



**Meeting Date:** January 13, 2026  
**Department:** Financial Services  
**Report No.:** FIN-2026-01  
**Submitted by:** Lindsay Laskey, Manager of Accounting - Deputy Treasurer  
William Dakin, Director of IT/Finance - Treasurer  
**Approved by:** Rob Browning, Chief Administrative Officer

**SUBJECT:** 2026 Proposed Budget

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**RECOMMENDATION: THAT:** any amendments proposed by Council be sent to the Clerk in writing before the prescribed deadline.

## **BACKGROUND:**

Historically, the annual municipal budget has been established by the Finance Committee and recommended to Council as a whole for approval. In May of 2025, the Province of Ontario granted Strathroy-Caradoc Strong Mayor Powers, which significantly changed the Municipality's budgeting process. At the December 15, 2025 meeting, Council received for information report FIN-2025-24 "Guide to Strong Mayor's Budget", describing the new framework Strathroy-Caradoc must follow when establishing the annual municipal budget.

As per the new legislation, the 2026 Proposed Budget has been prepared by the Mayor, with consultation from staff. The Mayor will be presenting his budget to Council. Any amendments proposed by Council must be done in writing and submitted to the Clerk before the prescribed deadline.

## **COMMENTS:**

### **2026 Proposed Operating Budget Summary**

Staff were tasked with preparing their departmental operating budgets with the directive of maintaining existing levels of service currently being provided by the Municipality (base budgets). Recommended changes in service levels were provided as "a la carte" options that the Mayor could choose to add to the base budget. The "2026 Budget Template" outlines the high-level departmental operating budgets and also provides the proposed service level changes recommended by staff. Recommended service level changes that have been included in the 2026 Proposed Operating Budget have been highlighted in green, and those that have not been included are highlighted in red. Business cases for all proposed service level changes (included and not included) have been provided for Council's reference.

In addition to departmental base budgets, the following increases in service levels have been included in the 2026 Proposed Operating Budget:

- Asset Analyst – new position - \$130,087
- Caradoc Community Centre – Pilot Project for Seniors - \$74,000
- Parks (Line Trimming) – 3 Seasonal Staff (800 hours) - \$68,494
- Communications Assistant – new position - \$100,663
- Customer Service Representative – new position (September 2026) – \$26,728
- Customer Service Strategy – hardware, software and training - \$22,415

The “2026 Proposed Operating Budget” provides a summary of the breakdown of operating taxation and other non-taxation revenues by department. The 2026 Proposed Operating Budget totals \$51,626,630; of which \$26,044,139 is financed by taxation, and \$25,582,491 is financed by non-taxation revenues. ***This represents an increase in the proposed operating tax levy of \$2,682,187, or 11.48%.***

Details of departmental operating budgets have been provided for Council’s reference in “2026 Proposed Operating Budget – Details”.

### **2026 Proposed Capital Budget Summary**

Please refer to “2026 Proposed Capital Budget” for a complete list of projects, and a list of projects that were recommended by staff, but ultimately not included in the Proposed Capital Budget.

A high-level summary of the projects proposed include:

- Fleet program replacements - \$475,000
- Arena upgrades and equipment replacement - \$1,289,000
- Parks and sports field improvements - \$922,000
- 137 Frank Street improvements - \$1,000,000
- Water & Wastewater infrastructure - \$2,760,000
- Roads, Storm and Drainage infrastructure - \$5,925,034
- Tri-Township Arena upgrades - \$250,000
- Police equipment upgrades - \$1,412,000

The 2026 Proposed Capital Budget totals \$14,521,534, of which \$2,101,855 is financed by taxation.

An effort was made to utilize reserve funds, grants and debt wherever prudent. As a result, proposed capital taxation required has decreased from \$3,088,650 in 2025, to \$2,101,855 in 2026; ***a proposed capital tax levy decrease of \$986,795 or 31.95%.***

### **2026 Proposed Consolidated Budget Summary**

Consolidating both Proposed Operating and Capital Budgets, and considering other sources of revenue available to the Municipality that has been applied to the “Treasury” department budget (i.e./ Ontario Municipal Partnership Fund, Canadian Community Benefit Fund, investment interest income etc.); the Municipality will require total taxation of \$26,227,594 in 2026. ***This represents a proposed consolidated tax levy increase of \$1,799,734 or 7.37% over 2025.***

Due to increases in the industrial and commercial sectors, Strathroy-Caradoc's MPAC Assessment grew by 2.72% for 2026. (Recall; 2025 assessment growth was only 1.00%). ***Applying the required taxation to the Municipal assessment, the overall proposed 2026 tax rate increase is 4.53%.***

It is important to note that the 4.53% tax rate being proposed for 2026 is only for the municipal portion of the levy. In 2025, the municipal level was 55% of the total tax levy; the County levy was 32% and the Provincial Education levy was 13%. These percentages should not change much for 2026, unless there is a significant change in the level for one or more of the 3 components. The Province has recently notified all municipalities that the Education levy for 2026 will remain unchanged from 2025. Middlesex County has presented a draft levy increase of 3.78%.

### **STRATEGIC PLAN ALIGNMENT:**

**Local Infrastructure and Capital Investment:** Households and businesses in Strathroy-Caradoc will be supported by reliable, financially responsible, and well-maintained infrastructure networks.

**Economic Development, Industry, and Jobs:** Strathroy-Caradoc will have a diverse tax base and be a place that offers a variety of economic opportunities to current and prospective residents and businesses.

**Managing the Challenges of Growth for the Municipal Organization:** Strathroy-Caradoc will be an inclusive community where growth is managed to accommodate a range of needs and optimize municipal resources. We are committed to maintaining operational efficiency and economies of scale through these times of change.

### **CONSULTATION:**

Senior Management Team

Mayor

### **FINANCIAL IMPLICATIONS:**

Approval of the 2026 Proposed Budget will allow staff to prepare the 2026 Tax Rate.

Ratepayers in Strathroy-Caradoc would see an increase of \$36.42 per every \$100,000 of assessed value. For example, \$145.68 on a \$400,000 house, or \$364.19 on a \$1,000,000 farm property.

### **ATTACHMENTS:**

2026 Proposed Budget – Presentation Slides

2026 Proposed Capital Budget

2026 Proposed Operating Budget

2026 Budget Template

2026 Proposed Operating Budget – Detail

Debt Schedule 2026 .pdf

Reserves, Reserve Funds, Trust Funds and Deferred Revenue Analysis.pdf



MUNICIPALITY OF  
STRATHROY-CARADOC

# 2026 Proposed Municipal Budget

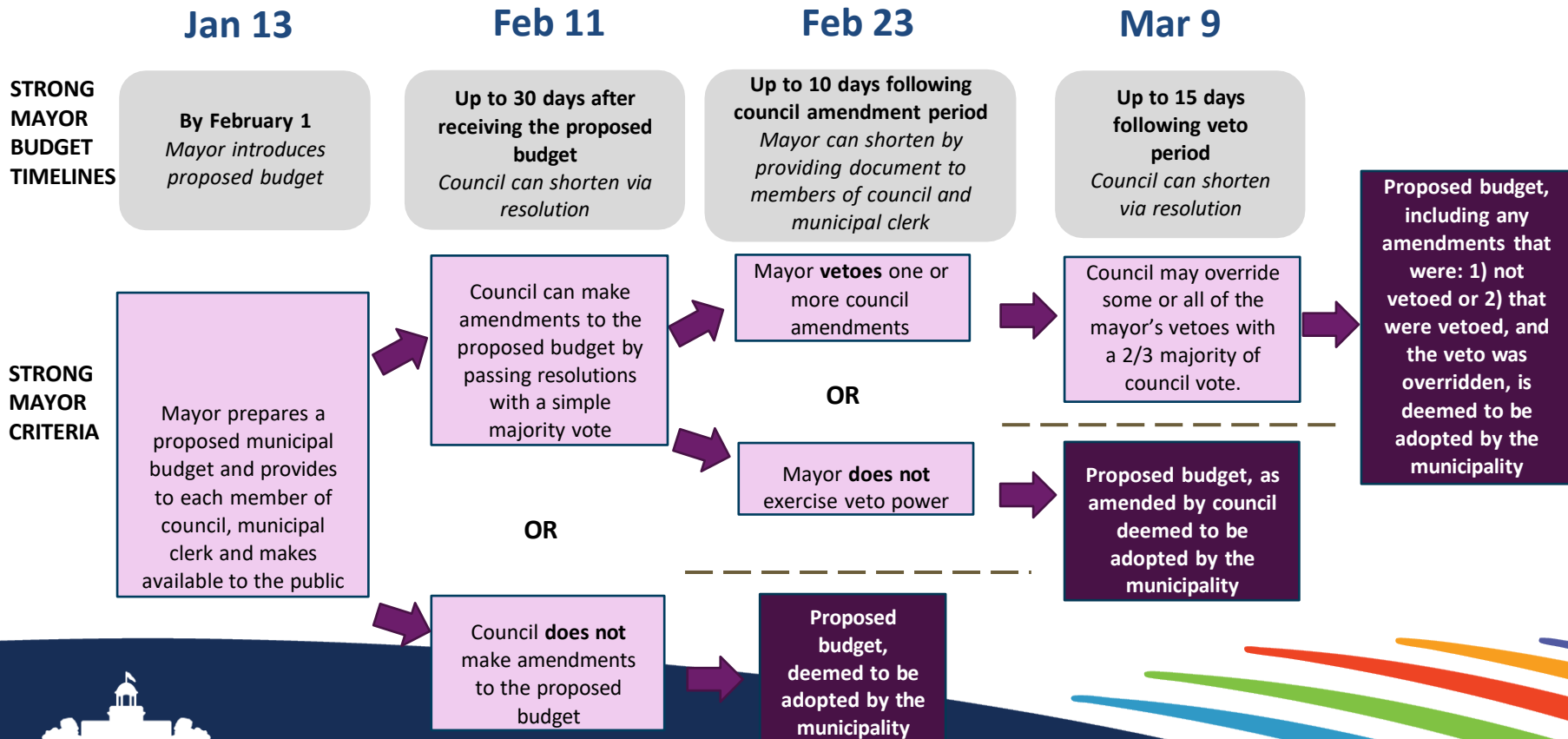
January 13, 2026

# Agenda

- Strong Mayor Powers Budget
- Economic & policy context
- Key financial challenges
- Strategic opportunities
- Budget framework & tools
- What does it mean?
- Next steps & timeline



# Visual - Strong Mayor Budget Process



# Economic & Policy Context

- Inflation & interest rate pressures
- Provincial funding changes
- Housing & demographic shifts
- Infrastructure funding gaps





# Operating Cost Pressures

- Wage pressures: +2.5%
- Utility costs: +1.2%
- Insurance & materials: +0.8%
- Contract escalation: +0.5%
- Total incremental pressure: +5.0%
- Level of service expectations – doing more for same or less
- Service Delivery Review/Four Year Staff Plan – 3 of 6 New Positions for 2026 have been included

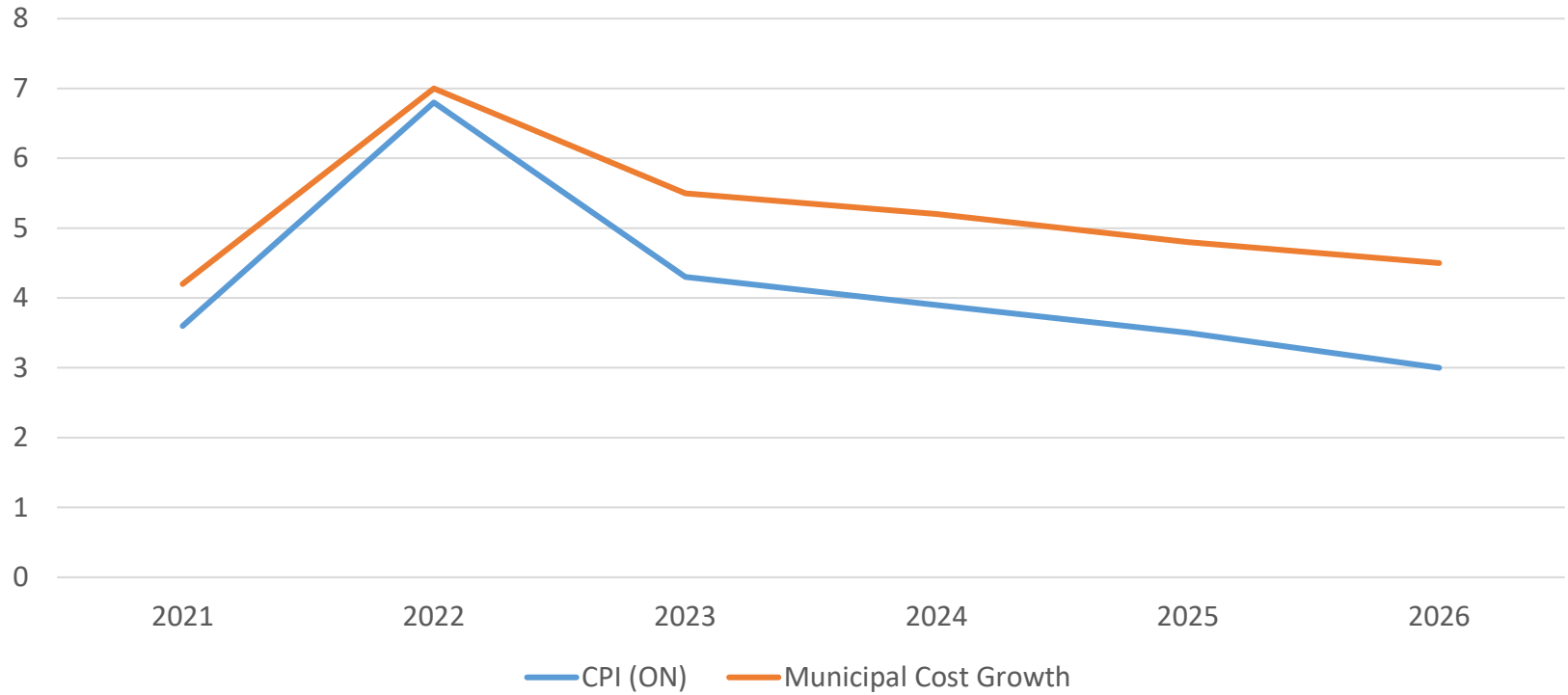


# Annual Capital Requirement & Infrastructure Cost Pressures

- Asset Management Plan - the Municipality must allocate approximately \$13.18 million annually to address capital requirements
- Have been allocating \$3 million annually
- Construction inflation: ~5.5% forecast for 2026



## Ontario Consumer Price Index (CPI) vs Municipal Cost Growth (labour, utilities)



# Strategic Opportunities

- Use reserves strategically
- Use debt strategically
- Pursue intergovernmental grants
- Continue to modernize & digitize services
- Shared services & regional collaboration
- Revenue diversification



# Current Reserve/Reserve Fund Position

Reserve, Reserve Fund, Deferred Revenue Source	2025 Opening Balance	Allocated to Previous Year Capital Projects	2025 Closing (before additions & interest)
Development Charges	19,502,278	5,874,000	13,628,278
CCBF/Gas Tax	2,254,473	-	2,254,473
Parkland	654,676	-	654,676
Deferred Revenue	1,458,337	-	1,458,337
Obligatory Reserves	46,463,607	24,121,000	22,342,607
Discretionary Reserves	4,278,934	-	4,278,934
<b>TOTAL</b>	<b>\$ 74,612,306</b>	<b>\$ 29,995,000</b>	<b>\$ 44,617,306</b>

- Does not include 2025 budgeted transfers to reserves or interest income allocation



# Current Debt Position

Existing Debt:	Bylaw No.				Estimated			2026	Estimated	
			Interest		Principal O/S	2026	2026	Total	Principal O/S	Original
Project		Due Date	Rate	Expires	31-Dec-25	Principal	Interest	Payment	31-Dec-26	Loan Amount
Mount Brydges Sanitary Sewer (CMHC)	15-11	Mar	3.92%	2026	223,266	223,266	9,109	232,375	-	2,700,000
West Middlesex Memorial Centre (OPIC)	25-11	May/Nov	4.38%	2026	131,582	131,582	2,946	134,528	-	3,000,000
Aerial Fire Apparatus (CMHC)	37-16	Jun/Dec	2.30%	2026	41,631	41,631	480	42,110	-	832,619
Replacement Fire Truck (IO)	59-20	Jun/Dec	1.38%	2030	304,154	60,831	4,189	65,020	243,323	608,308
EXISTING DEBT TOTALS					700,634	\$ 457,310	\$ 16,724	\$ 474,034	\$ 243,323	\$ 7,140,927
Proposed Debt - 2025-Beyond:					Estimated			2026	Estimated	
			Interest		Principal O/S	2026	2026	Total	Principal O/S	Original
Project		Due Date	Rate	Expires	31-Dec-25	Principal	Interest	Payment	31-Dec-26	Loan Amount
Pumper Tanker		June/Dec	0.00%	2034	782,661	78,266	-	78,266	704,395	782,661
Engine 31		June/Dec	4.77%	2055	900,000	36,128	20,250	56,378	843,622	900,000
Fire Station #1		June/Dec	4.77%	2055	10,000,000	153,218	477,000	630,218	9,369,782	10,000,000
Drury Lane		June/Dec	4.77%	2055	2,033,993	31,164	97,019	128,183	1,905,810	2,033,993
McEvoy Road		June/Dec	4.77%	2055	250,000	3,830	11,925	15,755	234,245	250,000
Agnes Drive		June/Dec	4.77%	2055	2,169,128	33,235	103,467	136,702	2,032,426	2,169,128
Queen Street Phase 2		June/Dec	4.77%	2055	3,954,221	61,907	188,616	250,523	3,703,698	3,954,221
PROPOSED DEBT TOTALS					\$ 20,090,003	\$ 397,748	\$ 898,277	\$ 1,296,025	\$ 18,793,978	\$ 20,090,003
GRAND TOTALS					\$ 20,790,637	\$ 855,058	\$ 915,001	\$ 1,770,059	\$ 19,037,301	\$ 27,230,930

- 2025 Annual Debt Repayment Limit per 2024 FIR = \$11,467,224
- Debt policy coming to Council in early 2026



# 2026 Proposed Municipal Budget

- Consolidated tax rate increase – 4.53%
- 2026 MPAC Assessment Growth – 2.72%



# Revenue Constraints & Property Tax Sensitivities- Operating

- 2026 Proposed Operating Budget \$51,626,630
- Operating budget highly reliant on property taxes
  - Property Taxes: \$26.0 Million – 50.45%
  - Non-Tax Income: \$25.6 Million – 49.55%



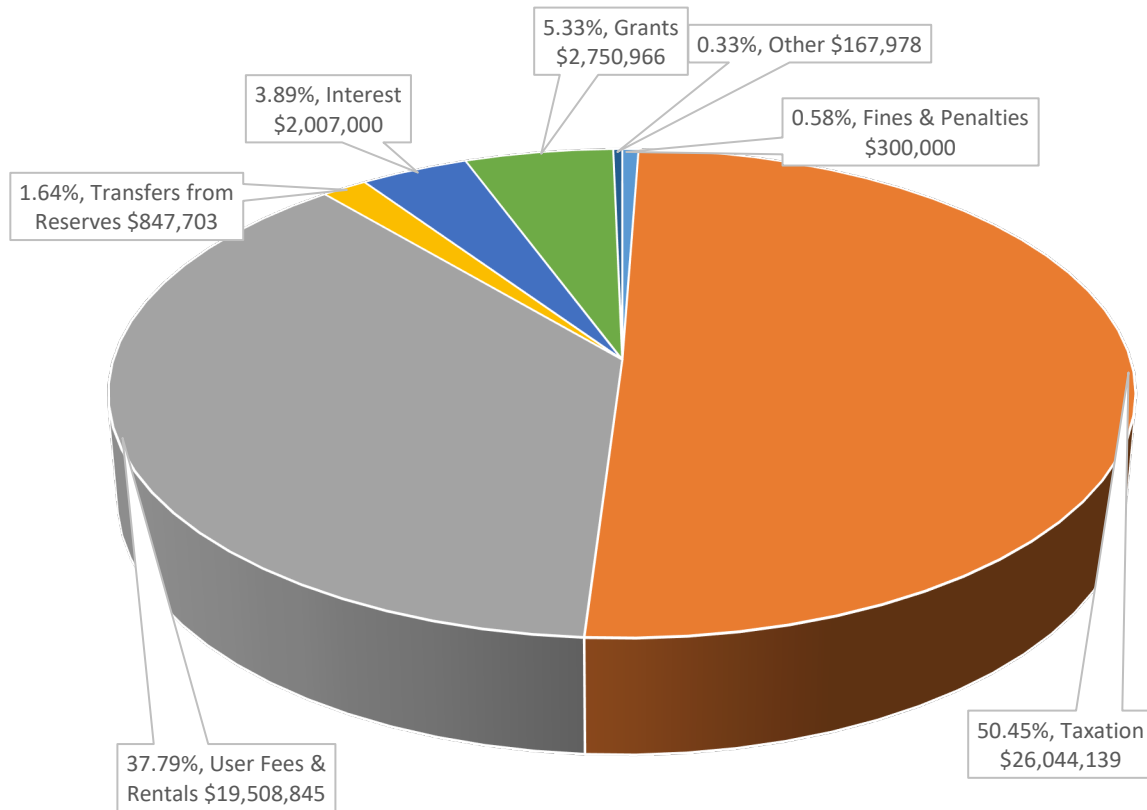


# MOSC 2026 Proposed Operating Budget

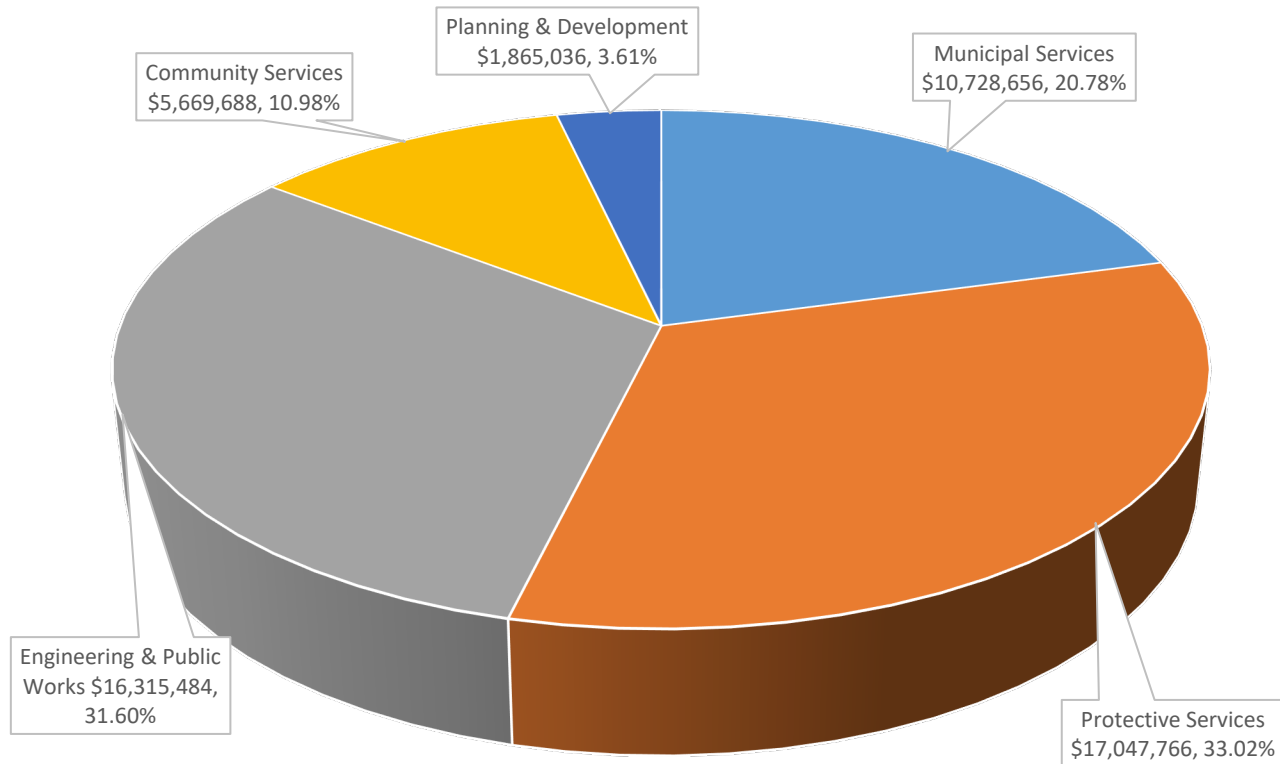
	2026 Proposed Budget	2026 Proposed Taxation	2026 Proposed Non-Tax Revenues
<b>General Government &amp; Corporate Services</b>			
Animal Control	\$62,500	\$62,100	\$400
Council	\$604,396	\$534,396	\$70,000
Crossing Guards	\$131,254	\$131,254	
Legal and Legislative Services	\$1,340,918	\$1,204,109	\$136,809
Human Resources	\$765,488	\$670,988	\$94,500
Treasury	\$1,429,820	\$1,047,449	\$382,371
Information Technology	\$1,440,105	\$1,420,105	\$20,000
Property Management	\$548,149	\$298,847	\$249,302
Municipal Debt	\$1,770,057	\$1,113,354	\$656,703
Finance	\$2,635,969	\$0	\$2,635,969
<b>Sub-total Corporate Services</b>	<b>\$ 10,728,656</b>	<b>\$ 6,482,602</b>	<b>\$ 4,246,054</b>
<b>Protection of Persons &amp; Property</b>			
Building Inspection	\$665,008		\$665,008
Drainage	\$294,856	\$211,589	\$83,267
Fire Service	\$2,628,279	\$2,412,120	\$216,159
Police Service	\$10,940,283	\$8,081,126	\$2,859,157
Bylaw Enforcement (Property Standards)	\$291,517	\$247,755	\$43,762
Solid Waste	\$2,227,823		\$2,227,823
<b>Sub-total Protection of Persons &amp; Property</b>	<b>\$ 17,047,766</b>	<b>\$ 10,952,590</b>	<b>\$ 6,095,176</b>
<b>Engineering and Public Works</b>			
Roads	\$4,054,664	\$4,047,164	\$7,500
Water Systems	\$5,863,980	\$0	\$5,863,980
Wastewater Systems	\$6,396,840	\$0	\$6,396,840
<b>Sub-total Public Works</b>	<b>\$ 16,315,484</b>	<b>\$ 4,047,164</b>	<b>\$ 12,268,320</b>
<b>Community Services</b>			
Aquatics	\$533,587	\$364,587	\$169,000
Arena	\$2,015,204	\$680,704	\$1,334,500
Caradoc Community Centre	\$155,285	\$133,285	\$22,000
Cemetery	\$381,050	\$225,811	\$155,239
Community Development	\$222,633	\$123,633	\$99,000
Recreation	\$853,942	\$160,221	\$693,721
Library Operations	\$224,533	\$0	\$224,533
Museum Operations	\$301,600	\$289,682	\$11,918
Parks Operations	\$974,700	\$890,170	\$84,530
Scout Hall	\$7,154	\$7,154	
<b>Sub-total Recreation &amp; Leisure</b>	<b>\$ 5,669,688</b>	<b>\$ 2,875,247</b>	<b>\$ 2,794,441</b>
<b>Planning and Development</b>			
Economic Development	\$1,230,490	\$1,230,490	\$0
Planning Operations	\$634,546	\$456,046	\$178,500
<b>Sub-total Planning &amp; Development</b>	<b>\$ 1,865,036</b>	<b>\$ 1,686,536</b>	<b>\$ 178,500</b>
<b>Total</b>	<b>\$ 51,626,630</b>	<b>\$ 26,044,139</b>	<b>\$ 25,582,491</b>
<b>2025 Operating Taxation</b>	<b>\$ 23,361,952</b>		
<b>2026 Operating Taxation</b>	<b>\$ 26,044,139</b>		
<b>Capital Levy \$ Increase</b>	<b>\$ 2,682,187</b>		
<b>Capital Levy % Increase</b>	<b>11.48%</b>		



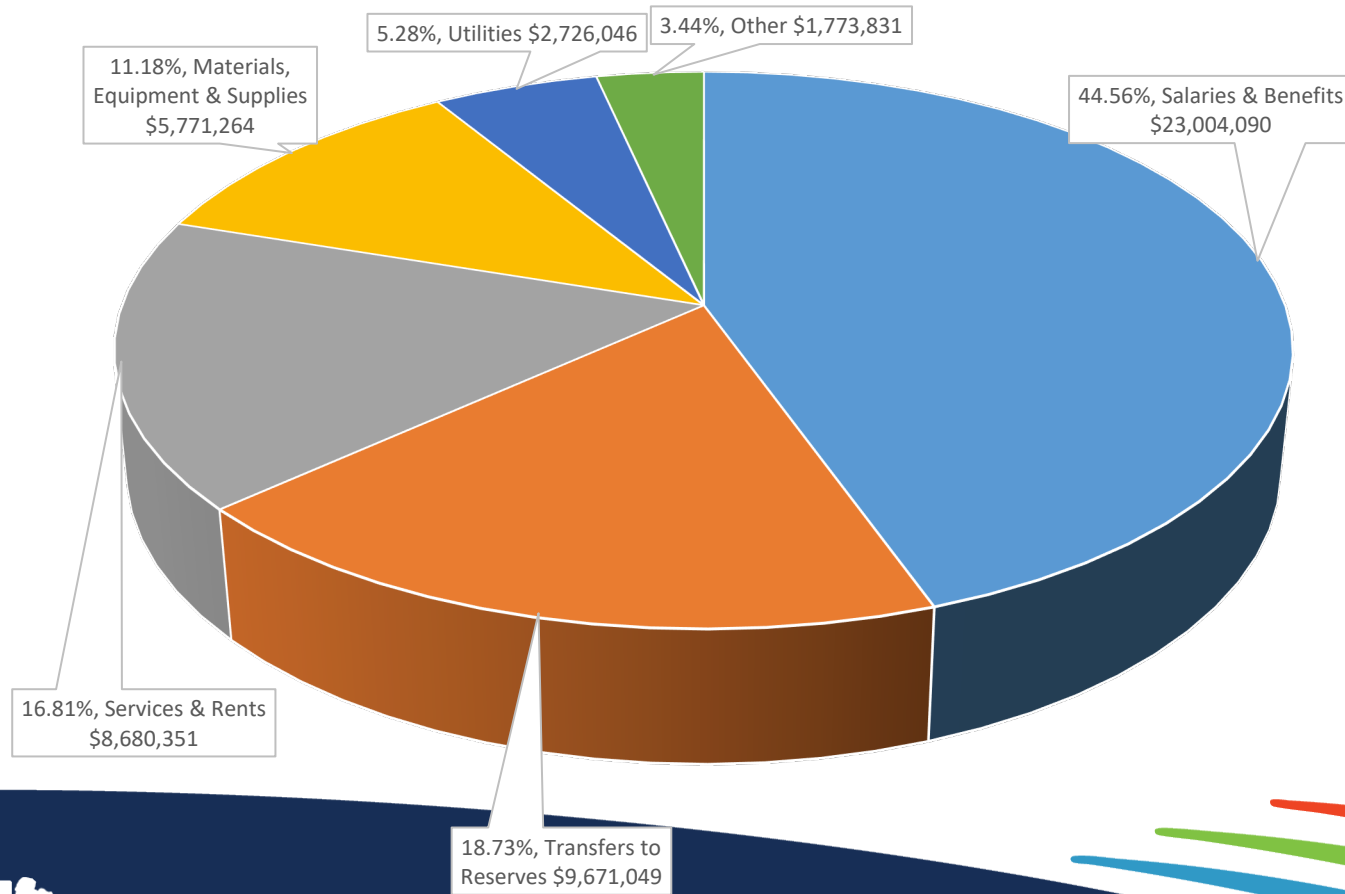
## 2026 Proposed Operating Revenue by Source



