



2020 Budget Presentation

December 16, 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

Nov 25, 2019

- Presentation of Capital Project requests
- 2020 Draft Consolidated Capital Budget Presentation
- Community Partnership Fund requests

Dec 2, 2019

- 2019 Carry forward Engineering and Public Works Capital Projects Status Update

Dec 9, 2019

- Revised 2020 Draft Capital Budget Presentation
- 2020 Draft Operating Budget Presentation
- 2020 Draft Consolidated Budget Presentation

Highlights and Lowlights

1. Municipal Debt will be paid down \$1.1 million in 2020. At year-end 2020, outstanding debt will be \$4.2M.
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 \$35,598 in 2020, or \$466,378 since 2013 which represents a 70% cut in funding

At the Finance Committee meeting December 9, 2019 the Finance Committee recommended to council, that the 2020 Consolidated Budget, be recommended for approval at the December 16, 2019 meeting.

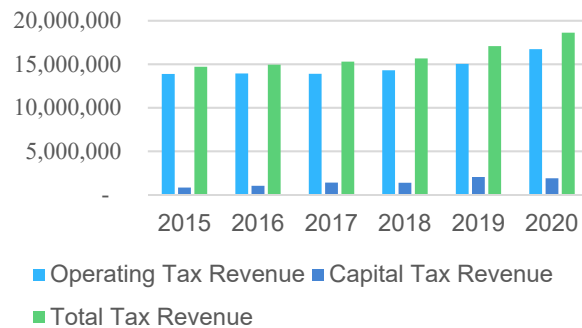
Annual Consolidated Budgets Comparison 2015 to 2020

Year	Taxation	Non-Tax Funding	Total
2020	\$18,615,833	\$46,258,773	\$64,874,606
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

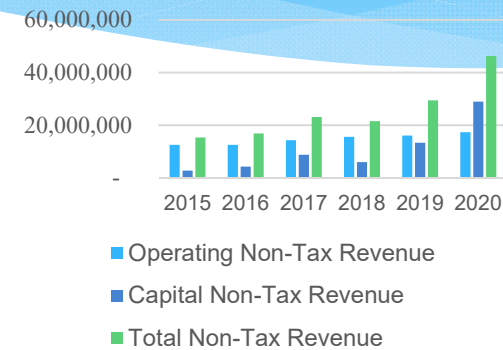


Annual Consolidated Budgets Comparison 2015 to 2020

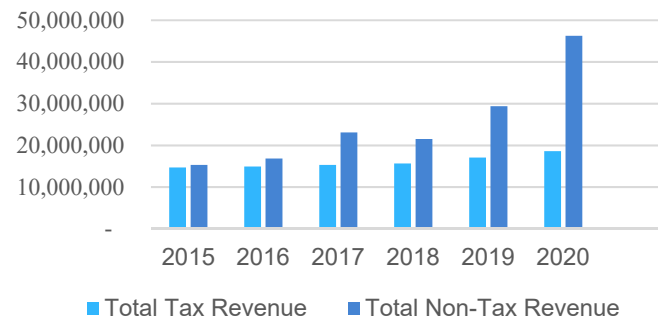
Tax Revenue



Non-Tax Revenue



Total Revenue Comparison



Comparison to 2019 tax increase

Component	2020 Tax Increase	% Inc	2019 Tax Increase	% Inc
Operations	\$1,015,502	1.91%	\$461,374	1.07%
Capital	\$(141,200)	(0.27)%	\$657,750	1.53%
Reserve Funds	\$670,822	1.26%	\$22,008	0.05%
TOTALS	\$1,545,124	2.90%	\$1,141,132	2.65%

Asset Management Plan: In 2015, 2016, 2017, 2018 and 2019 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 2020 budget. The provision for 2020 is \$230,000.

Tax Rate Increases 2014 to 2020

Year	Taxation
2020 Proposed	2.90%
2019	2.65%
2018	-4.20%
2017	-0.26%
2016	-1.71%
2015	0.47%
2014	-2.43%

Service Areas – Business Units

Municipal Services
Total Budget - \$7,146,165
Operating Budget - \$6,640,884
Capital Budget - \$505,281
Animal Control
Council
Crossing Guards
Human Resources
Information Technology
Legal and Legislative Services
Property Management
Municipal Debt
Taxations & Grants
Treasury

Protective Services
Total Budget - \$11,701,050
Operating Budget - \$10,661,050
Capital Budget - \$1,040,000
Building Inspection
Drainage
Fire Service
Police Service
Property Standards
Solid Waste

Community Services
Total Budget - \$5,178,480
Operating Budget - \$3,860,325
Capital Budget - \$1,318,155
Aquatics
Arena
Caradoc Community Centre
Cemetery
Recreation
Library Operations
Museum Operations
Parks Operations
Scout House
Tri-Township Arena (85%)

