



NORTH
GLENGARRY
NORD

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

2021

APPROVED

OPERATING AND CAPITAL

BUDGETS

Prepared by Kimberley Goyette
February 8, 2021

Table of Contents

| Item | Page Number |
|--|--------------------|
| Executive Summary | 3 |
| Analysis of Financial Information | 4 |
| Key Assumptions and Rationale | 10 |
| Summary of Key Changes from 2020 to 2021 | 12 |
| Assessment and Taxation | 13 |
| Departmental Proposed Total Budget Summary | 16 |
| Departmental Proposed Capital Budget Summary | 17 |
| Total and Capital Budget Graph Summary by Function | 18 |
| Governance | 20 |
| General Administration and Other | 21 |
| Building, Bylaw Enforcement and Planning | 26 |
| Community Services | 33 |
| Economic Development | 38 |
| Recreation | 41 |
| Fire Services | 50 |
| Corporate Fleet | 55 |
| Public works | 58 |
| Water Works | 69 |

Executive Summary

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

- Building and Planning Services
- By-Law Enforcement
- Community Services
- 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 2021 Operating and Capital Budgets for each of the departments are presented in this document for Council consideration. In the preparation of the 2021 budgets, staff have analyzed expenditure trends, referenced various Council approved plans, and consulted with all levels of staff. Council approved some of the changes for the Fees and Rates By-law for the Township for 2021. Because of the uncertainty of the pandemic, budget levels for revenues, expenditures and staffing levels have remained consistent with 2020 as we cannot predict when facilities may open fully. If the pandemic continues, although revenue levels will be reduced for items such as recreation facilities, offsetting reductions will occur in staffing, benefits, materials, maintenance etc. reducing the overall impact.

The proposed municipal tax rate increase for 2021 is proposed at 0%. However, the total municipal budget has increased to \$6,236,436. This increase is simply due to assessment growth of .38% resulting in additional tax room of \$99,920. This reflects growth only and does not reflect any changes in assessment as the 2020 rates were frozen for 2021. In the past additional tax room averaged \$250,000 per year.

In addition, the education rates and county rates for 2021 still have not been set as and are assumed at 0% change in this proposed budget.

Due to COVID-19 this budget does not include any tax rate or water rate changes in order to ease the financial burden on the residents of the Township.

Analysis of Financial Information

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

| FINANCIAL INDICATOR REVIEW | | | | | | |
|--|---|--------|---------|-----------------------------------|---------|---------------|
| (Based on 2019 Financial Information Review) | | | | | | |
| Date Prepared: December 18, 2020 | 2019 Households | 4,879 | | | | |
| | 2019 Population | 8,379 | | | | |
| | Median Household Income | 59,456 | | | | |
| SUSTAINABILITY INDICATORS | | | | | | |
| Indicator | Ranges | Year | Actuals | South LT Counties Rural Median | Average | Level of Risk |
| Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied | Low < 10% Moderate 10-15% High > 15% | 2014 | 19.5% | 10.6% | 11.3% | HIGH |
| | | 2015 | 19.8% | 9.9% | 10.6% | HIGH |
| | | 2016 | 18.5% | 9.0% | 10.2% | HIGH |
| | | 2017 | 14.3% | 8.5% | 9.5% | MODERATE |
| | | 2018 | 13.4% | 7.2% | 8.7% | MODERATE |
| | | 2019 | 12.9% | 7.2% | 8.2% | MODERATE |
| Net Financial Assets or Net Debt as % of Own Source Revenues | Low > -50% Moderate -50% to -100% High < 100% | 2014 | -21.0% | 30.1% | 27.0% | LOW |
| | | 2015 | 2.6% | 31.8% | 30.2% | LOW |
| | | 2016 | 1.1% | 38.6% | 36.3% | LOW |
| | | 2017 | 2.3% | 47.2% | 40.1% | LOW |
| | | 2018 | -1.0% | 40.1% | 38.3% | LOW |
| | | 2019 | -43.9% | 48.4% | 47.1% | LOW |
| Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses | Low > 20% Moderate 10% to 20% High < 10% | 2014 | 28.2% | 53.3% | 57.9% | LOW |
| | | 2015 | 31.4% | 55.8% | 61.2% | LOW |
| | | 2016 | 31.8% | 58.9% | 65.2% | LOW |
| | | 2017 | 36.9% | 62.0% | 68.6% | LOW |
| | | 2018 | 68.7% | 60.7% | 69.5% | LOW |
| | | 2019 | 46.2% | 72.9% | 76.7% | LOW |
| Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities) | Low > .05:1 Moderate .5:1 to .25:1 High < .25:1 | 2014 | .45:1 | 3.13:1 | 4.25:1 | MODERATE |
| | | 2015 | 1.36:1 | 3.03:1 | 4.23:1 | LOW |
| | | 2016 | 1.18:1 | 3.24:1 | 4.21:1 | LOW |
| | | 2017 | .89:1 | 3.25:1 | 4.57:1 | LOW |
| | | 2018 | .05:1 | 3.26:1 | 4.67:1 | HIGH |
| | | 2019 | 1.24:1 | 4.26:1 | 5.5:1 | LOW |
| FLEXIBILITY INDICATORS | | | | | | |
| Debt Servicing Cost as a % of Total Revenues | Low < 5% Moderate 5% to 10% High > 10% | 2014 | 7.0% | 3.0% | 3.6% | MODERATE |
| | | 2015 | 6.4% | 2.4% | 3.5% | MODERATE |
| | | 2016 | 6.5% | 2.6% | 3.3% | MODERATE |
| | | 2017 | 5.3% | 2.6% | 3.0% | MODERATE |
| | | 2018 | 2.5% | 2.5% | 3.2% | LOW |
| | | 2019 | 3.5% | 2.6% | 3.4% | LOW |
| Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio) | Low < 50% Moderate 50% to 75% High > 75% | 2014 | 48.4% | 40.5% | 43.2% | LOW |
| | | 2015 | 49.6% | 41.8% | 44.0% | LOW |
| | | 2016 | 50.3% | 42.3% | 44.6% | MODERATE |
| | | 2017 | 51.8% | 43.6% | 45.5% | MODERATE |
| | | 2018 | 32.7% | 44.4% | 46.3% | MODERATE |
| | | 2019 | 39.6% | 44.9% | 46.6% | LOW |
| Annual Surplus/(Deficit) as a % of Own Purpose Taxation, User Fees and Service Charges (Operating Surplus Ratio) | Low > -1% Moderate -1% to -30% High < -30% | 2014 | 7.4% | 3.5% | 5.0% | LOW |
| | | 2015 | 18.2% | 6.0% | 9.0% | LOW |
| | | 2016 | 6.7% | 8.4% | 9.4% | LOW |
| | | 2017 | 4.0% | 11.4% | 12.8% | LOW |
| | | 2018 | 140.0% | 12.5% | 14.7% | LOW |
| | | 2019 | 60.3% | 19.0% | 23.7% | LOW |

Notes on What Financial Indicators May Indicate:

Total Taxes Receivable Less Allowance for Uncollectible as a % of Total Taxes Levied: How much of the taxes billed are not collected:

Net Financial Assets or Net Debt as % of Own Purpose Taxation User Fees and Service charges - How much tax and free revenue is servicing debt.

Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses – How much money is set aside for future needs/contingencies.

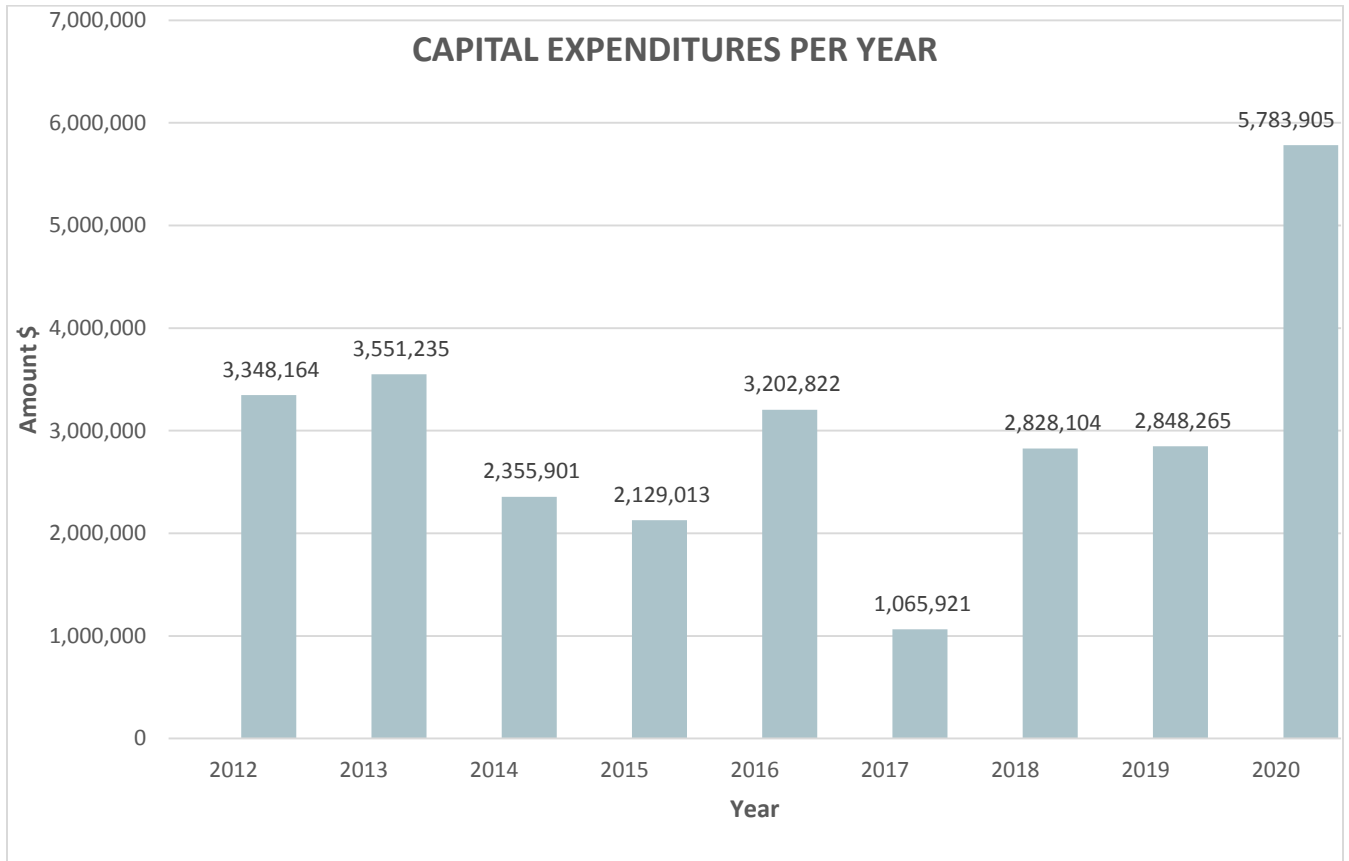
Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities) - Measure the ability of the municipality to meet its current obligations with its current resources on hand.

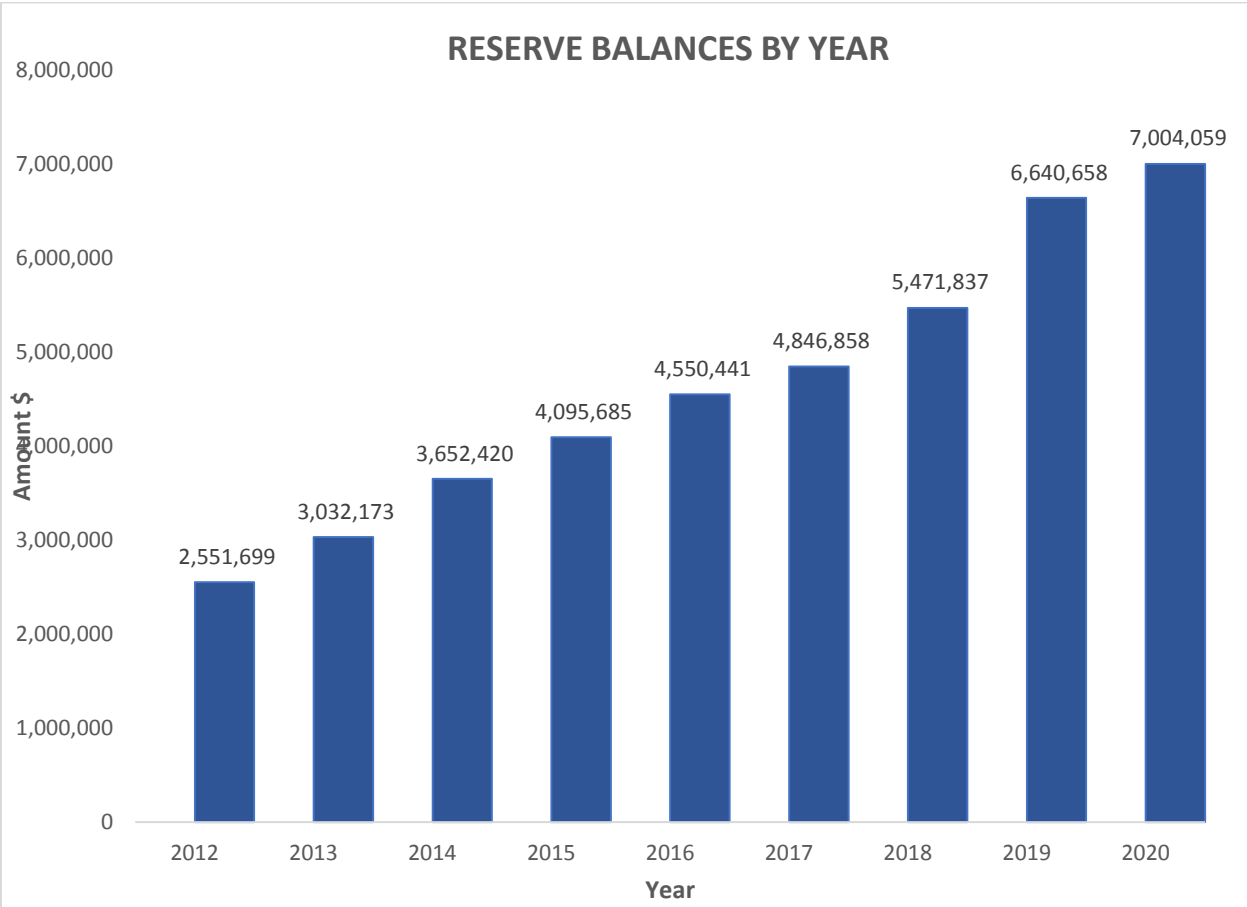
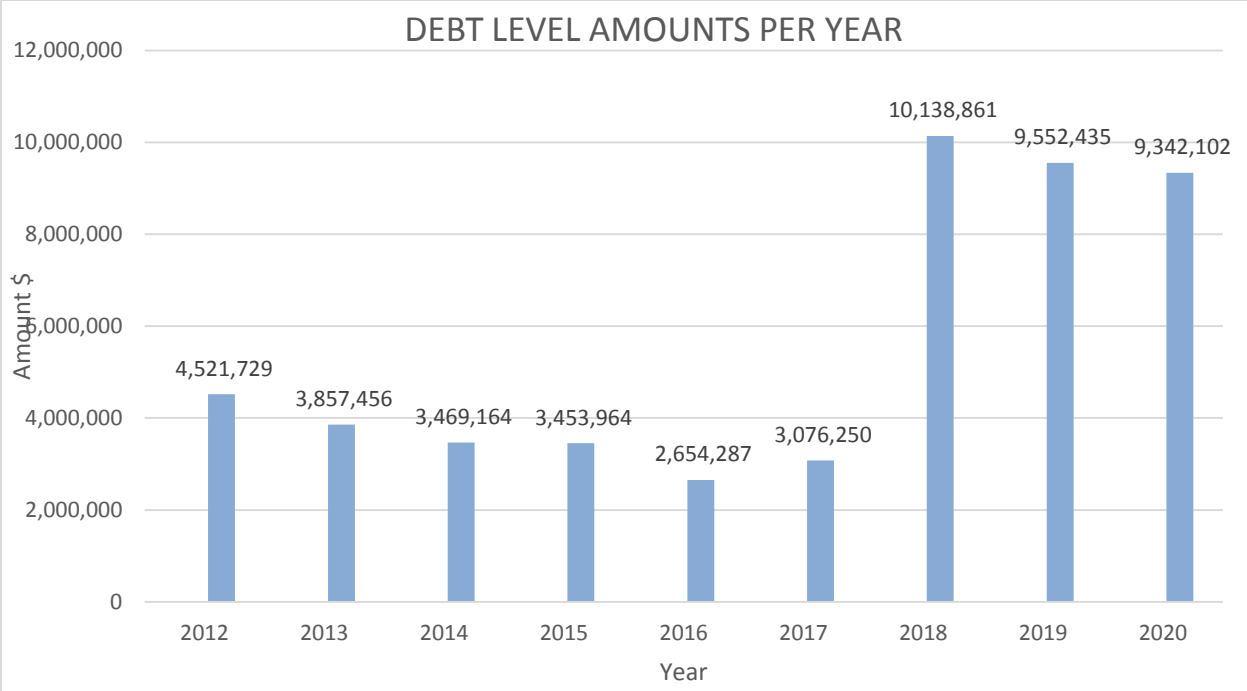
Debt Servicing Cost as a % of Total Revenues - Indicates the extent to which past borrowing decisions may impact the current budget.

Closing Amortization Balances as a % of Total Cost of Capital Assets (Asset Consumption Ratio) - Measure 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 historical cost.

Annual Surplus/(Deficit) as a % of Own Purpose Taxation, User Fees and Services Charges (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.)

Below are summaries of Capital Expenditures, Debt Level Amounts, and Reserve Balances by year.





| Township of North Glengarry | | | | | | | |
|-------------------------------------|---|-------------|-------------------|----------|------------------|---------------------|----------------------------|
| Long Term Debt | | | | | | | |
| Estimation for the Fiscal Year 2021 | | | | | | | |
| Department | Description | Loan Amount | Date of Loan | Term | Rate of Interest | 2021 Annual Payment | Balance at January 1, 2021 |
| Infrastructure Ontario | | | | | | | |
| Fire Department | Rescue Vehicle Alexandria | 270,453 | February 2014 | 10 years | 2.87 | \$29,570 | \$94,659 |
| Fire Department | SCBA Equipment | 272,255 | March 2015 | 10 years | 1.86 | 29,377 | 122,515 |
| Fire Department | Fire Truck Purchases | 867,930 | February 2018 | 10 years | 3.01 | 105,739 | 650,948 |
| Waterworks Dept. | Water Tower & Scada | 1,276,369 | March 1, 2012 | 10 years | 2.56 | 131,715 | 191,455 |
| Waterworks Dept. | Maxville Water Project | 7,500,000 | November 15, 2019 | 30 years | 2.84 | 454,110 | 7,250,000 |
| | | | | | | \$750,510 | \$8,309,576 |
| Royal Bank | | | | | | | |
| RARE Plant | RARE Plant Upgrades | 463,383 | January 2013 | 10 Years | 3.28 | \$54,418 | \$105,199 |
| Roads Department | Bridge Repairs 2007 | 123,553 | January 2013 | 10 Years | 3.52 | 10,614 | 65,074 |
| Landfill Sites | Land at WDS | 232,442 | December 2012 | 10 Years | 2.96 | 26,884 | 50,030 |
| Waterworks Dept. | Preliminary Engineering - Wetlands | 350,000 | December 2016 | 10 Years | 3.35 | 25,614 | 117,761 |
| Fire Dept | Pumper Tanker | 430,000 | June 2020 | 10 Years | 3.03 | 28,694 | 419,463 |
| Public Works | ***Tandem Truck | 275,000 | January 2021 | 10 Years | 3.35 | 32,401 | 275,000 |
| | | | | | | \$178,625 | \$1,032,526 |
| | **Budgeted in 2020, received in 2021 | | | | | | |
| | | | | | | \$929,135 | \$9,342,102 |

| Township of North Glengarry | | | | |
|--|-----------------------|---------------------|----------------------|-----------------------|
| Reserve and Reserve Fund Balance | | | | |
| Estimation for the Fiscal Year 2021 | | | | |
| | | 2021 | 2021 | Proposed |
| | Ending | Estimated | Estimated | Ending |
| Reserve Name | Balance 2020 | Transfers In | Transfers Out | Balance |
| Working Funds | | | | |
| CEMC Contingency Fund | (43,500.00) | | | (43,500.00) |
| Library | (5,633.00) | | | (5,633.00) |
| North Glengarry General Fund | (776,817.05) | | 141,393.00 | (635,424.05) |
| RARE | (387,531.47) | | | (387,531.47) |
| Recreation | (77,661.00) | | | (77,661.00) |
| WSIB Insurance | (54,442.57) | | | (54,442.57) |
| Elections Reserve | (62,500.00) | | | (62,500.00) |
| Planning Reserve (OP) | (25,000.00) | (5,000.00) | | (30,000.00) |
| Total Working Funds | (1,433,085.09) | (5,000.00) | 141,393.00 | (1,296,692.09) |
| Capital Funds | | | | |
| Facilities Reserve | (96,000.00) | | | (96,000.00) |
| Fleet | (50,000.00) | | | (50,000.00) |
| Economic Development | (25,000.00) | | 23,000.00 | (2,000.00) |
| Federal Gas Tax Reserve | (559,379.07) | | 471,671.00 | (87,708.07) |
| Fire Department | (44,560.47) | | 5,000.00 | (39,560.47) |
| Maxville Sports Complex | (4,950.00) | | 4,950.00 | - |
| Modernization & Efficiency Grant | (598,861.00) | | | (598,861.00) |
| North Glengarry General Fund | (38,316.33) | | 25,000.00 | (13,316.33) |
| Infrastructure Reserve | (396,929.26) | | 261,370.00 | (135,559.26) |
| Soccer Dome | (5,345.00) | | 2,000.00 | (3,345.00) |
| Waste disposal site | (1,018,394.15) | | 15,000.00 | (1,003,394.15) |
| Total Capital Funds | (2,837,735.28) | - | 807,991.00 | (2,029,744.28) |
| Specific Purpose | | | | |
| GSP Reserve | (125,000) | (125,000.00) | | (250,000.00) |
| Reserve - Cash in Lieu of Parkland | - | | | - |
| Reserve Fund Water Meters | (44,360) | | | (44,360.01) |
| North Glengarry Water | (866,796) | | | (866,795.92) |
| North Glengarry Sewer | (1,343,331) | | | (1,343,331.35) |
| Alexandria Island Park | (55,351) | | | (55,351.21) |
| Glen Robertson Rink Reserve | (6,000) | | | (6,000.00) |
| Maxville Soccer Lights Reserves | (20,000) | | | (20,000.00) |
| Dunvegan Assoc Accessibiity Reserv | (20,000) | | | (20,000.00) |
| Social Services Relief Fund | (20,400) | | | (20,400.00) |
| Safe Restart Reserve | (232,000) | | | (232,000.00) |
| Total Specific Purpose | (2,733,238.49) | (125,000.00) | - | (2,858,238.49) |
| Total Reserve and Reserve Funds | (7,004,058.86) | (130,000.00) | 949,384.00 | (6,184,674.86) |

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 five 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

The Cost of Living Allowance (COLA) has been estimated to be 1.8% based on the average Consumer Price Index for 2020. The current union contract increases have also been included for all union employees in the Recreation and Roads Departments at 1.8% based on the two collective agreements. The Water/Wastewater collective agreement includes a 2% increase for 2021.

Salary step increases also impacted this budget.

Statutory and Non-Statutory Benefits

The Employee Health Tax (EHT), Workers Compensation Insurance Board (WSIB) and rates did not change between 2020 and 2021 however, there was a recent announcement indicating WSIB rates were being increased in 2021 from \$2.85 to \$4.04 however, this has not been confirmed on our latest remittance sheets. Canada Pension Plan (CPP) contribution rates have increased for 2021 by almost 4%. Employment Insurance (EI) premium rate remains the same for 2020; however, maximum insurable earnings have increased by 3.8%. Ontario Municipal Employees Retirement System (OMERS) Sponsors Corporation are not increasing the contribution rates for 2021.

The CPP yearly maximum pensionable earnings (YMPE) amount increased to \$60,100. This increase of the YMPE influences the OMERS contributions, as the rates for earnings below the YMPE are at a different rate than the earnings above the YMPE. Employer maximum contributions increased by \$225.

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. Health and dental benefits are managed through Green Shield. Renewal rates are based on 50% County-Wide experience and 50% Township claims experience.

Rates for Dental and Extended Health benefits are based on current year experience. This budget has incorporated at 13% overall increase in benefit rates. Our renewal is not until March 1, 2021 and these numbers may change; however, as of now, these increases have been incorporated into the 2021 proposed budget.

These increases did not impact the budget negatively as several positions were restructured or reduced. The full time IT/GIS Coordinator, Economic Development students, and some part time personnel at the Maxville Sports Complex were not filled.

Insurance

The Township recently awarded a request for proposal for insurance to Frank Cowan Company. Frank Cowan is known for its risk management services for property inspections which address risk hazards, fleet safety , contract review, etc.

The Township's insurance rates are based on experience and market. The 2021 rates were estimated with a 15% increase based on information provided by our insurance broker for 2020. The new contract is within the estimated budgeted increase.

Capital Budget

Creating a Capital Budget involves reviewing current Council approved plans, and internal documents, such as the 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?

A 10-year capital plan was introduced in 2020 which provides planning estimates for future year expenditures. This plan has been updated for 2021.

Based on this budget it is evident that reserves need to be built for future infrastructure repairs (roads, facilities, fleet, etc.). However, this budget is very lean and any transfers to reserves would increase the tax rate which is not what is being proposed at this time.

Summary of Key Changes from 2020 to 2021

| Key Changes 2020 to 2021 | |
|--|------------------|
| Total Changes | \$ 99,920 |
| Reduction in Bylaw enforcement violation revenues to bring to actuals | 13,000 |
| Reduction in Maxville Sports Complex Part time wages | (44,500) |
| Reduction in IT/GIS Coordinator position | (49,131) |
| Reduction in Economic Development Students | (14,400) |
| Reduction in Railway Right of Way Payment in Lieu to match actuals | 9,000 |
| Reduction in Roads Recoverable to match actuals | 18,000 |
| Increase in Fire Department vehicle maintenance and gas | 10,500 |
| Increase in Fire Department equipment leasing costs | 7,200 |
| Increase in Marketing Coordinator (contract position) | 80,000 |
| Increase in insurance by 15% | 31,041 |
| Increase in Moulding building utilities - no longer rent subsidized | 21,500 |
| Increase in Animal Control pound keeper costs | 10,000 |
| Increase in loose top dust layer costs | 10,000 |
| Landfill taxes increase - no budget | 16,000 |
| Increase in Ontario Municipal Partnership Fund and Federal Gas Tax Grants | (71,900) |
| Increase in Taxes on Municipal Property | 6,000 |
| Increase in Raisin River Conservation Authority levy to bring it to actuals | 7,455 |
| GPS annual fees added to various departments | 30,000 |
| Increase in Roads tools | 5,000 |
| Minor adjustments throughout | 5,155 |
| | \$ 99,920 |
| NOTE: | |
| The Waterworks budget is separate and funded through its users and not the tax base. | |

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 2016 taxation year was the first year of the new assessment cycle; therefore, 2020 is the fourth year of the assessment cycle.

In normal assessment cycles, 2020 would be the base year for phased in values for the years 2021-2025. However, 2021 reassessment has been paused which means that the assessments values for properties in 2020 will remain for same for 2021 year except for growth (new builds, improvements).

This freeze would decrease the additional tax dollars that the Municipality usually gets from assessment and growth changes. Budgetary pressures on other revenue streams could pose challenges. Increased demand for relief and special treatment only increases the challenge of producing revenues for municipal services.

Additionally, growth trends are slowing which could continue into 2021 or later. There were fewer construction starts in 2020 and possible slow down due to shortages of labour or materials. Backlogs in completion could result in backlogs of assessment and ultimately taxation dollars. There are currently unknown business sustainability /viability issues due to COVID-19 as well.

