000									
2023	SCPS	Vehicles			\$ 140,000		\$ 140,000														\$ 140,000	\$ 140,000									
	SCFD	SCPS	\$ 350,000	\$ 163,139	\$ 660,000	\$ 186,861	\$ 1,010,000	\$ 350,000	\$ -		\$ -		\$ -	\$ -		\$ -		\$ -	\$ -	\$ -	\$ 660,000	\$ 1,010,000									
	SCFD																														
2022	SCFD	Fire Hall Replacement-Renewals (350k+250k)	\$ 600,000	\$ 551,329		\$ 48,671	\$ 600,000	\$ 470,000						\$ 130,000	Fire							\$ 600,000									
2022	SCFD	Portable Generators (3)	\$ 21,000	\$ 21,000			\$ 21,000	\$ 21,000														\$ 21,000									
2023	SCFD	Technical Rescue Equip		\$ 50,000			\$ 50,000														\$ 50,000	\$ 50,000									
	BPB	SCFD	\$ 621,000	\$ 622,329	\$ -	\$ 48,671	\$ 671,000	\$ 491,000	\$ -		\$ -		\$ -	\$ 130,000		\$ -		\$ -	\$ -	\$ -	\$ 50,000	\$ 671,000									
	BPB																														
2022	Building and Planning	OP	\$ 621,350	\$ 58,300		\$ 563,050	\$ 621,350	\$ 621,350														\$ 621,350									
2023	Building and Planning	3 New Monitors		\$ 900			\$ 900										\$ 900	Bldg Res				\$ 900									
2023	Building and Planning	Mobile Work Station (Vehicle)		\$ 5,000			\$ 5,000										\$ 5,000	Bldg Res				\$ 5,000									
2023	Building and Planning	Noise partitions / office dividers		\$ 7,500			\$ 7,500										\$ 7,500	Bldg Res				\$ 7,500									
2023	Building and Planning	2 standing desk / hutch & cabinet		\$ 5,000			\$ 5,000										\$ 5,000	Bldg Res				\$ 5,000									
2023	Building and Planning	CAD on 1 workstation		\$ 2,500			\$ 2,500										\$ 2,500	Bldg Res				\$ 2,500									
	ENG-PW-ES	BBP	\$ 621,350	\$ 79,200	\$ -	\$ 563,050	\$ 642,250	\$ 621,350	\$ -		\$ -		\$ -	\$ -		\$ 20,900		\$ -	\$ -	\$ -	\$ -	\$ 642,250									
	ENG-PW-ES																														
2021	Eng	Parkhouse Drive Reconstruction (Adelaide to Rougham)	\$ 5,000,000	\$ 4,690,578	\$ 2,500,000	\$ 309,422	\$ 7,500,000	\$ 200,000	\$ 586,000	OCIF	\$ 750,000	Developers		\$ 2,814,000	Engineering	\$ 500,000	Fut Needs	\$ 560,000	\$ 1,650,000	\$ 140,000	\$ 300,000	\$ 7,500,000									
2022	Eng	Queen Street Reconstruction - Tracks to Carroll (Used McKellar St project Splits	\$ 4,000,000	\$ 3,992,387	\$ 898,246	\$ 7,613	\$ 4,898,246	\$ 2,818,133	\$ 687,183	OCIF				\$ 940,000	Engineering			\$ 199,289	\$ 253,641			\$ 4,898,246									
2022	Eng	Agnes Dr Extension	\$ 713,000	\$ 674,846	\$ 1,956,128	\$ 38,154	\$ 2,669,128							\$ 500,000	Engineering					\$ 2,169,128		\$ 2,669,128									
2022	Eng	Downtown Streetscaping (Strathroy & Mt. Brydges) Design	\$ 100,000	\$ 66,644		\$ 33,356	\$ 100,000							\$ 100,000	Engineering							\$ 100,000									
2022	Eng	MB Beautification	\$ 25,000	\$ 25,000			\$ 25,000	\$ 25,000														\$ 25,000									
2022	Eng	Southgrove - Cleanup of Storm issues	\$ 75,000	\$ 69,050		\$ 5,950	\$ 75,000	\$ 75,000														\$ 75,000									