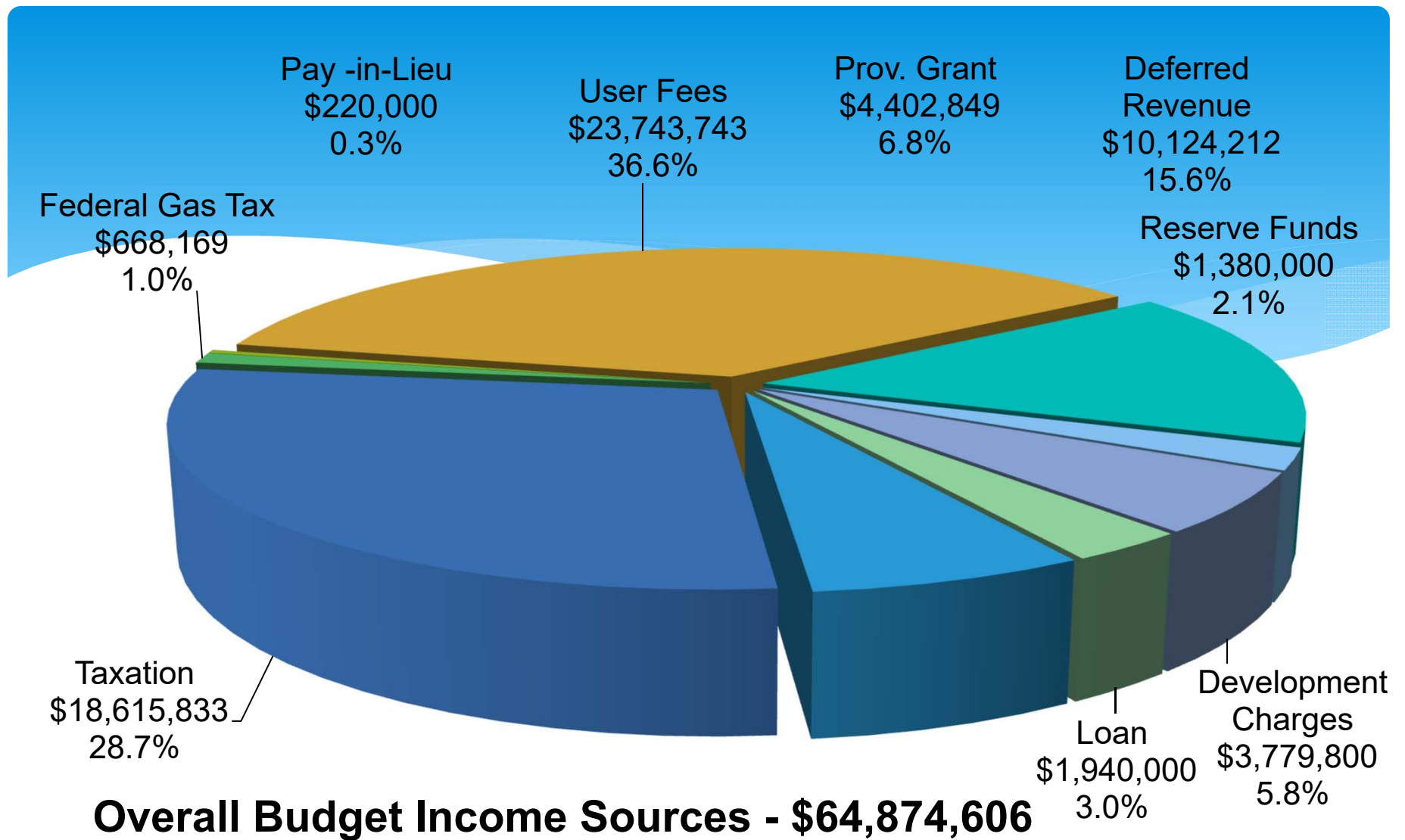
Planning and Development
Total Budget - \$597,198
Operating Budget - \$533,962
Capital Budget - \$63,236
Economic Development
Planning Operations
Community Development

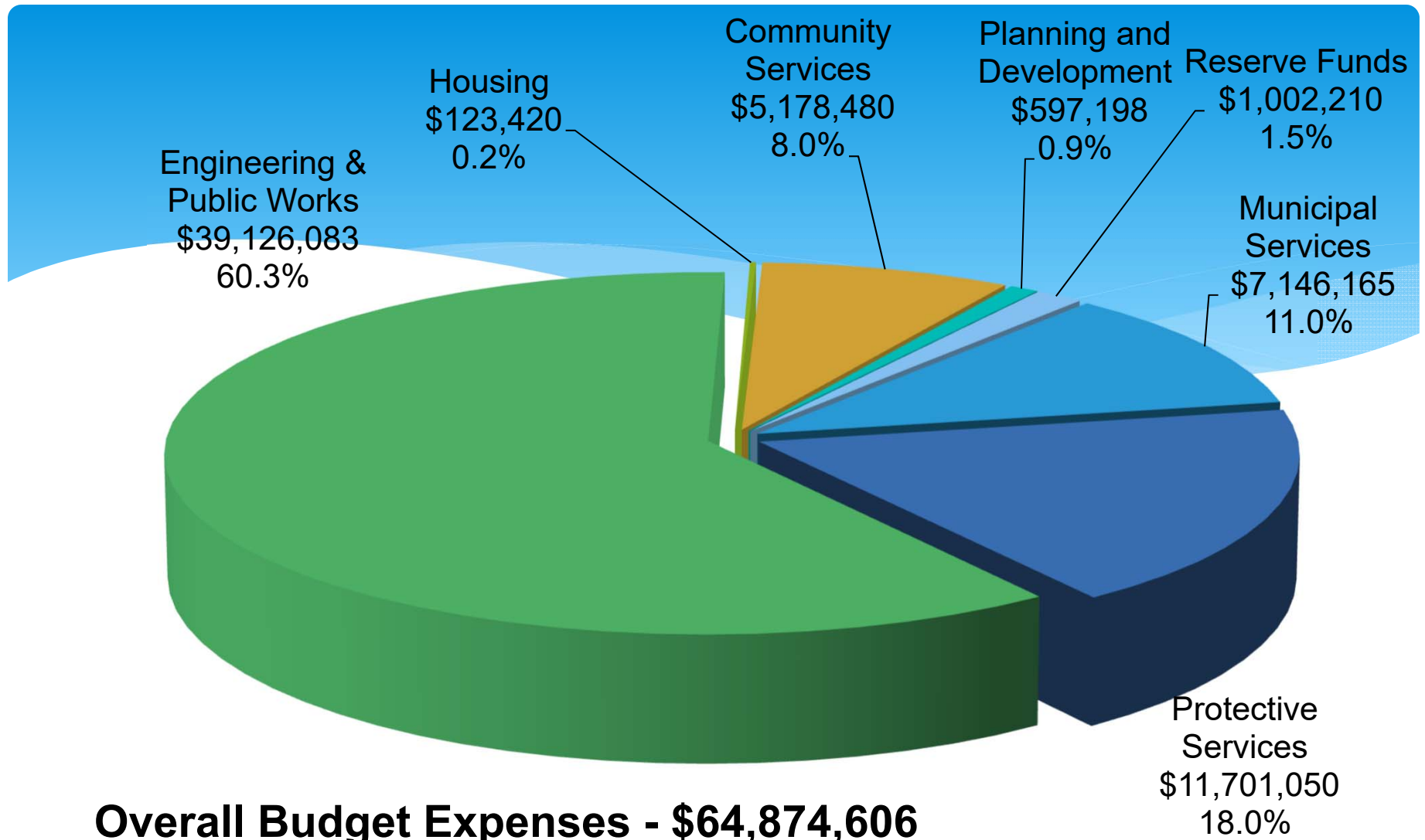
Engineering and Public Works
Total Budget - \$39,126,083
Operating Budget - \$11,228,993
Capital Budget - \$27,897,090
Mount Brydges Sewers
Mount Brydges Water System
Roads
Strathroy Sewers
Strathroy Water System
Fleet

