




NORTH  
GLENGARRY  
NORD

*Ontario's Celtic Heartland*  
*Le centre celtique de l'Ontario*

2018

Proposed Operating and  
Capital Budgets



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## Executive Summary

The services provided by the Township are varied and widespread, and include:

- Building and Planning Services
- By-Law Enforcement
- Community Development
- Economic Development
- Environmental Services
- Fire Services
- Municipal Drainage
- Recreational Services
- Road and Sidewalk Maintenance
- Water and Wastewater Management
- Winter Control

An Operating Budget is a financial plan for the municipality's day-to-day operations, with planned revenues and the estimated costs to run the services on an annual basis for the Township. The operating budget is a statement of the municipality's priorities, as decided by Council, and sets limits on spending for the programs and services the municipality offers, and revenue targets for fees and other monies collected by the Township.

A Capital Budget is defined as planned expenditures, to acquire, replace, and maintain capital assets that support the services provided by the Municipality. The capital assets of the Township are essentially owned by the residents. Staff, through Council's direction, are the stewards of the assets, charged with ensuring they are managed properly.

The 2018 Operating and Capital Budgets for each of the departments are presented in this document for Council consideration. In the preparation of the 2018 budgets, Staff have analyzed expenditure trends, referenced various Council approved plans, and consulted with all levels of staff. Council approved the Fees and Rates By-law for the Township for the 2017 and 2018 Fiscal years. Any fee increases have been included in the budgets presented.

The overall total tax rate increase for 2018 is 0%. However, the total municipal budget has increased by \$351,000, or 7%. The overall tax assessment base grew by 9%, resulting in additional tax room of \$278,000. In addition, the education rate decreased substantially and the county rate decreased slightly.

## Analysis of Financial Information

Each year, the Ministry of Municipal Affairs and Housing reviews each municipality's Financial Information Return. The Ministry send the Township's Financial Indicator Review to the municipality. It is included below for Council's reference.

FINANCIAL INDICATOR REVIEW (Based on 2016 Financial Information Return) North Glengarry Tp						
2016 Households:	4,862	Median Household Income:	59,456			
2016 Population:	9,152					
SUSTAINABILITY INDICATORS						
Indicator	Ranges		Actuals	South - LT - Counties - Rural		Level of Challenge
				Median	Average	
Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied	Low: < 10% Mod: 10% to 15% High: > 15%	2012	19.9%	10.6%	11.4%	HIGH
		2013	19.1%	10.6%	11.6%	HIGH
		2014	19.5%	10.3%	11.3%	HIGH
		2015	19.8%	9.9%	10.6%	HIGH
		2016	18.5%	9.0%	10.2%	<b>HIGH</b>
Net Financial Assets or Net Debt as a % of Own Purpose Taxation Plus User Fees	Low: > -50% Mod: -50% to -100% High: < -100%	2012	-36.4%	34.3%	26.3%	LOW
		2013	-30.3%	30.6%	31.6%	LOW
		2014	-22.4%	32.2%	31.2%	LOW
		2015	3.1%	36.5%	34.2%	LOW
		2016	1.2%	44.1%	41.2%	<b>LOW</b>
Total Reserves and Discretionary Reserve Funds as a % of Operating Expenses	Low: > 20% Mod: 10% to 20% High: < 10%	2012	20.7%	49.5%	54.3%	LOW
		2013	23.6%	50.7%	55.2%	LOW
		2014	28.2%	53.3%	57.9%	LOW
		2015	31.4%	55.8%	61.2%	LOW
		2016	31.8%	58.5%	65.5%	<b>LOW</b>
Total Cash and Cash Equivalents as a % of Current Liabilities	Low: > 5% Mod: 0% to 5% High: < 0%	2012	25.0%	317.6%	414.0%	LOW
		2013	3.8%	332.2%	416.8%	MODERATE
		2014	45.1%	312.8%	424.9%	LOW
		2015	136.2%	303.4%	422.6%	LOW
		2016	117.8%	324.4%	426.4%	<b>LOW</b>

**FINANCIAL INDICATOR REVIEW**  
(Based on 2016 Financial Information Return)  
North Glengarry Tp

2016 Households:	4,862	Median Household Income:	59,456
2016 Population:	9,152		

**FLEXIBILITY INDICATORS**

<b>Debt Servicing Cost as a % of Total Operating Revenue</b>	Low: < 5% Mod: 5% to 10% High: >10%	<b>2012</b>	<b>7.1%</b>	3.4%	3.9%	MODERATE
		<b>2013</b>	<b>6.8%</b>	3.4%	4.0%	MODERATE
		<b>2014</b>	<b>7.0%</b>	3.1%	3.7%	MODERATE
		<b>2015</b>	<b>6.4%</b>	2.9%	3.5%	MODERATE
		<b>2016</b>	<b>6.5%</b>	2.6%	3.2%	<b>MODERATE</b>
<b>Asset Consumption Ratio</b>	Low: < 50% Mod: 50% to 75% High: > 75%	<b>2012</b>	<b>44.8%</b>	38.1%	40.9%	LOW
		<b>2013</b>	<b>46.7%</b>	39.8%	42.2%	LOW
		<b>2014</b>	<b>48.4%</b>	40.5%	43.2%	LOW
		<b>2015</b>	<b>49.6%</b>	41.8%	44.0%	LOW
		<b>2016</b>	<b>50.3%</b>	42.3%	44.9%	<b>MODERATE</b>
<b>Operating Surplus Ratio</b>	Low: >= 0% Mod: 0% to -30% High: < -30%	<b>2012</b>	<b>20.8%</b>	4.5%	4.2%	LOW
		<b>2013</b>	<b>18.9%</b>	5.5%	6.7%	LOW
		<b>2014</b>	<b>8.0%</b>	5.4%	6.6%	LOW
		<b>2015</b>	<b>21.4%</b>	8.4%	12.4%	LOW
		<b>2016</b>	<b>7.2%</b>	10.0%	12.5%	<b>LOW</b>

**Additional Notes on what Financial Indicators may indicate:**

**Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied** - How much of the taxes billed are not collected.

**Net Financial Assets or Net Debt as a % of Own Purpose Taxation Plus User Fees** - How much tax and fee revenue is servicing debt?

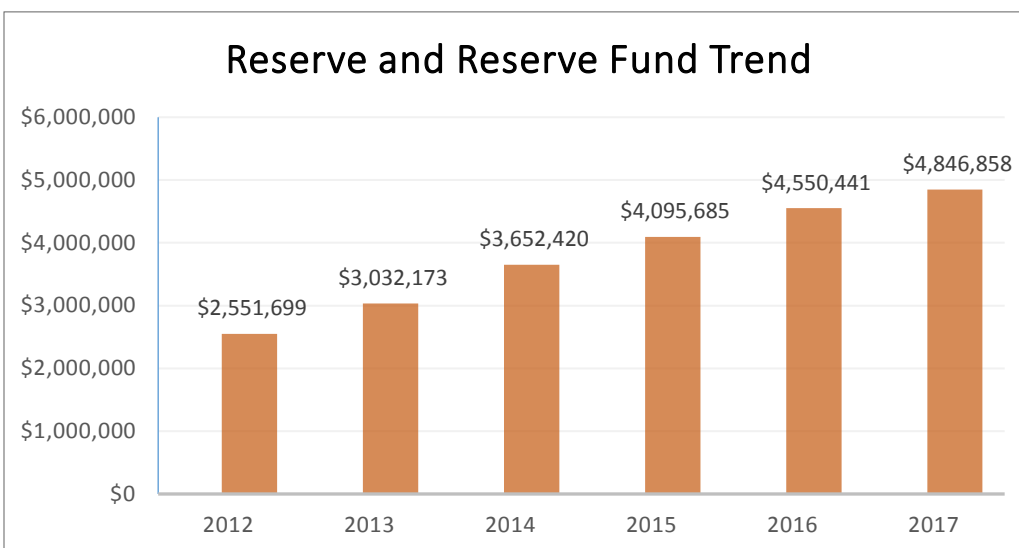
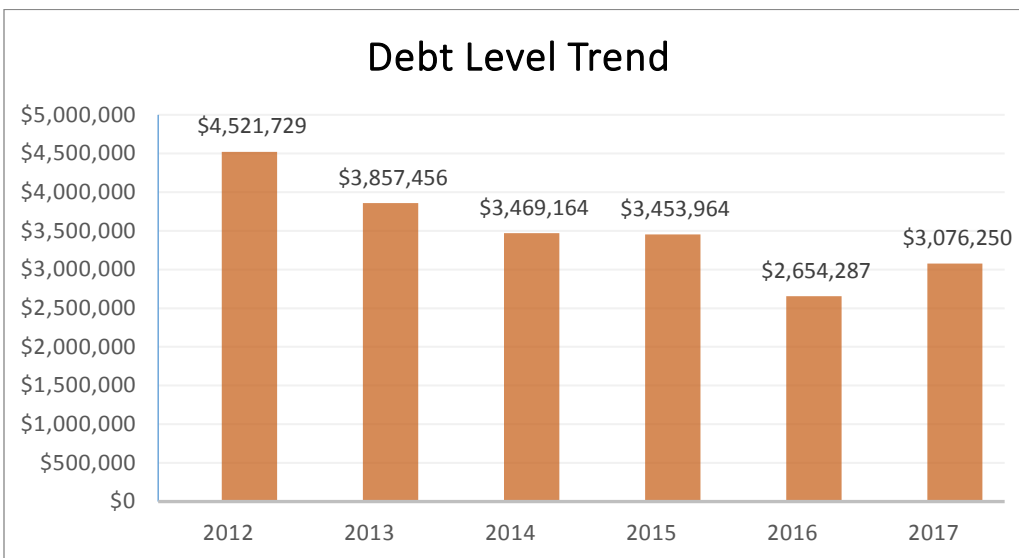
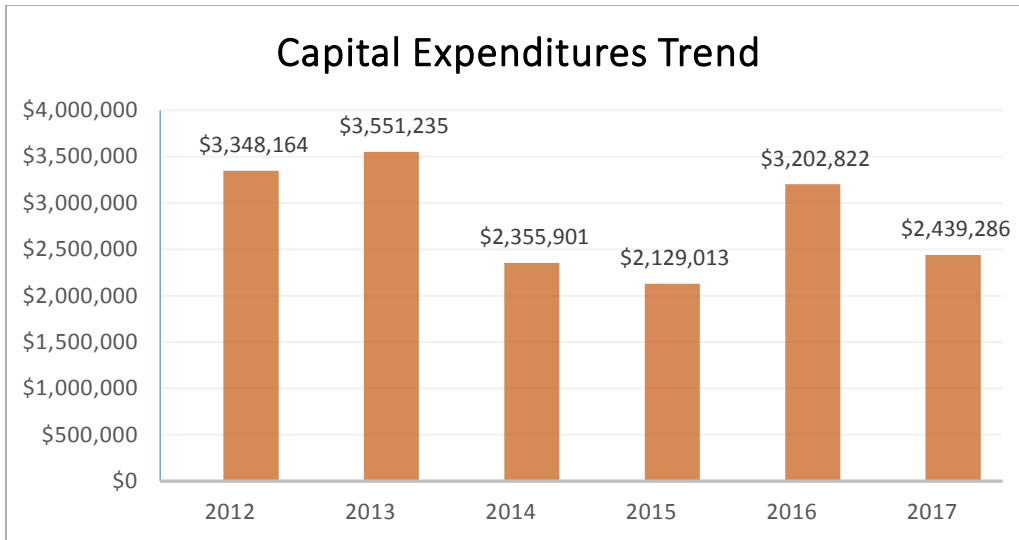
**Reserves and Reserve Funds as a % of Operating Expenses** - How much money is set aside for future needs / contingencies?

**Cash and Cash Equivalents as a % of Current Liabilities** - Measures the ability of the municipality to meet its current obligations with its current resources on hand.

**Debt Servicing Cost as a % of Total Operating Revenue** - Indicates the extent to which past borrowing decisions may impact the current budget.

**Asset Consumption Ratio** - measures the age of a municipality's physical assets. It measures the extent to which depreciable assets have been consumed by comparing the amount of the assets that have been used up and their cost.

**Operating Surplus Ratio** - Indicates the municipality's ability to cover its operational costs and have funds available for other purposes (i.e. reserves, debt repayment, etc.)



<b>Township of North Glengarry</b>				
<b>Reserve and Reserve Fund Balance</b>				
<b>Estimation for the Fiscal Year 2018</b>				
	<b>Beginning</b>	<b>Transfers In</b>	<b>Transfers Out</b>	<b>Ending</b>
<b>Reserve Name</b>	<b>Balance</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Balance</b>
<b>Working Funds</b>				
CEMC Contingency Fund	-\$50,000			-\$50,000
Library	-5,633			-5,633
North Glengarry General Fund	-390,152			-390,152
RARE	-226,732		225,000	-1,732
Recreation	-127,598			-127,598
Staff Development Fund	-321			-321
WSIB Insurance	-54,443			-54,443
OP/Zoning/Election Reserve	-47,500	-17,500	50,000	-15,000
<b>Total Working Funds</b>	<b>-\$902,378</b>	<b>-\$17,500</b>	<b>\$275,000</b>	<b>-\$644,878</b>
<b>Capital Funds</b>				
Bridges (Federal Gas Tax)	-\$12,022			-\$12,022
Fire Department	-324,560			-324,560
North Glengarry General Fund	-28,316			-28,316
Roads Department	-541,417			-541,417
Soccer Dome	-7,000			-7,000
Waste disposal site	-800,280	-101,000		-901,280
Waste disposal site - Kenyon Ward	-6,919			-6,919
<b>Total Capital Funds</b>	<b>-\$1,720,515</b>	<b>-\$101,000</b>	<b>\$0</b>	<b>-\$1,821,515</b>
<b>Specific Purpose</b>				
Alexandria Island Park	-\$7,231			-\$7,231
North Glengarry Sewer	-753,989	-120,552		-874,541
North Glengarry Water	-543,546	-\$235,129		-778,675
Sewer upgrade, Alexandria ward	-465,502			-465,502
Waste Water, Alexandria ward	-4,100			-4,100
Water and sewer, Alexandria ward	-312,376			-312,376
Water Meters, Alexandria ward	-43,818			-43,818
Waterworks, Apple Hill	-93,402			-93,402
<b>Total Specific Purpose</b>	<b>-\$2,223,964</b>	<b>-\$355,681</b>	<b>\$0</b>	<b>-\$2,579,645</b>
<b>Total Reserve and Reserve Funds</b>	<b>-\$4,846,858</b>	<b>-\$474,181</b>	<b>\$275,000</b>	<b>-\$5,046,039</b>

Township of North Glengarry							
Long Term Debt							
Estimation for the Fiscal Year 2018							
Department	Description	Loan Amount	Date of Loan	Term	Rate of Interest	Annual Payment	Balance at January 1, 2018
<b>Infrastructure Ontario</b>							
Fire Department	Rescue Vehicle Alexandria	270,453	February 2014	10 years	2.87	\$34,612	\$202,840
Fire Department	SCBA Equipment	272,255	March 2015	10 years	1.86	31,922	231,417
Fire Department	Fire Truck Purchases	867,930	February 2018	10 years	3.01	56,351	867,930
Waterworks Dept.	Water Tower & Scada	1,276,369	March 1, 2012	10 years	2.56	141,624	574,366
						<b>\$264,509</b>	<b>\$1,876,553</b>
<b>Royal Bank</b>							
RARE Plant	RARE Plant Upgrades	463,383	January 2013	10 Years	3.28	\$54,418	\$250,546
Roads Department	Bridge Repars 2007	123,553	January 2013	10 Years	3.52	10,614	89,368
Roads Department	Streetlight Program	378,708	November 2015	3 Years	2.19	130,540	130,540
Landfill Sites	Land at WDS	232,442	December 2012	10 Years	2.96	26,884	124,827
Waterworks Dept.	Preliminary Engineering	350,000	December 2006	10 Years	4.63	26,640	217,385
Waterworks Dept.	Front Street Water/Sewer	12,407	March 2015	5 years	3.10	1,240	10,660
Waterworks Dept.	Dominion Street	39,165	December 2007	10 Years	5.35	3,204	24,569
Waterworks Dept.	Alex Lagoon Repair	1,034,000	December 2010	10 years	3.72	124,005	351,803
						<b>\$377,544</b>	<b>\$1,199,698</b>
						<b>\$642,054</b>	<b>\$3,076,250</b>



## Key Assumptions and Rationale

### **Operating Budget**

Developing a municipal budget is a large task typically taking several months, extensive internal reviews, and numerous versions. For each departmental budget, Staff analyzed revenue and expenditure trends for the past 5 years, as well as considered the future direction of the municipality and other external factors.

Many factors were considered with the formulation of the budget, such as the Consumer Price Index, increase costs of fuel and hydro, and interest rates earned and paid. As well, Staff considered the impact of the economy, resident taxation, and service levels. These assumptions, as well as those discussed below, have been used to develop, review and benchmark the budget.

### **Cost of Living Allowance and Union Contracts**

Concurrent with the County, the Cost of Living Allowance (COLA) has been estimated to be 1.8%. The current union contract increases have also been included for all union employees in the Recreation, Roads and Water/Wastewater Departments. The total impact to the budget for these changes is \$43,488.

### **Minimum Wage**

Following a review of the Employment Standards Act (ESA) and the Labour Relations Act, the Province introduced Bill 148, Fair Workplaces, Better Jobs Act. The major changes for the Township from Bill 148 were parental leave, personal emergency leave, and an increase to minimum wage. The minimum wage increased from \$11.40 to \$14.00 as of January 1, 2018, and will rise to \$15.00 on January 1, 2019. The effect of the minimum wage increase to the Township is \$20,200 in the 2018 budget.

### **Statutory and Non-Statutory Benefits**

There were minimal changes to Statutory Benefits in 2018. The Employee Health Tax (EHT), Workers Compensation Insurance Board (WSIB), Canada Pension Plan (CPP), and rates did not change between 2017 and 2018. As well, it was announced in the Summer of 2017 that the Ontario Municipal Employees Retirement System (OMERS) Sponsors Corporation was not increasing the contribution rates in 2018.

The CPP yearly maximum pensionable earnings (YMPE) amount increased from \$55,300 to \$55,900. This increase of the YMPE has an effect on the OMERS contributions, as the rates for earnings below the YMPE are at a different rate than the earnings above the YMPE. The overall impact of the increase to the YMPE for OMERS contributions was a decrease in overall budget of \$615 and an increase in CPP contributions of \$525.

## **Employee Benefits**

The employee group benefits for the Township is part of the larger County-Wide Plan. Life insurance and long term disability are held with Manulife, and accidental death and dismemberment (AD&D) are held with AIG. These rates were consistent with 2017. Health and dental benefits are managed through Green Shield. Renewal rates are based on 50% County-Wide experience and 50% Township claims experience. Overall, the employee group benefits increased by 4.8% or \$15,400, which are spread through the Township budget by department.

Effective January 1, 2018, the Ontario government provided a new provincial prescription drug program to provide dependent children age 24 and under with free medications under the Ontario Drug Eligibility (ODB) formulary. The impact of the program on drug plan costs remains unknown at this time. If there are any changes to benefit plan costs, they would be reflected through the experience at both the County-Wide level and Township level.

## **Insurance**

The Township utilizes Halpenny Insurance Brokers Ltd. as the broker of record for the Township's insurer Jardine Lloyd Thompson Canada Inc (JLT). JLT is a leader in providing specialized teams with distinctive knowledge and expertise with risk management, and advisory services. The Township's insurance rates are based on experience and market. The 2018 rates have increased by 2% or an overall increase of \$5,389.

## **Capital Budget**

Creating a Capital Budget involves reviewing current Council approved plans, and internal documents, such as Asset Management Plan, Roads Needs Studies, Bridge Condition Reports, and Master Plans from various departments. Each department reviews the conditions of their asset inventory, as well as the need for new assets based on service levels. From all this information, the departmental capital budgets are developed. Funding for the capital budget is a joint effort between the departments and treasury.

The following are metrics for Council to consider when prioritizing capital projects:

Project Requirements – Is the project required to meet legal, compliance, or regulatory mandates?

Strategic/ Council Priority Alignment – To what extent is the project aligned with government's overall strategies?

Value to Citizens – How much value will the outcome of this project bring to our residents?

Operating Budget Impact – Are there any cost savings associated with the capital project or will the new capital expenditure mean more operating costs to taxpayers?

## Summary of Key Changes from 2017 to 2018

Key Changes from 2017 to 2018	
Total Changes	\$ 351,036
<u>Increases (Decreases)</u>	
Increase net capital	178,000
OMPF	68,700
COLA impact on salaries and wages	43,488
Minimum Wage	20,200
Other Changes	19,859
Group Benefits	15,400
Insurance	5,389
	\$ 351,036

## Assessment and Taxation

There are many components to the property tax system, including: assessment value, tax ratios, tax rates, capping, and the annual operating budget amount.

The Current Value Assessment (CVA), better known as assessment, of each property in the Township is set by the Municipal Property Assessment Corporation (MPAC). All properties are assessed by MPAC every four years. Any increases to property values are phased in over four years, with any reductions being given in the first year. The 2017 taxation year was the first year of the new assessment cycle; therefore, 2018 is the second year of the assessment cycle. The assessment roll used in the 2018 taxation calculation, includes all of the phased in values as well as any assessment growth from new builds. The increase in assessment overall of 9% resulted in \$278,000 of additional tax revenue from increased assessment.