Based on this information the overall assessment increase for 2021 is .38% resulting in \$99,920 of additional tax revenue.

| Township of North Glengarry - 2021 Assessment Comparison | | | | | | | |
|--|----|----------------------|----------------------|------------------|----------------|-----------|------------------|
| Summary of Taxable | | | | | | | |
| Property Class | | 2020 | 2021 | Increase (+) | % Increase (+) | Municipal | Additional |
| | | Total | Total | Decrease (-) | % Decrease (-) | | |
| Residential & Farm | RT | 849,826,500 | 873,636,025 | 23,809,525 | 2.80 | 0.5212773 | 124,114 |
| Multi-Residential | MT | 9,808,400 | 9,473,700 | -334,700 | -3.41 | 0.5212773 | -1,745 |
| New Multi-Residential | NT | 1,104,000 | 1,104,000 | 0 | 0.00 | 0.5212773 | 0 |
| Farmlands | FT | 491,219,800 | 474,054,112 | -17,165,688 | -3.49 | 0.1303193 | -22,370 |
| Commercial | CT | 61,230,380 | 61,183,373 | -47,007 | -0.08 | 0.8517812 | -400 |
| New Construction Commercial | XT | 22,031,600 | 22,276,800 | 245,200 | 1.11 | 0.8517812 | 2,089 |
| Industrial | IT | 11,923,600 | 11,923,600 | 0 | 0.00 | 1.0756208 | 0 |
| New Construction Industrial | JT | 6,200,200 | 6,108,300 | -91,900 | -1.48 | 1.0756208 | -988 |
| Pipeline | PT | 5,088,000 | 5,092,000 | 4,000 | 0.08 | 0.7130375 | 29 |
| Managed Forest | TT | 6,429,000 | 5,635,700 | -793,300 | -12.34 | 0.1303193 | -1,034 |
| Parking Lot | GT | 39,000 | 39,000 | 0 | 0.00 | 0.8517812 | 0 |
| New Construction Shopping Centre | ZT | 4,570,900 | 4,570,900 | 0 | 0.00 | 0.8517812 | 0 |
| Commercial Excess Land | CU | 563,120 | 563,120 | 0 | 0.00 | 0.5962469 | 0 |
| Commercial Vacant | CX | 2,396,200 | 2,434,200 | 38,000 | 1.59 | 0.5962469 | 227 |
| New Construction Commercial Excess Land | XU | 272,800 | 272,800 | 0 | 0.00 | 0.5962469 | 0 |
| Industrial Excess Land | IU | 96,600 | 96,600 | 0 | 0.00 | 0.7529345 | 0 |
| Industrial Vacant Land | IX | 192,900 | 192,900 | 0 | 0.00 | 0.7529345 | 0 |
| Taxable Properties | | 1,472,993,000 | 1,478,657,130 | 5,664,130 | 0.38% | | \$ 99,920 |

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 net tax levy is the revenue of the Township minus the expenditures)
- What is the total of the all property values in the Township?

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

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 39% of the total tax rate.

Based on the proposed budget being presented to Council, the municipal portion of the tax rate for the Township will remain the same as 2020 for a 0% tax rate increase. Education rates and county rates for taxation have not been set to date and may change the total taxation requirements of the Township. The 2020 rates have been used for the County as currently they are estimated a 0% rate increase. Education portions for this proposal but are subject to change based on their finalized figures as these have not been released as of this date. If their rates remain the same, the increase to the total tax rate would be a 0% increase.

| The Corporation of the Township of North Glengarry | | | | | | | | | | | | | | |
|--|----|--------------------------|--------------------|-----------------------|--------------|-----------------|------------------------|-------------|--------------------------------------|-----------------------|-------------|------------|-------------------|-------------------|
| 2021 Proposed Tax Rates | | | | | | | | | | | | | | |
| Property Class | | Proposed 2021 | | | | 2021 Estimated | | | 2021 Estimated- Unknown at this time | | | Proposed | | |
| | | Current Value Assessment | Tax Rate Municipal | Municipal Tax Dollars | % Change | Upper Tier Rate | Upper Tier Tax Dollars | % Change | Education Rate | Education Tax Dollars | % Change | Tax Rate | Total Collected | Percentage Change |
| Residential & Farm | RT | 873,636,025 | 0.5212773 | 4,554,066 | 0.00% | 0.5826 | 5,089,714 | 0.00% | 0.15300 | 1,336,663 | 0.00% | 1.25686710 | 10,980,444 | 0.00% |
| Residential - Education Only - EP | RD | 0 | 0.0000000 | 0 | 0.00% | | | 0.00% | 0.15300 | 0 | 0.00% | 0.15300000 | 0 | 0.00% |
| Multi-Residential | MT | 9,473,700 | 0.5212773 | 49,384 | 0.00% | 0.5826 | 55,193 | 0.00% | 0.15300 | 14,495 | 0.00% | 1.25686710 | 119,072 | 0.00% |
| New Multi-Residential | NT | 1,104,000 | 0.5212773 | 5,755 | 0.00% | 0.5826 | 6,432 | 0.00% | 0.15300 | 1,689 | 0.00% | 1.25686710 | 13,876 | 0.00% |
| Large Industrial | LT | 0 | 2.1597812 | 0 | 0.00% | 2.4137 | 0 | 0.00% | 1.25000 | 0 | 0.00% | 5.82345376 | 0 | 0.00% |
| Farmlands | FT | 474,054,112 | 0.1303193 | 617,784 | 0.00% | 0.1456 | 690,209 | 0.00% | 0.03825 | 181,326 | 0.00% | 0.31416644 | 1,489,319 | 0.00% |
| Commercial | CT | 61,183,373 | 0.8517812 | 521,148 | 0.00% | 0.9519 | 582,383 | 0.00% | 1.25000 | 764,792 | 0.00% | 3.05364640 | 1,868,324 | 0.00% |
| Commercial Construction (New) | XT | 22,276,800 | 0.8517812 | 189,750 | 0.00% | 0.9519 | 212,045 | 0.00% | 0.98000 | 218,313 | 0.00% | 2.78364640 | 620,107 | 0.00% |
| Industrial | IT | 11,923,600 | 1.0756208 | 128,253 | 0.00% | 1.2020 | 143,322 | 0.00% | 1.25000 | 149,045 | 0.00% | 3.52762732 | 420,620 | 0.00% |
| Industrial Construction (New) | JT | 6,108,300 | 1.0756208 | 65,702 | 0.00% | 1.2020 | 73,422 | 0.00% | 0.98000 | 59,861 | 0.00% | 3.25762732 | 198,986 | 0.00% |
| Pipeline | PT | 5,092,000 | 0.7130375 | 36,308 | 0.00% | 0.7968 | 40,574 | 0.00% | 0.98000 | 49,902 | 0.00% | 2.48984728 | 126,783 | 0.00% |
| Managed Forest | TT | 5,635,700 | 0.1303193 | 7,344 | 0.00% | 0.1456 | 8,205 | 0.00% | 0.03825 | 2,156 | 0.00% | 0.31416644 | 17,705 | 0.00% |
| Parking Lot | GT | 39,000 | 0.8517812 | 332 | 0.00% | 0.9519 | 371 | 0.00% | 1.25000 | 488 | 0.00% | 3.05364640 | 1,191 | 0.00% |
| Shopping Centre | ST | | 0.8517812 | 0 | 0.00% | 0.9519 | 0 | 0.00% | 1.25000 | 0 | 0.00% | 3.05364640 | 0 | 0.00% |
| Construction Shopping Centre (NEW) | ZT | 4,570,900 | 0.8517812 | 38,934 | 0.00% | 0.9519 | 43,509 | 0.00% | 0.98000 | 44,795 | 0.00% | 2.78364640 | 127,238 | 0.00% |
| Commercial Excess Vacant Unit | CU | 563,120 | 0.5962469 | 3,358 | 0.00% | 0.6663 | 3,752 | 0.00% | 1.25000 | 7,039 | 0.00% | 2.51255254 | 14,149 | 0.00% |
| Commercial Vacant Land | CX | 2,434,200 | 0.5962469 | 14,514 | 0.00% | 0.6663 | 16,219 | 0.00% | 1.25000 | 30,428 | 0.00% | 2.51255254 | 61,161 | 0.00% |
| Commercial Excess Vacant (New Construction) | XU | 272,800 | 0.5962469 | 1,627 | 0.00% | 0.6663 | 1,818 | 0.00% | 0.98000 | 2,673 | 0.00% | 2.24255254 | 6,118 | 0.00% |
| Shopping Centre Excess Land | SU | 0 | 0.5962469 | 0 | 0.00% | 0.6663 | 0 | 0.00% | 1.25000 | 0 | 0.00% | 2.51255254 | 0 | 0.00% |
| Industrial Excess Land | IU | 96,600 | 0.7529345 | 727 | 0.00% | 0.8414 | 813 | 0.00% | 1.25000 | 1,208 | 0.00% | 2.84431894 | 2,748 | 0.00% |
| Industrial Vacant Land | IX | 192,900 | 0.7529345 | 1,452 | 0.00% | 0.8414 | 1,623 | 0.00% | 1.25000 | 2,411 | 0.00% | 2.84431894 | 5,487 | 0.00% |
| Industrial Excess (New Construction) | JU | | 0.7529345 | 0 | 0.00% | 0.8414 | 0 | 0.00% | 0.98000 | 0 | 0.00% | 2.57431894 | 0 | 0.00% |
| Large Industrial Vacant Unit Excess Land | LU | 0 | 1.5118470 | 0 | 0.00% | 1.6895 | 0 | 0.00% | 1.25000 | 0 | 0.00% | 4.45135742 | 0 | 0.00% |
| | | 1,478,657,130 | | 6,236,439 | 0.00% | | 6,969,605 | 0.0% | | 2,867,282 | 0.0% | | 16,073,326 | 0.00% |
| | | | | 39% | | | 43% | | | 18% | | | | |

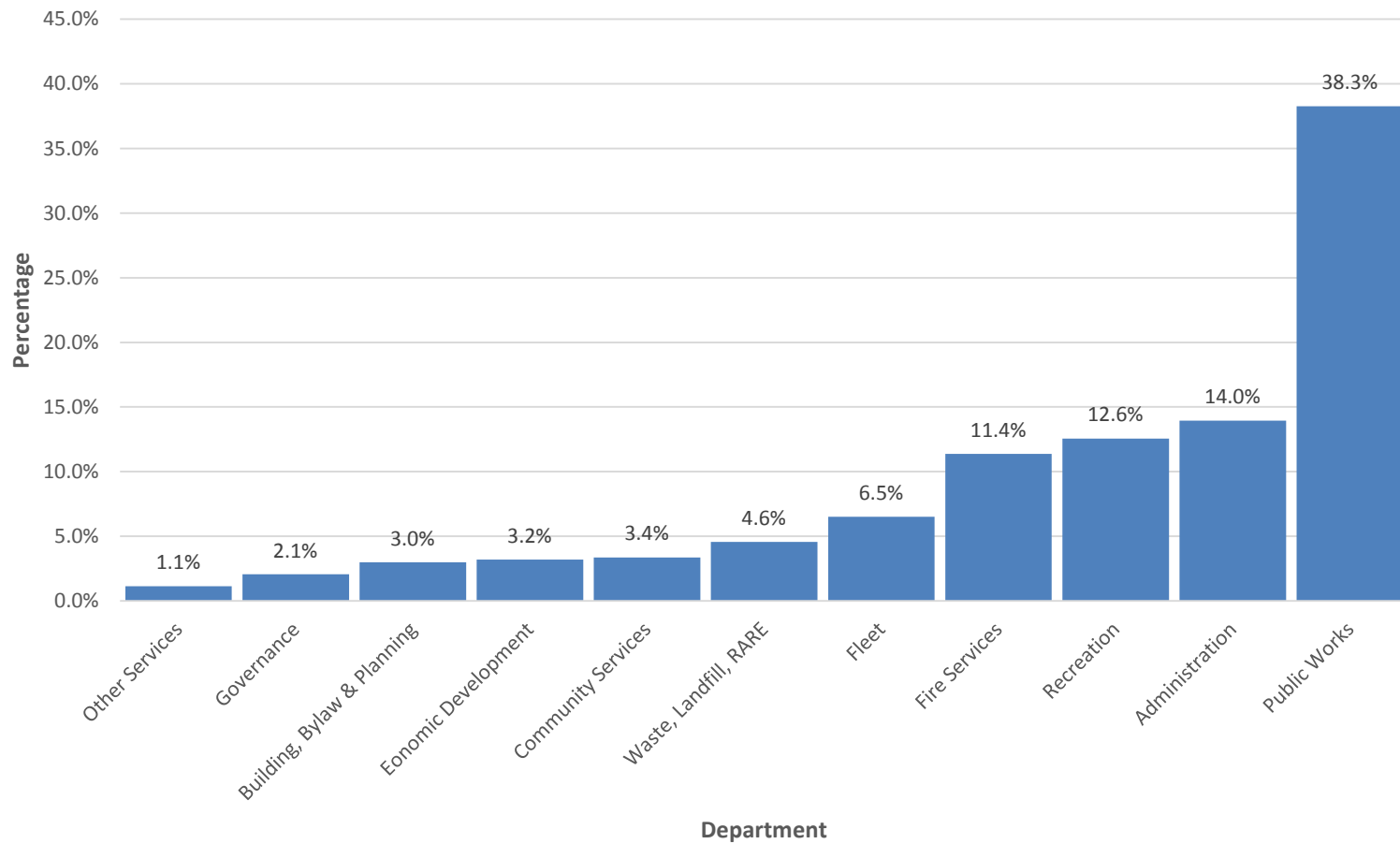
Departmental Proposed 2021 Total Budget Summary

| PROPOSED BUDGET FOR THE FISCAL YEAR 2021 | | | | | | |
|--|---------------------------|------------------------|----------------------|-----------------------|------------------|---------------|
| DEPARTMENT SUMMARY | | | | | | |
| DEPARTMENT | AREA | 2019 - FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| Governance | | 186,156 | 188,951 | 137,598 | 191,130 | 2,179 |
| Administration | | (1,855,054) | (1,778,878) | (1,961,554) | (1,840,381) | (61,503) |
| Community Services | Community Development | 46,600 | 28,600 | 1,945 | 28,600 | - |
| | Other Contributions | 484,582 | 273,480 | 269,555 | 223,423 | (50,057) |
| | Recreation Building Wat | 10,000 | 10,000 | 2,338 | 10,000 | - |
| | Library | 16,000 | (1,159) | (25,012) | (1,159) | - |
| Economic Development | | 254,854 | 260,285 | 157,919 | 297,762 | 37,477 |
| Fire Services | Fire Department | 860,821 | 945,161 | 927,685 | 1,045,473 | 100,312 |
| | CEMC | 7,000 | 10,189 | 4,041 | 10,441 | 252 |
| Building, Bylaw & Planning | Building | 58,333 | 62,921 | 40,473 | 74,684 | 11,763 |
| | Bylaw | 66,039 | 75,757 | 86,715 | 87,790 | 12,033 |
| | Septic Systems | (1,000) | (1,000) | (10,218) | (1,000) | - |
| | Animal Control | (16,500) | (18,500) | (26,647) | (24,000) | (5,500) |
| | Planning | 107,692 | 135,216 | 73,833 | 138,732 | 3,516 |
| | Livestock | 2,000 | 2,000 | 344 | 2,000 | - |
| Other Services | Crossing Guards | 7,368 | 7,022 | 3,583 | 7,219 | 197 |
| | Ambulance | (21,315) | (21,315) | (13,508) | (21,315) | - |
| | Conservation Authorities | 107,642 | 111,547 | 119,002 | 119,002 | 7,455 |
| Fleet | | 486,000 | 446,395 | 572,274 | 604,735 | 158,340 |
| Public Works | Roads Administration | 3,178,098 | 2,847,839 | 2,370,661 | 2,837,560 | (10,279) |
| | Bridges and Culverts | 35,000 | 37,000 | 57,204 | 37,000 | - |
| | Roadside Maintenance | 25,500 | 45,500 | 434,957 | 38,500 | (7,000) |
| | Sidewalk Maintenance | 6,000 | 6,000 | 9,148 | 3,000 | (3,000) |
| | Loose top Maintenance | 141,000 | 141,000 | 150,565 | 149,000 | 8,000 |
| | Hard Top Maintenance | 75,000 | 65,000 | 48,940 | 65,000 | - |
| | Plowing and Sanding | 107,000 | 168,000 | 244,304 | 163,500 | (4,500) |
| | Snow Removal | 61,000 | 71,000 | 59,164 | 71,000 | - |
| | Septic Sewers | 22,500 | 22,500 | 21,679 | 22,500 | - |
| | Safety Devices | 50,000 | 50,000 | 29,274 | 50,000 | - |
| | Street Lighting | 80,000 | 80,000 | 60,005 | 80,000 | - |
| | Public Works Building - 6 | 23,888 | 22,488 | 10,512 | 22,888 | 400 |
| | Public Works Building - 9 | 20,500 | 20,500 | 32,504 | 37,000 | 16,500 |
| | Garbage Collection | 484,000 | 426,000 | 393,955 | 426,000 | - |
| Landfill | | (279,141) | (288,769) | (439,223) | (302,714) | (13,945) |
| RARE | | 180,186 | 417,889 | 363,700 | 439,106 | 21,217 |
| Recreation | Maxville Sports Complex | 340,949 | 313,999 | 250,278 | 346,668 | 32,669 |
| | Island Park | 293,611 | 331,699 | 250,517 | 307,228 | (24,471) |
| | Dome - Glengarry Indoor | 180,611 | 158,111 | 91,193 | 151,932 | (6,179) |
| | Glengarry Sports Palace | - | 464,740 | 302,966 | 360,807 | (103,933) |
| Drainage | Municipal Drainage | (1,887) | (651) | 125,735 | (22,672) | (22,021) |
| | Tile Drainage | - | - | (293) | - | - |
| Water Distribution | | 18,397 | 2 | 2,119,518 | - | (2) |
| Wastewater | | (18,397) | - | (97,207) | - | - |
| TOTAL TAX LEVY COUNCIL | | 5,831,033 | 6,136,519 | 7,250,422 | 6,236,439 | 99,920 |

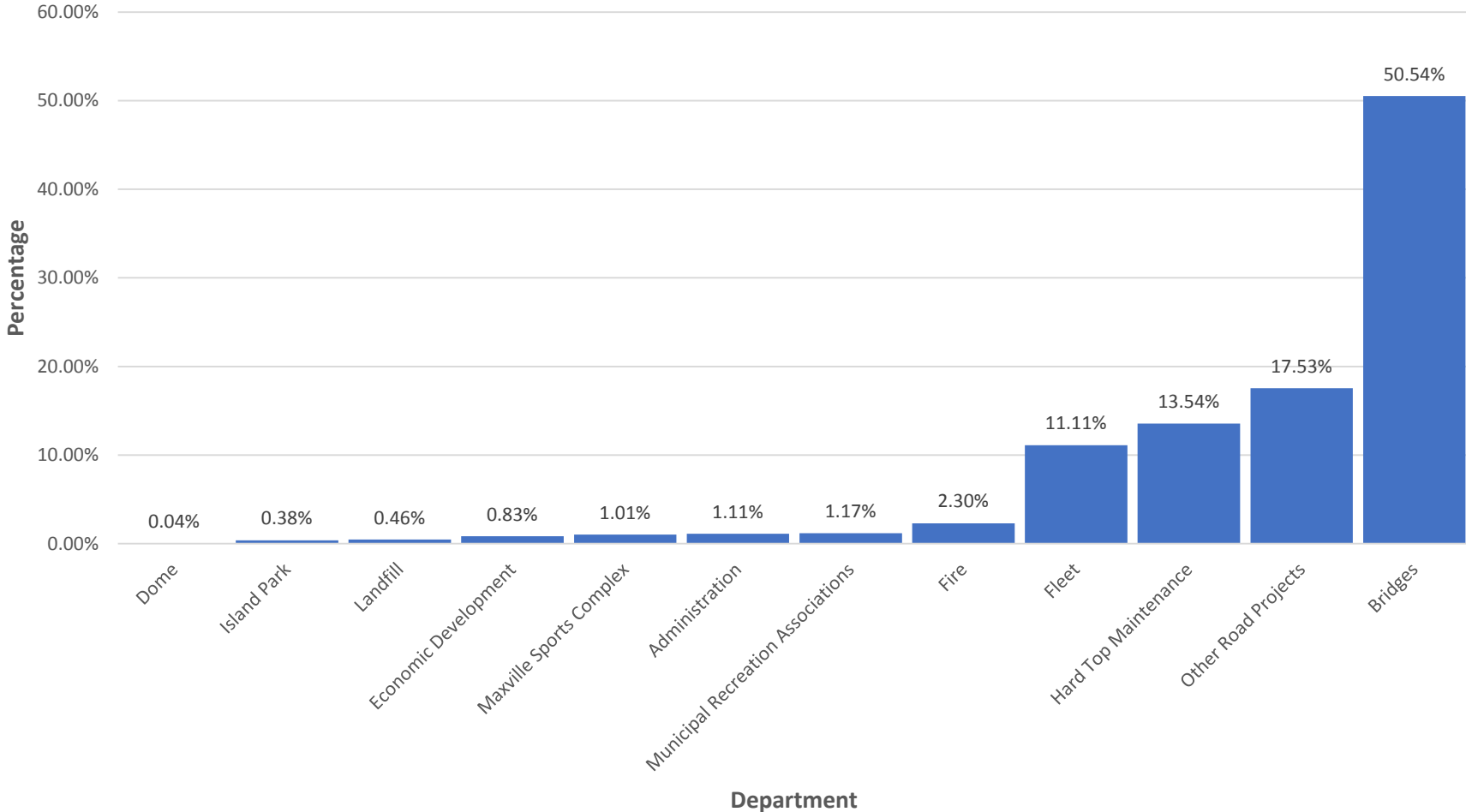
Departmental Proposed 2021 Capital Budget Summary

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | | |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| TOWNSHIP OF NORTH GLENGARRY SUMMARY | | | | | | | | | | | |
| AREA | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Administration | 77,500 | 80,500 | - | - | - | - | - | - | - | - | - |
| Bridges | 2,623,711 | 2,751,382 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | - |
| Dome | 17,000 | 2,000 | - | - | 275,000 | - | - | - | - | - | - |
| Economic Development | 78,500 | 25,000 | 25,000 | - | 25,000 | - | 5,000 | - | - | - | - |
| Fire | 295,000 | 125,000 | - | 25,000 | - | 25,000 | - | 25,000 | - | 25,000 | - |
| Fleet | 931,395 | 606,756 | 1,002,022 | 1,540,023 | 593,024 | 951,325 | 742,026 | 563,762 | 517,028 | 372,029 | 272,030 |
| Glengarry Sports Palace | 106,000 | - | 151,000 | 10,000 | - | - | 10,000 | 100,000 | 10,000 | 65,000 | - |
| Hard Top Maintenance | 774,875 | 737,000 | 548,215 | 679,558 | 350,000 | - | - | - | - | - | - |
| Island Park | 31,500 | 7,500 | 53,000 | 130,000 | 150,000 | - | - | - | - | - | - |
| Landfill | 137,671 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | - |
| Maxville Water Project | 3,567,883 | - | - | - | - | - | - | - | - | - | - |
| Municipal Recreation Associations | 63,500 | 63,500 | - | - | - | - | - | - | - | - | - |
| Maxville Sports Complex | 17,000 | 85,000 | - | 250,000 | - | - | - | - | - | - | - |
| Other Road Projects | 604,671 | 954,500 | 500,000 | 500,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| Planning | | 25,000 | - | - | - | - | - | - | - | - | - |
| RARE | 25,582 | - | - | - | - | - | - | - | - | - | - |
| Wastewater | 169,000 | 354,000 | 190,162 | 135,000 | 65,000 | 130,000 | 115,000 | 50,000 | 100,000 | 50,000 | 50,000 |
| Water Distribution | 270,161 | 222,000 | 235,195 | 40,000 | 115,000 | 40,000 | 115,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Water Treatment | 67,000 | 68,500 | - | - | - | - | - | - | - | - | - |
| Total Before Inflation | 9,857,949 | 6,132,638 | 2,759,594 | 3,364,581 | 1,978,024 | 1,551,325 | 1,392,026 | 1,183,762 | 1,072,028 | 957,029 | 712,030 |
| Inflation | 1.00 | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 9,857,949 | 6,132,638 | 2,814,786 | 3,500,510 | 2,099,095 | 1,679,204 | 1,536,909 | 1,333,108 | 1,231,423 | 1,121,312 | 850,942 |

PROPOSED TOTAL BUDGET BY FUNCTION 2021



PROPOSED CAPITAL BUDGET BY FUNCTION 2021



Governance

Departmental Overview

Municipal Council has a representative, policymaking, and stewardship role to play in the municipality. The Township of North Glengarry is represented by one mayor and six council members.

2021 Budget Initiatives and Challenges

The Governance budget has no significant changes other than the adjustments made to salaries based on a cost of living increase.

2021 Budget Details

| PROPOSED BUDGET FOR THE FISCAL YEAR 2021 | | | | | | |
|--|--|-------------------|-------------------|--------------------|----------------|--------------|
| GOVERNANCE | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-1000-1010 | COUNCIL - SALARIES | 134,410 | 136,829 | 117,290 | 138,602 | 1,773 |
| 1-4-1000-1110 | COUNCIL - BENEFITS | 9,476 | 9,852 | 6,180 | 10,258 | 406 |
| 1-4-1000-5000 | COUNCIL - MAYOR CONVENTIONS & EXPENSES | 8,360 | 8,360 | 1,459 | 8,360 | - |
| 1-4-1000-5001 | COUNCIL -DPTY MAYOR CONVENTION EXPENSES | 3,360 | 3,360 | 1,366 | 3,360 | - |
| 1-4-1000-5002 | COUNCILLOR AT LARGE - CONVENTION & EXPEN | 5,510 | 5,510 | 2,803 | 5,510 | - |
| 1-4-1000-5003 | COUNCILLOR - ALEXANDRIA WARD | 5,510 | 5,510 | 445 | 5,510 | - |
| 1-4-1000-5004 | COUNCILLOR - KENYON WARD | 5,510 | 5,510 | 3,575 | 5,510 | - |
| 1-4-1000-5005 | COUNCILLOR - LOCHIEL WARD | 5,510 | 5,510 | 3,740 | 5,510 | - |
| 1-4-1000-5006 | COUNCILLOR - MAXVILLE WARD | 5,510 | 5,510 | 442 | 5,510 | - |
| 1-4-1000-5010 | COUNCIL - GENERAL EXPENSES | 3,000 | 3,000 | 298 | 3,000 | - |
| | TOTAL TAX LEVY GOVERNANCE | 186,156 | 188,951 | 137,598 | 191,130 | 2,179 |

General Administration and Other

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 (HR) 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.

The Other Services budget contains ambulance costs, transfers of funds to Conservation Authorities, and livestock grants and evaluations.

2020 Accomplishments

Administration and the Treasury Departments continue to focus on policy and procedure updating or creation in order to provide clear guidance to all staff. Some of these policies include: Release of Tax Information, Use of Federal Gas Tax Funds, Social Media, Mandatory Use of Masks and the Respectful Conduct Policy.

The Treasury Department continues to focus on tax collection. In the past year arrears have decreased by 2%. The Department continues to provide reminders, letters and promotes Preauthorized Payment plans to provide tax collection. Furthermore, 25 properties were registered in 2020. Of the 25 properties, 16 were collected in full for a total arrears collection of just under \$300,000.

2021 Goals

Administration and the Treasury Departments will continue to focus on policy and procedure updating or creation in order to provide clear guidance to all staff.

The Treasury Department will continue to focus on tax collection and other streams of revenue.

2021 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 2021, OMPF allotment has increased by \$57,900 with the Township to receive \$2,167,400. 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.

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 any new valuation. Although PIL's are calculated and sent out for collection, payments made may not necessarily meet what is billed and is at the discretion of the Provincial and Federal Governments.

Transfer to Reserves

The 2021 proposed budget includes approximately \$130,000 of additional funding going to reserves with \$5,000 for future renewal of the Official Plan; \$125,000 going to the Glengarry Sports Palace reserve (approved by resolution in 2020).

Reserve funds were set up for facilities and fleet which need to be built for future replacement of fleet, and aging facility upgrades. Otherwise, costs for these will hit the tax base every year. The 2021 budget does not include any transfers to these reserves, but Council may wish to change this.