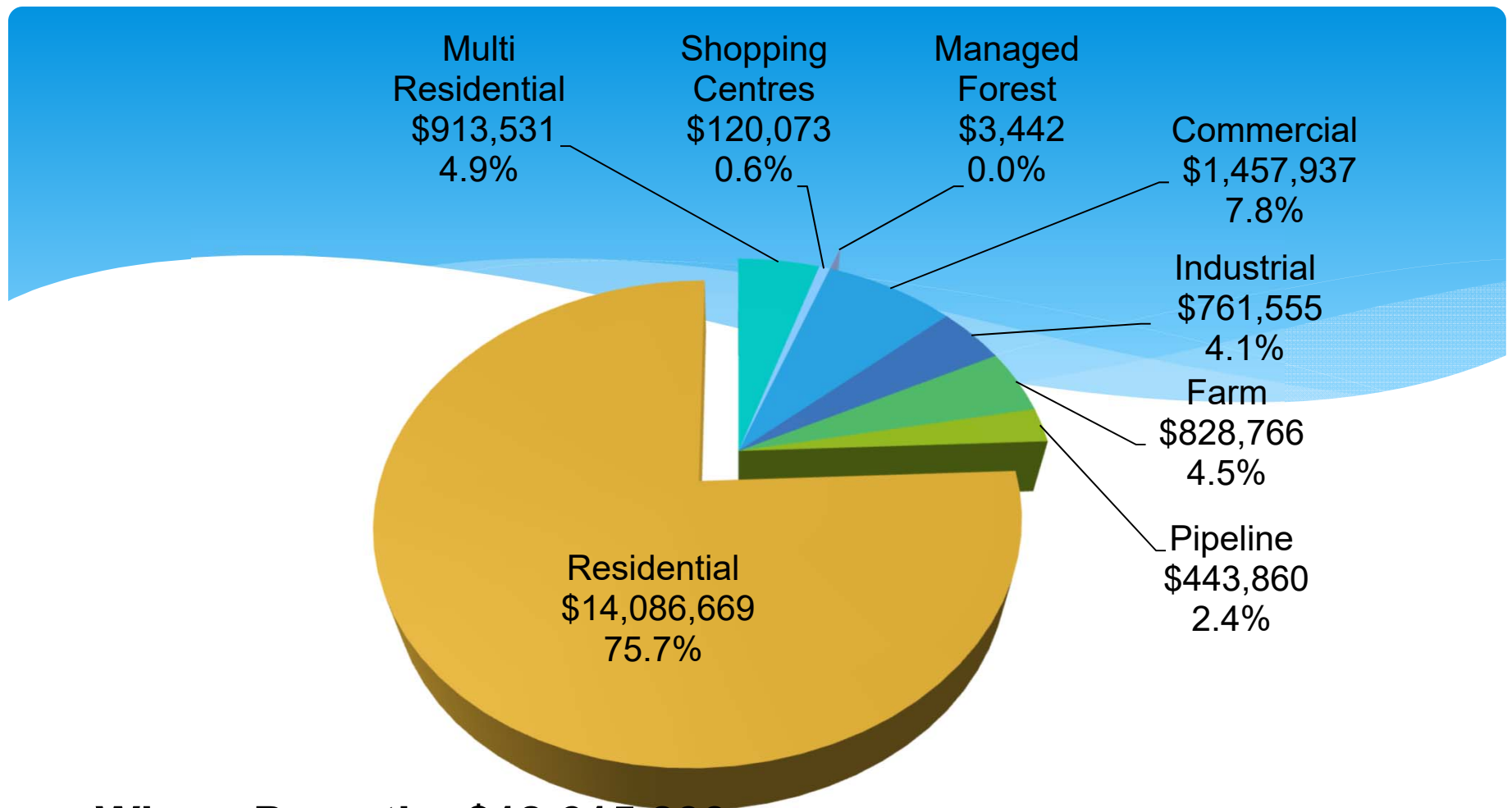
Social Housing
Total Budget - \$123,420
Operating Budget - \$123,420
Capital Budget - \$0
Parkview Manor- Mt. Brydges