## 2026 Proposed Operating Revenue by Department



## 2026 Proposed Operating Expense by Type



# Revenue Constraints & Property Tax Sensitivities- Capital

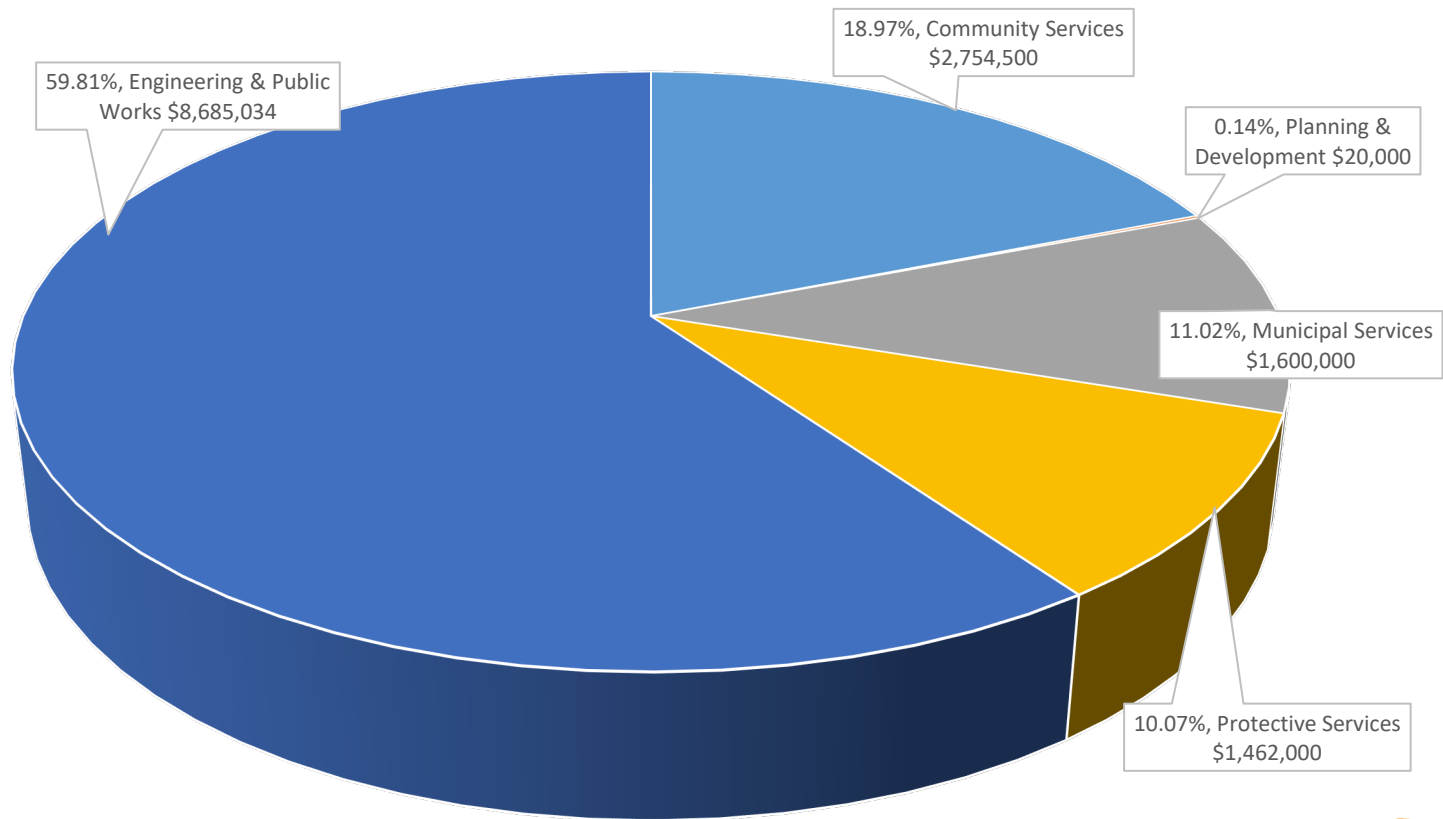
- Total 2026 Proposed Capital Budget = \$14,521,534

2025 Capital Taxation	\$	3,088,650
2026 Proposed Capital Taxation	\$	2,101,855
Capital Levy \$ Decrease	\$	(986,795)
Capital Levy % Decrease		-31.95%

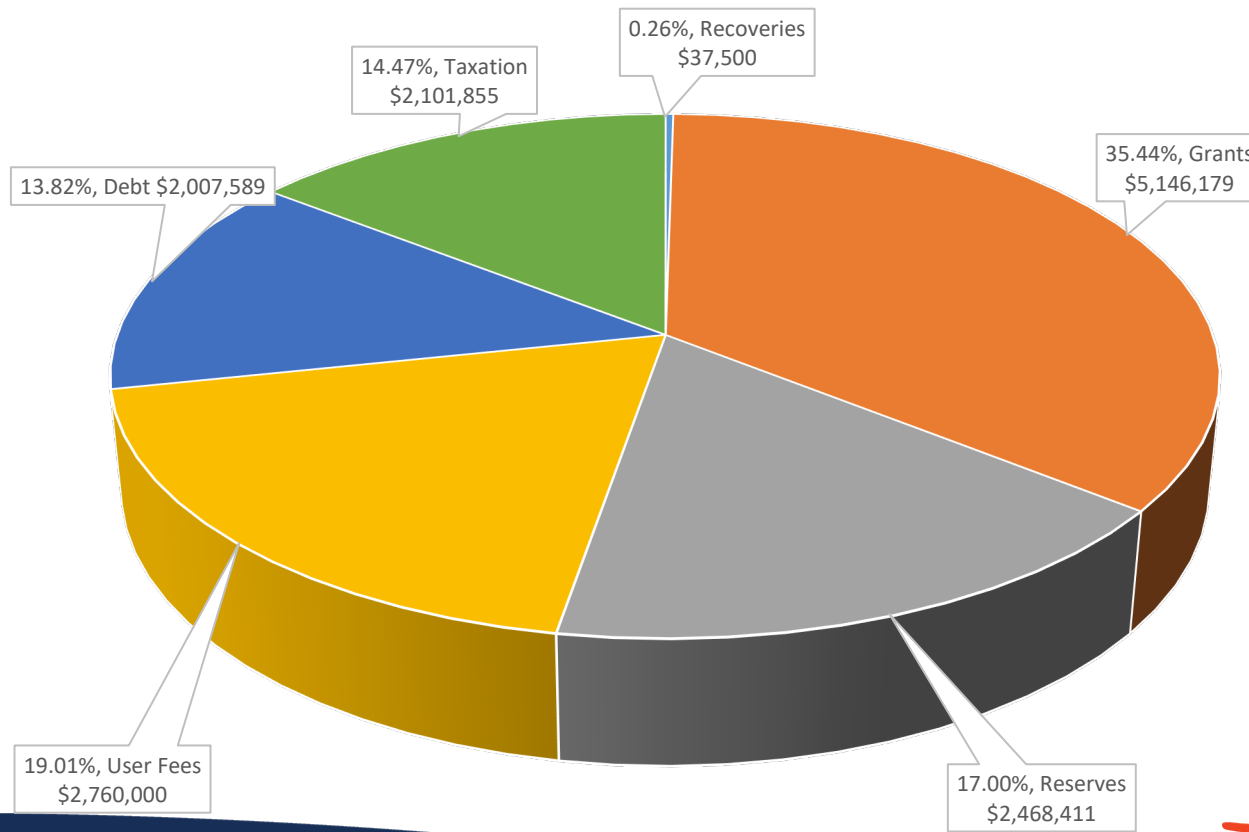
- Notable projects include:
  - Fleet program replacements - \$475,000
  - Arena upgrades and equipment replacement - \$1,289,000
  - Parks and sports field improvements - \$922,000
  - 137 Frank Street improvements - \$1,000,000
  - Water & Wastewater infrastructure - \$2,760,000
  - Roads, Storm and Drainage infrastructure - \$5,925,034
  - Tri-Township Arena upgrades - \$250,000
  - Police equipment upgrades - \$1,412,000
- “2026 Capital Discussion” – provides list of proposed projects, and additional projects requested by departments
- Utilize reserve funds, grants and debt wherever prudent



## 2026 Proposed Capital Projects by Department

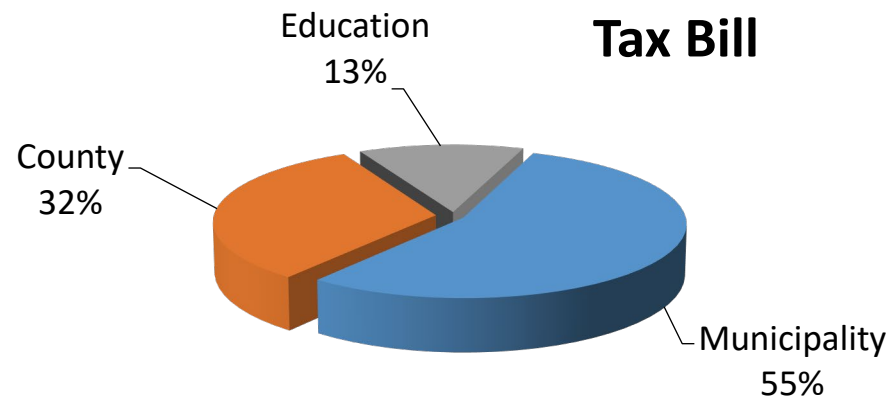


## 2026 Proposed Capital Revenue by Source



# Tax Rate Breakdown

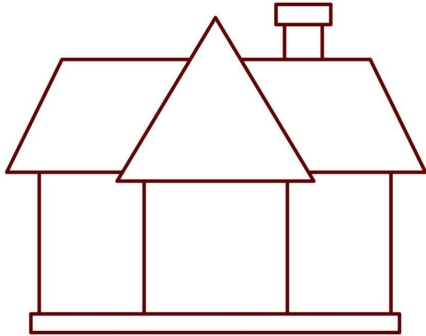
In 2025, the Municipal levy was 55% of the total tax levy (County 32%, Education 13%)  
These percentages should not change much unless there is a significant change in the levy for one or more of the above jurisdictions.





# What does it Mean to Property Owners?

**Tax Rate Increase = 4.53%**



\$145.68

Tax increase on a residential property  
unchanged assessment of \$400,000



\$364.19

Tax increase on a farm property  
unchanged assessment of \$1 million



*Residential Comparisons - Detached Bungalow - by Location (cont'd)*

2024 Property Taxes - Southwest		Ranking
Lambton Shores	\$ 2,388	Low
Lakeshore	\$ 2,770	Low
North Perth	\$ 2,989	Low
North Middlesex	\$ 3,050	Low
Thames Centre	\$ 3,108	Low
Strathroy-Caradoc	\$ 3,287	Low
Sarnia	\$ 3,378	Low
Tillsonburg	\$ 3,411	Low
St. Thomas	\$ 3,434	Low
Ingersoll	\$ 3,458	Low
Brant	\$ 3,507	Low
Norfolk	\$ 3,602	Mid
Chatham-Kent	\$ 3,725	Mid
Middlesex Centre	\$ 3,730	Mid
Amherstburg	\$ 3,787	Mid
Haldimand	\$ 3,849	Mid
Windsor	\$ 3,850	Mid
Aylmer	\$ 3,882	Mid
Central Elgin	\$ 3,937	Mid
Brantford	\$ 4,160	Mid
London	\$ 4,396	High
Essex	\$ 4,400	High
Stratford	\$ 4,404	High
<b>Average</b>	<b>\$ 3,587</b>	
<b>Median</b>	<b>\$ 3,602</b>	



# Engagement & Timeline

- Aug–Sept 2025: Department submissions
- Oct–Dec 2025: Budget deliberations
- Jan 13, 2026: Proposed Budget presentation
- Feb 11, 2026: Deadline for written amendments (if any)
- Tentative Meeting Dates:
  - Feb 11, 2026
  - Feb 23, 2026
  - March 9, 2026



# Questions?



**MUNICIPALITY OF STRATHROY-CARADOC**  
**2026 PROPOSED CAPITAL BUDGET**

Department	Orginal Request	Project Description	2026 Budget	FUNDING SOURCE										
				RECOVERIES	GRANT	Note	RESERVES	Note	DC's	WATER	WASTEWATER	DEBT	TAXTION	TOTAL
Municipal:														
Fleet		Tandem Axle Replacement	\$ 475,000				\$ 475,000	Fleet						\$ 475,000
Planning-By-Law		Building Fees Study	20,000				20,000	Building						20,000
Aquatic		Dolphin Timing System-Swim team	15,000				15,000	Swim Team						15,000
Aquatic	2025	Painting of Pool Basin	125,000		125,000	CCBF								125,000
CCC	2025	Replace Domestic Water Heater -2 Basement	6,000		6,000	CCBF								6,000
CCC	2020	Furnace 1 Replacement	24,000		24,000	CCBF								24,000
CCC	2020	Exhaust Fan Replacement - Washrooms	11,000		11,000	CCBF								11,000
CCC		Senior's Pilot Program - Wendigo Room	10,000		10,000	CCBF								10,000
CCC		Table Replacements	7,500		7,500	CCBF								7,500
Cemetery		Water Supply from road to be replaced	20,000				20,000	Cemetery						20,000
Gemini	2025	Replace Dehumidifiers	289,000		289,000	CCBF								289,000
Gemini	2020	Replace MUA 1 Lobby Roof	125,000		125,000	CCBF								125,000
Gemini	2022	Replace Mezzainie AC	30,000				30,000	Arenas						30,000
Gemini	2025	Replace underfloor heating recirculating pump	9,000				9,000	Arenas						9,000
Gemini	2025	Allowance for Refrigeration Plant PM on piping	3,000				3,000	Arenas						3,000
Gemini	2025	Replace Condenser Water Pump	9,000				9,000	Arenas						9,000
Gemini		Replace Refrigeration Computerized Controls - moved up due to non supported system.	75,000				75,000	Arenas						75,000
Gemini		Replace Water Heater and Storage Tank Mechanical Room	85,000				85,000	Arenas						85,000
Gemini	2025	Replace Current Plate and Frame with U TURN Plate and Frame	200,000		200,000	CCBF								200,000
Gemini		Table Replacements	7,500				7,500	Arenas						7,500
WMMC	2025	Condenser Replacement End of Life	200,000		200,000	CCBF								200,000
WMMC	2020	Replace AHU 1 with new high efficiency unit including AC for rooms 1-4 and return ducting	85,000		85,000	CCBF								85,000
WMMC	2021	Replace Exhaust Fan Janitors Room	6,000				6,000	Arenas						6,000
WMMC	2021	Replace Ammonia Sensor Alarm	13,000				13,000	Arenas						13,000
WMMC		Replace Computerized Controls no longer supported	50,000				50,000	Arenas						50,000
WMMC		Allowance for Repairs to Built Up Asphalt Top Roof	20,000				20,000	Arenas						20,000
WMMC		Table Replacements	7,500				7,500	Arenas						7,500
WMMC		WMMC Tube Heater Replacement	75,000				75,000	Arenas						75,000
Museum		HVAC Replacement	75,000				75,000	Museum						75,000
Parks		Ward 2 - MB Optimist Park - Climbing Apparatus repair as noted in Playchek Inspection Report	8,000				8,000	Parkland CIL						8,000
Parks		Ward 2 - MB Optimist Park - Swing repair as noted in Playchek Inspection Report	5,000				5,000	Parkland CIL						5,000
Parks		Ward 2 - MB Lioness Park - Climbing Apparatus - repair as noted in Playchek Inspection Report	8,000				8,000	Parkland CIL						8,000
Parks		Ward 2 - MB Churchhill St Park - Climbing Apparatus - make noted repairs as noted in Playchek Inspection Report	8,000				8,000	Parkland CIL						8,000
Parks		Ward 2 - MB Cenotph Park - Climbing Apparatus - minor repairs as noted in Playchek Inspection Report	5,000				5,000	Parkland CIL						5,000
Parks		Ward 2 - MB Cenotaph Park - Swing Minor repairs as noted in PIR	3,000				3,000	Parkland CIL						3,000
Parks		Ward 2 - Lions Park - Climbing Apparatus - repair as noted in PIR	3,000				3,000	Parkland CIL						3,000
Parks		Ward 2 - Lions Park - Swing repair as noted in PIR	3,000				3,000	Parkland CIL						3,000
Parks		Ward 2 - Bennett Cres Park - Climbing Apparatus - Repair as noted in PIR	5,000				5,000	Parkland CIL						5,000
Parks		Ward 2 - Bennett Cres Park - Swing - repair as noted in PIR	3,000				3,000	Parkland CIL						3,000
Parks		Ward 1 - Alexandra Park - Play Structure repairs as noted in PIR	10,000				10,000	Parkland CIL						10,000
Parks		Ward 1 - Saulsbury Park - Play structure repair as noted in PIR	5,000				5,000	Parkland CIL						5,000
Parks		Ward 1 - FGRC - Play Structure - Repair as noted in PIR (play area 1)	5,000				5,000	Parkland CIL						5,000
Parks		Ward 1 - FGRC - Play Structure - Repair as noted in PIR (play area 2)	5,000				5,000	Parkland CIL						5,000
Parks		Ward 1 - Sensory Park - Swing repair as notec in PIR	5,000				5,000	Parkland CIL						5,000
Parks		Ward 1 - YCP- Climbing Structure - Repairs as noted in PIR	5,000				5,000	Parkland CIL						5,000
Parks		Outfield Fence and New Back Stop for Diamond 2 YCP	120,000				120,000	Parks						120,000
Parks		Paint Dugouts	8,000				8,000	Parks						8,000
Parks		Installation of Warning Tracks on all Diamonds Ward 1 and 2	115,000				115,000	Parks						115,000
Parks		MB Legion Park replace bleacher units	12,000				12,000	Parks						12,000
Parks		Park Bridge Repairs/Replacement - Alexandra Park - Bridge 3 (Victoria St. Bridge)	143,000		143,000	CCBF								143,000
Parks		Replace existing aerator (fleet)	35,000				35,000	Fleet						35,000
Parks		Park Bridge Repairs/Replacement - Alexandra Park - Bridge 4(Centenial Bridge)	103,000		103,000	CCBF								103,000
Parks		Washroom Upgrade to AODA including increased holding capacity and tank	250,000		250,000	CCBF								250,000
Parks		Clay & Top Dressing	50,000				50,000	Parks						50,000
PM/CD		137 Frank St (\$500k interior, \$500k exterior)	1,000,000				392,411	Modernization				607,589		1,000,000
PM/CD		Town Hall Improvements (Customer Service Strategy)	50,000										50,000	50,000
PM/CD		Strathroy Library Carpet Replacement	75,000				75,000	Library					-	75,000
SCFD		Update and replace Fire Pro2 RM/LMS-Current cost	50,000										50,000	50,000
Water		Hydrant Painting	20,000								20,000			20,000
Water		Instrumentation Upgrades	25,000								25,000			25,000
Water		Water Facility Inspections 5 year	40,000								40,000			40,000
Water-S		Strathroy Reservoir Upgrades - Site Servicing, Generator, Electrical, Mechanical	150,000								150,000			150,000

MUNICIPALITY OF STRATHROY-CARADOC  
2026 PROPOSED CAPITAL BUDGET

Department	Orginal Request	Project Description	2026 Budget	FUNDING SOURCE										TOTAL
				RECOVERIES	GRANT	Note	RESERVES	Note	DC's	WATER	WASTEWATER	DEBT	TAXTION	
Wastewater		Instrumentation Upgrades	25,000								25,000			25,000
Wastewater		Collection System Assessment, CCTV Program	150,000								150,000			150,000
Wastewater		Pump Station Pump Replacement, Spares	50,000								50,000			50,000
Wastewater		Sewer Rehabilitation from inspection finding	100,000								100,000			100,000
Wastewater		Sludge Hauling Strathroy WWTF	300,000								300,000			300,000
Wastewater-S		Mount Brydges Wastewater Servicing: Environmental Assessment	600,000								600,000			600,000
Wastewater-S		Mount Brydges Wastewater Servicing: Design & Construction	500,000								500,000			500,000
Wastewater-S		Facility Repairs - Condition Assessment	400,000								400,000			400,000
Wastewater-S		McNab PS Rehabilitation	100,000								100,000			100,000
Wastewater-S		Strathroy WWTF Sludge Handling Facility	300,000								300,000			300,000
Roads		Gravel Pit	20,000										20,000	20,000
Roads		Bridge and Culvert Replacement and Repairs	520,000										520,000	520,000
Roads		Bridge and Culvert Maintenance	20,000										20,000	20,000
Roads		Tar and Chip Program	840,034		840,034	OCIF							-	840,034
Roads		Road Surface / Infrastructure Improvement Program	690,000		395,645	2024 OCIF							294,355	690,000
Roads		Sidewalks	140,000										140,000	140,000
Roads		Railways Maintenance	70,000										70,000	70,000
Roads		Streetlighting Program	35,000										35,000	35,000
Roads		Pedestrian Crossover	50,000										50,000	50,000
Stormwater		Stormwater Management	50,000										50,000	50,000
Stormwater		Road Needs Study Program - Stormwater Costs	110,000										110,000	110,000
Drains		Municipal Drain Road Assessment	195,000										195,000	195,000
Public Works- S		Downtown Parking Lot Repaving Project	80,000										80,000	80,000
Public Works- S		Cooks Road Engineering Assessment and Design - Carruthers to Wightman	75,000										75,000	75,000
Public Works- S		Parkhouse Drive - Middlesex County Assumption Cost	80,000										80,000	80,000
Public Works- S		Beech Street Reconstruction	1,400,000									1,400,000		1,400,000
Public Works- S		Strathroy Metcalfe Yard and Building Upgrades	50,000										50,000	50,000
Public Works- S		Parkhouse Dr. Reconstruction Incl. W/WW - Adelaide to Rougham	1,500,000		1,500,000	OCIF								1,500,000
TOTAL MUNICIPAL			\$ 12,859,534	\$ -	\$ 4,314,179		\$ 1,888,411		\$ -	\$ 235,000	\$ 2,525,000	\$ 2,007,589	\$ 1,889,355	\$ 12,859,534
Tri-Township Arena:														
TTA		Sport impact flooring replacement (2004)	\$ 90,000	\$ 13,500									\$ 76,500	\$ 90,000
TTA		EPDM roofing membrane replacement (2004)	40,000	6,000									34,000	40,000
TTA		HVAC replacement (2004)	90,000	13,500									76,500	90,000
TTA		Water heater replacement (2010)	20,000	3,000									17,000	20,000
TTA		Exhaust fan replacement (1974)	10,000	1,500									8,500	10,000
TOTAL TRI-TOWNSHIP ARENA			\$ 250,000	\$ 37,500	\$ -		\$ -		\$ -	\$ -	\$ -	\$ -	\$ 212,500	\$ 250,000
Police Services:														
Police Services		IT (Server/Hardware/Software) Upgrades	907,000		\$ 832,000	NG911	\$ 75,000	Police						\$ 907,000
Police Services		Communications System Upgrade (Radio Tower)	140,000				\$ 140,000	Police						\$ 140,000
Police Services		Small Equipment Purchase/Office Furniture	80,000				\$ 80,000	Police						\$ 80,000
Police Services		Vehicles	180,000				\$ 180,000	Police						\$ 180,000
Police Services		Communications System Upgrade (Zetrons)	105,000				\$ 105,000	Police						\$ 105,000
TOTAL POLICE SERVICES			\$ 1,412,000	\$ -	\$ 832,000		\$ 580,000		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,412,000
TOTAL 2026 PROPOSED CAPITAL BUDGET			\$ 14,521,534	\$ 37,500	\$ 5,146,179		\$ 2,468,411		\$ -	\$ 235,000	\$ 2,525,000	\$ 2,007,589	\$ 2,101,855	\$ 14,521,534

MOSC, TTA AND POLICE

2025 Capital Taxation	\$	3,088,650
2026 Proposed Capital Taxation	\$	2,101,855
Capital Levy \$ Decrease	\$	(986,795)
Capital Levy % Decrease		-31.95%

**MUNICIPALITY OF STRATHROY-CARADOC  
RECOMMENDED PROJECTS (NOT INCLUDED IN PROPOSED CAPITAL BUDGET)**

[illegible]

MUNICIPALITY OF STRATHROY-CARADOC  
RECOMMENDED PROJECTS (NOT INCLUDED IN PROPOSED CAPITAL BUDGET)

Department	Original Request	Project Description	2026 Budget	FUNDING SOURCE										
				RECOVERIES	GRANT	Note	RESERVES	Note	DC's	WATER	WASTEWATER	DEBT	TAXTION	TOTAL
Parks		Park Amenities - Benches/Seating, shade structures, trees, washrooms (Ongoing)	25,000										25,000	25,000
Parks		Alexandra Park Parking and Driveway Area Replacement	85,000										85,000	85,000
Parks		Drainage at Dugouts and Diamonds YCP	10,000										10,000	10,000
Parks		MB Optimist Park Chainlink Fence - replace	20,000										20,000	20,000
Parks		MB Lioness Park - Swing Replace	50,000										50,000	50,000
Parks		MB Lioness Park - Replace Bench	3,000										3,000	3,000
Parks		Applewood Park - Climbing Apparatus and swing	200,000										200,000	200,000
Parks		Applewood Park - Swing Replace	50,000										50,000	50,000
Parks		Glover Cres Park - Bench Replace	3,000										3,000	3,000
Parks		Glover Cres Park - Swing Replace	50,000										50,000	50,000
Parks		Alexandra Park - Pavilions Minor repairs such as new siding, wrap posts with vinyl	20,000										20,000	20,000
Parks		Centennial Park - Replace Park Benches	8,000										8,000	8,000
Parks		Cuddy Sports Park - Replace players benches	8,000										8,000	8,000
Parks		Cuddy Sports Park - replace park benches - x 4	12,000										12,000	12,000
Parks		Saulsbury Park - replace goal frams	8,000										8,000	8,000
Parks		Southfield Park - Replace Picnic Table	1,000										1,000	1,000
Parks		Detruiter Entrance RMT Stairways and Boardwalks - add traction strips and paint	8,000										8,000	8,000
Parks		Detruiter Entrance RMT bridge needs repair	25,000										25,000	25,000
Parks		Gemini Sportsplex Fields - Catch Basins Repair	16,000										16,000	16,000
Parks		Graffiti Wall	20,000										20,000	20,000
Parks		Replace Current Tennis Courts including new lighting	750,000										750,000	750,000
Parks		Trail Allocation	500,000										500,000	500,000
Parks		Playground replacement fund (annually)	100,000										100,000	100,000
Parks		Installation of Cricket Ground	350,000										350,000	350,000
Parks		Campbellvale Park	200,000										200,000	200,000
Parks		Park Pavilion and Network of Sidewalks	1,500,000										1,500,000	1,500,000
PM/CD		Municipal Offices Building Condition Assessment	15,000										15,000	15,000
PM/CD		Hardscape Garden Maintenance	50,000										50,000	50,000
Public Works- S		Head Street Reconstruction	6,800,000									6,800,000		6,800,000
EC-Dev		Office furnitre for CSR and Comm assistant	10,000										10,000	10,000
SCFD		FPO 1	80,000										80,000	80,000
Police Services		Building Annex Design	9,000,000									\$ 9,000,000		\$ 9,000,000
TOTAL RECOMMENDED (NOT PROPOSED IN CAPITAL BUDGET) PROJECTS			\$ 24,823,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,800,000	\$ 9,023,000	\$ 24,823,000