As per the reserve policy, the North Glengarry working reserve has an aim of having a balance equal to approximately 25% of the municipal tax levy (which equates to three months' worth of operating expenses). The starting balance for 2021 equates to approximately 11% of the municipal tax levy which is below the goal set in the policy. As per the Financial Information Review noted above, reserve funds as a percentage of municipal expense is noted as low.

Asset Management

Asset Management remains a challenge as resources are scarce and an asset management plan for core infrastructure is required by July 1, 2021. The IT/GIS Coordinator temporary position was not replaced which makes resources even more scarce. This will be a challenge to complete and municipalities are currently lobbying the government for an extension on this due to limited resources and COVID constraints. An RFP for building assessments will be initiated in 2021.

2021 Budget Details

| PROPOSED BUDGET FOR THE FISCAL YEAR 2021 | | | | | | |
|--|--|--------------------|--------------------|--------------------|--------------------|-----------------|
| ADMINISTRATION | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-1200-7120 | TAX WRITE OFFS | (1,000) | (1,000) | - | (1,000) | - |
| 1-3-1200-8001 | ADM - TRANSFER FROM RESERVES | (92,400) | (78,651) | - | (80,500) | (1,849) |
| 1-3-1250-4040 | P.I.L. - POST OFFICE | (4,000) | (4,000) | 1,706 | (4,000) | - |
| 1-3-1250-4060 | PIL - MUNICIPAL TAX ASSISTANCE ACT | (16,700) | (16,700) | (5,729) | (19,700) | (3,000) |
| 1-3-1250-4061 | GLENGARRY MEMORIAL HOSPITAL | (2,000) | (2,000) | (2,054) | (2,000) | - |
| 1-3-1250-4063 | ONTARIO HYDRO - HYDRO ONE | (4,100) | (4,100) | (4,063) | (4,100) | - |
| 1-3-1250-4064 | MUNICIPAL ENTERPRISES | (42,100) | (42,100) | (48,370) | (48,100) | (6,000) |
| 1-3-1250-4065 | RAILWAYS - RIGHT OF WAY | (43,200) | (43,200) | (21,095) | (34,200) | 9,000 |
| 1-3-1300-7130 | PENALTIES & INTEREST ON TAXES | (300,000) | (300,000) | (207,984) | (300,000) | - |
| 1-3-1500-5009 | ONTARIO MUNICIPAL PARTNERSHIP FUND | (2,258,200) | (2,109,500) | (2,109,500) | (2,167,400) | (57,900) |
| 1-3-1600-5082 | SAFE RESTART PROGRAM - COVID | - | - | (295,200) | - | - |
| 1-3-1600-5087 | ONTARIO TRILLIUM GRANT | - | - | (29,200) | - | - |
| 1-3-1600-5089 | FEDERAL GAS TAX GRANT | (311,663) | (306,669) | (306,669) | (320,608) | (13,939) |
| 1-3-1600-5095 | DRAINAGE SUPT/MAINTENANCE GRANT | - | - | (58,705) | - | - |
| 1-3-1600-5097 | PUC RRCA GRANT | (30,000) | (30,000) | - | (30,000) | - |
| 1-3-1600-5098 | OTHER GRANTS | (47,600) | (47,600) | - | (50,000) | (2,400) |
| 1-3-1700-7100 | LOTTERY LICENCES | (10,000) | (10,000) | (6,032) | (10,000) | - |
| 1-3-1700-7102 | TAX CERTIFICATES | (22,000) | (22,000) | (14,100) | (22,000) | - |
| 1-3-1700-7103 | MARRIAGE LICENCES | (4,000) | (4,000) | (3,125) | (4,000) | - |
| 1-3-1700-7104 | BUSINESS LICENCES/PERMITS | (3,500) | - | - | - | - |
| 1-3-1700-7106 | LAND RENTAL - CHIP STAND - OTHER | (9,750) | (9,750) | (26,587) | (9,750) | - |
| 1-3-1700-7110 | ELECTIONS - NOMINATION FEES | - | - | (200) | - | - |
| 1-3-1700-7120 | GENERAL GOVERNMENT INCOME | - | - | (2,027) | - | - |
| 1-3-1700-7141 | INTEREST ON BANK ACCOUNT | (20,000) | (20,000) | (58,743) | (20,000) | - |
| 1-3-1700-7160 | RENTAL OF BUILDINGS | (76,500) | (8,700) | (2,257) | (8,700) | - |
| 1-3-1700-7161 | TAX ADJUSTMENTS OVER/SHORT | - | - | (63) | - | - |
| 1-3-1700-7180 | GSP (INSURANCE SHARE) | - | - | 13,407 | - | - |
| 1-3-1700-7998 | GLENGARRY GREEN BOX PROGRAM | - | - | (770) | - | - |
| | TOTAL REVENUES | (3,298,713) | (3,059,970) | (3,187,360) | (3,136,058) | (76,088) |
| EXPENDITURES | | | | | | |
| 1-4-1200-1010 | ADM - WAGES | 561,417 | 558,854 | 513,678 | 577,764 | 18,910 |
| 1-4-1200-1015 | ADM - PART TIME WAGES | - | - | 1,694 | - | - |
| 1-4-1200-1035 | ADM - OVERTIME | 5,000 | 2,000 | 1,562 | 2,000 | - |
| 1-4-1200-1110 | ADM - EMPLOYEE BENEFITS | 157,752 | 161,878 | 157,325 | 179,548 | 17,670 |
| 1-4-1200-1225 | ADM - INSURANCE | 33,361 | 36,697 | 36,771 | 42,202 | 5,505 |
| 1-4-1200-1507 | ADM - BANK CHARGES | 6,000 | 6,000 | 6,899 | 6,000 | - |
| 1-4-1200-2015 | ADM - TAXES MUNICIPAL PROPERTY | 17,600 | 19,600 | 25,643 | 25,600 | 6,000 |
| 1-4-1200-2020 | ADM - HEALTH & SAFETY | 10,000 | 8,000 | 3,033 | 8,000 | - |
| 1-4-1200-2021 | ADM - CLOTHING ALLOWANCE | - | - | 156 | - | - |
| 1-4-1200-2025 | ADM - MILEAGE & TRAVEL | 4,000 | 4,000 | 859 | 2,000 | (2,000) |
| 1-4-1200-2026 | ADM - MEETING ATTENDANCE | 300 | 300 | 480 | 300 | - |
| 1-4-1200-2027 | ADM - INSURANCE CLAIMS | - | - | 8,996 | - | - |
| 1-4-1200-2035 | ADM - CONFERENCES/WORKSHOPS/TRAINING | 16,000 | 16,000 | 5,186 | 16,000 | - |
| 1-4-1200-2049 | ADM - CELL PHONES | 3,500 | 3,500 | 2,828 | 3,500 | - |
| 1-4-1200-2050 | ADM - TELEPHONE | 4,500 | 4,500 | 3,503 | 4,500 | - |
| 1-4-1200-2051 | ADM - COURIER | 500 | 500 | 741 | 500 | - |
| 1-4-1200-2055 | ADM - ENBRIDGE | 4,500 | 4,500 | 3,354 | 4,500 | - |
| 1-4-1200-2056 | ADM - HYDRO | 25,000 | 25,000 | 17,311 | 22,500 | (2,500) |
| 1-4-1200-2057 | ADM - WATER/SEWER | 2,500 | 2,500 | 1,007 | 2,500 | - |
| 1-4-1200-2100 | ADM - POSTAGE & FOLDING LEASING | 25,000 | 25,000 | 23,610 | 25,000 | - |
| 1-4-1200-2102 | ADM - PARKING LOT RENT | 3,100 | 3,100 | 4,274 | 3,100 | - |
| 1-4-1200-2120 | ADM - OFFICE SUPPLIES | 23,520 | 23,520 | 12,246 | 19,520 | (4,000) |
| 1-4-1200-2124 | ADM - HOUSEKEEPING & JANITORIAL SUPPLIES | - | 2,000 | 846 | 2,000 | - |
| 1-4-1200-2125 | ADM - SUPPLIES | 3,000 | 3,000 | 3,549 | 3,000 | - |
| 1-4-1200-2130 | ADM - COMPUTER FEES AND EQUIPMENT | 38,000 | 40,000 | 53,001 | 40,000 | - |
| 1-4-1200-2131 | ADM - COMPUTER WEBSITE HOSTING | 3,100 | 3,100 | 19,563 | 3,100 | - |
| 1-4-1200-2140 | ADM - PHOTOCOPIER ADMINISTRATION | 6,500 | 6,500 | 6,217 | 6,500 | - |
| 1-4-1200-2200 | ADM - ACCOUNTING/AUDIT | 28,000 | 28,000 | 25,237 | 28,000 | - |
| 1-4-1200-2210 | ADM - LEGAL FEES | 20,000 | 20,000 | 22,895 | 20,000 | - |
| 1-4-1200-2223 | ADM - CONSULTING/PROFESSIONAL FEES | 19,000 | 28,000 | 28,929 | 28,000 | - |
| 1-4-1200-2300 | ADM - ADVERTISING | 6,000 | 6,000 | 3,390 | 6,000 | - |
| 1-4-1200-2325 | ADM - PUBLICITY & PROMOTION (BEAUTIFICA) | - | - | 526 | - | - |
| 1-4-1200-2366 | ADM - BUILDNG/PROP MAINT/SUPPLIES | 10,000 | 10,000 | 20,914 | 10,000 | - |

| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
|----------------|--|--------------------|--------------------|--------------------|--------------------|-----------------|
| 1-4-1200-2410 | ADM - ASSOCIATION & MEMBERSHIP FEES | 6,000 | 6,000 | 7,168 | 6,000 | - |
| 1-4-1200-2457 | ADM - PRINTING ADMINISTRATION | 6,500 | 6,500 | 3,019 | 5,500 | (1,000) |
| 1-4-1200-2500 | ADM - MARRIAGE LICENCE FEES | 1,000 | 1,000 | 960 | 1,000 | - |
| 1-4-1200-3600 | ADM - ELECTION COSTS | - | - | 13,776 | - | - |
| 1-4-1200-4010 | ADM - CONTRACTED SERVICES | - | - | 2,655 | - | - |
| 1-4-1200-4267 | ADM - SENIOR SUPPORT (LEGION) | 5,000 | 5,000 | 2,474 | 5,000 | - |
| 1-4-1200-4941 | ADM - SHREDDING SERVICE | - | - | 602 | 1,000 | 1,000 |
| 1-4-1200-5010 | ADM - GENERAL EXPENSES | 6,000 | 6,000 | 13,533 | 5,000 | (1,000) |
| 1-4-1200-6450 | ADM - ACCESSIBLTY FOR ONT DISABILITIES | 20,000 | 20,000 | - | 20,000 | - |
| 1-4-1200-7120 | ADM - TAX WRITE-OFFS | 32,047 | 107,043 | 28,964 | 30,043 | (77,000) |
| 1-4-1200-7998 | ADM - GLENGARRY GREEN BOX PROGRAM | - | - | 972 | - | - |
| 1-4-1200-9000 | ADM - TRANSFERS TO RESERVES | 168,462 | - | - | - | - |
| 1-4-1200-9110 | ADM - COVID 19 | - | - | 127,396 | 50,000 | 50,000 |
| 1-4-1200-9990 | ADM - CONTINGENCY FUND | 10,000 | - | - | - | - |
| | TOTAL EXPENDITURES | 1,292,159 | 1,203,592 | 1,217,742 | 1,215,177 | 11,585 |
| CAPITAL | | | | | | |
| 1-5-1200-8000 | CAPITAL - ADMINISTRATION | 151,500 | 77,500 | 8,064 | 80,500 | 3,000 |
| | TOTAL CAPITAL | 151,500 | 77,500 | 8,064 | 80,500 | 3,000 |
| | TOTAL TAX LEVY ADMINISTRATION | (1,855,054) | (1,778,878) | (1,961,554) | (1,840,381) | (61,503) |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|---|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Department: Administration | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Township office flooring | 13,000 | | | | | | | | | |
| Council chamber microphones | 25,000 | | | | | | | | | |
| Council chamber tables | 2,500 | | | | | | | | | |
| Computer replacements and software upgrades | 20,000 | | | | | | | | | |
| Asset Management building assessment | 20,000 | | | | | | | | | |
| Total Before Inflation | 80,500 | - | - | - | - | - | - | - | - | - |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 80,500 | - | - | - | - | - | - | - | - | - |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves | 80,500 | | | | | | | | | |
| Grants | | | | | | | | | | |
| Tax Base | | | | | | | | | | |
| Long Term Debt | | | | | | | | | | |
| Total Funding | 80,500 | - | - | - | - | - | - | - | - | - |

| PROPOSED BUDGET FOR THE FISCAL YEAR 2021 | | | | | | |
|--|---------------------------------------|-------------------|-------------------|--------------------|-----------------|--------------|
| OTHER SERVICES | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| Crossing Guard | | | | | | |
| EXPENDITURES | | | | | | |
| 1-4-2260-1010 | CROSSING GUARD WAGES | 6,552 | 6,238 | 3,266 | 6,352 | 114 |
| 1-4-2260-1110 | CROSSING GUARD BENEFITS | 816 | 784 | 317 | 867 | 83 |
| | TOTAL EXPENDITURES | | | | | - |
| | | | | | | - |
| | Total Crossing Guard | 7,368 | 7,022 | 3,583 | 7,219 | 197 |
| | | | | | | - |
| Ambulance | | | | | | |
| REVENUES | | | | | | |
| 1-3-2300-2300 | AMBULANCE - RENT INCOME | (21,315) | (21,315) | (19,540) | (21,315) | - |
| 1-3-2300-2301 | AMBULANCE - OPERATING RE | (3,000) | (3,000) | 3,541 | (3,000) | - |
| | TOTAL REVENUES | (24,315) | (24,315) | (15,999) | (24,315) | - |
| EXPENDITURES | | | | | | |
| 1-4-2300-2024 | AMBULANCE - OPERATING CC | 3,000 | 3,000 | 2,491 | 3,000 | - |
| | TOTAL EXPENDITURES | 3,000 | 3,000 | 2,491 | 3,000 | - |
| | | | | | | - |
| | Total Ambulance | (21,315) | (21,315) | (13,508) | (21,315) | - |
| | | | | | | - |
| Conservation Authorities | | | | | | |
| EXPENDITURES | | | | | | |
| CONSERVATION AUTHORITIES | | | | | | |
| 1-4-2600-2710 | TRANSFER TO RRCA | 94,207 | 97,033 | 104,488 | 104,488 | 7,455 |
| 1-4-2600-2715 | TRANSFER TO SNRCA | 13,435 | 14,514 | 14,514 | 14,514 | - |
| | TOTAL EXPENDITURES | 107,642 | 111,547 | 119,002 | 119,002 | 7,455 |
| | | | | | | |
| | Total Conservation Authorities | 107,642 | 111,547 | 119,002 | 119,002 | 7,455 |
| | | | | | | |
| | TOTAL TAX LEVY OTHER SERVICES | 93,695 | 97,254 | 109,077 | 104,906 | 7,652 |

Building, By-law & Planning Department

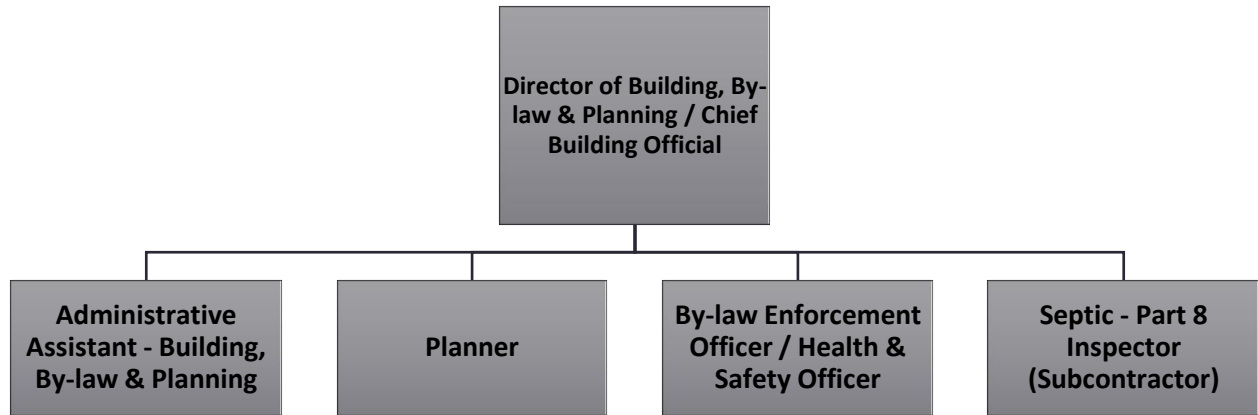
Departmental Overview

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 By-law Enforcement Department creates 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 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 for the 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, regulating 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 except for parking. At times enforcement and prosecution is required.

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.

Departmental Organizational Chart:



2019 Accomplishments

The Building Department issued a total of:

| Year | Building Permits | Septic Permits | Inspections (CBO) | Permit Fees |
|------|------------------|----------------|-------------------|-------------|
| 2020 | 236 | 33 | 649 | \$ 172,945 |
| 2019 | 212 | 33 | 551 | \$ 91,387 |
| 2018 | 222 | 15 | 468 | \$ 168,351 |
| 2017 | 259 | 19 | 357 | \$ 110,734 |
| 2016 | 293 | 28 | n/a | \$ 155,168 |

The building department personnel, who include the Chief Building Official and the Administrative Assistant, regularly addressed inquiries from the public, buildings concerns, building professionals including designers, architects and engineers. Department staff continues to attend professional development courses to both maintain and upgrade certifications.

The Planning Department managed a total of:

| Year | Site Plan Agreements | Severances / Consent | Zoning Amendments | Minor Variances | Work Orders / Certificates |
|------|----------------------|----------------------|-------------------|-----------------|----------------------------|
| 2020 | 2 | 15 | 15 | 9 | 102 |
| 2019 | 2 | 25 | 14 | 6 | 98 |
| 2018 | 2 | 18 | 10 | 12 | 100 |
| 2017 | 2 | 20 | 11 | 15 | n/a |
| 2016 | 1 | 27 | 11 | 10 | n/a |

The Planning Department addressed hundreds of inquiries from the general public. These inquiries are the most demanding aspect of the Administrative Assistant for the department.

The Bylaw Enforcement Department managed:

| Year | Property Standards | Complaints | Dog / Kennel Licenses | Building / Planning issues |
|------|--------------------|------------|-----------------------|----------------------------|
| 2020 | 3 | 47 | 1209 / 13 | 10 |
| 2019 | 7 | 82 | 1181 / 14 | 3 |
| 2018 | 13 | 61 | 172 (new dogs) | 3 |

The By-law Enforcement Department is managed by the CBO, mostly for Property Standards issues. The other complaints and follow-ups are all dealt with by the By-law Enforcement Officer. The Administrative Assistant oversees all the complaints receiving process.

2021 Budget Challenges and Initiatives

Challenges

A clear-cutting nuisance by-law is currently being worked on, which would act similar to a permitting system for deforestation in the Township. The first round of public consultation is complete and a new draft is soon to come. Further review and public consultation will happen early in 2021, with adoption sometime this year.

Also, the Department will face challenges with the new updated Official Plan which was approved with modifications by the Minister of Municipal Affairs on February 4, 2018. It is currently going through an appeal process with the Ontario Municipal Board. This will represent a challenge as the new consolidated Zoning By-law will have to reflect those change, should they be confirmed. The Official Plan provides goals, objectives, policies, and procedures for development based on the social, economic, and environmental goals of our County. The Official Plan guides growth, infrastructure improvements, protects and enhances natural resources, and conserves cultural heritage. Official plans are implemented locally through tools like zoning by-laws, site plans, and plans of subdivision. It provides policy framework for planning decisions and development in the County and local municipalities and it designates lands for uses like residential, employment, commercial, etc.

The Ministry of Municipal Affairs and Housing is currently looking into updating the Ontario Building Code with lots of major changes. Those major changes will include everything from the service delivery for building permits to things like “Two-Unit Houses” (In-law suites) rules which may also create some Zoning issues. Planning documents such as the Comprehensive Zoning By-law would also have to be implemented.

Last year was very different as building permits and construction stopped/slowed down a lot, planning applications and decisions were put on hold, and By-law was overwhelmed with complaints and new regulations coming in at a very fast pace, all because of the pandemic. The numbers are similar to last year, even a little higher. The entire Building, By-law and Planning Department was very busy last year, and with water now in Maxville and future potential plans for sanitary servicing upgrades in Alexandria, the Department is looking into evaluating staffing for the near future.

2021 Budget Initiatives

For 2021 there have not been many changes in the budget and staffing after a full-time Planner and a full-time By-law Enforcement Officer were hired last year. All other aspects of the Department's budget will remain intact for all the Department "branches".

The building permit income was slightly higher in 2020 compared to last few years, but the actual number of permits is very similar, with an increase in inspections mostly due to the higher number of permits, and the Maxville Water Project. The 2021 building permit income will depend largely on growth and is expected to remain constant. The village of Maxville "Water Project" and the potential upgrades in the Alexandria sanitary system and lagoon should create some growth in Maxville and Alexandria in the next few years, hence the staffing evaluation.

Income from Planning Applications such as Severances, Minor Variances, Zoning Amendments, etc. is expected to remain the same or very similar to the past few years.

2021 Goals

Like most other Townships, North Glengarry has a lot of outstanding Building Permits. Along with the Administrative Assistant, we are trying to close as many as possible, especially in public places like the hospital and the schools. Note that since the "Performance Deposits" have been implemented, we are seeing less and less outstanding permits. Performance Deposits income has started bringing in income at the end of 2020 as the 4-year performance deposit "extension" has now expired for all the 2015 permits. It is estimated that about a \$15,000 of performance deposits will be retained in 2021.

The By-law department will focus more on implementing set fines charges for existing By-laws such as the Clean Yards By-law, Livestock/Pound keeper By-law and the Civic Number By-law. The Animal Control By-law may be reviewed entirely to incorporate a section for prohibited animals and to review everything related to dogs as we now have a new system in place for dog catching which is done "in-house".

The sign By-law will be reviewed in 2021. Location, size, temporary or permanent, fees, will be some of the reviewed items.

The department, along with the CAO/Clerk department, will be working on the implementation a Development Charges By-law. The Development Charges Act, 1997 enables municipalities in Ontario to enact by-laws to impose development charges against lands to be developed to pay for growth-related capital costs for municipal services such as roads, water, wastewater, public works, recreation and fire services. A municipality must complete a development charge background study and hold at least one public meeting before passing a development charge by-law. Some of the background work and studies were completed in the past but since this By-law must be reviewed every 5 years, the studies must be entirely re-done.

| PROPOSED BUDGET FOR THE FISCAL YEAR 2021 | | | | | | |
|--|-------------------------------------|-------------------|-------------------|--------------------|------------------|----------------|
| BUILDING, BYLAW AND PLANNING | | | | | | |
| Building | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-2100-6000 | CBO - PROPERTY STANDARDS | - | - | (1,243) | - | - |
| 1-3-2100-7200 | CBO - BUILDING PERMITS | (125,000) | (125,000) | (170,716) | (125,000) | - |
| 1-3-2100-7203 | CBO - REVENUE - OTHER | - | - | (410) | (1,000) | (1,000) |
| 1-3-2100-7205 | CBO - CIVIC NUMBERS REVENUE | - | - | (1,407) | (3,500) | (3,500) |
| 1-3-2100-7206 | CBO - BURN PERMIT | (3,000) | - | - | - | - |
| 1-3-2100-7207 | CBO - CLEAN YARDS | - | - | (170) | - | - |
| | TOTAL REVENUES | (128,000) | (125,000) | (173,946) | (129,500) | (4,500) |
| EXPENDITURES | | | | | | |
| 1-4-2100-1010 | CBO - WAGES | 123,715 | 125,925 | 122,378 | 131,374 | 5,449 |
| 1-4-2100-1015 | CBO - PART-TIME WAGES | - | - | 37,714 | - | - |
| 1-4-2100-1035 | CBO - OVERTIME | - | - | 229 | - | - |
| 1-4-2100-1110 | CBO - BENEFITS | 33,118 | 35,496 | 40,018 | 39,630 | 4,134 |
| 1-4-2100-2021 | CBO - WORK BOOTS & CLOTHING | 2,000 | 1,000 | 694 | 1,000 | - |
| 1-4-2100-2025 | CBO - MILEAGE & TRAVEL | 3,000 | 2,000 | - | 2,000 | - |
| 1-4-2100-2035 | CBO - CONFERENCE/WORKSHOP/TRAINING | 5,000 | 5,000 | 371 | 5,000 | - |
| 1-4-2100-2049 | CBO - CELL PHONE | 2,000 | 2,000 | 981 | 2,000 | - |
| 1-4-2100-2051 | CBO - COURIER | 500 | 500 | 31 | 500 | - |
| 1-4-2100-2100 | CBO - POSTAGE | - | - | 573 | 1,000 | 1,000 |
| 1-4-2100-2120 | CBO - OFFICE SUPPLIES | - | - | 489 | 1,000 | 1,000 |
| 1-4-2100-2125 | CBO - MATERIALS/SUPPLIES | 2,000 | 3,000 | 240 | 3,000 | - |
| 1-4-2100-2130 | CBO - COMPUTER EQUIP & SUPPLIES | 1,000 | 1,000 | 2,365 | 1,680 | 680 |
| 1-4-2100-2140 | CBO - PHOTOCOPIER EXPENSE | - | - | 1,332 | 1,000 | 1,000 |
| 1-4-2100-2210 | CBO - LEGAL FEES | 7,000 | 5,000 | 61 | 5,000 | - |
| 1-4-2100-2223 | CBO - CONSULTING FEES | 2,000 | 1,000 | - | 1,000 | - |
| 1-4-2100-2399 | CBO - VEHICLE MAINTENANCE | 2,000 | 2,000 | 303 | 2,000 | - |
| 1-4-2100-2400 | CBO - GAS | 1,500 | 2,500 | 1,236 | 2,500 | - |
| 1-4-2100-2410 | CBO - ASSOCIATION & MEMBERSHIP FEES | 1,000 | 1,000 | 467 | 1,000 | - |
| 1-4-2100-5010 | CBO - GENERAL EXPENSES | - | - | 194 | - | - |
| 1-4-2100-7205 | CBO - CIVIC NUMBERING COSTS | 500 | 500 | 4,743 | 3,500 | 3,000 |
| | TOTAL EXPENDITURES | 186,333 | 187,921 | 214,419 | 204,184 | 16,263 |
| | Total Building | 58,333 | 62,921 | 40,473 | 74,684 | 11,763 |