Township of North Glengarry					
2018 Assessment Comparison					
		2017	2018	Change	% Change
Property Class		Total	Total		
Residential & Farm	RT	754,168,523	793,079,776	38,911,253	5.16%
Residential - Education Only - English Public	RD	211,400	211,400	0	0.00%
Multi-Residential	MT	9,465,000	9,689,800	224,800	2.38%
Large Industrial	LT	2,656,088	0	-2,656,088	-100.00%
Farmlands	FT	288,399,425	350,182,922	61,783,497	21.42%
Commercial	CT	57,478,113	59,191,684	1,713,571	2.98%
New Construction Commercial	XT	14,654,514	15,672,984	1,018,470	6.95%
Industrial	IT	9,442,341	11,654,822	2,212,481	23.43%
New Construction Industrial	JT	2,193,226	2,971,170	777,944	35.47%
Pipeline	PT	4,783,000	4,880,748	97,748	2.04%
Managed Forest	TT	3,350,975	4,163,116	812,141	24.24%
Parking Lot	GT	47,450	32,750	-14,700	-30.98%
Shopping Centre	ST				
New Construction Shopping Centre	ZT	3,574,200	3,574,200	0	0.00%
Commercial Excess Land	CU	508,870	519,160	10,290	2.02%
Commercial Vacant	CX	2,000,125	2,113,950	113,825	5.69%
Shopping Centre Excess Land	SU				
New Construction Commercial Excess Land	XU	211,990	217,549	5,559	2.62%
Industrial Excess Land	IU	70,485	109,590	39,105	55.48%
Industrial Vacant Land	IX	155,875	157,907	2,032	1.30%
New Construction Industrial Excess Land	JU				
Large Industrial Excess Land	LU	24,540	0	-24,540	-100.00%
		<b>1,153,396,140</b>	<b>1,258,423,528</b>	<b>105,027,388</b>	<b>9.11%</b>

The total tax rate is made up of: the Municipal Tax Rate set by the Township; the County Tax Rate set by the United Counties of Stormont, Dundas and Glengarry; and, the Education Rate set by the Province.

Municipal property tax is a municipal taxation system where municipalities “tax” their residents to pay for the services the municipality provides. The property tax burden is shared amongst residents proportionately based on the values of their properties.

There are two components of the tax rate calculation:

- How much does the Township need to collect from residents to cover the net tax levy (the next tax levy is the revenue of the Township minus the expenditures)
- What is the total of the all property values in the Township

$$\frac{\text{Total Budgeted Net Tax Levy}}{\text{Weighted Assessment}} = \text{Township Tax Rate}$$

Weighted Assessment

The weighted assessment is calculated by multiplying the tax ratio, which is set by the County, by the assessment from MPAC. Each property type has a different tax ratio. For the Township, residential is 1.00, farmland is 0.25, commercial is 1.63, and industrial is 2.06.

To calculate the taxes owing, the tax rate is multiplied by the assessment of the property. The education portion is sent to the school boards directly, and the County receives their portion. The municipal tax rate represents only 40% of the total tax rate.

Based on the proposed budget being presented to Council, the total tax rate for the Township will not change in 2018. The municipal tax rate will increase by 2%, however, the education rate dropped by 5% and the county rate dropped slightly. This resulted in a 0% tax rate increase in 2018.

**Township of North Glengarry**

**Total Tax Rates**

**2018**

Property Class		Current Value	Tax Rate	Municipal	%	Upper Tier	Upper Tier	%	Education	Education	%	Tax	Total
		Assessment	Municipal	Tax Dollars	Change	Rate	Tax Dollars	Change	Rate	Tax Dollars	Change	Rate	Collected
Residential & Farm	RT	793,079,776	0.5175	4,104,512	2.08%	0.5918	4,693,446	-0.25%	0.1700	1,348,236	-5.03%	1.2793	10,146,193
Residential - Education Only - EP	RD	211,400							0.1700	359		0.1700	359
Multi-Residential	MT	9,689,800	0.9263	89,758	2.08%	1.0620	102,906	-0.25%	0.1700	16,473	-5.03%	2.1583	209,137
Large Industrial	LT	0	2.1443	0	2.09%	2.4583	0	-0.25%	1.3400	0	-3.60%	5.9426	0
Farmlands	FT	350,182,922	0.1294	453,085	2.12%	0.1483	519,321	-0.25%	0.0425	148,828	-5.03%	0.3202	1,121,234
Commercial	CT	59,191,684	0.8457	500,570	2.09%	0.9695	573,863	-0.25%	1.3400	793,169	-3.60%	3.1552	1,867,602
Commercial Construction (New)	XT	15,672,984	0.8457	132,543	2.09%	0.9695	151,950	-0.25%	1.0900	170,836	-4.39%	2.9052	455,328
Industrial	IT	11,654,822	1.0679	124,463	2.08%	1.2243	142,690	-0.25%	1.3400	156,175	-3.60%	3.6322	423,328
Industrial Construction (New)	JT	2,971,170	1.0679	31,729	2.08%	1.2243	36,376	-0.25%	1.0900	32,386	-4.39%	3.3822	100,491
Pipeline	PT	4,880,748	0.7079	34,552	2.09%	0.8116	39,612	-0.25%	1.0832	52,868	-1.27%	2.6027	127,032
Managed Forest	TT	4,163,116	0.1294	5,386	2.12%	0.1483	6,174	-0.25%	0.0425	1,769	-5.03%	0.3202	13,330
Parking Lot	GT	32,750	0.8457	277	2.09%	0.9695	318	-0.25%	1.3400	439	-3.60%	3.1552	1,033
Shopping Centre	ST	0	0.8457	0	2.09%	0.9695	0	-0.25%	1.3400	0	-3.60%	3.1552	0
Construction Shopping Centre (NEW)	ZT	3,574,200	0.8457	30,226	2.09%	0.9695	34,652	-0.25%	1.0900	38,959	-4.39%	2.9052	103,837
Commercial Excess Vacant Unit	CU	519,160	0.5920	3,073	2.08%	0.6787	3,524	-0.25%	0.9380	4,870	-3.60%	2.2087	11,467
Commercial Vacant Land	CX	2,113,950	0.5920	12,514	2.08%	0.6787	14,347	-0.25%	0.9380	19,829	-3.60%	2.2087	46,690
Commercial Excess Vacant (New Construct	XU	217,549	0.5920	1,288	2.08%	0.6787	1,477	-0.25%	0.7630	1,660	-4.39%	2.0337	4,424
Shopping Centre Excess Land	SU	0	0.5920	0	2.08%	0.6787	0	-0.25%	0.9380	0	-3.60%	2.2087	0
Industrial Excess Land	IU	109,590	0.7475	819	2.09%	0.8570	939	-0.25%	0.9380	1,028	-3.60%	2.5425	2,786
Industrial Vacant Land	IX	157,907	0.7475	1,180	2.09%	0.8570	1,353	-0.25%	0.9380	1,481	-3.60%	2.5425	4,015
Industrial Excess (New Construction)	JU		0.7475	0	2.09%	0.8570	0	-0.25%	0.7630	0	-4.39%	2.3675	0
Large Industrial Vacant Unit Excess Land	LU	0	1.5010	0	2.09%	1.7208	0	-0.25%	0.9380	0	-3.60%	4.1598	0
		<b>1,258,423,528</b>		<b>5,525,976</b>			<b>6,322,947</b>			<b>2,789,362</b>			<b>14,638,286</b>

## Departmental Operating Budgets Summary

Proposed Operating Budget					
Fiscal Year 2018					
Township of North Glengarry					
	2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Governance</b>					
Total Tax Levy	156,975	167,570	157,008	171,732	4,162
<b>General Administration</b>					
Total Tax Levy	-2,358,252	-1,750,178	-1,608,935	-1,710,950	39,228
<b>Building and Planning Department</b>					
Total Tax Levy	145,919	155,300	207,220	176,896	21,596
<b>Community Services</b>					
Total Tax Levy	481,275	442,995	450,163	508,025	65,030
<b>Economic Development</b>					
Total Tax Levy	273,543	364,590	320,518	292,472	- 72,118
<b>Recreation Department</b>					
Total Tax Levy	1,201,924	953,453	666,374	867,208	- 86,245
<b>Fire Services Department</b>					
Total Tax Levy	1,070,046	865,918	894,213	931,885	65,967
<b>Public Works Department</b>					
Total Tax Levy	6,196,581	3,843,182	2,740,295	4,155,761	312,579
<b>Water and Wastewater</b>					
Total Water and Wastewater	736,133	-	- 235,296	-	-
<b>Other</b>					
Total Tax Levy	86,809	92,110	91,552	92,947	837
<b>Total North Glengarry Tax Levy</b>	<b>7,990,953</b>	<b>5,134,940</b>	<b>3,683,112</b>	<b>5,485,976</b>	<b>351,036</b>

## Departmental Capital Budgets Summary

<b>Proposed Capital Budget</b>	
<b>Fiscal Year 2018</b>	
<b>Township of North Glengarry</b>	
<b>Planned Expenditures</b>	<b>2018</b>
<b>Department</b>	<b>Budgeted Amount</b>
General Government	
Corporate Management	-
Community Services	
Dome	-
Economic Development	115,000.00
Island Park	134,000.00
Maxville	165,000.00
MRA	136,350.00
Protection Services	
Fire Services	164,000.00
Public Works Department	
Landfill	-
RARE	282,000.00
Roads/Bridges	4,189,792.00
Wastewater Treatment	149,000.00
Water Distribution	175,000.00
Water Treatment	105,665.00
<b>Total</b>	<b>5,615,807.00</b>
<b>Planned Funding</b>	<b>2018</b>
<b>Funding Source</b>	<b>Budgeted Amount</b>
Debt	350,000.00
Federal Gas Tax (Bridge program)	812,228.00
OCIF (provincial top up funding application for bridge work)	1,668,917.00
Pay As You Go (PAYG)	1,569,862.10
Previously Budgeted Capital	485,134.90
Transfer From Reserve	300,000.00
Water and Wastewater Rates	429,665.00
<b>Total</b>	<b>5,615,807.00</b>



## Governance

### Departmental Overview

Municipal Council has a representative, policy-making, and stewardship role to play in the municipality. The Township of North Glengarry is represented by one mayor and six councillors.

### 2018 Budget Initiatives and Challenges

The Governance budget has no significant changes other than the adjustments for the Cost of Living.

### 2018 Budget Details

Proposed Operating Budget						
Fiscal Year 2018						
Governance						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Governance</b>						
<b>Council</b>						
<b>Expenditures</b>						
	Salaries and Wages	120,007	121,800	122,167	125,199	3,399
	Benefits	3,678	3,500	3,322	4,263	763
	Mayor Expenses	6,137	8,360	3,441	8,360	-
	Deputy Mayor Expenses	4,097	3,360	4,855	3,360	-
	Councillor at Large Expenses	3,156	5,510	1,686	5,510	-
	Councillor Alexandria Ward	2,494	5,510	2,262	5,510	-
	Councillor Kenyon Ward	4,783	5,510	5,483	5,510	-
	Councillor Locheil Ward	4,973	5,510	4,664	5,510	-
	Councillor Maxville Ward	4,842	5,510	5,345	5,510	-
	Operating Expenses	2,808	3,000	3,783	3,000	-
	<b>Total Expenditures</b>	<b>156,975</b>	<b>167,570</b>	<b>157,008</b>	<b>171,732</b>	<b>4,162</b>
	<b>Total Tax Levy</b>	<b>156,975</b>	<b>167,570</b>	<b>157,008</b>	<b>171,732</b>	<b>4,162</b>
	<b>Total Tax Levy</b>	<b>156,975</b>	<b>167,570</b>	<b>157,008</b>	<b>171,732</b>	<b>4,162</b>

## General Administration

### Departmental Overview

The Administration Department includes the Office of the Chief Administrative Officer (CAO); Treasury Department; and Information Technology.

The Office of the CAO is responsible to Council for the effective administration of all Township activities. The CAO provides leadership and is responsible for the coordination of information with all departments while ensuring that the policies of the municipality are followed. The CAO also is responsible for Human Resources with respect to recruitment and ensuring the Township follows policies and HR legislation. The Clerk's Department, as a function of the CAO along with the assistance of the Deputy Clerk, is responsible for legislative guidelines to Council, in all matters pertaining to the conducting of Council and committee meetings. The Clerk's Department is also responsible for all records of the Township, including all agendas, minutes, by-laws, policies and agreements. Information Technology manages all the hardware, software and networking for the Township, as well as phone systems.

The Treasury Department's function is to handle all financial affairs of the Township in accordance with the Municipal Act, Generally Accepted Accounting Principles (GAAP), Township By-Laws and Policies, and Public Sector Accounting Board (PSAB) Principles. The Treasury Department is responsible for taxation, water and wastewater billing, accounts payable, accounts receivable, payroll, budgeting, benefits, insurance, and financial reporting.

### 2017 Accomplishments

2017 was a challenging year in the Administration Department. Staff were focused on maintaining customer service and ensuring necessary work was completed.

## Budget Summary

Proposed Operating Budget						
Fiscal Year 2018						
General Administration						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>General Administration</b>						
General Administration						
	Total Revenues	- 3,948,719	- 2,917,600	- 3,033,840	- 2,848,250	69,350
	Total Expenditures	1,552,031	1,149,922	1,416,303	1,137,300	- 12,622
	Total Capital Expenditures	38,436	17,500	8,602	-	- 17,500
	Total Tax Levy	- 2,358,252	- 1,750,178	- 1,608,935	- 1,710,950	39,228
	<b>Total Tax Levy</b>	<b>- 2,358,252</b>	<b>- 1,750,178</b>	<b>- 1,608,935</b>	<b>- 1,710,950</b>	<b>39,228</b>

Proposed Operating Budget						
Fiscal Year 2018						
Other Services						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Other</b>						
Ambulance						
	Revenues					
	Total Revenues	- 25,044	- 24,315	- 21,316	- 24,315	-
	Total Expenditures	295	3,000	981	3,000	-
	Total Tax Levy	- 24,749	- 21,315	- 20,335	- 21,315	-
Crossing Guards						
	Total Expenditures	5,545	5,645	5,401	6,730	1,085
	Total Tax Levy	5,545	5,645	5,401	6,730	1,085
Conservation Authorities						
	Total Expenditures	105,052	105,780	105,771	105,532	- 248
	Total Tax Levy	105,052	105,780	105,771	105,532	- 248
Livestock						
	Total Revenues	- 2,268	- 4,000	- 646	- 4,000	-
	Total Expenditures	3,229	6,000	1,361	6,000	-
	Total Tax Levy	961	2,000	715	2,000	-
	<b>Total Tax Levy</b>	<b>86,809</b>	<b>92,110</b>	<b>91,552</b>	<b>92,947</b>	<b>837</b>

## **2018 Budget Initiatives and Challenges**

### **Ontario Municipal Partnership Fund (OMPF)**

The Ontario Municipal Partnership Fund (OMPF) continues to be the Province's main transfer payment to municipalities. In 2014, the OMPF was redesigned following consultations with municipalities across Ontario. Consultation with municipalities and the Association of Municipalities of Ontario (AMO) have continued over the past year and have focused on refining the program to ensure it meets the long-term priorities of municipalities.

In 2018, OMPF allotment will be reduced by \$68,700 with the Township receiving \$2,258,200. This reduction has been considered in the 2018 budgeted amount. The OMPF calculation is quite complex, with multiple thresholds and indicators set by the Province. It is also dependent on how the Township's assessment changes in relation to the County. The allocation notice has been included for reference.

### **Payments in Lieu of Taxes (PIL)**

Property owned by the Provincial and Federal Government is not subject to regular property taxation, however, these properties pay the municipality something called Payments in Lieu (PIL). The revenues received from these government agencies are based on the same premises as the property taxation calculations, however, the revenues collected are accounted for in the general administration budget.

The valuation for PIL's were reviewed and adjustments were made based on new valuation.

## 2018 Budget Details

Proposed Operating Budget						
Fiscal Year 2018						
General Administration						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>General Administration</b>						
<b>General Administration</b>						
<b>Revenues</b>						
	Job Creation Program	- 5,334	-	- 327	-	-
	PIL Post Office	- 5,449	- 5,000	- 5,527	- 5,000	-
	Municipal Tax Assistance	- 10,714	- 10,700	- 5,773	- 10,700	-
	Glengarry Memorial Hospital	- 2,018	- 2,000	- 4,350	- 4,000	- 2,000
	Hyrdo One	- 4,527	- 4,100	- 5,211	- 4,100	-
	Municipal Enterprises	- 36,919	- 34,100	- 58,127	- 34,100	-
	Railways - Right of Way	- 16,025	- 16,000	- 88,704	- 83,200	- 67,200
	Ontario Municipal Partnership	- 2,187,500	- 2,326,900	- 2,326,900	- 2,258,200	68,700
	Canada 150 Grant	- 6,400	- 11,850	- 607	-	11,850
	Ontario Trillium Grant	- 79,500	- 23,000	-	-	23,000
	PUC RRCA Grant	- 30,000	- 30,000	- 30,000	- 30,000	-
	OMAFRA Red Program	- 618	-	-	-	-
	Transfer from Reserve Fund	- 176,375	- 80,000	- 80,000	-	80,000
	Lottery Licences	- 8,466	- 8,000	- 10,749	- 10,000	- 2,000
	Tax Certificates	- 19,950	- 19,000	- 22,783	- 22,000	- 3,000
	Marriage Licence Fees	- 3,625	- 4,000	- 2,875	- 4,000	-
	Business Licences	- 1,500	- 3,500	- 2,500	- 3,500	-
	Photocopier Revenue	- 16	-	- 275	-	-
	Land Rental - Chip Stand	- 9,763	- 9,750	- 9,750	- 9,750	-
	Tax Write Offs	- 4,890	- 1,000	- 3,606	- 1,000	-
	Donations	- 900,000	-	- 44	-	-
	Sale of Registered Properties	- 7,651	-	-	-	-
	Penalty and Interest	- 376,243	- 300,000	- 344,824	- 340,000	- 40,000
	Sale of Land and Buildings	- 5,001	-	-	-	-
	Interest on Bank Account	- 24,415	- 20,000	- 23,040	- 20,000	-
	Rental of Building	- 10,820	- 8,700	- 7,868	- 8,700	-
	Legal/ Court Claims	- 15,000	-	-	-	-
	Green Box Program	-	-	-	-	-
	<b>Total Revenues</b>	<b>- 3,948,719</b>	<b>- 2,917,600</b>	<b>- 3,033,840</b>	<b>- 2,848,250</b>	<b>69,350</b>

Proposed Operating Budget							
Fiscal Year 2018							
General Administration							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>General Administration</b>							
<b>General Administration</b>							
<b>Expenditures</b>							
	Salaries and Wages		518,096	522,650	524,078	530,490	7,840
	Part Time Wages		5,193	-	39,491	-	-
	Benefits		145,363	137,100	133,057	163,382	26,282
	Insurance		30,742	34,105	34,105	33,361	- 744
	Bank Charges		5,563	6,000	7,181	6,000	-
	Interest Payments		-	5,000	50	-	- 5,000
	Municipal Taxes		28,584	17,600	15,475	17,600	-
	Health and Safety		8,836	10,000	10,123	10,000	-
	Clothing Allowance	-	101	-	14	-	-
	Mileage and Travel		3,941	4,000	2,518	4,000	-
	Meeting Attendance		540	300	420	300	-
	Conferences/Training/Worksh		15,623	16,000	8,800	16,000	-
	Cell Phones		-	-	624	-	-
	Cell Phones		3,438	3,500	2,787	3,500	-
	Telephone		4,582	4,500	4,116	4,500	-
	Courier		476	500	373	500	-
	Enbridge		4,003	4,500	3,243	4,500	-
	Hydro		22,578	25,000	18,243	25,000	-
	Water/Sewer		2,476	2,500	2,594	2,500	-
	Postage		24,629	25,000	29,903	25,000	-
	Parking Lot Rent		3,053	3,100	3,053	3,100	-
	Office Supplies		24,715	23,520	23,706	23,520	-
	Housekeeping and Janitorial		25,098	24,000	23,459	-	- 24,000
	Supplies		4,270	3,000	4,138	3,000	-
	Computer Fees and Equipmen		40,054	38,000	51,816	38,000	-
	Website Hosting		3,053	3,100	3,356	3,100	-
	Photocopier Administration		6,784	6,500	8,607	6,500	-
	Equipment Maintenance		-	1,000	-	-	- 1,000
	Audit Fees		24,478	28,000	24,613	28,000	-
	Legal Fees		28,028	20,000	30,381	20,000	-
	Consulting Fees		24,039	19,000	39,016	19,000	-
	Advertising		6,151	6,000	2,428	6,000	-

Proposed Operating Budget							
Fiscal Year 2018							
General Administration							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>General Administration</b>							
<b>General Administration</b>							
		Publicity and Promotions	3,868	5,000	5,521	5,000	-
		Other Municipal Properties	14,013	2,000	851	-	- 2,000
		Building Maintenance and Sup	9,893	10,000	8,059	10,000	-
		Association and Membership f	5,847	6,000	5,838	6,000	-
		Printing Administration	6,443	6,500	5,659	6,500	-
		Marriage Licence Fees	960	2,000	960	1,000	- 1,000
		Landscaping	2,505	3,000	2,056	-	- 3,000
		Tax Issues	400,000	-	263,006	-	-
		Senior Support Legion	3,511	5,000	2,543	-	- 5,000
		Operating Expenses	8,138	6,000	5,510	6,000	-
		Special Projects	7,940	5,000	-	-	- 5,000
		Capping	1,367	1,400	-	1,400	-
		AODA Expenditures	7,589	20,000	8,733	20,000	-
		Tax Write Offs	21,345	52,047	29,424	52,047	-
		Amortization	31,827	-	-	-	-
		Green Box Program	-	-	6,548	-	-
		Transfers to Reserves	12,500	12,500	12,500	12,500	-
		Contingency Fund	-	20,000	7,327	20,000	-
		<b>Total Expenditures</b>	<b>1,552,031</b>	<b>1,149,922</b>	<b>1,416,303</b>	<b>1,137,300</b>	<b>- 12,622</b>
		<b>Capital Expenditures</b>					
		Capital Expenditures	38,436	17,500	8,602	-	- 17,500
		<b>Total Capital Expenditures</b>	<b>38,436</b>	<b>17,500</b>	<b>8,602</b>	<b>-</b>	<b>- 17,500</b>
		<b>Total Tax Levy</b>	<b>-2,358,252</b>	<b>- 1,750,178</b>	<b>- 1,608,935</b>	<b>- 1,710,950</b>	<b>39,228</b>
		<b>Total Tax Levy</b>	<b>-2,358,252</b>	<b>- 1,750,178</b>	<b>- 1,608,935</b>	<b>- 1,710,950</b>	<b>39,228</b>

Proposed Operating Budget						
Fiscal Year 2018						
Other Services						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Other</b>						
<b>Ambulance</b>						
<b>Revenues</b>						
	Advertising	- 21,316	- 21,315	- 21,316	- 21,315	-
	Operating Revenues	- 3,728	- 3,000	-	- 3,000	-
	<b>Total Revenues</b>	<b>- 25,044</b>	<b>- 24,315</b>	<b>- 21,316</b>	<b>- 24,315</b>	<b>-</b>
<b>Expenditures</b>						
	Operating Costs	295	3,000	981	3,000	-
	<b>Total Expenditures</b>	<b>295</b>	<b>3,000</b>	<b>981</b>	<b>3,000</b>	<b>-</b>
	<b>Total Tax Levy</b>	<b>- 24,749</b>	<b>- 21,315</b>	<b>- 20,335</b>	<b>- 21,315</b>	<b>-</b>
<b>Crossing Guards</b>						
<b>Expenditures</b>						
	Salaries and Wages	5,103	5,020	5,033	5,986	966
	Benefits	442	625	368	744	119
	<b>Total Expenditures</b>	<b>5,545</b>	<b>5,645</b>	<b>5,401</b>	<b>6,730</b>	<b>1,085</b>
	<b>Total Tax Levy</b>	<b>5,545</b>	<b>5,645</b>	<b>5,401</b>	<b>6,730</b>	<b>1,085</b>
<b>Conservation Authorities</b>						
<b>Expenditures</b>						
	Transfer to RRCA	92,965	92,360	92,359	92,360	-
	Transfer to SNRCA	12,087	13,420	13,412	13,172	- 248
	<b>Total Expenditures</b>	<b>105,052</b>	<b>105,780</b>	<b>105,771</b>	<b>105,532</b>	<b>- 248</b>
	<b>Total Tax Levy</b>	<b>105,052</b>	<b>105,780</b>	<b>105,771</b>	<b>105,532</b>	<b>- 248</b>
<b>Livestock</b>						
<b>Revenues</b>						
	Livestock and Poultry Grant	- 2,268	- 4,000	- 646	- 4,000	-
	<b>Total Revenues</b>	<b>- 2,268</b>	<b>- 4,000</b>	<b>- 646</b>	<b>- 4,000</b>	<b>-</b>
<b>Expenditures</b>						
	Livestock Evaluator	912	1,000	745	1,000	-
	Livestock Damages	2,317	5,000	616	5,000	-
	<b>Total Expenditures</b>	<b>3,229</b>	<b>6,000</b>	<b>1,361</b>	<b>6,000</b>	<b>-</b>
	<b>Total Tax Levy</b>	<b>961</b>	<b>2,000</b>	<b>715</b>	<b>2,000</b>	<b>-</b>
	<b>Total Tax Levy</b>	<b>86,809</b>	<b>92,110</b>	<b>91,552</b>	<b>92,947</b>	<b>837</b>



## By-Law Enforcement, Building and Planning Departments

### Departmental Overview

Municipal By-laws create safe, clean and vibrant communities throughout the Township of North Glengarry. The purpose of the By-law Department is to assist with providing public safety, maintaining community standards, and dealing with the Township's nuisance issues. The most common problems the department deals with are animal control, parking, clean yards, property standards and noise infractions. By-law enforcement officers from the planning and building department respond to requests for service and inquiries on private property related to business licensing, lot maintenance, noise and nuisances, property standards, zoning bylaw regulations, etc. The By-law Department is responsible for the enforcement the Yard Maintenance By-Law, the By-law for the licensing and keeping of dogs, the Animal at Large By-law, the Nuisance By-law, the Parking, and the Property Standards By-law. The department responds to issues on a complaint basis with the exception of parking. At times enforcement and prosecution is required.