MOSC 2026 Proposed Budget 08-22-2025												
	2025 APPROVED BUDGET	2026 Proposed Budget	\$ Difference	% Difference	2025 TAXATION REQUIRED	2026 Proposed Taxation	\$ Difference	% Difference	2025 NON-TAX REVENUES	2026 Proposed Non-Tax Revenues	\$ Difference	% Difference
General Government & Corporate Services												
Animal Control	\$151,000	\$62,500	-\$ 88,500	-59%	\$150,790	\$62,100	-\$ 88,690	-59%	\$210	\$400	\$190	90%
Council	\$458,242	\$604,396	\$ 146,154	32%	\$458,242	\$534,396	\$ 76,154	17%		\$70,000	\$70,000	100%
Crossing Guards	\$106,043	\$131,254	\$ 25,211	24%	\$106,043	\$131,254	\$ 25,211	24%				
Legal and Legislative Services	\$1,345,565	\$1,340,918	-\$ 4,647	0%	\$1,214,002	\$1,204,109	-\$ 9,893	-1%	\$131,563	\$136,809	\$5,246	4%
Human Resources	\$721,410	\$765,488	\$ 44,078	6%	\$601,910	\$670,988	\$ 69,078	11%	\$119,500	\$94,500	(\$25,000)	-21%
Treasury	\$1,206,195	\$1,429,820	\$ 223,625	19%	\$822,574	\$1,047,449	\$ 224,875	27%	\$383,621	\$382,371	(\$1,250)	0%
Information Technology	\$1,432,105	\$1,440,105	\$ 8,000	1%	\$1,412,105	\$1,420,105	\$ 8,000	1%	\$20,000	\$20,000	\$0	0%
Property Management	\$511,042	\$548,149	\$ 37,108	7%	\$263,401	\$298,847	\$ 35,446	13%	\$247,641	\$249,302	\$1,662	1%
Municipal Debt	\$1,966,860	\$1,770,057	-\$ 196,803	-10%	\$1,188,121	\$1,113,354	-\$ 74,767	-6%	\$778,739	\$656,703	(\$122,036)	-16%
Finance	\$1,773,659	\$2,635,969	\$ 862,310	49%					\$1,773,659	\$2,635,969	\$862,310	49%
Sub-total Corporate Services	\$ 9,672,121	\$ 10,728,656	\$ 111%		\$ 6,217,188	\$ 6,482,602	\$ 265,414.00	4%	\$ 3,454,933	\$ 4,246,054	\$ 791,121.50	23%
Protection of Persons & Property												
Building Inspection	\$615,533	\$665,008	\$ 49,475	8%					\$615,533	\$665,008	\$49,475	8%
Drainage	\$251,876	\$294,856	\$ 42,980	17%	\$165,876	\$211,589	\$ 45,713	28%	\$86,000	\$83,267	(\$2,733)	-3%
Fire Service	\$2,368,637	\$2,628,279	\$ 259,642	11%	\$2,162,035	\$2,412,120	\$ 250,085	12%	\$206,602	\$216,159	\$9,557	5%
Police Service	\$8,997,496	\$10,940,283	\$ 1,942,787	22%	\$7,347,916	\$8,081,126	\$ 733,210	10%	\$1,649,580	\$2,859,157	\$1,209,577	73%
Bylaw Enforcement (Property Standards)	\$272,715	\$291,517	\$ 18,802	7%	\$241,558	\$247,755	\$ 6,197	3%	\$31,157	\$43,762	\$12,605	40%
Solid Waste	\$2,130,000	\$2,227,823	\$ 97,823	5%					\$2,130,000	\$2,227,823	\$97,823	5%
Sub-total Protection of Persons & Property	\$ 14,636,257	\$ 17,047,766	\$ 116%		\$ 9,917,385	\$ 10,952,590	\$ 1,035,205.16	10%	\$ 4,718,872	\$ 6,095,176	\$ 1,376,304.02	29%
Engineering and Public Works												
Roads	\$3,727,511	\$4,054,664	\$ 327,153	9%	\$3,680,011	\$4,047,164	\$ 367,153	10%	\$47,500	\$7,500	(\$40,000)	-84%
Water Systems	\$5,749,000	\$5,863,980	\$ 114,980	2%					\$5,749,000	\$5,863,980	\$114,980	2%
Wastewater Systems	\$5,923,000	\$6,396,840	\$ 473,840	8%					\$5,923,000	\$6,396,840	\$473,840	8%
Sub-total Public Works	\$ 15,399,511	\$ 16,315,484	\$ 106%		\$ 3,680,011	\$ 4,047,164	\$ 367,153.19	10%	\$ 11,719,500	\$ 12,268,320	\$ 548,820.00	5%
Community Services												
Aquatics	\$470,510	\$533,587	\$ 63,077	13%	\$328,010	\$364,587	\$ 36,577	11%	\$142,500	\$169,000	\$26,500	19%
Arena	\$1,844,906	\$2,015,204	\$ 170,298	9%	\$631,066	\$680,704	\$ 49,638	8%	\$1,213,840	\$1,334,500	\$120,660	10%
Caradoc Community Centre	\$78,251	\$155,285	\$ 77,034	98%	\$58,251	\$133,285	\$ 75,034	129%	\$20,000	\$22,000	\$2,000	10%
Cemetery	\$340,228	\$381,050	\$ 40,822	12%	\$208,047	\$225,811	\$ 17,764	9%	\$132,181	\$155,239	\$23,058	17%
Community Development	\$236,041	\$222,633	-\$ 13,408	-6%	\$135,541	\$123,633	-\$ 11,908	-9%	\$100,500	\$99,000	(\$1,500)	-1%
Recreation	\$797,847	\$853,942	\$ 56,095	7%	\$210,347	\$160,221	-\$ 50,126	-24%	\$587,499	\$693,721	\$106,222	18%
Library Operations	\$216,936	\$224,533	\$ 7,597	4%					\$216,936	\$224,533	\$7,597	4%
Museum Operations	\$265,494	\$301,600	\$ 36,106	14%	\$255,149	\$289,682	\$ 34,533	14%	\$10,345	\$11,918	\$1,573	15%
Parks Operations	\$809,314	\$974,700	\$ 165,386	20%	\$727,814	\$890,170	\$ 162,356	22%	\$81,500	\$84,530	\$3,030	4%
Scout Hall	\$7,015	\$7,154	\$ 139	2%	\$7,015	\$7,154	\$ 139	2%				
Sub-total Recreation & Leisure	\$ 5,066,541	\$ 5,669,688	\$ 112%		\$ 2,561,240	\$ 2,875,247	\$ 314,006.59	12%	\$ 2,505,301	\$ 2,794,441	\$ 289,140.05	12%
Planning and Development												
Economic Development	\$1,097,981	\$1,230,490	\$ 132,509	12%	\$722,981	\$1,230,490	\$ 507,509	70%	\$375,000	\$0	(\$375,000)	-100%
Planning Operations	\$385,747	\$634,546	\$ 248,799	64%	\$263,147	\$456,046	\$ 192,899	73%	\$122,600	\$178,500	\$55,900	46%
Sub-total Planning & Development	\$ 1,483,728	\$ 1,865,036	\$ 126%		\$ 986,128	\$ 1,686,536	\$ 700,408	71%	\$ 497,600	\$ 178,500	\$ (319,100)	-64%
Total	\$ 46,258,158	\$ 51,626,630	\$ 112%		\$ 23,361,952	\$ 26,044,139	\$ 2,682,187	11%	\$ 22,896,205	\$ 25,582,491	\$ 2,686,286	12%

2025 Operating Taxation	\$	23,361,952
2026 Operating Taxation	\$	26,044,139
Capital Levy \$ Increase	\$	2,682,187
Capital Levy % Increase		11.48%

## Animal Control

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$463	\$210	\$190		\$400		\$400
Transfers from Reserves					-		-
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	\$463	\$210	\$190	-	\$400	-	\$400
Expense							
Salaries & Benefits					-		-
Transfers to Reserves/Capital					-		-
Services & Rents	\$66,133	\$151,000	-\$88,500		\$62,500		\$62,500
Materials, Equipment, & Supplies					-		-
Utilities					-		-
Other					-		-
Total Expense	\$66,133	\$151,000	-\$88,500	-	\$62,500	-	\$62,500
NET Levy	\$65,670	\$150,790	-\$88,690	-	\$62,100	-	\$62,100

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

Council

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals					-		-
Transfers from Reserves			\$70,000		\$70,000		\$70,000
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	-	-	\$70,000	-	\$70,000	-	\$70,000
Expense							
Salaries & Benefits	\$286,845	\$275,515	\$25,522		\$301,037		\$301,037
Transfers to Reserves/Capital					-		-
Services & Rents					-		-
Materials, Equipment, & Supplies	\$126,629	\$182,727	\$120,632		\$303,359		\$303,359
Utilities					-		-
Other					-		-
Total Expense	\$413,474	\$458,242	\$146,154	-	\$604,396	-	\$604,396
NET Levy	\$413,474	\$458,242	\$76,154	-	\$534,396	-	\$534,396

Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

### Crossing Guards

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals					-		-
Transfers from Reserves					-		-
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	-	-	-	-	-	-	-
Expense							
Salaries & Benefits	\$100,824	\$103,343	\$25,157		\$128,500		\$128,500
Transfers to Reserves/Capital					-		-
Services & Rents					-		-
Materials, Equipment, & Supplies					-		-
Utilities					-		-
Other	\$2,903	\$2,700	\$54		\$2,754		\$2,754
Total Expense	\$103,727	\$106,043	\$25,211	-	\$131,254	-	\$131,254
NET Levy	\$103,727	\$106,043	\$25,211	-	\$131,254	-	\$131,254

### Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

Legal and Legislative

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$19,055	\$20,150	\$403		\$20,553		\$20,553
Transfers from Reserves					-		-
Interest					-		-
Grants					-		-
Sales					-		-
Other	\$103,412	\$111,413	\$4,844		\$116,257		\$116,257
Total Revenue	\$122,467	\$131,563	\$5,247	-	\$136,810	-	\$136,810
Expense							
Salaries & Benefits	\$780,961	\$698,305	-\$2,341		\$695,964		\$695,964
Transfers to Reserves/Capital					-		-
Services & Rents	\$647,668	\$646,199	-\$2,264		\$643,935		\$643,935
Materials, Equipment, & Supplies					-		-
Utilities					-		-
Other	\$1,030	\$1,061	-\$41		\$1,020		\$1,020
Total Expense	\$1,429,659	\$1,345,565	-\$4,646	-	\$1,340,919	-	\$1,340,919
NET Levy	\$1,307,192	\$1,214,002	-\$9,893	-	\$1,204,109	-	\$1,204,109

Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

## Human Resource

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals					-		-
Transfers from Reserves		\$25,000	-\$25,000		-		-
Interest					-		-
Grants					-		-
Sales					-		-
Other	\$104,562	\$94,500			\$94,500		\$94,500
Total Revenue	\$104,562	\$119,500	-\$25,000	-	\$94,500	-	\$94,500
Expense							
Salaries & Benefits	\$319,627	\$485,496	\$43,921		\$529,417		\$529,417
Transfers to Reserves/Capital	\$133,665	\$5,000	\$100		\$5,100		\$5,100
Services & Rents	\$173,608	\$230,914	\$57		\$230,971		\$230,971
Materials, Equipment, & Supplies					-		-
Utilities					-		-
Other					-		-
Total Expense	\$626,900	\$721,410	\$44,078	-	\$765,488	-	\$765,488
NET Levy	\$522,338	\$601,910	\$69,078	-	\$670,988	-	\$670,988

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

## Finance

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$98,406	\$72,000	-\$750		\$71,250		\$71,250
Transfers from Reserves	\$69,294				-		-
Interest	\$7,779	\$7,000			\$7,000		\$7,000
Grants					-		-
Sales					-		-
Other	\$308,326	\$304,621	-\$500		\$304,121		\$304,121
Total Revenue	\$483,805	\$383,621	-\$1,250	-	\$382,371	-	\$382,371
Expense							
Salaries & Benefits	\$650,915	\$851,445	\$86,788	\$ 130,087	\$1,068,320		\$1,068,320
Transfers to Reserves/Capital	\$35,000	\$40,000			\$40,000		\$40,000
Services & Rents	\$393,088	\$314,750	\$6,750		\$321,500		\$321,500
Materials, Equipment, & Supplies					-		-
Utilities					-		-
Other					-		-
Total Expense	\$1,079,003	\$1,206,195	\$93,538	\$ 130,087	\$1,429,820	-	\$1,429,820
NET Levy	\$595,198	\$822,574	\$94,788	\$ 130,087	\$1,047,449	-	\$1,047,449

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact	1			\$ 94,713	\$ 35,374			
Total Tax Impact								
Expenditure								
Asset Analyst	Asset Analyst IA1				\$ 130,087			
Total Expense				\$ -	\$ 130,087	\$ -	\$ -	\$ -

**Municipality of Strathroy-Caradoc**  
Change in Service Level

<b>Request</b>	Asset Analyst		
<b>Department Version</b>	Finance and Treasury	<b>Division</b>	Finance
		<b>Year</b>	2026

Description
<b>I. Executive Summary - Overview of Proposal (How/ Why)</b> <p>The addition of an Asset Analyst was approved in principle through the Staffing Plan presented to Council in 2025. As the legislation continues to evolve around Asset Management Plans (AMP) and the priority place on an up-to-date AMP to be eligible for Provincial and Federal Funding, this position becomes a need. Without this position the Municipality will fall further behind or require more spending and reliance on consultant work.</p>
<b>II. Background - Current Service Level (Describe the existing level of service provided)</b> <p>Currently, this work is being done by the director on a as need to basis and is augmented using consultants to keep us current. The municipality is just meeting its obligations under the legislation and is not getting out in front of an action mode but rather reactionary.</p>
<b>III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)</b> <p>Failing to hire an Asset Analyst poses significant risks to the municipality's ability to effectively manage its infrastructure and long-term financial sustainability. Without dedicated expertise in asset data collection, analysis, and lifecycle planning, the municipality risks making uninformed investment decisions, underfunding critical maintenance, and accelerating asset deterioration. This can lead to increased service disruptions, higher emergency repair costs, and non-compliance with asset management regulations, undermining public trust and fiscal responsibility.</p>
<b>IV. Recommendation - Proposed Service Level Impact</b> <p>Hiring an Asset Analyst provides the municipality with the expertise needed to make data-driven decisions that improve infrastructure performance and financial efficiency. An analyst ensures accurate asset inventories, assesses lifecycle costs, and helps prioritize maintenance and capital investments based on evidence rather than assumptions. This leads to optimized use of taxpayer dollars, extended asset lifespans, and reduced risk of unexpected failures. Additionally, an Asset Analyst supports compliance with provincial asset management requirements and enhances transparency, accountability, and long-term sustainability in municipal operations.</p>



Information Technology

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals					-		-
Transfers from Reserves					-		-
Interest					-		-
Grants					-		-
Sales					-		-
Other	\$48,377	\$20,000			\$20,000		\$20,000
Total Revenue	\$48,377	\$20,000	-	-	\$20,000	-	\$20,000
Expense							
Salaries & Benefits	\$429,686	\$410,192	\$36,104		\$446,296	\$133,087	\$579,383
Transfers to Reserves/Capital	\$286,398	\$294,000	\$6,000		\$300,000		\$300,000
Services & Rents					-		-
Materials, Equipment, & Supplies	\$563,183	\$727,913	-\$34,104		\$693,809		\$693,809
Utilities					-		-
Other					-		-
Total Expense	\$1,279,267	\$1,432,105	\$8,000	-	\$1,440,105	\$133,087	\$1,573,192
NET Levy	\$1,230,890	\$1,412,105	\$8,000	-	\$1,420,105	\$133,087	\$1,553,192

Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact	1			\$ 94,713	\$ 35,374			
Total Tax Impact								
Expenditure								
Business Analyst	Business Analyst!A1				\$ 133,087			
Total Expense				\$ -	\$ 133,087	\$ -	\$ -	\$ -

**Municipality of Strathroy-Caradoc**  
**Change in Service Level**

**Request**  
**Department Version**

Business Analyst			
Information Tech		Division	IT
		Year	2026

**Description**

**I. Executive Summary - Overview of Proposal (How/ Why)**

The addition of a Business Analyst was approved in principle through the Staffing Plan presented to Council in 2025. As the use of technology and the complexity of the software continues to evolve, the need to ensure the innovative technology will best the best investment and integrate with currently owned technology this position becomes a need. Without this position the Municipality will fall further behind or require more spending and reliance on consultant work.

**II. Background - Current Service Level (Describe the existing level of service provided)**

Currently, this work is being done by the manager and is pulling them away from much needed upgrading to current systems. The municipality is just maintaining its current systems and not ensuring new investment will do what they are to do or not be fully utilized.

**III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)**

Not hiring a Business Analyst in the IT department exposes the municipality to significant operational and strategic risks. Without a dedicated professional to translate business needs into technical requirements, projects may suffer from unclear objectives, scope creep, and misaligned outcomes. This can lead to inefficient use of technology investments, delays in service modernization, and solutions that fail to meet departmental or community needs. Additionally, the absence of a Business Analyst weakens collaboration between IT and other departments, reduces data-driven decision-making, and increases the likelihood of costly rework or project failure, undermining digital transformation goals and public service delivery.

**IV. Recommendation - Proposed Service Level Impact**

Hiring a Business Analyst in the IT department provides the municipality with a critical link between technology and business operations. A Business Analyst ensures that IT initiatives align with organizational goals, clearly define requirements, and deliver solutions that improve efficiency and service quality. They help streamline processes, identify cost-saving opportunities, and support data-driven decision-making. Their analytical and communication skills bridge gaps between departments, reduce project risks, and enhance user satisfaction. Overall, a Business Analyst enables the municipality to maximize the value of its technological investments and advance its digital transformation in a strategic, coordinated, and cost-effective manner.

## Property Management

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$248,800	\$232,641	\$1,661		\$234,302		\$234,302
Transfers from Reserves	\$13,504				-		-
Interest					-		-
Grants	\$5,062				-		-
Sales					-		-
Other	\$15,000	\$15,000	-		\$15,000		\$15,000
Total Revenue	\$282,366	\$247,641	\$1,661	-	\$249,302	-	\$249,302
Expense							
Salaries & Benefits	\$215,116	\$311,114	\$34,299		\$345,413		\$345,413
Transfers to Reserves/Capital	\$23,125	\$23,125	\$0		\$23,125		\$23,125
Services & Rents	\$154,634	\$95,650	-\$172		\$95,478		\$95,478
Materials, Equipment, & Supplies					-		-
Utilities	\$70,455	\$81,153	\$2,980		\$84,133		\$84,133
Other					-		-
Total Expense	\$463,330	\$511,042	\$37,107	-	\$548,149	-	\$548,149
NET Levy	\$180,964	\$263,401	\$35,446	-	\$298,847	-	\$298,847

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

# Municipal Debt

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$63,672				-		-
Transfers from Reserves	\$488,939	\$778,739	-\$122,036		\$656,703		\$656,703
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	\$552,611	\$778,739	-\$122,036	-	\$656,703	-	\$656,703
Expense							
Salaries & Benefits					-		-
Transfers to Reserves/Capital	\$1,061,630				-		-
Services & Rents					-		-
Materials, Equipment, & Supplies					-		-
Utilities					-		-
Other	\$670,836	\$1,966,860	-\$196,803		\$1,770,057		\$1,770,057
Total Expense	\$1,732,466	\$1,966,860	-\$196,803	-	\$1,770,057	-	\$1,770,057
NET Levy	\$1,179,855	\$1,188,121	-\$74,767	-	\$1,113,354	-	\$1,113,354

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

## Building Inspection

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$784,715	\$615,534	\$19,474		\$635,008		\$635,008
Transfers from Reserves	\$27,759		\$30,000		\$30,000		\$30,000
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	\$812,474	\$615,534	\$49,474	-	\$665,008	-	\$665,008
Expense							
Salaries & Benefits	\$605,250	\$526,813	-\$35,147		\$491,666		\$491,666
Transfers to Reserves/Capital	\$60,321	\$8,446	-\$8,446		-		-
Services & Rents					-		-
Materials, Equipment, & Supplies	\$146,903	\$80,275	\$93,067		\$173,342		\$173,342
Utilities					-		-
Other					-		-
Total Expense	\$812,474	\$615,534	\$49,474	-	\$665,008	-	\$665,008
NET Levy	-	-	-	-	-	-	-

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

## Drainage

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals					-		-
Transfers from Reserves	\$11,045				-		-
Interest					-		-
Grants	\$77,288	\$86,000	-\$2,733		\$83,267		\$83,267
Sales					-		-
Other					-		-
Total Revenue	\$88,333	\$86,000	-\$2,733	-	\$83,267	-	\$83,267
Expense							
Salaries & Benefits	\$159,479	\$176,893	\$14,463		\$191,356		\$191,356
Transfers to Reserves/Capital	\$647	\$711	-\$11		\$700		\$700
Services & Rents					-		-
Materials, Equipment, & Supplies	\$80,393	\$74,274	\$28,526		\$102,800		\$102,800
Utilities					-		-
Other					-		-
Total Expense	\$240,519	\$251,878	\$42,978	-	\$294,856	-	\$294,856
NET Levy	\$152,186	\$165,878	\$45,711	-	\$211,589	-	\$211,589

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

**Strathroy-Caradoc Fire Service**

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$239,812	\$201,603	\$14,556		\$216,159		\$216,159
Transfers from Reserves	\$1,740				-		-
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	\$241,552	\$201,603	\$14,556	-	\$216,159	-	\$216,159
Expense							
Salaries & Benefits	\$1,203,132	\$1,461,901	\$240,049		\$1,701,950		\$1,701,950
Transfers to Reserves/Capital	\$438,361	\$246,557	\$1,635		\$248,192		\$248,192
Services & Rents					-		-
Materials, Equipment, & Supplies	\$632,733	\$630,311	\$21,311		\$651,622		\$651,622
Utilities	\$30,555	\$24,868	\$1,647		\$26,515		\$26,515
Other					-		-
Total Expense	\$2,304,781	\$2,363,637	\$264,642	-	\$2,628,279	-	\$2,628,279
NET Levy	\$2,063,229	\$2,162,034	\$250,086	-	\$2,412,120	-	\$2,412,120

Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

## By-Law Enforcement

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$25,462	\$31,157	\$605		\$31,762		\$31,762
Transfers from Reserves	\$11,718		\$12,000		\$12,000		\$12,000
Interest					-		-
Grants	\$4,165				-		-
Sales					-		-
Other					-		-
Total Revenue	\$41,345	\$31,157	\$12,605	-	\$43,762	-	\$43,762
Expense							
Salaries & Benefits	\$102,138	\$236,685	\$20,286		\$256,971		\$256,971
Transfers to Reserves/Capital	\$95,759	\$5,305	\$6,695		\$12,000		\$12,000
Services & Rents	\$23,597	\$30,725	-\$8,179		\$22,546		\$22,546
Materials, Equipment, & Supplies					-		-
Utilities					-		-
Other					-		-
Total Expense	\$221,494	\$272,715	\$18,802	-	\$291,517	-	\$291,517
NET Levy	\$180,149	\$241,558	\$6,197	-	\$247,755	-	\$247,755

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-



## Solid Waste

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) Approved	2026 Budget	Change in Service Level (CISL) Proposed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$1,925,068	\$2,130,000	\$97,823		\$2,227,823		\$2,227,823
Transfers from Reserves					-		-
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	\$1,925,068	\$2,130,000	\$97,823	-	\$2,227,823	-	\$2,227,823
Expense							
Salaries & Benefits	\$25,349	\$30,000	\$44,823		\$74,823		\$74,823
Transfers to Reserves/Capital	\$293,200	\$1,300	\$48,700		\$50,000		\$50,000
Services & Rents	\$1,606,519	\$2,098,700	\$4,300		\$2,103,000		\$2,103,000
Materials, Equipment, & Supplies					-		-
Utilities					-		-
Other					-		-
Total Expense	\$1,925,068	\$2,130,000	\$97,823	-	\$2,227,823	-	\$2,227,823
NET Levy	-	-	-	-	-	-	-

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

**Public Works**

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$7,794	\$47,500	-\$40,000		\$7,500		\$7,500
Transfers from Reserves	\$34,438				-		-
Interest					-		-
Grants	\$33,708				-		-
Sales					-		-
Other					-		-
Total Revenue	\$75,940	\$47,500	-\$40,000	-	\$7,500	-	\$7,500
Expense							
Salaries & Benefits	\$1,387,832	\$1,611,511	\$240,053		\$1,851,564	\$147,534	\$1,999,098
Transfers to Reserves/Capital	\$586,876	\$350,000			\$350,000	\$500,000	\$850,000
Services & Rents					-		-
Materials, Equipment, & Supplies	\$1,683,580	\$1,766,000	\$87,100		\$1,853,100		\$1,853,100
Utilities					-		-
Other					-		-
Total Expense	\$3,658,288	\$3,727,511	\$327,153	-	\$4,054,664	\$647,534	\$4,702,198
NET Levy	\$3,582,348	\$3,680,011	\$367,153	-	\$4,047,164	\$647,534	\$4,694,698

Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact	1			\$ 108,909	\$ 38,635	\$ 500,000		
Total Tax Impact								
Expenditure								
Public Works Supervisor	PW Supervisor*IA1				\$ 147,534			
New Transfer to PW Reserve	PW Reserve Transfer*IA1				\$ 500,000			
Total Expense				-	\$ 647,534	-	-	-

<b>Request</b>	New FTE: PW Supervisor		
<b>Department</b>	Public Works	<b>Division</b>	Engineering & Public Works
<b>Version</b>	01	<b>Year</b>	2026

Description
<b>I. Executive Summary - Overview of Proposal (How/ Why)</b> <p>Addition of 1x FTE for a <u>Supervisor of Public Works</u> as per Staffing Plan 2025-2028, approved by Council at July 7<sup>th</sup> 2025 Council Meeting.</p> <p>The Public Works (PW) Department is experiencing growing operational pressures due to aging infrastructure, increasing service expectations, expanding capital projects and programs and increasing maintenance requirements. The PW Manager is stretched thin, responsible for strategic oversight, planning, project delivery, budgeting, emergency response and day-to- day operations without dedicated frontline supervisory support.</p> <p>A dedicated <b>Supervisor of Public Works</b> is required to provide day-to-day leadership, operational oversight, and direct support to PW operators. This role bridges a critical operational gap between day-to-day field operations and management, enabling the PW Manager to focus on key, strategic operational issues such as asset management, infrastructure planning, program delivery and while supporting Senior Management.</p> <p><b>Why This Role Is Needed:</b></p> <ul style="list-style-type: none"> <li>• <b>Increased Operational Demands:</b> Aging infrastructure and a larger capital workload have intensified pressure on staff.</li> <li>• <b>Improved Efficiency of Field Operations:</b> Enhanced supervision is expected to improve coordination and execution of field operations such as road maintenance tasks (e.g., pothole repair, ditching, brushing).</li> <li>• <b>Enhanced Safety and Compliance:</b> Compliance with OSHA regulations and internal policies (e.g., hours of service, SOPs, incident reporting).</li> <li>• <b>Emergency Response Coordination:</b> Events like snowstorms, flooding, and infrastructure failures require structured responses.</li> <li>• <b>Improved Public and Stakeholder Communication:</b> The Supervisor would serve as the first point of contact for resident concerns, property impacts, and utility coordination—relieving pressure on the PW Manager.</li> </ul> <p><b>Anticipated Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Provide frontline supervision for 12–16 PW operators, including daily task scheduling via work order software (e.g., Citywide).</li> <li>• Act as the primary point of contact for operational issues, reporting directly to the PW Manager</li> <li>• Lead maintenance crews on tasks such as snow removal, pothole repair, signage, ditching, grading, tree maintenance, and brushing.</li> <li>• Monitor and document compliance with <b>Minimum Maintenance Standards</b> and internal service levels.</li> <li>• Oversee and inspect <b>Road Work Permits</b> and coordinate with utilities and contractors during capital maintenance activities.</li> <li>• Manage <b>health and safety</b> in the field: SOPs, hazard assessments, incident response, driving hours, circle checks, and equipment logs.</li> <li>• Support asset management by overseeing inspections, data collection, and system entry.</li> <li>• Coordinate staff training, performance monitoring, and development plans</li> <li>• Act as a liaison with residents and property owners, addressing inquiries and resolving concerns in the field.</li> </ul>

**Why This Role Is Needed:**

- **Increased Operational Demands:** Aging infrastructure and a larger capital workload have intensified pressure on staff.
- **Improved Efficiency of Field Operations:** Enhanced supervision is expected to improve coordination and execution of field operations such as road maintenance tasks (e.g., pothole repair, ditching, brushing).
- **Enhanced Safety and Compliance:** Compliance with OHSA regulations and internal policies (e.g., hours of service, SOPs, incident reporting).
- **Emergency Response Coordination:** Events like snowstorms, flooding, and infrastructure failures require structured responses.

**Improved Public and Stakeholder Communication:** The Supervisor would serve as the first point of contact for resident concerns, property impacts, and utility coordination—relieving pressure on the PW Manager.

**II. Background - Current Service Level (Describe the existing level of service provided)**

Currently there is no Supervisor of Public Works. The role of staff supervision currently falls on the Manager of Public Works or the Director of Engineering and Public Works in his absence.

Supervision takes time away from important management tasks including long-term planning, strategy and asset management.

**III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)**

- **Increased Staff Burnout:** Aging infrastructure and a larger capital workload have intensified pressure on management staff.
  - **Efficiency of Field Operations:** Strain on supervision may negatively impact coordination and execution of field operations such as road maintenance tasks (e.g., pothole repair, ditching, brushing)
  - **Inefficient Asset Management and Strategic Planning:** Increased workloads have reduced staff ability to dedicate time to asset management and long-term strategic planning. This may result in inefficient long-term asset management practices.
  - **Reduced Safety and Compliance:** Strained frontline supervision can result in less than rigorous compliance with OHSA regulations and internal policies.
  - **Emergency Response Coordination:** Events like snowstorms, flooding, and infrastructure failures require structured responses.
- 
- **Poor Public and Stakeholder Communication:** Strained frontline supervision can result in poor communication and coordination of resident concerns, property impacts, utility coordination etc.

**IV. Recommendation - Proposed Service Level Impact**

**Change in Service Level**

**Request**  
**Department**  
**Version**

New Transfer to PW Capital Reserve			
Public Works		Division	Engineering & Public Works
01		Year	2026

**Description****I. Executive Summary - Overview of Proposal (How/ Why)**

Addition of annual \$500K transfer to Public Works Reserves for the funding of large capital roads projects such as road reconstructions, new road construction and Downtown Beautification.

This is the first of several anticipated increases to the annual Capital Transfer to Public Works Reserves.

**II. Background - Current Service Level (Describe the existing level of service provided)**

Large capital projects are currently intended to be fully funded on a case-by-case basis at the Through a combination of factors including escalating construction costs, change orders and

Capital projects generally do not utilize debt financing to amortize capital costs over a period of

- On-going, long-term negative PW Roads reserve balances
- Under-funded or entirely unfunded capital road program
- Inability to undertake any major road reconstruction projects (ie. downtown streetscaping, Head St. reconstruction)
- Poorly maintained road infrastructure
- Higher road maintenance costs
- Increased risk to public health & safety
- Higher short-term tax fluctuations

**Change in Service Level****IV. Recommendation - Proposed Service Level Impact**

Recommend addition of annual \$500K capital transfer to Public Works Reserves for the funding of large capital roads projects, to be increased in future years to ~\$2M capital transfer annually.