| Bylaw | | | | | | |
|---------------------|----------------------------------|-------------------|-------------------|--------------------|----------------|---------------|
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-2125-7104 | BYLAW - BUSINESS LICENSE/PERMITS | - | (3,500) | (2,000) | (3,500) | - |
| 1-3-2125-7201 | BYLAW - ENFORCEMENT VIOLATIONS | (15,000) | (15,000) | (780) | (2,000) | 13,000 |
| 1-3-2125-7204 | BYLAW - COURT FINES | (2,000) | - | - | - | - |
| 1-3-2125-7207 | BYLAW - CLEAN YARDS | (1,000) | (1,000) | - | (1,000) | - |
| 1-3-2125-7208 | BYLAW - PARKING TICKETS | (2,000) | (2,000) | (860) | (2,000) | - |
| | TOTAL REVENUES | (20,000) | (21,500) | (3,640) | (8,500) | 13,000 |
| EXPENDITURES | | | | | | |
| 1-4-2125-1010 | BY-LAW - WAGES | 58,496 | 60,982 | 57,014 | 65,211 | 4,229 |
| 1-4-2125-1035 | BY-LAW - OVERTIME | - | - | 7,707 | - | - |
| 1-4-2125-1110 | BY-LAW - BENEFITS | 7,543 | 16,275 | 19,192 | 17,899 | 1,624 |
| 1-4-2125-2021 | BY-LAW - CLOTHING ALLOWANCE | 500 | 500 | 443 | 500 | - |
| 1-4-2125-2025 | BY-LAW - MILEAGE AND TRAVEL | 1,000 | 1,000 | - | 1,000 | - |
| 1-4-2125-2035 | BY-LAW - CONFERENCES & TRAINING | 1,500 | 1,500 | - | 1,500 | - |
| 1-4-2125-2049 | BY-LAW - CELL PHONES | 500 | 500 | 1,215 | 500 | - |
| 1-4-2125-2110 | BY-LAW - TOOLS/EQUIPMENT | - | - | 909 | - | - |
| 1-4-2125-2125 | BYLAW - MATERIALS/SUPPLIES | - | - | 265 | 500 | 500 |
| 1-4-2125-2130 | BYLAW - COMPUTER FEES | - | - | - | 680 | 680 |
| 1-4-2125-2210 | BY-LAW - LEGAL FEES | 3,000 | 3,000 | - | 1,000 | (2,000) |
| 1-4-2125-2399 | BY-LAW - TRUCK EXPENSES | - | - | 734 | 2,000 | 2,000 |
| 1-4-2125-2400 | BY-LAW - FUEL | 500 | 500 | 1,431 | 500 | - |
| 1-4-2125-5010 | BY-LAW - GENERAL EXPENSES | - | - | 32 | - | - |
| 1-4-2125-6000 | BY-LAW - PROPERTY STANDARDS | 10,000 | 10,000 | 1,243 | 2,000 | (8,000) |
| 1-4-2125-7207 | BY-LAW - CLEAN YARDS | 3,000 | 3,000 | 170 | 3,000 | - |
| | TOTAL EXPENDITURES | 86,039 | 97,257 | 90,355 | 96,290 | (967) |
| | Total Bylaw | 66,039 | 75,757 | 86,715 | 87,790 | 12,033 |

| Septic Systems | | | | | | |
|-----------------------|---|-------------------|-------------------|--------------------|-----------------|-----------------|
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-2200-7200 | SS - PERMITS | (18,000) | (18,000) | (24,599) | (18,000) | - |
| 1-3-2200-7203 | SS - OTHER REVENUE | - | - | (2,300) | - | - |
| | TOTAL REVENUES | (18,000) | (18,000) | (26,899) | (18,000) | - |
| EXPENDITURES | | | | | | |
| 1-4-2200-4010 | SS - CONTRACTED SERVICES | 15,000 | 15,000 | 16,681 | 15,000 | - |
| 1-4-2200-7206 | SS - MANDATORY INSPECTIONS | 2,000 | 2,000 | - | 2,000 | - |
| | TOTAL EXPENDITURES | 17,000 | 17,000 | 16,681 | 17,000 | - |
| | Total Septic Systems | (1,000) | (1,000) | (10,218) | (1,000) | - |
| Animal Control | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-2250-7200 | ANIMAL CONTROL - KENNEL PERMIT | (3,500) | (3,500) | - | (3,500) | - |
| 1-3-2250-7210 | ANIMAL CONTROL - DOG LICENCES | (27,500) | (29,500) | (33,285) | (33,000) | (3,500) |
| 1-3-2250-7211 | ANIMAL CONTROL - POUNDKEEPER | - | - | (761) | - | - |
| | TOTAL REVENUES | (31,000) | (33,000) | (34,046) | (36,500) | (3,500) |
| EXPENDITURES | | | | | | |
| 1-4-2250-2049 | ANIMAL CONTROL - CELL PHONE | 500 | 500 | 199 | 500 | - |
| 1-4-2250-4010 | ANIMAL CONTROL - CONTRACTED SERVICES | 10,000 | 10,000 | 4,158 | - | (10,000) |
| 1-4-2250-5010 | ANIMAL CONTROL - GENERAL EXPENSES | 2,000 | 2,000 | 403 | - | (2,000) |
| 1-4-2250-5105 | ANIMAL CONTROL - DOG POUND FEES | 1,000 | 1,000 | 2,639 | 6,000 | 5,000 |
| 1-4-2250-5106 | ANIMAL CONTROL - LIVESTOCK POUNDKEEPER | 1,000 | 1,000 | - | 6,000 | 5,000 |
| | TOTAL EXPENDITURES | 14,500 | 14,500 | 7,399 | 12,500 | (2,000) |
| | Total Animal Control | (16,500) | (18,500) | (26,647) | (24,000) | (5,500) |
| Planning | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-8000-7109 | PLN - ZONING CERTIFICATES | - | - | (8,700) | - | - |
| 1-3-8000-7800 | PLN - ZONING & AMENDMENT FEES | (15,000) | (15,000) | (22,095) | (15,000) | - |
| 1-3-8000-7802 | PLN - MINOR VARIANCES | (5,000) | (5,000) | (4,500) | (5,000) | - |
| 1-3-8000-7803 | PLN - OTHER REVENUE | (30,000) | (30,000) | (38,089) | (30,000) | - |
| 1-3-8000-7806 | PLN - CASH-IN-LIEU PARKLAND FEES | - | - | (10,000) | - | - |
| 1-3-8000-8001 | PLN - TRANSFER FROM RESERVES | - | (27,651) | - | - | 27,651 |
| | TOTAL REVENUES | (50,000) | (77,651) | (83,384) | (50,000) | 27,651 |
| EXPENDITURES | | | | | | |
| 1-4-8000-1010 | PLN - WAGES | 109,844 | 109,667 | 95,868 | 111,630 | 1,963 |
| 1-4-8000-1015 | PLN - PART TIME WAGES | - | 49,131 | - | - | (49,131) |
| 1-4-8000-1035 | PLN - OVERTIME | - | - | 127 | - | - |
| 1-4-8000-1110 | PLN - BENEFITS | 30,348 | 34,869 | 28,651 | 31,402 | (3,467) |
| 1-4-8000-2025 | PLN - MILEAGE & TRAVEL | 1,000 | 1,000 | 200 | 1,000 | - |
| 1-4-8000-2026 | PLN - MEETING ATTENDANCE | - | - | 1,560 | 1,500 | 1,500 |
| 1-4-8000-2035 | PLN - CONFERENCES/WORKSHOPS/TRAINING | 1,500 | 1,500 | 1,062 | 1,500 | - |
| 1-4-8000-2049 | PLN - CELL PHONES | - | 500 | 936 | 500 | - |
| 1-4-8000-2120 | PLN - OFFICE SUPPLIES | - | 200 | 200 | 200 | - |
| 1-4-8000-2125 | PLN - MATERIALS/SUPPLIES | - | 500 | 112 | 500 | - |
| 1-4-8000-2210 | PLN - LEGAL FEES | - | - | 13,589 | - | - |
| 1-4-8000-2223 | PLN - CONSULTING FEES | 5,000 | 5,000 | 3,002 | 5,000 | - |
| 1-4-8000-2300 | PLN - ADVERTISING | 4,500 | 4,500 | 5,960 | 4,500 | - |
| 1-4-8000-2410 | PLN - ASSOCIATION & MEMBERSHIPS FEES | 500 | 500 | 532 | 500 | - |
| 1-4-8000-5010 | PLN - GENERAL EXPENSES | - | 500 | 418 | 500 | - |
| 1-4-8000-9000 | PLN - TRF TO RESERVE | 5,000 | 5,000 | 5,000 | 5,000 | - |
| | TOTAL EXPENDITURES | 157,692 | 212,867 | 157,217 | 163,732 | (49,135) |
| CAPITAL | | | | | | |
| 1-5-8000-8000 | CAPITAL - PLANNING | - | - | - | 25,000 | 25,000 |
| | TOTAL CAPITAL | - | - | - | 25,000 | 25,000 |
| | Total Planning | 107,692 | 135,216 | 73,833 | 138,732 | 3,516 |
| Livestock | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-8030-5030 | LIVESTOCK & POULTRY GRANT | (4,000) | (4,000) | (60) | (4,000) | - |
| | TOTAL REVENUES | (4,000) | (4,000) | (60) | (4,000) | - |
| EXPENDITURES | | | | | | |
| 1-4-8030-6170 | LIVESTOCK EVALUATOR | 1,000 | 1,000 | 404 | 1,000 | - |
| 1-4-8030-6171 | LIVESTOCK DAMAGES | 5,000 | 5,000 | - | 5,000 | - |
| | TOTAL EXPENDITURES | 6,000 | 6,000 | 404 | 6,000 | - |
| | Total Planning | 2,000 | 2,000 | 344 | 2,000 | - |
| | TOTAL BUILDING, BYLAW AND PLANNING | 216,564 | 256,394 | 164,500 | 278,206 | 21,812 |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|------------------------------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Department: Planning | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Creation of landscape graphics | 25,000 | | | | | | | | | |
| Total Before Inflation | 25,000 | - | - | - | - | - | - | - | - | - |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 25,000 | - | - | - | - | - | - | - | - | - |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves | | | | | | | | | | |
| Grants | | | | | | | | | | |
| Tax Base | 25,000 | | | | | | | | | |
| Long Term Debt | | | | | | | | | | |
| Total Funding | 25,000 | - | - | - | - | - | - | - | - | - |

Community Services Department

Departmental Overview

The Department supports municipal activities such as Canada Day, the Business and Community Awards Gala and the Christmas activities and parades.

It also provides 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 Hôpital Glengarry Memorial Hospital and the Glengarry County Archives.

This Department also provides funding 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, the latter which receives rent-free and utilities-paid use of the former Dalkeith library. Funds for maintenance are also required for the Maxville Library and former Dalkeith Library buildings.

Accessibility renovations to municipal facilities are also captured under this department.

The table below captures the various organizations/activities that receive funding or support through the Township of North Glengarry. This table excludes any contributions to the Glengarry Sports Palace which now belongs to the Township of North Glengarry. It is important to note that the numbers are significantly lower this year due to COVID-19.

| 2020 TOWNSHIP OF NORTH GLENGARRY | |
|--|------------------|
| Program | Amount |
| Municipal Recreation Associations Operating Expenses | \$61,930 |
| Municipal Recreation Associations Capital Expenses | \$36,000 |
| Glengarry Pioneer Museum | \$30,565 |
| Community Centres & Libraries | \$10,000 |
| Community Grant Program | \$11,300 |
| July 1st, Christmas & Carnivals | \$98 |
| Glengarry Memorial Hospital | \$20,000 |
| 2020 Light Up North Glengarry | \$4,000 |
| Legion/Senior Support | \$5,000 |
| Arts, Culture and Heritage Committee | \$5,000 |
| Community Development Committee | \$5,000 |
| EZ Cruisers | \$500 |
| Grotto Concerts (Sponsorship Fund) | \$3,500 |
| Glengarry MiEV (Sponsorship Fund) | \$500 |
| Tree Donation (Sponsorship Fund) | \$500 |
| Kenyon Agricultural Society (Sponsorship Fund) | \$3,500 |
| TOTAL MUNICIPAL CONTRIBUTIONS: | \$197,393 |

2020 Accomplishments

Several of the activities in this budget were impacted by COVID -19. Events were cancelled and operating costs were kept to a minimum.

Accessibility

- Accessible stainless-steel sinks were installed at the Maxville & District Sports Complex
- Accessible stainless-steel sinks were installed at the Tim Hortons Dome
- Repairs were made to the interlocking pathway at Island Park which had shifted over the years

MRACs

- New back entrance stairs were installed at the Dalkeith Community Centre.
- A review of the UV systems and components relating to drinking water is being performed by the Waterworks Department. Systems that require replacement have been included as part of the operating budget for each specific building.
- Branding signage was installed at the Glen Robertson Community Centre. LED light conversions at Dalkeith Rink
- LED light conversions at Glen Robertson Community Centre
- Minor refurbishments to fire alarm and doors at Apple Hill Community Centre

Maxville Library

- Minor repairs were made in the bathroom at the Maxville Library (leaking faucet and gaskets).

Events

- Events were greatly impacted due to COVID-19 but staff is hopeful that some of the organizations will migrate their events to virtual platforms or adapt them to meet all required Public Health guidelines.
- Staff applied to Celebrate Canada and received a grant of \$11,720 for its 2020 Canada Day activities. Unfortunately, due to COVID-19, the funds were returned as the event could not be held as planned.
- Staff has applied to Celebrate Canada for 2021 and expect to hear back in February 2021. The events will be more virtually based.
- The Business & Community Gala Awards were cancelled for 2020 but staff is hopeful that this activity can be held in September 2021.

Community Grants

Community Grants have been available since 2009. So far, 148 applications have been submitted to this Fund over the last ten years and 107 projects were approved for a total fund disbursement of \$331,706.24.

In addition, over the last three years the Township has been tracking the value of in-kind requests. These total \$12,293.00 since 2017.

The majority of the 2020 successful applications reimbursed their grant funds given that the activities were cancelled. The only activities that did take place are listed below:

| Applicant | Event/Project | Funding Amount | In-kind Amount |
|-------------------------------------|---|-----------------------|-----------------------|
| Centre Locheil Centre | Creation of a mini Bunnock tournament in September. Families would be invited to learn about the game of Bunnock prior to the event over several weeks in the summer. | \$3,500.00 | |
| Dalkeith Historical Society | EOHU Modified Barn Dance event – music and drive through plus scarecrow contest. | \$1,500.00 | |
| Glengarry Historical Society et al. | Creation of two historical marker signs in recognition of AJF MacDonald at two locations - Garry Fen, and the Glengarry War Memorial. | \$2,800.00 | |
| MCM Festival | Website created for Glengarry Celtic Festival. Events turned into a virtual format over the summer to meet EOHU guidelines. | \$3,500.00 | |
| | TOTAL: | \$11,300.00 | |

2021 Budget Challenges and Initiatives

Challenges

Even though most community-organized activities were cancelled due to COVID-19, staff expects that several events, respecting COVID-19 guidelines, will be held in 2021.

Funding for community-based activities are dwindling and community organizations are turning to the municipality for assistance either through funding or in-kind services.

2021 Budget Initiatives

- Obtain funding for 2021 COVID-19 modified Canada Day activities.

2021 Goals

- Continue to ensure accessibility at municipally owned facilities and parks.
- Support volunteer organizations in their activities (MRACs, community groups that are successful recipients of the Community Grants Program, etc.)

| PROPOSED BUDGET FOR THE FISCAL YEAR 2021 | | | | | | |
|--|--|-------------------|-------------------|--------------------|-----------------|-----------------|
| COMMUNITY SERVICES | | | | | | |
| Community Development | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-1900-7754 | COMM. DEV. - OTHER FUNDING | (7,500) | (7,500) | - | (7,500) | - |
| 1-3-1900-8004 | COMM. DEV. - SPECIAL EVENTS | (11,000) | (11,000) | - | (11,000) | - |
| | TOTAL REVENUES | (18,500) | (18,500) | - | (18,500) | - |
| EXPENDITURES | | | | | | |
| 1-4-1900-1110 | COMM. DEV. - BENEFITS | - | - | 34 | - | - |
| 1-4-1900-2025 | COMM. DEV. - MILEAGE | 100 | 100 | - | 100 | - |
| 1-4-1900-2031 | COMM. DEV. - JULY 1ST & CHRISTMAS EXP. | 15,000 | 17,000 | 98 | 17,000 | - |
| 1-4-1900-2300 | COMM. DEV - ADVERTISING | - | - | 1,013 | - | - |
| 1-4-1900-4107 | COMM. DEV - SPECIAL GRANTS DISBUR | 7,500 | 7,500 | - | 7,500 | - |
| 1-4-1900-8004 | COMM. DEV - SPECIAL EVENTS | 37,500 | 12,500 | 60 | 12,500 | - |
| 1-4-1900-8005 | COMM. DEV - COMMITTEE | - | 5,000 | 740 | 5,000 | - |
| 1-4-1900-8006 | COMM DEV - ACH COMMITTEE | 5,000 | 5,000 | - | 5,000 | - |
| | TOTAL EXPENDITURES | 65,100 | 47,100 | 1,945 | 47,100 | - |
| | Total Community Development | 46,600 | 28,600 | 1,945 | 28,600 | - |
| Other Contributions | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-7000-8001 | OTHER ORGS - TRANSFER FROM RESRVES | (3,000) | - | - | (52,057) | (52,057) |
| | TOTAL REVENUES | (3,000) | - | - | (52,057) | (52,057) |
| EXPENDITURES | | | | | | |
| 1-4-7000-5234 | GSP - LINE OF CREDIT PAYMENT | - | - | 10,123 | - | - |
| 1-4-7000-5235 | CONTRIBUTIONS TO GSP | 231,732 | - | - | - | - |
| 1-4-7000-5236 | CONTRIBUTIONS - OTHER ORGANIZATIONS | 25,000 | 25,000 | 11,300 | 25,000 | - |
| 1-4-7000-5237 | CONTRIBUTIONS TO N.G. RECREATION ASSOCI | 75,000 | 82,980 | 72,325 | 82,980 | - |
| 1-4-7000-5240 | CONTRIBUTION TO HERITAGE COMMITTEE | - | - | 100 | - | - |
| 1-4-7000-5242 | CONTRIBUTION TO MINOR SPORTS SUBSIDY | 8,000 | - | - | - | - |
| 1-4-7000-5247 | CONT GLENGARRY PIONEER MUSEUM TAX & | 14,000 | 14,000 | 12,565 | 14,000 | - |
| 1-4-7000-5248 | CONT GLENGARRY PIONEER MUSEUM OPERA | 17,000 | 17,000 | 18,000 | 19,000 | 2,000 |
| 1-4-7000-5249 | CONTRIBUTION TO HIGHLAND GAMES COMM | 3,000 | 3,000 | - | 3,000 | - |
| 1-4-7000-5251 | CONTRIBUTION TO FESTIVAL OF LIGHTS | 7,500 | 2,000 | - | 2,000 | - |
| 1-4-7000-5253 | CONTRIBUTION TO GMH | 20,000 | 20,000 | - | 20,000 | - |
| 1-4-7000-5258 | CONTRIBUTION TO ARCHIVE INITIATIVE | 20,000 | 46,000 | 127,252 | 46,000 | - |
| | TOTAL EXPENDITURES | 421,232 | 209,980 | 251,665 | 211,980 | 2,000 |
| CAPITAL | | | | | | |
| 1-5-7000-8000 | CAPITAL - MRA GROUPS | 66,350 | 63,500 | - | 63,500 | - |
| 1-5-7003-8000 | CAPITAL - MRA DALKEITH | - | - | 13,745 | - | - |
| 1-5-7004-8000 | CAPITAL - MRA DUNVEGAN | - | - | 636 | - | - |
| 1-5-7005-8000 | CAPITAL - MRA FATHER GAUTHIER | - | - | 558 | - | - |
| 1-5-7006-8000 | CAPITAL - MRA GLEN ROBERTSON | - | - | 2,951 | - | - |
| | TOTAL CAPITAL | 66,350 | 63,500 | 17,890 | 63,500 | - |
| | Total Other Contributions | 484,582 | 273,480 | 269,555 | 223,423 | (50,057) |
| Recreation Building Water Legislation | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-7020-4260 | APPLE HILL COMMUNITY CENTRE | 1,428 | 1,428 | 43 | 1,428 | - |
| 1-4-7020-4261 | GLEN ROBERTSON COMMUNITY CENTRE | 1,429 | 1,429 | 208 | 1,429 | - |
| 1-4-7020-4262 | DUNVEGAN RECREATION CENTRE | 1,428 | 1,428 | 102 | 1,428 | - |
| 1-4-7020-4263 | DALKEITH RECREATION CENTRE | 1,429 | 1,429 | 1,579 | 1,429 | - |
| 1-4-7020-4264 | MAXVILLE RECREATION CENTRE | 1,428 | 1,428 | 114 | 1,428 | - |
| 1-4-7020-4265 | MAXVILLE LIBRARY | 1,429 | 1,429 | 17 | 1,429 | - |
| 1-4-7020-4266 | DALKEITH LIBRARY | 1,429 | 1,429 | 275 | 1,429 | - |
| | TOTAL EXPENDITURES | 10,000 | 10,000 | 2,338 | 10,000 | - |
| | Total Recreation Building Water Legislation | 10,000 | 10,000 | 2,338 | 10,000 | - |
| Library | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-7400-7160 | LIB - LIBRARY RENT | - | (18,159) | (36,341) | (18,159) | - |
| | TOTAL REVENUES | - | (18,159) | (36,341) | (18,159) | - |
| EXPENDITURES | | | | | | |
| 1-4-7400-2056 | LIB - HYDRO - DALKEITH & MAXVILLE & ALEX | 8,000 | 8,000 | 9,937 | 8,000 | - |
| 1-4-7400-2366 | LIB - BUILDING MAINTENANCE/SUPPLIES | 8,000 | 8,000 | 1,392 | 8,000 | - |
| 1-4-7400-4268 | LIB - ALEXANDRIA LIBRARY | - | 1,000 | - | 1,000 | - |
| | TOTAL EXPENDITURES | 16,000 | 17,000 | 11,329 | 17,000 | - |
| | Total Library | 16,000 | (1,159) | (25,012) | (1,159) | - |
| | TOTAL COMMUNITY SERVICES | 557,182 | 310,921 | 248,826 | 260,864 | (50,057) |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|--|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Department: Municipal Recreation Associations | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Alexandria - field repairs & tennis courts | 3,000 | | | | | | | | | |
| Apple Hill - Hall building repairs | 3,000 | | | | | | | | | |
| Dalkeith - hall upgrades & playground | 21,800 | | | | | | | | | |
| Dunvegan - upgrade lighting, electrical panel upgrades, welding bases of nets, garbage/recycling receptacles | 6,500 | | | | | | | | | |
| Father Gauthier - net replacement, upgrade lighting | 5,000 | | | | | | | | | |
| Glen Robertson - washroom upgrades (sinks, counters), upgrade lighting, hall building repairs, flagpole. | 20,000 | | | | | | | | | |
| Glen Sandfield - soccer supplies | 500 | | | | | | | | | |
| Greenfield - field repairs | 1,500 | | | | | | | | | |
| Laggan - soccer supplies | 1,000 | | | | | | | | | |
| Maxville - pickleball court resurfacing | 1,200 | | | | | | | | | |
| | | | | | | | | | | |
| Total Before Inflation | 63,500 | - | - | - | - | - | - | - | - | - |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 63,500 | - | - | - | - | - | - | - | - | - |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves | 63,500 | | | | | | | | | |
| Grants | | | | | | | | | | |
| Tax Base | | | | | | | | | | |
| Long Term Debt | | | | | | | | | | |
| Total Funding | 63,500 | - | - | - | - | - | - | - | - | - |

Economic Development

Departmental Overview

The Economic Development and Communications Department offers business retention and expansion support to existing and prospective businesses wishing to call North Glengarry their home. The Economic Development and Communications Officer provides 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. This includes information on grants and services, as well as a "concierge" style service designed to assist them through periods of change and growth.

The Director of Community Services and the Economic Development and Communications Officer work closely with the Community Development Committee and the Arts, Culture and Heritage Committee (ACHC) members.

This department also coordinates various communications pieces such as the What's New in North Glengarry Ads, the annual SDG/North Glengarry tax flyer, press releases for the Township's various departments; and website and Facebook updates.

2020 Accomplishments

The Township's Economic Activities are guided in large part by the Corporate Strategy (2019), the Corporate Communications Strategy (2020), the Economic Development Strategy and Action Plan (2016) and the Development and Marketing Strategy.

This year, COVID-19 had serious repercussions on the economy in our region. The Economic Development staff was especially busy during this time assisting businesses with information on grants, loans and funding opportunities that were announced by different federal and provincial agencies. The focus was on:

- Business Retention & Expansion
- Business Retention & Expansion related to the COVID-19 Pandemic
- Youth Retention
- Workforce Development
- North Glengarry Community Incentive Plan (CIP) & SDG Regional Incentives Program (RIP)
- Arts, Culture and Heritage
- Community Development Committee
- Branding

2021 Budget Challenges and Initiatives

Challenges

The Community Improvement Plan funding is proposed to remain at \$60,000. Due to the COVID-19 pandemic, the intake was low in 2020. Property owners, particularly commercial property owners, expressed that they were wary to invest in projects at the beginning of the pandemic when their financial outlook was unclear. Towards the end of the year, a shortage of building materials and contractors led to further constraints. Interest in the program increased in the Fall 2020 and is expected to return to normal in 2021.

The Regional Incentives Program differed in that intake of applications was high, largely due to an influx of new business owners seeking to retrofit buildings to launch new enterprises, as well as a selection of local entrepreneurs who had already decided to move forward with major, new construction projects this year.

This is the fifth and final year for the CIP program. Earlier this year the CIP was reviewed by staff and members of the ACHC. A few small, suggested changes were made to improve the program. The largest recommended change was the removal of the tax increment program which has proven difficult to administer and has never once been utilized since the program was created. Council approved an extension until December 31, 2021 to allow the review of the program to see if any components were required (or not) to better support the business community.

2021 Budget Initiatives

The Economic Development Department will continue with to support activities to new and existing businesses and residents.

The Development and Marketing Strategy will be a focus for the department this year.

2021 Goals

To continue to implement Economic Development activities according to the guidance given by the Community Development Committee, the Arts, Culture and Heritage Committee and the Township's Corporate Strategy, the Economic Development Strategy and Action Plan and the Development and Marketing Strategy

| PROPOSED BUDGET FOR THE FISCAL YEAR 2021 | | | | | | |
|--|--|-------------------|-------------------|--------------------|-----------------|-----------------|
| ECONOMIC DEVELOPMENT | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-1950-2036 | ECON DEV - SDG INCENTIVE PROGRAM | - | - | (21,464) | - | - |
| 1-3-1950-3000 | ECON DEV - WAGE SUBSIDY | (8,400) | (8,400) | (13,650) | (8,400) | - |
| 1-3-1950-3016 | ECON DEV - MAIN STREET REVITALIZATION | (25,000) | (25,000) | - | (25,000) | - |
| 1-3-1950-8001 | ECON DEV - TRANSFER FROM RESERVES | (15,000) | (30,000) | (30,000) | (23,000) | 7,000 |
| | TOTAL REVENUES | (48,400) | (63,400) | (65,114) | (56,400) | 7,000 |
| EXPENDITURES | | | | | | |
| 1-4-1950-1010 | ECON DEV - WAGES | 85,284 | 88,802 | 81,398 | 92,470 | 3,668 |
| 1-4-1950-1015 | ECON DEV - PART-TIME WAGES | 17,472 | 14,400 | - | 94,400 | 80,000 |
| 1-4-1950-1110 | ECON DEV - BENEFITS | 21,398 | 22,383 | 25,253 | 22,692 | 309 |
| 1-4-1950-2025 | ECON DEV - MILEAGE | 4,000 | 4,000 | 1,167 | 4,000 | - |
| 1-4-1950-2026 | ECON DEV - MEETING | 4,000 | 4,000 | 354 | 4,000 | - |
| 1-4-1950-2034 | ECON DEV - SPONSORSHIP | 10,000 | 10,000 | 8,000 | 10,000 | - |
| 1-4-1950-2035 | ECON DEV - TRAINING CONFERENCE | 6,000 | 6,000 | 343 | 6,000 | - |
| 1-4-1950-2036 | ECON DEV - SDG INCENTIVE PROGRAM | - | - | 21,464 | - | - |
| 1-4-1950-2049 | ECON DEV - CELL PHONES | 1,250 | 1,250 | 1,533 | 1,250 | - |
| 1-4-1950-2050 | ECON DEV - TELEPHONE | 300 | 300 | 144 | 300 | - |
| 1-4-1950-2100 | ECON DEV - POSTAGE | 400 | 400 | - | 400 | - |
| 1-4-1950-2125 | ECON DEV - SUPPLIES | 1,250 | 1,250 | 228 | 1,250 | - |
| 1-4-1950-2130 | ECON DEV - COMPUTER EXPENSE | - | - | 524 | - | - |
| 1-4-1950-2140 | ECON DEV - PHOTOCOPIER | 2,400 | 2,400 | 1,896 | 2,400 | - |
| 1-4-1950-2300 | ECON DEV - ADVERTISING | 28,500 | 25,000 | 9,819 | 25,000 | - |
| 1-4-1950-2410 | ECON DEV - MEMBERSHIP FEES | 1,000 | 1,000 | 1,541 | 1,000 | - |
| 1-4-1950-3016 | ECON DEV - MAIN STREET REVITALIZATION | 25,000 | 3,000 | - | 3,000 | - |
| 1-4-1950-3702 | ECON DEV - CIP IMPROVEMENT GRANT | 60,000 | 60,000 | 33,405 | 60,000 | - |
| 1-4-1950-3703 | ECON DEV - CIP OPERATING EXPENSE | 1,000 | 1,000 | 589 | 1,000 | - |
| | TOTAL EXPENDITURES | 269,254 | 245,185 | 187,658 | 329,162 | 83,977 |
| CAPITAL | | | | | | |
| 1-5-1950-8000 | CAPITAL - ECONOMIC DEVELOPMENT | 34,000 | 78,500 | 35,375 | 25,000 | (53,500) |
| | TOTAL CAPITAL | 34,000 | 78,500 | 35,375 | 25,000 | (53,500) |
| | TOTAL TAX LEVY ECONOMIC DEVELOPMENT | 254,854 | 260,285 | 157,919 | 297,762 | 37,477 |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|---|---------------|---------------|-------------|---------------|-------------|--------------|-------------|-------------|-------------|-------------|
| Department: Economic Development | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Interpretive Panels & Murals | 22,000 | 15,000 | | 15,000 | | | | | | |
| Bench & Cement at Munro McIntosh Location | 3,000 | | | | | | | | | |
| Banner (utility poles) | | 5,000 | | 5,000 | | | | | | |
| Glengarry Routes Maps | | 5,000 | | 5,000 | | 5,000 | | | | |
| Total Before Inflation | 25,000 | 25,000 | - | 25,000 | - | 5,000 | - | - | - | - |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 25,000 | 25,500 | - | 26,530 | - | 5,520 | - | - | - | - |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves | 23,000 | | | | | | | | | |
| Grants | | | | | | | | | | |
| Tax Base | 2,000 | 25,500 | - | 26,530 | - | 5,520 | | | | |
| Long Term Debt | | | | | | | | | | |
| Total Funding | 25,000 | 25,500 | - | 26,530 | - | 5,520 | - | - | - | - |

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, a Community Hall and sports fields, the Glengarry Sports Place which also houses an ice rink, a Community Hall sports fields, and the Glengarry Indoor Sports Complex (Tim Horton's Dome) with its multi-sports surface.