The Township's Building Department authorizes all building construction and demolition in North Glengarry. The Department is provincially mandated to administer and enforce the Ontario Building Code (OBC), and provincial legislation requires staff to maintain certification to meet provincial standards, perform mandatory inspections, and issue permits within mandated time frames. The Township's Building Department provides the following public services associated with the administration and enforcement of the OBC: pre-permit consultation, plans examination, technical reviews and application processing, issuing of permits within mandated time frames to ensure conformity to the OBC, on-site inspections to ensure conformity with approved permit drawings, specifications, the OBC Act and regulations, response to all technical inquiries throughout building projects, provision of enforcement and initiation of legal proceedings as required, etc. The Building Department also administers and enforces other municipal By-laws such as the Property Standards By-Law, the Pool By-law, the Sign By-law, and the Outdoor Appliance By-law. The Department is also in responsible for assigning urban Civic addresses and rural Emergency 911 numbers, and to co-ordinate for the issuance of permits and inspection of all sewage systems.

The Township's Planning Department is responsible for the administration of the Zoning By-law with respect to interpretation of permitted uses and provisions of the bylaw including setbacks, lot coverage, and parking requirements. The Township's Planning Department provides the following public services associated with the administration of the Planning Act; preparation of recommendations to Township Council regarding proposed amendments to the Township's principal land use planning documents, the Official Plan which incorporates the general goals, objectives and policies governing land use within the Town and the Comprehensive Zoning By-law, prepares planning documents, including but not limited to official plan and zoning by-law

amendments to implement Council's decisions on applications, responsible for the processing and management of development applications under the Planning Act that have been filed with the Township including draft Plans of Subdivision, prepares recommendations to the Committee of Adjustment on applications for consents and minor variances, etc. The Planning Department also administers and enforces other municipal By-laws such as the Nutrient Management Plan By-law, and Lot Grading.

The Department is also in responsible for confirming zoning compliance for building permits.

## **2017 Accomplishments**

The Building Department issued a total of:

- 178 building permits
- 19 septic system permits
- 23 demolition permits
- 9 temporary tents issued for functions
- 468 scheduled inspections

The building department personnel, along with the above matters, regularly addressed inquiries from the public, buildings and professionals including designers, architects and engineers. Department staff continue to attend professional development courses to both maintain and upgrade certifications.

- The Planning Department managed a total of:
  - 20 severance applications
  - 11 zoning amendments
  - 15 minor variances
  - 2 site plan development agreements and
  - 100 requests for work orders/zoning certificates

The Planning Department addressed hundreds of inquiries from the general public. These inquiries are fast becoming the most demanding aspect of the Chief Building Official position in North Glengarry where the roles and responsibilities of Chief Building Official and Municipal Planner are undertaken by one individual.

- The Bylaw Enforcement Department managed:
  - 13 property standard files
  - 61 other complaints i.e. barking dogs, noise issues, clean yards
  - 172 burn permits issued

## Budget Summary

Proposed Operating Budget					
Fiscal Year 2018					
Building and Planning Department					
	2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Building and Planning Department</b>					
<b>Animal Control</b>					
Total Revenues	- 26,956	- 28,500	- 27,867	- 28,500	-
Total Expenditures	23,088	24,500	24,752	24,500	-
Total Tax Levy	- 3,868	- 4,000	- 3,115	- 4,000	-
<b>Building Department</b>					
Total Revenues	- 157,319	- 125,000	- 111,583	- 125,000	-
Total Expenditures	229,167	264,200	247,354	263,322	- 878
Total Capital Expenditures	30,819	-	-	-	-
Total Tax Levy	102,667	139,200	135,771	138,322	- 878
<b>By-Law Department</b>					
Total Revenues	- 21,088	- 20,000	- 25,800	- 20,000	-
Total Expenditures	11,848	10,000	12,742	20,186	10,186
Total Tax Levy	- 9,240	- 10,000	- 13,058	186	10,186
<b>Planning Department</b>					
Total Revenues	- 43,478	- 55,000	- 67,768	- 50,000	5,000
Total Expenditures	107,112	89,100	167,596	90,284	1,184
Total Tax Levy	63,634	34,100	99,828	40,284	6,184
<b>Septic Systems</b>					
Total Revenues	- 21,571	- 21,000	- 21,747	- 21,000	-
Total Expenditures	14,368	17,000	9,541	23,104	6,104
Total Tax Levy	- 7,203	- 4,000	- 12,206	2,104	6,104
<b>Total Tax Levy</b>	<b>145,990</b>	<b>155,300</b>	<b>207,220</b>	<b>176,896</b>	<b>21,596</b>

## **2018 Budget Initiatives and Challenges**

A building permit must be obtained before commencing any construction. The application process varies depending on the complexity of the project and the completeness of the information provided at the time of application. It is good practice to discuss with the owner/project manager before they apply for a permit to facilitate the process efficiently. Changes to the Ontario Building Code changes occur every year and represent a constant knowledge of many different parts of the OBC.

### **Challenges**

Some of this year's changes will deal with the SB-12, which introduced new prescriptive compliance packages that represent an energy-efficiency improvement in new homes of approximately 15% over the preceding version. Along with this improvement comes the requirement to utilize technologies such as a heat/energy recovery ventilator (HRV/ERV) and drain-water heat recovery (DWHR).

Another major change concerns the "Two-Unit Houses" (In-law suites). Changes are proposed to increase the affordability of newly built houses with a secondary unit. These requirements would include permitting houses with secondary suites to be built of combustible construction, require a 30-minute fire separation between two units, possess interconnected hard-wired smoke alarms and permit either combined or independent HVAC systems. Currently, the Building Code has residential construction requirements that recognize differences between single-unit houses, buildings containing between two and four units, and multi-unit buildings with greater than four units. Requirements for each of these residential housing types become progressively more stringent the greater the number of residential units in a building. Under current requirements, new homes built with a secondary suite are buildings that contain between 2-4 units, which have higher requirements than a single-unit house.

Current Building Code requirements for newly built houses with secondary suites are generally higher than the requirements that apply when an existing single-unit house is converted into a house with a secondary suite, which is what the OBC is trying to make more equally stringent.

Stairs and guards will also soon be addressed. This change moves to harmonize with the National Building Code and would mandate longer stair runs with deeper tread depth (increase from 210 mm to 255 mm) and limit the "climbability" of guards. Therefore, a typical house staircase would lengthen, thus impacting usable interior space. The reasoning behind this change is that a deeper tread depth should provide better foot placement for stability, resulting in fewer falls. This change is only schedule to take place late in 2018 or 2019.

## Budget Initiatives

In 2018, the Building Department already has some major projects on the go, such as the new commercial steel structure building for the LCBO in Alexandria and the two “8 units” two storey high wood frame residential buildings also in Alexandria. There are also some buildings permits application that have been submitted for some larger projects such as the new commercial steel structure building for the Home Hardware in Maxville and the water tower project also in Maxville.

### 2018 Goals:

- Adopt a new Municipal Zoning bylaw
- Continue to train staff in a rapidly changing regulatory environment
- Continue to improve public relations

### 2018 Budget Details

Proposed Operating Budget					
Fiscal Year 2018					
Building and Planning Department					
	2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Building and Planning Department</b>					
<b>Animal Control</b>					
<b>Revenues</b>					
	Kennel Permits	- 2,395	- 3,500	- -	- 3,500
	Dog Licences	- 24,561	- 25,000	- 27,867	- 25,000
	<b>Total Revenues</b>	<b>- 26,956</b>	<b>- 28,500</b>	<b>- 27,867</b>	<b>- 28,500</b>
	<b>Total Expenditures</b>	<b>23,088</b>	<b>24,500</b>	<b>24,752</b>	<b>24,500</b>
	<b>Total Tax Levy</b>	<b>- 3,868</b>	<b>- 4,000</b>	<b>- 3,115</b>	<b>- 4,000</b>

Proposed Operating Budget						
Fiscal Year 2018						
Building and Planning Department						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Building and Planning Department</b>						
<b>Building Department</b>						
<b>Revenues</b>						
	Building Permits	- 155,168	- 125,000	- 111,583	- 125,000	-
	Revenue Other	- 50	-	-	-	-
	Amortization	- 2,101	-	-	-	-
	<b>Total Revenues</b>	<b>- 157,319</b>	<b>- 125,000</b>	<b>- 111,583</b>	<b>- 125,000</b>	<b>-</b>
<b>Expenditures</b>						
	Salaries and Wages	151,195	173,600	162,277	173,357	- 243
	Benefits	44,481	49,100	46,486	51,965	2,865
	WSIB Claims	2,360	-	-	-	-
	Clothing Allowance	1,085	2,000	874	2,000	-
	Mileage and Travel	4,641	5,000	1,420	5,000	-
	Meeting Attendance	180	-	480	-	-
	Conferences/Training/Worksh	8,133	8,000	2,668	8,000	-
	Cell Phones	2,114	2,500	2,198	2,000	- 500
	Courier	68	-	63	-	-
	Supplies	3,441	3,000	3,064	3,000	-
	Computer Fees and Equipmen	-	-	98	-	-
	Legal Fees	6,501	10,000	9,333	10,000	-
	Consulting Fees	509	2,000	12,496	2,000	-
	Advertising	-	-	2,081	-	-
	Vehicle Maintenance	1,911	2,000	1,770	2,000	-
	Gas/Oil/Diesel	1,199	2,000	849	2,000	-
	Association and Membership f	986	1,500	935	1,500	-
	Contracted Service	205	-	41	-	-
	Operating Expenses	116	-	17	-	-
	Civic Numbering	42	500	-	500	-
	Clean Years	-	3,000	204	-	- 3,000
	<b>Total Expenditures</b>	<b>229,167</b>	<b>264,200</b>	<b>247,354</b>	<b>263,322</b>	<b>- 878</b>
<b>Capital Expenditures</b>						
	Capital Expenditures	30,819	-	-	-	-
	<b>Total Capital Expenditures</b>	<b>30,819</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Tax Levy</b>	<b>102,667</b>	<b>139,200</b>	<b>135,771</b>	<b>138,322</b>	<b>- 878</b>

Proposed Operating Budget						
Fiscal Year 2018						
Building and Planning Department						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Building and Planning Department</b>						
<b>By-Law Department</b>						
<b>Revenues</b>						
	Enforcement Violations	- 13,922	- 15,000	- 19,850	- 15,000	-
	Court Fines	- 2,980	- 2,000	- 3,473	- 2,000	-
	Clean Years	- 283	- 1,000	- 1,432	- 1,000	-
	Property Standards	- 2,443	-	- 265	-	-
	Parking Tickets	- 1,460	- 2,000	- 780	- 2,000	-
	<b>Total Revenues</b>	<b>- 21,088</b>	<b>- 20,000</b>	<b>- 25,800</b>	<b>- 20,000</b>	<b>-</b>
<b>Expenditures</b>						
	Salaries and Wages	-	-	-	5,502	5,502
	Benefits	-	-	-	684	684
	Clothing Allowance	-	-	-	500	500
	Cell Phones	-	-	-	500	500
	Property Standards	11,848	10,000	12,742	10,000	-
	Clean Years	-	-	-	3,000	3,000
	<b>Total Expenditures</b>	<b>11,848</b>	<b>10,000</b>	<b>12,742</b>	<b>20,186</b>	<b>10,186</b>
	<b>Total Tax Levy</b>	<b>- 9,240</b>	<b>- 10,000</b>	<b>- 13,058</b>	<b>186</b>	<b>10,186</b>

Proposed Operating Budget										
Fiscal Year 2018										
Building and Planning Department										
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance			
<b>Building and Planning Department</b>										
<b>Planning Department</b>										
<b>Revenues</b>										
	Zoning and Amendment Fees	-	15,000	-	10,000	-	15,000	-	5,000	
	Minor Variances	-	5,500	-	5,000	-	6,000	-	5,000	-
	Other Revenue	-	22,978	-	30,000	-	31,811	-	30,000	-
	Source Protection Plan	-	-	-	-	-	14,957	-	-	-
	Cash-in-lieu of Parkland	-	-	-	10,000	-	-	-	-	10,000
	<b>Total Revenues</b>	-	<b>43,478</b>	-	<b>55,000</b>	-	<b>67,768</b>	-	<b>50,000</b>	<b>5,000</b>
<b>Expenditures</b>										
	Salaries and Wages		64,325		56,100		50,233		56,895	795
	Benefits		18,419		18,000		17,289		18,389	389
	Meeting Attendance		60		-		-		-	-
	Consulting Fees		7,227		5,000		75,781		5,000	-
	Advertising		4,460		5,000		4,336		5,000	-
	Zoning Update		1,521		-		-		-	-
	GIS System		368		-		-		-	-
	Source Protection Plan		-		-		14,957		-	-
	Amortization		5,732		-		-		-	-
	Transfers to Reserves		5,000		5,000		5,000		5,000	-
	<b>Total Expenditures</b>		<b>107,112</b>		<b>89,100</b>		<b>167,596</b>		<b>90,284</b>	<b>1,184</b>
	<b>Total Tax Levy</b>		<b>63,634</b>		<b>34,100</b>		<b>99,828</b>		<b>40,284</b>	<b>6,184</b>
<b>Septic Systems</b>										
<b>Revenues</b>										
	Permits	-	17,586	-	18,000	-	13,322	-	18,000	-
	Mandatory Inspections	-	3,425	-	3,000	-	5,275	-	3,000	-
	Revenue Other	-	560	-	-	-	3,150	-	-	-
	<b>Total Revenues</b>	-	<b>21,571</b>	-	<b>21,000</b>	-	<b>21,747</b>	-	<b>21,000</b>	-
<b>Expenditures</b>										
	Salaries and Wages		-		-		-		4,482	4,482
	Benefits		-		-		-		1,622	1,622
	Contracted Service		14,297		15,000		9,541		15,000	-
	Mandatory Inspections		-		2,000		-		2,000	-
	<b>Total Expenditures</b>		<b>14,297</b>		<b>17,000</b>		<b>9,541</b>		<b>23,104</b>	<b>6,104</b>
	<b>Total Tax Levy</b>	-	<b>7,274</b>	-	<b>4,000</b>	-	<b>12,206</b>	-	<b>2,104</b>	<b>6,104</b>
	<b>Total Tax Levy</b>		<b>145,919</b>		<b>155,300</b>		<b>207,220</b>		<b>176,896</b>	<b>21,596</b>



## Community Development

### Departmental Overview

The Community Development budget contains funds to support municipal activities such as Canada Day, the Business and Community Awards Gala and the Christmas Parades.

Overall, the proposed level of subsidies/contributions to various community groups and organizations will total nearly \$375,000 in 2018.

<b>2018 TOWNSHIP OF NORTH GLENGARRY</b>	
<b>Program</b>	<b>Amount</b>
Municipal Recreation Associations Operating Expenses	\$ 70,400
Municipal Recreation Associations Capital Expenses	\$ 61,350
Glengarry Pioneer Museum	\$ 27,500
Community Centres & Libraries	\$ 27,000
Community Grant Program	\$ 25,000
Glengarry Memorial Hospital	\$ 20,000
Special Projects	\$ 20,000
Glengarry County Archives	\$ 18,000
July 1st, Christmas & Carnivals	\$ 15,000
Hamlet Recreation Buildings	\$ 14,000
Libraries (incl. Dalkeith)	\$ 13,000
Special Events	\$ 12,500
Business & Community Gala Awards	\$ 12,500
Sponsorship	\$ 10,000
Minor Sports Subsidy	\$ 8,000
Festival of Lights	\$ 7,500
Legion/Senior Support	\$ 5,000
Arts, Culture and Heritage	\$ 5,000
Inclusion Fund	\$ 2,000
Highland Games Committee	\$ 1,000
<b>TOTAL MUNICIPAL CONTRIBUTIONS:</b>	<b>\$ 374,750</b>

The Other Contributions budget contains contributions to various community groups in North Glengarry such as the Municipal Recreation Associations in Alexandria, Apple Hill, Dalkeith, Dunvegan, Father Gauthier (Lochiel), Glen Robertson, Glen Sandfield, Greenfield, Laggan and Maxville, the transfer of funds to the Glengarry Sports Palace, the Community Grant Program, the Minor Sports Subsidy, the Glengarry Pioneer Museum, the Highland Games, the Glengarry Memorial Hospital and the Glengarry County Archives.

The Recreation Building budget is for the space needs of the various Community Centres located in Apple Hill, Glen Robertson, Dunvegan, Dalkeith, and Maxville, as well as the Maxville Library and Dalkeith Plus facilities which both receive rent-free and utilities-paid use of the former Dalkeith library.

The Library budget is for items for the maintenance of the Maxville Library and the former Dalkeith Library buildings.

## **2017 Accomplishments**

### **Canada Day**

The municipality in part subsidized the Canada Day activities for Maxville (\$2,000), Alexandria (\$3,500) and Glen Robertson (\$2,000). In addition, Canada Day fireworks were purchased for Apple Hill (\$2,000), Glen Robertson (\$2,000) and Alexandria (\$6,000) in the amount of with an anonymous donation of \$2,000 towards the Alexandria fireworks which brought the total cost down to \$8,000 plus tax.

### **The Business & Community Awards Gala**

Held since 2008 this event highlights businesses and volunteers in our community who help make North Glengarry a great place to work, live, and play. This year 210 guests attended the 10th edition of the Gala on Thursday September 28, 2017 at the Maxville & District Sports Complex.

Ticket sales and sponsorships vary from year to year depending on the number of people who come out to support the award winners. \$6275.00 was received through sponsorships from compared to \$5775.00 in 2016 and \$6440.00 was collected from ticket sales compared to \$6850.00 in 2016. Meal, decorator, trophies, flowers, wine, mileage, tickets, booklets and sponsor sign expenses totaled \$13,195.48. The event garnered a net loss of \$480.48 for 2017 compared to \$1,091.59 in 2016, \$1,261.56 in 2015, and \$5,436.45 in 2014.

### **Accessibility**

- A new handicap accessible door was installed at the Glen Robertson Recreation Centre
- New hardware was installed to render two existing doors at the Apple Hill Centre fully accessible.

- Signs were installed outside the Alexandria Library to indicate that the facility does not have accessible bathrooms and redirects clients to use the ones in the Glengarry Sports Palace.
- Signs were placed at the R.A.R.E. facility to advise patrons to call to obtain assistance from staff to remove articles from their vehicles.
- Accessible picnic tables were installed at Island Park as well as extended slabs of cement under park benches to allow individuals to sit comfortably along-side bench occupants.

### Budget Summary

Fiscal Year 2018						
Community Services						
	2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance	
<b>Community Services</b>						
<b>Community Development</b>						
Total Revenues	- 35,446	- 20,000	- 18,965	- 20,000	-	
Total Expenditures	51,415	33,000	30,851	40,100	7,100	
Total Tax Levy	15,969	13,000	11,886	20,100	7,100	
<b>Other Contributions</b>						
Total Expenditures	408,379	429,945	417,637	428,903	- 1,042	
Total Capital Revenues	-	- 75,000	-	- 109,328	- 34,328	
Total Capital Expenditures	44,221	55,050	6,422	136,350	81,300	
Total Tax Levy	452,600	409,995	424,059	455,925	45,930	
<b>Recreation Building Water Legislation</b>						
Total Expenditures	2,444	7,000	5,557	19,000	12,000	
Total Tax Levy	2,444	7,000	5,557	19,000	12,000	
<b>Library</b>						
Total Expenditures	10,262	13,000	8,912	13,000	-	
Total Tax Levy	10,262	13,000	8,912	13,000	-	
<b>Total Tax Levy</b>	<b>481,275</b>	<b>442,995</b>	<b>450,414</b>	<b>508,025</b>	<b>65,030</b>	

### 2018 Budget Initiatives and Challenges

The Other Contributions budget will see an increase to the Glengarry County Archives to \$18,000 to support their increasing activities.