**Water**

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Proposed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$5,722,056	\$5,749,000	\$114,980		\$5,863,980		\$5,863,980
Transfers from Reserves					-		-
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	\$5,722,056	\$5,749,000	\$114,980	-	\$5,863,980	-	\$5,863,980
Expense							
Salaries & Benefits	\$539,389	\$569,493	\$114,091		\$683,584		\$683,584
Transfers to Reserves/Capital	\$2,891,804	\$2,996,807	\$106,416		\$3,103,223		\$3,103,223
Services & Rents	\$2,184,842	\$2,071,200	-\$118,027		\$1,953,173		\$1,953,173
Materials, Equipment, & Supplies					-		-
Utilities	\$106,021	\$111,500	\$12,500		\$124,000		\$124,000
Other					-		-
Total Expense	\$5,722,056	\$5,749,000	\$114,980	-	\$5,863,980	-	\$5,863,980
NET Levy	-	-	-	-	-	-	-

Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	\$ -	-	-	-

**Wastewater**

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$6,433,822	\$5,923,000	\$473,840		\$6,396,840		\$6,396,840
Transfers from Reserves					-		-
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	\$6,433,822	\$5,923,000	\$473,840	-	\$6,396,840	-	\$6,396,840
Expense							
Salaries & Benefits	\$650,527	\$564,095	\$119,489		\$683,584		\$683,584
Transfers to Reserves/Capital	\$3,306,684	\$3,398,405	\$425,778		\$3,824,183		\$3,824,183
Services & Rents					-		-
Materials, Equipment, & Supplies	\$2,066,136	\$1,493,500	-\$71,427		\$1,422,073		\$1,422,073
Utilities	\$410,475	\$467,000			\$467,000		\$467,000
Other					-		-
Total Expense	\$6,433,822	\$5,923,000	\$473,840	-	\$6,396,840	-	\$6,396,840
NET Levy	-	-	-	-	-	-	-

Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	\$ -	-	-	-

## Aquatics

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Proposed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$138,813	\$142,500	\$21,500		\$164,000		\$164,000
Transfers from Reserves			\$5,000		\$5,000		\$5,000
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	\$138,813	\$142,500	\$26,500	-	\$169,000	-	\$169,000
Expense							
Salaries & Benefits	\$246,893	\$328,743	\$53,723		\$382,466	\$11,408	\$393,874
Transfers to Reserves/Capital	\$44,923				-		-
Services & Rents	\$74,945	\$94,057	\$7,329		\$101,386		\$101,386
Materials, Equipment, & Supplies					-		-
Utilities	\$34,746	\$47,710	\$2,025		\$49,735		\$49,735
Other					-		-
Total Expense	\$401,507	\$470,510	\$63,077	-	\$533,587	\$11,408	\$544,995
NET Levy	\$262,694	\$328,010	\$36,577	-	\$364,587	\$11,408	\$375,995

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact	1			\$ 11,408				
Total Tax Impact								
Expenditure								
Portion of Park & Rec Coord.	Park and Facil Coord			\$ 11,408				
Total Expense				\$ 11,408	-	-	-	-



## Arenas

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Proposed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$1,238,359	\$1,213,840	\$89,660		\$1,303,500		\$1,303,500
Transfers from Reserves	\$30,461		\$31,000		\$31,000		\$31,000
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	\$1,268,820	\$1,213,840	\$120,660	-	\$1,334,500	-	\$1,334,500
Expense							
Salaries & Benefits	\$982,760	\$939,042			\$939,042	\$68,477	\$1,007,519
Transfers to Reserves/Capital	\$88,222	\$19,500			\$19,500		\$19,500
Services & Rents	\$461,445	\$399,489	\$134,375		\$533,864		\$533,864
Materials, Equipment, & Supplies					-		-
Utilities	\$449,713	\$486,875	\$35,923		\$522,798		\$522,798
Other					-		-
Total Expense	\$1,982,140	\$1,844,906	\$170,298	-	\$2,015,204	\$68,477	\$2,083,681
NET Levy	\$713,320	\$631,066	\$49,638	-	\$680,704	\$68,477	\$749,181

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact	1			\$ 68,477				
Total Tax Impact								
Expenditure								
Portion of Park & Rec Coord.	Park and Facil Coord			\$ 68,477				
Total Expense				\$ 68,477	-	-	-	-

Caradoc Community Centre

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Proposed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$41,768	\$20,000	\$2,000		\$22,000		\$22,000
Transfers from Reserves					-		-
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	\$41,768	\$20,000	\$2,000	-	\$22,000	-	\$22,000
Expense							
Salaries & Benefits					-		-
Transfers to Reserves/Capital	\$29,949				-		-
Services & Rents	\$56,755	\$56,590	\$2,174		\$58,764		\$58,764
Materials, Equipment, & Supplies				\$74,000	\$74,000		\$74,000
Utilities	\$14,784	\$21,661	\$860		\$22,521		\$22,521
Other					-		-
Total Expense	\$101,488	\$78,251	\$3,034	\$74,000	\$155,285	-	\$155,285
NET Levy	\$59,720	\$58,251	\$1,034	\$74,000	\$133,285	-	\$133,285

Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact	1							
Total Tax Impact								
Expenditure								
Pilot Project for Seniors		Seniors Pilot Project	1A1					\$ 74,000
Total Expense				-	-	-	-	\$ 74,000

<b>Request</b>	4. Pilot Project – Active Days - Seniors Programming Caradoc Community Centre		
<b>Department Version</b>	Community and Development Services	<b>Division</b>	Community Services
		<b>Year</b>	2026

Description
<b>I. Executive Summary - Overview of Proposal (How/ Why)</b> <p>This proposal outlines a pilot initiative titled “<b>Active Days</b>”, a weekday daytime program designed to enhance the overall well-being of seniors in the community. The program will be delivered at the Caradoc Community Centre and will offer a variety of physical, creative, social, and culinary activities.</p> <p>The purpose of the initiative is to provide older adults with accessible opportunities that support physical health, cognitive stimulation, and emotional connection. By fostering social engagement and lifelong learning in a safe, welcoming environment, the program seeks to reduce isolation, encourage active living, and strengthen community ties.</p> <p>This program is being presented in response to Council’s motion directing staff to develop a pilot project that encapsulates a trial period, with the associated operating funds to be considered during the 2026 budget deliberations. The pilot approach will allow staff to test program delivery, evaluate participation and outcomes, and report back to Council with recommendations on long-term implementation.</p>
<b>II. Background - Current Service Level (Describe the existing level of service provided)</b> <p>The Municipality provides seniors programming year-round at various venues; however, offerings are reduced or unavailable during the summer months due to space limitations and the operation of summer camps.</p> <p>In late 2024, Council directed staff to conduct focus groups with seniors to identify gaps in existing services. These sessions were held in Q1 of 2025, with findings presented to Council at the end of Q2. A key theme that emerged was a strong desire for a dedicated location to support seniors' programming.</p>
<b>III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)</b> <p>Community Needs Go Unmet</p> <ul style="list-style-type: none"> <li>Seniors indicated they wanted programs and a dedicated space. If we don’t act, these needs remain unaddressed.</li> </ul> <p>Increased Isolation</p> <ul style="list-style-type: none"> <li>Without daytime programs, older adults have fewer opportunities to stay active, socialize, and engage in meaningful activities.</li> </ul> <p>Summer Gaps Persist</p> <ul style="list-style-type: none"> <li>Seniors' programming is already limited in the summer because of space conflicts with camps. Not running this pilot means these gaps continue.</li> </ul> <p>Missed Chance to Learn</p> <ul style="list-style-type: none"> <li>The pilot would show whether the program works and who participates. Without it, we won’t have evidence to guide future decisions.</li> </ul> <p>Strategic Priorities Are Weakened</p> <ul style="list-style-type: none"> <li>The Municipality’s goals include wellness and customer service. Not offering this pilot makes it harder to deliver on those goals.</li> </ul>
<b>IV. Recommendation - Proposed Service Level Impact</b>

The introduction of the “**Active Days**” pilot would expand the Municipality’s current seniors programming by:

- **Adding Consistency** – Programs would be offered on weekdays during daytime hours, filling current seasonal and space-related gaps (particularly in the summer).
- **Centralizing Delivery** – Activities would be hosted primarily at the Caradoc Community Centre, creating a dedicated seniors location as requested, but would not be the only location for seniors programming.
- **Increasing Variety** – A broader mix of physical, creative, social, and culinary activities would be available, reaching a wider range of interests and abilities.
- **Supporting Growth in Demand** – Provides capacity to serve more seniors on a regular basis, responding directly to community requests for expanded programming.
- **Pilot-Based Flexibility** – As a trial initiative, service levels can be adjusted based on participation, feedback, and budget capacity before committing to long-term delivery.

**Option 1:** Active Days Senior Committee. - Minimal cost due to no staffing component or other expenses. Money to cover hard expenses like cleaners, and some seed money to assist the committee

**Option 2:** Active Days Contract Full Time – Largest expense but provides the greatest opportunity for the program to be impactful, reliable, successful, and safe.

**Option 3:** Active Days Part Time - Cost-effective plan, but reduces quantity and quality of program.

# Cemetery

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$153,389	\$132,181	\$23,058		\$155,239		\$155,239
Transfers from Reserves	\$142				-		-
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	\$153,531	\$132,181	\$23,058	-	\$155,239	-	\$155,239
Expense							
Salaries & Benefits	\$243,141	\$242,039	\$39,572		\$281,611		\$281,611
Transfers to Reserves/Capital	\$9,376	\$29,709			\$29,709		\$29,709
Services & Rents	\$99,169	\$53,999	\$830		\$54,829		\$54,829
Materials, Equipment, & Supplies					-		-
Utilities	\$13,357	\$14,481	\$420		\$14,901		\$14,901
Other					-		-
Total Expense	\$365,043	\$340,228	\$40,822	-	\$381,050	-	\$381,050
NET Levy	\$211,512	\$208,047	\$17,764	-	\$225,811	-	\$225,811

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

## Community Development

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals		\$20,500	-\$1,500		\$19,000		\$19,000
Transfers from Reserves	\$42,276	\$40,000			\$40,000		\$40,000
Interest					-		-
Grants					-		-
Sales					-		-
Other	\$55,918	\$40,000			\$40,000		\$40,000
Total Revenue	\$98,194	\$100,500	-\$1,500	-	\$99,000	-	\$99,000
Expense							
Salaries & Benefits		\$109,541	-\$23,242		\$86,299		\$86,299
Transfers to Reserves/Capital					-		-
Services & Rents	\$112,194	\$126,500	\$9,834		\$136,334		\$136,334
Materials, Equipment, & Supplies					-		-
Utilities					-		-
Other					-		-
Total Expense	\$112,194	\$236,041	-\$13,408	-	\$222,633	-	\$222,633
NET Levy	\$14,000	\$135,541	-\$11,908	-	\$123,633	-	\$123,633

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

Recreation

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$602,505	\$577,500	\$106,221		\$683,721		\$683,721
Transfers from Reserves	\$10,517				-		-
Interest					-		-
Grants	\$7,222	\$10,000			\$10,000		\$10,000
Sales					-		-
Other					-		-
Total Revenue	\$620,244	\$587,500	\$106,221	-	\$693,721	-	\$693,721
Expense							
Salaries & Benefits	\$741,472	\$702,097	\$44,095		\$746,192		\$746,192
Transfers to Reserves/Capital					-		-
Services & Rents	\$103,448	\$95,750	\$12,000		\$107,750		\$107,750
Materials, Equipment, & Supplies					-		-
Utilities					-		-
Other					-		-
Total Expense	\$844,920	\$797,847	\$56,095	-	\$853,942	-	\$853,942
NET Levy	\$224,676	\$210,347	-\$50,126	-	\$160,221	-	\$160,221

Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact	1							
Total Tax Impact								
Expenditure								
Total Expense				\$ -	-	-	-	-

## Library

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$210,486	\$216,937	\$7,596		\$224,533		\$224,533
Transfers from Reserves					-		-
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	\$210,486	\$216,937	\$7,596	-	\$224,533	-	\$224,533
Expense							
Salaries & Benefits	\$51,211	\$57,273	-\$2,476		\$54,797		\$54,797
Transfers to Reserves/Capital	\$47,327	\$47,327	\$1,347		\$48,674		\$48,674
Services & Rents	\$90,118	\$81,194	\$5,429		\$86,623		\$86,623
Materials, Equipment, & Supplies					-		-
Utilities	\$21,830	\$31,143	\$3,296		\$34,439		\$34,439
Other					-		-
Total Expense	\$210,486	\$216,937	\$7,596	-	\$224,533	-	\$224,533
NET Levy	-	-	-	-	-	-	-

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-



**Museum**

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$27,279	\$10,345	\$1,573		\$11,918		\$11,918
Transfers from Reserves					-		-
Interest					-		-
Grants	\$25,057				-		-
Sales					-		-
Other					-		-
Total Revenue	\$52,336	\$10,345	\$1,573	-	\$11,918	-	\$11,918
Expense							
Salaries & Benefits	\$151,940	\$170,646	\$34,209		\$204,855		\$204,855
Transfers to Reserves/Capital	\$20,396				-		-
Services & Rents	\$99,976	\$94,848	\$1,897		\$96,745		\$96,745
Materials, Equipment, & Supplies					-		-
Utilities					-		-
Other					-		-
Total Expense	\$272,312	\$265,494	\$36,106	-	\$301,600	-	\$301,600
NET Levy	\$219,976	\$255,149	\$34,533	-	\$289,682	-	\$289,682

Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

**Parks**

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$65,395	\$81,500	\$30		\$81,530		\$81,530
Transfers from Reserves	\$4,545		\$3,000		\$3,000		\$3,000
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	\$69,940	\$81,500	\$3,030	-	\$84,530	-	\$84,530
Expense							
Salaries & Benefits	\$314,763	\$398,079	\$74,367	\$68,494	\$540,940	\$34,224	\$575,164
Transfers to Reserves/Capital	\$140,498	\$78,474			\$78,474		\$78,474
Services & Rents	\$293,591	\$304,261	\$21,445		\$325,706		\$325,706
Materials, Equipment, & Supplies					-		-
Utilities	\$25,190	\$28,500	\$1,080		\$29,580		\$29,580
Other					-		-
Total Expense	\$774,042	\$809,314	\$96,892	\$ 68,494	\$974,700	\$34,224	\$1,008,924
NET Levy	\$704,102	\$727,814	\$93,862	\$ 68,494	\$890,170	\$34,224	\$924,394

Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact	1			\$ 78,331	\$ 24,387			
Total Tax Impact								
Expenditure								
Portion of Park & Rec Coord.	Park and Facil Coord!A1			\$ 24,515	\$ 9,709			
3 Seasonal staff (800 hours)	3 Summer Staff!A1			\$ 53,816	\$ 14,678			
Total Expense				\$ 78,331	\$ 24,387	-	-	-

**Municipality of Strathroy-Caradoc**  
Change in Service Level

<b>Request Department</b>	1. Coordinator of Parks and Facilities		
	Community and Development Services		<b>Division</b>
		<b>Year</b>	Community Services
<b>Version</b>			2026

Description
<b>I. Executive Summary - Overview of Proposal (How/ Why)</b> <p>The leadership transition in 2025, which elevated Supervisors to Managers, is a positive step forward for the organization. Central to this transition is the Parks and Facilities Coordinator, who if hired would carry on the key day-to-day operational responsibilities previously managed by Supervisors. This shift ensures that frontline needs are met effectively while freeing Managers to dedicate their time to higher-level priorities such as strategic planning, interdepartmental collaboration, securing funding opportunities (grants, sponsorships, naming rights), building partnerships, and overseeing overall administration. By positioning the Parks and Facilities Coordinator at the core of daily operations, this structure strengthens our leadership capacity, improves efficiency, and sets the organization on a path for long-term growth and success.</p>
<b>II. Background - Current Service Level (Describe the existing level of service provided)</b> <p>The Parks and Facilities Coordinator is a newly created position established through the staffing model endorsed by Council. Previously, the responsibilities now assigned to this role were carried out by Supervisors, who have since been elevated to Managers. As a result, the workload has remained with the Managers, limiting their ability to focus on higher-level responsibilities.</p>
<b>III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)</b> <p>Without the Parks and Facilities Coordinator, the department will face operational slowdowns, strained leadership capacity, and reduced service responsiveness. The Operations Manager will be pulled into day to day tasks, limiting their focus on strategic priorities like planning, partnerships, and funding. Frontline staff may become overburdened, and service gaps could emerge during absences. Ultimately, this would undermine the goals of the restructuring, hinder growth, and risk a decline in both service quality and staff morale.</p>
<b>IV. Recommendation - Proposed Service Level Impact</b> <p>The proposed service level impact of hiring a Parks and Facilities Coordinator would be a more effective distribution of responsibilities. Managers would be able to dedicate their time to higher-level priorities such as strategic planning, partnership development, and securing funding opportunities, while the Coordinator would oversee the key day-to-day operational responsibilities. This balance would improve efficiency within the department, ensure timely responses to operational needs, enhance the overall quality of parks and facilities, and ultimately deliver better service to the community.</p>

**Municipality of Strathroy-Caradoc**  
Change in Service Level

<b>Request Department</b>	2. 3 Seasonal Summer Staff		
<b>Version</b>	Community and Development Services	<b>Division</b>	Community Services
		<b>Year</b>	2026

Description
<b>I. Executive Summary - Overview of Proposal (How/ Why)</b>
<p>Strathroy-Caradoc's ongoing growth, rising community standards, and year-round operational demands across parks, trails, arenas, and municipal facilities have significantly increased the workload for the Community Services Department. Continual complaints regarding issues such as insufficient line trimming, weed control, and general upkeep highlight the strain on current resources and the growing gap between service expectations and delivery capacity. The addition of three Summer Seasonal Staff is essential to address these concerns, maintain high-quality standards, and ensure the municipality can continue delivering reliable, responsive service to residents.</p>
<b>II. Background - Current Service Level (Describe the existing level of service provided)</b>
<p>The current level of service is such that staff do not have sufficient time to address all areas in a timely manner, resulting in numerous untrimmed fence lines, overgrown weeds, and general untidiness. Continual complaints from residents further highlight the need for additional resources. The addition of three Summer Seasonal Staff is essential to address these concerns, maintain high-quality standards, and ensure the municipality can continue delivering reliable, responsive service to the community.</p>
<b>III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)</b>
<p>If the three Summer Seasonal Staff are not hired, the Community Services Department will continue to struggle to keep up with operational demands, leading to untrimmed fence lines, overgrown weeds, and untidy parks and facilities. This could result in increased resident complaints, lower public satisfaction, potential safety hazards, and added stress on existing staff, negatively affecting overall staff morale and the municipality's ability to maintain high community standards and support recreational growth.</p>
<b>IV. Recommendation - Proposed Service Level Impact</b>
<p>The proposed service level impact of hiring three Summer Seasonal Staff would be a significant improvement in the maintenance and appearance of parks, trails, and municipal facilities. These staff would be able to address day-to-day operational tasks such as fence line trimming, grass cutting, weed control, and general upkeep, ensuring a more timely and consistent level of service. This would reduce resident complaints, enhance overall community satisfaction, and improve staff morale by alleviating workload pressures.</p>

Scout Hall

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals					-		-
Transfers from Reserves					-		-
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	-	-	-	-	-	-	-
Expense							
Salaries & Benefits					-		-
Transfers to Reserves/Capital	\$1,042				-		-
Services & Rents	\$676	\$1,500	\$30		\$1,530		\$1,530
Materials, Equipment, & Supplies					-		-
Utilities	\$5,218	\$5,515	\$109		\$5,624		\$5,624
Other					-		-
Total Expense	\$6,936	\$7,015	\$139	-	\$7,154	-	\$7,154
NET Levy	\$6,936	\$7,015	\$139	-	\$7,154	-	\$7,154

Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-

## Economic Development

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$148,922	\$250,000	-\$250,000		-		-
Transfers from Reserves					-		-
Interest					-		-
Grants	\$421,886	\$125,000	-\$125,000		-		-
Sales					-		-
Other					-		-
Total Revenue	\$570,808	\$375,000	-\$375,000	-	-	-	-
Expense							
Salaries & Benefits	\$128,318	\$282,556	\$32,751	\$ 127,391	\$442,698		\$442,698
Transfers to Reserves/Capital	\$785,910				-		-
Services & Rents	\$236,442	\$815,425	-\$50,048		\$765,377		\$765,377
Materials, Equipment, & Supplies				\$ 22,415	\$22,415		22,415.00
Utilities					-		-
Other					-		-
Total Expense	\$1,150,670	\$1,097,981	-\$17,297	\$ 149,806	\$1,230,490	-	\$1,230,490
NET Levy	\$579,862	\$722,981	\$357,703	\$ 149,806	\$1,230,490	-	\$1,230,490

## Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact	2			\$ 89,608	\$ 37,783		\$ 22,415	
Total Tax Impact								
Expenditure								
Communication Asst.	Comms Assistant!A1			\$ 71,053	\$ 29,610			
Customer Service Rep (Sept 2026)				\$ 18,555	\$ 8,173			
Customer Service Strategy							\$ 22,415	
Total Expense				\$ 89,608	\$ 37,783	-	\$ 22,415	-

**Municipality of Strathroy-Caradoc**  
Change in Service Level

Request Department Version	Communications Assistant Position Addition		
	Economic Development and Community	Division	Communications

Description
<b>I. Executive Summary - Overview of Proposal (How/ Why)</b>
<p>The addition of a Communications Assistant was approved in principle through the Staffing Plan presented to Council in 2025. As the corporation grows there is an expanded need for communications support to ensure consistent messaging that aligns with Municipal Communications and Social Media Policy and Branding Guidelines. To support exceptional customer service creation of content to support information requests will continue to expand. Specialized communication skills will ensure alignment with Corporate Strategic Plan.</p>
<b>II. Background - Current Service Level (Describe the existing level of service provided)</b>
<p>Currently, there is one Communications Coordinator that supports the entire municipality. The Municipality delivers on 321 services and functions that require support from Communications whether it is document creation, promotional material creation, website content, registration support, social media posting, press release creation, presentation formatting, and much more. On September 15, 2025 the Customer Service Strategy and Implementation Plan was presented to Council that included increased Communications that aligns with Policy and Guidelines. This will require resources beyond one staff person to manage corporate communications.</p>
<b>III. Risks - (What are the risks/consequences of not implementing the change? Is there urgency?)</b>
<p>Growth of the community and ratepayer expectations for access to information will continue. The importance of distributing timely, accurate information will continue to be a priority for the Municipality. This affects all departments of the corporation. There is no back up for the current coordinator which places Strathroy-Caradoc at risk when it comes to urgent issues.</p>
<b>IV. Recommendation - Proposed Service Level Impact</b>
<p>The Municipality will be in a better position to ensure that municipal messaging is delivered in a professional manner on a continual basis with no service gaps. Enhanced provision of information will provide better customer service with up-to-date data. Municipal departments will be better served to deliver consistent content that aligns with Policy and Guidelines and is recognized as official communication from Strathroy-Caradoc.</p>

Planning

Revenue	2024 Actual	2025 Approved Budget	Budget changes	Change in Service Level (CISL) - Approved	2026 Budget	Change in Service Level (CISL) - Propsed	2026 Budget with Proposed CISL
Fines & Penalties					-		-
User Fees & Rentals	\$147,366	\$121,600	\$56,900		\$178,500		\$178,500
Transfers from Reserves	\$123,141	\$1,000	-\$1,000		-		-
Interest					-		-
Grants					-		-
Sales					-		-
Other					-		-
Total Revenue	\$270,507	\$122,600	\$55,900	-	\$178,500	-	\$178,500
Expense							
Salaries & Benefits	\$131,399	\$316,654	\$255,752		\$572,406		\$572,406
Transfers to Reserves/Capital	\$321,133				-		-
Services & Rents	\$68,982	\$69,093	-\$6,953		\$62,140		\$62,140
Materials, Equipment, & Supplies					-		-
Utilities					-		-
Other					-		-
Total Expense	\$521,514	\$385,747	\$248,799	-	\$634,546	-	\$634,546
NET Levy	\$251,007	\$263,147	\$192,899	-	\$456,046	-	\$456,046

Change In Levels of Service

Operating Impact								
	FTE FT	FTE PT	Mths	Salary \$	Benefit \$	Re-occurring\$	One Time \$	Annualized\$
Net Tax Impact								
Total Tax Impact								
Expenditure								
Total Expense				-	-	-	-	-



**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**ANIMAL CONTROL**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
<b>ANIMAL CONTROL- GENERAL TAXATION</b>	65,670	65,670	150,790	113,092	62,100
<b>FINES - ANIMAL CONTROL</b>		(366)			
<b>ANIMAL CONTROL-KENNEL LICENCES/REPL TAGS, ETC</b>	463	295	210	215	400
<b>Total OPERATING REVENUE</b>	<b>66,133</b>	<b>65,599</b>	<b>151,000</b>	<b>113,307</b>	<b>62,500</b>
<b>ANIMAL CONTROL-SERVICE CONTRACT</b>	65,000	120,179	150,000	98,368	60,000
<b>ANIMAL CONTROL-DOG TAGS</b>	515		500	1,871	500
<b>ANIMAL CONTROL-Livestock Claim</b>	618		500	1,904	2,000
<b>Total Operating Expenses</b>	<b>66,133</b>	<b>120,179</b>	<b>151,000</b>	<b>102,143</b>	<b>62,500</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>(54,580)</b>	<b>-</b>	<b>11,164</b>	<b>-</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**COUNCIL**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
<b>COUNCIL -GENERAL TAXATION-</b>	413,474	413,474	458,242	343,681	534,396
Xfer from Reserves					70,000
<b>Total OPERATING REVENUE</b>	<b>413,474</b>	<b>413,474</b>	<b>458,242</b>	<b>343,681</b>	<b>604,396</b>
<b>COUNCIL - OFFICE SUPPLIES</b>			400		400
<b>MEDICAL BD - REMUNERATION</b>			1,060		1,081
<b>MEDICAL BOARD-PAYROLL BENEFITS</b>			107		109
<b>COUNCIL REMUNERATION</b>	240,322	237,406	246,329	173,429	253,698
<b>COUNCIL-PAYROLL BENEFITS</b>	26,523	29,139	27,186	21,009	47,339
<b>COUNCIL-BUSINESS MEALS</b>	500	727	700	43	714
<b>COUNCIL - MEMBERSHIP DUES</b>	500		500		500
<b>COUNCIL - CONFERENCES, CONVENTIONS</b>	11,330	11,011	11,000	8,573	12,000
<b>Council-Election-SEMINARS, TRAINING</b>	5,499	3,809	5,000		5,000
<b>COUNCIL - TRAVEL EXPENSES</b>	5,000	1,263	2,000	743	2,040
<b>COUNCIL-MUNICIPAL DONATIONS</b>	54,590	48,942	55,000	50,592	56,100
Donation to SMGHF (Building Lots)		(3,857)		(4,681)	
<b>COUNCIL - STRAT PLAN</b>		44,701		17,870	45,375
<b>COUNCIL-TRANSFER TO RESERVES &amp; RESERVE FUNDS</b>	50,000	50,000	81,148		82,771
<b>COUNCIL-RECEPTIONS, TRIBUTES</b>	5,150	2,218	3,500	2,688	4,500
<b>COUNCIL - GENERAL SUPPLIES</b>	2,000		1,000	229	1,000
<b>COUNCIL-LIABILITY INSURANCE</b>	10,000	16,587	20,732		21,769
<b>COUNCIL-ELECTION EXPENSES</b>	2,060	2,512	2,580	2,512	70,000
<b>Total Operating Expenses</b>	<b>413,474</b>	<b>444,458</b>	<b>458,242</b>	<b>273,007</b>	<b>604,396</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>(30,984)</b>	<b>-</b>	<b>70,674</b>	<b>(0)</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**CROSSING GUARDS**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	
<b>CROSSING GUARDS- GENERAL TAXATION</b>	103,727	103,727	106,043	79,532	131,254
<b>Total OPERATING REVENUE</b>	<b>103,727</b>	<b>103,727</b>	<b>106,043</b>	<b>79,532</b>	<b>131,254</b>
<b>CROSSING GUARDS-WAGES P/T</b>	90,796	90,756	93,064	64,528	104,500
<b>CROSSING GUARDS-PAYROLL BENEFITS</b>	10,029	10,256	10,279	7,165	24,000
<b>CROSSING GUARDS-OTHER COSTS</b>	1,319	439	1,200	1,048	1,224
<b>CROSSING GUARDS-CONTRACT SERVICES</b>	1,583		1,500		1,530
<b>Total Operating Expenses</b>	<b>103,727</b>	<b>101,451</b>	<b>106,043</b>	<b>72,741</b>	<b>131,254</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>2,276</b>	<b>-</b>	<b>6,791</b>	<b>-</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**LEGAL AND LEGISLATIVE SERVICES**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	BUDGET
LEGISLATIVE SERVICES-GENERAL TAXATION	1,307,192	1,307,192	1,214,002	989,840	1,204,109
LEGISLATIVE SERVICES-MARRIAGE LICENSES	12,360	9,840	12,000	8,060	12,240
LEGISLATIVE SERVICES-LOTTERY LICENSES	5,150	8,677	6,500	7,027	6,630
LEGISLATIVE SERVICES-TAXI LICENSE FEES	1,030	2,105	1,200	75	1,224
LEGISLATIVE SERVICES-NOISE EXEMPT PERMIT FEE	515	375	450	300	459
Legislative Services - Misc Revenue	412	7,024	5,376	6,007	5,484
LEGISLATIVE SERVICES - CEMETERY - BURIAL PERMITS				1,215	1,500
LEGISLATIVE SERVICES-INTERDEP TRSFR LEGAL COSTS	10,300	10,300	10,556	7,919	10,927
LEGISLATIVE SERVICES-ADMIN FEES FOR WATER & WW	92,700	102,627	95,481	75,115	98,345
<b>Total OPERATING REVENUE</b>	<b>1,429,659</b>	<b>1,448,140</b>	<b>1,345,565</b>	<b>1,095,558</b>	<b>1,340,918</b>
LEGISLATIVE SERVICES-WAGES-F/T	593,047	518,250	535,654	389,192	493,802
LEGISLATIVE SERVICES-WAGES-P/T		616		125,024	
LEGISLATIVE SERVICES-OVERTIME	10,000	11,733	10,000	8,804	10,200
LEGISLATIVE SERVICES - PREMIUMS		50			
LEGISLATIVE SERVICES-INTEGRITY COMMISSIONER	25,750	15,237	26,523	5,169	27,318
LEGISLATIVE SERVICES-PAYROLL BENEFITS	177,914	156,936	152,651	133,686	191,962
LEGISLATIVE SERVICES-BUSINESS MEALS	1,803	812	1,000	68	1,000
LEGISLATIVE SERVICES - MEMBERSHIP DUES	2,000	1,818	2,000	848	2,040
LEGISLATIVE SERVICES-CONFERENCES & CONVENTIONS	4,120	5,805	8,000	2,730	4,202
LEGISLATIVE SERVICES - TRAVEL EXPENSE	3,000	225	1,500		1,500
LEGISLATIVE SERVICES-TRANS TO RES FUND	2,500	2,500			
LEGISLATIVE SERVICES-OFFICE SUPPLIES	1,030	802	1,000	910	1,020
LEGISLATIVE SERVICES-BOOKS & PERIODICALS	515	321	530	518	546
LEGISLATIVE SERVICES-LICENCES, PERMIT COST	10,300	4,800	10,609	6,725	10,000
LEGISLATIVE SERVICES-GENERAL ADVERTISING	66,950	45,644			
LEGISLATIVE SERVICES - ATTAINABLE HOUSING INITIAT	133,900	2,870	137,917		140,675
LEGISLATIVE SERVICES-OTHER COSTS	1,030	1,198	1,061	513	1,000
LEGISLATIVE SERVICES-INSURANCE CLAIMS	20,600	36,554	30,000	28,178	31,500
LEGISLATIVE SERVICES-LEGAL FEES	319,300	220,589	328,879	121,316	335,457
LEGISLATIVE SERVICES-CONSULTING FEES	10,300		10,609	2,551	10,821
LLS - IT SUBSCRIPTIONS	4,120	3,147	11,000	1,104	4,500
LEGISLATIVE SERVICES-HUMAN RESOURCES-LEGAL FEES	12,000	11,834	15,000		15,000
LEGISLATIVE SERVICES-BLDG INSP LEGAL COSTS		3,183	2,500	1,095	2,500
LEGISLATIVE SERVICES-BY-LAW ENF LEGAL FEES	16,480	37,065	22,000	5,904	18,000
LEGISLATIVE SERVICES - P/W LEGAL COSTS				15,017	
LEGISLATIVE SERVICES-RECREATION LEGAL FEES				2,690	
LEGISLATIVE SERVICES-PLANNING LEGAL FEES	13,000	40,740	37,132	12,211	37,875
<b>Total Operating Expenses</b>	<b>1,429,659</b>	<b>1,122,729</b>	<b>1,345,565</b>	<b>864,253</b>	<b>1,340,919</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>325,411</b>	<b>0</b>	<b>231,305</b>	<b>(0)</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**HUMAN RESOURCES**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
HUMAN RESOURCES-GENERAL TAXATION	522,338	522,338	601,910	350,561	670,988
HUMAN RESOURCES-INTERDEPT TRANSFER		4,635	4,500	3,563	4,500
HUMAN RESOURCES-ADMIN FEES FR WTR/WW	90,000	99,927	90,000	71,005	90,000
HUMAN RESOURCES-TRANSFER FROM RESERVE			25,000		
Total OPERATING REVENUE	612,338	626,900	721,410	425,129	765,488
HR-LEGISLATIVE SERVICES-SEMINARS,TRAINING,MEETINGS	12,000	8,909	10,000	2,294	10,000
HUMAN RESOURCES-WAGES-F/T	225,043	226,657	366,290	171,864	373,337
HUMAN RESOURCES-WAGES-P/T	38,235	17,924	39,381	15,215	28,292
HUMAN RESOURCES-WAGES-OVERTIME	2,500	3,181	2,575	148	3,000
HUMAN RESOURCES-CONTRACTED SERVICES	102,722	101,885	75,000	39,286	70,883
HUMAN RESOURCES-PAYROLL BENEFITS	75,000	71,865	77,250	59,492	124,788
Human Resources- Disability Management	2,575	788	2,652	373	2,705
HUMAN RESOURCES-BUSINESS MEALS	636	283	655	(127)	750
HUMAN RESOURCES-MEMBERSHIPS	3,471	2,659	3,582	2,249	2,980
HUMAN RESOURCES-CONF & CONVENTIONS	14,000	8,588	9,000	2,712	9,000
HUMAN RESOURCES-SEMINARS,TRAINING	6,500	5,842	5,000	2,245	5,100
HUMAN RESOURCES-SERVICE AWARD RECOGNITION	1,500	550	2,690	1,400	2,040
HUMAN RESOURCES-TRAVEL EXPENSE	1,600	257	1,500	1,541	1,530
HUMAN RESOURCES-EMPLOYEE WELLNESS	5,000	3,165	5,150	1,359	5,150
HUMAN RESOURCES-TRANS TO RESERVE FUND	5,000	5,000	5,000		5,100
HUMAN RESOURCES-OFFICE SUPPLIES	1,000	1,433	1,500	199	1,530
HUMAN RESOURCES-HEALTH & SAFETY SUPPLIES	637		656	504	1,000
HUMAN RESOURCES-GENERAL ADVERTISING	2,060	2,303	4,000	4,458	4,080
HUMAN RESOURCES-STUDIES/CONSULTING	25,000		25,000	32,970	48,000
HUMAN RESOURCES-OTHER COSTS	1,000	491	1,000	473	1,020
HR - IT SUBSCRIPTIONS	7,000	260	7,000	368	7,000
HR-COUNCIL-SEMINARS,TRAINING		1,292			
HR-FINANCE-SEMINARS,TRAINING	7,500	2,067	7,500	3,182	7,500
HR-IT-SEMINARS,TRAINING	10,300	3,881	9,300	8,875	5,000
HR-BYLAWE ENFORCEMENT-SEMINARS,TRAINING	1,000	616	1,000		2,000
HR-P/W-SEMINARS,TRAINING, MEETINGS	13,534	11,382	13,940	3,209	13,940
HR-EPW ADMIN-SEMINARS,TRAINING,MEETINGS	10,300	2,222	10,300	5,816	-
HR - WATER - SEMINARS, TRAINING	6,180	3,562	5,000		-
HR - WASTE WATER - SEMINARS, TRAINING	6,180	1,526	5,000	305	-
HR-CEMETERY-SEMINARS,TRAINING	1,545	1,740	1,591	288	1,591
HR-RECREATION-SEMINARS,TRAINING, MEETINGS	4,635	2,989	4,635	5,205	4,727
HR-POOL-SEMINARS,TRAINING	771		773		788
HR-WMMC-SEMINARS,TRAINING	2,833	1,140	2,800	1,442	2,856
HR-GEMINI-SEMINARS,TRAINING	7,725	555	7,500	2,560	7,650
HR-MUSEUM-SEMINARS,TRAINING	1,030	197	1,030	534	1,050
HR-PLANNING-SEMINARS,TRAINING	2,000	2,008	2,000	1,392	4,000
HR-ECONOMIC DEV-SEMINARS,TRAINING	2,163	458	2,100		5,000
HR-PROPERTY MGMT-SEMINARS,TRAINING	2,163	560	2,060	780	2,101
Total Operating Expenses	612,338	498,235	721,410	372,611	765,488
OPERATING SURPLUS (DEFICIT)	-	128,665	-	52,518	0