Recreation budgets reflect pre COVID amounts as there is uncertainty as to when these facilities may open and operate at their normal levels.

2020 Accomplishments

Administration

- A Program Coordinator was hired in October 2019. One of the more important projects that the Program Coordinator worked on in 2020 was the conversion of the Maxville & District Sports Complex' cement arena slab into a multi-sports pad for use by the community. The Program Coordinator will continue to work on programming as well as opportunities to increase the usage of our facilities, all the while respecting COVID-19 regulations.
- The User Fees and Charges By-law was revised and passed by Council in November 2020.
- Staff worked with the Eastern Ontario Health Unit to prepare Facility Reopening Plans for its Recreation Facilities. The first such plan was implemented at Island Park for the Beach and Splash Pad Areas. The Tim Hortons Dome followed in August and finally, the Glengarry Sports Palace and Maxville and District Sports Complex were reopened in October 2020.

Island Park

- Minor repairs were performed on the splash pad.
- COVID-19 signage was installed to inform users of the park on proper guidelines to be followed.
- The Boys and Girls Club operate a modified version of the Summer Camp at the Sandfield Centre.

Tim Hortons Dome

- Advertising was booked by schools and other organizations for four doors at the Dome.
- The Boys and Girls Club operate a youth program in these facilities on Thursdays until the COVID-19 shutdown.
- The replacement of the wood harnessing the membrane to the foundation was performed and seams were repaired by the Farley Group in late Summer 2020.

Maxville & District Sports Complex

- The Maxville & District Sports Complex' winter / spring activities were cut short by the COVID-19 pandemic.
- Council approved the conversion of the arena cement slab into a multi-sports pad. The facility opened to the public in October offering a walking / running track, three pickleball courts, one tennis court and a basketball court. Additional equipment to play ball hockey and soccer are available for use by the public.

Mill Square & waterfront lot

- A report was submitted to Council regarding jointly working with BT Engineering to complete the plan for Mill Square during the Main Street Alexandria exercise. Plans have been developed and were submitted to the community for comments. BT Engineering is to come back to the Township with final recommendations.

GSP

- The Glengarry Sports Palace's winter / spring activities were cut short by the COVID-19 pandemic.
- Annual inspection report was filed with TSSA for the chiller in the refrigeration plant and the elevator.
- The Canteen operator decided to discontinue his services when the facility reopened to the public in October 2020.
- The condenser from the Maxville & District Sports Complex was borrowed and installed at the Glengarry Sports Palace in December 2020 following the premature failure of the 6-year-old condenser.

2021 Budget Challenges and Initiatives

Challenges

Repairs to buildings and equipment increase as they age and several of the Township's recreation facilities are approaching the half-century mark.

In addition, it is foreseen that imminent regulatory safety requirements for facilities where the public may be deemed to be exposed to hazardous chemicals which increase training requirements and necessitate that additional monitoring mechanisms be installed in those buildings.

The arena slab in the Glengarry Sports Palace is past its lifecycle. Staff has applied to Investing in Canada Infrastructure Program and expects to hear back in late spring or early summer 2021.

COVID-19 has greatly impacted the facilities revenue streams.

2021 Budget Initiatives

- Dome
 - Patching of Tennis Court
- Glengarry Sports Palace
 - Refurbishment of facility (at minimum replacement of the arena slab)
- Island Park
 - 2nd phase repairs on interlock sidewalk
- King George Park
 - Finalize the relocate the electric panel at the King George Park.
- Maxville & District Sports Complex
 - Reinstatement of the condenser in time for the Fall 2021 season.
- Mill Square
 - Obtain architectural designs for Mill Square & Mill Lot.

2021 Goals

- Staff will continue with its training program at all levels of recreation to ensure that staff is compliant with regulatory requirements.
- Proceed with the Glengarry Sports refurbishment project after the winter 2021 ice season.
- The Department will continue its beautification work on its parks with specific attention to Island Park and the development of Mill Square. The process was initiated to consolidate the space at Mill Square (original Mill Square, the former Lauzon property, and the waterfront lot adjacent to the Garry Fen house) into a cohesive design along with the consultation that is being undertaken by the United Counties of SDG for Main Street Alexandria.
- Continue with the 2nd phase of repairs to the interlocking sidewalk at Island Park.
- Interactions will continue with the Department of Fisheries and Oceans to obtain approval to remove aquatic vegetation as of June 15, 2021.
- The Township will be in its second year of the three-year permit for its Geese Management Program.

| PROPOSED BUDGET FOR THE FISCAL YEAR 2021 | | | | | | |
|--|--|-------------------|-------------------|--------------------|------------------|-----------------|
| RECREATION | | | | | | |
| Maxville Sport Complex | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-7100-7122 | MSC - DONATIONS | - | - | (44) | - | - |
| 1-3-7100-7710 | MSC - HALL RENTAL | (9,000) | (7,000) | (3,945) | (7,000) | - |
| 1-3-7100-7711 | MSC - CANTEEN | (25,000) | (20,000) | (7,090) | (20,000) | - |
| 1-3-7100-7712 | MSC - BAR RECEIPTS | (12,000) | (8,000) | (3,739) | (8,000) | - |
| 1-3-7100-7713 | MSC - PRO SHOP | (1,000) | (1,000) | (587) | (1,000) | - |
| 1-3-7100-7714 | MSC - PEPSI MACHINE | (1,500) | (1,500) | (613) | (1,500) | - |
| 1-3-7100-7715 | MSC - BALL FIELDS RENTS | (1,000) | (500) | - | (500) | - |
| 1-3-7100-7716 | MSC - ADVERTISING | (7,000) | (7,000) | 954 | (7,000) | - |
| 1-3-7100-7719 | MSC - OTHER REVENUES | - | - | (5,997) | - | - |
| 1-3-7100-7720 | MSC - ICE RENTAL | (170,000) | (150,000) | (41,034) | (150,000) | - |
| 1-3-7100-7721 | MSC - FLOOR ICE SURFACE | - | - | (241) | - | - |
| 1-3-7100-8001 | MSC - TRANSFER FROM RESERVES | - | (17,000) | (3,315) | (4,950) | 12,050 |
| TOTAL REVENUES | | (226,500) | (212,000) | (65,651) | (199,950) | 12,050 |
| EXPENDITURES | | | | | | |
| 1-4-7100-1010 | MSC - WAGES | 97,440 | 100,924 | 87,736 | 97,739 | (3,185) |
| 1-4-7100-1015 | MSC - PART TIME WAGES | 113,274 | 90,930 | 32,634 | 46,493 | (44,437) |
| 1-4-7100-1035 | MSC - OVERTIME | 5,000 | 5,000 | 4,489 | 5,000 | - |
| 1-4-7100-1110 | MSC - BENEFITS | 61,285 | 58,895 | 47,348 | 57,321 | (1,574) |
| 1-4-7100-1225 | MSC - INSURANCE | 11,000 | 12,100 | 12,125 | 13,915 | 1,815 |
| 1-4-7100-2020 | MSC - HEALTH & SAFETY | 750 | 750 | 164 | 750 | - |
| 1-4-7100-2021 | MSC - WORK BOOTS & CLOTHING | 1,500 | 1,500 | 824 | 1,500 | - |
| 1-4-7100-2025 | MSC - MILEAGE & TRAVEL | 1,200 | 700 | 722 | 700 | - |
| 1-4-7100-2026 | MSC - MEETING ATTENDANCE | 600 | 600 | 365 | 600 | - |
| 1-4-7100-2028 | MSC - BOOK KING SOFTWARE | 1,500 | 1,500 | 524 | 1,500 | - |
| 1-4-7100-2030 | MSC - SPORTSFIELDS EXPENSES | 1,750 | 1,750 | 1,621 | 1,750 | - |
| 1-4-7100-2035 | MSC - CONFERENCES/ WORKSHOPS/TRAINING | 4,000 | 4,000 | 1,764 | 4,000 | - |
| 1-4-7100-2049 | MSC - CELL PHONE | 700 | 700 | 1,032 | 700 | - |
| 1-4-7100-2050 | MSC - TELEPHONE | 900 | 1,100 | 32 | 1,100 | - |
| 1-4-7100-2056 | MSC - HYDRO | 90,000 | 90,000 | 40,120 | 90,000 | - |
| 1-4-7100-2057 | MSC - WATER/SEWER | 2,500 | 6,000 | 1,199 | 6,000 | - |
| 1-4-7100-2065 | MSC - OIL FURANCE | 1,000 | - | - | - | - |
| 1-4-7100-2110 | MSC - TOOLS | 300 | 300 | 32 | 300 | - |
| 1-4-7100-2120 | MSC - OFFICE SUPPLIES | 500 | 500 | 189 | 500 | - |
| 1-4-7100-2124 | MSC - HOUSEKEEPING & JANITORIAL SUPP | 6,000 | 6,000 | 3,436 | 6,000 | - |
| 1-4-7100-2125 | MSC - MATERIALS/SUPPLIES | 2,000 | 2,000 | 538 | 2,000 | - |
| 1-4-7100-2126 | MSC - HALL SUPPLIES | 4,000 | 4,000 | 614 | 4,000 | - |
| 1-4-7100-2127 | MSC - PEPSI SUPPLIES | 2,000 | 1,500 | 770 | 1,500 | - |
| 1-4-7100-2130 | MSC - COMPUTER FEES & EQUIP. | 1,500 | 1,500 | 1,512 | 1,500 | - |
| 1-4-7100-2300 | MSC - ADVERTISING | 750 | 750 | 265 | 750 | - |
| 1-4-7100-2366 | MSC - BUILDING MAINTENANCE/GROUND MTCE | 40,000 | 40,000 | 34,420 | 40,000 | - |
| 1-4-7100-2367 | MSC - PROPANE | 35,000 | 35,000 | 11,842 | 35,000 | - |
| 1-4-7100-2368 | MSC - EQUIPMENT MTCE | 15,000 | 15,000 | 8,856 | 15,000 | - |
| 1-4-7100-2410 | MSC - ASOCIATION & MEMBERSHIP FEES | 1,000 | 1,000 | 160 | 1,000 | - |
| 1-4-7100-2564 | MSC - PRO SHOP | 1,000 | 1,000 | 410 | 1,000 | - |
| 1-4-7100-4010 | MSC - CONTRACTS/CONTRACTED SERVICES | 9,000 | 9,000 | 4,196 | 9,000 | - |
| 1-4-7100-5120 | MSC - SNOW REMOVAL | 7,000 | 7,000 | 4,560 | 7,000 | - |
| 1-4-7100-7711 | MSC - CANTEEN SUPPLIES | 10,000 | 8,000 | 3,165 | 8,000 | - |
| 1-4-7100-9000 | MSC - TRANSFERS TO RESERVES | - | - | 4,950 | - | - |
| TOTAL EXPENDITURES | | 529,449 | 508,999 | 312,614 | 461,618 | (47,381) |
| CAPITAL | | | | | | |
| 1-5-7100-8000 | CAPITAL - MSC | 38,000 | 17,000 | 3,315 | 85,000 | 68,000 |
| TOTAL CAPITAL | | 38,000 | 17,000 | 3,315 | 85,000 | 68,000 |
| TOTAL Maxville Sports Complex | | | | | | |
| | | 340,949 | 313,999 | 250,278 | 346,668 | 32,669 |

| Island Park | | | | | | |
|---------------------|--|-------------------|-------------------|--------------------|-----------------|-----------------|
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-7200-4101 | ISLAND PARK - FIELD LINING SPORTSFIELD R | (9,000) | (9,000) | - | (9,000) | - |
| 1-3-7200-7711 | ISLAND PARK - CANTEEN REVENUE | (1,000) | - | - | - | - |
| 1-3-7200-7712 | ISLAND PARK - BAR REVENUE | - | (1,000) | (541) | (1,000) | - |
| 1-3-7200-7748 | ISLAND PARK - DUMPING STATION | (250) | (250) | (66) | (250) | - |
| 1-3-7200-7750 | ISLAND PARK - CAMPING REVENUE | (500) | (100) | - | (100) | - |
| 1-3-7200-7751 | ISLAND PARK - HALL RENTAL | (20,000) | (10,000) | (3,482) | (10,000) | - |
| 1-3-7200-7753 | ISLAND PARK - OTHER REVENUE | (850) | (850) | (3,102) | (850) | - |
| 1-3-7200-8001 | ISLAND PARK - TRANSFER FROM RESERVES | (23,159) | - | - | - | - |
| | TOTAL REVENUES | (54,759) | (21,200) | (7,191) | (21,200) | - |
| EXPENDITURES | | | | | | |
| 1-4-7200-1010 | ISLAND PARK - WAGES | 92,788 | 98,106 | 112,489 | 103,107 | 5,001 |
| 1-4-7200-1015 | ISLAND PARK - PART TIME WAGES | 50,160 | 61,665 | 16,934 | 51,104 | (10,561) |
| 1-4-7200-1035 | ISLAND PARK - OVERTIME | 5,000 | 5,000 | 4,699 | 5,000 | - |
| 1-4-7200-1110 | ISLAND PARK - BENEFITS | 32,263 | 42,478 | 46,915 | 44,207 | 1,729 |
| 1-4-7200-1225 | ISLAND PARK - INSURANCE | 8,000 | 8,800 | 8,693 | 10,120 | 1,320 |
| 1-4-7200-2021 | ISLAND PARK - CLOTHING ALLOWANCE | 1,500 | 1,500 | 1,168 | 1,500 | - |
| 1-4-7200-2025 | ISLAND PARK - MILEAGE & TRAVEL | 500 | 500 | 41 | 500 | - |
| 1-4-7200-2026 | ISLAND PARK - MEETING ATTENDANCE | 1,500 | 500 | 357 | 500 | - |
| 1-4-7200-2028 | ISLAND PARK - BOOK KING SOFTWARE | 1,500 | 1,500 | 533 | 1,500 | - |
| 1-4-7200-2030 | ISLAND PARK - SPORTSFIELDS EXPENSE | 8,000 | 8,000 | 6,684 | 8,000 | - |
| 1-4-7200-2035 | ISLAND PARK - CONF/WORKSHOP/TRAINING | 3,500 | 3,500 | (322) | 3,500 | - |
| 1-4-7200-2049 | ISLAND PARK - CELL PHONE | 1,200 | 1,200 | 1,406 | 1,200 | - |
| 1-4-7200-2050 | ISLAND PARK - TELEPHONE | 500 | 500 | 431 | 500 | - |
| 1-4-7200-2055 | ISLAND PARK - ENBRIDGE | 2,500 | 2,500 | 2,434 | 2,500 | - |
| 1-4-7200-2056 | ISLAND PARK - HYDRO | 12,000 | 12,000 | 5,578 | 12,000 | - |
| 1-4-7200-2057 | ISLAND PARK - WATER/SEWER | 7,500 | 7,500 | 3,311 | 7,500 | - |
| 1-4-7200-2120 | ISLAND PARK - OFFICE SUPPLIES | 1,000 | 1,000 | 152 | 1,000 | - |
| 1-4-7200-2124 | ISLAND PARK - HOUSEKEEPING & JAN. SUPP | 7,000 | 7,000 | 4,240 | 7,000 | - |
| 1-4-7200-2125 | ISLAND PARK - MATERIALS/SUPPLIES | 1,550 | 1,550 | 247 | 1,550 | - |
| 1-4-7200-2126 | ISLAND PARK - BAR SUPPLIES | - | 1,000 | 114 | 1,000 | - |
| 1-4-7200-2128 | ISLAND PARK - VANDALISM REPAIRS | 1,000 | - | 407 | - | - |
| 1-4-7200-2130 | ISLAND PARK - COMPUTER EQUIPT & SUPPLIES | 1,000 | 1,000 | - | 3,040 | 2,040 |
| 1-4-7200-2140 | ISLAND PARK - PHOTOCOPIER EXPENSE | - | 600 | 1,099 | 600 | - |
| 1-4-7200-2300 | ISLAND PARK - ADVERTISING | 750 | 750 | - | 750 | - |
| 1-4-7200-2366 | ISLAND PARK - BUILDING MAINT/SUPPLIES | 7,000 | 11,000 | 7,830 | 11,000 | - |
| 1-4-7200-2368 | ISLAND PARK - EQUIPMENT MAINT/SUPLIES | 7,000 | 7,000 | 2,544 | 7,000 | - |
| 1-4-7200-2370 | ISLAND PARK - OUTDOOR FURN & ATTRIBUTES | 3,000 | 3,000 | - | 3,000 | - |
| 1-4-7200-2399 | ISLAND PARK - VEHICLE MAINTENANCE | 2,500 | 2,500 | 943 | 2,500 | - |
| 1-4-7200-2400 | ISLAND PARK - GAS/OIL/DIESEL | 6,000 | 6,000 | 4,195 | 6,000 | - |
| 1-4-7200-2410 | ISLAND PARK - MEMBERSHIP FEES | 1,000 | 1,000 | 333 | 1,000 | - |
| 1-4-7200-3704 | ISLAND PARK - MILL SQUARE OPERATING | - | 2,000 | 9,128 | 2,000 | - |
| 1-4-7200-4005 | ISLAND PARK - LANDSCAPING/FLOWERS | 10,000 | 10,000 | 7,329 | 10,000 | - |
| 1-4-7200-4010 | ISLAND PARK - CONTRACTS/CONTRACTED SERV | 25,159 | 5,000 | 407 | 5,000 | - |
| 1-4-7200-4102 | ISLAND PARK - TREE REMOVAL | 3,000 | 1,500 | - | 1,500 | - |
| 1-4-7200-4104 | ISLAND PARK - KING GEORGE PARK | - | 500 | - | 500 | - |
| 1-4-7200-4108 | ISLAND PARK - GOOSE MANAGEMENT STRATEGY | - | 250 | - | 250 | - |
| 1-4-7200-5010 | ISLAND PARK - GENERAL EXPENSES | - | - | 67 | - | - |
| 1-4-7200-8003 | ISLAND PARK - SPECIAL PROJECTS | 2,000 | 2,000 | - | 2,000 | - |
| 1-4-7200-8004 | ISLAND PARK - SPECIAL EVENTS/FESTIVALS | 1,500 | 1,500 | 1,337 | 1,500 | - |
| 1-4-7200-9000 | ISLAND PARK - TRANSFERS TO RESERVES | 2,500 | - | - | - | - |
| | TOTAL EXPENDITURES | 311,370 | 321,399 | 251,723 | 320,928 | (471) |
| CAPITAL | | | | | | |
| 1-5-7200-8000 | CAPITAL - ISLAND PARK | 37,000 | 31,500 | 5,985 | 7,500 | (24,000) |
| | TOTAL CAPITAL | 37,000 | 31,500 | 5,985 | 7,500 | (24,000) |
| | | | | | | |
| | Total Island Park | 293,611 | 331,699 | 250,517 | 307,228 | (24,471) |

| Dome | | | | | | |
|---------------------|--|-------------------|-------------------|--------------------|-----------------|-----------------|
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-7300-4100 | DOME - GLENG. WOMEN'S VOLLEYBALL | (4,000) | (4,000) | (2,434) | (4,000) | - |
| 1-3-7300-4101 | DOME - ADVERTIZING REVENUE | (1,400) | (2,700) | (535) | (2,700) | - |
| 1-3-7300-4102 | DOME - TENNIS REVENUES | (20,000) | (20,000) | (18,308) | (20,000) | - |
| 1-3-7300-4103 | DOME - TRACK REVENUES | (20,000) | (20,000) | (19,054) | (20,000) | - |
| 1-3-7300-4104 | DOME - FIELD REVENUES | (40,000) | (40,000) | (21,346) | (40,000) | - |
| 1-3-7300-4105 | DOME - VENDING REVENUES | (500) | (500) | (126) | (500) | - |
| 1-3-7300-4106 | DOME - LAWN BOWLING | (1,500) | - | - | - | - |
| 1-3-7300-4110 | DOME - BIRTHDAY PARTIES | (2,800) | (1,500) | (1,082) | (1,500) | - |
| 1-3-7300-7754 | DOME - NAMING RIGHTS - TIM HORTON | (5,000) | (5,000) | - | (5,000) | - |
| 1-3-7300-7755 | DOME - FLAG FOOTBALL LEAGUE | (3,300) | (3,300) | (2,062) | (3,300) | - |
| 1-3-7300-8001 | DOME - TRANSFER FROM RESERVES | - | (7,000) | (1,655) | (2,000) | 5,000 |
| | TOTAL REVENUES | (98,500) | (104,000) | (66,602) | (99,000) | 5,000 |
| EXPENDITURES | | | | | | |
| 1-4-7300-1010 | DOME - WAGES | 81,561 | 86,658 | 40,224 | 91,114 | 4,456 |
| 1-4-7300-1015 | DOME - PART TIME WAGES | 35,410 | 35,060 | 24,758 | 32,291 | (2,769) |
| 1-4-7300-1035 | DOME - OVERTIME | - | - | 1,962 | - | - |
| 1-4-7300-1110 | DOME - BENEFITS | 19,690 | 19,833 | 15,002 | 21,785 | 1,952 |
| 1-4-7300-1225 | DOME - INSURANCE | 1,100 | 1,210 | 1,136 | 1,392 | 182 |
| 1-4-7300-2021 | DOME - CLOTHING ALLOWANCE | 500 | 500 | 501 | 500 | - |
| 1-4-7300-2025 | DOME - MILEAGE | 1,300 | 800 | 48 | 800 | - |
| 1-4-7300-2028 | DOME - BOOK KING SOFTWARE | 1,500 | 1,500 | 533 | 1,500 | - |
| 1-4-7300-2030 | DOME - SPORTS EQUIP & SUPPLIES | 1,500 | 1,500 | 316 | 1,500 | - |
| 1-4-7300-2035 | DOME - TRAINING/CONFERENCE | 500 | 1,000 | 1,845 | 1,000 | - |
| 1-4-7300-2049 | DOME - CELL PHONE | 700 | 1,000 | 385 | 1,000 | - |
| 1-4-7300-2050 | DOME - TELEPHONE | 300 | 300 | 141 | 300 | - |
| 1-4-7300-2055 | DOME - ENBRIDGE | 45,000 | 45,000 | 27,852 | 45,000 | - |
| 1-4-7300-2056 | DOME - HYDRO | 20,000 | 20,000 | 14,827 | 20,000 | - |
| 1-4-7300-2057 | DOME - WATER/SEWER | 1,300 | 1,300 | 1,105 | 1,300 | - |
| 1-4-7300-2120 | DOME - OFFICE SUPPLIES | 1,000 | 1,000 | 175 | 1,000 | - |
| 1-4-7300-2124 | DOME - JANITORIAL SUPP & HOUSEKEEPING | 3,300 | 3,300 | 1,662 | 3,300 | - |
| 1-4-7300-2125 | DOME - SUPPLIES | 500 | 500 | 47 | 500 | - |
| 1-4-7300-2127 | DOME - VENDING SUPPLIES (PEPSI ..) | 500 | 500 | 38 | 500 | - |
| 1-4-7300-2130 | DOME - COMPUTER EQUIPT & SUPPLIES | 500 | 500 | 30 | 500 | - |
| 1-4-7300-2140 | DOME - PHOTOCOPIER EXPENSE | - | 100 | 149 | 100 | - |
| 1-4-7300-2300 | DOME - ADVERTISING | 750 | 750 | 118 | 750 | - |
| 1-4-7300-2366 | DOME - BLDG/PROP MAINT/SUPPLIES | 12,000 | 12,000 | 7,334 | 12,000 | - |
| 1-4-7300-2368 | DOME - EQUIPMENT MTCE | 2,000 | 2,000 | 2,808 | 2,000 | - |
| 1-4-7300-2371 | DOME - REFEREE | 1,200 | 1,200 | - | 1,200 | - |
| 1-4-7300-2399 | DOME - VEHICLE REPAIRS | 500 | 500 | - | 500 | - |
| 1-4-7300-4000 | DOME - VOLLEYBALL EXPENSE | 1,000 | 1,000 | - | 1,000 | - |
| 1-4-7300-4001 | DOME - RUNNING PROGRAM | - | 2,000 | 1,110 | 2,000 | - |
| 1-4-7300-4005 | DOME - LANDSCAPING | 2,000 | 500 | - | 500 | - |
| 1-4-7300-4010 | DOME - CONTRACTED SERVICES | - | - | 305 | - | - |
| 1-4-7300-4110 | DOME - BIRTHDAY SUPPLIES | 1,000 | 1,000 | 388 | 1,000 | - |
| 1-4-7300-4112 | DOME - OUTDOOR FURNITURE | 500 | 500 | - | 500 | - |
| 1-4-7300-4113 | DOME - FIELD MAINTENANCE | 2,000 | 2,000 | - | 2,000 | - |
| 1-4-7300-5010 | DOME - GENERAL EXPENSES | - | - | 3,341 | - | - |
| 1-4-7300-7755 | DOME-FLAG FOOTBALL | - | 100 | - | 100 | - |
| | TOTAL EXPENDITURES | 239,111 | 245,111 | 148,140 | 248,932 | 3,821 |
| CAPITAL | | | | | | |
| 1-5-7300-8000 | CAPITAL - DOME - INDOOR SPORTS COMPLEX | 40,000 | 17,000 | 9,655 | 2,000 | (15,000) |
| | TOTAL CAPITAL | 40,000 | 17,000 | 9,655 | 2,000 | (15,000) |
| | | | | | | |
| | Total Dome | 180,611 | 158,111 | 91,193 | 151,932 | (6,179) |