This year, in Community Development, a funding application for \$7,500 was submitted to Celebrate Canada in November 2017 to help offset funds given to the various hamlets for their celebrations. Apple Hill, Glen Robertson and Alexandria are all looking forward to repeat fireworks.

## 2018 Budget Details

Proposed Operating Budget						
Fiscal Year 2018						
Community Services						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Community Services</b>						
<b>Community Development</b>						
<b>Revenues</b>						
	Celebrate Canada	- 7,500	- 7,500	- 7,500	- 7,500	-
	Special Events	- 27,946	- 12,500	- 11,465	- 12,500	-
	<b>Total Revenues</b>	<b>- 35,446</b>	<b>- 20,000</b>	<b>- 18,965</b>	<b>- 20,000</b>	<b>-</b>
<b>Expenditures</b>						
	Mileage and Travel	-	-	123	100	100
	July 1st and Christmas	6,413	8,000	8,683	15,000	7,000
	Special Grants	7,500	7,500	7,500	7,500	-
	Special Events	37,502	12,500	12,841	12,500	-
	ACH Committee Events	-	5,000	1,453	5,000	-
	<b>Total Expenditures</b>	<b>51,415</b>	<b>33,000</b>	<b>30,600</b>	<b>40,100</b>	<b>7,100</b>
	<b>Total Tax Levy</b>	<b>15,969</b>	<b>13,000</b>	<b>11,635</b>	<b>20,100</b>	<b>7,100</b>
<b>Other Contributions</b>						
<b>Expenditures</b>						
	LTD Payments	7,296	-	-	-	-
	Regional Water Study	30,000	30,000	30,000	30,000	-
	GSP	206,195	206,195	206,195	219,503	13,308
	Other Organizations	24,971	25,000	25,000	25,000	-
	Recreation Association	67,170	70,650	68,150	70,400	- 250
	Minor Hockey Subsidy	5,850	11,100	2,925	8,000	- 3,100
	Pioneer Museum Tax and Ins	12,593	13,000	12,161	12,500	- 500
	Pioneer Museum Operating	15,000	15,000	15,000	15,000	-
	Highland Games	1,000	1,000	1,000	1,000	-
	Chamber of Commerce	-	5,000	5,000	7,500	2,500
	GMH	20,000	20,000	20,000	20,000	-
	Archive Initiative	18,304	33,000	32,206	20,000	- 13,000
	<b>Total Expenditures</b>	<b>408,379</b>	<b>429,945</b>	<b>417,637</b>	<b>428,903</b>	<b>- 1,042</b>
<b>Capital Revenues</b>						
	Parkland Reserve	-	- 75,000	-	- 75,000	-
	Previously Budgeted Capital	-	-	-	- 34,328	- 34,328
	<b>Total Capital Revenues</b>	<b>-</b>	<b>- 75,000</b>	<b>-</b>	<b>- 109,328</b>	<b>- 34,328</b>
<b>Capital Expenditures</b>						
	Capital Expenditures	44,221	55,050	6,422	136,350	81,300
	<b>Total Capital Expenditures</b>	<b>44,221</b>	<b>55,050</b>	<b>6,422</b>	<b>136,350</b>	<b>81,300</b>
	<b>Total Tax Levy</b>	<b>452,600</b>	<b>409,995</b>	<b>424,059</b>	<b>455,925</b>	<b>45,930</b>

Proposed Operating Budget						
Fiscal Year 2018						
Community Services						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Community Services</b>						
<b>Recreation Building Water Legislation</b>						
<b>Expenditures</b>						
	Apple Hill Community Centre	467	1,000	215	2,000	1,000
	Glen Robertson Community Ce	648	1,000	1,000	2,000	1,000
	Dunvegan Recreation Centre	114	1,000	215	2,000	1,000
	Dalkeith Recreation Centre	375	1,000	1,400	2,000	1,000
	Maxville Recreation Centre	317	1,000	1,224	2,000	1,000
	Maxville Library	491	1,000	1,108	2,000	1,000
	Dalkeith Library	32	1,000	395	2,000	1,000
	Senior Support Legion	-	-	-	5,000	5,000
	<b>Total Expenditures</b>	<b>2,444</b>	<b>7,000</b>	<b>5,557</b>	<b>19,000</b>	<b>12,000</b>
	<b>Total Tax Levy</b>	<b>2,444</b>	<b>7,000</b>	<b>5,557</b>	<b>19,000</b>	<b>12,000</b>
<b>Library</b>						
<b>Expenditures</b>						
	Hydro	7,992	8,000	6,410	8,000	-
	Building Maintenance and Sup	2,250	5,000	2,502	5,000	-
	Maxville Dalkeith Operating	20	-	-	-	-
	<b>Total Expenditures</b>	<b>10,262</b>	<b>13,000</b>	<b>8,912</b>	<b>13,000</b>	<b>-</b>
	<b>Total Tax Levy</b>	<b>10,262</b>	<b>13,000</b>	<b>8,912</b>	<b>13,000</b>	<b>-</b>
	<b>Total Tax Levy</b>	<b>481,275</b>	<b>442,995</b>	<b>450,163</b>	<b>508,025</b>	<b>65,030</b>

**Proposed Operating Budget**

**Fiscal Year 2018**

**Glengarry Sports Palace**

		<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Projected</b>	<b>2018 Proposed Budget</b>	<b>Budget Variance</b>
<b>Glengarry Sports Palace</b>						
<b>Revenues</b>						
	Ice Rental	- 63,472	- 63,000	- 70,068	- 72,000	- 9,000
	Jr. B Glens	- 18,391	- 18,500	- 20,728	- 20,000	- 1,500
	Minor Sports	- 107,613	- 108,000	- 112,506	- 112,000	- 4,000
	Scheduling	- 2,000	- 2,000	- 2,000	- 2,000	-
	Ball Hockey	- 4,057	- 4,000	- 3,972	- 4,000	-
	Ice Surface Rental	- 983	- 1,000	- 1,396	- 1,000	-
	Hall Rental	- 6,632	- 7,000	- 4,115	- 4,000	3,000
	Bar Receipts	- 45,071	- 45,000	- 40,813	- 38,000	7,000
	Little Nashville	- 16,108	- 16,000	- 11,723	- 14,000	2,000
	Advertising	- 8,809	- 10,000	- 9,978	- 10,000	-
	Skate Sharpening	- 5,658	- 5,600	- 6,310	- 6,000	- 400
	Canteen Revenue	- 4,071	- 4,333	- 24,278	- 32,000	- 27,667
	Vending Machine	- 3,253	- 3,600	- 737	- 1,500	2,100
	Sportsfield	- 3,542	- 3,500	- 2,770	- 2,700	800
	Library Rent	- 4,540	- 4,540	- 4,540	- 9,080	- 4,540
	Olympia Advertising	- 1,681	- 1,700	- 1,800	- 1,800	- 100
	Donations	- 700	-	-	-	-
	Other Revenue	- 2,589	- 2,500	- 1,892	- 1,550	950
	Rebates	- 138	- 100	- 192	- 1,000	- 900
	Contrib. from N. Glengarry	- 206,195	- 206,195	- 206,195	- 219,503	- 13,308
	Contrib. from S. Glengarry	- 68,732	- 68,732	-	- 73,168	- 4,436
	Boardroom Rental	- 772	- 800	- 336	- 350	450
	4x4 Hockey Registration	- 3,038	- 3,000	- 8,305	- 8,000	- 5,000
	<b>Total Revenues</b>	<b>- 578,045</b>	<b>- 579,100</b>	<b>- 534,655</b>	<b>- 633,650</b>	<b>- 54,550</b>

**Proposed Operating Budget**

**Fiscal Year 2018**

**Glengarry Sports Palace**

		<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Projected</b>	<b>2018 Proposed Budget</b>	<b>Budget Variance</b>
<b>Glengarry Sports Palace</b>						
<b>Expenditures</b>						
	Salaries Administration	36,381	38,000	44,209	32,000	- 6,000
	Salaries - Maintenance	146,008	160,000	156,907	186,000	26,000
	Bar Salaries	4,251	5,500	2,822	3,500	- 2,000
	Canteen Salaries		-	10,000	15,000	15,000
	Benefits	39,559	43,200	44,640	49,700	6,500
	Office Supplies	1,392	1,500	3,980	5,200	3,700
	Postage Expense	222	350	347	350	-
	Tools & Equipment	250	500	-	500	-
	Telephone	450	500	-	500	-
	Cell Phone	938	1,200	962	1,000	- 200
	Hydro One	95,346	100,000	108,303	105,000	5,000
	Enbridge	15,020	18,000	16,569	18,000	-
	Water/Sewer	12,204	13,500	9,501	10,000	- 3,500
	Propane	1,737	1,700	1,229	1,200	- 500
	Gaz and Diesel	754	900	344	500	- 400
	Services & Rent			2,499	2,500	2,500
	Advertising	770	900	422	500	- 400
	Computer Fees/Book King So	1,317	2,300	1,231	1,250	- 1,050
	Over/Short	5	-	39	-	-
	Interest & Bank & Late Charge	19	100	370	1,000	900
	Other Expense	1,849	2,000	4,551	3,500	1,500
	Association & Membership Fe	449	500	1,447	1,500	1,000
	Mileage & Travel	800	800	496	500	- 300
	Training & Conference	3,552	4,200	4,896	4,000	- 200
	Insurance Expense	13,477	13,500	13,375	13,500	-
	Legal Expense	231	250	184	-	- 250
	Audit Fees	4,500	4,500	3,500	3,000	- 1,500
	Building Maintenance	91,384	55,000	56,258	55,000	-

**Proposed Operating Budget**

**Fiscal Year 2018**

**Glengarry Sports Palace**

		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Glengarry Sports Palace</b>						
<b>Expenditures Continued</b>						
	Snow Removal	4,275	4,000	4,790	5,000	1,000
	Service Contract Expenses	9,770	10,300	7,362	10,000	- 300
	Sanitary & Cleaning Supplies	4,136	3,700	4,994	4,000	300
	Bar Expense	21,787	22,000	21,316	22,000	-
	Vending Machine	2,787	2,800			- 2,800
	Canteen Expense	-	-	12,762	15,500	15,500
	Little Nashville Expense	9,192	9,200	7,275	9,000	- 200
	Olympia Expense	1,177	2,500	795	1,000	- 1,500
	Sportsfield Expense	588	800	1,119	1,000	200
	Skate Sharpening Machine Ex	626	700	576	700	-
	Work Boots & Clothing	924	1,000	1,178	1,000	-
	Alexandria Men's Hockey Lea	2,305	2,200	3,035	2,500	300
	4 x 4 Hockey Expense	-	1,000	2,250	2,250	1,250
	<b>Total Expenditures</b>	<b>530,432</b>	<b>529,100</b>	<b>556,452</b>	<b>588,650</b>	<b>59,550</b>
<b>Capital Expenditures</b>						
	Capital Expenditures	34,470	50,000	52,818	45,000	- 5,000
	<b>Total Capital Expenditures</b>	<b>34,470</b>	<b>50,000</b>	<b>52,818</b>	<b>45,000</b>	<b>- 5,000</b>
	<b>Net Budget</b>	<b>- 13,143</b>	<b>-</b>	<b>74,615</b>	<b>-</b>	<b>-</b>



<b>Proposed Capital Budget</b>	
<b>Fiscal Year 2018</b>	
<b>MRA Groups</b>	
<b>Planned Expenditures</b>	
<b>2018</b>	
<b>Project Description</b>	<b>Budgeted Amount</b>
Alexandria	3,000.00
Baseball Dugouts Repairs \$1,500	
Tennis Court Curtain \$1,500	
Apple Hill	5,000.00
Playground - Slide/Swing Replacement \$3,000	
Sign Repair \$2,000	
Dalkeith	10,500.00
Hall - Bathroom Repairs \$2,500	
Playground - New Slide and Swing \$8,000	
Dunvegan	7,250.00
Hall - AC Install \$1,75, Floor Re-Finish \$2,000	
Playground - New Slide \$3,000, Soccer Field net repairs \$500	
Father Gauthier	3,700.00
Soccer-Field - Light Repair \$1,000, Fench, Bleachers \$2,700	
Glen Robertson	24,000.00
Hall - Renovations Including Men's Washroom \$14,000	
Playground - Spider Net Replacement \$5,000, Outdoor Rink \$5,000	
Glen Sandfield	2,500.00
Soccer - Equipment	
Greenfield	1,000.00
Soccer Field Repairs	
Laggan	1,500.00
Soccer Equipment	
Maxville	2,900.00
Sports Equipment	
MRAC Playground Equipment	75,000.00
<b>Total</b>	<b>136,350.00</b>
<b>Planned Funding</b>	
<b>2018</b>	
<b>Funding Source</b>	<b>Budgeted Amount</b>
Parkland Reserve	75,000.00
Pay As You Go (PAYG)	27,022.10
Previously Budgeted Capital	34,327.90
<b>Total</b>	<b>136,350.00</b>

## Economic Development

### Departmental Overview

April 2017 saw the hiring of a full-time Economic Development and Communications Officer to assist existing and prospective businesses to expand or locate in North Glengarry by providing detailed and current information to companies wanting to make informed decisions on the area. Local firms can take advantage of the Department's resources and expertise to source the information and contacts necessary to succeed in today's competitive global economy.

The Economic Development department coordinates various communications pieces such as the What's New in North Glengarry Ads, press releases for the Township's departments, and Facebook updates.

The incumbent also supports the Arts, Culture and Heritage Committee and the Community Improvement Plan Advisory Committee with their ongoing projects.

### 2017 Accomplishments

#### Arts, Culture and Heritage

- Finalized the Heritage Routes Brochure for North and South Glengarry, coordinating the printing and distribution of 10,000 brochures.
- Finalized the Mill Square Interpretive Panel.
- Assisted with the Grotto Interpretive Panel.
- Reviewed the 2017 Community Grants procedures to include in-kind contributions, held public information sessions on the application process.
- Coordinated the Community Grants intake, prepared the information for review by the Arts, Culture and Heritage Committee and contacted the applicants on the result of their application.

#### Community Improvement Plan (CIP)

- Coordinated the application process with 11 applicants (8 from Maxville and 3 from Alexandria) with a total of \$63,601.57 in grants and \$79,725.18 in loans allocated to the 10 successful applicants (7 from Maxville and 3 from Alexandria). Today, a total of \$140,000 in grants has been allocated by Council with only \$991.52 not granted as of December 31, 2017. In total, \$154,499.18 in loans were issued by the municipality in 2016 and 2017.
- Reviewed the Community Improvement Plan to include comments received from the public and the Community Improvement Plan Advisory Committee (CIPAC) members and refine processes to better respond to the community's needs.

- Staff, accompanied by several Councillors, held two Public Information Sessions regarding the proposed changes to the CIP in Glen Robertson and Dunvegan to promote Phase 2 of the program as it rolls out to the hamlets.
- Following the Public Information Sessions, comments from the public were compiled and presented to the CIPAC for their review and approval for recommendation of the CIP to Council. The revised plan was adopted by Council on October 10, 2017.

### **Heritage Coordinators**

- Obtained a grant for \$5,000 from Young Canada Works to hire two students from Carleton to work on the inventory of properties in the hamlets within the boundaries of the designated CIP areas.
- Oversaw, with the assistance of Ms. Karen Davidson, the chair of the Community Improvement Plan Advisory Committee, the training and progress of the inventory which included photos and research on the properties within these boundaries.

### **First Impress Community Exchange Program**

Jointly with North Dundas, conducted a FICE which provides an opportunity for communities to gain a fresh perspective on how they are seen through the eyes of first-time visitors. The program provides a structured opportunity for communities to learn about the first impressions they convey to visitors. North Glengarry presented their report to North Dundas' Council on December 12<sup>th</sup> and North Dundas did the same on November 27<sup>th</sup>.

### **Glengarry Prescott-Russell Day**

Participated in the May 16<sup>th</sup> event at Parliament was hosted by MP Francis Drouin and jointly organized by North Glengarry and the United Counties of Prescott-Russell. This event promotes the region's culinary and agro-tourism assets.

### **Snowflakes**

The Township now has 60 snowflakes installed in Alexandria, Apple Hill, Glen Robertson, Dalkeith, Greenfield and Dunvegan.

## Budget Summary

Proposed Operating Budget					
Fiscal Year 2018					
Community Services					
	2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Economic Development</b>					
Economic Development					
Total Revenues	-	-	5,000	48,400	48,400
Total Expenditures	190,565	223,890	205,492	281,872	57,982
Total Capital Revenues	-	-	-	56,000	56,000
Total Capital Expenditures	82,978	140,700	120,026	115,000	25,700
Total Tax Levy	273,543	364,590	320,518	292,472	72,118
<b>Total Tax Levy</b>	<b>273,543</b>	<b>364,590</b>	<b>320,518</b>	<b>292,472</b>	<b>72,118</b>

### 2018 Budget Initiatives and Challenges

The wages are projected to be \$88,000 which will include the salaries for 2 Heritage Coordinators to continue the research on properties of heritage interest to support Phase 3 of the Community Improvement Plan. An application for funding to Young Canada Works was submitted in January to obtain approximately \$8,000 of matched funding (plus benefits) for these positions.

The Community Improvement Grant category is increased from \$60,000 to \$100,000 given that the program is being expanded beyond Alexandria and Maxville into Apple Hill, Dalkeith, Dominionville, Dunvegan, Glen Robertson, Glen Sandfield, Greenfield and Laggan (the equivalent of approximately \$10,000 per community).

There is a proposed increase to the Glengarry Branding line by \$10,000 to include sponsorship funding that was previously allocated through the CAO's office. This funding would support activities of importance to the community which do not meet the Community Grant Specifications (e.g., not for profit).

Advertising was increased by \$2,500 to include the production of rack cards to promote the municipality through various tourism outlets and regional (and wider-reaching) activities.

## 2018 Budget Details

Proposed Operating Budget						
Fiscal Year 2018						
Community Services						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Economic Development</b>						
<b>Economic Development</b>						
<b>Revenues</b>						
	Transfer from Reserve	-	-	-	40,000	40,000
	Wage Subsidy	-	-	5,000	8,400	8,400
	<b>Total Revenues</b>	-	-	<b>5,000</b>	<b>48,400</b>	<b>48,400</b>
<b>Expenditures</b>						
	Salaries and Wages	59,359	92,000	94,959	77,848	14,152
	Part Time Wages	-	-	13,104	17,472	17,472
	Benefits	15,796	28,340	26,225	22,952	5,388
	Mileage and Travel	532	2,000	3,871	5,000	3,000
	Meeting Attendance	5,900	2,000	6,436	6,000	4,000
	Branding	8,326	15,000	4,773	25,000	10,000
	Conferences/Training/Worksh	2,378	5,000	6,762	6,000	1,000
	Cell Phones	970	1,000	1,159	1,000	-
	Telephone	296	300	253	300	-
	Supplies	710	500	1,779	500	-
	Legal Fees	1,171	-	-	-	-
	Consulting Fees	1,806	-	156	-	-
	Advertising	11,769	16,500	16,893	18,500	2,000
	Publicity and Promotions	1,263	-	-	-	-
	Association and Membership f	126	250	1,416	300	50
	Job Creation Program	5,063	-	84	-	-
	CIP	74,774	60,000	26,740	100,000	40,000
	CIP Operating Expense	326	1,000	252	1,000	-
	Mill Square Operating Expense	-	-	630	-	-
	<b>Total Expenditures</b>	<b>190,565</b>	<b>223,890</b>	<b>205,492</b>	<b>281,872</b>	<b>57,982</b>
<b>Capital Revenues</b>						
	Previously Budgeted Capital	-	-	-	56,000	56,000
	<b>Total Capital Revenues</b>	-	-	-	<b>56,000</b>	<b>56,000</b>
<b>Capital Expenditures</b>						
	Capital Expenditures	82,978	140,700	120,026	115,000	25,700
	<b>Total Capital Expenditures</b>	<b>82,978</b>	<b>140,700</b>	<b>120,026</b>	<b>115,000</b>	<b>25,700</b>
	<b>Total Tax Levy</b>	<b>273,543</b>	<b>364,590</b>	<b>320,518</b>	<b>292,472</b>	<b>72,118</b>
	<b>Total Tax Levy</b>	<b>273,543</b>	<b>364,590</b>	<b>320,518</b>	<b>292,472</b>	<b>72,118</b>

<b>Proposed Capital Budget</b>	
<b>Fiscal Year 2018</b>	
<b>Economic Development</b>	
<b>Planned Expenditures</b>	<b>2018</b>
<b>Project Description</b>	<b>Budgeted Amount</b>
Glengarry Routes Brochure Printing (5,000) Translation and Website	13,000.00
Interpretive Panel	7,000.00
King George Park - Quarry Stone for Seating & Stone Dust	3,000.00
Mill Square - Bump Out	6,000.00
Mill Square - Mural Beautification	5,000.00
Mill Square - Parking Area Markings & Pathway	20,000.00
Mill Square - Picnic Tables & Planters	4,000.00
Roadside Signage	30,000.00
Snowflakes & Hydro (12,000) & Maxville Christmas Decorations (10,000)	22,000.00
Water Building Mural	5,000.00
<b>Total</b>	<b>115,000.00</b>
<b>Planned Funding</b>	<b>2018</b>
<b>Funding Source</b>	<b>Budgeted Amount</b>
Pay As You Go (PAYG)	59,000.00
Previously Budgeted Capital	56,000.00
<b>Total</b>	<b>115,000.00</b>

## Recreation Department

### Departmental Overview

The Recreation Department oversees several facilities including Island Park with its large community centre and grounds, the Maxville and District Sports Complex which houses an ice rink and a Community Hall, the Glengarry Sports Place which also houses an ice rink and a Community Hall and the Glengarry Indoor Sports Complex (Tim Horton's Dome) with its multi-sports surface.