Future Needs Reserve
Total Budget - \$1,002,210

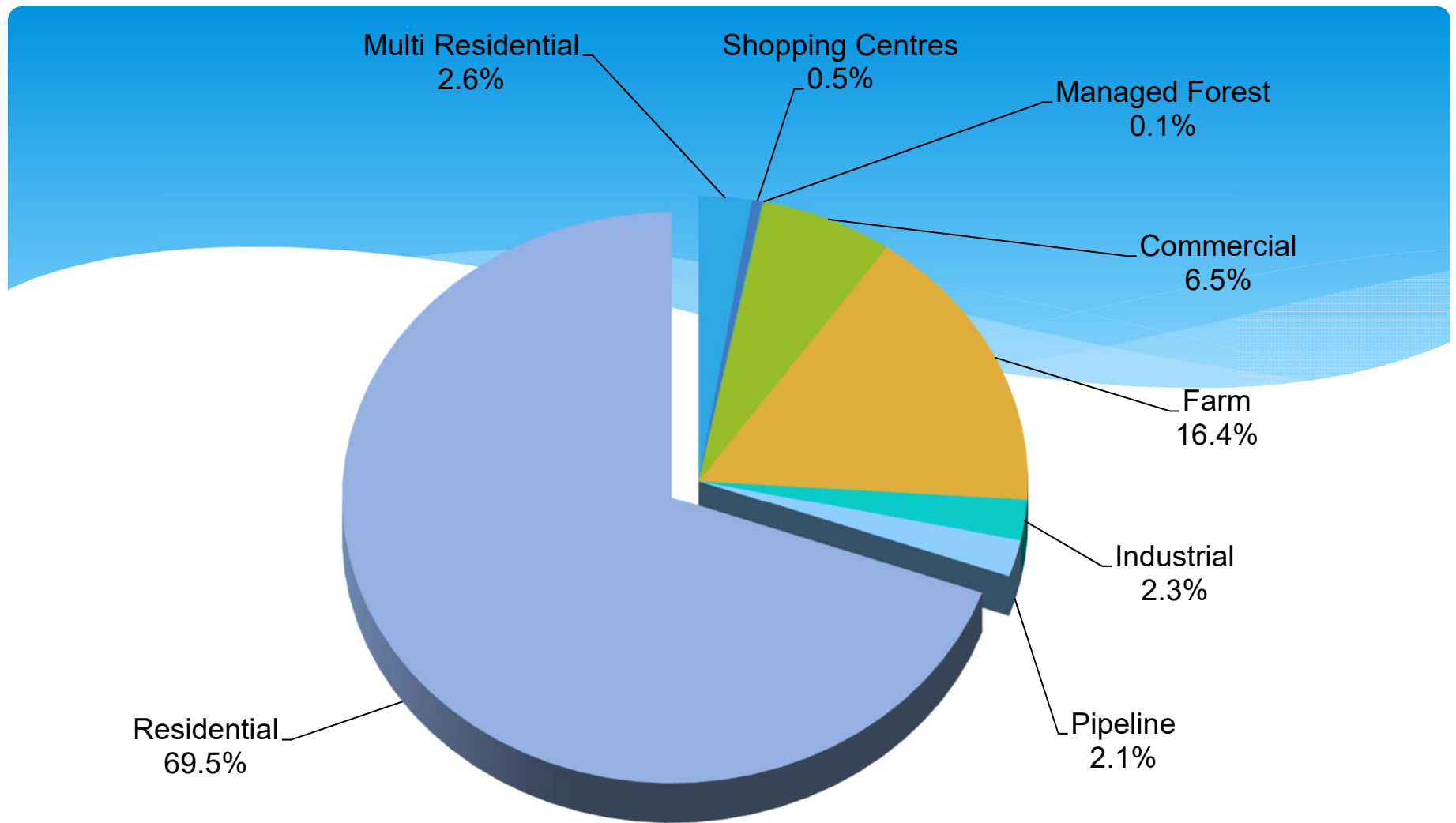








**Where Does the \$18,615,833
In Taxation Come from?**

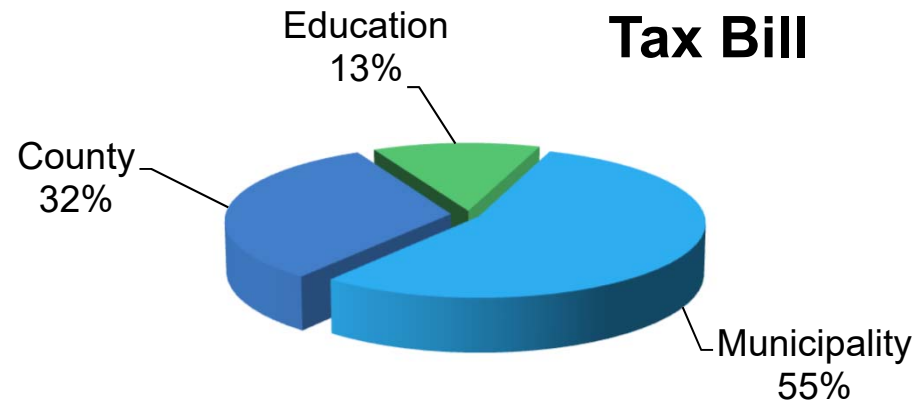


Assessment Class as a % of Total Assessment

Assessment

In 2019, the Municipal levy was 55% of the total tax levy (County 32%, Education 13%)

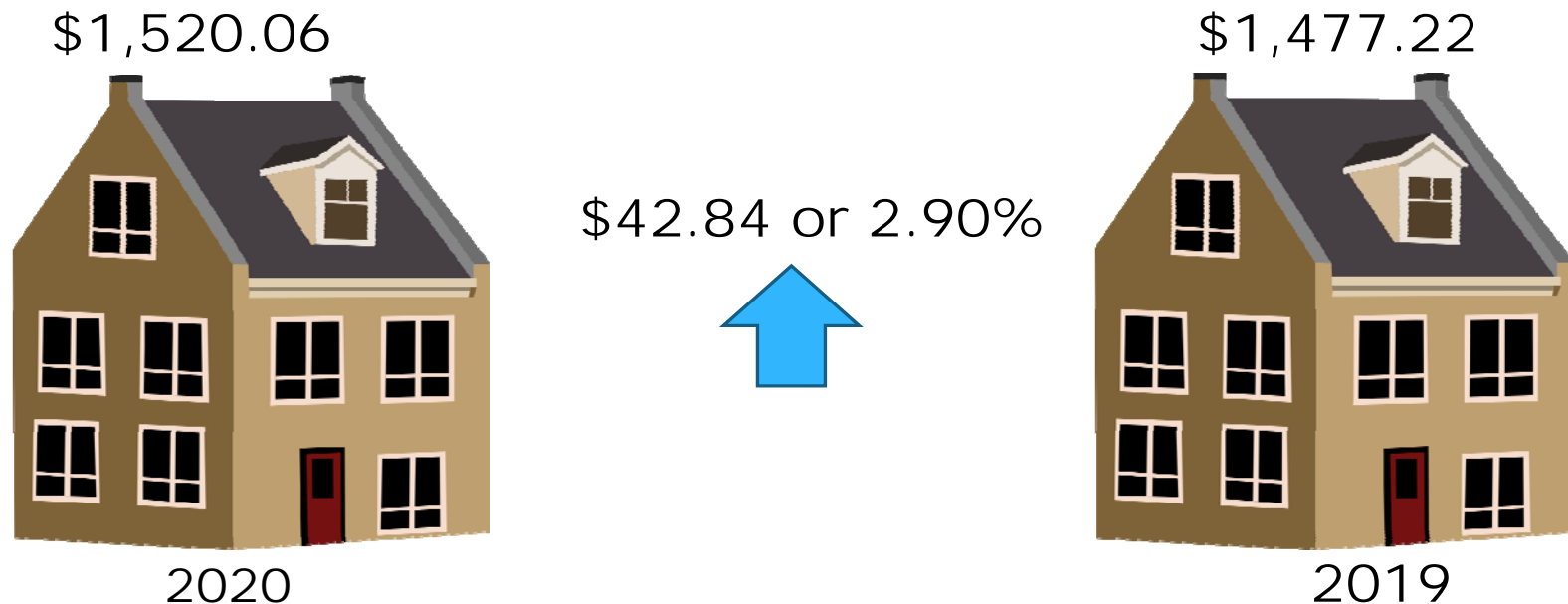
These percentages should not change much unless there is a significant change in the levy for one or more of the above jurisdictions.



Homeowner Impact

* What is my Municipal Tax increase?

For every \$100,000 of assessment the average tax increase is \$20.00. As an example, for a home assessed at \$213,000 the average tax increase is \$42.84:



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

Vulnerability

Addresses a municipality's vulnerability to external sources of funding that it cannot control and its exposure to risks.