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**TREASURY**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
TREASURY-GENERAL TAXATION	595,198	595,198	822,574	516,058	1,047,449
TREASURY-GENERAL OFFICE CHARGES	35,000	47,490	35,250	65,280	36,000
TREASURY-FEES RENTAL				365	
TREASURY-INTEREST INCOME	3,000	7,779	7,000	1,575	7,000
TREASURY-ADMIN CHARGES	7,500	7,560	7,000	5,670	5,500
TREASURY-MISC REVENUE	20,000	30,928	20,000	572,315	20,000
TREASURY - Credit Card Convenience Fee (2%)	4,000	5,662	4,500	4,776	4,500
TREASURY - XFER FROM WATER FOR UTILITY BILLING	144,467	141,634	147,356	112,500	147,356
TREASURY - EV CHARGE STATION REVENUE	5,000	6,766	5,250	4,735	5,250
TREASURY-ADMIN FEES FOR WATER & WW	100,000	109,927	100,500	78,880	100,000
TREASURY-XFER FROM BLDG FOR INDIRECT COSTS	56,765	56,765	56,765		56,765
TREASURY-TRANSFER FROM RESERVE	40,000	40,190			
TREASURY- TRANSFER FROM FLEET RESERVE		29,104			
Total OPERATING REVENUE	1,010,930	1,079,003	1,206,195	1,362,154	1,429,820
TREASURY-WAGES-F/T	500,664	487,046	645,174	370,239	782,291
TREASURY-WAGES-OT	2,000	948	2,000	154	1,000
TREASURY-CONTRACTED WORK	20,000	22,285	20,000	12,890	20,000
TREASURY-ASSET MANAGEMENT PLAN	1,000	1,064	1,000	95	1,000
TREASURY-PAYROLL BENEFITS	200,266	162,921	204,271	133,523	285,029
GENERAL GOVERNMENT-BUSINESS MEALS	1,000	415	1,000	473	750
Finance -Treasury -MEMBERSHIPS, DUES	12,500	19,058	12,000	3,030	12,000
TREASURY - CONFERENCES & CONVENTIONS	1,750	1,515	2,000	2,494	2,500
TREASURY-TRAVEL EXPENSES	1,000	750	750	46	750
TREASURY-BANK INTEREST & CHARGES	12,500	19,359	15,500	15,022	15,500
TREASURY - TRANS TO RESERVE		(52,983)	1,000	249,461	1,000
TREASURY-MPDC RETIREES BENEFITS EXPENSE	6,500	9,145	6,500	3,097	6,000
TREASURY-OFFICE SUPPLIES	20,000	20,144	20,000	16,040	20,000
TREASURY-POSTAGE & COURIER	50,000	68,811	60,000	58,997	60,000
TREASURY-SMALL TAX UNCOLLECTABLES				51	
TREASURY-OTHER COSTS	1,500	41,907	1,500	7,818	1,500
Operating Expense-TREASURY-COVID-19 Expenses		808		23,683	
TREASURY-AUDIT FEES	52,000	64,241	50,000	151	40,000
TREASURY - INVESTMENT MANAGEMENT FEES		30,036	10,000	52,379	25,000
TREASURY-OFFICE EQUIPMENT MAINTENANCE	1,000		1,000	34,918	1,000
TREASURY-OFFICE EQUIPMENT	4,750	3,240	3,000	196	3,000
TREASURY - IT SUBSCRIPTIONS	1,000	1,609	1,000	2,749	3,000
TREASURY - VEHICLE MAINTENANCE		30,313		6,105	
TREASURY-MAIL HOUSE EXPENSES	10,500	6,761	7,500	18,341	7,500
ARO ACCRETION EXPENSE - GEN GOV		7,200		6,933	
TREASURY-REPORTS AND STUDIES		1,170			
General Gov FCM Expense		182			
TREASURY- STRATEGIC PLAN		175			
TREASURY-TRANSFER TO FLEET RESERVE	35,000	35,000	40,000		40,000
TREASURY-PROMOTION, PUBLIC RELATIONS	1,000	257	1,000		1,000
TREASURY - CASH OVER/UNDER		-			
TREASURY-LIABILITY INSURANCE	75,000	95,626	100,000		100,000
Total Operating Expenses	1,010,930	1,079,003	1,206,195	1,018,885	1,429,820
OPERATING SURPLUS (DEFICIT)	-	-	-	343,269	-

**Change in Service Level - INCLUDED**

Asset Analyst \$ 130,087

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**INFORMATION TECHNOLOGY**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
IT -GENERAL TAXATION-	1,230,890	1,230,890	1,412,105	1,059,079	1,420,105
IT-INTER DEPT TRANSFER	20,000	20,120	20,000	15,167	20,000
IT-INTERDEPT TRNSFR ADDTNL		28,257		22,476	
<b>Total OPERATING REVENUE</b>	<b>1,250,890</b>	<b>1,279,267</b>	<b>1,432,105</b>	<b>1,096,722</b>	<b>1,440,105</b>
<b>GEN TWP - PHONE UPGRADES</b>	5,000		45	4,304	4,500
General Gov-ADMIN-EQUIPMENT		6,003		148	-
LEGISLATIVE SERVICES-COMMUNICATIONS/CELL PHONE	1,530	3,623	1,561	1,755	1,592
HUMAN RESOU-COMMUNICATIONS/CELL PHONES	1,275	667	1,301	185	1,327
HUMAN RESOURCES - DATA		246		47	-
IT - COUNCIL - CELLULAR	765	2,704	780	599	796
COUNCIL-DATA USAGE	1,785	865	1,821	34	1,857
GENERAL ADMIN - IT SUPPLIES		1,771	2,000	1,856	2,040
GENERAL GOV-INTERNET SERVICE	21,630	18,912	22,280	14,070	22,726
GENERAL GOVERNMENT-TELEPHONE, FAX	24,000	24,275	21,600	17,038	22,032
IT -Corporate Services-Cellular Service	765	407	780	92	796
IT-Corporate Services-Data	765	1,063	780	152	796
GENERAL GOVERNMENT-SMALL EQUIP PURCHASES	25,500		26,010	1,424	26,530
GENERAL ADMIN-SOFTWARE & LICENCING	361,400	402,041	411,700	164,227	425,000
GEN GOV-TREASURY-EQUIPMENT LEASING		3,293		2,256	-
IT-WAGES-F/T	286,000	321,658	297,440	243,826	373,155
IT-OVERTIME	10,000	1,355	10,000	8	10,200
IT-CONTRACTED SERVICES	10,000	593	10,000	371	10,200
IT-PAYROLL BENEFITS	98,800	106,673	102,752	87,009	139,284
IT-CONFERENCES & CONVENTIONS		618		496	-
IT- Cellular Service	1,530	2,296	1,561	500	1,592
IT-Data	765	1,170	780	278	796
IT-EQUIPMENT MAINTENANCE		4,343		158	-
IT - WEBSITE MTCE & SECURITY	36,050	23,873	37,132	20,650	38,700
GENERAL GOV - IT SUPPLIES & EXPENSES	2,000	5,319			-
IT - IT SUBSCRIPTIONS		780		688	-
IT - STRATROY FIRE HALL - INTERNET CONNECTION	773		780	457	796
FIRE-TELEPHONE,FAX	2,000	1,897	1,800	1,428	1,836
FIRE-OPERATIONS-Cellular Service	2,040	2,849	2,081	879	2,123
FIRE-OPERATIONS-Data	1,020	2,407	1,040	518	1,061
FIRE-STRATH DEPT-INTERNET SERVICES		5,910		1,234	-
FIRE-IT-MT BRYDGES FIRE STATION	1,500	2,518	1,350	1,307	1,377
FIRE-IT-MELBOURNE FIRE STATION	1,000	1,114	900	1,904	918
IT - POLICE - INFORMATION TECHNOLOGY	27,500	779	27,500	1,019	
IT - POLICE - CONTRACTED IT	25,000		25,000	4,723	
IT-BUILDING INSPECTION- Cellular Service	1,530	1,771	1,561	417	1,592
IT-BUILDING INSPECTION-Data Plan	1,020	1,425	1,040	253	1,061
IT- By-Law Enforcement Cellular Service	765	660	780	248	796
ROADS-ADMIN-INTERNET SERVICES	1,545	2,447	1,591	1,913	1,623
P/W ADMIN.OVERHEAD-TELEPHONE,FAX	750	585	675	597	689
IT-ROADS-ADMIN-Cellular Service	2,805	4,851	2,861	1,191	2,918
IT-ROADS-ADMIN-Data Plan	765	2,103	780	450	796
IT-CEMETERY-Cellular Service	510	390	520	91	530
IT-RECREATION-INTERNET SERVICES	515	1,100	530	522	541
IT-RECREATION PROGRAMS- Cellular Service	4,080	3,294	4,162	781	4,245
IT - RECREATION - DATA		1,075		240	-

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**INFORMATION TECHNOLOGY**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
IT-PARKS-INTERNET SERVICES		2,489	1,500	651	1,530
IT-Parks and Recreation-Cellular Services	1,530	2,304	1,561	371	1,592
IT-PARKS-Data Plan	510	333	520	14	530
IT-POOL-TELEPHONE	1,000	817	900	615	918
IT-WMMC ARENA-TELEPHONE	1,500	1,247	1,350	1,306	1,377
GEMINI ARENA - INTERNET		882	1,000	640	1,020
IT-GEMINI-TELEPHONE				49	-
IT-SCOUT HOUSE--INTERNET SERVICES		762	600	663	612
IT-SCOUT HALL-PHONE	500	506	450	538	459
CARADOC COMMUNITY CTR-INTERNET		1,944	1,500	1,400	1,530
IT-CC CENTRE-TELEPHONE	500	366	450	273	459
ECONOMIC DEVELOPMENT-TELEPHONE			1,300	127	1,326
COMMUNITY DEVELOPMENT- -TELEPHONE				13	-
IT-COMM DEV-Cellular Service	1,275	795		274	-
IT-DRAINAGE DEPT- Cellular Service	510	350	520	87	530
HR-IT-MEMBERSHIP DUES	1,000	871			-
IT - TRANSFER TO RESERVE	175,500	286,398	294,000		310,000
OFFICE INTERCONNECTIVITY		6,869			-
FIRE-COMPUTER FEES		108			-
FIRE-OPERATIONS-EQUIPMENT LEASING		115			-
IT-MUSEUM-EQUIPMENT LEASING		388			-
IT - SERVICE CONTRACT EQUIPMENT	599				-
IT- TWO YEAR SERVICE CONTRACT	90,000		90,000		
GENERAL ADMIN-IT-TRAVEL EXPENSES	2,000		1,500		1,530
IT-OFFICE SUPPLIES	250				-
FIRE - VEHICLE MAINTENANCE GPS REPLACEMENT	750		750		765
Information Tech PW Cell-EQUIPMENT	5,000		5,100		5,202
IT-P/W ADMIN/OVERHEAD-RADIO EXPENSES	2,500		2,500		2,550
IT-CEMETERY-INTERNET SERVICES	515		530		541
IT-WMMC-INTERNET SERVICES	773		800		815
Total Operating Expenses	1,250,890	1,279,267	1,432,105	589,364	1,440,105
OPERATING SURPLUS (DEFICIT)	-	-	-	507,358	(0)

**Change in Service Level - NOT INCLUDED**

Business Analyst \$ 133,087



**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**PROPERTY MANAGEMENT**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
PROPERTY MGMT-GENERAL TAXATION	180,964	180,964	263,401	197,551	298,847
PM - Federal Grants (CPRA Summer Hort Student)		5,062		5,198	
Property Management -351 Frances-Rental Inc.	231,034	248,800	232,641	206,106	234,302
PROPERTY MANAGEMENT-HORT PROGRAM CONTRIBUTIONS	15,000	15,000	15,000		15,000
PROPERTY MGMT - TRANSFER FROM FLEET RESERVE		11,875			
Total OPERATING REVENUE	426,998	461,701	511,042	408,855	548,149
STRATHROY & AREA SENIORS CENTRE-INSURANCE		8,224	10,000		8,635
STRATHROY & AREA SENIOR'S CENTRE-BUILDING REPAIRS		2,092	3,000	1,969	2,500
PROPERTY MANAGEMENT-BUILDING MAINTENANCE	33,990	52,263	40,000	30,625	40,800
PROPERTY MANAGEMENT-BUILDING REPAIRS			5,000	66	5,000
GENERAL GOVERNMENT-HALL UTILITIES - HYDRO	25,750	29,451	26,523	24,071	27,318
GENERAL GOVERNMENT-HALL UTILITIES - NATURAL GAS	13,500	8,202	13,905	6,606	14,461
GENERAL GOVERNMENT-HALL UTILITIES - WATER/SEWER	5,500	3,195	5,665	2,088	5,892
GENERAL GOVERNMENT-HALL PROPERTY INSURAN				2,017	
PROPERTY MGMT-WAGES-F/T	149,462	155,311	181,214	116,460	205,807
PROPERTY MGMT-WAGES-P/T	37,171	26,911	45,000	41,063	50,976
Property Management-Wages-OT	3,500	4,547	3,500	3,395	3,500
PROPERTY MGMT-PAYROLL BENEFITS	50,000	60,346	77,400	52,566	81,130
Property Management- -CLOTHING ALLOWANCE	2,000	2,000	2,000		2,000
Property Management-Tool Allowance	2,000	2,001	2,000	1,212	2,040
Property Management- Office Supplies		44	50		
PROPERTY MGMT-TRANSFER TO FLEET RESERVE	23,125	23,125	23,125	17,344	23,125
PROPERTY MANANGEMENT- -HORT PROGRAM	16,500	15,364	17,000	20,585	17,340
Property Management - TOWN HALL IMPROVEMENTS	2,000	3,002	2,100		2,142
PROPERTY MANAGEMENT- VEHICLE EXPENSE	7,500	19,146	7,500	14,540	7,800
Property Management- -351 Frances Bldg Maint	18,000	16,451	8,000	4,558	8,160
Property Management-351 Frances-Hydro&Gas	32,000	27,272	33,000	22,403	34,320
Property Managemen- 351 Frances -Water/Wastewater	2,000	2,335	2,060	2,078	2,142
PROPERTY MANAGEMENT- SOLAR EXPENSE	3,000	2,048	3,000	1,455	3,060
Total Operating Expenses	426,998	463,330	511,042	365,101	548,149
OPERATING SURPLUS (DEFICIT)	-	(1,629)	-	43,754	(0)

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**MUNICIPAL DEBT**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
Debt-General Taxation Municipal Debt	1,179,855	1,179,855	1,188,121	891,091	1,113,354
DEBT-MB SANITARY SEWERS RECOVERY		3,354		3,354	
Debt-Property Management-Micro Fit Revenue		60,318		58,369	
DEBT- MB SEWER-TRANSFER FROM DCs	241,485	241,485	241,485		232,375
Municipal Debt-WMMA-from reserve funds	247,454	247,454	247,454		134,528
Municipal Debt-Xfer from Fire DC	289,800		289,800		289,800
<b>Total OPERATING REVENUE</b>	<b>1,958,594</b>	<b>1,732,466</b>	<b>1,966,860</b>	<b>952,814</b>	<b>1,770,057</b>
Debt-STRATH STN-Aerial BL 37-16	87,601	4,339	87,601	43,070	42,110
Debt - Mt Brydges Engine #21 59-20	66,801	5,970	66,801	33,054	65,020
DEBT- MT BRYDGES SEWER DEBT PYMT	241,485	26,309	241,485	241,485	232,375
DEBT-WMMC-LOAN PYMT INTEREST	274,949	25,524	274,949	137,475	134,528
Municipal Debt-STRATH DEPT- Tanker #14	70,000		78,266		78,266
Debt-STRATH STN-STN#1 Loan	937,119		630,218		630,218
MUNICIPAL DEBT - DEBT PMTS - FIRE ENGINE #31			56,378		56,378
Municipal Debt- -DEB PMTS - Agnes DR	136,702		136,702		136,702
Municipal D-P/W-GENERAL-DEB PMTS -McEvoy RD	15,755		15,755		15,755
MUNICIPAL DEBT - DEBT PMTS - QUEEN ST PH 2			250,523		250,523
ROADS - DEB PMT - Dury Lane Loan	128,182		128,182		128,182
<b>Total Operating Expenses</b>	<b>1,958,594</b>	<b>62,142</b>	<b>1,966,860</b>	<b>455,084</b>	<b>1,770,057</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>1,670,324</b>	<b>-</b>	<b>497,730</b>	<b>-</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**FINANCE**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
<b>Fees-Tracker Land Rental</b>	60,000	60,000	60,000	45,000	60,000
<b>GRANTS-ONT MUNICIPAL PARTNERSHIP FUND</b>	105,485	105,500	105,485	79,125	89,700
<b>GRANTS-AM0 GAS TAX REV</b>	668,169	760,817	668,169	390,889	668,169
<b>FEDERAL GRANT - CMHC - HOUSING</b>				948,619	
<b>INTEREST INCOME-TAX &amp; PENALTY INTEREST</b>	250,000	309,220	250,000	255,019	300,000
<b>INTEREST INCOME-INVESTMENT INTEREST</b>	1,990,000	1,546,162	1,998,266	1,615,498	2,000,000
<b>MUNICIPAL TAXES REGULAR-Taxation and Grant--</b>	23,140,975	23,052,660	24,427,860	24,335,431	26,227,594
<b>MUNICIPAL TAXES- SUPPLEMENTAL</b>	775,000	275,231	500,000	578,324	750,000
<b>MUNICIPAL TAXES-PAYMENT-IN-LIEU</b>	190,000	196,901	190,000	200,957	190,000
<b>Taxation and Grants- BIA Levy</b>	61,675	61,675	62,908	62,909	101,500
<b>Gain on Land Held for Resale</b>		2,281,002			
<b>Gap Funding</b>					350,000
<b>MUNICIPAL TAXES - RIGHT OF WAY</b>	45,000	45,753	45,000	45,801	45,000
<b>Total OPERATING REVENUE</b>	<b>27,286,304</b>	<b>28,694,921</b>	<b>28,307,688</b>	<b>28,557,572</b>	<b>30,781,963</b>
<b>Taxation&amp;Grants-Loss on Disposal of Capital Assets</b>		(19,299)		(39,421)	
<b>Taxation&amp;Grant-TAXATION TRANSFER TO OPERATIONS</b>	21,948,791	21,948,792	23,530,406	17,319,720	26,044,139
<b>Taxation&amp;Grant-TAXATION TRANSFER TO CAPITAL</b>	3,762,669	3,762,669	3,063,650	2,316,488	2,101,855
<b>Taxation and Grants-CONSERVATION AUTHORITIES</b>	295,000	315,460	300,000	332,715	346,300
<b>GENERAL GOVERNMENT-TAXES WRITTEN OFF</b>	250,000	321,929	250,000	287,865	250,000
<b>Operating Expense-Taxation and Grant- -OTHER COSTS</b>				60,107	
<b>TRANSFER TO RESERVES - AMO GAS TAX REV</b>	668,169	760,817	668,169	390,889	668,169
<b>Taxation and Grant-BIA Levy Expense</b>	61,675	61,675	62,909	31,455	101,500
<b>Change in Post Retirement Benefit</b>		39,900			
<b>Taxation-Transfer to Asset Mgmt Plan Reserve</b>	230,000	230,000	300,000		300,000
<b>Taxation&amp;Grant-Transfer to Future Needs Reserve</b>		585,246			500,000
<b>TAXATION AND GRANTS - TFR TO GREEN ENERGY RES</b>	70,000	70,000	70,000		70,000
<b>CUSTOMER SERVICE REVIEW INIATIVES</b>			5,193		400,000
<b>ASSET MANAGEMENT PLAN UPDATE</b>			100,000		
<b>CONTINGENCY</b>					-
<b>Total Operating Expenses</b>	<b>27,286,304</b>	<b>28,077,189</b>	<b>28,350,327</b>	<b>20,699,818</b>	<b>30,781,963</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>617,732</b>	<b>(42,639)</b>	<b>7,857,754</b>	<b>-</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**BUILDING INSPECTION**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
BLDG INSP-FEES-SEPTIC SEARCH	500		513		164
BLDG INSP-FEES-COMPLIANCE INSPECTIONS		(12,076)			
BLDG INSP-FEES-BUILDING PERMITS	669,448	783,377	601,475	501,399	620,853
BLDG INSP-FEES-SEPTIC PERMITS	11,000	9,138	11,275	10,192	11,275
BUILDING INSP. Letter of Concurrence Fee-		4,276			
BUILDING INSPECTION-MISCELLANEOUS	155		159	252	2,185
BLDG INSP-FEES-CREDIT CARD CONV FEE 2%	2,060		2,112		530
BUILDING INSPECTION-TRANSFER FR RESERVES		116			
BUILDING INSP - TRANSFER FROM FLEET RESERVE		27,643			30,000
<b>Total OPERATING REVENUE</b>	<b>683,163</b>	<b>812,474</b>	<b>615,534</b>	<b>511,843</b>	<b>665,008</b>
BUILDING INSPECTION- XFER TO IT	3,090	3,090	3,167	2,375	3,278
BUILDING INSPECTION-XFR TO GENGOV FOR INDIR. COSTS	56,765	56,765			56,765
BUILDING INSPECTION - TRANSFER TO HR	2,060	2,575	2,112	1,584	2,154
BUILDING INSPECTION -TRANSFER TOLEGAL	5,150	5,150	5,279	3,959	5,385
BUILDING INSPECTION-WAGES-F/T	420,746	447,112	388,126	226,304	364,981
BUILDING INSPECTION - WAGES P/T		24,239		2,757	-
BUILDING INSPECTION-Wages-OT		1,142		7	
BUILDING INSPECTION-PAYROLL BENEFITS	119,055	151,852	137,895	52,322	125,877
BUILDING INSPECTION-BOOT ALLOWANCE	773	707	792		808
BUILDING INSPECTION - MEMBERSHIP DUES	1,662	1,232	1,704	223	1,738
BUILDING INSPECTION -CONFERENCES & CONVENTIONS	4,141	3,036	4,245	1,403	3,500
BUILDING INSPECTION - TRAINING	3,000	1,848	3,075		4,000
BUILDING INSPECTION - Interest & Bank Charges	5,150	366	5,279	274	1,500
BUILDING INSPECTION-Transfer to Fleet Reserve	8,240	6,625	8,446	6,334	-
BUILDING INSPECTION-OFFICE SUPPLIES	6,000	1,647	6,150	516	5,000
BUILDING INSPECTION-BOOKS, PERIODICALS	890	242	912		944
BUILDING INSPECTION-PROP INSURANCE	1,288	1,396	1,320		-
BUILDING INSPECTION-OTHER COSTS	2,580		2,645	37	2,500
BUILDING INSPECTIO- -LEGAL COSTS	5,150	863	10,000		5,464
BUILDING INSPECTION - STUDIES/CONSULTING SERVICES	10,000	2,900		1,526	10,000
BUILDING INSPECTION - PERMIT PROGRAM APP	13,905	13,229	20,000	20,352	30,000
BUILDING INSP - IT SUBSCRIPTIONS-EQUIPMENT	4,515	2,081	5,158	827	2,500
BUILDING INSPECTION-VEHICLE COSTS	2,000	27,920	2,050	18,503	30,000
BUILDING INSPECTION-FUEL	3,914	2,761	4,012	1,385	4,152
BUILDING INSPECTION-3RD PTY REVIEW-	3,089		3,167		2,962
Clothing					1,500
<b>Total Operating Expenses</b>	<b>683,163</b>	<b>758,778</b>	<b>615,534</b>	<b>340,688</b>	<b>665,008</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>53,696</b>	<b>-</b>	<b>171,155</b>	<b>0</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**DRAINAGE**

	2024	2024	2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
<b>DRAINAGE DEPT- GENERAL TAXATION</b>	128,761	128,761	165,878	124,407	211,589
<b>DRAINAGE DEPT-DRAIN SUPT GRANT</b>	83,546	77,288	86,000		83,267
<b>DRAINAGE - TRANSFER FROM FLEET RESERVE</b>		11,045			
<b>Total OPERATING REVENUE</b>	<b>212,307</b>	<b>217,094</b>	<b>251,878</b>	<b>124,407</b>	<b>294,856</b>
<b>DRAINAGE DEPT-WAGES F/T</b>	127,935	118,704	131,772	85,610	142,626
<b>DRAINAGE DEPT-BENEFITS</b>	43,807	40,775	45,121	32,608	48,730
<b>HR-DRAINAGE-MEMBERSHIP DUES</b>	206	178	212		800
<b>DRAINAGE DEPT-Tranfer to Fleet Reserve</b>	690	647	711	533	700
<b>DRAINAGE DEPT-PROPERTY INSURANCE</b>	824	1,014	849		1,000
<b>DRAINAGE DEPT-WRITE-OFFS</b>	5,305	55,436	5,464	38	30,000
<b>DRAINAGE DEPT-VEHICLE MTCE</b>	11,323	11,045	10,893	7,362	10,000
<b>DRAINAGE DEPT- -Parkview Estates</b>	21,218	12,720	21,856		-
<b>DRAINAGE - P/W - ROADS DRAIN ASSESSMENT</b>			35,000	34,664	60,000
<b>DRAINAGE DEPT-FUEL</b>	999				1,000
<b>Total Operating Expenses</b>	<b>212,307</b>	<b>240,519</b>	<b>251,878</b>	<b>160,815</b>	<b>294,856</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>(23,425)</b>	<b>-</b>	<b>(36,408)</b>	<b>(0)</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**STRATHROY-CARADOC FIRE SERVICES**