### 2017 Accomplishments

#### Dome

- Purchased Kubota tractor to assist with snow removal.
- Installation of Tim Hortons signage at road side, at the Dome entrance and on the Dome membrane.
- Installation of upgraded LED lighting in the facility following ballast malfunctions.
- Replaced used lighting contactors in the outside panels.
- Purchased volleyball equipment and started Glengarry Women's Volleyball League.
- Expanded Flag Football league.
- Gave 1.5 hours of weekly access to the Glengarry Inter Agency Group's Youth Program to offer after-school sporting activities.
- Landscaped outside parking area on St-George Street West.

#### Island Park

- Painted and installed new curtains in the Sandfield Hall.
- Tinned both gazebo roofs.
- Purchased new goals for the large soccer fields.
- Purchased new bleachers.
- Expanded beach area.
- Installed LED lighting in parking area.
- Initiated Commemorative Tree Program for Park.
- Held Summer Camp in partnership with the Glengarry Inter Agency Group.
- The walkway replacement project was stopped due to the Festival of lights. This project will start up once again in the spring.
- Nearly \$4,000 in park furniture (benches, picnic tables, garbage cans and recycling centres) was purchased and installed on cement slabs (where necessary) in the Park.

### **King George Park**

- A grant was received from the TD Friend of the Environment to plant 10 trees in this space.

### **Maxville Sports Complex**

- The Community Hall was repainted and new curtains were installed.
- A portable stage was purchased for the hall.
- The lobby was repainted to brighten up the entrance way to the arena.
- A new propane furnace and boilers were installed in and near the refrigeration plant.
- Unsafe swing structures were removed.
- The Olympia was shipped out for major servicing.

### **Glengarry Sports Palace**

- An outdated dehumidifier was replaced by a desiccant.
- The Community Kitchen was gutted, new sinks, counter tops and a hot water gas boiler was installed all meeting EOHU Food Handling Certification requirements.
- Since September 2017, the canteen's management has been taken over by GSP staff. In order to meet EOHU Food Handling requirements, new counters, shelving, cooking equipment, and sinks were installed.
- New doors were purchased in the hallway to the change rooms.
- The Olympia was shipped out for major servicing.

### **Training**

- A review and training on the equipment in the Maxville and Alexandria arena refrigeration plants was done jointly with the Township's Fire Department.
- Full time employees in contact with the public took their First Aid, CPR and AED certifications.
- Full time employees that may be required to handle hazardous materials took their WHMIS course.
- 3 Employees were certified Smart Serve.
- 3 Employees were certified Chainsaw Handlers.
- 6 Employees participated in the Basic Arena Refrigeration.
- 6 Employees participated in the Ice Making and Painting Technologies.
- 2 Employees attended the ORFA Conference.



## Budget Summary

Proposed Operating Budget					
Fiscal Year 2018					
Community Services					
	2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Community Services</b>					
<b>Recreation Department</b>					
<b>Maxville Complex</b>					
Total Revenues	- 238,578	- 232,500	- 235,981	- 219,000	13,500
Total Expenditures	629,659	538,910	505,901	544,410	5,500
Total Capital Revenues	-	-	-	- 60,000	- 60,000
Total Capital Expenditures	119,762	70,000	6,907	165,000	95,000
<b>Total Tax Levy</b>	<b>510,843</b>	<b>376,410</b>	<b>276,827</b>	<b>430,410</b>	<b>54,000</b>
<b>Island Park</b>					
Total Revenues	- 42,289	- 54,250	- 66,062	- 47,250	7,000
Total Expenditures	483,598	255,200	272,758	319,263	64,063
Total Capital Revenues	-	-	-	- 70,000	- 70,000
Total Capital Expenditures	162,384	226,000	74,213	134,000	- 92,000
<b>Total Tax Levy</b>	<b>603,693</b>	<b>426,950</b>	<b>280,909</b>	<b>336,013</b>	<b>- 90,937</b>
<b>Dome - Glengarry Indoor Complex</b>					
Total Revenues	- 120,220	- 97,171	- 129,485	- 120,500	- 23,329
Total Expenditures	172,510	221,264	212,123	221,285	21
Total Capital Revenues	-	- 10,000	- 10,000	-	10,000
Total Capital Expenditures	35,098	36,000	36,000	-	- 36,000
<b>Total Tax Levy</b>	<b>87,388</b>	<b>150,093</b>	<b>108,638</b>	<b>100,785</b>	<b>- 49,308</b>
<b>Total Tax Levy</b>	<b>1,201,924</b>	<b>953,453</b>	<b>666,374</b>	<b>867,208</b>	<b>- 86,245</b>

## 2018 Budget Initiatives and Challenges

### Dome

Wages were slightly lower than expected but this year the salary increase due to the changes to the Employment Act will greatly impact this budget.

### Island Park

The salaries budget will see an increase in 2018 due to the adjustment to the General Labourer employment category following the approval of the SEIU Local 2 Collective Agreement and having absorbed the salary for one General Labourer that was hired in part to take over the janitorial contract for the Township Office. Though the Island Park's wages budget has increased, this is offset in large part by a \$24,000 decrease in the Administrative budget.

The water budget for Island Park has been reduced considerably. This is the second year in a row where water comes in under \$4,000.

### **Maxville**

In Maxville, salaries were lower than expected due to an employee being on restricted hours for the first third of the year but the 2018 salaries budget includes the 2.2% increase to unionized staff salaries and the 18.75% increase to the minimum wage.

Higher than planned expenses were incurred for CIMCO our maintenance contractor at the Maxville Sports Complex due to issues with our compressors, the lack of water from our wells and the advanced age of our condenser.

In 2018, all equipment operating on oil in the Maxville Sports Complex will have been removed from the facility and equipment will run on propane which will cause a sizeable increase to the propane budget but offset by a decrease in the oil budget.

### **Glengarry Sports Palace**

The Salaries budget includes the 2.2% increase to unionized staff salaries and the 18.75% increase to the minimum wage.

There are expenses associated with the operation of the Canteen such as supplies and wages but it is expected that the Canteen will have a modest surplus.

## 2018 Budget Details

Proposed Operating Budget							
Fiscal Year 2018							
Community Services							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Community Services</b>							
<b>Recreation Department</b>							
<b>Maxville Complex</b>							
<b>Revenues</b>							
	Entrance Fees		- 348	-	-	-	-
	Donations		- 50	-	- 181	-	-
	Grants		2,625	-	- 8,131	-	-
	Hall Rental		- 8,326	- 7,000	- 5,593	- 7,000	-
	Canteen Supplies		- 34,656	- 35,000	- 31,834	- 30,000	5,000
	Bar Receipts		- 7,552	- 10,000	- 12,316	- 12,000	- 2,000
	Pro Shop		- 2,328	- 2,000	- 1,739	- 1,500	500
	Pepsi Machine		- 2,938	- 3,000	- 3,135	- 3,000	-
	Ball Field Rentals		- 562	- 500	- 737	- 500	-
	Advertising		- 5,078	- 5,000	-	- 5,000	-
	Other Revenue		- 1,387	-	- 1,340	-	-
	Ice Rentals		- 162,281	- 170,000	- 169,753	- 160,000	10,000
	Other Ice Rentals		- 697	-	- 1,222	-	-
	Transfer from UCO		- 15,000	-	-	-	-
	<b>Total Revenues</b>		<b>- 238,578</b>	<b>- 232,500</b>	<b>- 235,981</b>	<b>- 219,000</b>	<b>13,500</b>
<b>Expenditures</b>							
	Salaries and Wages		189,890	197,000	180,520	208,985	11,985
	Benefits		63,982	65,000	65,216	62,875	- 2,125
	Insurance		10,772	11,310	9,760	11,000	- 310
	Health and Safety		493	600	694	700	100
	Clothing Allowance		350	1,500	1,175	1,500	-
	Mileage and Travel		655	500	1,048	1,200	700
	Meeting Attendance		-	-	240	600	600
	Software Expenses		227	1,000	1,147	1,250	250
	Sportsfield Expenses		2,000	2,000	5,323	1,750	- 250
	Conferences/Training/Worksh		3,729	4,000	4,984	4,000	-
	Cell Phones		532	700	667	700	-
	Telephone		- 32	100	740	500	400
	Enbridge		83	200	-	-	- 200

Proposed Operating Budget							
Fiscal Year 2018							
Community Services							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Community Services</b>							
<b>Recreation Department</b>							
<b>Maxville Complex</b>							
<b>Expenditures Continued</b>							
		Hydro	95,953	110,000	91,518	110,000	-
		Water/Sewer	1,895	2,000	1,914	2,100	100
		Furnace Oil	13,805	20,000	8,320	1,000	- 19,000
		Tools	67	300	29	300	-
		Office Supplies	193	500	160	250	- 250
		Housekeeping and Janitorial	7,651	6,000	7,242	6,000	-
		Supplies	2,466	4,500	849	2,000	- 2,500
		Hall Supplies	5,731	8,000	5,195	6,000	- 2,000
		Vending Supplies	4,393	3,000	1,875	2,000	- 1,000
		Computer Fees and Equipmen	3,084	1,000	1,451	1,000	-
		Legal Fees	993	-	-	-	-
		Advertising	1,054	2,000	471	1,000	- 1,000
		Building Maintenance and Sup	43,483	40,000	47,718	40,000	-
		Radio Licenses	12,447	15,000	25,204	35,000	20,000
		Equipment Maintenance	5,636	15,000	13,550	15,000	-
		Maintenance Costs	556	-	-	-	-
		Association and Membership f	709	700	-	700	-
		Pro Shop	1,242	1,000	264	1,000	-
		Contracted Service	5,125	5,000	11,300	6,000	1,000
		Operating Expenses	214	-	25	-	-
		Snow Removal	7,335	5,000	4,770	6,000	1,000
		Canteen Supplies	15,348	16,000	12,532	14,000	- 2,000
		Transfers to Reserves	127,598	-	-	-	-
		<b>Total Expenditures</b>	<b>629,659</b>	<b>538,910</b>	<b>505,901</b>	<b>544,410</b>	<b>5,500</b>
<b>Capital Revenues</b>							
		Previously Budgeted Capital	-	-	-	- 60,000	- 60,000
		<b>Total Capital Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- 60,000</b>	<b>- 60,000</b>
<b>Capital Expenditures</b>							
		Capital Expenditures	119,762	70,000	6,907	165,000	95,000
		<b>Total Capital Expenditures</b>	<b>119,762</b>	<b>70,000</b>	<b>6,907</b>	<b>165,000</b>	<b>95,000</b>
		<b>Total Tax Levy</b>	<b>510,843</b>	<b>376,410</b>	<b>276,827</b>	<b>430,410</b>	<b>54,000</b>

Proposed Operating Budget							
Fiscal Year 2018							
Community Services							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Community Services</b>							
<b>Recreation Department</b>							
<b>Island Park</b>							
<b>Revenues</b>							
	Grass Mowing		- 6,870	-	-	-	-
	Field Lining		- 12,394	- 12,000	- 8,684	- 9,000	3,000
	Revenues		-	-	- 4,252	-	-
	Dumping Station		- 292	-	- 245	-	-
	Registration Fees		-	-	- 643	- 500	- 500
	Hall Rental		- 8,524	- 8,500	- 15,073	- 15,000	- 6,500
	Day Camp Registrations		- 12,334	- 13,500	- 21,216	- 22,000	- 8,500
	Other Revenue		- 753	- 750	- 820	- 750	-
	Naming Rights		-	- 18,000	- 13,439	-	18,000
	Special Projects		- 1,122	- 1,500	- 1,690	-	1,500
	<b>Total Revenues</b>		<b>- 42,289</b>	<b>- 54,250</b>	<b>- 66,062</b>	<b>- 47,250</b>	<b>7,000</b>
<b>Expenditures</b>							
	Salaries and Wages		103,054	106,000	129,799	145,008	39,008
	Benefits		30,224	39,000	36,241	47,068	8,068
	Insurance		6,211	6,500	7,822	7,887	1,387
	Clothing Allowance		1,306	1,500	1,944	1,500	-
	Mileage and Travel		558	1,000	216	500	- 500
	Meeting Attendance		360	750	1,500	750	-
	Software Expenses		231	1,000	1,167	1,250	250
	Sportsfield Expenses		3,312	8,000	6,178	8,000	-
	Conferences/Training/Worksh		3,512	3,500	2,534	3,500	-
	Cell Phones		1,197	1,000	1,487	1,000	-
	Telephone		659	500	1,017	500	-
	Courier		43	-	-	-	-
	Enbridge		2,178	2,500	2,377	2,500	-
	Hydro		12,505	15,000	8,492	12,000	- 3,000
	Water/Sewer		3,987	15,000	3,173	4,000	- 11,000
	Office Supplies		120	500	1,484	500	-
	Housekeeping and Janitorial		3,519	1,700	5,354	5,000	3,300
	Supplies		1,819	3,000	1,319	2,000	- 1,000
	Vandalism Repairs		999	1,000	239	1,000	-
	Computer Fees and Equipmen		834	1,250	-	1,000	- 250

Proposed Operating Budget							
Fiscal Year 2018							
Community Services							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Community Services</b>							
<b>Recreation Department</b>							
<b>Island Park</b>							
<b>Expenditures Continued</b>							
		Legal Fees	1,015	-	-	-	-
		Advertising	1,429	1,500	263	1,000	- 500
		Building Maintenance and Sup	9,006	6,000	9,458	7,000	1,000
		Equipment Maintenance	8,092	8,000	5,222	7,000	- 1,000
		Vehicle Maintenance	2,088	2,500	2,143	2,500	-
		Gas/Oil/Diesel	3,630	5,000	5,636	6,000	1,000
		Association and Membership f	1,775	2,000	148	1,000	- 1,000
		Road Chargebacks	570	1,000	-	-	- 1,000
		Outdoor Furniture	-	-	-	9,000	9,000
		Weed Harvester Costs	4,092	5,000	-	-	- 5,000
		Landscaping	3,594	5,000	7,896	9,000	4,000
		Contracted Service	1,669	3,000	2,095	3,000	-
		Grass Mowing	-	-	661	-	-
		Revenues	14,872	-	2,996	3,000	3,000
		Revenues	-	-	329	-	-
		Goose Management	4,198	-	207	300	300
		Mill Pond Cleanup	-	2,000	-	-	- 2,000
		Bad Debt Expenses	-	-	160	-	-
		Day Camp Expenses	10,562	2,000	20,131	22,000	20,000
		Operating Expenses	129	-	25	-	-
		Amortization	238,727	-	-	-	-
		Special Projects	-	2,000	1,923	2,000	-
		Special Events	1,522	1,500	1,122	1,500	-
		<b>Total Expenditures</b>	<b>483,598</b>	<b>255,200</b>	<b>272,758</b>	<b>319,263</b>	<b>64,063</b>
		<b>Capital Revenues</b>					
		Previously Budgeted Capital	-	-	-	70,000	- 70,000
		<b>Total Capital Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>70,000</b>	<b>- 70,000</b>
		<b>Capital Expenditures</b>					
		Capital Expenditures	162,384	226,000	74,213	134,000	- 92,000
		<b>Total Capital Expenditures</b>	<b>162,384</b>	<b>226,000</b>	<b>74,213</b>	<b>134,000</b>	<b>- 92,000</b>
		<b>Total Tax Levy</b>	<b>603,693</b>	<b>426,950</b>	<b>280,909</b>	<b>336,013</b>	<b>- 90,937</b>

Proposed Operating Budget							
Fiscal Year 2018							
Community Services							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Community Services</b>							
<b>Recreation Department</b>							
<b>Dome - Glengarry Indoor Complex</b>							
<b>Revenues</b>							
		Grass Mowing	- 2,744	- 3,000	- 4,088	- 4,000	- 1,000
		Field Lining	- 1,745	- 1,500	- 1,493	- 1,400	100
		Revenues	- 16,555	- 16,000	- 19,932	- 18,500	- 2,500
		Revenues	- 22,182	- 20,000	- 28,284	- 25,000	- 5,000
		Revenues	- 39,926	- 39,471	- 71,456	- 60,000	- 20,529
		Weed Control	- 2,637	- 3,000	- 1,243	- 1,100	1,900
		Lawn Bowling	- 217	- 200	- 350	- 200	-
		Brushing and Trimming	- 2,498	- 3,000	- 3,192	- 2,800	200
		Donations	- 13,101	- 1,000	139	-	1,000
		GSP Accounting Fees	- 6,858	-	-	-	-
		Pro Shop	- 3,325	- 500	- 738	-	500
		Registration Fees	-	- 1,000	-	- 1,000	-
		Other Revenue	- 15	-	- 217	-	-
		Naming Rights	- 5,000	- 5,000	-	- 5,000	-
		Flag Football	- 3,417	- 3,500	1,369	- 1,500	2,000
		<b>Total Revenues</b>	<b>- 120,220</b>	<b>- 97,171</b>	<b>- 129,485</b>	<b>- 120,500</b>	<b>- 23,329</b>
<b>Expenditures</b>							
		Salaries and Wages	76,866	105,000	102,901	114,400	9,400
		Benefits	11,435	27,048	17,932	23,004	- 4,044
		Insurance	1,000	1,066	1,000	1,031	- 35
		Clothing Allowance	545	750	273	500	- 250
		Mileage and Travel	517	1,250	1,244	1,300	50
		Software Expenses	227	1,000	1,167	1,250	250
		Sportsfield Expenses	916	2,000	744	1,500	- 500
		Field Maintenance	-	-	-	2,000	2,000
		Outdoor Furniture	-	-	-	1,000	1,000
		Conferences/Training/Worksh	1,028	1,100	140	500	- 600
		Cell Phones	649	800	601	800	-
		Telephone	390	300	743	500	200
		Enbridge	26,332	28,000	26,856	25,000	- 3,000
		Hydro	21,366	23,000	19,787	20,000	- 3,000
		Water/Sewer	1,100	1,500	1,103	1,300	- 200

Proposed Operating Budget						
Fiscal Year 2018						
Community Services						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Recreation Department</b>						
<b>Dome - Glengarry Indoor Complex</b>						
<b>Revenues</b>						
<b>Total Revenues</b>						
		- 120,220	- 97,171	- 129,485	- 120,500	- 23,329
<b>Expenditures Continued</b>						
	Office Supplies	1,093	1,000	995	1,000	-
	Housekeeping and Janitorial	1,635	1,500	2,996	2,500	1,000
	Supplies	610	1,000	161	500	- 500
	Vending Supplies	1,377	1,500	606	500	- 1,000
	Computer Fees and Equipmen	1,447	500	-	500	-
	Legal Fees	770	-	-	-	-
	Advertising	1,664	1,250	4,870	1,000	- 250
	Building Maintenance and Sup	17,039	12,000	15,791	12,000	-
	Equipment Maintenance	783	2,000	2,952	2,000	-
	Referee	450	1,500	840	1,200	- 300
	Vehicle Maintenance	267	500	-	500	-
	Association and Membership f	55	100	-	-	- 100
	Volleyball	42	850	2,079	1,000	150
	Landscaping	-	2,000	4,645	2,000	-
	Birthday Supplies	1,613	1,750	1,625	1,500	- 250
	Operating Expenses	47	-	72	-	-
	Snow Removal	1,247	1,000	-	1,000	-
	<b>Total Expenditures</b>	172,510	221,264	212,123	221,285	21
<b>Capital Revenues</b>						
	Previously Budgeted Capital	-	- 10,000	- 10,000	-	10,000
	<b>Total Capital Revenues</b>	-	- 10,000	- 10,000	-	10,000
<b>Capital Expenditures</b>						
	Capital Expenditures	35,098	36,000	36,000	-	- 36,000
	<b>Total Capital Expenditures</b>	35,098	36,000	36,000	-	- 36,000
	<b>Total Tax Levy</b>	87,388	150,093	108,638	100,785	- 49,308
	<b>Total Tax Levy</b>	1,201,924	953,453	666,374	867,208	- 86,245



<b>Proposed Capital Budget</b>	
<b>Fiscal Year 2018</b>	
<b>Island Park</b>	
<b>Planned Expenditures</b>	<b>2018</b>
<b>Project Description</b>	<b>Budgeted Amount</b>
Basketball Court	55,000.00
Construction Sandfield (Bathroom & Hall)	5,000.00
Floor Scrubber	11,000.00
Lawn Tractor	8,000.00
Pick Up Truck	35,000.00
Tennis Court	8,000.00
Trees & Removal of Stumps	5,000.00
Electricity	7,000.00
<b>Total</b>	<b>134,000.00</b>
<b>Planned Funding</b>	<b>2018</b>
<b>Funding Source</b>	<b>Budgeted Amount</b>
Pay As You Go (PAYG)	64,000.00
Previously Budgeted Capital	70,000.00
<b>Total</b>	<b>134,000.00</b>

<b>Proposed Capital Budget</b>	
<b>Fiscal Year 2018</b>	
<b>Maxville</b>	
<b>Planned Expenditures</b>	<b>2018</b>
<b>Project Description</b>	<b>Budgeted Amount</b>
Condensor	80,000.00
Fair Sign	5,000.00
Floor Community Hall	15,000.00
Floor Washer	11,000.00
Lighting Parking Lot	17,000.00
Water Heaters Refrigeration Room	19,000.00
Windows & Cinder Block Repairs	18,000.00
<b>Total</b>	<b>165,000.00</b>
<b>Planned Funding</b>	<b>2018</b>
<b>Funding Source</b>	<b>Budgeted Amount</b>
Pay As You Go (PAYG)	105,000.00
Previously Budgeted Capital	60,000.00
<b>Total</b>	<b>165,000.00</b>

## Fire Services Department

### Departmental Overview

The Fire Department comprises of 68 volunteer firefighters and 4 permanent part-time employees. The 4 positions are Fire Chief, Deputy Fire Chief, Office Administrator and Senior Fire Prevention Officer. The Fire Department has a total of 71 employees (the Senior Fire Prevention Officer is also a volunteer firefighter.)

The Fire Department comprises of 5 Divisions:

- Suppression
- Training and Safety
- Prevention and Public Education
- Communications
- Administration, Public Information and Emergency Management

The main focus of our organization is public safety. We offer this service to the community through our suppression capabilities, fire prevention activities (including inspections and code enforcement), public education events, as well as Emergency Management preparations.

### 2017 Accomplishments

2017 was a year of significant change and advancement for our Fire Department. The following is a list of accomplishments for the past year.