2018 Vulnerability Indicators	Strathroy-Caradoc	Total Survey Average
<u>Reserves</u>		
Tax Reserves (less WWW) as % of Taxation	40.3%	76.8%
Tax Reserves as % of Own Source Revenues	29.2%	56.0%
Tax Reserves / Capita	\$ 307	\$ 758
<u>Debt</u>		
Tax Debt Charges as % of Own Source Revenues	1.5%	4.3%
Total Debt Outstanding / Capita	\$ 283	\$ 758
Tax Debt Outstanding / Capita	\$ 158	\$ 509
Debt Outstanding per Own Source Revenue	19.8%	41.5%
Debt to Reserve Ratio	0.2	0.9

Comparators

2019 Property Taxes	Strathroy- Caradoc	Total Survey Average	Southwest
Detached Bungalow	\$ 2,852	\$ 3,449	\$ 3,032
2 Storey Home	\$ 3,736	\$ 4,611	\$ 4,311
Senior Executive Home	\$ 4,851	\$ 6,418	\$ 6,075
Walk Up Apartment (per Unit)	\$ 1,400	\$ 1,403	\$ 1,320
Mid/High Rise (per Unit)	N/A	\$ 1,756	\$ 1,796
Neigh. Shopping (per sq. ft.)	\$ 2.92	\$ 3.72	\$ 3.41
Office Building (per sq. ft.)	\$ 2.64	\$ 3.13	\$ 3.01
Hotels (per Suite)	N/A	\$ 1,628	\$ 1,550
Motels (per Suite)	N/A	\$ 1,239	\$ 1,237
Industrial Standard (per sq. ft.)	\$ 1.35	\$ 1.69	\$ 1.41
Industrial Large (per sq. ft)	\$ 0.90	\$ 1.16	\$ 1.04
Industrial Vacant Land (per Acre)	\$ 766	\$ 4,097	\$ 2,334



Questions?



Urban Opportunity – Rural Hospitality



2020 Proposed Municipal Budget Index

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2020 BUDGET OVERVIEW
For Council approval Monday, December 16th, 2019

FINANCE COMMITTEE REVIEW

Finance Committee had three (3) meetings starting November 25th 2019 to review and recommend a 2020 budget for the Municipality. Finance Committee at its meeting December 9th, 2019 recommended the following:

Moved By Councillors Brennen and Baker

THAT: *the Finance Committee Report dated December 9, 2019 be received and, along with the 2020 Consolidated Budget, be recommended to the Municipal Council for approval at the December 16, 2019 meeting. **Carried.***

BUDGET

All information contained in this budget is based on unaudited financial information for 2019 and may be subject to change based on the results of the audit. The 2020 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
2020	\$18,615,833	\$46,258,773	\$64,874,606

TAX LEVY

Finance Committee, at its meeting December 9th, 2019 reviewed operating and capital budgets that outlined the tax dollars required to meet expenditures and transfer to reserve funds are \$18,615,833, an increase of \$1,545,124, or 2.9% tax rate increase, over 2019. This budget package reflects the budget as presented and revised on December 9th, 2019.

A breakdown of the tax increase is as follows:

Component	2020 Tax Increase	% Increase	2019 Tax Increase	% Increase
Operations	\$1,015,502	1.91%	\$461,374	1.07%
Capital	\$(141,200)	(0.27%)	\$657,750	1.53%
Allocation to Reserve Funds	\$670,822	1.26%	\$22,008	0.05%
TOTALS	\$1,545,124	2.90%	\$1,141,132	2.65%

ASSET MANAGEMENT PLAN

In 2015, 2016, 2017, 2018 and 2019 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 2020 council has approved the same allocation of the taxation achieved through growth and phased-in growth assessment. The budget provision for 2020 is \$230,000.

Detailed 2020 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 \$20.00.

For a home assessed at \$213,000 the tax impact is as follows:

\$1,520.06

\$1,477.22

Increase \$42.84 or 2.90%



2020



2019

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 2020 will be \$4.2 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 2020 will be \$1.1 million. The existing debt will be paid in full by 2030. Please refer to the 2020 Debt Repayment Schedule provided.

CAPITAL BUDGET

The 2020 Capital Budget includes capital works totaling \$30.8 million which will be accomplished using \$1.8 million tax dollars. Included in the Capital budget are the 2020 Fleet purchases totaling \$1.5 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 2020 Capital project listing provided.