		2024		2025	Sept	2026
		BUDGET	ACTUAL	BUDGET	YTD	Budget
<b>OPERATING REVENUE:</b>						
11-220-02200-40110	FIRE-OPERATIONS-GENERAL TAXATION	2,063,228	2,063,229	2,162,034	1,621,526	2,412,120
11-220-02200-40340	FIRE-SALE OF SERVICES-MVC	40,800	111,084	50,000	3,867	50,000
11-220-02200-40341	FIRE RECOVERY-MIDDLESEX SOUTH	147,187	128,678	151,603	109,244	161,059
11-220-02200-40344	FIRE-Fees-		50			
11-220-02200-40690	FIRE - Other Income				226	
11-220-02200-40771	FIRE - TRANSFER FROM FLEET RESERVE		1,740			
11-220-02200-40220	FIRE - PROVINCIAL GRANTS			5,000	362	5,100
	Total OPERATING REVENUE	2,251,215	2,304,781	2,368,637	1,735,225	2,628,279
<b>General Expenses:</b>						
12-220-02200-51010	FIRE-WAGES-F/T	388,338	275,309	396,105	226,208	525,641
12-220-02200-51050	FIRE WAGES-P/T	39,886	8,193	41,000	68,349	-
12-220-02200-51052	FIRE-OPERATIONS- Wages-OT	5,000	5,322	5,150	1,311	3,500
12-220-02200-51120	FIRE-BOARD RENUMERATION				650	-
12-220-02200-51200	FIRE-PAYROLL BENEFITS	155,335	110,580	158,442	73,385	171,906
12-220-02200-51360	FIRE-MEMBERSHIPS, DUES	3,500	2,629	3,605	1,853	2,750
12-220-02200-51410	FIRE-CONFERENCES,CONVENTIONS				42	-
12-220-02200-51420	FIRE-SEMINARS, TRAINING, MEETINGS	2,575	4,328	2,575	3,801	3,500
12-220-02200-51421	FIRE-OPERATIONS- Recognition and Awards	5,202	5,252	8,000	1,500	8,000
12-220-02200-60760	FIRE ADMIN- TRANSFER TO FLEET RESERVE	5,375	5,375	5,536	4,152	5,647
12-220-02200-60770	FIRE - TRANS TO RESERVE FUND		246,533			
12-220-02200-60800	FIRE-FIRE SERVICES GRANT EXPENSES		7,792			-
12-220-02200-62010	FIRE-OFFICE SUPPLIES	1,200	1,609	1,236	3,564	1,750
12-220-02200-62015	FIRE-TRAINING DIV EXP/SUPPLIES	27,000	18,244	27,810	16,287	28,366
12-220-02200-62070	FIRE-POSTAGE,COURIER	500	586	515	1,526	1,500
12-220-02200-62130	FIRE-HALL PROPERTY- VEHICLE INSURANCE	24,984	33,847	25,733	13	27,101
12-220-02200-62290	FIRE-OTHER COSTS	1,000	361	1,030	1,701	1,500
12-220-02200-62313	FIRE-LIABILITY INSURANCE	6,000	9,079	6,180		6,489
12-220-02200-63010	FIRE-TELECOM. MAINT/LICENCING	11,500	13,290	11,845	9,763	12,082
12-220-02200-63011	FIRE- Radios Managed Service Agreement	38,500	40,025	39,655	38,282	40,448
12-220-02200-63040	FIRE- ADMIN OFFICE MAINTENANCE		120		204	250
12-220-02200-63150	FIRE-HALL UTILITIES - ELECTRIC		677			704
	Admin	715,895	789,151	734,417	452,591	841,135
12-220-02210-51050	FIRE STR-P/T	348,796	402,278	330,000	33,692	400,000
12-220-02210-51200	FIRE STR-PAYROLL BENEFITS	23,261	34,331	92,400	11,150	112,000
12-220-02210-51210	FIRE-STRATH DEPT-WSIB	4,682	5,313	4,822	3,357	4,918
12-220-02210-51300	FIRE STR-PROTECTIVE CLOTHING REPLACEMENT	22,950	50,676	26,000	24,641	26,520
12-220-02210-51305	FIRE STR-PROTECTIVE CLOTHING MAINT	5,000	9,003	5,150	7,354	5,253
12-220-02210-51310	FIRE STR-UNIFORMS-PURCHASE & MAINT	5,101	3,673	5,254	3,087	5,359
12-220-02210-51420	FIRE STR-SEMINARS,TRAINING	7,000	3,238	6,695	25,739	6,829
12-220-02210-51430	FIRE STR-TRAVEL EXPENSES	300		300		300
12-220-02210-60760	FIRE STR - TRANSFER TO FLEET RESERVE	160,000	112,453	164,800	123,600	164,800
12-220-02210-62015	FIRE-STRATH DEPT- Training-Develop Exp			515		525
12-220-02210-62090	FIRE STR-DISPATCH SERVICE	34,800	34,800	35,844	26,100	36,561
12-220-02210-62210	FIRE STR-GENERAL SUPPLIES	1,530	375	1,576	2,777	1,608
12-220-02210-62220	FIRE STR-HEALTH & SAFETY	1,785	4,757	10,000	8,184	10,200
12-220-02210-62290	FIRE STR-OTHER COSTS	1,500	1,002	1,545	1,206	1,576
12-220-02210-63020	FIRE STR-EQUIPMENT MAINT	5,000	3,674	5,150	4,716	5,253
12-220-02210-63030	FIRE STR-VEHICLE MAINTENANCE	55,000	56,851	65,000	46,760	66,300
12-220-02210-63040	FIRE STR-HALL MAINTENANCE	22,000	25,731	22,660	5,828	23,113
12-220-02210-63110	FIRE STR-FUEL	13,230	17,705	13,627	9,783	13,900
12-220-02210-63150	FIRE STR-HALL UTILITIES - ELECTRIC	5,513	6,277	5,678	8,720	5,962
12-220-02210-63160	FIRE STR-HALL UTILITIES - NATURAL GAS	3,308	4,138	3,407	3,524	3,577
12-220-02210-63170	FIRE STR-HALL UTILITIES - WATER/SEWER	772	1,603	795	1,291	835
12-220-02210-63250	FIRE STR-COMMUNICATIONS MAINT.	1,750	4,505	1,803	695	1,839
12-220-02210-63255	FIRE-STR-COMMUNICATIONS UPGRADES	2,500		2,575		2,627
12-220-02210-63320	FIRE STR-SMALL EQUIP PURCHASE	16,000	18,118	16,480	11,821	16,810
12-220-02210-64210	FIRE STR-FIRE PREVENTION/PUBLIC EDUCATION	4,000	6,749	8,000	1,670	8,160
12-220-02210-64230	FIRE STR-CHEMICAL FOAM	5,000	3,005	5,150	2,108	5,253
12-220-02210-64240	FIRE-STR-AIR MANAGEMENT MAINTENANCE	7,651	8,233	7,880	3,995	8,038
12-220-02210-64245	FIRE STR-AIR MANAGEMENT CERTIFICATION	7,651	6,567	7,880	614	8,038
	Station #1	766,080	825,055	850,986	372,412	946,152
12-220-02220-00500	ARO ACCRETION EXPENSE - MT BRYDGES FIRE		116			
12-220-02220-51050	FIRE MTB-P/T	244,900	214,792	200,683	23,725	230,000
12-220-02220-51200	FIRE MTB-PAYROLL BENEFITS	18,500	28,021	56,191	7,756	64,400
12-220-02220-51210	FIRE-MT BRYDGES DEPT-WSIB	5,202	5,313	5,358	3,357	5,465
12-220-02220-51300	FIRE MTB-PROTECTIVE CLOTHING REPLACEMENT	22,950	29,059	13,500	45,853	13,770
12-220-02220-51305	FIRE MTB-PROTECTIVE CLOTHING MAINTENANCE	3,000	3,870	3,090	4,504	3,152
12-220-02220-51310	FIRE MTB-UNIFORMS PURCHASE & MAINTENANCE	2,000	2,717	2,060	2,166	2,101
12-220-02220-51420	FIRE MTB-SEMINARS,TRAINING,MEETINGS	7,000	7,421	6,180	14,020	6,304
12-220-02220-51430	FIRE MTB-TRAVEL EXPENSES	200		206		206
12-220-02220-60760	FIRE MTB-TRANSFER TO FLEET RESERVE	50,250	50,250	51,758	38,819	52,793
12-220-02220-62015	FIRE-MT BRYDGES DEPT-Training-Develop Exp			1,030	226	1,051
12-220-02220-62090	FIRE MTB-DISPATCH SERVICE	14,750	14,750	15,193	11,063	15,497
12-220-02220-62210	FIRE MTB-GENERAL SUPPLIES	510	365	525	639	536
12-220-02220-62220	FIRE MTB-HEALTH & SAFETY	1,530	999	10,000	6,127	10,200
12-220-02220-62290	FIRE MTB-OTHER COSTS	1,020	877	1,051	1,097	1,072
12-220-02220-63020	FIRE MTB-EQUIPMENT MAINTENANCE	2,500	3,253	2,575	976	2,627
12-220-02220-63030	FIRE MTB-VEHICLE MAINTENANCE	25,000	36,733	25,750	7,938	26,265
12-220-02220-63040	FIRE MTB-HALL MAINTENANCE	18,000	15,179	18,540	13,774	18,911

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**STRATHROY-CARADOC FIRE SERVICES**

		2024		2025	Sept	2026
		BUDGET	ACTUAL	BUDGET	YTD	Budget
12-220-02220-63110	FIRE MTB-FUEL	4,410	1,696	4,542	3,249	4,633
12-220-02220-63150	FIRE MTB-HALL UTILITIES - HYDRO	4,410	4,785	4,542	5,543	4,633
12-220-02220-63160	FIRE MTB-HALL UTILITIES - NATURAL GAS	1,654	1,782	1,703	1,484	1,737
12-220-02220-63170	FIRE MTB-HALL UTILITIES - WATER & SEWER	2,205	5,396	2,271	1,632	2,316
12-220-02220-63250	FIRE MTB-COMMUNICATIONS MAINTENANCE	1,000	984	1,030	132	1,051
12-220-02220-63255	FIRE MTB-COMMUNICATION UPGRADES	3,500		3,605		3,677
12-220-02220-63320	FIRE MTB-SMALL EQUIP PURCHASE	16,000	16,281	16,480	11,774	16,810
12-220-02220-64210	FIRE MTB-PREVENTION CHARGES	1,500	1,555	5,000	928	5,100
12-220-02220-64230	FIRE MTB-CHEMICAL FOAM	5,000	3,289	5,150	1,318	5,253
12-220-02220-64240	FIRE MTB-AIR MANAGEMENT MAINT	3,060		3,152	971	3,215
12-220-02220-64245	FIRE MTB-AIR MANAGEMENT CERTIFICATION	2,550	4,870	2,627	614	2,680
	Station #2	462,601	454,353	463,792	209,685	505,452
12-220-02230-51050	FIRE MELB-P/T	139,883	87,691	127,596		140,000
12-220-02230-51052	FIRE-MEL -Wages-OT		191			
12-220-02230-51200	FIRE MELB-PAYROLL BENEFITS	15,435	20,485	35,727	5,122	39,200
12-220-02230-51210	FIRE-MELB DEPT-WSIB	4,682	5,313	4,822	3,357	4,918
12-220-02230-51300	FIRE MELB-PROTECTIVE CLOTHING REPLACEMENT	22,950	4,371	12,500	22,687	12,750
12-220-02230-51305	FIRE MELB-PROTECTIVE CLOTHING MAINTENANCE	3,000	1,631	3,090	6,485	3,152
12-220-02230-51310	FIRE MELB-UNIFORMS PURCHASE AND MAINTENANCE	3,060	3,031	3,152	1,388	3,215
12-220-02230-51420	FIRE MELB-SEMINARS, TRAINING, MEETING	6,000	7,613	6,180	14,259	6,304
12-220-02230-60760	FIRE MELB - TRANSFER TO FLEET RESERVE	23,750	23,750	24,463	18,347	24,952
12-220-02230-62010	FIRE MELB-OFFICE SUPPLIES	500				
12-220-02230-62015	FIRE-MELB DEPT- Training-Develop Exp	8,700	4,575	515	4,755	525
12-220-02230-62090	FIRE MELB-DISPATCH SERVICE	408	8,700	8,961	6,525	9,140
12-220-02230-62210	FIRE MELB-GENERAL SUPPLIES	2,500		420	517	428
12-220-02230-62220	FIRE MELB-HEALTH & SAFETY	1,020	507	10,000	3,445	10,200
12-220-02230-62290	FIRE MELB-OTHER COSTS	1,020	959	1,051	598	1,072
12-220-02230-63020	FIRE MELB-EQUIPMENT MAINTENANCE		3,253	1,051	1,116	1,072
12-220-02230-63021	FIRE-MELB -Preventative Maintenance	20,000				
12-220-02230-63030	FIRE MELB-VEHICLE MAINTENANCE	15,000	11,441	20,600	7,390	21,012
12-220-02230-63040	FIRE MELB-HALL MAINTENANCE		16,507	15,450	4,366	15,759
12-220-02230-63110	FIRE MELB-FUEL	3,308	4,594	3,407	1,527	3,577
12-220-02230-63150	FIRE MELB-HALL UTILITIES - HYDRO	4,410	3,856	4,542	2,229	4,724
12-220-02230-63160	FIRE MELB-HALL UTILITIES - NATURAL GAS	1,654	1,751	1,703	2,129	1,788
12-220-02230-63170	FIRE MELB-HALL UTILITIES - WATER/SEWAGE	221	290	227	1,392	238
12-220-02230-63250	FIRE MELB-COMMUNICATIONS MAINTENANCE	1,000	1,543	1,030	183	1,051
12-220-02230-63255	FIRE MELB-COMMUNICATIONS UPGRADES	3,000		3,090		
12-220-02230-63320	FIRE MELB-SMALL EQUIPMENT PURCHASE	16,000	15,281	16,480	9,128	16,810
12-220-02230-64210	FIRE MELB-FIRE PREVENTION/PUBLIC EDUCATION	1,000	1,680	5,000	929	5,100
12-220-02230-64230	FIRE MELB-CHEMICAL FOAM	1,000	2,345	1,030	1,318	1,051
12-220-02230-64240	FIRE MELB-AIR MANAGEMENT MAINTENANCE	5,098		5,254	867	5,359
12-220-02230-64245	FIRE MELB-AIR MGMT CERTIFICATION	2,040	4,870	2,101	614	2,143
	Station #3	306,639	236,228	319,442	120,673	335,541
	Total Operating Expenses	2,251,215	2,304,787	2,368,637	1,155,361	2,628,280
	OPERATING SURPLUS (DEFICIT)	-	(6)	-	579,864	(0)

***The Corporation of the Municipality of Strathroy-Caradoc  
Income Statement - Actual vs. Budget***

**STRATHROY-CARADOC POLICE SERVICES**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
<b>Total OPERATING REVENUE</b>	<b>8,427,222</b>	<b>8,292,393</b>	<b>8,997,496</b>	<b>6,413,431</b>	<b>10,940,283</b>
<b>Expenses</b>					
GENERAL	760,350	882,490	957,350	547,081	1,393,250
BOARD	70,450	84,093	70,450	12,223	70,450
ADMIN	579,702	606,227	626,844	477,724	688,847
UNIFORM	5,466,690	5,201,522	5,681,194	4,153,506	6,876,989
CIVILIANS	1,550,030	1,518,058	1,661,658	1,179,053	1,910,747
<b>Total General Expenses</b>	<b>8,427,222</b>	<b>8,292,390</b>	<b>8,997,496</b>	<b>6,369,587</b>	<b>10,940,283</b>
	0	3	0	43,844	0

**Consolidated Until end of Contract Negotiations- Will be Updated and Expanded After Negotiations**  
(SCPS Draft #6)



**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**BYLAW ENFORCEMENT**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
<b>BYLAW - GENERAL TAXATION</b>	180,149	180,149	241,558	181,168	247,755
<b>BYLAW ENFORCEMENT-POA GRANT</b>		4,165		(396)	
<b>BYLAW ENFORCEMENT-FINES (PARKING)</b>	10,000	3,638	10,000	8,698	10,000
<b>BYLAW ENFORCEMENT- SWM CONTRACT</b>	19,570	21,824	20,157	12,839	20,762
<b>BYLAW - FEES - RECOVERABLE</b>	1,000		1,000	(877)	1,000
<b>BYLAW - TRANSFER FROM FLEET RESERVE</b>		11,718			12,000
<b>BYLAW ENFORCEMENT - PARKING REVENUE</b>	3,500				
<b>Total OPERATING REVENUE</b>	<b>214,219</b>	<b>221,494</b>	<b>272,715</b>	<b>201,432</b>	<b>291,517</b>
<b>BYLAW ENFORCEMENT- XFER TO IT DEPT</b>	1,030	1,030	1,056	792	1,093
<b>BY-LAW ENFORCEMENT- -TRANSFER TO HR</b>	2,575	2,060	2,639	1,979	2,732
<b>BY-LAW ENFORCEMENT- TRANSFER TO LEGAL</b>	5,150	5,150	5,279	3,959	5,464
<b>BYLAW ENFORCEMENT-WAGES F/T</b>	136,151	60,772	178,541	51,363	178,321
<b>BYLAW ENFORCEMENT-WAGES P/T</b>		14,467		34,671	
<b>BY-LAW ENFORCEMENT- Wages-OT</b>		8			
<b>BYLAW ENFORCEMENT-BENEFITS</b>	47,653	25,901	56,788	28,144	77,556
<b>BY-LAW ENFORCEMENT-CLOTHING ALI/DRY CLEANING</b>	1,030	990	1,356		1,093
<b>HR-BYLAW ENFORCEMENT-MEMBERSHIP DUES</b>	266	382	373		282
<b>BYLAW ENF-TRANSFER TO FLEET RESERVE</b>	5,150	5,000	5,305	3,979	12,000
<b>BYLAW ENFORCEMENT SUPPLIES</b>	1,000	327	1,025	96	1,093
<b>BYLAW ENFORCEMENT-VEHICLE MTCE</b>	1,030	11,903	1,056	8,698	1,093
<b>BY-LAW ENFORCEMENT-FUEL</b>	3,605	2,745	3,695	1,264	3,825
<b>BYLAW ENFORCEMENT-LEGAL FEES</b>	5,150		10,000		5,464
<b>BY-LAW ENFORCEMENT- -IT Subscription-Equip</b>	4,429		5,602		1,500
<b>Hotspot Paid parking</b>					
<b>Total Operating Expenses</b>	<b>214,219</b>	<b>130,735</b>	<b>272,715</b>	<b>134,945</b>	<b>291,517</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>90,759</b>	<b>-</b>	<b>66,487</b>	<b>0</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**SOLID WASTE**

	2024	2024	2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
<b>SOLID WASTE-MULTI RESIDENTIAL BIN FEES</b>	47,512	51,256	60,000	57,405	60,000
<b>SOLID WASTE-WHEELIE BIN REVENUE</b>	1,716,988	1,679,562	1,850,000	1,761,228	1,951,823
<b>SOLID WASTE--ELECTRONICS REVENUE</b>	12,000	126	5,000		1,000
<b>SOLID WASTE-WARD 1 TIPPING FEES</b>	191,695	177,511	200,000	130,044	200,000
<b>SOLID WASTE-WARD 2 TIPPING FEES</b>	18,016	16,613	15,000	12,857	15,000
<b>Total OPERATING REVENUE</b>	<b>1,986,211</b>	<b>1,925,068</b>	<b>2,130,000</b>	<b>1,961,534</b>	<b>2,227,823</b>
<b>SOLID WASTE-ADMIN WAGES</b>	51,428	25,231	20,000	13,535	58,717
<b>SOLID WASTE-WAGES-P/T</b>			2,000		-
<b>SOLID WASTE- Wages-OT</b>		118	2,000		-
<b>SOLID WASTE-ADMIN BENEFITS</b>	18,461	8,537	6,000	4,784	16,106
<b>SOLID WASTE - BANK INTEREST &amp; CHARGES(MONERIS POS)</b>	3,593	3,303	3,700	2,307	3,000
<b>Change in Landfill Liability</b>					-
<b>SOLID WASTE-- Transfer to Reserves</b>	288,163	288,163	1,300		50,000
<b>SOLID WASTE-REFUSE COLLECT/DISPOSAL</b>	47,890	62,920	60,000	47,830	60,000
<b>SOLID WASTE-BRA COLLECTION &amp; RECYCLING CONTRACT</b>	1,235,186	1,251,567	1,750,000	790,036	1,750,000
<b>SOLID WASTE-WARD 2 TRANSFER STATION EXP</b>	68,435	58,770	60,000	47,327	65,000
<b>SOLID WASTE-WARD 1 TRANSFER STATION EXP</b>	273,055	221,422	225,000	117,488	225,000
<b>Total Operating Expenses</b>	<b>1,986,211</b>	<b>1,920,031</b>	<b>2,130,000</b>	<b>1,023,307</b>	<b>2,227,823</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>5,037</b>	<b>-</b>	<b>938,227</b>	<b>(0)</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**PUBLIC WORKS**

	2024	2024	2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
P/W-GENERAL TAXATION	3,582,348	3,582,348	3,680,011	2,760,008	4,047,164
PW OCIF - Operating		33,708			
P/W-ENTRANCE PERMITS & 911 SIGNS	7,179	5,230	5,000	3,200	5,000
P/W-FEES RECOVERABLE	2,574	1,649	2,500		2,500
P/W SIDEWALK CONTRIBUTIONS		915			
P/W-WINTER RECOVERIES-UNASSUMED ROADS	23,150		40,000		
P/W - TRANSFER FROM FLEET RESERVE		34,438			
<b>Total OPERATING REVENUE</b>	<b>3,615,251</b>	<b>3,658,288</b>	<b>3,727,511</b>	<b>2,763,208</b>	<b>4,054,664</b>
ARO ACCRETION EXPENSE - P/W		219			
P/W-SALARIES AND WAGES-F/T	1,034,687	937,966	1,065,007	697,517	1,215,494
P/W-SALARIES AND WAGES-P/T	51,500	13,381	53,000	10,485	15,000
P/W-OVERTIME	72,000	36,007	100,000	42,252	100,000
P/W-SHIFT PREMIUM	4,120	9,191	7,500	7,818	10,000
P/W-PAYROLL BENEFITS	362,140	376,841	373,004	306,447	497,069
PUBLIC WORK-CLOTHING ALLOWANCE	13,000	14,446	13,000	329	14,000
HR-P/W-MEMBERSHIPS	3,502	2,699	3,000	2,542	3,500
HR-P/W-CONFERENCES & CONVENTIONS	5,305	4,682	5,000	2,263	5,000
P/W-TRAVEL EXPENSES	515		1,000		
P/W-TRANSFER TO FLEET RESERVE	372,427	361,580	350,000	262,500	350,000
P/W-TRANSFER TO RESERVE FUND		915			
P/W-OFFICE SUPPLIES	911	463	2,000	504	5,000
P/W-LICENCES, PERMITS	26,522	17,180	27,000	2,131	20,000
P/W-SMALL EQUIP PURCHASES	10,609	12,404	20,000	2,334	15,000
P/W-PROPERTY INSURANCE	26,523	33,880	45,000		47,250
P/W-LIABILITY INSURANCE	92,298	134,301	175,000		183,800
P/W-ENGINEERING/CONSULTING FEES	10,300	28,027	12,500		20,000
P/W-OTHER COSTS	3,547	3,200	3,000	1,674	3,500
P/W-EQUIPMENT MAINTENANCE	102,710	116,774	105,000	67,754	115,000
P/W - IT SUBSCRIPTIONS	600	5,260	12,000	1,243	12,000
P/W-VEHICLE MAINTENANCE	96,010	137,167	85,000	94,294	100,000
P/W-BUILDING MAINTENANCE	22,279	8,002	15,000	11,297	15,000
P/W-PROPERTY MAINTENANCE	3,618	8,027	6,500	2,817	6,750
P/W-FUEL	171,349	193,308	170,000	159,126	175,000
P/W-UTILITIES-HYDRO	12,731	11,132	11,000	8,431	11,400
P/W-UTILITIES-NATURAL GAS	11,039	8,278	11,000	8,828	11,500
P/W-UTILITIES-WATER/SEWER	8,618	8,862	8,000	5,709	8,400
P/W-EQUIPMENT LEASE	5,027	4,075	10,000		10,000
P/W-ROADSIDE MAINTENANCE	30,033	24,414	25,000	20,319	30,000
P/W-MUNICIPAL DRAIN EXPENSE		33,708			
P/W-WEED CONTROL EXPENSE	8,487	9,475	12,000	8,745	15,000
P/W-TREE MAINTENANCE	103,000	88,042	97,000	82,273	95,000
P/W-HARDTOP ROAD MAINTENANCE	166,597	138,000	175,000	46,678	175,000
P/W-LOOSETOP ROAD MAINTENANCE	193,621	133,811	175,000	121,372	175,000
P/W-WINTER CONTROL-CONTRACTED SERVICES	216,300	143,902	200,000	103,873	200,000
P/W-Winter Control-Snow Removal Hire Trucks			5,000		
P/W-Winter Control-Plow Supplies	25,912	27,522	25,000	8,893	27,500
P/W-SIDEWALK MTCE-CONTRACTED SERVICES	19,096	28,432	20,000	29,194	35,000
P/W-SIDEWALK-EQUIP MTCE		13,751			
P/W-SIDEWALKS MAINTENANCE	15,914	3,075	15,000	1,425	10,000
P/W-SAFETY DEVICES-CONTRACTED SERVICES	97,607	106,805	100,000	77,140	105,000
P/W-SAFETY DEVICES-OTHER EXPENSES	5,483	3,192	5,000	2,465	5,000
P/W-STREETLIGHTS - SUPPLIES & MAINT	76,903	43,732	40,000	41,475	50,000
P/W-STREETLIGHTS - HYDRO CHARGES	110,663	111,710	110,000	86,512	112,500
P/W-STORM SEWERS & MANAGEMENT FACILITIES	21,748	36,069	35,000	32,795	50,000
					4,054,664
<b>Total Operating Expenses</b>	<b>3,615,251</b>	<b>3,433,907</b>	<b>3,727,511</b>	<b>2,361,454</b>	<b>4,054,664</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>224,381</b>	<b>-</b>	<b>401,754</b>	<b>-</b>

**Change in Service Level - NOT INCLUDED**

Supervisor of Public Works	\$	147,534
Transfer to Public Works Reserve	\$	500,000

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**WATER**

	2024	2024	2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
Water-WATER RATES REVENUE	4,889,715	5,429,222	5,483,000	3,193,899	5,592,660
Water-FEES RECOVERABLE	28,546	6,883	10,000	63,809	10,200
Water-MISCELLANEOUS REVENUE	45,848	53,783	45,000	36,486	45,900
WATER - TRANSFER FROM RESERVES (OPERATING)		14,185			-
WATER - TRANSFER FROM FLEET RESERVE		22,062			-
Water-ADEL-METCALFE-WATER RATES REVENUE	102,276	145,295	136,000	92,280	138,720
Water-WATER SERVICE & METER FEES	75,983	50,626	75,000	28,436	76,500
<b>Total OPERATING REVENUE</b>	<b>5,142,368</b>	<b>5,722,056</b>	<b>5,749,000</b>	<b>3,414,910</b>	<b>5,863,980</b>
Water Dept-TRANSFER TO IT DEPT		8,000			8,000
Water-Admin Overhead Fee	156,241	156,241	150,000	112,500	150,000
Water-WAGES-F/T	375,754	484,517	390,784	367,599	476,470
Water-WAGES-P/T		7,351	13,000	10,546	-
Water- Wages-OT	20,665	13,363	21,000	5,745	20,000
Water- Wages Shift Premium	1,750	1,089	2,000	510	2,000
WATER - XFER TO TREASURY FOR UTILITY BILLING	141,634	141,634	150,000	112,500	150,000
Water-PAYROLL BENEFITS	137,220	176,299	142,709	140,611	195,087
Water Dept-CLOTHING ALLOWANCE	4,000	3,429	3,600		3,600
Water-MEMBERSHIPS, DUES	303		1,000		1,000
Water-CONFERENCES, CONVENTIONS	2,186		2,500		2,500
Water-SEMINARS, TRAINING	4,711	1,884	5,000	362	5,000
WATER - TRANSFER TO HR - SEMINARS, TRAINING	4,918				-
Water-TRAVEL EXPENSES	1,093		1,000		-
WATER - Bank and Interest Charges	376	591	600	364	600
Water-TRANS TO RATES STABILIZATION RESERVE	2,312,116	2,312,116	2,996,807		3,103,223
Water-TRANSFER TO FLEET RESERVE	2,500	48,779	20,000	15,000	20,000
Water-OFFICE SUPPLIES	2,078	2,894	3,000	3,030	3,000
Water -LICENCES, PERMIT	5,263	1,684	1,500		1,500
Water-GENERAL ADVERTISING	6,840		1,000		-
Water-COMMUNICATIONS/IT EXPENSE (CELL PHONES, ETC)	23,244	18,741	25,000	15,509	25,000
Water-ANNUAL MAINTENANCE CONTRACTS	22,777	22,989	25,000	12,792	25,000
Water -PROPERTY INSURANCE	33,135	38,563	35,000		40,000
Water-LIABILITY INSURANCE	28,081	32,681	30,000		35,000
Water-MUNICIPAL TAXES	22,012	20,743	23,000	21,260	23,000
Water - WATER PURCHASES (LAKE HURON)	1,234,975	1,106,947	1,222,000	743,116	1,222,000
Water-ENGINEERING/CONSULTING FEES	12,022	1,330	15,000	15,382	15,000
WATER - HYDRAULIC MODELLING			50,000		-
Water-OTHER COSTS	1,540	123	5,000	1,014	5,000
WATER - IT SUBSCRIPTIONS	150	130	7,000	115	-
Water-VEHICLE MAINTENANCE	21,389	31,941	30,000	21,467	30,000
Water-VEHICLE FUEL	8,604	7,897	7,000	4,843	7,000
Water-UTILITIES - HYDRO	102,694	103,683	108,000	85,304	120,000
Water-UTILITIES-GAS	2,376	1,738	2,500	1,565	3,000
Water-UTILITIES - WATER	951	937	1,000	652	1,000
Water Long-Range Fin Plan (2024 Capital)		14,185			-
Water-CHEMICALS	7,486	13,476	15,000	18,082	20,000
Water-LAB ANALYSIS	10,026	9,134	12,000	13,216	15,000
Water Dept-Operational Growth Projections	261,643	261,643			-
Water-BUILDING/PLANT PREVENTATIVE MTCE	25,797	8,754	25,000	5,302	20,000
Water-BUILDING/PLANT REPAIR MTCE	21,393	22,906	20,000	10,864	15,000
Water-GENERATOR FUEL	957	211	1,000		1,000
Water-DISTRIBUTION SYSTEM-PREVENTATIVE MTCE	8,590	7,731	10,000	12,057	10,000
Water-DISTRIBUTION SYSTEM REPAIR MTCE	92,103	31,501	75,000	13,993	40,000
Water-METERS/PARTS	20,775	36,644	100,000	18,827	50,000
<b>Total Operating Expenses</b>	<b>5,142,368</b>	<b>5,154,499</b>	<b>5,749,000</b>	<b>1,784,127</b>	<b>5,863,980</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>567,557</b>	<b>-</b>	<b>1,630,783</b>	<b>0</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**WASTEWATER**