- Superior Tanker Shuttle Accreditation
- New Pumper/Tanker (Station 1)
- Glen Sandfield firewell
- Vehicle and equipment standardization including high volume hose and vehicle retrofit
- Establishment of modern and safe fireground operations
- Establishment of equipment maintenance schedules and record keeping in compliance with all industry related standards and best practices (TSSA, CSA, OHSA, NFPA, ULC, OFMEM)
- Evaluation and review of Communications equipment, infrastructure and policies (actual changes are planned for 2018)
- Renovations to the training rooms/living quarters in all 3 stations and added focus on building maintenance (ongoing throughout 2018 as part of a 2 year Capital project)
- Mandatory DZ license for firefighters
- Establishment of training programs for all officers, firefighters and recruits in compliance with industry standards and best practices (IFSTA, NFPA, OFMEM)

## Budget Summary

Proposed Operating Budget						
Fiscal Year 2018						
Fire Services						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Fire Services Department</b>						
<b>Fire Department</b>						
	Total Revenues	- 103,162	- 477,500	- 462,076	- 84,000	393,500
	Total Expenditures	1,039,282	837,418	817,284	859,885	22,467
	Total Capital Revenues	- 53,742	-	-	- 15,000	- 15,000
	Total Capital Expenditures	186,326	499,000	526,565	164,000	- 335,000
	Total Tax Levy	1,068,704	858,918	881,773	924,885	65,967
<b>Emergency Management</b>						
	Total Expenditures	1,342	7,000	12,440	7,000	-
	Total Tax Levy	1,342	7,000	12,440	7,000	-
	<b>Total Tax Levy</b>	<b>1,070,046</b>	<b>865,918</b>	<b>894,213</b>	<b>931,885</b>	<b>65,967</b>

## 2018 Budget Initiatives and Challenges

### Communications

One of the biggest problems faced by the Fire Department is the reliability of its communication system. From the communications equipment inside the vehicle to the portable radios used all the way down to the parrot system (repeater system) we use, all of it is past its service life and it is causing our communications to be unreliable and even non-existent at times during emergency incidents. This is obviously a very important safety concern which must be dealt with as quickly and efficiently as possible. The Fire Department is including in its 2018 budget a Capital component as well as an operating component for Communications. This, with the addition of a new antenna in Maxville in due time, should solve all of our communications issues for years to come. The operating component for Communications would cover the leasing and maintenance of portable radios (3 to 5 year contract). This would ensure we have good, reliable portable radios with a maintenance program.

### Training

Firefighting is a dangerous occupation and firefighters generally don't get many opportunities to practice their craft in real situations. This high risk/low frequency reality only adds to the danger as firefighters will undoubtedly, at some point in their careers, be faced with a situation for which they may not be properly trained. This puts extra pressure on Fire Management to

ensure proper training programs are in place. Live fire training is very expensive and our training budget would not cover the cost of training 1/3 of our firefighters if we sent them to a training facility like the Ottawa Fire Services Training Centre. This is why we are proposing that Council approve Capital funds for the Fire Department to add to the existing training facility in Greenfield. These funds would allow us to build a live fire training facility which would also serve to train in all other aspects of firefighting (search and rescue, ventilation, RIT, firefighter survival, fire dynamics, safety, incident command, accountability...) The Fire Department would also open the site to neighbouring fire departments. NFPA compliant courses would be offered which would create revenue for the Fire Department.

### **Firewells/ Water Supply**

The addition of the firewell in Glen Sandfield was very successful and we used it to the fullest in December during a structure fire in Glen Robertson. As part of our Water Supply Study, the Fire Department has concluded that the most cost-effective way to ensure reliable water supply in the township is to retrofit some of our existing water sources so as to bring them to NFPA standard. The cost of this would be a fraction of what it cost to build the Glen Sandfield firewell. With these funds, the Fire Department will retrofit approximately 10 old firewells to serve the outlying areas of the township.

### **Station Renovations**

The Fire Department is requesting funds for the second year of a 2 year program to renovate the fire station training rooms/living quarters.

### **Records Management**

The Fire Department is re-submitting a request for Capital funds to purchase a records management system. The system we are currently using will no longer be supported by Microsoft in the near future which puts pressure on us to find a new system. Operating funds of approximately \$2,500 to \$3,000 would pay for year-to-year fees for this system.

### **MTO**

In 2017, MTO has changed the rules (or tightened them) and as a result, many fire departments are seeing their claims rejected for services rendered on 400 series highways. This has caused a negative impact on the Fire Department's 2017 budget and has strained relations somewhat with Champlain Township. We are in negotiations with Champlain Township to find a favourable solution for 2018. Fire Management is also training personnel on proper incident reporting in an effort to satisfy MTO requirements.

## 2018 Budget Details

Proposed Operating Budget						
Fiscal Year 2018						
Fire Services						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Fire Services Department</b>						
<b>Fire Department</b>						
<b>Revenues</b>						
	Sale of Fire Products	- 320	-	-	-	-
	Mandatory Inspections	- 1,800	- 2,000	- 3,450	- 6,000	- 4,000
	Fire Fees from Residents	- 54,440	- 30,000	- 22,245	- 30,000	-
	Fire Fees Other Municipalities	- 9,363	- 4,500	-	- 1,000	3,500
	MTO Claims	- 35,039	- 27,000	- 5,992	- 27,000	-
	Amortization	- 2,200	- 14,000	- 30,389	- 20,000	- 6,000
	Finance Capital	-	- 400,000	- 400,000	-	400,000
	<b>Total Revenues</b>	<b>- 103,162</b>	<b>- 477,500</b>	<b>- 462,076</b>	<b>- 84,000</b>	<b>393,500</b>
<b>Expenditures</b>						
	Salaries and Wages	315,971	350,000	301,668	356,300	6,300
	Benefits	31,683	35,000	26,664	35,630	630
	Insurance	52,009	57,238	56,525	58,775	1,537
	LTD Payments	84,441	32,675	32,674	32,675	-
	LTD Payments	31,922	31,405	31,402	31,405	-
	LTD Payments	-	30,100	-	30,100	-
	Clothing Allowance	13,262	15,000	26,048	25,000	10,000
	Mileage and Travel	4,948	5,000	4,043	5,000	-
	Meeting Attendance	904	500	-	500	-
	Fire Training	17,002	25,000	16,668	25,000	-
	Fire Prevention	-	-	-	5,000	5,000
	Cell Phones	45,356	35,000	72,461	35,000	-
	Cell Phones	5,471	6,000	10,067	6,000	-
	Telephone	7,456	3,500	5,249	3,500	-
	Courier	154	-	509	-	-
	Enbridge	3,064	5,000	4,477	5,500	500
	Hydro	21,285	22,000	19,536	22,000	-
	Water/Sewer	1,801	2,000	1,853	2,000	-
	Furnace Oil	6,244	8,000	6,885	8,000	-
	First Aid Materials	765	2,000	1,008	2,000	-
	Tools	12,935	10,000	9,771	10,000	-

Proposed Operating Budget							
Fiscal Year 2018							
Fire Services							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Fire Services Department</b>							
<b>Fire Department</b>							
<b>Expenditures Continued</b>							
	Uniforms		13,360	7,000	3,323	10,000	3,000
	New Equipment		-	-	-	15,000	15,000
	Office Supplies		394	1,000	2,662	1,000	-
	Housekeeping and Janitorial		205	500	788	500	-
	Supplies		22,510	15,000	8,937	10,000	- 5,000
	Computer Fees and Equipmen		5,997	5,000	7,798	4,000	- 1,000
	Maintenance of Fire Wells		986	500	321	2,000	1,500
	Legal Fees		400	1,000	890	1,000	-
	Fire Fees		43,458	30,000	40,170	30,000	-
	Advertising		3,390	2,000	1,889	2,000	-
	Building Maintenance and Sup		23,854	15,000	19,626	15,000	-
	Radio Licenses		4,141	5,000	4,141	5,000	-
	Equipment Maintenance		40,338	30,000	34,052	15,000	- 15,000
	Vehicle Maintenance		18,926	20,000	33,508	20,000	-
	Gas/Oil/Diesel		7,033	8,000	8,066	8,000	-
	Association and Membership f		1,671	2,000	1,221	2,000	-
	Operating Expenses		599	2,000	7,285	2,000	-
	Uncollectible Debts		2,872	3,000	99	3,000	-
	Hydrant Maintenance		15,000	15,000	15,000	15,000	-
	Amortization		177,475	-	-	-	-
	<b>Total Expenditures</b>		<b>1,039,282</b>	<b>837,418</b>	<b>817,284</b>	<b>859,885</b>	<b>22,467</b>
<b>Capital Revenues</b>							
	Previously Budgeted Capital		- 53,742	-	-	- 15,000	- 15,000
	<b>Total Capital Revenues</b>		<b>- 53,742</b>	<b>-</b>	<b>-</b>	<b>- 15,000</b>	<b>- 15,000</b>
<b>Capital Expenditures</b>							
	Capital Expenditures		186,326	499,000	526,565	164,000	- 335,000
	<b>Total Capital Expenditures</b>		<b>186,326</b>	<b>499,000</b>	<b>526,565</b>	<b>164,000</b>	<b>- 335,000</b>
	<b>Total Tax Levy</b>		<b>1,068,704</b>	<b>858,918</b>	<b>881,773</b>	<b>924,885</b>	<b>65,967</b>

Proposed Operating Budget							
Fiscal Year 2018							
Fire Services							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Fire Services Department</b>							
<b>Fire Department</b>							
<b>Emergency Management</b>							
<b>Expenditures</b>							
		Conferences/Training/Worksh	136	3,000	5,787	3,000	-
		Telephone	- 78	-	-	-	-
		Office Supplies	1,284	500	-	500	-
		Supplies	-	500	-	500	-
		Consulting Fees	-	1,000	4,325	1,000	-
		Publicity and Promotions	-	2,000	-	2,000	-
		<b>Total Expenditures</b>	<b>1,342</b>	<b>7,000</b>	<b>12,440</b>	<b>7,000</b>	<b>-</b>
		<b>Total Tax Levy</b>	<b>1,342</b>	<b>7,000</b>	<b>12,440</b>	<b>7,000</b>	<b>-</b>
		<b>Total Tax Levy</b>	<b>1,070,046</b>	<b>865,918</b>	<b>894,213</b>	<b>931,885</b>	<b>65,967</b>



<b>Proposed Capital Budget</b>	
<b>Fiscal Year 2018</b>	
<b>Fire Services</b>	
<b>Planned Expenditures</b>	<b>2018</b>
<b>Project Description</b>	<b>Budgeted Amount</b>
Bee On	10,000.00
Communications Infrastructure	75,000.00
Firewells	24,000.00
Station Renovations	15,000.00
Training Facility	40,000.00
<b>Total</b>	<b>164,000.00</b>
<b>Planned Funding</b>	<b>2018</b>
<b>Funding Source</b>	<b>Budgeted Amount</b>
Pay As You Go (PAYG)	149,000.00
Previously Budgeted Capital	15,000.00
<b>Total</b>	<b>164,000.00</b>

## Public Works Department

### Departmental Overview

The Public Works Department maintains infrastructure and services within the Township of North Glengarry. Some elements that the Public Works Department is responsible for are: Roads, Water, Wastewater, Waste Management, Recycling Facility (RARE) and the bulk of the capital maintenance and improvement projects. The Public Works Department also plays an active role in supporting other areas of the Township and community groups wherever possible.

### 2017 Accomplishments

- In-house installation of a large culvert on Hope Ouimet Rd.
- In-house construction and installation of Frasier Rd. Bridge
- Rehabilitated 13km of failed roads throughout the Township.
- Replaced over 1km of sub-standard sidewalks
- Resurfaced approximately 80% of the Township gravel roads.
- Continued aquatic vegetation removal in Mill Pond.
- Worked with Community Services to install ornamental winter décor and lights in the smaller rural hamlets.

**Budget Summary**

<b>Proposed Operating Budget</b>						
<b>Fiscal Year 2018</b>						
<b>Public Works Department</b>						
		<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Projected</b>	<b>2018 Proposed Budget</b>	<b>Budget Variance</b>
<b>Public Works Department</b>						
<b>Roads Administration</b>						
	Total Revenues	- 199,964	- 104,770	- 114,809	- 42,000	62,770
	Total Expenditures	2,380,191	1,818,281	1,069,305	1,841,397	23,116
	Total Capital Revenues	- 453,558	- 1,022,883	- 1,028,401	- 3,060,952	- 2,038,069
	Total Capital Expenditures	2,233,571	1,996,507	1,441,757	4,189,792	2,193,285
	<b>Total Tax Levy</b>	<b>3,960,240</b>	<b>2,687,135</b>	<b>1,367,852</b>	<b>2,928,237</b>	<b>241,102</b>
<b>Bridges and Culverts</b>						
	Total Expenditures	27,489	35,000	47,052	35,000	-
	<b>Total Tax Levy</b>	<b>27,489</b>	<b>35,000</b>	<b>47,052</b>	<b>35,000</b>	-
<b>Roadside Maintenance</b>						
	Total Expenditures	398,770	27,502	409,550	27,502	-
	<b>Total Tax Levy</b>	<b>398,770</b>	<b>27,502</b>	<b>409,550</b>	<b>27,502</b>	-
<b>Sidewalk Maintenance</b>						
	Total Expenditures	21,425	6,000	8,802	6,000	-
	<b>Total Tax Levy</b>	<b>21,425</b>	<b>6,000</b>	<b>8,802</b>	<b>6,000</b>	-
<b>Loosetop Maintenance</b>						
	Total Expenditures	463,878	141,000	172,405	141,000	-
	<b>Total Tax Levy</b>	<b>463,878</b>	<b>141,000</b>	<b>172,405</b>	<b>141,000</b>	-
<b>Hardtop Maintenance</b>						
	Total Expenditures	71,703	75,000	70,667	75,000	-
	<b>Total Tax Levy</b>	<b>71,703</b>	<b>75,000</b>	<b>70,667</b>	<b>75,000</b>	-
<b>Plowing and Sanding</b>						
	Total Expenditures	373,887	107,000	323,708	107,000	-
	<b>Total Tax Levy</b>	<b>373,887</b>	<b>107,000</b>	<b>323,708</b>	<b>107,000</b>	-
<b>Snow Removal</b>						
	Total Expenditures	56,508	61,000	82,074	61,000	-
	<b>Total Tax Levy</b>	<b>56,508</b>	<b>61,000</b>	<b>82,074</b>	<b>61,000</b>	-
<b>Storm Sewers</b>						
	Total Expenditures	12,050	22,500	9,745	22,500	-
	<b>Total Tax Levy</b>	<b>12,050</b>	<b>22,500</b>	<b>9,745</b>	<b>22,500</b>	-

Proposed Operating Budget						
Fiscal Year 2018						
Public Works Department						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Public Works Department</b>						
<b>Safety Devices</b>						
	Total Expenditures	52,799	55,000	50,610	55,000	-
	Total Tax Levy	52,799	55,000	50,610	55,000	-
<b>Street Lighting</b>						
	Total Expenditures	217,251	221,040	189,101	207,040	- 14,000
	Total Tax Levy	217,251	221,040	189,101	207,040	- 14,000
<b>Public Works Building - 62 Kenyon Street</b>						
	Total Expenditures	17,140	22,066	19,587	23,500	1,434
	Total Tax Levy	17,140	22,066	19,587	23,500	1,434
<b>Public Works Building - 95 Lochiel Street</b>						
	Total Expenditures	9,935	12,000	40,427	20,500	8,500
	Total Tax Levy	9,935	12,000	40,427	20,500	8,500
<b>Garbage Collection</b>						
	Total Expenditures	449,947	466,276	458,759	474,500	8,224
	Total Tax Levy	449,947	466,276	458,759	474,500	8,224
<b>Landfill</b>						
	Total Revenues	- 817,768	- 820,500	- 818,552	- 819,500	1,000
	Total Expenditures	559,596	586,171	534,894	588,279	2,108
	Total Capital Revenues	- 22,352	- 139,410	- 139,410	-	139,410
	Total Capital Expenditures	36,563	139,410	285	-	- 139,410
	Total Tax Levy	- 243,961	- 234,329	- 422,783	- 231,221	3,108
<b>RARE</b>						
	Total Revenues	- 1,005,325	- 919,023	- 991,091	- 888,408	30,615
	Total Expenditures	1,205,624	1,006,895	925,985	1,036,684	29,789
	Total Capital Revenues	-	- 63,118	- 14,565	- 225,000	- 161,882
	Total Capital Expenditures	25,708	63,118	14,565	282,000	218,882
	Total Tax Levy	226,007	87,872	- 65,106	205,276	117,404
<b>Municipal Drainage</b>						
	Total Revenues	- 98,124	- 612,700	- 155,309	- 728,961	- 116,261
	Total Expenditures	182,816	663,820	133,154	726,888	63,068
	Total Tax Levy	84,692	51,120	- 22,155	- 2,073	- 53,193
<b>Tile Drainage</b>						
	Total Revenues	- 97,866	- 91,250	- 50,651	- 91,250	-
	Total Expenditures	94,687	91,250	50,651	91,250	-
	Total Tax Levy	- 3,179	-	-	-	-
	<b>Total Tax Levy</b>	<b>6,196,581</b>	<b>3,843,182</b>	<b>2,740,295</b>	<b>4,155,761</b>	<b>312,579</b>

## **2018 Budget Initiatives and Challenges**

- Issuance of Bridge Inspection Services RFP may result in significantly increased costs to the bridge category in the budget.
- Commodity challenges overseas will test RARE's ability to process material along with ongoing changes to legislation.
- RARE's second line will enable the facility to process material more economically.
- RARE's contracts or lack thereof will be addressed to ensure the Township's financial stability with the incoming legislation and global challenges
- The Chenier Jeurond Municipal Drain will be constructed and will have a \$400K impact on the operating, but will be set up as a receivable based on the assessment schedule for 2019.
- Fleet replacement and bridge programs will forge ahead as scheduled, with some 2017 projects being tidied up early in 2018.

## 2018 Budget Details

Proposed Operating Budget						
Fiscal Year 2018						
Public Works Department						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Public Works Department</b>						
<b>Roads Administration</b>						
<b>Revenues</b>						
	Road Chargebacks	- 905	-	-	-	-
	Aggregate Resources	- 3,157	- 3,300	- 4,530	- 4,500	- 1,200
	Special Projects	- 49,367	-	-	-	-
	Entrance Fees	- 500	- 500	- 200	- 500	-
	Grants	- 16,869	-	-	-	-
	Amortization	- 13,596	- 10,000	- 8,250	- 7,000	3,000
	Transfer from UCO	- 85,256	- 60,970	- 60,970	-	60,970
	Recoverable Costs	- 30,314	- 30,000	- 40,859	- 30,000	-
	<b>Total Revenues</b>	<b>- 199,964</b>	<b>- 104,770</b>	<b>- 114,809</b>	<b>- 42,000</b>	<b>62,770</b>
<b>Expenditures</b>						
	Salaries and Wages	367,181	985,200	363,878	992,588	7,388
	Part Time Wages	10,472	-	14,130	-	-
	Benefits	145,463	262,580	159,783	266,519	3,939
	WSIB Claims	2,337	-	639	-	-
	Insurance	50,234	51,127	51,168	52,330	1,203
	LTD Payments	238,836	10,615	9,730	1	- 10,614
	Health and Safety	229	2,000	99	2,000	-
	Clothing Allowance	8,600	9,000	9,229	10,000	1,000
	Mileage and Travel	17	500	278	500	-
	Meeting Attendance	240	120	58	120	-
	Insurance Claims	1,450	10,000	6,697	10,000	-
	Conferences/Training/Worksh	10,686	20,000	21,140	20,000	-
	Cell Phones	3,894	12,000	6,249	15,000	3,000
	Telephone	1,775	1,800	1,543	1,800	-
	Courier	2,590	2,500	2,575	2,500	-
	Enbridge	9,193	15,000	10,095	12,000	- 3,000
	Hydro	21,013	21,467	16,942	21,467	-
	Water/Sewer	1,072	1,300	1,086	1,300	-
	Furnace Oil	7,390	5,000	6,183	5,200	200
	Tools	3,246	5,000	4,348	5,000	-
	Office Supplies	186	2,000	1,785	2,000	-
	Housekeeping and Janitorial	68	500	473	500	-

Proposed Operating Budget							
Fiscal Year 2018							
Public Works Department							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Public Works Department</b>							
<b>Roads Administration</b>							
<b>Expenditures Continued</b>							
	Supplies		13,807	15,000	15,481	15,000	-
	Computer Fees and Equipmen		7,057	-	4,194	-	-
	Legal Fees		6,567	3,500	3,794	3,500	-
	Consulting Fees		22,017	10,000	-	10,000	-
	Advertising		1,400	2,000	2,124	2,000	-
	Building Maintenance and Sup		16,694	20,000	10,710	20,000	-
	Radio Licenses		8,062	-	775	-	-
	Equipment Maintenance		119,183	115,000	116,458	115,000	-
	Truck Licencing		16,149	18,000	16,400	18,000	-
	Gas/Oil/Diesel		147,540	140,000	151,303	145,000	5,000
	Association and Membership f		1,878	2,000	2,078	2,000	-
	Contracted Service		-	600	738	600	-
	Grass Mowing		1,526	2,000	-	2,000	-
	Weed Control		24,646	-	1,526	15,000	15,000
	Operating Expenses		1,005	-	1,144	-	-
	Amortization		1,009,334	-	-	-	-
	Recoverable Costs		9,869	18,000	-	18,000	-
	Repay Reserves		-	54,472	54,472	54,472	-
	Transfers to Reserves		87,285	-	-	-	-
	<b>Total Expenditures</b>		<b>2,380,191</b>	<b>1,818,281</b>	<b>1,069,305</b>	<b>1,841,397</b>	<b>23,116</b>
<b>Capital Revenues</b>							
	Finance Capital		-	-	-	- 350,000	- 350,000
	Federal Tax Grant		- 206,521	- 311,663	- 317,181	- 311,663	-
	Transfer from Gas Tax Reserve		- 126,322	- 79,607	- 79,607	- 480,565	- 400,958
	Transfer from Roads Reserve		- 120,715	- 162,816	- 162,816	-	162,816
	OCIF 2017		-	- 91,198	- 91,198	-	91,198
	OCIF 2018/2019		-	- 331,083	- 331,083	- 1,668,917	- 1,337,834
	Previously Budgeted Capital		-	- 46,516	- 46,516	- 249,807	- 203,291
	<b>Total Capital Revenues</b>		<b>- 453,558</b>	<b>- 1,022,883</b>	<b>- 1,028,401</b>	<b>- 3,060,952</b>	<b>- 2,038,069</b>
<b>Capital Expenditures</b>							
	Capital Expenditures		2,233,571	1,996,507	1,441,757	4,189,792	2,193,285
	<b>Total Capital Expenditures</b>		<b>2,233,571</b>	<b>1,996,507</b>	<b>1,441,757</b>	<b>4,189,792</b>	<b>2,193,285</b>
	<b>Total Tax Levy</b>		<b>3,960,240</b>	<b>2,687,135</b>	<b>1,367,852</b>	<b>2,928,237</b>	<b>241,102</b>