2023	Eng	Adelaide Road Sewer & Water Extension - Design		\$ 100,000			\$ 100,000							\$ 100,000	Engineering							\$ 100,000									
2023	Eng	Drury Lane Reconstruction - Saulsbury St to Albert St		\$ 4,067,985			\$ 4,067,985															\$ 4,067,986									
2023	Eng	Head Street Design - Engineering Services - Pannell Lane to Second Street		\$ 218,120			\$ 218,120														\$ 218,120	\$ 218,120									
2023	Eng	Carroll Street East (Saxton to East Limits) - 5 parties involved - Design		\$ 25,000			\$ 25,000														\$ 25,000	\$ 25,000									
2022	ES	Albert St PS FM to Treatment Plant	\$ 500,000	\$ 446,178	\$ 1,932,000	\$ 53,822	\$ 2,432,000															\$ 2,432,000									
2022	ES	Mt. Brydges WWTP Upgrades	\$ 5,000,000	\$ 4,867,451	\$ 1,000,000	\$ 132,549	\$ 6,000,000															\$ 6,000,000									
2022	ES	WTS Concrete Pads and Railings	\$ 50,000	\$ 50,000			\$ 50,000												\$ 25,000	\$ 25,000		\$ 50,000									
2022	ES	Strathroy WWTF Upgrades	\$ 5,943,787	\$ 3,634,545	\$ 4,200,000	\$ 2,309,242	\$ 10,143,787	\$ 5,943,787											\$ 4,200,000			\$ 10,143,787									
2023	ES	Mt Brydges Tower Wash exterior		\$ 15,000			\$ 15,000												\$ 15,000			\$ 15,000</									

			CAPITAL EXPENDITURES					SOURCE OF FINANCING														
Year	Department	Project	2022 Carryforward	2023 Priority #1 and	2023	2022 Work In	2023 Proposed	Deferred Revenue	Grants		Recoveries		CBF ( former Gas Tax)	Development Charges		Reserves & Reserve Funds		Water Rates	Sewer Rates	Loans	Taxation	Total Revenue
								Budget	Budget	Notes	Budget	Notes	Budget	Budget	Note	Budget	Note	Budget	Budget	Budget	Budget	Budget
(2022)2023	WMMC (BCA) 142	Replace Brine Pump 2 End of Life		\$ 15,000			\$ 15,000														\$ 15,000	\$ 15,000
2023	WMMC	Cameras		\$ 30,000			\$ 30,000														\$ 30,000	\$ 30,000
2023	WMMC	Electric Edger		\$ 20,000			\$ 20,000														\$ 20,000	\$ 20,000
		WMMC Arena	\$ -	\$ 278,000	\$ -	\$ -	\$ 278,000	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -		\$ -	\$ -	\$ -	\$ 278,000	\$ 278,000
2022	Parks Wards 1 and 2	Sportfield Lighting Retrofit to LED (2 Fields)- 1 -MTB 1-STR	\$ 475,000	\$ 474,900		\$ 100	\$ 475,000						\$ 475,000									\$ 475,000
2022	Parks Ward 1	Tennis Court Repair-Strathroy	\$ 5,000	\$ 5,000			\$ 5,000						\$ 5,000									\$ 5,000
2022	Parks Ward 1	Yorkview Community Park - Basketball Court repair and complete resurfacing	\$ 22,000	\$ 22,000	\$ 10,000		\$ 32,000						\$ 32,000									\$ 32,000
2022	Parks Ward 2	Southgrove Park Development	\$ 250,000	\$ 250,000			\$ 250,000	\$ 250,000														\$ 250,000
2022	Parks Ward 1	Sleepy Hollow Railway Improvements ( platform and turntable/wye construction	\$ 15,000	\$ 12,556		\$ 2,444	\$ 15,000									\$ 15,000	Parks					\$ 15,000