	2024	2024	2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
Wastewater -SEWER RATES REVENUE	5,349,493	5,861,125	5,890,000	3,590,345	6,361,200
Wastewater -MISCELLANEOUS REVENUE	7,806	2,542	8,000	835	8,640
WASTEWATER - MT B PDC LOAN PAYMENTS				12,400	-
WW -TRANSFER FROM RESERVES (OPERATING)		525,200			-
WASTEWATER - TRANSFER FROM FLEET RESERVE		21,249			-
Wastewater-SEWER RATES-ADEL METCALFE	30,584	23,706	25,000	82,438	27,000
Wastewater--FEES-ADEL-METCALFE				(55,289)	
<b>Total OPERATING REVENUE</b>	<b>5,387,883</b>	<b>6,433,822</b>	<b>5,923,000</b>	<b>3,630,729</b>	<b>6,396,840</b>
Wastewater-TRANSFER TO IT DEPT		8,000			8,000
Wastewater-Admin Overhead Fees	156,242	156,242	150,000	112,500	150,000
Wastewater-WAGES-F/T	375,754	346,689	390,784	272,140	476,470
Wastewater-WAGES-P/T			5,000		-
Wastewater-Wages-OT	30,347	14,419	20,000	6,457	20,000
Wastewater- Wages Shift Premium	1,750	1,504	2,000	1,247	2,000
Wastewater-CONTRACTED SERVICES (ENTEGRUS)		(619)			-
Wastewater-PAYROLL BENEFITS	137,222	128,244	142,711	109,689	195,087
Wastewater Dept.-CLOTHING ALLOWANCE	4,000	3,429	3,600		3,600
Wastewater-MEMBERSHIPS, DUES			1,000		1,000
Wastewater -CONFERENCES, CONVENTIONS			2,000	815	2,500
Wastewater -SEMINARS,TRAINING	2,820	3,284	5,000		5,000
Wastewater -TRANSFER TO FLEET RESERVE		38,542	30,000	22,500	20,000
Wastewater -TRANS TO RESERVE FUND	2,817,524	2,817,524	3,368,405		3,804,183
Wastewater -OFFICE SUPPLIES	5,621	5,500	7,000	2,020	3,000
Wastewater -IT SUPPLIES	2,229		7,000		-
Wastewater -LICENCES, PERMITS	1,411	2,295	2,000	915	1,500
Wastewater -COMMUNICATIONS/IT EXPENSE	33,806	24,019	25,000	20,964	25,000
Wastewater -MAINTENANCE CONTRACTS	25,138	22,683	28,000	24,283	25,000
Wastewater -PROPERTY INSURANCE	33,865	39,411	45,000		45,000
Wastewater -LIABILITY INSURANCE	34,637	40,309	45,000		45,000
Wastewater -MUNICIPAL TAXES	113,745	105,196	110,000	88,288	110,000
Wastewater -INSURANCE CLAIMS		1,543			10,000
Wastewater -LEGAL EXPENSE	10,930		23,000		10,000
Wastewater -ENGINEERING FEES	21,861		100,000	13,384	50,000
Wastewater -OTHER COSTS		38,305	1,500	559	1,500
WASTEWATER - ADELAIDE-METCALFE REIMBURSEMENT				2,970	-
Wastewater-BLDG MTCE-61 ALBERT STREET		134			-
WASTEWATER - IT SUBSCRIPTIONS	150	130		115	-
Wastewater -VEHICLE MAINTENANCE	27,643	34,746	30,000	17,841	30,000
Wastewater -VEHICLE FUEL	8,941	8,603	9,000	4,843	7,000
Wastewater -UTILITIES-HYDRO	423,652	380,685	425,000	283,108	425,000
Wastewater -UTILITIES-NATURAL GAS	5,450	3,700	5,000	3,706	5,000
Wastewater -UTILITIES -WATER/SEWER	35,943	26,090	37,000	32,323	37,000
WW Long-Range Fin Plan (2024 Capital)		14,185			-
WW Sludge Hauling Str WWTF (2024 Capital)		518,052			-
Wastewater -CHEMICALS	211,115	205,368	200,000	122,028	200,000
Wastewater -LAB ANALYSIS	38,880	32,713	40,000	25,887	40,000
Wastewater-SLUDGE MANAGEMENT	201,445	125,271	200,000	89,086	200,000
Wastewater Dept-Operational Growth Projections	261,642	261,642		16,103	-
Wastewater-TREATMENT PLANT PREV MTCE	79,903	80,679	100,000	10,741	75,000
Wastewater-TREATMENT PLANT REPAIR MTCE	148,527	157,304	225,000	462,231	225,000
Wastewater-GENERATOR FUEL	1,500	4,649	3,000		3,000
Wastewater -COLL SYS PREV MTCE	10,184	9,716	10,000	16,893	10,000
Wastewater -COLL SYS REPAIR MTCE	24,884	181,107	25,000	15,469	25,000
Wastewater -PUMPING STN PREV MTCE	47,463	53,738	40,000	46,196	40,000
Wastewater -PUMPING STN REPAIR MTCE	51,114	49,631	60,000	28,024	60,000
Wastewater-ADEL-METCALFE PREV MTCE	545				1,000
<b>Total Operating Expenses</b>	<b>5,387,883</b>	<b>5,944,662</b>	<b>5,923,000</b>	<b>1,853,325</b>	<b>6,396,840</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>489,160</b>	<b>-</b>	<b>1,777,404</b>	<b>0</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**AQUATICS**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
POOL- GENERAL TAXATION	262,694	262,694	328,010	246,008	364,587
POOL FEES-ADMISSION	52,000	62,802	65,000	78,457	80,000
POOL-FEES-SWIMMING LESSONS	54,000	61,958	62,000	66,147	67,000
POOL-MISC REVENUE		1,600	2,000	15	
POOL-STRATHROY AQUATIC CLUB-REGISTRATION FEES	13,500	12,453	13,500	14,036	17,000
POOL - Strathroy Aquatic Club Transfer from Reserves					5,000
Total OPERATING REVENUE	382,194	401,507	470,510	404,663	533,587
POOL-WAGES-F/T	41,546	13,957	50,321	23,161	55,945
POOL-WAGES-P/T	163,957	199,135	201,059	192,055	239,801
POOL-Wages-OT	10,000	688	10,300	634	10,000
Aquatics-Wages Shift Premium	2,200	240	2,200	1,289	2,200
POOL-PAYROLL BENEFITS	36,000	32,873	64,863	35,269	74,520
POOL-PROGRAM EXPENSES	10,300	11,024	11,000	9,776	15,500
POOL-EQUIPMENT MAINTENANCE	22,000	10,168	22,000	9,864	22,000
Operating Expense-POOL- ELECTRIC REPAIR-		55			-
POOL- Strathroy Splash Pad Ops -	22,660	15,579	23,340	15,289	23,807
POOL-Mount Brydges Splashpad Ops	16,480	19,720	16,974	13,067	17,313
POOL-UTILITIES - HYDRO	11,330	12,147	11,670	4,651	12,254
POOL-UTILITIES-GAS	12,000	5,331	17,500	5,958	18,200
POOL-WATER	18,000	17,268	18,540	11,112	19,282
POOL-CHEMICALS	15,000	16,979	20,000	15,831	22,000
POOL-AQUATIC CLUB- -BANK / MONERIS CH	721	1,420	743	1,365	765
Total Operating Expenses	382,194	356,584	470,510	339,321	533,587
OPERATING SURPLUS (DEFICIT)	-	44,923	-	65,342	0

**Change in Service Level - NOT INCLUDED**

Coordinator of Parks and Recreational Facilities	\$	11,408
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**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**ARENAS**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
ARENAS- GENERAL TAXATION-	713,320	713,320	631,066	473,299	680,704
WMMC-FEES-ARENA ADMISSION	9,000	13,050	9,225	74,311	13,000
WMMC-SALE OF SERVICES-SIGN ADVERTISING	6,227	637	4,000	3,013	7,000
WMMC-AUDITORIUM RENTAL	20,600	22,243	21,115	15,414	22,000
WMMC-FEES-ARENA ICE RENTAL	289,665	307,471	325,000	127,652	325,000
WMMC Concession Rental Income	1,500	1,275	1,500	875	2,000
WMMC Office Rental Income		5,361	10,000	6,219	10,000
WMCC - TF FROM RESERVES		2,942			
WMMC- TRANSFER FROM FLEET RESERVE		29,407			30,000
GEMINI-ADVERTISING	14,917	6,574	10,000	14,526	15,000
GEMINI-AUDITORIUM RENTALS	10,815	18,250	14,000	11,200	17,500
GEMINI-ICE RENTALS	665,000	808,711	800,000	518,929	845,000
GEMINI-PRO SHOP RENTAL	1,891	6,613	3,000	4,939	3,000
GEMINI-Concession Rental Income-	10,000	15,825	12,000	7,202	14,000
GEMINI - MISCELLANEOUS REVENUE			4,000		
GEMINI - TRANSFER FROM RESERVES		123			
GEMINI - TRANSFER FROM FLEET RESERVE		30,063			31,000
TRI TWP ARENA - TRANSFER FROM FLEET RESERVE		275			
Total OPERATING REVENUE	1,742,935	1,982,140	1,844,906	1,257,579	2,015,204
WMMC ARENA-WAGES-F/T	179,756	152,443	189,190	134,949	218,173
WMMC ARENA-WAGES-P/T	41,000	5,151	42,000	27,165	43,614
WMMC - Wages OT	7,500	6,953	5,000	4,445	5,000
WMMC-Wages Shift Premium	8,640	4,986	8,640	4,291	8,640
WMMC ARENA-PAYROLL BENEFITS	60,163	61,760	79,660	58,898	98,901
WMMC ARENA-CLOTHING	515	2,560			-
WMMC-TRANFER TO FLEET RESERVE	10,000	10,000	10,000	7,500	10,000
WMMC-LICENCES & PERMITS	1,545	1,260	1,591	499	1,623
WMMC- Admin Fees				40	
WMMC ARENA-WASTE DISPOSAL	2,575	2,577	2,652	2,134	2,732
WMMC-JANITORIAL SUPPLIES	8,240	7,645	8,487	6,248	8,657
WMMC ARENA-PROPERTY INSURANCE	35,000	36,335	37,788		39,677
WMMC-PROGRAM EXPENSES	1,000	152	1,030	235	1,051
WMMC ARENA-OTHER COSTS	1,000	167	1,030	383	1,051
WMMC ARENA-LIABILITY INSURANCE	50,000	57,535	59,836		62,828
WMMC ARENA-EQUIPMENT MAINTENANCE	9,785	14,441	12,000	5,349	12,240
WMMC-ICE MACHINE	4,000	1,146	4,120	3,439	4,202
WMMC - VEHICLE EXPENSE		29,570		11,901	30,000
WMMC ARENA-BUILDING MAINTENANCE	25,235	24,829	25,992	14,037	26,512
WMMC ARENA-UTILITIES-HYDRO	110,519	109,061	113,835	88,671	117,250
WMMC-UTILITIES-GAS	38,000	21,710	39,140	20,471	40,706
WMMC-UTILITIES-WATER	15,729	21,519	20,000	20,344	22,380
WMMC-REFRIGERATION PLANT	20,000	12,676	20,000	20,226	22,000
WMMC Subtotal	630,202	584,476	681,991	431,225	777,236
GEMINI-WAGES F/T	371,492	426,773	387,591	289,095	374,059
GEMINI-WAGES P/T	38,255	74,890	40,000	21,202	40,864
GEMINI-Wages OT-	10,000	27,875	10,000	15,593	10,000
Gemini -Wages Shift Premium	14,352	16,513	14,352	9,066	14,352
GEMINI-PAYROLL BENEFITS	165,000	196,368	152,609	131,523	165,148
GEMINI-CLOTHING	10,000	6,488	10,000	142	10,000
HR-GEMINI-MEMBERSHIPS DUES	668		690		704
ARENAS- -TRAVEL EXPENSES	361				-
GEMINI-DEBIT/CREDIT CARD MACHINE BANK CHARGES	12,360	21,035	20,000	18,687	22,000
GEMINI-TRANSFER TO FLEET RESERVE	9,500	9,500	9,500	7,125	9,500
GEMINI-LICENCES & PERMITS	2,000	2,902	2,000	302	2,960
GEMINI-WASTE DISPOSAL	5,150	6,557	5,305	4,225	6,688
GEMINI-JANITORIAL SUPPLIES	12,500	13,587	12,875	9,523	14,130
GEMINI-PROPERTY INSURANCE	33,312	39,096	40,660		42,693
GEMINI-PROGRAM EXPENSES	2,000	762	2,060	137	2,101
GEMINI-OTHER COSTS	2,000	1,220	2,060	185	2,101
GEMINI-LIABILITY INSURANCE	35,020	39,737	41,326		43,392
GEMINI-EQUIPMENT MAINTENANCE	14,163	12,067	14,587	2,352	14,879
GEMINI-ICE MACHINE	5,150	8,081	7,500	12,708	7,650
GEMINI - VEHICLE EXPENSE		30,248		20,070	31,000
GEMINI-BLDG MAINTENANCE	30,000	33,220	30,900	23,044	33,884

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**ARENAS**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
GEMINI-JOINT USE COSTS	20,000	2,326	20,000	24,311	20,400
GEMINI-UTILITIES - HYDRO	169,950	195,391	180,000	135,764	203,207
GEMINI-UTILITIES-GAS	90,000	62,642	92,700	59,116	96,408
GEMINI-UTILITIES-WATER	40,000	39,390	41,200	25,092	42,848
GEMINI-REFRIGERATION PLANT	19,500	24,013	25,000	24,485	27,000
GEMINI Subtotal	1,112,733	1,290,681	1,162,915	833,747	1,237,968
TRITOWNSHIP ARENA - VEHICLE EXPENSE		368		281	-
TRI TWP ARENA - WAGES F/T		175,925		180,329	-
TRI TWP ARENA - WAGES-P/T		83,819		12,262	-
TRI-TWP ARENA-REMUNERATION		150		150	-
TRI TWP ARENA-PAYROLL BENEFITS		75,340		75,218	-
TRI TWP ARENA-MISC EXPENSES		25,115			-
TRI-TWP ARENA-STAFF WAGES & BENEFITS REIMBURSE		(322,456)		(285,565)	-
TriTownship Subtotal	-	38,261	-	(17,325)	-
Total Operating Expenses	1,742,935	1,913,418	1,844,906	1,247,647	2,015,204
<b>OPERATING SURPLUS (DEFICIT)</b>	-	68,722	-	9,932	(0)

**Change in Service Level - NOT INCLUDED**

Coordinator of Parks and Recreational Facilities	\$ 68,477
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**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**CARADOC COMMUNITY CENTRE**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
CC CENTRE-GENERAL TAXATION	59,720	59,720	58,251	43,688	133,285
CC CENTRE-RENTAL FEES	15,350	41,768	20,000	22,326	22,000
Total OPERATING REVENUE	75,070	101,488	78,251	66,014	155,285
ARO ACCRETION EXPENSE - CARADOC COMM CENTRE		743			
SENIOR'S PILOT PROJECT					74,000
CC CENTRE-CONTRACTS	32,000	31,022	32,000	24,125	33,456
CC CENTRE-WASTE PICKUP	3,000	4,053	3,075	2,697	3,137
CC CENTRE-INSURANCE	6,240	7,219	7,508		7,883
CC CENTRE-SUPPLIES	2,500	2,657	2,562	476	2,613
CC CENTRE-BLDG MAINTENANCE	10,300	11,061	11,445	11,800	11,674
CC CENTRE-UTILITIES	10,000	11,980	10,300	8,228	10,609
CC CENTRE-UTILITIES-GAS	10,000	1,526	10,300	4,274	10,712
CC CENTRE-UTILITIES-WATER	1,030	1,278	1,061	799	1,200
Total Operating Expenses	75,070	71,539	78,251	52,399	155,285
OPERATING SURPLUS (DEFICIT)	-	29,949	-	13,615	0

**Change in Service Level - INCLUDED**

Pilot Project for Seniors

**\$ 74,000**

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**CEMETERY**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
CEMETERY- GENERAL TAXATION-	211,512	211,512	208,047	156,035	225,811
Realized (gain)/loss on Cemetery trust investments		(12,108)		76	
CEMETERY-TRADITIONAL INTERMENT CHARGES	20,000	22,615	22,000	22,237	24,000
CEMETERY-CREATION INTERMENT CHARGES	17,500	15,660	18,025	8,925	18,025
CEMETERY-INFANT INTERMENT CHARGES				60	
CEMETERY-ONE INURMENT IN COLUMBARIUM NICHE	4,000	5,201	4,120	2,850	4,244
CEMETERY-SECOND INURNMENT	800	232	824	240	824
CEMETERY-INTERMENTS-WINTER SURCHARGE	1,000	3,440	1,030	4,225	5,000
CEMETERY-INTERMENTS-AFTER HOURS SURCHARGE	6,000	5,160	6,180	2,352	6,180
CEMETERY-TRNSFR OWNERSHIP FEE-GRAVES,NICHES	120		125	55	125
Operating Rev-Cemetery-Taditional-Disinterment				1,480	
Operating Revenue-Cemetery- Cremation Disinterment	500			625	530
CEMETERY-Cemetery - Strathroy- No Vault Burials	100	553			106
CEMETERY-SALE OF GRAVES	26,000	31,862	26,780	34,072	32,000
CEMETERY-SALE OF NICHES IN COLUMBARIUM	14,000	24,336	14,420	12,538	16,000
CEMETERY-SALE OF CREMATION LOT		834		1,287	500
CEMETERY-C & M FUND ALLCT- flat markers>173 sq.in	350	300	361	900	371
CEMETERY-C & M FUND ALLC-upright mon-to 4" h or w	2,000	4,400	2,060	3,200	2,122
CEMETERY-C & M FUND ALLC-upright mon > 4" h or w	200	400	206		212
CEMETERY-INT INCOME FR TRUST FUND	15,000	26,673	15,450	14,797	20,000
CEMETERY-C & M FUND ALLOC-GRAVES/NICHES	20,000		20,600	25,389	25,000
CEMETERY - TRANSFER FROM FLEET RESERVE		142			
CEMETERY - BURIAL PERMITS		1,370			
Unrealized Gain/Loss on Investments - Trust Funds		12,985		2,463	
Transfer from Accum Remeas G/L to P&L - Trust Fund		9,476			
<b>Total OPERATING REVENUE</b>	<b>339,082</b>	<b>365,043</b>	<b>340,228</b>	<b>293,806</b>	<b>381,050</b>
CEMETERY-WAGES-F/T	162,260	163,328	154,945	127,018	180,548
CEMETERY-WAGES-P/T	12,300	15,988	20,540	15,684	20,769
CEMETERY -Wages-OT	2,500	2,687	2,500	45	2,500
CEMETERY-PAYROLL BENEFITS	65,858	59,138	62,054	49,106	75,794
CEMETERY-CLOTHING ALLOWANCE	2,000	2,000	2,000		2,000
CEMETERY - -MEMBERSHIP DUES		286		278	
CEMETERY-TRANSFERS TO TRUSTS		26,928			-
CEMETERY-Transfer to Fleet Reserve	29,709	29,709	29,709	22,282	29,709
Operating Expense-CEMETERY-TRANS TO RESERVE F-		26,092			
CEMETERY - TRANSFER TO COLUMBRIAM RESERVE	5,000	5,000	5,000		5,000
CEMETERY-PROVINCIAL BURIAL PERMIT FEE		324		480	
CEMETERY - Investment Management Fees	9,500	7,947	9,785	6,208	9,785
CEMETERY-PROPERTY INSURANCE	3,090	3,965	3,214	17	3,375
CEMETERY-MONUMENT ENGRAVING	1,545	4,550	2,000	1,050	2,040
CEMETERY-EQUIPMENT MAINTENANCE	5,000	4,306	5,250	7,553	6,355
CEMETERY - MONUMENT REPAIR	5,000	1,609	5,000	670	5,100
CEMETERY-BUILDING MAINTENANCE	4,500	2,803	4,500	624	3,590
CEMETERY-GROUND SUPPLIES, MAINTENANCE	7,000	2,593	6,500	8,046	6,630
CEMETERY - FUEL	10,245	10,927	10,250	6,760	10,455
CEMETERY-UTILITIES - HYDRO	2,000	1,581	2,000	926	2,060
CEMETERY-UTILITIES -HEATING/OIL	6,500	6,317	6,981	5,715	7,121
CEMETERY-UTILITIES - WATER/SEWER	2,575	5,459	5,500	5,098	5,720
CEMETERY-SMALL EQUIP PURCHASE	2,500	1,839	2,500	2,070	2,500
					-
<b>Total Operating Expenses</b>	<b>339,082</b>	<b>385,376</b>	<b>340,228</b>	<b>259,630</b>	<b>381,050</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>(20,333)</b>	<b>-</b>	<b>34,176</b>	<b>(0)</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**COMMUNITY DEVELOPMENT**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
COMMUNITY DEVELOPMENT-GENERAL TAXATION	14,000	14,000	135,541	101,656	123,633
COMMUNITY DEVELOPMENT-DONATIONS	25,000	21,668			
Community Development- Event Donations	20,000	34,250	40,000	37,765	40,000
COMMUNITY DEVELOPMENT-TRANSFER FROM RESERVE-PTP	40,000	40,765	40,000		40,000
COMMUNITY DEVELOPMENT - DSM Vendor Fees			19,000	9,453	19,000
COMMUNITY DEVELOPMENT - Other DSM Income			1,500		
Total OPERATING REVENUE	99,000	110,683	236,041	148,874	222,633
COMMUNITY DEVELOPMENT- PTP	40,000	40,765	40,000	1,217	40,000
Community Development - Special Events	37,500	46,038	55,000	50,070	65,000
COMMUNITY DEVELOPMENT-ENGAGEMENT	10,000	14,630	10,000	3,976	10,000
COMMUNITY DEVELOPMENT-MISC PROJECT MTCE	11,500	10,761	11,500	5,531	11,500
COMM DEV - Special Events/DSM - FT Wages			57,411		39,221
COMM DEV - Special Events/DSM - PT Wages			25,112		25,479
COMM DEV - Special Events/DSM - Benefits			27,018		21,599
COMMUNITY DEVELOPMENT - DSM Expenses			10,000	4,719	9,834
Total Operating Expenses	99,000	112,194	236,041	65,513	222,633
OPERATING SURPLUS (DEFICIT)	-	(1,511)	-	83,361	(0)

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**RECREATION**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
RECREATION-GENERAL TAXATION	224,676	224,676	210,347	157,761	160,221
RECREATION-SALE OF SERVICES-GENERAL PROGRAMS	125,172	157,790	135,000	190,209	172,721
RECREATION PROGRAMS- Party Packages	20,600	16,872	22,500	9,064	16,000
RECREATION PROGRAMS-DAY CAMP PROGRAM	350,000	410,610	420,000	439,946	495,000
RECREATION - TRANSFER FROM RESERVES		1,241			
RECREATION - TRANSFER FROM FLEET RESERVE		6,888			
RECREATION-GRANTS-SUBSIDY PROGRAMS	10,000	9,150	10,000	2,850	10,000
REC PROGRAMS - Grants, Sponsorships and Donations		2,750		3,300	
RECREATION - EMPLOYMENT & SOCIAL DEVT CANADA		4,472			
RECREATION PROGRAMS-SALE OF SERVICES		(46)			
<b>Total OPERATING REVENUE</b>	<b>730,448</b>	<b>834,403</b>	<b>797,847</b>	<b>803,130</b>	<b>853,942</b>
COMMUNITY SERVICES- VEHICLE EXPENSE		8,002		5,174	
CULTURE, RECREATION-WAGES-F/T	246,105	259,902	196,432	187,353	168,264
CULTURE, RECREATION-WAGES-P/T	66,943	46,564	69,286	41,390	77,021
RECREATION PROGRAMS- Wages-OT	3,000	4,618	3,000	4,252	3,000
CULTURE, RECREATION-REMUNERATION	4,500	1,800	4,500	550	4,500
CULTURE, RECREATION-PAYROLL BENEFITS	100,378	101,797	88,616	76,302	80,299
HR-RECREATION-MEMBERSHIP DUES	2,000	3,463	2,250	457	3,750
RECREATION PROGRAMS-Civic Award	1,500	87	1,500		1,500
CULTURE, RECREATION TRAVEL EXPENSES	1,499		1,500		1,000
CULTURE, RECREATION-OFFICE SUPPLIES	2,000	5,686	4,000	2,101	6,500
CULTURE, RECREATION-GENERAL PROGRAM EXPENSES	27,000	35,343	35,000	21,603	40,000
RECREATION PROGRAMS- Party Packages	6,000	2,944	6,000	2,142	4,500
RECREATION PROGRAMS- Summer Day Program	31,000	28,035	33,000	20,288	38,000
REC ADMIN-MISCELLANEOUS EXPENSE	2,500	9,208	2,500	77	2,500
CULTURE, RECREATION - IT SUBSCRIPTIONS		1,040		917	
RECREATION PROGRAMS-SUMMER CAMP WAGES	210,000	288,484	276,230	293,524	335,047
SUMMER CAMP-WAGES-OT	1,000	368	500	772	1,000
SUMMER CAMP PROGRAM-PAYROLL BENEFITS	15,023	37,939	63,533	33,928	77,061
CULTURE, RECREATION-SUBSIDY-CAN I PLAY TOO	10,000	9,640	10,000	5,246	10,000
<b>Total Operating Expenses</b>	<b>730,448</b>	<b>844,920</b>	<b>797,847</b>	<b>696,076</b>	<b>853,942</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>(10,517)</b>	<b>-</b>	<b>107,054</b>	<b>(0)</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**LIBRARY**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
STRATHROY LIBRARY- LEASE FEES	137,747	137,009	141,190	105,203	146,135
COUNTY LIBRARY ADMIN- LEASE FEES	47,270	47,017	48,452	36,102	50,149
MOUNT BRYDGES LIBRARY- LEASE FEES	26,628	26,460	27,294	20,328	28,250
<b>Total OPERATING REVENUE</b>	<b>211,645</b>	<b>210,486</b>	<b>216,936</b>	<b>161,633</b>	<b>224,533</b>
STRATHROY LIBRARY-WAGES F/T	41,588	39,419	42,424	31,060	42,166
STRATHROY LIBRARY - PAYROLL BENEFITS	11,481	11,792	14,849	10,508	12,632
LIBRARY-STRATHROY-TRANSFER TO RESERVE	47,327	47,327	47,327		48,674
STRATHROY LIBRARY-PROPERTY INSURANCE	8,000	8,498	8,838		8,487
STRATHROY LIBRARY-MAINTENANCE	24,500	20,887	24,252	12,251	25,901
STRATHROY LIBRARY- BUILDING REPAIRS/IMPROVEMENTS	2,000	1,452	2,000	4,537	2,122
STRATHROY LIBRARY-UTILITIES - HYDRO	12,199	11,207	12,744	6,929	13,126
STRATHROY LIBRARY-UTILITIES - NATURAL GAS	8,000	3,872	8,500	3,533	8,487
STRATHROY LIBRARY WATER/SEWER	1,600	1,058	1,648	944	1,697
COUNTY LIBRARY ADMIN/MUSEUM-MAINTENANCE	12,000	12,779	12,000	3,495	12,731
COUNTY LIBRARY ADMIN/MUSEUM-UTILITIES-HYDRO	10,000	4,805	10,000	3,964	10,609
CTY LIBRARY/MUSEUM - UTILITIES - NATURAL GAS		427			
COUNTY LIBRARY ADMIN/MUSEUM-WATER/SEWER	750	937	853	652	750
MOUNT BRYDGES LIBRARY-PROPERTY INSURANCE	3,500	3,545	4,500	64	4,508
MOUNT BRYDGES LIBRARY-MAINTENANCE	18,000	14,386	17,000	10,647	19,096
MOUNT BRYDGES LIBRARY-UTILITIES	4,000	2,859	4,000	1,768	4,244
MOUNT BRYDGES LIBRARY- NATURAL GAS	3,000	1,481	2,500	1,380	5,500
MOUNT BRYDGES LIBRARY-WATER/SEWER	1,700	1,353	1,751	1,005	1,804
MELBOURNE LIBRARY- MAINTENANCE	2,000	2,716	1,750		2,000
<b>Total Operating Expenses</b>	<b>211,645</b>	<b>190,800</b>	<b>216,936</b>	<b>92,737</b>	<b>224,533</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>19,686</b>	<b>-</b>	<b>68,896</b>	<b>0</b>

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**MUSEUM**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
MUSEUM- GENERAL TAXATION	219,976	219,976	255,149	191,362	289,682
GRANTS-MUSEUM-OPERATING GRANTS-FEDERAL		8,500			
MUSEUM-GOVERNMENT GRANTS, CMOG		14,238			
MUSEUM-EMPLOYMENT GRANTS		2,319			
MUSEUM-ADMISSION & EDUCATION PROGRAMS	6,500	8,144	8,000	5,837	8,000
MUSEUM-OTHER DONATIONS/FOUNDATION	200	16,772	200	40,416	200
MUSEUM- RESEARCH FEES	300	117	300	382	309
MUSEUM-Other Income	300	315	300	18	309
MUSEUM-GIFT SHOP REVENUE	1,500	1,797	1,545	458	1,600
Operating Revenue-MUSEUM-Room Rental -		134		134	
MUSEUM - ART SHOW SALES				1,671	1,500
Total OPERATING REVENUE	228,776	272,312	265,494	240,278	301,600
MUSEUM-WAGES-F/T	138,759	142,297	152,941	110,097	174,331
MUSEUM-WAGES-P/T	10,067	8,507	15,405	11,588	17,059
MUSEUM- Wages-OT	500	686	500		500
MUSEUM-ADVISORY COMMITTEE REMUNERATION	1,800	450	1,800		1,800
MUSEUM-PAYROLL BENEFITS	45,375	51,341	60,131	42,573	71,296
HR-MUSEUM-MEMBERSHIPS,DUES	500	524	500	254	530
HR-MUSEUM-CONFERENCES, CONVENTIONS	1,800	1,047	1,800		1,850
MUSEUM-TRAVEL EXPENSES	350	80	350		350
MUSEUM- BANK INTEREST & CHARGES		696		506	-
MUSEUM-OFFICE SUPPLIES	100	59	100		105
MUSEUM-RESEARCH FEES,BOOKS,PERIODICALS	100		100		100
MUSEUM-PRINTING, COPYING	1,000	917	750	826	775
MUSEUM-POSTAGE/COURIER	75	12	75		75
MUSEUM-MARKETING & PUBLIC RELATIONS	1,250	663	1,500	528	1,500
MUSEUM-PROPERTY INSURANCE	6,500	7,444	7,742		8,129
MUSEUM-INTERPRETATION & EDUCATION	4,000	3,739	4,000	1,260	4,000
MUSEUM-EXHIBITION EXPENSES	7,000	25,680	7,500	3,720	7,200
MUSEUM-ARTIFACT ACQUISITION	400	25	400		400
MUSEUM-CONSERVATION EXPENSES	1,500	865	1,500		1,500
MUSEUM-GIFT SHOP EXPENSES	2,000	1,510	2,000	318	2,000
MUSEUM - ART SHOW EXPENSES				1,356	1,500
MUSEUM-EQUIPMENT MAINTENANCE	1,200	1,002	1,200		1,200
MUSEUM- -SOFTWARE & LICENCING		19	100		100
MUSEUM - IT SUBSCRIPTIONS		520	600	459	600
MUSEUM-PROPERTY MAINTENANCE	4,500	3,833	4,500	3,340	4,700
Total Operating Expenses	228,776	251,916	265,494	176,825	301,600
OPERATING SURPLUS (DEFICIT)	-	20,396	-	63,453	(0)