MOSC 2020 Preliminary Operating Budget Summary											
	2019 APPROVED BUDGET	2020 PROPOSED BUDGET	\$ Difference	2019 TAXATION REQUIRED	2020 PROPOSED TAXATION REQUIRED	\$ Difference		2019 NON-TAX REVENUES	2020 PROPOSED NON-TAX REVENUES	Difference	
General Government & Corporate Services											
Animal Control	\$ 62,156	62,156	\$ -	\$61,506	\$61,506	\$0	0%	\$ 650	650	\$ -	
Council	341,594	353,309	\$ 11,715	341,594	\$353,309	\$11,715	3%	-	0	\$ (0)	
Crossing Guards	84,350	93,225	\$ 8,875	84,350	\$93,225	\$8,875	11%	-	-	\$ -	
Legal and Legislative Services	682,000	\$956,134	\$ 274,134	555,925	\$825,659	\$269,734	49%		130,475	\$ 130,475	
Human Resources	307,703	\$383,928	\$ 76,225	179,050	\$251,428	\$72,378	40%		132,500	\$ 132,500	
Treasury	898,319	\$941,737	\$ 43,418	614,934	\$612,972	(\$1,962)	0%		328,765	\$ 328,765	
Information Technology	599,800	681,835	\$ 82,035	581,050	\$612,335	\$31,285	5%	18,750	69,500	\$ 50,750	
Property Management	321,848	331,826	\$ 9,978	109,781	\$100,587	(\$9,194)	-8%	212,067	231,239	\$ 19,172	
Municipal Debt	1,483,535	1,142,140	\$ (341,395)	356,082	\$364,180	\$8,098	2%	1,127,453	777,960	\$ (349,493)	
(includes transfer to Future Needs Reserve \$1,002,210) Taxations & Grants	1,968,934	2,596,804	\$ 627,870	83,127	\$740,488	\$657,361	791%	1,885,807	1,856,316	\$ (29,491)	
Sub-total Corporate Services	6,750,239	7,543,094	\$ 792,855	2,967,399	\$4,015,689	\$1,048,290	35%	3,782,840	3,527,405	\$ (255,435)	
Protection of Persons & Property											
Building Inspection	462,353	559,993	\$ 97,640	-	\$0	\$0	#DIV/0!	462,353	559,993	\$ 97,640	
Drainage	113,834	97,264	\$ (16,570)	79,834	\$63,264	(\$16,570)	-21%	34,000	34,000	\$ 0	
Fire Service	1,510,135	1,722,839	\$ 212,704	1,387,235	\$1,583,081	\$195,846	14%	122,900	139,758	\$ 16,858	
Police Service	6,387,363	6,711,393	\$ 324,030	5,473,321	\$5,677,854	\$204,533	4%	914,042	1,033,539	\$ 119,497	
Bylaw Enforcement (Property Standards)	77,700	81,660	\$ 3,960	\$0	\$0	\$0	#DIV/0!	77,700	81,660	\$ 3,960	
Solid Waste	1,334,300	1,487,900	\$ 153,600	\$0	\$0	\$0	#DIV/0!	1,334,300	1,487,900	\$ 153,600	
Sub-total Protection of Persons & Property	9,885,685	10,661,050	\$ 775,364	6,940,390	\$7,324,199	\$383,809	6%	2,945,295	3,336,851	\$ 391,555	
Cemetery											
Cemetery	234,117	245,525	\$ 11,408	93,987	\$128,895	\$34,908	37%	140,130	116,630	\$ (23,500)	
Engineering and Public Works											
Roads	3,066,326	3,151,518	\$ 85,192	3,026,326	\$3,101,518	\$75,192	2%	40,000	50,000	\$ 10,000	
Wastewater Systems	2,963,400	3,586,734	\$ 623,334	-	\$0	\$0	#DIV/0!	2,963,400	3,586,734	\$ 623,334	
Water Systems	4,258,700	4,490,741	\$ 232,041	-	\$0	\$0	#DIV/0!	4,258,700	4,490,741	\$ 232,041	
Sub-total Public Works	10,288,426	11,228,993	\$ 940,566	3,026,326	3,101,518	\$75,192	2%	7,262,100	8,127,475	\$ 865,374	
Social Housing											
Caradoc Housing	123,420	123,420	\$ -	\$ -	\$0	\$0	#DIV/0!	123,420	123,420	\$ -	
Community Services											
Aquatics	300,383	307,398	\$ 7,015	204,383	\$209,398	\$5,015	2%	96,000	98,000	\$ 2,000	
Arena	1,330,578	1,454,599	\$ 124,021	548,218	\$635,424	\$87,206	16%	782,360	819,175	\$ 36,815	
Caradoc Community Centre	62,479	61,991	\$ (488)	41,479	\$40,991	(\$488)	-1%	21,000	21,000	\$ (0)	
Recreation	374,155	452,177	\$ 78,022	180,155	\$207,177	\$27,022	15%	194,000	245,000	\$ 51,000	
Library Operations	183,346	188,874	\$ 5,528	-	\$0	\$0	#DIV/0!	183,346	188,874	\$ 5,528	
Museum Operations	151,590	180,787	\$ 29,197	135,502	\$165,199	\$29,697	22%	16,088	15,588	\$ (500)	
Parks Operations	603,893	634,833	\$ 30,940	547,393	\$574,833	\$27,440	5%	56,500	60,000	\$ 3,500	
Scout Hall	6,000	6,000	\$ -	2,000	\$2,000	\$0	0%	4,000	4,000	\$ -	
Tri-Township Arena (85%)	328,143	328,143	\$ -	31,748	\$31,748	\$0	0%	296,395	296,395	\$ -	
Sub-total Recreation & Leisure	3,340,566	3,614,802	\$ 274,235	1,690,878	\$1,866,770	\$175,892	10%	1,649,689	1,748,032	\$ 98,343	
Planning and Development											
Economic Development	175,500	211,612	\$ 36,112	135,500	151,612	\$16,112	12%	40,000	60,000	\$ 20,000	
Community Development	76,500	76,500	\$ -	31,500	31,500	\$0	0%	45,000	45,000	\$ -	
Planning Operations	135,729	245,850	\$ 110,121	56,229	\$8,350	(\$47,879)	-85%	79,500	237,500	\$ 158,000	
Hospital	100,000	100,000	\$ -	100,000	\$100,000	\$0	0%	-	-	\$ -	
Sub-total Planning & Development	487,729	633,962	\$ 146,233	323,229	\$291,462	(\$31,767)	-10%	164,500	342,500	\$ 178,000	
Total	\$ 31,110,183	\$ 34,050,844	\$ 2,940,661	\$ 15,042,209	\$ 16,728,533	\$ 1,686,324	11.21%	\$ 16,067,975	\$ 17,322,312	\$ 1,277,838	