| Glengarry Sports Palace | | | | | | |
|-------------------------|--|-------------------|-------------------|--------------------|------------------|------------------|
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-7500-3003 | GSP - AGREEMENT SOUTH GLENGARRY | - | (50,000) | (50,000) | (50,000) | - |
| 1-3-7500-4105 | GSP - VENDING SUPPLIES | - | (750) | (257) | (750) | - |
| 1-3-7500-7122 | GSP - DONATIONS | - | (4,350) | - | (4,350) | - |
| 1-3-7500-7710 | GSP - HALL RENTAL | - | - | (1,640) | - | - |
| 1-3-7500-7712 | GSP - BAR RECEIPTS | - | (32,000) | (12,837) | (32,000) | - |
| 1-3-7500-7713 | GSP - SKATE SHARPENING | - | (6,000) | (2,294) | (6,000) | - |
| 1-3-7500-7714 | GSP - PEPSI MACHINES | - | - | (705) | - | - |
| 1-3-7500-7716 | GSP - BOARD ADVERTISING | - | (12,800) | - | (12,800) | - |
| 1-3-7500-7719 | GSP - OTHER REVENUES | - | (4,250) | (645) | (4,250) | - |
| 1-3-7500-7720 | GSP - ICE RENTAL | - | (197,500) | (128,625) | (197,500) | - |
| 1-3-7500-7721 | GSP - OTHER ICE RENTALS | - | (1,300) | (830) | (1,300) | - |
| 1-3-7500-7722 | GSP - PROGRAMMING | - | (20,000) | (6,465) | (20,000) | - |
| 1-3-7500-7723 | GSP - CANTEEN RENTAL | - | (2,400) | (600) | (2,400) | - |
| | TOTAL REVENUES | - | (331,350) | (204,898) | (331,350) | - |
| EXPENDITURES | | | | | | |
| 1-4-7500-1010 | GSP - WAGES | - | 168,882 | 114,628 | 165,476 | (3,406) |
| 1-4-7500-1015 | GSP - PART-TIME WAGES | - | 52,333 | 32,768 | 47,277 | (5,056) |
| 1-4-7500-1035 | GSP - OVERTIME | - | - | 6,062 | - | - |
| 1-4-7500-1110 | GSP - BENEFITS | - | 61,454 | 53,382 | 69,035 | 7,581 |
| 1-4-7500-1225 | GSP - INSURANCE | - | 15,121 | 15,121 | 17,389 | 2,268 |
| 1-4-7500-2020 | GSP - HEALTH & SAFETY | - | - | 13 | - | - |
| 1-4-7500-2021 | GSP - CLOTHING ALLOWANCE | - | 1,000 | 1,238 | 1,000 | - |
| 1-4-7500-2025 | GSP - MILEAGE | - | 1,500 | 145 | 1,500 | - |
| 1-4-7500-2026 | GSP - MEETING ATTENDANCE | - | - | 32 | - | - |
| 1-4-7500-2028 | GSP - BOOKING SOFTWARE | - | - | 524 | - | - |
| 1-4-7500-2030 | GSP - SPORTSFIELD EXPENSES | - | - | 111 | - | - |
| 1-4-7500-2035 | GSP - TRAINING/WORKSHOP | - | 4,500 | 883 | 4,500 | - |
| 1-4-7500-2049 | GSP - CELL PHONES | - | 1,000 | 1,416 | 1,000 | - |
| 1-4-7500-2050 | GSP - TELEPHONE | - | 500 | 283 | 500 | - |
| 1-4-7500-2055 | GSP - ENBRIDGE | - | 18,000 | 12,595 | 18,000 | - |
| 1-4-7500-2056 | GSP - HYDRO | - | 105,000 | 57,641 | 105,000 | - |
| 1-4-7500-2057 | GSP - WATER SEWER | - | 10,500 | 6,392 | 10,500 | - |
| 1-4-7500-2100 | GSP - POSTAGE | - | 200 | 72 | 200 | - |
| 1-4-7500-2110 | GSP - TOOLS | - | - | 68 | - | - |
| 1-4-7500-2120 | GSP - OFFICE SUPPLIES | - | 4,000 | 279 | 4,000 | - |
| 1-4-7500-2124 | GSP - HOUSEKEEPING/JANITORIAL SUPPLIES | - | 3,200 | 5,480 | 3,200 | - |
| 1-4-7500-2125 | GSP - MATERIAL/SUPPLIES | - | - | 270 | - | - |
| 1-4-7500-2126 | GSP - BAR/HALL EXPENSE | - | 15,000 | 4,956 | 15,000 | - |
| 1-4-7500-2127 | GSP - VENDING/PEPSI MACHINE | - | 400 | 357 | 400 | - |
| 1-4-7500-2130 | GSP - COMPUTER SUPPLIES | - | 1,500 | 90 | 2,180 | 680 |
| 1-4-7500-2140 | GSP - PHOTOCOPIER EXPENSE | - | - | 1,167 | - | - |
| 1-4-7500-2200 | GSP - AUDIT FEES | - | 3,000 | 2,800 | 3,000 | - |
| 1-4-7500-2300 | GSP - ADVERTISING | - | 500 | - | 500 | - |
| 1-4-7500-2366 | GSP - BUILDING EXPENSES | - | 75,000 | 40,499 | 75,000 | - |
| 1-4-7500-2367 | GSP - PROPANE | - | 1,200 | 803 | 1,200 | - |
| 1-4-7500-2368 | GSP - EQUIPMENT MTCE | - | 2,250 | 4,964 | 2,250 | - |
| 1-4-7500-2371 | GSP - REFEREE | - | - | 560 | - | - |
| 1-4-7500-2399 | GSP - VEHICLE MTCE | - | 1,200 | 1,756 | 1,200 | - |
| 1-4-7500-2400 | GSP - GAS | - | - | 375 | - | - |
| 1-4-7500-2410 | GSP - MEMBERSHIP FEES | - | 600 | 199 | 600 | - |
| 1-4-7500-2564 | GSP - SKATE SHARPENING | - | 500 | 662 | 500 | - |
| 1-4-7500-4010 | GSP - CONTRACTED SERVICES | - | 1,000 | 8,798 | 1,000 | - |
| 1-4-7500-5010 | GSP - GENERAL EXPENSES | - | 5,500 | 18 | 5,500 | - |
| 1-4-7500-5120 | GSP - SNOW REMOVAL | - | - | 3,255 | - | - |
| 1-4-7500-7722 | GSP - PROGRAMMING | - | 10,250 | 2,202 | 10,250 | - |
| 1-4-7500-9000 | GSP - TRANSFERS TO RESERVES | - | 125,000 | 125,000 | 125,000 | - |
| | TOTAL EXPENDITURES | - | 690,090 | 507,864 | 692,157 | 2,067 |
| CAPITAL | | | | | | |
| 1-5-7500-8000 | CAPITAL - GSP | - | 106,000 | - | - | (106,000) |
| | TOTAL CAPITAL | - | 106,000 | - | - | (106,000) |
| | Total Glengarry Sports Palace | - | 464,740 | 302,966 | 360,807 | (103,933) |
| | TOTAL TAX LEVY RECREATION | 815,171 | 1,268,549 | 894,954 | 1,166,635 | (101,914) |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|--|---------------|----------|----------------|----------|----------|----------|----------|----------|----------|----------|
| Department: Maxville Sports Complex | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Refurbishments | | | 250,000 | | | | | | | |
| Water connection (left over from 2019) | 5,000 | | | | | | | | | |
| Netting | 50,000 | | | | | | | | | |
| Condenser Unit | 30,000 | | | | | | | | | |
| Total Before Inflation | 85,000 | - | 250,000 | - | - | - | - | - | - | - |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 85,000 | - | 260,100 | - | - | - | - | - | - | - |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves | 4,950 | | | | | | | | | |
| Grants | | | 125,000 | | | | | | | |
| Tax Base | 80,050 | | | | | | | | | |
| Long Term Debt | | | 135,100 | | | | | | | |
| Total Funding | 85,000 | - | 260,100 | - | - | - | - | - | - | - |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|---|--------------|---------------|----------------|----------------|----------|----------|----------|----------|----------|----------|
| Department: Island Park | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Chairs & Tables | | 8,000 | | | | | | | | |
| Rehabilitate or new play structure | | 15,000 | | | | | | | | |
| Interlocking sidewalk repairs | 7,500 | | | | | | | | | |
| Mill Square refurbishing Landscaping, Bike racks) | | 30,000 | | | | | | | | |
| Maintenance Building Park | | | 100,000 | | | | | | | |
| Siding Sandfield Building | | | 30,000 | | | | | | | |
| New Tennis Installations | | | | 150,000 | | | | | | |
| Mill Square Plans | | | | | | | | | | |
| | | | | | | | | | | |
| Total Before Inflation | 7,500 | 53,000 | 130,000 | 150,000 | - | - | - | - | - | - |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 7,500 | 54,060 | 135,252 | 159,181 | - | - | - | - | - | - |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves | - | | | | | | | | | |
| Grants | | | | | | | | | | |
| Tax Base | 7,500 | 54,060 | 135,252 | 159,181 | | | | | | |
| Long Term Debt | | | | | | | | | | |
| Total Funding | 7,500 | 54,060 | 135,252 | 159,181 | - | - | - | - | - | - |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|---|--------------|----------|----------|----------------|----------|----------|----------|----------|----------|----------|
| Department: Dome | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Tennis Court Patching | 2,000 | | | | | | | | | |
| Refurbish Field Pitch | | | | 175,000 | | | | | | |
| Refurbish Track | | | | 50,000 | | | | | | |
| Tennis Court Asphalt, Painting and Lining | | | | 50,000 | | | | | | |
| Total Before Inflation | 2,000 | - | - | 275,000 | - | - | - | - | - | - |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 2,000 | - | - | 291,832 | - | - | - | - | - | - |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves | 2,000 | | | | | | | | | |
| Grants | | | | | | | | | | |
| Tax Base | | | | | | | | | | |
| Long Term Debt | | | | 291,832 | | | | | | |
| Total Funding | 2,000 | - | - | 291,832 | - | - | - | - | - | - |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|-------------------------------------|----------|----------------|---------------|----------|----------|---------------|----------------|---------------|---------------|----------|
| Department: Glengarry Sports Palace | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Electric Edger | | 6,000 | | | | | | | | |
| GSP Field Refurbishment | | 10,000 | | | | | | | | |
| Ice Resurfacer & laser | | 125,000 | | | | | | | | |
| Compressor # 1 Refurbishment | | 10,000 | | | | 10,000 | | | | |
| Compressor # 2 Refurbishment | | | 10,000 | | | | | 10,000 | | |
| Condenser | | | | | | | 100,000 | | | |
| Chiller | | | | | | | | | 65,000 | |
| Total Before Inflation | - | 151,000 | 10,000 | - | - | 10,000 | 100,000 | 10,000 | 65,000 | - |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | - | 154,020 | 10,404 | - | - | 11,041 | 112,616 | 11,487 | 76,158 | - |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves | | | | | | | | | | |
| Grants | | | | | | | | | | |
| Tax Base | | 154,020 | 10,404 | | | 11,041 | 112,616 | 11,487 | 76,158 | |
| Long Term Debt | | | | | | | | | | |
| Total Funding | - | 154,020 | 10,404 | - | - | 11,041 | 112,616 | 11,487 | 76,158 | - |

Fire Services Department

Departmental Overview

The fire department continues to build a framework for a fire protection delivery model that promotes an integrated and balanced approach by utilizing the three lines of defence.

- Public Fire Safety
- Fire Safety Standards
- Emergency Response

The department consist of 3 stations located in Alexandria, Apple Hill, and Maxville largely supported by volunteer firefighters. We continue to strive to meet all goals and implement regulations from the Office of the Fire Marshal while providing recommendations to ensure the Township has an effective and efficient Fire Department.

2020 Accomplishments

In 2020, the fire department were faced with many challenges with the global COVID-19 pandemic, increased call volumes, fleet maintenance, and capital projects. The department overcame all the challenges, improving our communications system, training program, increasing all our health and safety of our members, implementing standard operating procedures in order to make our department effective.

The department accomplished numerous capital project which included:

Training Centre

The development of our new multi-level training centre, will permit delivery of training and education program based on National Fire Protection Association (NFPA). Our department will be entering into learning contract with the Ontario Fire College to deliver standardize curriculum courses recognized by the Ontario Fire College.

Communication System

Phase 1 to 3 of the new communication system was installed and is operational. The new system consisting of a multi-site - tier 2 simulcast DMR system now provides our township vast amount capabilities throughout our township. New user gear including mobile, portable radios and pagers were acquired.

The communication solution will be implemented to include our emergency management and roads department in 2021.

Building Renovations

Renovations were completed at Station 1 – Alexandria to address our administrative requirements. We have upgraded our lighting and heating systems, throughout the 3 stations which has provided an effective cost reduction.

Pumper/Tanker – Station 2

New 2019 Freightliner Pumper/Tanker was purchased from Battleshield industries which replaced 1995 GMC Tanker.

Pick-up Truck/SUV

New 2020 Chevrolet Tahoe, was purchased and placed into service as a command vehicle, where incident can be coordinated, providing front-line structured technology on-scene.

Used aerial purchase

In the last quarter of 2020, we acquired a used 1999 Pierce Lance 100” platform aerial. This new apparatus will enhance our department fire suppression abilities and when addressing the needs of the requirements of risk assessment and the building stock profile of the township.

SCBA Masks

In order to protect each member through the COVID-19 pandemic, each member was issued their own personal self-contained breathing apparatus face piece. The department purchased an additional 30 used refurbished mask through Dalmatian Fire Equipment. This was implemented to avoid potential cross-contamination between members.

Dual Purpose coveralls

As COVID-19 emerged the department implemented various operation policies to support the operational requirement and ensure we can operate within the environment of COVID-19. As a result, in order to protect the health and safety of members, personal issued dual-purpose coveralls were purchased through M&L Supply.

Online Training and Maintenance Software

Due to COVID-19 the department were required to suspend in-person training for a period. This presented various issues in ensuring we can meet provincial standards and remain operationally effective. As a result, the department have acquired an on-line training platform Target Solutions where member will be able to access training virtually which meet NFPA, OSHA and provincial standards. The solution provided the ability to track all inventory and maintenance our fleet. The training platform will be live starting January 1st, 2021.

2021 Budget Challenges and Initiatives

Challenges

In 2020 our department fleet experienced many challenges in ensuring we meet safety standards. A proper maintenance program was implemented to ensure our fleet remains in overall good condition, in order to meet NFPA standards for the life expectancy and maintenance of our front-line emergency vehicles. The state of our fleet is key to the service level we provide the Township, and the ability of our Department to function effectively. In 2011 a fleet review was conducted followed by a Fire

Department review in 2013, both reviews outlined the necessities and requirements to maintain our fleet to the NFPA standards.

The fire department have identified through the 10-year capital fleet plan, one vehicle in the fleet to be replaced. Currently the 2001 Freightliner Tanker located at Station 3 – Maxville will be surpassing its life expectancy of 20 years.

In efforts to minimize financial burden due to COVID-19, the department is recommending deferring the replacement of this vehicle until 2022. The department will continue to ensure the vehicle meets all provincial and NFPA maintenance standards.

2021 Budget Initiatives

- New recruit personnel protective equipment
- Phase 4 - Communication Phase

2021 Goals

The Fire department will continue to modernize and strive to meet all provincial and national standards; our members will continue to be trained to NFPA standards at our new training facility. Through the deferment of the replacement of Tanker 3, in Maxville, will continue to ensure our fleet meet the NFPA standards, and will permit our department to conduct a Fire Underwriters Survey assessment (FUS) in effort to receive an improved fire insurance grading for our rural sectors.

We continue to strive to ensure our members are equipped with the proper health and safety equipment and procedures. Through the global pandemic of COVID-19, our standards of decontamination have increased while ensuring our normal protocols are continuously assessed to ensure we remain operational.

Phase 4 of the communication system will address our connection issues with our dispatch centre in Cornwall. This upgrade will ensure our department communication system is internal and not reliant on internet service providers (ISP) as a link which has caused outage during critical incidents.

Our fire prevention and inspection program will continue to provide fire safety, education programs throughout the township through initiatives guided by the Ontario Fire Marshal office.

| PROPOSED BUDGET FOR THE FISCAL YEAR 2021 | | | | | | |
|--|--------------------------------------|-------------------|-------------------|--------------------|------------------|------------------|
| FIRE SERVICES | | | | | | |
| Fire Department | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-2000-7122 | FIRE DEPT DONATIONS | - | - | (2,000) | - | - |
| 1-3-2000-7200 | FIRE - BURN PERMITS | - | (3,000) | (4,550) | (3,000) | - |
| 1-3-2000-7206 | FIRE - MANDATORY INSPECTIONS | (6,000) | (6,000) | (1,050) | (6,000) | - |
| 1-3-2000-7230 | FIRE - FEES FROM RESIDENTS | (30,000) | (30,000) | 2,881 | (30,000) | - |
| 1-3-2000-7231 | FIRE - FEES OTHER MUNICIPALITIES | (1,000) | (1,000) | (10,562) | (10,000) | (9,000) |
| 1-3-2000-7233 | FIRE - REVENUES MTO CLAIMS | (27,000) | (27,000) | (23,232) | (27,000) | - |
| 1-3-2000-7754 | FIRE - OTHER REVENUE | - | - | (1,000) | - | - |
| 1-3-2000-7850 | FIRE - SALE OF EQUIPMENT | (20,000) | (20,000) | (39,720) | (20,000) | - |
| 1-3-2000-8001 | FIRE - TRANSFER FROM RESERVES | (160,000) | (265,000) | (265,000) | (5,000) | 260,000 |
| | TOTAL REVENUES | (244,000) | (352,000) | (344,233) | (101,000) | 251,000 |
| EXPENDITURES | | | | | | |
| 1-4-2000-1010 | FIRE - WAGES | 132,282 | 124,834 | 112,480 | 108,252 | (16,582) |
| 1-4-2000-1015 | FIRE - PART-TIME WAGES | 234,018 | 234,018 | 240,086 | 250,981 | 16,963 |
| 1-4-2000-1035 | FIRE - OVERTIME | - | - | 97 | - | - |
| 1-4-2000-1110 | FIRE - EMPLOYEE BENEFITS | 21,332 | 15,652 | 25,319 | 14,725 | (927) |
| 1-4-2000-1210 | FIRE - WSIB CLAIMS PAID | - | - | 1,279 | - | - |
| 1-4-2000-1225 | FIRE - INSURANCE | 58,775 | 64,653 | 64,785 | 74,351 | 9,698 |
| 1-4-2000-1500 | FIRE - LOAN PAYMENT VEHICLES | 142,000 | 178,500 | 150,719 | 164,000 | (14,500) |
| 1-4-2000-1510 | FIRE - LOAN PAYMENT SCBA EQUIPMENT | 31,000 | 31,000 | 29,891 | 31,000 | - |
| 1-4-2000-2013 | FIRE - COMM. EQUIP. MTCE | - | - | 1,592 | - | - |
| 1-4-2000-2021 | FIRE - PERSONAL PROTECTIVE EQUIP | 22,000 | 25,000 | 26,293 | 25,000 | - |
| 1-4-2000-2025 | FIRE - MILEAGE & TRAVEL | 4,000 | 1,000 | 118 | 1,000 | - |
| 1-4-2000-2026 | FIRE - MEETING | 500 | 500 | - | 500 | - |
| 1-4-2000-2027 | FIRE - INSURANCE CLAIM | - | - | 3,316 | - | - |
| 1-4-2000-2039 | FIRE - RESPONSE EXPENSES | - | - | 1,207 | 2,500 | 2,500 |
| 1-4-2000-2040 | FIRE - TRAINING | 24,000 | 24,000 | 5,917 | 24,000 | - |
| 1-4-2000-2041 | FIRE - Prevention | 4,000 | 4,000 | 1,487 | 4,000 | - |
| 1-4-2000-2048 | FIRE - DISPATCH SERVICE | 36,414 | 36,414 | 38,364 | 36,414 | - |
| 1-4-2000-2049 | FIRE - CELL PHONES | 6,000 | 6,000 | 6,214 | 6,000 | - |
| 1-4-2000-2050 | FIRE - TELEPHONE | 2,000 | 2,000 | 1,693 | 2,000 | - |
| 1-4-2000-2051 | FIRE - COURIER | - | - | 960 | 2,500 | 2,500 |
| 1-4-2000-2055 | FIRE - ENBRIDGE | 5,500 | 5,500 | 4,145 | 5,500 | - |
| 1-4-2000-2056 | FIRE - HYDRO | 22,000 | 22,000 | 16,060 | 22,000 | - |
| 1-4-2000-2057 | FIRE - WATER/SEWER | 2,000 | 2,000 | 2,707 | 2,000 | - |
| 1-4-2000-2065 | FIRE - FURNACE OIL/PROPANE | 8,000 | 8,000 | 4,746 | 8,000 | - |
| 1-4-2000-2079 | FIRE - FIRST AID MATERIALS | 1,500 | 1,500 | 504 | 1,500 | - |
| 1-4-2000-2102 | FIRE - TRAINING PROPERTY RENTAL | - | 2,040 | 2,025 | 2,150 | 110 |
| 1-4-2000-2110 | FIRE - TOOLS/EQUIPMENT REPLACEMENT | 9,000 | 9,000 | 286 | 9,000 | - |
| 1-4-2000-2111 | FIRE - UNIFORMS | 9,000 | 9,000 | 4,285 | 9,000 | - |
| 1-4-2000-2112 | FIRE - NEW EQUIPMENT | 15,000 | 15,000 | 16,077 | 15,000 | - |
| 1-4-2000-2120 | FIRE - OFFICE SUPPLIES | 1,000 | 1,000 | 674 | 750 | (250) |
| 1-4-2000-2124 | FIRE - JANITORIAL-HOUSEKEEPING | 500 | 750 | 540 | 750 | - |
| 1-4-2000-2125 | FIRE - MATERIAL/SUPPLIES | 9,000 | 6,000 | 3,810 | 4,000 | (2,000) |
| 1-4-2000-2130 | FIRE - COMPUTER EQUIP & SUPPLIES | 4,000 | 5,000 | 9,155 | 6,000 | 1,000 |
| 1-4-2000-2131 | FIRE - CLOUD HOSTING | - | - | 1,553 | 1,800 | 1,800 |
| 1-4-2000-2140 | FIRE - PHOTOCOPIER EXPENSE | - | 1,000 | 3,687 | 4,000 | 3,000 |
| 1-4-2000-2150 | FIRE - MAINTENANCE OF FIRE WELLS | 2,000 | 2,000 | - | 1,000 | (1,000) |
| 1-4-2000-2210 | FIRE - LEGAL FEES | 1,000 | 1,000 | - | 1,000 | - |
| 1-4-2000-2270 | FIRE - FIRE FEES | 30,000 | 30,000 | 24,817 | 30,000 | - |
| 1-4-2000-2300 | FIRE - ADVERTISING | 2,000 | 2,000 | 990 | 1,500 | (500) |
| 1-4-2000-2305 | FIRE - RECOGNITION | 4,000 | 4,000 | - | 4,000 | - |
| 1-4-2000-2366 | FIRE - BUILDING MAINTENANCE/SUPPLIES | 13,000 | 13,000 | 17,514 | 13,000 | - |
| 1-4-2000-2367 | FIRE - RADIO LICENCES | 5,000 | 5,000 | 6,293 | 5,000 | - |
| 1-4-2000-2368 | FIRE - EQUIPMENT MAINTENANCE | 15,000 | 25,000 | 26,839 | 25,000 | - |
| 1-4-2000-2369 | FIRE - PPE MAINTENANCE | 4,000 | 10,000 | 11,735 | 10,000 | - |
| 1-4-2000-2399 | FIRE - VEHICLE MAINTENANCE | 19,000 | 25,000 | 48,330 | 33,500 | 8,500 |
| 1-4-2000-2400 | FIRE - GAS/OIL/DIESEL | 8,000 | 8,000 | 13,236 | 10,000 | 2,000 |
| 1-4-2000-2410 | FIRE - ASSOCIATION & MEMBERSHIP FEES | 2,000 | 2,000 | 259 | 2,000 | - |
| 1-4-2000-3010 | FIRE - EQUIPMENT LEASING | 30,000 | 37,800 | 22,898 | 45,000 | 7,200 |
| 1-4-2000-5010 | FIRE - GENERAL EXPENSES | 2,000 | 2,000 | 479 | 800 | (1,200) |
| 1-4-2000-5021 | FIRE - UNCOLLECTBLE DEBTS | 3,000 | - | - | - | - |
| 1-4-2000-7200 | FIRE - BURN PERMIT EXPENSE | - | - | 992 | 1,000 | 1,000 |
| | TOTAL EXPENDITURES | 944,821 | 1,002,161 | 956,453 | 1,021,473 | 19,312 |
| CAPITAL | | | | | | |
| 1-5-2000-8000 | CAPITAL - FIRE DEPARTMENT | - | 295,000 | 315,465 | 125,000 | (170,000) |
| 1-5-2002-8000 | CAPITAL - COMMUNICATIONS INFRASTRUC | 75,000 | - | - | - | - |
| 1-5-2003-8000 | CAPITAL - FIREWELLS | 20,000 | - | - | - | - |
| 1-5-2004-8000 | CAPITAL - STATION RENOVATIONS | 20,000 | - | - | - | - |
| 1-5-2005-8000 | CAPITAL - TRAINING FACILITY | 45,000 | - | - | - | - |
| | TOTAL CAPITAL | 160,000 | 295,000 | 315,465 | 125,000 | (170,000) |
| | Total Fire Department | 860,821 | 945,161 | 927,685 | 1,045,473 | 100,312 |

| Community Emergency Management Committee (CEMC) | | | | | | |
|---|------------------------------------|-------------------|-------------------|--------------------|------------------|----------------|
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-2900-1010 | CEMC - WAGES | - | - | 1,682 | 4,788 | 4,788 |
| 1-4-2900-1015 | CEMC - PT TIME WAGES | 2,000 | 4,610 | 1,254 | - | (4,610) |
| 1-4-2900-1110 | CEMC - BENEFITS | - | 579 | 341 | 653 | 74 |
| 1-4-2900-2035 | CEMC - CONFERENCES/TRAINING/WORKSH | 2,500 | 2,500 | 182 | 2,500 | - |
| 1-4-2900-2120 | CEMC - OFFICE SUPPLIES | 500 | 500 | 250 | 500 | - |
| 1-4-2900-2125 | CEMC - MATERIALS/SUPPLIES | 500 | 500 | - | 500 | - |
| 1-4-2900-2223 | CEMC - CONSULTANT | 500 | 500 | - | 500 | - |
| 1-4-2900-2325 | CEMC - PUBLICITY/PUBLIC AWARENESS | 1,000 | 1,000 | 304 | 1,000 | - |
| 1-4-2900-5010 | CEMC - GENERAL EXPENSES | - | - | 28 | - | - |
| | TOTAL EXPENDITURES | 7,000 | 10,189 | 4,041 | 10,441 | 252 |
| | | | | | | |
| | Total CEMC | 7,000 | 10,189 | 4,041 | 10,441 | 252 |
| | | | | | | |
| | TOTAL FIRE SERVICES | 867,821 | 955,350 | 931,726 | 1,055,914 | 100,564 |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|-------------------------------|----------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| Department: Fire | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Station Renovations | 15,000 | | | | | | | | | |
| PPE Gear | 25,000 | | 25,000 | | 25,000 | | 25,000 | | 25,000 | |
| Communications | 50,000 | | | | | | | | | |
| Extrication Equipment | 35,000 | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| Total Before Inflation | 125,000 | - | 25,000 | - | 25,000 | - | 25,000 | - | 25,000 | - |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 125,000 | - | 26,010 | - | 27,061 | - | 28,154 | - | 29,291 | - |
| | | | | | | | | | | |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves | 5,000 | | | | | | | | | |
| Grants | | | | | | | | | | |
| Tax Base | 120,000 | | 26,010 | | 27,061 | | 28,154 | | 29,291 | |
| Long Term Debt | | | | | | | | | | |
| Total Funding | 125,000 | - | 26,010 | - | 27,061 | - | 28,154 | - | 29,291 | - |

Corporate Fleet

Overview

The Township should look at its total Fleet needs versus looking at only current year needs. The following shows the impact on the tax base and provides a 10-year capital projection of fleet needs.