Proposed Operating Budget						
Fiscal Year 2018						
Public Works Department						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Public Works Department</b>						
<b>Bridges and Culverts</b>						
<b>Expenditures</b>						
	Salaries and Wages	7,365	-	16,183	-	-
	Benefits	1,270	-	3,088	-	-
	Supplies	11,026	15,000	17,401	15,000	-
	Contracted Service	4,501	5,000	790	5,000	-
	Engineering Study/Design	3,327	15,000	9,590	15,000	-
	<b>Total Expenditures</b>	<b>27,489</b>	<b>35,000</b>	<b>47,052</b>	<b>35,000</b>	-
	<b>Total Tax Levy</b>	<b>27,489</b>	<b>35,000</b>	<b>47,052</b>	<b>35,000</b>	-
<b>Roadside Maintenance</b>						
<b>Expenditures</b>						
	Salaries and Wages	286,283	-	316,968	-	-
	Benefits	57,736	-	62,233	-	-
	Supplies	7,381	10,000	12,952	10,000	-
	Publicity and Promotions	7,990	6,000	73	6,000	-
	Grass Mowing	2,000	2,000	284	2,000	-
	Brushing and Trimming	23,215	1	287	1	-
	Ditching and Drains	11,818	1	12,506	1	-
	Catch Basins and Curbs	1,149	7,500	1,501	7,500	-
	Debris/ Litter Pick up	183	1,000	830	1,000	-
	Top Soil	242	1,000	119	1,000	-
	Operating Expenses	773	-	1,797	-	-
	<b>Total Expenditures</b>	<b>398,770</b>	<b>27,502</b>	<b>409,550</b>	<b>27,502</b>	-
	<b>Total Tax Levy</b>	<b>398,770</b>	<b>27,502</b>	<b>409,550</b>	<b>27,502</b>	-
<b>Sidewalk Maintenance</b>						
<b>Expenditures</b>						
	Salaries and Wages	14,322	-	2,685	-	-
	Benefits	3,468	-	563	-	-
	Supplies	2,111	3,000	3,719	3,000	-
	Contracted Service	1,524	3,000	1,835	3,000	-
	<b>Total Expenditures</b>	<b>21,425</b>	<b>6,000</b>	<b>8,802</b>	<b>6,000</b>	-
	<b>Total Tax Levy</b>	<b>21,425</b>	<b>6,000</b>	<b>8,802</b>	<b>6,000</b>	-



Proposed Operating Budget						
Fiscal Year 2018						
Public Works Department						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Public Works Department</b>						
<b>Loosetop Maintenance</b>						
<b>Expenditures</b>						
	Salaries and Wages	38,409	-	44,639	-	-
	Benefits	9,220	-	8,916	-	-
	Supplies	1,357	4,000	1,252	4,000	-
	Patching and washouts	-	2,000	-	2,000	-
	Dust Laylor	128,645	135,000	116,090	135,000	-
	Gravel Resurfacing	286,247	-	1,508	-	-
	<b>Total Expenditures</b>	<b>463,878</b>	<b>141,000</b>	<b>172,405</b>	<b>141,000</b>	-
	<b>Total Tax Levy</b>	<b>463,878</b>	<b>141,000</b>	<b>172,405</b>	<b>141,000</b>	-
<b>Hardtop Maintenance</b>						
<b>Expenditures</b>						
	Salaries and Wages	26,625	-	26,975	-	-
	Benefits	6,004	-	5,580	-	-
	Patching and washouts	26,628	35,000	20,373	35,000	-
	Sweeping and Cleaning	11,966	40,000	17,739	40,000	-
	Resurfacing	480	-	-	-	-
	<b>Total Expenditures</b>	<b>71,703</b>	<b>75,000</b>	<b>70,667</b>	<b>75,000</b>	-
	<b>Total Tax Levy</b>	<b>71,703</b>	<b>75,000</b>	<b>70,667</b>	<b>75,000</b>	-
<b>Plowing and Sanding</b>						
<b>Expenditures</b>						
	Salaries and Wages	214,410	-	194,898	-	-
	Benefits	34,094	-	31,870	-	-
	Supplies	5,850	5,000	-	5,000	-
	Contracted Service	72	2,000	-	2,000	-
	Sand and Salt	119,461	100,000	96,940	100,000	-
	<b>Total Expenditures</b>	<b>373,887</b>	<b>107,000</b>	<b>323,708</b>	<b>107,000</b>	-
	<b>Total Tax Levy</b>	<b>373,887</b>	<b>107,000</b>	<b>323,708</b>	<b>107,000</b>	-

Proposed Operating Budget							
Fiscal Year 2018							
Public Works Department							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Public Works Department</b>							
<b>Snow Removal</b>							
<b>Expenditures</b>							
	Salaries and Wages		-	-	18,470	-	-
	Benefits		-	-	2,739	-	-
	Supplies		5,597	1,000	-	1,000	-
	Contracted Service		50,911	60,000	60,865	60,000	-
	<b>Total Expenditures</b>		<b>56,508</b>	<b>61,000</b>	<b>82,074</b>	<b>61,000</b>	-
	<b>Total Tax Levy</b>		<b>56,508</b>	<b>61,000</b>	<b>82,074</b>	<b>61,000</b>	-
<b>Storm Sewers</b>							
<b>Expenditures</b>							
	Salaries and Wages		3,282	-	1,022	-	-
	Benefits		658	-	192	-	-
	Supplies		2,435	2,500	2,658	2,500	-
	Contracted Service		5,675	20,000	5,873	20,000	-
	<b>Total Expenditures</b>		<b>12,050</b>	<b>22,500</b>	<b>9,745</b>	<b>22,500</b>	-
	<b>Total Tax Levy</b>		<b>12,050</b>	<b>22,500</b>	<b>9,745</b>	<b>22,500</b>	-
<b>Safety Devices</b>							
<b>Expenditures</b>							
	Salaries and Wages		236	-	1,873	-	-
	Benefits		67	-	374	-	-
	Supplies		9,863	10,000	14,228	10,000	-
	Road Chargebacks		35,623	45,000	34,135	45,000	-
	Operating Expenses		7,010	-	-	-	-
	<b>Total Expenditures</b>		<b>52,799</b>	<b>55,000</b>	<b>50,610</b>	<b>55,000</b>	-
	<b>Total Tax Levy</b>		<b>52,799</b>	<b>55,000</b>	<b>50,610</b>	<b>55,000</b>	-
<b>Street Lighting</b>							
<b>Expenditures</b>							
	LTD Payments		130,540	130,540	119,662	130,540	-
	Hydro		79,320	84,000	63,084	70,000	- 14,000
	Supplies		887	1,000	930	1,000	-
	Equipment Maintenance		3,909	4,000	3,631	4,000	-
	Operating Expenses		2,595	1,500	1,794	1,500	-
	<b>Total Expenditures</b>		<b>217,251</b>	<b>221,040</b>	<b>189,101</b>	<b>207,040</b>	- 14,000
	<b>Total Tax Levy</b>		<b>217,251</b>	<b>221,040</b>	<b>189,101</b>	<b>207,040</b>	- 14,000

Proposed Operating Budget							
Fiscal Year 2018							
Public Works Department							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Public Works Department</b>							
<b>Public Works Building - 62 Kenyon Street</b>							
<b>Expenditures</b>							
		Telephone	-	1,000	-	1,000	-
		Enbridge	2,361	3,100	2,426	3,100	-
		Hydro	2,312	2,866	3,893	4,200	1,334
		Water/Sewer	984	1,100	1,084	1,200	100
		Office Supplies	3,443	4,000	4,019	4,000	-
		Housekeeping and Janitorial	5,139	5,000	5,112	5,000	-
		Supplies	975	2,000	1,335	2,000	-
		Computer Fees and Equipmen	-	-	200	-	-
		Building Maintenance and Sup	1,926	3,000	1,518	3,000	-
		<b>Total Expenditures</b>	<b>17,140</b>	<b>22,066</b>	<b>19,587</b>	<b>23,500</b>	<b>1,434</b>
		<b>Total Tax Levy</b>	<b>17,140</b>	<b>22,066</b>	<b>19,587</b>	<b>23,500</b>	<b>1,434</b>
<b>Public Works Building - 95 Lochiel Street</b>							
<b>Expenditures</b>							
		Enbridge	2,945	2,000	17,824	10,000	8,000
		Hydro	3,982	7,000	13,808	8,000	1,000
		Water/Sewer	791	2,000	1,084	1,500	- 500
		Consulting Fees	1,442	-	-	-	-
		Building Maintenance and Sup	775	1,000	7,711	1,000	-
		<b>Total Expenditures</b>	<b>9,935</b>	<b>12,000</b>	<b>40,427</b>	<b>20,500</b>	<b>8,500</b>
		<b>Total Tax Levy</b>	<b>9,935</b>	<b>12,000</b>	<b>40,427</b>	<b>20,500</b>	<b>8,500</b>
<b>Garbage Collection</b>							
<b>Expenditures</b>							
		Contracted Service	235,318	244,276	242,167	249,000	4,724
		Recycling Contracted Services	156,184	160,500	160,272	164,000	3,500
		Processing Services	58,445	61,500	56,320	61,500	-
		<b>Total Expenditures</b>	<b>449,947</b>	<b>466,276</b>	<b>458,759</b>	<b>474,500</b>	<b>8,224</b>
		<b>Total Tax Levy</b>	<b>449,947</b>	<b>466,276</b>	<b>458,759</b>	<b>474,500</b>	<b>8,224</b>

Proposed Operating Budget							
Fiscal Year 2018							
Public Works Department							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Public Works Department</b>							
<b>Landfill</b>							
<b>Revenues</b>							
	Landfill Site Revenue		- 13,573	- 15,000	- 12,486	- 13,000	2,000
	Garbage and Recycling on Tax		- 779,130	- 780,000	- 780,940	- 780,000	-
	Garbage Bag Tags and Blue Box		- 2,254	-	- 1,787	- 1,000	- 1,000
	Lafleche Commerical Portion		- 8,699	- 8,000	- 8,202	- 8,000	-
	MHSW		- 14,112	- 15,000	- 15,000	- 15,000	-
	Fuel Surcharge		-	- 500	-	- 500	-
	Grants		-	- 2,000	- 137	- 2,000	-
	<b>Total Revenues</b>		<b>- 817,768</b>	<b>- 820,500</b>	<b>- 818,552</b>	<b>- 819,500</b>	<b>1,000</b>
<b>Expenditures</b>							
	Salaries and Wages		35,301	46,800	45,371	51,419	4,619
	Benefits		6,121	7,500	7,185	8,125	625
	LTD Payments		26,884	26,884	24,643	26,884	-
	Cover Material		-	20,000	3,180	20,000	-
	Municipal Taxes		10,417	10,500	14,862	-	- 10,500
	Operating Costs		64,815	20,000	17,998	20,000	-
	Mileage and Travel		1,765	1,500	1,513	1,500	-
	Custodian		9,509	1	112	-	- 1
	Conferences/Training/Worksh		-	3,000	2,978	3,000	-
	Cell Phones		565	600	253	600	-
	Hydro		3,532	4,000	2,915	4,000	-
	Supplies		2,602	3,000	1,007	3,000	-
	Compactor Equipment		1,502	3,000	494	3,000	-
	Waste Acceptance Fees		155,777	160,737	164,396	163,951	3,214
	Legal Fees		2,617	5,000	-	5,000	-
	Consulting Fees		33,639	30,000	15,170	30,000	-
	Advertising		286	1,000	3,108	1,000	-
	Equipment Maintenance		363	1,500	93	1,500	-
	Gas/Oil/Diesel		292	2,500	172	2,500	-
	Association and Membership f		255	300	268	300	-
	Sampling		57,994	65,274	53,519	67,000	1,726

Proposed Operating Budget						
Fiscal Year 2018						
Public Works Department						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Public Works Department</b>						
<b>Landfill</b>						
<b>Revenues</b>						
	Landfill Site Revenue	- 13,573	- 15,000	- 12,486	- 13,000	2,000
	Garbage and Recycling on Tax	- 779,130	- 780,000	- 780,940	- 780,000	-
	Garbage Bag Tags and Blue Box	- 2,254	-	- 1,787	- 1,000	- 1,000
	Lafleche Commerical Portion	- 8,699	- 8,000	- 8,202	- 8,000	-
	MHSW	- 14,112	- 15,000	- 15,000	- 15,000	-
	Fuel Surcharge	-	- 500	-	- 500	-
	Grants	-	- 2,000	- 137	- 2,000	-
	<b>Total Revenues</b>	<b>- 817,768</b>	<b>- 820,500</b>	<b>- 818,552</b>	<b>- 819,500</b>	<b>1,000</b>
<b>Expenditures Continued</b>						
	Household Hazardous Waste D	42,041	42,000	26,182	42,000	-
	Leachate Hauling	24,773	25,000	46,467	25,000	-
	Community Clean-up Day	7,546	7,500	4,433	7,500	-
	Free Landfill Offset	-	27,575	27,575	30,000	2,425
	Transfers to Reserves	71,000	71,000	71,000	71,000	-
	<b>Total Expenditures</b>	<b>559,596</b>	<b>586,171</b>	<b>534,894</b>	<b>588,279</b>	<b>2,108</b>
<b>Capital Revenues</b>						
	Transfer from Reserve	- 22,352	- 139,410	- 139,410	-	139,410
	<b>Total Capital Revenues</b>	<b>- 22,352</b>	<b>- 139,410</b>	<b>- 139,410</b>	<b>-</b>	<b>139,410</b>
<b>Capital Expenditures</b>						
	Capital Expenditures	36,563	139,410	285	-	- 139,410
	<b>Total Capital Expenditures</b>	<b>36,563</b>	<b>139,410</b>	<b>285</b>	<b>-</b>	<b>- 139,410</b>
	<b>Total Tax Levy</b>	<b>- 243,961</b>	<b>- 234,329</b>	<b>- 422,783</b>	<b>- 231,221</b>	<b>3,108</b>

Proposed Operating Budget							
Fiscal Year 2018							
Public Works Department							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Public Works Department</b>							
<b>RARE</b>							
<b>Revenues</b>							
	Wage Subsidy		- 4,615	-	- 5,640	-	-
	LCBO Bottle Deposit		- 34,674	- 35,000	- 37,642	- 35,000	-
	Grocery Bags		- 5,355	- 2,500	- 1,201	- 1,500	1,000
	Tubs Lids 3 to 7		- 12,365	- 16,000	- 5,221	- 8,000	8,000
	Other Revenue		- 220	- 500	- 80	- 500	-
	Aluminum		- 67,519	- 60,000	- 44,060	- 60,000	-
	Metal		- 23,148	- 22,000	- 21,011	- 22,000	-
	Plastic HDPE#2		- 32,451	- 40,000	- 17,862	- 25,000	15,000
	PET #1		- 46,751	- 50,000	- 24,152	- 25,000	25,000
	Cardboard		- 205,501	- 175,000	- 328,024	- 200,000	- 25,000
	Mixed Plastics		- 3,095	- 3,000	- 6,647	- 3,000	-
	Newsprint		-	-	- 2,183	-	-
	Office Mix		-	- 4,000	- 5,758	- 4,000	-
	Newsprint		- 191,453	- 150,000	- 174,994	- 125,000	25,000
	Gable Tops		- 3,047	- 3,000	- 2,491	- 3,000	-
	Processing - South Glengarry		- 31,480	- 30,478	- 32,010	- 32,490	- 2,012
	Processing - North Stormont		- 28,399	- 31,502	- 28,096	- 31,502	-
	Processing - North Glengarry		- 58,445	- 62,705	- 56,320	- 64,000	- 1,295
	Processing - Russel/ABC		- 99,434	- 90,338	- 103,858	- 105,416	- 15,078
	Grants		- 157,373	- 143,000	- 93,841	- 143,000	-
	<b>Total Revenues</b>		<b>-1,005,325</b>	<b>- 919,023</b>	<b>- 991,091</b>	<b>- 888,408</b>	<b>30,615</b>
<b>Expenditures</b>							
	Salaries and Wages		504,696	534,300	508,509	539,757	5,457
	Benefits		119,887	124,000	109,712	124,831	831
	WSIB Claims		-	-	-	500	500
	Insurance		10,452	10,645	10,645	10,796	151
	LTD Payments		54,418	54,500	49,883	54,500	-
	Municipal Taxes		12,579	12,750	12,400	12,750	-
	Health and Safety		715	500	308	500	-
	Clothing Allowance		1,602	3,000	3,367	3,000	-
	Operating Costs		36,163	45,000	37,550	42,000	- 3,000

Proposed Operating Budget							
Fiscal Year 2018							
Public Works Department							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Public Works Department</b>							
<b>RARE</b>							
<b>Expenditures Continued</b>							
		Operating Costs	36,163	45,000	37,550	42,000	- 3,000
		Mileage and Travel	91	500	54	500	-
		Meeting Attendance	-	250	-	250	-
		Conferences/Training/Worksh	250	3,000	1,098	3,000	-
		Cell Phones	702	750	1,573	1,500	750
		Telephone	837	850	740	850	-
		Enbridge	3,058	4,400	3,169	4,000	- 400
		Hydro	38,733	45,000	29,581	40,000	- 5,000
		Water/Sewer	988	1,200	1,089	1,200	-
		Postage	67	100	-	100	-
		Tools	335	2,000	679	2,000	-
		Office Supplies	1,745	750	373	750	-
		Housekeeping and Janitorial	630	1,000	1,739	1,500	500
		Supplies	13,343	15,000	10,299	15,000	-
		Computer Fees and Equipmen	1,920	750	938	1,000	250
		Repairs - Magnetic Seperator	-	1,000	-	1,000	-
		Repairs - Conveyor	2,142	2,500	3,721	2,500	-
		Repairs - Bobcat	21,186	20,000	8,962	2,500	- 17,500
		Repairs - Vans	-	500	-	500	-
		Repairs - Baler	18,101	6,000	5,413	6,000	-
		Ballistic HC/Storage	3,823	6,000	3,425	6,000	-
		Legal Fees	224	2,000	-	2,000	-
		Consulting Fees	-	3,000	-	3,000	-
		Advertising	506	1,000	106	1,000	-
		Publicity and Promotions	1,937	2,500	2,531	2,500	-
		Building Maintenance and Sup	8,157	8,000	2,140	6,000	- 2,000
		Radio Licenses	1,508	3,000	1,652	3,000	-
		Truck Licencing	108	150	-	150	-
		Vehicle Maintenance	168	1,000	448	1,000	-
		Gas/Oil/Diesel	6,227	7,000	6,230	7,000	-
		Association and Membership f	865	1,000	510	1,000	-

Proposed Operating Budget						
Fiscal Year 2018						
Public Works Department						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Public Works Department</b>						
<b>RARE</b>						
<b>Expenditures Continued</b>						
	Transporation	3,957	2,000	-	2,000	-
	Weighing Charges	936	1,500	964	1,500	-
	Road Chargebacks	-	250	6,131	20,000	19,750
	Aggregrate Resources	-	500	-	-	- 500
	Equipment Purchases	-	500	-	500	-
	Operating Expenses	142	750	89	750	-
	Aluminum	10,907	20,000	13,988	20,000	-
	Cardboard	51,643	45,000	73,254	75,000	30,000
	Mixed Plastics	2,476	4,500	6,074	4,500	-
	Newsprint	8,951	7,000	6,641	7,000	-
	Amortization	106,644	-	-	-	-
	Transfers to Reserves	151,805	-	-	-	-
	<b>Total Expenditures</b>	<b>1,205,624</b>	<b>1,006,895</b>	<b>925,985</b>	<b>1,036,684</b>	<b>29,789</b>
<b>Capital Revenues</b>						
	RARE Reserve	-	- 63,118	- 14,565	- 225,000	- 161,882
	<b>Total Capital Revenues</b>	<b>-</b>	<b>- 63,118</b>	<b>- 14,565</b>	<b>- 225,000</b>	<b>- 161,882</b>
<b>Capital Expenditures</b>						
	Capital Expenditures	25,708	63,118	14,565	282,000	218,882
	<b>Total Capital Expenditures</b>	<b>25,708</b>	<b>63,118</b>	<b>14,565</b>	<b>282,000</b>	<b>218,882</b>
	<b>Total Tax Levy</b>	<b>226,007</b>	<b>87,872</b>	<b>- 65,106</b>	<b>205,276</b>	<b>117,404</b>



Proposed Operating Budget						
Fiscal Year 2018						
Public Works Department						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Public Works Department</b>						
<b>Municipal Drainage</b>						
<b>Revenues</b>						
	Contracted Service	- 28,432	- 380,019	- 155,309	- 496,280	- 116,261
	Tile Drainage Inspection Fees	- 50	- 300	-	- 300	-
	Drainage Maintenance Grant	- 69,642	- 232,381	-	- 232,381	-
	<b>Total Revenues</b>	<b>- 98,124</b>	<b>- 612,700</b>	<b>- 155,309</b>	<b>- 728,961</b>	<b>- 116,261</b>
<b>Expenditures</b>						
	Salaries and Wages	9,930	56,000	28,514	54,690	- 1,310
	Benefits	9,481	18,000	8,978	11,578	- 6,422
	Clothing Allowance	-	500	-	500	-
	Operating Costs	2,989	800	262	800	-
	Mileage and Travel	-	200	216	200	-
	Meeting Attendance	-	120	-	120	-
	Conferences/Training/Worksh	-	2,500	2,610	3,000	500
	Cell Phones	182	500	90	500	-
	Vehicle Maintenance	1,313	1,200	1,883	1,500	300
	Gas/Oil/Diesel	359	4,000	638	4,000	-
	Municipal Drain Maintenance	88,425	200,000	40,823	200,000	-
	Beaver Management	10,005	10,000	12,882	10,000	-
	Cambal-Massie	-	-	1,018	-	-
	Chenieu-Jeaurond Drain	60,132	370,000	35,240	440,000	70,000
	<b>Total Expenditures</b>	<b>182,816</b>	<b>663,820</b>	<b>133,154</b>	<b>726,888</b>	<b>63,068</b>
	<b>Total Tax Levy</b>	<b>84,692</b>	<b>51,120</b>	<b>- 22,155</b>	<b>- 2,073</b>	<b>- 53,193</b>
<b>Tile Drainage</b>						
<b>Revenues</b>						
	Recovery	- 97,866	- 91,250	- 50,651	- 91,250	-
	<b>Total Revenues</b>	<b>- 97,866</b>	<b>- 91,250</b>	<b>- 50,651</b>	<b>- 91,250</b>	<b>-</b>
<b>Expenditures</b>						
	Tile Drainage - Principal	70,712	91,250	25,815	91,250	-
	Tile Drainage - Interest	23,975	-	24,836	-	-
	<b>Total Expenditures</b>	<b>94,687</b>	<b>91,250</b>	<b>50,651</b>	<b>91,250</b>	<b>-</b>
	<b>Total Tax Levy</b>	<b>- 3,179</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Tax Levy</b>	<b>6,196,581</b>	<b>3,843,182</b>	<b>2,740,295</b>	<b>4,155,761</b>	<b>312,579</b>