Detailed Operating Budgets Available on Request

2020 Preliminary Consolidated Capital Budget																		
Year	Department	Project	Priority	Total Budget Cost	Deferred Revenue	Source of Financing												Approved
						Grants	Notes	Recoveries	Gas Tax	Development Charges	Reserves & Reserve Funds	Water Rates	Sewer Rates	Loans	Taxation	Total Revenue		
General Government																		
2020	Information Technology (IT)	Document Management and Imaging - Continued from 2019		100,000	50,000											50,000	100,000	
2020	Information Technology (IT)	Workstation and Laptop replacements		10,000												10,000	10,000	
2020	Information Technology (IT)	Point to Point Radio replacement - Town Hall, Pikes Road, STR Fire		40,000												40,000	40,000	
2020	Information Technology (IT)	Town Hall Keyless Entry Systems/Security		7,500												7,500	7,500	
2020	Information Technology (IT)	Keyless lock systems for Mt Brydges Fire Hall		10,000												10,000	10,000	
2020	Information Technology (IT)	Town Hall re-cabling project completion		25,000												25,000	25,000	
2020	Information Technology (IT)	Security systems for Gemini, WMMA, Parks, Roads (Strathroy/Mt Brydges)		100,000												100,000	100,000	
2020	Information Technology (IT)	City Wide Works Corporate project (Helpdesk/ Asset management)		19,800												19,800	19,800	
2020	Information Technology (IT) POLICE	Server replacement for 2021 - Reserves		75,000												75,000	75,000	
2019 CF	Information Technology (IT)	Router replacements		7,981	7,981												7,981	
2019 CF	Information Technology (IT)	Network Security Smart Card (Two form Authentication)		5,000	5,000												5,000	
2019 CF	Information Technology (IT)	Tower Move (water tower to Police)		60,000	60,000												60,000	
2019 CF	Information Technology (IT)	ID Badges		2,500	2,500												2,500	
2020	Human Resources	Office Furniture/Renovations		7,500											7,500		7,500	
Subtotal General Government				470,281	125,481	-	-	-	-	-	-	-	-	-	-	344,800	470,281	-
Protection to Persons & Property																		
2020	Fire	Replacement of Self contained breathing apparatus in 2020		650,000	300,000											350,000	650,000	
2020	Fire	Master Fire Plan		50,000												50,000	50,000	
Fire Sub-total				700,000	300,000	-	-	-	-	-	-	-	-	-	-	400,000	700,000	-
2020	Police	Building Security Purchase		80,000	50,000											30,000	80,000	
2020	Police	Communications System Upgrade **3 Zetrons consoles**		200,000												200,000	200,000	
2020	Police	Police Cruiser **1 Chevrolet Tahoe**		60,000												60,000	60,000	
Police Sub-total				340,000	50,000	-	-	-	-	-	-	-	-	-	-	290,000	340,000	-
Subtotal Protection to Persons & Property				1,040,000	350,000	-	-	-	-	-	-	-	-	-	-	690,000	1,040,000	-
Engineering and Public Works																		
2020	Eng	IO Grant - McEvoy Road Paving Phase 1		4,000,000		3,333,200	Infra Ontario			536,800						130,000	4,000,000	
2019 CF/2020	Eng	Caradoc Street Reconstruction Downtown Phase 1 - Roads	WIP & Top Up	8,828,893	4,328,893	465,000	OCIF	780,000		700,000			700,000			1,700,000	155,000	8,828,893
2019 CF/2020	Eng	Caradoc Street Reconstruction Downtown Phase 1 - Water	WIP & Top Up															-
2019 CF/2020	Eng	Caradoc Street Reconstruction Downtown Phase 1 - Wastewater	WIP & Top Up															-
2019 CF/2020	Eng	Longfield Street Reconstruction (Design WIP)	WIP & Top Up	586,939	446,939													586,939
2019 CF/2020	Eng	Parkhouse Dr Design - DC Works	WIP & Top Up	5,000,000	200,000			1,735,000			2,175,000		350,000	300,000	240,000			5,000,000
2019 CF/2020	Eng	Mount Brydges Sewer Expansion Program Design	WIP & Top Up	499,817	299,817									200,000				499,817
2019 CF	Eng	Development Charge Background Infrastructure Needs	WIP	75,000	75,000													75,000
2019 CF	Eng	Lions Park Dr Development Share	WIP	310,000	310,000													310,000
2019 CF	Eng	Queen Street Development Share	WIP	420,000	420,000													420,000
2019 CF	Eng	Development Standards Update	WIP	30,849	30,849													30,849
2019 CF	Eng	McKellar Phase 2 Design	WIP	39,524	39,524													39,524
2019 CF	Eng	Street Reconstruction Design - Queen & High Streets	WIP	250,000	250,000													250,000
2019 CF	Eng	Drury Lane Reconstruction Design	WIP	180,000	180,000													180,000
2019 CF	Eng	York Street Sanitary Servicing Design	WIP	75,000	75,000													75,000
Engineering Sub-total				20,296,022	6,656,022	3,798,200	-	2,515,000	-	3,411,800	-	1,050,000	640,000	1,940,000	285,000	20,296,022	-	-
2019 CF/2020	ES	Park St Sewage PS Rehabilitation	WIP & Top Up	1,435,049	1,135,049													1,435,049
2019 CF/2020	ES	Automated Water Meter Reading Study	WIP & Top Up	3,154,892	37,892								3,117,000	300,000				3,154,892
2019 CF/2020	EPW	TSSA Orders - Water	WIP & Top Up	85,371	15,121								35,000	35,250				85,371
2019 CF/2020	EPW	TSSA Orders - Wastewater	WIP															-
2019 CF	ES	Albert St Sewage PS New Pumps Installation	WIP	374,923	374,923													374,923
2019 CF	ES	Long Range Financial Plan - Rates Review Study	WIP	40,000	40,000													40,000
2019 CF	ES	Wastewater Facilities Operational Optimization Study	WIP	27,182	27,182													27,182
2019 CF	ES	Water Facilities Needs Review	WIP	20,230	20,230													20,230
Environmental Services Sub-total				5,137,647	1,650,397	-	-	-	-	-	-	3,152,000	335,250	-	-	5,137,647	-	-
2020	Roads	Tar and Chip		600,000					600,000									600,000
2020	Roads	Sidewalks		80,000														80,000
2019 CF	Roads	Bridge & Culvert Maintenance	WIP	41,837	41,837						80,000							41,837
2019 CF	Roads	Gravel Pit Closure Plan Study	WIP	20,000	20,000													20,000
2019 CF	Roads	Railway Crossing Maintenance	WIP	60,000	60,000													60,000
2019 CF	Roads	Salt/Sand Storage Shed	WIP	250,000	250,000													250,000
2019 CF	Roads	Streetlight Upgrades (WIP Riverview & Helen)	WIP	108,584	108,584													108,584
2019 CF	Roads	Sidewalk Expansion - Hull Road & Area	WIP	60,000	60,000													60,000
2019 CF	Roads	South Strathroy SWM Plan Study Finalization	WIP	25,000	25,000													25,000
Roads Sub-total				1,245,421	565,421	-	-	-	600,000	80,000	-	-	-	-	-	-	1,245,421	-
Subtotal Engineering and Public Works				26,679,090	8,871,840	3,798,200	-	2,515,000	600,000	3,491,800	-	4,202,000	975,250	1,940,000	285,000	26,679,090	-	-

The Corporation of the Municipality of Strathroy-Caradoc
Income Statement - Actual vs. Budget
Taxation and Grants Profit and Loss
Saturday, November 30, 2019