2022	Parks Ward 2	Woods Edge Park Development	\$ 200,000	\$ 200,000			\$ 200,000									\$ 200,000	Parkland					\$ 200,000
2023	Parks Ward 1	Irrigation Bantam Diamond		\$ 32,908			\$ 32,908														\$ 32,908	\$ 32,908
2023	parks ward 1	Yorkview Community Park Trail		\$ 75,400			\$ 75,400	\$ 75,400														\$ 75,400
2023	Parks Ward 1 and 2 (PRMP 30)	Building/Park Condition Assesment		\$ 75,000			\$ 75,000														\$ 75,000	\$ 75,000
(2020)2023	Parks Ward 1	Soccer Net Repairs		\$ 25,000			\$ 25,000														\$ 25,000	\$ 25,000
(2022)2023	Parks Ward 1	Parks Building, repair and maintenance - Painting, downspouts, door replacement, drywall, roof		\$ 65,000			\$ 65,000														\$ 65,000	\$ 65,000
2023	Parks Ward 1 and 2 (PRMP 28)	Park Amenities - Benches/Seating, shade structures, trees, washrooms (Ongoing)		\$ 20,000			\$ 20,000														\$ 20,000	\$ 20,000
2023	Parks Ward 1 and 2 (PRMP 31)	Wayfinding Signage Allocation (FICE)		\$ 50,000			\$ 50,000														\$ 50,000	\$ 50,000
2023	Parks Ward 1 and 2 (PRMP 54)	Replacement strategy of sport field lighting (2 fields 1 MB 1 S)		\$ 700,000			\$ 700,000									\$ 350,000	AMP Res				\$ 350,000	\$ 700,000
2023	Parks Ward 1 and 2	Sport Field Fence Repairs		\$ 50,000			\$ 50,000														\$ 50,000	\$ 50,000
2023	Parks ward 1	Cameras		\$ 30,000			\$ 30,000														\$ 30,000	\$ 30,000
		Parks	\$ 967,000	\$ 2,087,764	\$ 10,000	\$ 2,544	\$ 2,100,308	\$ 325,400	\$ -		\$ -		\$ 512,000	\$ -		\$ 565,000		\$ -	\$ -	\$ -	\$ 697,908	\$ 2,100,308
2023	Museum	S-C Permanent Display		\$ 10,000			\$ 10,000														\$ 10,000	\$ 10,000
2023	Museum	Collections Storage Door		\$ 15,000			\$ 15,000														\$ 15,000	\$ 15,000
		Museum	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -		\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
2023	Cemetery																					\$ -
		Cemetery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -		\$ -	\$ -	\$ -	\$ -	\$ -
2022	Property Management	Remodel of Washroom on 1st to AODA Compliant Washrooms	\$ 12,000	\$ 12,000		\$ -	\$ 12,000	\$ 12,000														\$ 12,000
2023	Property Maintenance	Replace Library Roof		\$ 450,000			\$ 450,000														\$ 450,000	\$ 450,000
		Property Maintenance	\$ 12,000	\$ 462,000	\$ -	\$ -	\$ 462,000	\$ 12,000	\$ -		\$ -		\$ -	\$ -		\$ -		\$ -	\$ -	\$ -	\$ 450,000	\$ 462,000
2022	RFIRS	Allocation for Consultation and Design	\$ 1,000,000	\$ 985,312		\$ 14,688	\$ 1,000,000	\$ 1,000,000														\$ 1,000,000
		Community Services Total	\$ 1,979,000	\$ 4,471,076	\$ 10,000	\$ 17,232	\$ 4,498,308	\$ 1,337,400	\$ -		\$ -		\$ 512,000	\$ -		\$ 1,065,000		\$ -	\$ -	\$ -	\$ 1,583,908	\$ 4,498,308
								\$ 1,000,000														