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**PARKS**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
PARKS-GENERAL TAXATION-	704,102	704,102	727,814	545,146	890,170
PARKS - Other Revenue		493		10,091	
PARKS-RENTALS	60,000	51,085	65,000	6,538	65,000
PARKS - WARD 1-SPACE RENTAL	1,500		1,500		1,530
PARKS - Commemorative Bench Program - Revenues	5,000		5,000		5,000
PARKS - WARD 1- -DONATIONS		1,000			
PARKS - Donations - Sleepy Hollow Train	3,000	12,817	5,000	16,022	5,000
PARKS 1-OTHER REVENUE	5,000		5,000	93	5,000
PARKS - TRANSFER FROM RESERVES		1,584			
PARKS - TRANSFER FROM FLEET RESERVE		2,961			3,000
Total OPERATING REVENUE	778,602	774,042	809,314	577,890	974,700
PARKS-WAGES-F/T	266,860	219,049	273,745	199,109	319,812
PARKS-WAGES-P/T	8,538		10,000		63,816
PARKS - Wages-OT	5,000	10,374	5,000	6,265	5,000
PARKS - WARD 1-Wages Shift Premium	2,500	2,131	2,500	789	2,500
PARKS-PAYROLL BENEFITS	95,000	79,545	103,585	73,794	146,562
PARKS - CLOTHING ALLOW,	3,250	3,664	3,250	658	3,250
PARKS - Commemorative Bench Program - Expenses	5,150	6,071	5,150	475	5,464
PARKS -TRANSFER TO RESERVE FUND		8,078			
PARKS-LICENCES & PERMITS	670	776	690		704
PARKS 1-JANITORIAL SUPPLIES	500	13	500	529	510
PARKS-PROPERTY INSURANCE	14,500	16,381	17,036		17,888
PARKS-Ward 1 Playgrounds	7,725	6,196	8,000	1,925	15,000
PARKS-LIABILITY INSURANCE	8,000	9,263	9,633		10,115
PARKS-EQUIPMENT MTCE	13,390	18,960	15,000	14,831	16,000
PARKS-VEHICLE MAINTENANCE	5,150	5,843	5,250	6,631	5,355
PARKS-PROPERTY MAINTENANCE	16,995	29,050	20,000	19,102	22,000
PARKS - WARD 1 - GRAFFITI PROGRAM	5,000	2,160	5,000	819	5,100
PARKS-GROUNDS MAINTENANCE	25,750	28,734	26,523	19,083	29,000
PARKS - WARD 1- -LIGHTS MTCE	2,500	1,386	2,500		2,550
PARKS - WARD 1- -RAILROAD MTCE	5,000	7,183	5,000	2,835	5,100
PARKS 1-FUEL	25,750	21,902	26,523	13,362	27,053
PARKS-UTILITIES	25,750	24,469	27,000	15,596	28,080
PARKS-Transfer to Fleet Reserve	78,474	78,474	78,474	58,856	78,474
Parks Open Space-Consultants	50,000	46,279	50,000	11,915	50,000
Parks & Rec Master Plan (2024 Capital)		11,082			
Parks Kemp St Trail Upgr (2024 Capital)		1,584			
PARKS - WARD 1-TREE MTCE	35,000	22,285	35,000	9,326	35,000
PARKS- MT BRYDGES PLAYGROUND	5,150		5,305		9,000
PARKS 2-DIAMOND MAIN/REPAIR	2,000	938	2,000		2,500
PARKS 2-PROPERTY MAINTENANCE	8,500	6,374	8,500	4,094	9,018
PARKS 2-HYDRO	1,500	721	1,500	770	1,500
PARKS 2-GRASS CUTTING	55,000	49,131	56,650	36,072	58,350
					-
Total Operating Expenses	778,602	718,096	809,314	496,836	974,700
OPERATING SURPLUS (DEFICIT)	-	55,946	-	81,054	(0)

**Change in Service Level - INCLUDED**

Line Trimming - 3 additional summer students for 20 weeks = 800 hours \$ 68,494

**Change in Service Level - NOT INCLUDED**

Coordinator of Parks and Recreational Facilities \$ 34,224

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**SCOUT HUT**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
SCOUT HALL- GENERAL TAXATION	6,936	6,936	7,015	5,261	7,154
Total OPERATING REVENUE	6,936	6,936	7,015	5,261	7,154
SCOUT HALL-BLDG MAINT	1,530	676	1,500	146	1,530
SCOUT HALL-UTILITIES -HYDRO	2,550	3,049	2,600	1,757	2,653
SCOUT HALL-UTILITIES-GAS	2,856	2,169	2,915	2,001	2,971
Total General Expenses	6,936	5,894	7,015	3,904	7,154
Total Operating Expenses	6,936	5,894	7,015	3,904	7,154
OPERATING SURPLUS (DEFICIT)	-	1,042	-	1,357	-



**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**ECONOMIC DEVELOPMENT**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
ECONOMIC DEVELOPMENT- GENERAL TAXATION	579,862	579,862	722,981	462,899	1,230,490
ECONOMIC DEVELOPMENT - CFDC GRANT		62,111			
ECONOMIC DEVELOPMENT - MTO TRANSPORTATION GRANT	485,000	359,775	125,000	185,520	
ECONOMIC DEVELOPMENT - MIDD. COUNTY CIP PROGRAM	1,000	35,437			
EC DEV - CANEXPORT COMMUNITY INVESTMENT PROGRAM		18,000			
ECONOMIC DEV - INTER COMMUNITY TRANSIT REVENUE	250,000	95,485	250,000	120	
ECONOMIC DEVELOPMENT- SPECIAL PROJECTS				8,055	
ECONOMIC DEV - TF FROM RESERVE - FACADE	200,000	40,914			
Total OPERATING REVENUE	1,515,862	1,191,584	1,097,981	656,594	1,230,490
ECONOMIC DEVELOPMENT- WAGES F/T	93,930	94,446	171,932	82,129	319,893
ECONOMIC DEVELOPMENT- Wages-OT	1,000	1,084	1,000		1,000
ECONOMIC DEVELOPMENT-CONTRACTED WORK	5,000	600	50,000	42,978	5,500
ECONOMIC DEVELOPMENT-PAYROLL BENEFITS	32,876	32,788	59,624	30,024	116,306
ECONOMIC DEV - MEMBERSHIPS, DUES	3,000		3,100	1,099	3,200
ECONOMIC DEV - TRAVEL EXPENSE	10,806		21,000	1,084	5,000
ECONOMIC DEVELOPMENT- INTERCOMMUNITY TRSPT.	485,000	504,550	125,000	244,347	
ECONOMIC DEVELOPMENT- Skilled Trades Centre	10,000	62,111			
EC Dev - Industrial Land Sale Expenses	3,500		3,500		3,500
ECONOMIC DEVELOPMENT - TF TO RESERVES		1,065,592			
ECONOMIC DEV - T/F TO STRATEGIC INITIATIVE RESERVE	15,000	15,000	15,000		15,000
ECONOMIC DEVELOPMENT-COMMUNICATIONS	15,000	5,231	16,000	4,818	17,000
LEGISLATIVE SERVICES-GENERAL ADVERTISING			60,000	27,758	71,027
ECONOMIC DEVELOPMENT-MARKETING & PROMOTION	20,750	6,783	21,250	13,692	22,000
ECONOMIC DEVELOPMENT-OUTREACH	10,500	3,730	11,000	2,757	11,500
ECONOMIC DEVELOPMENT-OTHER COSTS	10,500	25	10,825	3,681	50,000
ECONOMIC DEVELOPMENT- DATA & ANALYTICAL	10,500		5,000	3,819	11,150
ECONOMIC DEVELOPMENT - IT SUBSCRIPTIONS				1,492	
ECONOMIC DEVELOPMENT- Signage	1,000		1,000		16,000
ECONOMIC DEVELOPMENT-BUSINESS DEVELOPMENT	35,000	34,934	20,000	17,323	37,000
CUSTOMER SERVICE STRATEGY					22,415
ECONOMIC DEV - COMMUNITY IMPROVEMENT PROGRAM	750,000	76,351	500,000	526,705	500,000
ECONOMIC DEVELOPMENT-PROF DEV & NETWORKING	2,500	1,033	2,750	489	3,000
Total Operating Expenses	1,515,862	1,904,258	1,097,981	1,004,195	1,230,490
OPERATING SURPLUS (DEFICIT)	-	(712,674)	-	(347,601)	(0)

**Change in Service Level - INCLUDED**

Customer Service Representative (Sept 2026)	\$	26,728
Customer Service Strategy	\$	22,415
Communications Assistant	\$	100,663

**Change in Service Level - NOT INCLUDED**

County Transit Cont	\$	7,000
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**The Corporation of the Municipality of Strathroy-Caradoc**  
**Income Statement - Actual vs. Budget**

**PLANNING**

	2024		2025	Sept	2026
	BUDGET	ACTUAL	BUDGET	YTD	Budget
PLANNING & ZONING- GENERAL TAXATION	251,007	251,007	263,147	197,360	456,046
PLANNING-PLANNING INFORMATION FEES	500		500		500
PLANNING-OFFICIAL PLAN APPLICATIONS FEES	6,000	5,550	6,000	3,000	8,000
PLANNING-REZONING APPLICATION FEES	15,000	49,650	30,000	27,100	38,000
PLANNING-SITE PLAN FEES	5,000	6,250	5,000	9,700	9,000
PLANNING-PLAN OF SUBD & CONDO FEES	3,000	4,750	5,000		5,500
PLANNING-SEVERANCE FEES	15,000	26,700	17,500	24,900	32,000
PLANNING-MINOR VARIANCES FEES	10,000	18,605	15,000	14,250	25,000
PLANNING- ZONING CERT FEE	2,000	5,075	4,000	4,500	4,500
PLANNING & ZONING- PART LOT CONTROL FEE	6,000	2,250	6,000		2,000
PLANNING & ZONING- -Cash In Lieu of Parkland		(4,000)		5,000	
PLANNING & ZONING- Septic Search		225	300	75	300
PLANNING & ZONING-Site Alteration Permit Fee	3,000	1,000	3,000		1,000
PLANNING & ZONING-Appeal to OLT Prep Fee	200	200	200		500
PLANNING & ZONING-Renewal of Temp Use			200	1,550	3,100
PLANNING & ZONING-"H" Symbol Removal	900	500	900	1,500	1,500
PLANNING & ZONING-Site Plan Amendment	1,500	600	1,500	150	3,000
PLANNING & ZONING- Consent Request-Extent/Change	1,000				1,000
PLANNING & ZONING-Plan of Sub/Condo Exempt-Conver			2,500	2,550	2,550
PLANNING & ZONING- Sub/Condo Red line Rev Major	1,000	1,000	1,000		1,000
PLANNING & ZONING- Sub/Condo Red Line Rev Minor			1,000		200
PLANNING & ZONING-Conc. Plan of Sub&Zoning Combo	2,500				
PLANNING & ZONING- Addn. Open House/PublicMeeting		1,000			
PLANNING & ZONING-Surcharge for Rebills		2,349		278	
PLANNING&ZONING - PRE-CONSULTATION FEE-MAJOR	10,000	19,500	12,000	4,800	13,000
PLANNING&ZONING - PRE-CONSULTATION FEE-MINOR	4,000	5,600	6,000	1,200	4,000
PLANNING&ZONING - OFF-LIST STREET NAME REQUEST	300		300		300
PLANNING&ZONING - REQUEST FOR CONSENT CERTIFICATE	3,000		3,000	500	3,000
PLANNING & ZONING - SITE ALT PERMIT FEE - MINOR		500			500
PLANNING & ZONING - TITLE SEARCH		62	200		550
PLANNING & ZONING - Settlement Area Boundary Expansion					12,000
PLANNING- PREPERATION OF DEVELOPMENT AGREEMENT/AMENDMENT					6,000
Planning - Review Fees	500		500		500
PLANNING & ZONING-TRFR FROM RESERVES	92,625	123,141	1,000		
<b>Total OPERATING REVENUE</b>	<b>434,032</b>	<b>521,514</b>	<b>385,747</b>	<b>298,413</b>	<b>634,546</b>
PLANNING-WAGES F/T	225,940	98,028	230,987	123,584	416,575
-PLANNING- Wages-OT		635		817	
PLANNING-COMM OF ADJUST REMUNERATION	1,545	1,400	1,591	750	1,639
PLANNING-PAYROLL BENEFITS	79,079	31,336	82,281	43,057	152,397
HR-PLANNING-MEMBERSHIPS DUES	1,751	560	1,795		1,858
PLANNING -CONFERENCES, CONVENTIONS	1,500		1,538		1,000
PLANNING & ZONING - BUSINESS MEETINGS		37			1,000
PLANNING - OFFICE SUPPLIES	3,000	2,385	3,075	1,087	3,000
PLANNING-ADVERTISING	17,307	288	10,222		7,500
PLANNING-GENERAL-OTHER	1,185	152	1,215	287	1,257
PLANNING-SPECIAL CONSULTING	85,000	32,193	30,000	18,769	30,000
PLANNING & ZONING- -HAF Project Expenses				3,536	
PLANNING-LEGAL COSTS	5,000	2,377	10,000	1,617	5,000
PLANNING & ZONING- -SOFTWARE & LICENCING	7,725	474	7,918	368	8,195
PLANNING & ZONING - OFFICIAL PLAN (FROM CAPITAL)		30,516			
PLANNING & ZONING - IT EQUIPMENT	5,000		5,125		5,125
<b>Total Operating Expenses</b>	<b>434,032</b>	<b>200,381</b>	<b>385,747</b>	<b>193,872</b>	<b>634,546</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-</b>	<b>321,133</b>	<b>-</b>	<b>104,541</b>	<b>0</b>

2026 DEBT SCHEDULE

Date: December 16, 2025  
Prepared By: B Dakin

Existing Debt:	Bylaw No.				Estimated			2026	Estimated		
			Interest		Principal O/S	2026	2026	Total	Principal O/S	Original	Cost
Project		Due Date	Rate	Expires	31-Dec-25	Principal	Interest	Payment	31-Dec-26	Loan Amount	Recovery
Mount Brydges Sanitary Sewer (CMHC)	15-11	Mar	3.92%	2026	223,266	223,266	9,109	232,375	-	2,700,000	Development Charges
West Middlesex Memorial Centre (OPIC)	25-11	May/Nov	4.38%	2026	131,582	131,582	2,946	134,528	-	3,000,000	Dev. Charges 90% \$247,455; Taxation 10% \$27,494
Aerial Fire Apparatus (CMHC)	37-16	Jun/Dec	2.30%	2026	41,631	41,631	480	42,110	-	832,619	Taxation
Replacement Fire Truck (IO)	59-20	Jun/Dec	1.38%	2030	304,154	60,831	4,189	65,020	243,323	608,308	Taxation
EXISTING DEBT TOTALS					700,634	\$ 457,310	\$ 16,724	\$ 474,034	\$ 243,323	\$ 7,140,927	
Proposed Debt - 2025-Beyond:					Estimated			2026	Estimated		
			Interest		Principal O/S	2026	2026	Total	Principal O/S	Original	Cost
Project		Due Date	Rate	Expires	31-Dec-25	Principal	Interest	Payment	31-Dec-26	Loan Amount	Recovery
Pumper Tanker		June/Dec	0.00%	2034	782,661	78,266	-	78,266	704,395	782,661	Taxation
Engine 31		June/Dec	4.77%	2055	900,000	36,128	20,250	56,378	843,622	900,000	Taxation
Fire Station #1		June/Dec	4.77%	2055	10,000,000	153,218	477,000	630,218	9,369,782	10,000,000	Taxation \$340,418; Dev. Charges \$289,800
Drury Lane		June/Dec	4.77%	2055	2,033,993	31,164	97,019	128,183	1,905,810	2,033,993	Taxation
McEvoy Road		June/Dec	4.77%	2055	250,000	3,830	11,925	15,755	234,245	250,000	Taxation
Agnes Drive		June/Dec	4.77%	2055	2,169,128	33,235	103,467	136,702	2,032,426	2,169,128	Taxation
Queen Street Phase 2		June/Dec	4.77%	2055	3,954,221	61,907	188,616	250,523	3,703,698	3,954,221	Taxation
PROPOSED DEBT TOTALS					\$ 20,090,003	\$ 397,748	\$ 898,277	\$ 1,296,025	\$ 18,793,978	\$ 20,090,003	
GRAND TOTALS					\$ 20,790,637	\$ 855,058	\$ 915,001	\$ 1,770,059	\$ 19,037,301	\$ 27,230,930	

**Reserves, Reserve Funds, Trust Funds, and Security Deposits Analysis**

**Development Charges**

Account #	Account Name	Opening Balance 2025	Budgeted Allocated	Project	Closing before additions/interest 2025
34-100-01000-70131	DEV CHG BL#14-10 - GEN GOV	179,052.02			\$ 179,052.02
34-220-02200-70131	DEV CHG BL#14-10 - FIRE	650,230.75			\$ 650,230.75
34-230-02300-70131	DEV CHG BL#14-10 - POLICE SERVICES	498,414.18			\$ 498,414.18
34-310-03100-70131	DEV CHG BL#14-10 - PUBLIC WORKS	2,243,062.71			\$ 2,243,062.71
34-400-04000-70131	DEV CHG BL#14-10 - MT BRYDGES WW	1,729,508.86			\$ 1,729,508.86
34-401-04001-70131	DEV CHG MT BRYDGES WW SP AREA #1	1,836.29			\$ 1,836.29
34-402-04002-70131	DEV CHG MT BRYDGES WW SP AREA #2	2,389.98			\$ 2,389.98
34-410-04100-70131	DEV CHG BL#14-10 -STRATHROY- WW	3,277,860.13			\$ 3,277,860.13
34-460-04600-70131	DEV CHG BL#14-10 -STRATHROY-WATER	1,452,506.72			\$ 1,452,506.72
34-470-04700-70131	DEV CHG BL#14-10 - MT BRYDGES WATER	1,035,184.50			\$ 1,035,184.50
34-480-70110-71154	DEVELOP CHARGES-STORM DRAINAGE BAL	221,556.12			\$ 221,556.12
34-560-05600-70131	DEV CHG - CEMETERY SERVICES	71,576.87			\$ 71,576.87
34-600-06000-70101	DEV CHG - RECREATION - DEVELOPMENT RELATED STUDIES	10,367.57			\$ 10,367.57
34-620-06200-70131	DEV CHG BL#14-10 - PARKS	1,105,990.91			\$ 1,105,990.91
34-640-06400-70131	DEV CHG BL#14-10 - INDOOR RECREATION	3,122,807.72	\$ 500,000.00	Gemini Exp	\$ 2,622,807.72
34-660-06600-70131	DEV CHG - LIBRARY SERVICES	272,655.85			\$ 272,655.85
34-710-07100-70131	DEV CHG BL#14-10 - ENGINEERING	1,061,895.35	\$ 2,560,000.00	Saxton Road	-\$ 1,498,104.65
34-710-07100-70132	DEV CHG-MB ENG SERVICES-BL 76.18	3,657,950.17	\$ 2,814,000.00	Parkhouse	\$ 843,950.17
34-710-07110-70131	DEV CHGS - STRATHROY ENGINEERING; ROADS AND STORM	-1,092,569.10			-\$ 1,092,569.10
	<b>Development Charges Total</b>	<b>\$ 19,502,277.60</b>	<b>\$ 5,874,000.00</b>		<b>\$ 13,628,277.60</b>

**Deferred Revenue**

34-000-70140-71251	RESERVE FUND-AMO GAS TAX REVENUE	2,254,473.22			\$ 2,254,473.22
	<b>AMO Gas Tax Total</b>	<b>\$ 2,254,473.22</b>	<b>\$ -</b>		<b>\$ 2,254,473.22</b>

34-000-70500-70301	RESERVE FUND-FORESTRY (ROWLEY 2014)	9,975.09			\$ 9,975.09
34-620-70200-71201	RESERVE FUND-PARKLAND CASH-IN-LIEU BALANCE	644,700.48			\$ 644,700.48
	<b>Parkland Total</b>	<b>\$ 654,675.57</b>	<b>\$ -</b>		<b>\$ 654,675.57</b>

34-631-70200-71207	RESERVE FUND-STRATHROY AQUATIC CLUB	35,117.29			\$ 35,117.29
14-220-02200-70301	Fire Deferred Revenue	5,585.56			\$ 5,585.56
14-220-02200-70302	Fire - Sol Gen Grant - Station 2	17,239.99			\$ 17,239.99
14-230-02300-70301	Police NG911 Grant	648,538.51			\$ 648,538.51
14-301-03010-70302	OCIF Formula Funding - Deferred Revenue	395,645.34			\$ 395,645.34
14-620-06200-70301	Parks Deferred Revenue	3,429.60			\$ 3,429.60
14-750-07500-70302	RESERVE-MAINSTREET REVITALIZATION	76,978.61			\$ 76,978.61
14-620-06200-70302	MTO Cycling Grant	79,282.94			\$ 79,282.94

Account #	Account Name	Opening Balance 2025	Budgeted Allocated	Project	Closing before additions/interest 2025
14-620-06200-70303	Mt Brydges Optimist - Southgrove Park	8,500.00			\$ 8,500.00
14-100-01000-70303	Cannabis Legalization Grant	35,548.00			\$ 35,548.00
34-600-06100-00209	Prepaid BookKing Revenue	152,471.64			\$ 152,471.64
	Other Deferred Revenue Total	\$ 1,458,337.48	\$ -		\$ 1,458,337.48
	TOTAL DEFERRED REVENUE	\$ 4,367,486.27	\$ -		\$ 4,367,486.27

RESERVE FUNDS

OBLIGATORY RESERVE FUNDS

34-000-00000-60004	FUTURE NEEDS RESERVE	2,396,627.99	\$ 500,000.00	Parkhouse	\$ 1,896,627.99
34-100-01000-70300	RESERVE FOR SELF INSURANCE	45,095.76			\$ 45,095.76
34-100-01000-70301	RESERVE-GENERAL GOVERNMENT	1,511,081.17			\$ 1,511,081.17
34-100-01110-70300	RESERVE FOR ELECTIONS	180,478.23			\$ 180,478.23
34-110-01100-70300	RESERVE-COUNCIL	157,612.82			\$ 157,612.82
34-120-01200-70300	RESERVE-INFORMATION TECHNOLOGY	525,911.66			\$ 525,911.66
34-140-1400-70300	DOWNTOWN MARKET RESERVE	25,799.00			\$ 25,799.00
34-220-02200-70330	FIRE SERVICES RESERVE	586,672.19			\$ 586,672.19
34-230-02300-70330	POLICE SERVICES RESERVE	1,192,639.36	500,000.00	Annex	\$ 692,639.36
34-240-02400-70300	BUILDING DEPARTMENT RESERVE FUND	1,203,603.22			\$ 1,203,603.22
34-250-02500-70300	RESERVE-BYLAW ENFORCEMENT	268,678.00			\$ 268,678.00
34-300-03000-70300	RESERVE-FLEET EQUIPMENT	1,797,617.42			\$ 1,797,617.42
34-301-03010-70300	SIDEWALKS RESERVE	915.00			\$ 915.00
34-310-03100-70300	RESERVE-ROADS	(1,369,325.71)			-\$ 1,369,325.71
34-380-03800-70300	RESERVE-STREETLIGHTS	286,936.82			\$ 286,936.82
34-400-70200-71226	RESERVE FUND-MOUNT BRYDGES AREA FUTURE SEWAGE SYSTEM	22,606.98			\$ 22,606.98
34-401-04010-70300	S-C WATER RESERVE FUND	21,595,673.12	1,425,000.00	See List	\$ 20,170,673.12
34-402-04020-70300	S-C WASTEWATER RESERVE FUND	11,770,062.87	21,696,000.00	See List	-\$ 9,925,937.13
34-560-05600-70330	CEMETERY RESERVE	214,826.70			\$ 214,826.70
34-600-06000-70300	RESERVE-RECREATION	57,088.66			\$ 57,088.66
34-600-06000-70301	RESERVE - RECREATION FACILITIES	(59,872.25)			-\$ 59,872.25
34-620-06200-70330	PARKS RESERVE	544,436.03			\$ 544,436.03
34-620-06200-70331	RESERVE SLEEPY HOLLOW RAILWAY	25,504.00			\$ 25,504.00
34-621-70200-71206	RESERVE-PARKS-MOUNT BRYDGES SKATEBOARD PARK	3,198.26			\$ 3,198.26
34-630-06300-70300	RESERVE-POOL	74,561.18			\$ 74,561.18
34-640-06400-70330	ARENAS RESERVE	1,175,831.46			\$ 1,175,831.46
34-650-06500-70300	RESERVE-MUSEUM	274,395.09			\$ 274,395.09
34-660-06600-70300	RESERVE-LIBRARY	498,306.35			\$ 498,306.35
34-671-06710-70300	RESERVE-SCOUT HALL	1,221.16			\$ 1,221.16
34-680-06800-70300	RESERVE-CARADOC COMMUNITY CENTRE	191,885.08			\$ 191,885.08

Account #	Account Name	Opening Balance 2025	Budgeted Allocated	Project	Closing before additions/interest 2025
34-710-07100-70300	RESERVE-PLANNING	(186,175.92)			-\$ 186,175.92
34-750-07500-70300	RESERVE-COMMUNITY/ECONOMIC DEVELOPMENT	(440,836.05)			-\$ 440,836.05
34-750-07500-70303	RESERVE ED - STRATEGIC INIATIVES	45,000.00			\$ 45,000.00
34-751-07510-70300	RESERVE - COMMUNITY PARTNERSHIP PROGRAM	1,880,140.92			\$ 1,880,140.92
34-800-08000-70300	RESERVE-DRAINAGE	(34,589.30)			-\$ 34,589.30
<b>OBLIGATORY RESERVE FUNDS TOTAL</b>		<b>\$ 46,463,607.27</b>	<b>\$ 24,121,000.00</b>		<b>\$ 22,342,607.27</b>

**DISCRETIONARY RESERVES**

34-000-00000-60002	RESERVE FUND-ASSET MANAGEMENT PLAN	\$ 2,201,900.50			\$ 2,201,900.50
34-000-00000-60003	GREEN ENERGY RESERVE FUND	517,348.68			\$ 517,348.68
34-000-00000-60005	MODERNIZATION RESERVE FUND	392,410.88			\$ 392,410.88
34-000-70500-70302	RESERVE-SOLID WASTE	489,570.91			\$ 489,570.91
34-100-70200-71206	RESERVE FUND-INSURANCE (Group benefits)	595,826.33			\$ 595,826.33
34-411-70200-71208	RESERVE FUND-ADEL/MET WW-FLOW MONITOR	52,755.27			\$ 52,755.27
34-630-06300-70301	RESERVE-SWIM TEAM BEQUEST	29,121.85			\$ 29,121.85
	<b>DISCRETIONARY RESERVE FUND TOTALS</b>	<b>\$ 4,278,934.42</b>	<b>\$ -</b>		<b>\$ 4,278,934.42</b>
	<b>TOTAL RESERVES AND RESERVE FUNDS</b>	<b>\$ 50,742,541.69</b>	<b>\$ 24,121,000.00</b>		<b>\$ 26,621,541.69</b>
	<b>TOTAL RESERVES, RESERVE FUNDS AND DEFERRED REVENUE</b>	<b>74,612,306</b>	<b>29,995,000</b>		<b>44,617,306</b>

Water -Wastewater projects allocated but unspend				
Year	Project	Proposed Budget	Water Rates Budget	Sewer Rates Budget
2021	Parkhouse Drive Reconstruction (Adelaide to Rougham)	7,500,000	560,000	1,650,000
2022	Mt. Brydges WWTP Upgrades (In 2025 updated to 11 million from 6m)	11,000,000		10,086,000
2022	Strathroy WWTF Upgrades (In 2025 updated to 14m from 10m)	14,000,000		7,610,000
2023	NFPA Upgrades Metcalfe PS	750,000		750,000
2025	Hydrant Painting	20,000	20,000	
2025	Water Distribution System Assessment	100,000	100,000	
2025	Instrumentation Upgrades	25,000	25,000	
2025	Detailed Facility Condition Asessments	25,000	25,000	
2025	Valve Condition Assessment and Replacement	175,000	175,000	
2025	Mt Brydges Tower Interior Coating	20,000	20,000	
2025	Water Meter Reading Hardware Upgrades	100,000	100,000	
2025	Mt Brydges Water Reservoir Storage and Electrical Upgrades	250,000	250,000	
2025	Strathroy Reservoir Cleaning, Upgrades	150,000	150,000	
2025	Instrumentation Upgrades	25,000		25,000

Account #	Account Name	Opening Balance 2025	Budgeted Allocated	Project	Closing before additions/interest 2025
2025	Collection System Assessment, CCTV Program	150,000		150,000	
2025	Pump Station Pump Replacement, Spares	75,000		75,000	
2025	Detailed Facility Condition Assessments	100,000		100,000	
2025	Manhole Condition Assessment - Sanitary	150,000		150,000	
2025	Sewer Rehabilitation from inspection finding	200,000		200,000	
2025	Mount Brydges Wastewater Servicing: Environmental Assessment	200,000		200,000	
2025	Albert St PS Forcemain Replacement	150,000		150,000	
2025	Scott St. Sanitary Servicing Construction	50,000		50,000	
2025	NFPA Upgrades Design/Construction Metcalfe PS & Main PS & Lions Park PS	500,000		500,000	
	EPW	35,715,000	1,425,000	21,696,000	