		2018		2019		2020		
		BUDGET	ACTUAL	BUDGET	YTD (Nov 17) %USED	BUDGET	DIFFERENCE	% Change in Budget
OPERATING REVENUE:								
11-000-00000-00000	Gain on Land Held for Resale		36,555		3,016 0%	-	-	#DIV/0!
11-000-00000-40390	Fees-Tracker Land Rental		70,000	70,000	55,000 79%	70,000	-	0%
11-000-00010-40220	GRANTS-ONT MUNICIPAL PARTNERSHIP FUND	279,200	279,200	237,320	237,400 100%	201,722	- 35,598	-15%
11-000-00011-40220	PROV GRANT-CANNABIS LEGALIZATION IMPLEMENTATION				30,548 0%	-	-	#DIV/0!
11-000-00012-40220	PROV GRANT-MODERNIZATION GRANT				610,207 0%	-	-	#DIV/0!
11-000-00020-40220	GRANTS-AM0 GAS TAX REV	668,169	668,169	668,169	1,313,640 197%	668,169	-	0%
11-000-00020-40230	FEDERAL GRANTS-OTHER		7,526		7,131 0%	-	-	#DIV/0!
11-000-00020-40500	INTEREST INCOME-TAX & PENALTY INTEREST	250,000	272,645	250,000	212,421 85%	250,000	-	0%
11-000-00020-40510	INTEREST INCOME-INVESTMENT INTEREST	40,000	281,474	40,000	684,121 1710%	40,000	-	0%
11-000-01400-40110	MUNICIPAL TAXES REGULAR-Taxation and Grant--	15,666,226	15,666,047	17,070,709	17,064,224 100%	18,615,833	1,545,124	9%
11-000-01400-40120	MUNICIPAL TAXES- SUPPLEMENTAL	146,000	610,453	350,000	604,084 173%	350,000	-	0%
11-000-01400-40150	MUNICIPAL TAXES-PAYMENT-IN-LIEU	175,000	166,204	175,000	88,022 50%	175,000	-	0%
11-000-01400-40160	Taxation and Grants- BIA Levy	54,500	54,500	55,318	55,318 100%	56,425	1,107	2%
11-000-01400-40170	MUNICIPAL TAXES - RIGHT OF WAY	40,000	45,381	40,000	45,658 114%	45,000	5,000	13%
Total OPERATING REVENUE		17,319,095	18,158,155	18,956,516	21,010,790 111%	20,472,149	1,515,633	8%
General Expenses:								
12-000-00000-00001	Taxation&Grants-Loss on Disposal of Capital Assets		-131,201	-	10,888 0%	-	-	#DIV/0!
12-000-00000-00002	Cost of Land Sales-Taxation and Grant--				16,146 0%	-	-	#DIV/0!
12-000-00000-60000	Taxation&Grant-TAXATION TRANSFER TO OPERATIONS	14,130,142	14,130,142	14,959,082	13,683,390 91%	15,988,045	1,028,963	7%
12-000-00000-60001	Taxation&Grant-TAXATION TRANSFER TO CAPITAL	1,370,750	1,377,025	2,028,500	1,843,875 91%	1,887,300	- 141,200	-7%
12-000-00000-60750	Taxation and Grants-CONSERVATION AUTHORITIES	196,154	181,154	204,059	211,752 104%	240,000	35,941	18%
12-000-00000-62280	GENERAL GOVERNMENT-TAXES WRITTEN OFF	280,000	330,888	280,000	340,658 122%	280,000	-	0%
12-000-00020-60510	Operating Expense-Taxation and Grant-Transfer to R	309,380	57,795		0%	-	-	#DIV/0!
12-000-01400-60160	Taxation and Grant-BIA Levy Expense	54,500	54,500	55,318	55,318 100%	56,425	1,107	2%
12-000-00000-00000	Change in Post Retirement Benefit		62,800		0%	-	-	#DIV/0!
12-000-00000-60002	Taxation-Transfer to Asset Mgmt Plan Reserve	230,000	230,000	230,000	230,000 0%	230,000	-	0%
12-000-00000-60003	Taxation and Grant-CONTINGENCY	80,000	17,443	130,000	0%	50,000	- 80,000	-62%
12-000-00000-60004	Taxation&Grant-Transfer to Future Needs Reserve		309,380	331,388	331,388 100%	1,002,210	670,822	202%
12-000-00020-60770	TRANSFER TO RESERVES - AMO GAS TAX REV	668,169	668,169	668,169	1,313,640 0%	668,169	-	0%
12-000-00000-60760	TAXATION AND GRANTS - TFR TO GREEN ENERGY RES			70,000	70,000 0%	70,000	-	0%
Total General Expenses		17,319,095	17,288,095	18,956,516	18,085,279 90%	20,472,149	1,515,633	8%
Total Operating Expenses		17,319,095	17,288,095	18,956,516	18,085,279 90%	20,472,149	1,515,633	8%
OPERATING SURPLUS (DEFICIT)			870,060		2,925,511 0%	-	-	#DIV/0!

2020 DEBT REPAYMENT SCHEDULE

Date: December 12, 2019

Prepared By: L Laskey

	Bylaw No.				Estimated			2020	Estimated		
			Interest		Principal O/S	2020	2020	Total	Principal O/S	Original	Cost
Project		Due Date	Rate	Expires	31-Dec-19	Principal	Interest	Payment	31-Dec-20	Loan Amount	Recovery
Mount Brydges Wastewater Project (MC)	9-12	Apr/Oct	0%	2020	131,250	131,250	-	131,250	-	2,100,000	Dev. Charges \$41,250/Benefitting property owners \$90,000
Strathroy Station Pumper Replacement (OPIC)	91-13	Jun/Dec	3.11%	2023	139,630	34,907	4,082	38,990	104,722	349,073	Taxation
Melbourne Station Tanker Replacement (OPIC)	91-13	Jun/Dec	3.11%	2023	51,304	12,826	1,500	14,326	38,478	128,260	Taxation
Roof-top Solar Project (OPIC)	91-13	Jun/Dec	3.11%	2023	176,678	44,169	5,165	49,335	132,508	441,693	Solar income
Mount Brydges & Area Water System (CMHC)	14-11	Mar	3.54%	2021	83,057	40,806	2,940	43,746	42,251	363,088	Water rates
Mount Brydges Sewer Project (CMHC)	14-11	Mar	3.54%	2021	122,819	60,341	4,348	64,689	62,477	536,912	Development Charges
Mount Brydges Sanitary Sewer (CMHC)	15-11	Mar	3.92%	2026	1,453,698	184,500	56,985	241,485	1,269,198	2,700,000	Development Charges
West Middlesex Memorial Centre (OPIC)	25-11	May/Nov	4.38%	2026	1,540,751	209,736	65,213	274,949	1,331,016	3,000,000	Dev. Charges 90% \$247,455; Taxation 10% \$27,494
LED Streetlight Project (CMHC)	38-16	Jun/Dec	1.50%	2021	226,076	150,718	3,287	154,005	75,358	753,589	Taxation
Aerial Fire Apparatus (CMHC)	37-16	Jun/Dec	2.30%	2026	541,202	83,262	12,054	95,316	457,940	832,619	Taxation
Replacement Fire Truck (IO)*	TBD	Jan/July	2.50%	2030	-	30,116	8,494	38,610	649,384	679,500	Taxation
TOTALS					\$ 4,466,465	\$ 982,631	\$ 164,068	\$ 1,146,700	\$ 4,163,334	\$ 11,884,734	

*Loan for replacement truck has been recorded using the highest of the 2 expected scenarios