| PROPOSED BUDGET FOR THE FISCAL YEAR 2021 | | | | | | |
|--|-----------------------------|----------------|------------------|------------------|----------------|------------------|
| FLEET | | | | | | |
| Account Code | Account Description | 2019 FINAL | 2020 FINAL | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-2000-8100 | FIRE - FINANCE CAPITAL | - | (450,000) | (430,000) | - | 450,000 |
| | TOTAL REVENUES | - | (450,000) | (430,000) | - | 450,000 |
| CAPITAL | | | | | | |
| 1-5-3000-8000 | CAPITAL - CORPORATE FLEET | 486,000 | 896,395 | 572,274 | 604,735 | (291,660) |
| | TOTAL CAPITAL | 486,000 | 896,395 | 572,274 | 604,735 | (291,660) |
| | TOTAL TAX LEVY FLEET | 486,000 | 446,395 | 142,274 | 604,735 | 158,340 |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|--|---------|---------|---------|---------|---------|---------|---------|---------|--------|---------|
| Department: Fleet | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Backhoe - Unit # 54 (2010), Roads Dept. | | | | 150,000 | | | | | | |
| 1/2 Ton Truck - Unit 50 (2009), Roads Dept. | 35,000 | | | | | | | | | |
| 1/2 Ton Truck - Unit 48 (2009), Water Dept. | | | 35,000 | | | | | | | |
| Weed Harvester #91 (2016) | | | | | | | | | | 160,000 |
| 1/2 Ton Truck - Unit 88 (2008) | | 45,000 | | | | | | | | |
| 1/2 ton truck #64 (2011) | | 40,000 | | | | | | | | |
| Tandem Truck - Unit # 14 (2001) | 275,000 | | | | | | | | | |
| Tandem Truck - Unit #22 (2004) | | | | | | 275,000 | | | | |
| Tandem Truck - Unit # 35 (2008) | | | | 275,000 | | | | | | |
| Tandem Truck - Unit # 36 (2008) | | | 275,000 | | | | | | | |
| 1/2 Ton Truck - Unit # 75 (2014) | | | | | 40,000 | | | | | |
| 1/2 Ton Truck - Unit # 60 (2011) | | | | 50,000 | | | | | | |
| 3/4 Ton Truck - Unit # 61 (2011) | | 50,000 | | | | | | | | |
| 3/4 Ton Truck - Unit # 62 (2011) | | | | | | 50,000 | | | | |
| Tandem Truck - Unit # 37 (2008) | | | | | 275,000 | | | | | |
| Loader - Unit # 76 (2014) | | | | | 200,000 | | | | | |
| Sidewalk Vehicle - Unit # 66 (2011) | 215,735 | | | | | | | | | |
| Tandem Truck - Unit # 70 (1999) | | 275,000 | | | | | | | | |
| Tandem Truck - Unit #82 (2016) | | | | | | | 300,000 | | | |
| 1/2 Ton Truck - Unit #78 (2015) | | | | | | 40,000 | | | | |
| 1/2 Ton Truck - Unit #85 (2016) | | | | | | | | 50,000 | | |
| 1/2 Ton Truck - Unit #92 | | | | 40,000 | | | | | | |
| Tractor #83 92016) | | | | | | | | | | 60,000 |
| Larue Blower - Unit # 77 (2015) | | | | | | | | 130,000 | | |
| 3/4 Ton Truck - Unit # 84, 4X4 (2016) | | | | | | 50,000 | | | | |
| 3/4 Ton Truck - Unit # 95, 4X4 (2017) | | | | | | | | | | 50000 |
| Pumper Truck - Unit # 67 (1990) | | 80,000 | | | | | | | | |
| Sidewalk Vehicle - Unit # 93 (2016) | | | | | | | 215,735 | | | |
| Grader - Unit # 65 (2012) | | | 400,000 | | | | | | | |
| Excavator - Unit # 94 (2015) | | | | | | | | 250,000 | | |
| 1/2 Ton Truck - Unit # 49 (2009) | | | 40,000 | | | | | | | |
| Kubota Tractor - Unit # 69 (2012) | | | | | | | | | 70,000 | |
| Fire - Pumper/Tanker - Station 3 - Maxville | | 510,000 | | | | | | | | |
| Fire - Pumper - Station 1 - Alexandria | | | 700,000 | | | | | | | |
| Fire - Pick up - Station 3 - Brush fire truck | | | | 60,000 | | | | | | |
| Fire - Rescue Vehicle - Station 3 - Maxville | | | | | 325,000 | | | | | |
| Fire - Rescue Vehicle - Station 2 - Apple Hill | | | | | | 325,000 | | | | |
| Ice Resurfacers - Maxville | | | 80,000 | | | | | | | |
| Lawn mower | | | 8,000 | | | | | | | |
| Club Cadet | | | | 8,000 | | | | | | |
| Club cadet | | | | 8,000 | | | | | | |

| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|---|----------------|------------------|------------------|----------------|------------------|----------------|----------------|----------------|----------------|----------------|
| ATV Electric | | | | | 15,000 | | | | | |
| Ice Resurfacer Alexandria | | | | | 80,000 | | | | | |
| Lawn mower | | | | | 8,000 | | | | | |
| Mower trailer | | | | | 6,300 | | | | | |
| Pick up 1500 with 6 ft bed | | | | | | | 38,000 | | | |
| Lawn mower | | | | | | | 8,000 | | | |
| Pick up truck 2500, with 8 ft bed | | | | | | | | 40,000 | | |
| Lawn mower | | | | | | | | 8,000 | | |
| Tractor 55hp with mower, mower, push blades | | | | | | | | 37,000 | | |
| RARE - truck tires | 14,000 | | | | | | | | | |
| Float (used) | 35,000 | | | | | | | | | |
| 1 Ton Dump Truck | 30,000 | | | | | | | | | |
| Tadem Truck #106 (2019) | | | | | | | | | 300,000 | |
| Total Before Inflation | 606,756 | 1,002,022 | 1,540,023 | 593,024 | 951,325 | 742,026 | 563,762 | 517,028 | 372,029 | 272,030 |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 606,756 | 1,022,062 | 1,602,240 | 629,322 | 1,029,745 | 819,257 | 634,888 | 593,903 | 435,891 | 325,101 |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves | | | | | | | | | | |
| Grants | | | | | | | | | | |
| Tax Base | 606,756 | 512,062 | 502,240 | 629,322 | 429,745 | 819,257 | 634,888 | 593,903 | 435,891 | 325,101 |
| Long Term Debt** | | 510,000 | 1,100,000 | | 600,000 | | | | | |
| Water/Waste Water Rates | | | | | | | | | | |
| Total Funding | 606,756 | 1,022,062 | 1,602,240 | 629,322 | 1,029,745 | 819,257 | 634,888 | 593,903 | 435,891 | 325,101 |

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.

2020 Accomplishments

- Kenyon Concession Road 6 cold in place paving was completed. This included the addition of 50mm of HL3 pavement for 6 kilometers. Culverts along Kenyon Concession Road 6 were replaced as a part of this project.
- 300 meters of Front Street was reconstructed and paved.
- 2.3 kilometers of River Road was reshaped and paved. All culverts were replaced. The second phase of River Road is anticipated to be completed in 2021.
- 300 meters of storm sewer was replaced on MacDonald Boulevard.
- Weed spraying was completed on all municipal roads and guardrails in the Township.
- The gravel resurfacing program took place in Kenyon (north section) and Lochiel (south section). There was 29,867.97 tonnes of gravel applied to the gravel road base in these areas.
- The aquatic vegetation removal in Mill Pond was continued over the summer months.
- Various culverts across the Township were replaced as required. Ditching was performed at the same time.
- A new plow truck, mower and razor were purchased.
- Staff utilized the new razor to complete brushing throughout the Township.
- A salt box was purchased for Unit 95 to facilitate salting streets and parking lots in Maxville and Apple Hill.
- The garbage collection contract with GRS was extended until 2023.
- A cost benefit analysis was completed for RARE.

2021 Budget Challenges and Initiatives

Challenges

- COVID-19 poses an on-going challenge to the department due to the unpredictability of the situation. Staff must ensure that they are respecting physical distancing whenever possible which may result in longer than average times to complete jobs.
- The fleet program continues to pose an issue, but the recent new additions have helped to alleviate the pressure on the Township's fleet. The average fleet age remains high at 10 years.
- The volatility of commodity prices continues to pose a challenge for RARE. Prices were severely affected due to COVID-19 and have not yet fully recovered.
- The ongoing confusion and lack of direction regarding 'full producer responsibility' is also causing industry-wide tension and is holding growth and risk-taking down

Initiatives

Roads

- Replace the sidewalk on Sandfield Avenue South. The tendering process has been completed and work is scheduled for the spring.
- Replace sidewalk on Marlborough Street.
- Complete the Skye Road reconstruction project.
- Asphalt resurfacing on River Road (Phase 2), Kenyon Concession Road 12 I.L. as well as various roads in Alexandria.
- Complete construction on 2.5 kilometers of Lochinvar Road.
- Asphalt resurfacing on Kenyon Concession Road 8 and repair the shoulder.
- Replace the roof on the Kenyon salt shed.
- Investigate coverall storage for the Kenyon and Lochiel garages.
- Procure and install a new live GPS system on all fleet vehicles in collaboration with the United Counties of SD&G.
- Purchase a new plow truck, a sidewalk tractor and a salt box. Also, purchase a second-hand 1-ton dump truck to facilitate hauling small amounts of materials, to be shared with the waterworks department.

R.A.R.E.

- Staff will be conducting a survey of neighboring municipalities to compare garbage and recycling policies and taxation to determine where improvements to services can be made. Staff will also be conducting a survey on local community groups and institutions as well, to determine whether improvement or adjustments are needed.
- Staffing levels have been adjusted for RARE due to less materials coming in for processing.

2021 Goals

- Establish a culvert inventory program to collect data of the existing culverts within the road system to identify their location, conditions, type of culvert and all their characteristics.
- Establish a road sign inventory program to ensure compliance with the Minimum Maintenance Standards.
- Complete a sidewalk study to ensure compliance with the Minimum Maintenance Standards and to help with future planning.
- Continue to investigate speeding issues and investigate a policy to address these issues.
- Implement an undercoating program for the fleet to extend the life cycle of the equipment that is constantly in a corrosive environment.
- Maintain an acceptable level of service to residents that meets the budget constraints and meet/exceed the Minimum Maintenance Standards for Municipal Highways.
- Construct Creek Road Bridge on time, on budget and in accordance with the Canadian Bridge Design Code (Can/CSA – S6-06 or latest revision).
- Meet the Strategic Plan milestones.

Landfill

- Staff will work with the Ministry of the Environment and our Consultant to investigate the possibility of closing the Alexandria landfill site. An investigation will also take place to determine the possibility of reducing or eliminating the need to pump and haul leachate to the sewage treatment facility.
- Monitoring wells will be installed and monitored on the property adjacent to the Glen Robertson Landfill. This property was recently purchased by the Township for the Containment Attenuation Zone (CAZ) of the ECA.

| PROPOSED BUDGET FOR THE FISCAL YEAR 2021 | | | | | | |
|--|--|-------------------|--------------------|------------------|--------------------|------------------|
| PUBLIC WORKS | | | | | | |
| Roads Administration | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-3000-3020 | ROADS - AGGREGATE RESOURCES | (4,500) | (4,500) | (19,142) | (16,700) | (12,200) |
| 1-3-3000-5015 | ROADS - OCIF FUNDING | - | - | (170,658) | - | - |
| 1-3-3000-5089 | ROADS - FEDERAL GAS TAX | - | (542,732) | - | (542,732) | - |
| 1-3-3000-7121 | ROADS - ENTRANCE FEES | (500) | (500) | (1,000) | (500) | - |
| 1-3-3000-7503 | ROADS - GRANTS | - | (1,898,799) | - | (1,898,799) | - |
| 1-3-3000-7850 | ROADS - SALE OF EQUIPMENT | (7,000) | (7,000) | - | (7,000) | - |
| 1-3-3000-7911 | ROADS - RECOVERABLE | (30,000) | (30,000) | - | (12,000) | 18,000 |
| 1-3-3000-8001 | ROADS - TRANSFER FROM RESERVES | (513,637) | (409,000) | - | (733,041) | (324,041) |
| 1-3-3000-8100 | ROADS - FINANCE CAPITAL PURCHASES | - | (275,000) | - | (275,000) | - |
| | TOTAL REVENUES | (555,637) | (3,167,531) | (190,800) | (3,485,772) | (318,241) |
| EXPENDITURES | | | | | | |
| 1-4-3101-1010 | ROADS - WAGES - FULL TIME | 895,590 | 908,271 | 271,103 | 865,745 | (42,526) |
| 1-4-3101-1015 | ROADS - WAGES - PART TIME | 49,050 | 38,484 | 42,864 | 6,908 | (31,576) |
| 1-4-3101-1035 | ROADS - OVERTIME | 85,000 | 85,000 | 10,381 | 85,000 | - |
| 1-4-3101-1110 | ROADS - BENEFITS | 268,358 | 282,765 | 147,618 | 291,390 | 8,625 |
| 1-4-3101-1225 | ROADS - INSURANCE | 52,330 | 57,563 | 57,682 | 66,197 | 8,634 |
| 1-4-3101-1502 | ROADS - LTD FINANCE CHARGES | 75,000 | 118,246 | 11,864 | 43,246 | (75,000) |
| 1-4-3101-2020 | ROADS - HEALTH & SAFETY | 2,000 | 2,000 | 25 | 2,000 | - |
| 1-4-3101-2021 | ROADS - WORK BOOTS & CLOTHING | 10,000 | 10,000 | 4,383 | 10,000 | - |
| 1-4-3101-2025 | ROADS - MILEAGE & TRAVEL | 500 | 500 | - | 500 | - |
| 1-4-3101-2026 | ROADS - MEETING ATTENDANCE | 120 | 120 | - | 120 | - |
| 1-4-3101-2027 | ROAD - INSURANCE CLAIMS | 10,000 | 10,000 | 6,128 | 10,000 | - |
| 1-4-3101-2035 | ROADS - CONFERENCES/WORKSHOPS/TRAINING | 20,000 | 20,000 | 3,712 | 20,000 | - |
| 1-4-3101-2049 | ROADS - CELL PHONES | 15,000 | 11,000 | 8,249 | 11,000 | - |
| 1-4-3101-2050 | ROADS - TELEPHONE | 1,800 | 5,800 | 1,834 | 3,000 | (2,800) |
| 1-4-3101-2051 | ROADS - COURIER | 2,500 | 2,500 | 1,458 | 2,500 | - |
| 1-4-3101-2055 | ROADS - ENBRIDGE | 13,000 | 13,000 | 12,368 | 13,000 | - |
| 1-4-3101-2056 | ROADS - HYDRO | 20,000 | 20,000 | 13,536 | 20,000 | - |
| 1-4-3101-2057 | ROADS - WATER/SEWER | 1,300 | 1,300 | 1,105 | 1,300 | - |
| 1-4-3101-2065 | ROADS - OIL FURNACE | 5,200 | 5,200 | 4,023 | 5,200 | - |
| 1-4-3101-2110 | ROADS - TOOLS | 5,000 | 5,000 | 3,204 | 10,000 | 5,000 |
| 1-4-3101-2112 | ROADS - NEW EQUIPMENT | - | - | 7,204 | - | - |
| 1-4-3101-2120 | ROADS - OFFICE SUPPLIES | 2,000 | 2,000 | 464 | 2,000 | - |
| 1-4-3101-2124 | ROADS - JANITORIAL/HOUSEKEEPING SUPPLIES | 500 | 500 | 394 | 500 | - |
| 1-4-3101-2125 | ROADS - MATERIAL/SUPPLIES | 12,000 | 12,000 | 10,267 | 12,000 | - |
| 1-4-3101-2130 | ROADS - COMPUTER FEES & EQUIPMENT | 1,500 | 1,500 | 3,738 | 27,580 | 26,080 |
| 1-4-3101-2210 | ROADS - LEGAL FEES | 3,500 | 3,500 | - | 3,500 | - |
| 1-4-3101-2223 | ROADS - CONSULTING FEES | 10,000 | 10,000 | - | 5,000 | (5,000) |
| 1-4-3101-2300 | ROADS - ADVERTISING | 2,000 | 2,000 | 1,863 | 2,000 | - |
| 1-4-3101-2366 | ROADS - BUILDING MAINTENANCE/SUPPLIES | 15,000 | 10,000 | 8,816 | 10,000 | - |
| 1-4-3101-2368 | ROADS - EQUIPMENT MAINTENANCE | 115,000 | 130,000 | 131,511 | 130,000 | - |
| 1-4-3101-2370 | ROADS - TRUCK LICENCING | 18,000 | 18,000 | 18,535 | 18,000 | - |
| 1-4-3101-2400 | ROADS - GAS/DIESEL/OIL | 175,000 | 175,000 | 128,309 | 175,000 | - |
| 1-4-3101-2410 | ROADS - ASSOC & MEMBERSHIP FEES | 2,000 | 2,000 | 960 | 2,000 | - |
| 1-4-3101-4010 | ROADS - CONTRACT/CONTRACTED SERVICES | 600 | 600 | - | 600 | - |
| 1-4-3101-4105 | ROADS - WEED CONTROL | 15,000 | 30,264 | 42,728 | 25,164 | (5,100) |
| 1-4-3101-5010 | ROADS - GENERAL EXPENSES | - | - | 617 | - | - |
| 1-4-3101-7911 | ROADS - RECOVERABLE COSTS | 18,000 | 18,000 | - | - | (18,000) |
| 1-4-3101-8002 | ROADS - REPAY RESERVES (EQUIPMENT) | 54,472 | - | - | - | - |
| | TOTAL EXPENDITURES | 1,976,320 | 2,012,113 | 956,943 | 1,880,450 | (131,663) |
| CAPITAL | | | | | | |
| 1-5-3101-8000 | CAPITAL - ROADS DEPARTMENT | 705,000 | 2,623,711 | 119,284 | 2,751,382 | 127,671 |
| 1-5-3117-8000 | CAPITAL - GRAVEL RESURFACING | 302,640 | - | - | - | - |
| 1-5-3045-8000 | CAPITAL - ROADS IN NEED PROGRAM | 206,654 | 604,671 | 348,402 | 954,500 | 349,829 |
| 1-5-3046-8000 | CAPITAL - HARDTOP MAINTENANCE | 400,121 | 774,875 | 1,136,832 | 737,000 | (37,875) |
| 1-5-3120-8000 | CAPITAL - SIDEWALK REPAIR REPLACEMENT | 143,000 | - | - | - | - |
| | TOTAL CAPITAL | 1,757,415 | 4,003,257 | 1,604,518 | 4,442,882 | 439,625 |
| | Total Roads Administration | 3,178,098 | 2,847,839 | 2,370,661 | 2,837,560 | (10,279) |

| Bridges and Culverts | | | | | | |
|-----------------------------|------------------------------------|-------------------|-------------------|---------------|---------------|----------|
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-3011-1010 | BRIDGES - WAGES | - | - | 21,617 | - | - |
| 1-4-3011-1035 | BRIDGES - OVERTIME | - | - | 700 | - | - |
| 1-4-3011-1110 | BRIDGES - BENEFITS | - | - | 4,676 | - | - |
| 1-4-3011-2125 | BRIDGES - MATERIALS/SUPPLIES | 15,000 | 16,000 | 19,301 | 16,000 | - |
| 1-4-3011-4010 | BRIDGES - CONTRACTED SERVICES | 5,000 | 6,000 | 10,910 | 6,000 | - |
| 1-4-3011-5011 | BRIDGES - ENGINEERING STUDY/DESIGN | 15,000 | 15,000 | - | 15,000 | - |
| | TOTAL EXPENDITURES | 35,000 | 37,000 | 57,204 | 37,000 | - |
| | Total Bridges and Culverts | 35,000 | 37,000 | 57,204 | 37,000 | - |

| Roadside Maintenance | | | | | | |
|-----------------------------|-----------------------------------|-------------------|-------------------|----------------|---------------|----------------|
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-3012-1010 | RD MTCE - WAGES | - | - | 330,497 | - | - |
| 1-4-3012-1035 | RD MTCE - OVERTIME | - | - | 15,846 | - | - |
| 1-4-3012-1110 | RD MTCE - BENEFITS | - | - | 64,353 | - | - |
| 1-4-3012-2125 | RD MTCE - MATERIALS/SUPPLIES | 10,000 | 30,000 | 16,252 | 25,000 | (5,000) |
| 1-4-3012-2325 | RD MTCE - BEAUTIFICATION | 6,000 | 6,000 | 3,890 | 6,000 | - |
| 1-4-3012-4110 | RD MTCE - BRUSHING & TRIMMING | - | - | 3,666 | 5,000 | 5,000 |
| 1-4-3012-4300 | RD MTCE - CATCH BASINS AND CURBS | 7,500 | 7,500 | 71 | 500 | (7,000) |
| 1-4-3012-4350 | RD MTCE - DEBRIS/ LITTER PICK UP | 1,000 | 1,000 | 382 | 1,000 | - |
| 1-4-3012-4351 | RD MTCE - TOP SOIL | 1,000 | 1,000 | - | 1,000 | - |
| | TOTAL EXPENDITURES | 25,500 | 45,500 | 434,957 | 38,500 | (7,000) |
| | Total Roadside Maintenance | 25,500 | 45,500 | 434,957 | 38,500 | (7,000) |

| Sidewalk Maintenance | | | | | | |
|-----------------------------|-----------------------------------|-------------------|-------------------|--------------|---------------|----------------|
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-3035-1010 | SIDEWK - WAGES | - | - | 6,476 | - | - |
| 1-4-3035-1035 | SIDEWK - OVERTIME | - | - | 714 | - | - |
| 1-4-3035-1110 | SIDEWK - BENEFITS | - | - | 801 | - | - |
| 1-4-3035-2125 | SIDEWK - MATERIALS/SUPPLIES | 3,000 | 3,000 | 1,157 | - | (3,000) |
| 1-4-3035-4010 | SIDEWK - CONTRACTED SERVICES | 3,000 | 3,000 | - | 3,000 | - |
| | TOTAL EXPENDITURES | 6,000 | 6,000 | 9,148 | 3,000 | (3,000) |
| | Total Sidewalk Maintenance | 6,000 | 6,000 | 9,148 | 3,000 | (3,000) |

| Loose Top Maintenance | | | | | | |
|------------------------------|------------------------------------|----------------|----------------|----------------|----------------|--------------|
| Account Code | Account Description | 2019 FINAL | 2020 FINAL | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-3045-1035 | LSTOP - OVERTIME | - | - | 3,334 | - | - |
| 1-4-3045-1110 | LSTOP - BENEFITS | - | - | 8,119 | - | - |
| 1-4-3045-2125 | LSTOP - MATERIALS/SUPPLIES | 4,000 | 4,000 | 1,059 | 4,000 | - |
| 1-4-3045-5190 | LSTOP - PATCHING AND WASHOUTS | 2,000 | 2,000 | - | - | (2,000) |
| 1-4-3045-5205 | LSTOP - DUST LAYER | 135,000 | 135,000 | 138,053 | 145,000 | 10,000 |
| | TOTAL EXPENDITURES | 141,000 | 141,000 | 150,565 | 149,000 | 8,000 |
| | Total Loose Top Maintenance | 141,000 | 141,000 | 150,565 | 149,000 | 8,000 |

| Hard Top Maintenance | | | | | | |
|-----------------------------|-------------------------------------|---------------|---------------|---------------|---------------|----------|
| Account Code | Account Description | 2019 FINAL | 2020 FINAL | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-3046-1010 | HRDTOP MTCE - WAGES | - | - | 715 | - | - |
| 1-4-3046-1035 | HRDTOP MTCE - OVERTIME | - | - | 2 | - | - |
| 1-4-3046-1110 | HRDTOP MTCE - BENEFITS | - | - | 150 | - | - |
| 1-4-3046-5190 | HRDTOP MTCE - PATCHING AND WASHOUTS | 35,000 | 35,000 | 33,208 | 35,000 | - |
| 1-4-3046-5194 | HRDTOP MTCE - SWEEPING AND CLEANING | 40,000 | 30,000 | 14,865 | 30,000 | - |
| | TOTAL EXPENDITURES | 75,000 | 65,000 | 48,940 | 65,000 | - |
| | Total Hard Top Maintenance | 75,000 | 65,000 | 48,940 | 65,000 | - |

| Plowing and Sanding | | | | | | |
|--|--|-------------------|-------------------|----------------|----------------|--------------|
| Account Code | Account Description | 2019 FINAL | 2020 FINAL | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-3055-1010 | PLOWING/SALTING - WAGES | - | - | 97,503 | - | - |
| 1-4-3055-1035 | PLOWING/SALTING - OVERTIME | - | - | 35,085 | - | - |
| 1-4-3055-1110 | PLOWING/SALTING - BENEFITS | - | - | 22,252 | - | - |
| 1-4-3055-2125 | PLOWING/SALTING - MATERIALS/SUPPLIES | 5,000 | 5,000 | - | 500 | 4,500 |
| 1-4-3055-4010 | PLOWING/SALTING - CONTRACTED SERVICES | 2,000 | 2,000 | - | 2,000 | - |
| 1-4-3055-5125 | PLOWING/SALTING - SALT | 100,000 | 161,000 | 89,464 | 91,000 | 70,000 |
| 1-4-3055-5126 | PLOWING/SALTING - STONE DUST | - | - | - | 70,000 | 70,000 |
| | TOTAL EXPENDITURES | 107,000 | 168,000 | 244,304 | 163,500 | 4,500 |
| | Total Plowing and Sanding | 107,000 | 168,000 | 244,304 | 163,500 | 4,500 |
| Snow Removal | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-3056-1010 | SNOW REMOVAL - WAGES | - | - | 14,411 | - | - |
| 1-4-3056-1035 | SNOW REMOVAL - OVERTIME | - | - | 5,691 | - | - |
| 1-4-3056-1110 | SNOW REMOVAL - BENEFITS | - | - | 3,376 | - | - |
| 1-4-3056-2125 | SNOW REMOVAL - MATERIALS/SUPPLIES | 1,000 | 1,000 | - | 1,000 | - |
| 1-4-3056-4010 | SNOW REMOVAL - CONTRACTED SERVICES | 60,000 | 70,000 | 35,686 | 70,000 | - |
| | TOTAL EXPENDITURES | 61,000 | 71,000 | 59,164 | 71,000 | - |
| | Total Snow Removal | 61,000 | 71,000 | 59,164 | 71,000 | - |
| Septic Sewers | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-3060-1010 | S.S. - WAGES | - | - | 1,332 | - | - |
| 1-4-3060-1035 | S.S. - OVERTIME | - | - | 272 | - | - |
| 1-4-3060-1110 | S.S. - BENEFITS | - | - | 328 | - | - |
| 1-4-3060-2125 | S.S. - MATERIALS/SUPPLIES | 2,500 | 2,500 | 1,496 | 2,500 | - |
| 1-4-3060-4010 | S.S. - CONTRACTED SERVICES | 20,000 | 20,000 | 18,251 | 20,000 | - |
| | TOTAL EXPENDITURES | 22,500 | 22,500 | 21,679 | 22,500 | - |
| | Total Septic Sewers | 22,500 | 22,500 | 21,679 | 22,500 | - |
| Safety Devices | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-3061-2125 | S.D. - MATERIALS/SUPPLIES | 10,000 | 10,000 | 8,070 | 10,000 | - |
| 1-4-3061-3010 | S.D. - EQUIPMENT RENTALS | 40,000 | 40,000 | 21,204 | 40,000 | - |
| | TOTAL EXPENDITURES | 50,000 | 50,000 | 29,274 | 50,000 | - |
| | Total Safety Devices | 50,000 | 50,000 | 29,274 | 50,000 | - |
| Street Lights | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-3062-2056 | ST. LIGHTS - HYDRO | 73,500 | 73,500 | 56,738 | 73,500 | - |
| 1-4-3062-2125 | ST. LIGHTS - MATERIALS/SUPPLIES | 1,000 | 1,000 | - | 1,000 | - |
| 1-4-3062-2368 | ST. LIGHTS - EQUIPMENT MAINTENANCE | 4,000 | 4,000 | 2,299 | 4,000 | - |
| 1-4-3062-5010 | ST. LIGHTS - X-MAS DECORATION | 1,500 | 1,500 | 968 | 1,500 | - |
| | TOTAL EXPENDITURES | 80,000 | 80,000 | 60,005 | 80,000 | - |
| | Total Street Lights | 80,000 | 80,000 | 60,005 | 80,000 | - |
| Public Works Building - 62 Kenyon | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-3065-2050 | PWB - TELEPHONE | 1,000 | - | - | - | - |
| 1-4-3065-2055 | PWB - ENBRIDGE | 3,178 | 3,178 | 2,077 | 3,178 | - |
| 1-4-3065-2056 | PWB - HYDRO | 4,410 | 4,410 | 1,670 | 4,410 | - |
| 1-4-3065-2057 | PWB - WATER/SEWER | 1,300 | 1,300 | 1,104 | 1,300 | - |
| 1-4-3065-2120 | PWB - OFFICE SUPPLIES | 4,000 | 4,000 | 853 | 4,000 | - |
| 1-4-3065-2124 | PWB - HOUSEKEEPING/JANITORIAL SUPPLIE | 5,000 | 5,000 | 2,841 | 5,000 | - |
| 1-4-3065-2125 | PWB - MATERIAL/SUPPLIES | 2,000 | 2,000 | 819 | 2,000 | - |
| 1-4-3065-2140 | PWB - PHOTOCOPIER EXPENSE | - | 600 | 741 | 1,000 | 400 |
| 1-4-3065-2366 | PWB - BLG MTCCE/SUPPLIES | 3,000 | 2,000 | 407 | 2,000 | - |
| | TOTAL EXPENDITURES | 23,888 | 22,488 | 10,512 | 22,888 | 400 |
| | Total Public Works Building - 62 Kenyon | 23,888 | 22,488 | 10,512 | 22,888 | 400 |

| Public Works Building - 95 Lochiel | | | | | | |
|------------------------------------|---|-------------------|-------------------|------------------|------------------|----------------|
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-3090-7160 | PWB - RENTAL OF BUILDING LOCHIEL ST | - | - | (5,840) | (5,000) | (5,000) |
| | TOTAL REVENUES | - | - | (5,840) | (5,000) | (5,000) |
| EXPENDITURES | | | | | | |
| 1-4-3090-2055 | PWB - ENBRIDGE | 10,000 | 10,000 | 17,042 | 23,000 | 13,000 |
| 1-4-3090-2056 | PWB - HYDRO | 8,000 | 8,000 | 16,180 | 16,500 | 8,500 |
| 1-4-3090-2057 | PWB - WATER SEWER | 1,500 | 1,500 | 1,103 | 1,500 | - |
| 1-4-3090-2366 | PWB - BUILDING EXPENSE | 1,000 | 1,000 | 4,019 | 1,000 | - |
| | TOTAL EXPENDITURES | 20,500 | 20,500 | 38,344 | 42,000 | 21,500 |
| | | | | | | - |
| | Total Public Works Building - 95 Lochiel | 20,500 | 20,500 | 32,504 | 37,000 | 16,500 |
| Garbage Collection | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-4010-8001 | WASTE - TRANSFER FROM RESERVES | - | (10,000) | - | (10,000) | - |
| | TOTAL REVENUES | - | (10,000) | - | (10,000) | - |
| EXPENDITURES | | | | | | |
| 1-4-4010-2223 | WASTE - CONSULTING FEES | - | 10,000 | - | 10,000 | - |
| 1-4-4010-4010 | WASTE - CONTRACT/CONTRACTED SERVICES | 256,000 | 256,000 | 235,735 | 256,000 | - |
| 1-4-4010-4011 | WASTE - RECYLING CONTRACTED SERVICES | 170,000 | 170,000 | 158,220 | 170,000 | - |
| 1-4-4010-4026 | WASTE - PROCESSING SERVICES | 58,000 | - | - | - | - |
| | TOTAL EXPENDITURES | 484,000 | 436,000 | 393,955 | 436,000 | - |
| | | | | | | - |
| | Total Garbage Collection | 484,000 | 426,000 | 393,955 | 426,000 | - |
| | | | | | | |
| | TOTAL TAX LEVY PUBLIC WORKS | 4,389,486 | 4,082,827 | 3,982,877 | 4,082,948 | 12,321 |