		SUBTOTAL 2023 CAPITAL BUDGET	\$ 29,360,137	\$ 35,605,441	\$ 13,631,374	\$ 4,924,079	\$ 54,160,894	\$ 12,674,209	\$ 2,914,553		\$ 800,000		\$ 2,062,000	\$ 5,489,000		\$ 2,258,361		\$ 2,733,306	\$ 17,363,126	\$ 4,343,121	\$ 3,523,219	\$ 54,160,895
	Fleet																					
2023	Fleet	Fleet - Additional Complement - Plow Truck		\$ 400,000			\$ 400,000									\$ 400,000	Fleet Res					\$ 400,000
2023	Fleet	Line Paint Machine Replacement		\$ 20,000			\$ 20,000														\$ 20,000	\$ 20,000
2023	Fleet	10' reversible plow blade		\$ 20,000			\$ 20,000														\$ 20,000	\$ 20,000
2023	Fleet	Tractor Replacement (JD)		\$ 200,000			\$ 200,000									\$ 200,000	Fleet Res					\$ 200,000
2023	TTA-Fleet	Zamboni Replacement			\$ 117,000		\$ 117,000				\$ 17,550	COTTEN									\$ 99,450	\$ 117,000
		TOTAL FLEET	\$ -	\$ 640,000	\$ 117,000	\$ -	\$ 757,000	\$ -	\$ -		\$ 17,550		\$ -	\$ -		\$ 600,000		\$ -	\$ -	\$ -	\$ 139,450	\$ 757,000
		TOTAL 2023 CAPITAL BUDGET WITH FLEET	\$ 29,360,137	\$ 36,245,441	\$ 13,748,374	\$ 4,924,079	\$ 54,917,894	\$ 12,674,209	\$ 2,914,553		\$ 817,550		\$ 2,062,000	\$ 5,489,000		\$ 2,858,361		\$ 2,733,306	\$ 17,363,126	\$ 4,343,121	\$ 3,662,669	\$ 54,917,895

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**  
**Saturday, December 31, 2022**

		2021		2022			Budget 2,023			
		BUDGET	ACTUAL	YTD	BUDGET	December MTI		YTD		
OPERATING REVENUE:										
11-000-00000-00000	Gain on Land Held for Resale		198,536	198,536						
11-000-00000-40390	Fees-Tracker Land Rental	60,000	60,000	60,000	60,000	5,000	60,000	60,000		
11-000-00000-40770	Tax Rate Stablization - Transfer from Reserves				542,805					
11-000-00010-40220	GRANTS-ONT MUNICIPAL PARTNERSHIP FUND	171,464	171,600	171,600	145,900		145,900	124,100		
11-000-00012-40220	PROV GRANT-MODERNIZATION GRANT						50,187			
11-000-00013-40220	PROV GRANT - SAFE RESTART (COVID RELIEF)		464,942	464,942						
11-000-00020-40220	GRANTS-AM0 GAS TAX REV	668,169	1,298,007	1,298,007	668,169		661,800	668,169		
11-000-00020-40500	INTEREST INCOME-TAX & PENALTY INTEREST	250,000	220,796	220,796	250,000	17,483	227,191	250,000		
11-000-00020-40510	INTEREST INCOME-INVESTMENT INTEREST	350,000	312,790	312,790	350,000	108,719	1,181,236	1,150,000		
11-000-01400-40110	MUNICIPAL TAXES REGULAR-Taxation and Grant--	19,429,456	19,350,762	19,350,762	20,582,190	2	20,500,915	21,810,325	1,228,135	5.97%
11-000-01400-40120	MUNICIPAL TAXES- SUPPLEMENTAL	500,000	751,080	751,080	500,000		777,446	759,457		
11-000-01400-40150	MUNICIPAL TAXES-PAYMENT-IN-LIEU	175,000	180,921	180,921	175,000	1,371	94,191	175,000		
11-000-01400-40160	Taxation and Grants- BIA Levy	57,554	57,554	57,554	58,705		58,705	59,879		
11-000-01400-40170	MUNICIPAL TAXES - RIGHT OF WAY	45,000	45,799	45,799	45,000		46,158	45,000		
Total OPERATING REVENUE		21,706,643	23,112,787	23,112,787	23,377,769	132,574	23,803,729	25,101,930		