<b>Proposed Capital Budget</b>	
<b>Fiscal Year 2018</b>	
<b>Roads and Bridges</b>	
<b>Planned Expenditures</b>	
<b>2018</b>	
<b>Project Description</b>	<b>Budgeted Amount</b>
Bridge Program:	
Bridge #33 Brodie Rd. West - Replace with multiplate culvert	100,000.00
Bridge #27 Mack's Corners Bridge - Design and Tender minor repairs	80,000.00
Bridge #26 Creek Rd. Bridge - Replacement (contingent on funding)	2,278,645.00
Bridge #44 McPhee Road Bridge	10,000.00
Nixon Rd. Boundary Culvert	12,500.00
Facilities Management:	
Moulding Building	100,000.00
Fleet Replacement Program:	
Unit 24 - Grader	360,000.00
Unit 88 - 3/4 Tonne	50,000.00
Hardtop Maintenance:	
Bishop St., St. James St., Victoria St. - rout, pad and pave (2017 deferred)	249,807.00
Concession 1 - 001-001A - LCB-R1 - Single Surface Treatment Overlay	72,000.00
Concession 1 - 001B - Pulverize 150mm, Double Surface	133,200.00
Concession 1 - 002-002A-002B - Single Surface Treatment Overlay	82,000.00
Kenyon Concession 4 - 025 - Single Surface Treatment Overlay	38,000.00
Kenyon Concession 4 - 027 - Single Surface Treatment Overlay	98,000.00
Various Road Maintenance Projects:	
Digital Speed Signs (x2)	10,000.00
Gravel Resurfacing	302,640.00
McCormick Rd. Culverts (x2)	20,000.00
McCormick Rd. Shoulder Reinstatement	50,000.00
Sidewalk Repair and Replacement Program	143,000.00
<b>Total</b>	<b>4,189,792.00</b>
<b>Planned Funding</b>	
<b>2018</b>	
<b>Funding Source</b>	<b>Budgeted Amount</b>
Debt	350,000.00
Federal Gas Tax (Bridge program)	812,228.00
OCIF (provincial top up funding application for bridge work)	1,668,917.00
Pay As You Go (PAYG)	1,108,840.00
Previously Budgeted Capital	249,807.00
<b>Total</b>	<b>4,189,792.00</b>

<b>Proposed Capital Budget</b>	
<b>Fiscal Year 2018</b>	
<b>RARE</b>	
<b>Planned Expenditures</b>	<b>2018</b>
<b>Project Description</b>	<b>Budgeted Amount</b>
2nd Line configuration	200,000.00
Heat for offices and breakroom	40,000.00
Netting for storage bunkers to keep refuse material from escaping yard	7,000.00
Replace arms on ballistic separator	25,000.00
South wall and dock wall repairs, 1/4 inch steel bracing and new siding	10,000.00
<b>Total</b>	<b>282,000.00</b>
<b>Planned Funding</b>	<b>2018</b>
<b>Funding Source</b>	<b>Budgeted Amount</b>
RARE Reserve	225,000.00
Pay As You Go (PAYG)	57,000.00
<b>Total</b>	<b>282,000.00</b>

## Water and Wastewater

### Departmental Overview

The Water and Wastewater Department operates and maintains the Alexandria, Maxville and Glen Robertson water and wastewater systems. The department must ensure the highest quality of safe and potable drinking water along with ensuring that the environment is protected through quality treatment of the Township's sewage.

### 2017 Accomplishments

- Securing funding for the \$30M Maxville Water Project which will provide potable water to the residents of Maxville
- 100% inspection rating for both Glen Robertson and Alexandria drinking water inspections.
- Kenyon St. watermain upgrade completed in-house.
- Dominion St. watermain completed in-house.
- Completed the Environmental Assessment and Study report for the Alexandria Lagoon Upgrade.
- Initiated the detailed design for the Alexandria Lagoon Upgrade.
- Completed various inflow and infiltration interventions

## Budget Summary

Proposed Operating Budget						
Fiscal Year 2018						
Public Works Department						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Water and Wastewater</b>						
<b>Water Distribution</b>						
	Total Expenditures	474,990	513,021	462,085	517,944	4,923
	Total Capital Expenditures	425,420	165,886	133,234	105,665	- 60,221
	<b>Total Water Distribution</b>	<b>900,410</b>	<b>678,907</b>	<b>595,319</b>	<b>623,609</b>	<b>- 55,298</b>
<b>Waterworks Department</b>						
	Total Revenues	- 3,171,068	- 3,540,000	- 2,657,512	- 2,844,298	695,702
	Total Expenditures	1,249,539	798,621	856,191	860,259	61,638
	Total Capital Expenditures	70,404	141,906	38,153	175,000	33,094
	<b>Total Waterworks Department</b>	<b>- 1,851,125</b>	<b>- 2,599,473</b>	<b>- 1,763,168</b>	<b>- 1,809,039</b>	<b>790,434</b>
<b>Wastewater</b>						
	Total Expenditures	1,581,073	966,588	899,996	1,036,430	69,842
	Total Capital Expenditures	105,805	953,978	32,557	149,000	- 804,978
	<b>Total Wastewater</b>	<b>1,686,878</b>	<b>1,920,566</b>	<b>932,553</b>	<b>1,185,430</b>	<b>- 735,136</b>
	<b>Total Water and Wastewater</b>	<b>736,163</b>	<b>-</b>	<b>- 235,296</b>	<b>-</b>	<b>-</b>

### 2018 Budget Initiatives and Challenges

- The Maxville Water project will eventually impact the operating budget; however, the actual effect on the water billing may not be seen in 2018.
- The acceleration of the water meter replacement program will continue and result in significantly changing the billing process and increased efficiencies.
- The annual sewer lining program will free up capacity resulting in the ability to construct and develop in small increments and in turn will increase assessment and water/wastewater revenue.
- Hydro rate increases once again heavily impact the operating budget.

## 2018 Budget Details

Proposed Operating Budget						
Fiscal Year 2018						
Public Works Department						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Water and Wastewater</b>						
<b>Water Distribution</b>						
<b>Expenditures</b>						
	Salaries and Wages	139,189	141,250	128,965	139,973	- 1,277
	Benefits	37,797	36,215	91	41,645	5,430
	WSIB Claims	394	500	264	500	-
	Insurance	21,330	21,106	21,106	21,576	470
	LTD Payments	103,677	101,350	101,349	101,350	-
	Municipal Taxes	1,163	1,200	363	1,200	-
	Health and Safety	380	1,000	486	1,000	-
	Clothing Allowance	682	1,000	1,073	1,000	-
	Operating Costs	2,732	2,500	2,095	2,500	-
	Insurance Claims	- 7,500	-	-	-	-
	Conferences/Training/Worksh	4,333	7,000	6,934	7,000	-
	License Renewal	-	500	860	500	-
	Cell Phones	1,994	2,000	1,633	2,000	-
	Telephone	3,246	3,000	3,293	3,200	200
	Courier	290	500	274	500	-
	Enbridge	4,243	5,500	6,300	5,500	-
	Hydro	888	1,000	927	1,100	100
	Water/Sewer	-	200	68	200	-
	Tools	1,087	1,000	978	1,000	-
	Chemicals	1,707	2,000	1,219	2,000	-
	Chlorine	1,006	1,000	326	1,000	-
	Office Supplies	183	1,000	637	1,000	-
	Supplies	11,890	8,000	9,372	8,000	-
	Computer Fees and Equipmen	1,008	1,500	109	1,500	-
	New Water Meters and Repair	814	5,000	2,358	5,000	-
	Water Main Repairs	82,675	100,000	79,284	100,000	-
	Accounting Fees	822	1,500	1,178	1,500	-
	Audit Fees	725	1,700	1,891	1,700	-
	Legal Fees	2,244	5,000	6,199	5,000	-
	Consulting Fees	8,350	5,000	27,960	5,000	-

Proposed Operating Budget							
Fiscal Year 2018							
Public Works Department							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Water and Wastewater</b>							
<b>Water Distribution</b>							
<b>Expenditures Continued</b>							
	Advertising		687	1,000	817	1,000	-
	Building Maintenance and Sup		2,788	500	2,981	500	-
	Equipment Maintenance		3,256	4,500	4,767	4,500	-
	Truck Licencing		259	1,000	216	1,000	-
	Vehicle Maintenance		1,621	2,000	1,874	2,000	-
	Gas/Oil/Diesel		6,361	7,000	5,814	7,000	-
	Association and Membership f		229	250	434	250	-
	Sampling		992	1,500	-	1,500	-
	Road Chargebacks		-	250	-	250	-
	Meter Reading		12,115	13,000	11,975	13,000	-
	Contracted Service RRCA		12,000	12,000	12,000	12,000	-
	Contracted Service		1,012	1,500	1,831	1,500	-
	Grass Mowing		500	500	-	500	-
	Operating Expenses		-	-	168	-	-
	Bad Debt Expenses		103	-	38	-	-
	Recoverable Costs		5,718	-	4,078	-	-
	Deficit Repayment		-	7,500	7,500	7,500	-
	Emergency Phone Service		-	1,500	-	1,500	-
	Boil Water Advisory		-	500	-	500	-
	<b>Total Expenditures</b>		<b>474,990</b>	<b>513,021</b>	<b>462,085</b>	<b>517,944</b>	<b>4,923</b>
<b>Capital Expenditures</b>							
	Capital Expenditures		425,420	165,886	133,234	105,665	- 60,221
	<b>Total Capital Expenditures</b>		<b>425,420</b>	<b>165,886</b>	<b>133,234</b>	<b>105,665</b>	<b>- 60,221</b>
	<b>Total Water Distribution</b>		<b>900,410</b>	<b>678,907</b>	<b>595,319</b>	<b>623,609</b>	<b>- 55,298</b>

Proposed Operating Budget						
Fiscal Year 2018						
Public Works Department						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Water and Wastewater</b>						
<b>Waterworks Department</b>						
<b>Revenues</b>						
	Water Domestic Alexandria	- 1,059,132	- 1,050,000	- 962,870	- 1,071,000	- 21,000
	Water Commerical Alexandria	- 586,622	- 600,000	- 570,386	- 612,000	- 12,000
	Water Glen Robertson	- 34,769	- 39,000	- 32,253	- 39,780	- 780
	Penalty and Interest	- 19,377	- 20,000	- 15,034	- 20,000	-
	Water Other Income	- 11,982	- 10,000	- 5,354	- 10,000	-
	NSF Cheque Charge	- 460	-	- 300	-	-
	Sewer Fees - Alexandria	- 905,630	- 870,000	- 844,397	- 887,400	- 17,400
	Sewer Fees - Maxville	- 160,044	- 156,000	- 156,435	- 159,120	- 3,120
	Water/Sewer Connection Fees	- 22,325	- 15,000	- 35,000	- 15,000	-
	Front Street Payment Receive	- 69	-	-	-	-
	Wetlands Capital Recovery	- 16,020	- 15,000	- 14,266	- 15,000	-
	Hydrant Rental	- 15,000	- 15,000	- 15,000	- 15,000	-
	Building Canada Fund	-	- 316,419	-	1	316,420
	WSIB Insurance Claims	- 10,248	-	- 6,217	-	-
	Amortization	- 5,080	-	-	-	-
	Capital Expenditures	- 324,310	- 433,581	-	1	433,582
	<b>Total Revenues</b>	<b>- 3,171,068</b>	<b>- 3,540,000</b>	<b>- 2,657,512</b>	<b>- 2,844,298</b>	<b>695,702</b>
<b>Expenditures</b>						
	Salaries and Wages	148,490	141,250	167,883	139,973	- 1,277
	Benefits	39,516	38,000	76,334	41,645	3,645
	WSIB Claims	394	-	264	-	-
	Insurance	21,330	21,106	21,106	21,576	470
	LTD Payments	44,433	43,436	43,435	43,436	-
	Interest Payments	4,444	-	-	-	-
	Municipal Taxes	8,633	8,800	7,428	8,800	-
	Health and Safety	78	1,000	139	1,000	-
	Clothing Allowance	950	1,000	440	1,000	-
	Operating Costs	2,732	2,500	2,036	2,500	-
	Conferences/Training/Worksh	5,088	7,000	8,260	7,000	-
	License Renewal	-	250	878	250	-



Proposed Operating Budget							
Fiscal Year 2018							
Public Works Department							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Water and Wastewater</b>							
<b>Waterworks Department</b>							
<b>Expenditures Continued</b>							
	Cell Phones		2,486	2,500	1,294	2,500	-
	Telephone		363	1,000	506	1,000	-
	Courier		619	750	1,510	750	-
	Enbridge		1,491	2,000	2,583	2,500	500
	Hydro		72,946	80,000	74,912	80,000	-
	Tools		12	500	326	500	-
	Chemicals		19,653	35,000	29,424	35,000	-
	Coagulant		71,379	75,000	49,905	75,000	-
	Chlorine		8,065	15,000	19,303	18,000	3,000
	Office Supplies		845	1,000	421	1,000	-
	Supplies		19,228	15,000	14,724	15,000	-
	Computer Fees and Equipmen		816	1,000	186	1,000	-
	Audit Fees		2,349	2,500	1,178	2,500	-
	Audit Fees		725	1,700	1,891	1,700	-
	Legal Fees		2,213	5,000	6,199	5,000	-
	Consulting Fees		4,972	5,000	30,146	5,000	-
	Advertising		-	1,000	419	1,000	-
	Building Maintenance and Sup		14,164	10,000	10,959	10,000	-
	Equipment Maintenance		48,352	50,000	48,219	50,000	-
	Truck Licencing		-	-	216	-	-
	Gas/Oil/Diesel		748	750	1,062	750	-
	Association and Membership F		1,167	1,000	684	1,000	-
	Sampling		17,569	18,000	17,436	19,000	1,000
	Road Chargebacks		127	250	-	250	-
	Contracted Service		18,000	18,000	18,000	18,000	-
	Contracted Service		1,025	2,500	1,848	2,500	-
	Monitoring Costs		-	1,000	-	1,000	-
	Grass Mowing		500	500	-	500	-
	Bad Debt Expenses		10,473	-	4,964	-	-
	Amortization		302,670	-	-	-	-
	Recoverable Costs		-	-	1,344	-	-
	Deficit Repayment		-	7,500	7,500	7,500	-
	Transfers to Reserves		350,464	180,829	180,829	235,129	54,300
	<b>Total Expenditures</b>		<b>1,249,509</b>	<b>798,621</b>	<b>856,191</b>	<b>860,259</b>	<b>61,638</b>

Fiscal Year 2018						
Public Works Department						
		2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Water and Wastewater</b>						
<b>Waterworks Department</b>						
<b>Capital Expenditures</b>						
	Capital Expenditures	70,404	141,906	38,153	175,000	33,094
	<b>Total Capital Expenditures</b>	<b>70,404</b>	<b>141,906</b>	<b>38,153</b>	<b>175,000</b>	<b>33,094</b>
	<b>Total Waterworks Department</b>	<b>-1,851,155</b>	<b>-2,599,473</b>	<b>-1,763,168</b>	<b>-1,809,039</b>	<b>790,434</b>
<b>Wastewater</b>						
<b>Expenditures</b>						
	Salaries and Wages	161,217	179,000	167,423	186,631	7,631
	Benefits	46,414	49,000	46,810	55,526	6,526
	WSIB Claims	526	-	352	-	-
	Insurance	28,441	28,141	28,142	28,768	627
	LTD Payments	124,005	124,005	113,671	124,005	-
	LTD Payments	18,101	18,100	16,593	18,100	-
	LTD Payments	26,640	26,640	23,480	26,640	-
	Municipal Taxes	11,335	11,500	12,054	13,000	1,500
	Health and Safety	1,704	4,500	860	4,500	-
	Clothing Allowance	1,631	1,600	1,551	1,600	-
	Operating Costs	2,934	3,200	2,694	3,200	-
	Insurance Claims	- 17,500	10,000	1,745	10,000	-
	Conferences/Training/Worksh	6,002	7,000	8,093	7,000	-
	License Renewal	-	500	1,309	500	-
	Cell Phones	2,265	2,300	1,853	2,300	-
	Telephone	3,271	3,500	3,617	3,500	-
	Courier	216	700	617	700	-
	Hydro	75,909	85,500	82,812	90,000	4,500
	Tools	275	1,000	1,523	1,000	-
	Chemicals	6,765	7,500	8,677	7,500	-
	Coagulant	14,535	30,000	13,382	30,000	-
	Chlorine	18,089	25,000	23,383	25,000	-
	Office Supplies	49	400	322	400	-
	Supplies	18,641	10,000	10,157	10,000	-
	Computer Fees and Equipmen	816	1,000	236	1,000	-
	Sewer Line Repairs	38,819	40,000	41,518	40,000	-
	Audit Fees	1,922	1,900	1,265	1,900	-
	Legal Fees	3,247	10,000	8,266	10,000	-

Proposed Operating Budget							
Fiscal Year 2018							
Public Works Department							
			2016 Actual	2017 Budget	2017 Projected	2018 Proposed Budget	Budget Variance
<b>Water and Wastewater</b>							
<b>Expenditures Continued</b>							
		Consulting Fees	5,571	20,000	36,077	20,000	-
		Advertising	37	500	1,096	500	-
		Building Maintenance and Sup	17,385	15,000	18,600	15,000	-
		Equipment Maintenance	36,503	55,000	56,921	55,000	-
		Maintenance Costs	354	5,000	8,872	5,000	-
		Truck Licencing	173	250	288	250	-
		Vehicle Maintenance	3,351	3,000	874	3,000	-
		Gas/Oil/Diesel	10,373	10,000	7,594	10,000	-
		Association and Membership f	310	300	221	300	-
		Sampling	26,762	25,000	16,822	25,000	-
		Road Chargebacks	384	2,000	-	2,000	-
		Contracted Service	6,189	5,000	3,079	5,000	-
		Sump Pump Program	-	20,000	-	20,000	-
		Grass Mowing	1,771	2,000	895	2,000	-
		Operating Expenses	-	1,000	302	1,000	-
		Bad Debt Expenses	8,014	-	2,971	-	-
		Amortization	261,775	-	-	-	-
		Recoverable Costs	- 15,984	-	2,427	-	-
		Transfers to Reserves	621,836	120,552	120,552	169,610	49,058
		<b>Total Expenditures</b>	<b>1,581,073</b>	<b>966,588</b>	<b>899,996</b>	<b>1,036,430</b>	<b>69,842</b>
		<b>Capital Expenditures</b>					
		Capital Expenditures	105,805	953,978	32,557	149,000	- 804,978
		<b>Total Capital Expenditures</b>	<b>105,805</b>	<b>953,978</b>	<b>32,557</b>	<b>149,000</b>	<b>- 804,978</b>
		<b>Total Wastewater</b>	<b>1,686,878</b>	<b>1,920,566</b>	<b>932,553</b>	<b>1,185,430</b>	<b>- 735,136</b>
		<b>Total Water and Wastewater</b>	<b>736,133</b>	<b>-</b>	<b>- 235,296</b>	<b>-</b>	<b>-</b>

<b>Proposed Capital Budget</b>	
<b>Fiscal Year 2018</b>	
<b>Water Treatment</b>	
<b>Planned Expenditures</b>	<b>2018</b>
<b>Project Description</b>	<b>Budgeted Amount</b>
Automated Polymer Mixing System	25,000.00
Pump Replacement	50,000.00
Small Tools and Equipment	5,665.00
Unforeseen Capital	25,000.00
<b>Total</b>	<b>105,665.00</b>
<b>Planned Funding</b>	<b>2018</b>
<b>Funding Source</b>	<b>Budgeted Amount</b>
Water and Wastewater Rates	105,665.00
<b>Total</b>	<b>105,665.00</b>

<b>Proposed Capital Budget</b>	
<b>Fiscal Year 2018</b>	
<b>Water Distribution</b>	
<b>Planned Expenditures</b>	<b>2018</b>
<b>Project Description</b>	<b>Budgeted Amount</b>
Centre St. Watermain Replacement	85,000.00
Valve and Hydrant Replacement Program	30,000.00
Water Meter Replacement Program	10,000.00
Water Tower Mixing System	50,000.00
<b>Total</b>	<b>175,000.00</b>
<b>Planned Funding</b>	<b>2018</b>
<b>Funding Source</b>	<b>Budgeted Amount</b>
Water and Wastewater Rates	175,000.00
<b>Total</b>	<b>175,000.00</b>

<b>Proposed Capital Budget</b>	
<b>Fiscal Year 2018</b>	
<b>Wastewater Treatment</b>	
<b>Planned Expenditures</b>	<b>2018</b>
<b>Project Description</b>	<b>Budgeted Amount</b>
Annual Sewer Lining Program	75,000.00
Lagoon Berm Maintenance	10,000.00
Maxville Pump Station Check Valve Replacement	25,000.00
Sludge Valve Replacement	14,000.00
Unforeseen Capital	25,000.00
<b>Total</b>	<b>149,000.00</b>
<b>Planned Funding</b>	<b>2018</b>
<b>Funding Source</b>	<b>Budgeted Amount</b>
Water and Wastewater Rates	149,000.00
<b>Total</b>	<b>149,000.00</b>