General Expenses:										
12-000-00000-00000	Change in Post Retirement Benefit		96,041	96,041						
12-000-00000-00001	Taxation&Grants-Loss on Disposal of Capital Assets		(21,370)	(21,370)			(77,549)			
12-000-00000-60000	Taxation&Grant-TAXATION TRANSFER TO OPERATION	16,775,387	16,743,639	16,743,639	18,900,226	1,575,019	18,900,222	19,831,213	930,987	4.93%
12-000-00000-60001	Taxation&Grant-TAXATION TRANSFER TO CAPITAL	1,855,500	1,855,500	1,855,500	2,905,669	305,222	2,905,669	3,662,669	757,000	26.05%
12-000-00000-60002	Taxation-Transfer to Asset Mgmt Plan Reserve	230,000	230,000	230,000	230,000			230,000		
12-000-00000-60004	Taxation&Grant-Transfer to Future Needs Reserve	1,520,033	1,571,109	1,571,109						
12-000-00000-60750	Taxation and Grants-CONSERVATION AUTHORITIES	250,000	223,924	223,924	265,000		252,712	280,000		
12-000-00000-60760	TAXATION AND GRANTS - TFR TO GREEN ENERGY R	70,000	70,000	70,000	70,000			70,000		
12-000-00000-62280	GENERAL GOVERNMENT-TAXES WRITTEN OFF	280,000	358,245	358,245	280,000	211,094	507,286	300,000		
12-000-00020-60770	TRANSFER TO RESERVES - AMO GAS TAX REV	668,169	1,298,007	1,298,007	668,169		661,800	668,169		
12-000-01400-60160	Taxation and Grant-BIA Levy Expense	57,554	57,554	57,554	58,705		58,705	59,879		
Total General Expenses		21,706,643	22,482,650	22,482,650	23,377,769	2,091,336	23,208,845	25,101,930		
Total Operating Expenses		21,706,643	22,482,650	22,482,650	0	2,091,336	23,208,845	25,101,930		
OPERATING SURPLUS (DEFICIT)			630,137	630,137		(1,958,762)	594,884	0		

2023 DEBT REPAYMENT SCHEDULE

Date: October 29, 2022

Prepared By: L Laskey

	Bylaw No.				Estimated			2023	Estimated		
			Interest		Principal O/S	2023	2023	Total	Principal O/S	Original	Cost
Project		Due Date	Rate	Expires	31-12-22	Principal	Interest	Payment	31-12-23	Loan Amount	Recovery
Strathroy Station Pumper Replacement (OPIC)	91-13	Jun/Dec	3.11%	2023	34,876	33,132	1,744	34,876	0	349,073	Taxation
Melbourne Station Tanker Replacement (OPIC)	91-13	Jun/Dec	3.11%	2023	12,745	12,108	637	12,745	0	128,260	Taxation
Roof-top Solar Project (OPIC)	91-13	Jun/Dec	3.11%	2023	44,282	42,068	2,214	44,282	0	441,693	Solar income
Mount Brydges Sanitary Sewer (CMHC)	15-11	Mar	3.92%	2026	878,219	199,248	42,237	241,485	636,734	2,700,000	Development Charges
West Middlesex Memorial Centre (OPIC)	25-11	May/Nov	4.38%	2026	883,272	228,721	46,228	274,949	608,323	3,000,000	Dev. Charges 90% \$247,455; Taxation 10% \$27,494
Aerial Fire Apparatus (CMHC)	37-16	Jun/Dec	2.30%	2026	291,416	83,262	8,173	91,435	199,981	832,619	Taxation
Replacement Fire Truck (IO)	59-20	Jun/Dec	1.38%	2030	486,647	60,831	7,717	68,548	418,099	608,308	Taxation
Replacement Fire Truck STR #14						62,300	7,042	69,342	830,658	900,000	Taxation
TOTALS					2,631,457	721,670	115,992	837,662	2,693,795	\$	