PROPOSED BUDGET FOR THE FISCAL YEAR 2021

RARE

| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
|---------------------|--|-------------------|-------------------|--------------------|------------------|-----------------|
| REVENUES | | | | | | |
| 1-3-4030-3000 | RARE - WAGE SUBSIDY | - | (2,000) | - | (2,000) | - |
| 1-3-4030-7419 | RARE - LCBO BOTTLE DEPOSIT | (41,000) | (16,400) | (29,780) | (16,400) | - |
| 1-3-4030-7422 | RARE - TUBS & LIDS 3 TO 7 | (9,400) | (3,760) | (5,695) | (3,760) | - |
| 1-3-4030-7423 | RARE - OTHER REVENUE | (500) | (500) | (924) | (500) | - |
| 1-3-4030-7424 | RARE - ALUMINUM | (42,000) | (16,800) | (29,013) | (16,800) | - |
| 1-3-4030-7425 | RARE - METAL | (21,000) | (8,400) | (5,737) | (8,400) | - |
| 1-3-4030-7428 | RARE - PLASTIC HDPE#2 | (17,000) | (6,800) | (12,535) | (6,800) | - |
| 1-3-4030-7429 | RARE - PET #1 | (25,000) | (10,000) | (20,268) | (10,000) | - |
| 1-3-4030-7430 | RARE - CARDBOARD | (175,000) | (70,000) | (102,402) | (70,000) | - |
| 1-3-4030-7431 | RARE - MIXED PLASTICS 1 TO 7 | (3,500) | (1,400) | - | (1,400) | - |
| 1-3-4030-7432 | RARE - NEWSPRINT #8 | (89,000) | (35,600) | (7,028) | (35,600) | - |
| 1-3-4030-7433 | RARE - OFFICE MIX | (4,000) | (1,600) | (3,336) | (1,600) | - |
| 1-3-4030-7454 | RARE - PROCESSING NORTH GLENGARRY | (64,000) | - | - | - | - |
| 1-3-4030-7455 | RARE - PROCESSING RUSSEL/ABC | (107,000) | - | (17,649) | - | - |
| 1-3-4030-7503 | RARE - GRANTS | (175,000) | (140,000) | (111,129) | (140,000) | - |
| 1-3-4030-8001 | RARE - TRANSFER FROM RESERVES | (73,000) | (25,582) | (3,900) | - | 25,582 |
| | TOTAL REVENUES | (846,400) | (338,842) | (349,396) | (313,260) | 25,582 |
| EXPENDITURES | | | | | | |
| 1-4-4030-1010 | RARE - WAGES | 278,777 | 229,544 | 259,938 | 233,666 | 4,122 |
| 1-4-4030-1015 | RARE - PART TIME WAGES | 189,247 | 113,548 | 136,190 | 118,429 | 4,881 |
| 1-4-4030-1035 | RARE - OVERTIME | 5,000 | - | 1,432 | - | - |
| 1-4-4030-1110 | RARE - BENEFITS | 108,466 | 87,311 | 105,872 | 97,226 | 9,915 |
| 1-4-4030-1210 | RARE - WSIB CLAIMS PAID | 500 | - | - | - | - |
| 1-4-4030-1225 | RARE - INSURANCE | 10,796 | 10,796 | 11,900 | 12,415 | 1,619 |
| 1-4-4030-1505 | RARE - LTD PAYMENTS | 54,500 | 54,500 | 49,883 | 54,500 | - |
| 1-4-4030-2015 | RARE - PROPERTY TAXES | 12,750 | 12,750 | 12,347 | 12,750 | - |
| 1-4-4030-2020 | RARE - HEALTH & SAFETY | 500 | 500 | 287 | 500 | - |
| 1-4-4030-2021 | RARE - WORK BOOTS & CLOTHING | 3,000 | 3,000 | 670 | 3,000 | - |
| 1-4-4030-2024 | RARE - GARBAGE & SNOW REMOVAL | 42,000 | 42,000 | 22,992 | 42,000 | - |
| 1-4-4030-2025 | RARE - MILEAGE & TRAVEL | 500 | 300 | 123 | 300 | - |
| 1-4-4030-2026 | RARE - MEETING ATTENDANCE | 250 | 250 | - | 250 | - |
| 1-4-4030-2035 | RARE - CONFERENCES/WORKSHOPS/TRAINING | 3,000 | 2,000 | - | 2,000 | - |
| 1-4-4030-2049 | RARE - CELL PHONE | 1,500 | 1,500 | 1,583 | 1,500 | - |
| 1-4-4030-2050 | RARE - TELEPHONE | 850 | 850 | 565 | 850 | - |
| 1-4-4030-2055 | RARE - ENBRIDGE | 4,000 | 3,000 | 3,282 | 3,000 | - |
| 1-4-4030-2056 | RARE - HYDRO | 40,000 | 35,000 | 20,192 | 35,000 | - |
| 1-4-4030-2057 | RARE - WATER/SEWER | 1,200 | 1,200 | 1,107 | 1,200 | - |
| 1-4-4030-2100 | RARE - POSTAGE | 100 | 100 | - | 100 | - |
| 1-4-4030-2110 | RARE - TOOLS | 2,000 | 2,000 | 584 | 2,000 | - |
| 1-4-4030-2120 | RARE - OFFICE SUPPLIES | 750 | 500 | 430 | 500 | - |
| 1-4-4030-2124 | RARE - HOUSEKEEPING & JANITORIAL SUPPLIE | 1,500 | 1,000 | 582 | 1,000 | - |
| 1-4-4030-2125 | RARE - WIRE MATERIAL | 15,000 | 9,000 | 7,118 | 9,000 | - |
| 1-4-4030-2130 | RARE - COMPUTER EXPENSE | 1,000 | 100 | 862 | 780 | 680 |
| 1-4-4030-2140 | RARE - PHOTOCOPIER EXPENSE | - | 1,000 | 677 | 1,000 | - |
| 1-4-4030-2155 | RARE - REPAIRS - MAGNETIC SEPARATOR | 1,000 | 1,000 | - | 1,000 | - |
| 1-4-4030-2156 | RARE - REPAIRS - CONVEYOR | 2,500 | 2,500 | 3,498 | 2,500 | - |
| 1-4-4030-2157 | RARE - REPAIRS - BOBCAT | 2,500 | 2,500 | 5,154 | 2,500 | - |
| 1-4-4030-2159 | RARE - REPAIRS - VANS | 500 | 500 | - | 500 | - |
| 1-4-4030-2160 | RARE - REPAIRS - BALER | 6,000 | 6,000 | 728 | 6,000 | - |
| 1-4-4030-2165 | RARE - BALLISTIC/OCC HT STORAGE | 6,000 | 6,000 | - | 6,000 | - |
| 1-4-4030-2210 | RARE - LEGAL FEES | 2,000 | 2,000 | - | 2,000 | - |
| 1-4-4030-2223 | RARE - CONSULTING FEES | 3,000 | 3,000 | - | 3,000 | - |
| 1-4-4030-2300 | RARE - ADVERTISING | 1,000 | 1,000 | - | 1,000 | - |
| 1-4-4030-2325 | RARE - PUBLICITY & PROMOTION | 2,500 | 2,500 | 1,089 | 2,500 | - |
| 1-4-4030-2366 | RARE - BUILDING/ MAINTENANCE/SUPPLIES | 6,000 | 6,000 | 2,464 | 6,000 | - |
| 1-4-4030-2367 | RARE - SHOP EQUIPMENT INVENTORY | 3,000 | 3,000 | 164 | 3,000 | - |
| 1-4-4030-2370 | RARE - TRUCK LICENCING | 150 | 150 | - | 150 | - |
| 1-4-4030-2399 | RARE - VEHICLE MAINTENANCE | 1,000 | 1,000 | 28 | 1,000 | - |
| 1-4-4030-2400 | RARE - GAS/OIL/DIESEL | 7,000 | 4,200 | 2,019 | 4,200 | - |
| 1-4-4030-2410 | RARE - ASSOC. & MEMBERSHIP FEES | 1,000 | 1,000 | 574 | 1,000 | - |
| 1-4-4030-2511 | RARE - TRANSPORTATION | 2,000 | 2,000 | 2,835 | 2,000 | - |
| 1-4-4030-2520 | RARE - WEIGHING CHARGES | 1,500 | 900 | - | 900 | - |
| 1-4-4030-3010 | RARE - EQUIPMENT RENTAL/LEASING | 20,000 | 20,000 | 19,916 | 20,000 | - |
| 1-4-4030-3021 | RARE - EQUIPMENT PURCHASES - OFFICE | 500 | 500 | - | 500 | - |
| 1-4-4030-4010 | RARE - CONTRACTED SERVICES | - | - | 1,125 | - | - |
| 1-4-4030-5010 | RARE - GENERAL EXPENSES | 750 | 750 | 32 | 750 | - |
| 1-4-4030-7424 | RARE - PURCHASE - ALUMINUM | 20,000 | 1,000 | - | 1,000 | - |
| 1-4-4030-7430 | RARE - PURCHASE - CARDBOARD | 75,000 | 45,000 | 30,548 | 45,000 | - |
| 1-4-4030-7431 | RARE - PURCHASE - MIXED PLASTIC | 4,500 | 2,700 | - | 2,700 | - |
| 1-4-4030-7435 | RARE - PURCHASE -NEWSPRINT | 7,000 | 4,200 | 406 | 4,200 | - |
| | TOTAL EXPENDITURES | 953,586 | 731,149 | 709,196 | 752,366 | 21,217 |
| CAPITAL | | | | | | |
| 1-5-4030-8000 | CAPITAL - RARE PLANT | 73,000 | 25,582 | 3,900 | - | (25,582) |
| | TOTAL CAPITAL | 73,000 | 25,582 | 3,900 | - | (25,582) |
| | TOTAL TAX LEVY RARE | 180,186 | 417,889 | 363,700 | 439,106 | 21,217 |

| PROPOSED BUDGET FOR THE FISCAL YEAR 2021 | | | | | | |
|--|---|-------------------|-------------------|--------------------|------------------|------------------|
| LANDFILL | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-4020-7400 | LF - LANDFILL SITE REVENUES | (5,000) | (5,000) | (905) | (5,000) | - |
| 1-3-4020-7401 | LF - GARBAGE & RECYCLING CHARGES ON TAX | (780,000) | (780,000) | (788,865) | (780,000) | - |
| 1-3-4020-7402 | LF - GARBAGE BAG TAGS & BLUE BOXES | (1,000) | (1,000) | (2,802) | (1,000) | - |
| 1-3-4020-7403 | LF - LAFLECHE - COMMERCIAL PORTION | (8,000) | (8,000) | (6,772) | (8,000) | - |
| 1-3-4020-7404 | LF - MHSW - MUN HAZ SPECIAL WASTE | (15,000) | (15,000) | - | (15,000) | - |
| 1-3-4020-7405 | LF - FUEL SURCHARGE REVENUE | (500) | (500) | - | (500) | - |
| 1-3-4020-7503 | LF - GRANTS | (2,000) | (2,000) | (68,831) | (2,000) | - |
| 1-3-4020-8001 | LF - TRANSFER FROM RESERVES | (75,000) | (137,671) | - | (25,000) | 112,671 |
| | TOTAL REVENUES | (886,500) | (949,171) | (868,175) | (836,500) | 112,671 |
| EXPENDITURES | | | | | | |
| 1-4-4020-1010 | LF - WAGES | 50,851 | 51,053 | 5,623 | 27,357 | (23,696) |
| 1-4-4020-1015 | LF - PART-TIME WAGES | - | - | 21,167 | - | - |
| 1-4-4020-1110 | LF - BENEFITS | 7,098 | 7,268 | 4,466 | 5,519 | (1,749) |
| 1-4-4020-1516 | LF - LTD - LAND | 26,884 | 26,884 | 24,643 | 26,884 | - |
| 1-4-4020-2013 | LF - COVER MATERIAL | 15,000 | 15,000 | 12,117 | 15,000 | - |
| 1-4-4020-2015 | LF - PROPERTY TAXES | - | - | 15,733 | 16,000 | 16,000 |
| 1-4-4020-2021 | LF - CLOTHING ALLOWANCE | - | - | 31 | - | - |
| 1-4-4020-2024 | LF - OPERATING MTCE. EXPENSE | 20,000 | 20,000 | 18,496 | 20,000 | - |
| 1-4-4020-2025 | LF - MILEAGE & TRAVEL | 1,500 | 1,500 | 72 | - | (1,500) |
| 1-4-4020-2035 | LF - CONFERENCES & WORKSHOPS | 3,000 | 1,000 | - | 1,000 | - |
| 1-4-4020-2049 | LF - CELL PHONE | 600 | 600 | 351 | 600 | - |
| 1-4-4020-2056 | LF - HYDRO | 4,000 | 3,000 | 1,677 | 3,000 | - |
| 1-4-4020-2125 | LF - MATERIALS/SUPPLIES | 3,000 | 1,000 | 102 | - | (1,000) |
| 1-4-4020-2161 | LF - COMPACTOR EXPENSE | 3,000 | 5,000 | 205 | 7,000 | 2,000 |
| 1-4-4020-2187 | LF - WASTE ACCEPTANCE FEES - LAFLECHE | 163,951 | 163,951 | 160,062 | 163,951 | - |
| 1-4-4020-2210 | LF - LEGAL COSTS | 5,000 | 5,000 | - | 5,000 | - |
| 1-4-4020-2223 | LF - CONSULTING FEES | 30,000 | 30,000 | 42,673 | 30,000 | - |
| 1-4-4020-2300 | LF - ADVERTISING/EDUCATION | 1,000 | 1,000 | - | 1,000 | - |
| 1-4-4020-2368 | LF - EQUIPMENT MAINTENANCE | 1,500 | 1,500 | - | 1,500 | - |
| 1-4-4020-2400 | LF - GAS/DIESEL/OIL | 2,500 | 1,500 | 260 | 1,500 | - |
| 1-4-4020-2410 | LF - ASSOCIATION FEES | 300 | 300 | 409 | 300 | - |
| 1-4-4020-2540 | LF - SAMPLING AND MONITORING | 68,675 | 60,675 | 16,095 | 60,675 | - |
| 1-4-4020-4023 | LF - HOUSEHOLD HAZARDOUS WASTE DAY | 42,000 | 44,000 | 58,733 | 44,000 | - |
| 1-4-4020-4028 | LF - LEACHATE HAULING | 25,000 | 25,000 | 23,244 | 25,000 | - |
| 1-4-4020-4029 | LF - NG COMMUNITY CLEAN-UP DAY | 7,500 | 7,500 | 2,793 | 3,500 | (4,000) |
| 1-4-4020-4956 | LF - FREE LANDFILL OFFSET | 30,000 | 30,000 | - | 30,000 | - |
| 1-4-4020-9000 | LF - TRANSFER TO RESERVES | 20,000 | 20,000 | 20,000 | 20,000 | - |
| | TOTAL EXPENDITURES | 532,359 | 522,731 | 428,952 | 508,786 | (13,945) |
| CAPITAL | | | | | | |
| 1-5-4020-8000 | CAPITAL - LANDFILL SITES | 75,000 | 137,671 | - | 25,000 | (112,671) |
| | TOTAL CAPITAL | 75,000 | 137,671 | - | 25,000 | (112,671) |
| | | | | | | |
| | TOTAL TAX LEVY LANDFILL | (279,141) | (288,769) | (439,223) | (302,714) | (13,945) |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|---|------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------|
| Department: Bridges | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Creek Road Bridge (Grant \$1,898,799.05) | 2,178,650 | | | | | | | | | |
| Bishop St. Bridge (Structure #1) | 227,671 | | | | | | | | | |
| Dominion St. South Bridge (Structure #59) | 315,061 | | | | | | | | | |
| Bridge Inspection | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | |
| | | | | | | | | | | |
| Total Before Inflation | 2,751,382 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | - |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 2,751,382 | 30,600 | 31,212 | 31,836 | 32,473 | 33,122 | 33,785 | 34,461 | 35,150 | - |
| | | | | | | | | | | |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves -FGT reserve | 227,671 | | | | | | | | | |
| Grants | 2,219,407 | | | | | | | | | |
| Tax Base | 304,304 | 30,600 | 31,212 | 31,836 | 32,473 | 33,122 | 33,785 | 34,461 | 35,150 | |
| Long Term Debt | | | | | | | | | | |
| Total Funding | 2,751,382 | 30,600 | 31,212 | 31,836 | 32,473 | 33,122 | 33,785 | 34,461 | 35,150 | - |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|---|----------------|----------------|----------------|----------------|----------|----------|----------|----------|----------|----------|
| Department: Hardtop Maintenance | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Lochivar Road (County Rd 34 to Tannery Rd) | 200,000 | | | | | | | | | |
| Spring Gravel Resurfacing | 300,000 | | | | | | | | | |
| Skye Road (Phase 3 reconstruction) | 162,000 | | | | | | | | | |
| Albert Street (From County Rd 34 to Dominion St) | 75,000 | | | | | | | | | |
| Victoria Street West | | | 300,000 | | | | | | | |
| East Boundary (Between St. James and Front St) | | 200,000 | | | | | | | | |
| William Street | | | | 175,000 | | | | | | |
| Concession Road 6 - 2.3 km Reconstruction (Dornie Rd. to McDonnell's Side Rd.) | | 348,215 | | | | | | | | |
| Concession Road 6 - 2.3 km Reconstruction (McDonnell's Side Rd. to Cty. Rd. 30) | | | 379,558 | | | | | | | |
| Kenyon Concession 12 I.L. | | | | 175,000 | | | | | | |
| | | | | | | | | | | |
| Total Before Inflation | 737,000 | 548,215 | 679,558 | 350,000 | - | - | - | - | - | - |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 737,000 | 559,180 | 707,012 | 371,423 | - | - | - | - | - | - |
| | | | | | | | | | | |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves - Infrastructure | 261,370 | | | | | | | | | |
| Grants FGTF | | 300,000 | 300,000 | 300,000 | | | | | | |
| Tax Base | 475,630 | 259,180 | 407,012 | 71,423 | | | | | | |
| Long Term Debt | | | | | | | | | | |
| Total Funding | 737,000 | 559,180 | 707,012 | 371,423 | - | - | - | - | - | - |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|------|
| Department: Landfill | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Jp2g Consulting/MOE Requirements | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | |
| Total Before Inflation | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | - |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 25,000 | 25,500 | 26,010 | 26,530 | 27,061 | 27,602 | 28,154 | 28,717 | 29,291 | - |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves - Waste Disposal site | 25,000 | 25,500 | 26,010 | 26,530 | 27,061 | 27,602 | 28,154 | 28,717 | 29,291 | |
| Grants | | | | | | | | | | |
| Tax Base | | | | | | | | | | |
| Long Term Debt | | | | | | | | | | |
| Total Funding | 25,000 | 25,500 | 26,010 | 26,530 | 27,061 | 27,602 | 28,154 | 28,717 | 29,291 | - |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Department: Roads Dept - Other | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Sidewalk Maintenance Program | 150,000 | 150,000 | 150,000 | | | | | | | |
| Maxville - Sidewalk on Malborough St. | 150,000 | | | | | | | | | |
| Maxville - Storm Sewer on Catherine St. E | 50,000 | | | | | | | | | |
| Culvert replacement program | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Grade Railway Crossings | 70,000 | | | | | | | | | |
| Sidewalk Inspection Program | 4,500 | | | | | | | | | |
| Roads Needs Study | 25,000 | | | | | | | | | |
| Sign Inspection Program | 11,000 | | | | | | | | | |
| Roads in Need | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| Sandfield Sidewalk | 144,000 | | | | | | | | | |
| Total Before Inflation | 954,500 | 500,000 | 500,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 954,500 | 510,000 | 520,200 | 371,423 | 378,851 | 386,428 | 394,157 | 402,040 | 410,081 | 418,282 |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves - Gas Tax | 244,000 | | | | | | | | | |
| Grants | | | | | | | | | | |
| Tax Base | 710,500 | 510,000 | 520,200 | 371,423 | 378,851 | 386,428 | 394,157 | 402,040 | 410,081 | 418,282 |
| Long Term Debt | | | | | | | | | | |
| Total Funding | 954,500 | 510,000 | 520,200 | 371,423 | 378,851 | 386,428 | 394,157 | 402,040 | 410,081 | 418,282 |

Water Works Department

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.

2020 Accomplishments

- The Village of Maxville received water in January 2020. This occurred despite the numerous setbacks that were not within the control of the Township of North Glengarry. Approximately 60% of residents have already connected. The current connection deadline is January 2021 though exceptions will be made due to COVID-19.
- Upgrades are now complete at the Alexandria Water Treatment Plant. The major components of the upgrade include a new flocculator room and flocculators, a new desludging system, two filters were upgraded with granulated activated carbon (GAC) to resolve taste and odour issues and the existing SCADA system was upgraded.
- A 100-meter section of 250mm cast iron waterline under Mill Pond was relined. This was the second successful waterline relining project for the Township in as many years. This project came in under budget although there were some delays in completing the project due to an issue with the contractor's equipment.
- The department saw continued success with outsourcing infrastructure locates. Staff began outsourcing this work in 2019 and it has proved to be highly beneficial with the total cost for the year being underbudget.
- A new auto-start propane generator was installed at the Manor Sewage Pumping Station in Maxville. Before this installation, staff had to physically hook up a gas generator and remain on site until the power returned.
- A new pump controller system was installed at the Alexandria Main Pumping Station. Staff will now be able to monitor and control the station remotely if required.
- Half of the sewer collection system in Alexandria was flushed and had CCTV performed.
- The drinking water quality management system (DWQMS) was maintained. The DWQMS results from the infrastructure maintenance, rehabilitation and renewal review were communicated to the Township as per the regulations.
- All valves at the corner of Lochiel Street East and Bishop Street were replaced and upsized in preparation for an upcoming watermain replacement project
- Drinking water and wastewater monitoring and sampling processes were performed as per the guidelines and regulations on a regular basis.
- Several watermain breaks were repaired, regular maintenance was performed, and hydrants were winterized.

2021 Budget Challenges and Initiatives

Challenges

- COVID-19 poses an on-going challenge to the department due to the unpredictability of the situation. Outsourcing jobs may continue to be necessary to ensure that guidelines are met which may result in additional costs. Staff must ensure that they are respecting physical distancing which may result in longer than average times to complete jobs.
- There will be an increased workload in Maxville as residents continue to connect. Staff will need to learn the new equipment and maintenance requirements and ensure they are adhered to. There will also be time spend on monitoring and sampling of the system. Additional staff time will also be required to set up final inspections, as well as to call and send reminders about the hookup deadline and invoicing.
- There will be additional flushing time required in Maxville to ensure that there is enough water turnover as there are still low flows in the distribution system.

Initiatives

Water Treatment

- Upgrade the Glen Robertson SCADA. The new system will be tied in with the Alexandria system to allow operators to monitor and adjust remotely if needed
- The watercourse leading up to the intake crib in Mill Pond will be cleaned to ensure enough flow to the water plant.
- Video and sonar inspection of the intake pipe to verify its integrity.

Wastewater

- Tender out the remaining half of the sewer collection system flushing and CCTV. This survey will help determine what relining work will need to be completed in 2022.
- Tender out a section of 600mm sanitary line to be relined.
- Replace the Maxville Main Station floor grating.
- Upgrade the Maxville Manor sewage pump and controller. The existing unit is obsolete, and the parts are becoming harder to acquire.
- Remove existing geotube bags filled with sludge. The material will be used as cover at the Glen Robertson landfill or spread on neighbouring farm fields.
- Install 4 new geotube bags and contract out the desludging of cell B at the Alexandria lagoon. This project will be sole sourced due to the contractor having previously performed a cell clean out.

Water Distribution

- Replace a 200-meter section of 100mm cast iron watermain with 150mm plastic on Lochiel Street East. This section was found to be severely tuberculated during a construction project this summer. Staff will also investigate a trenchless “pipe bursting” method of installing the new water line. Using this method will require fewer open cuts within the road and have less of an impact on homeowners and traffic.
- Continue with the water meter, water valve and hydrant replacement program.
- Upgrade the water meter software and replace Glen Robertson’s water meter head.

2021 Goals

- Flush and complete a video survey on the remaining half of the Alexandria sanitary system.
- Replace or rehab +-1% of the water distribution system per year, looking into new less intrusive trenchless construction method for future projects.
- Provide safe potable water to the residents of North Glengarry Township.
- Secure funding for the Alexandria Sewage Lagoon Treatment Facility upgrade, proceed to tendering process and construction phase.
- Officially close the Alexandria WDS through ECA Amendment process.
- Investigate the possibility of outsourcing the sampling and monitoring of the Townships Rec Centres
- Meet the Strategic Plan milestones.

| PROPOSED BUDGET FOR THE FISCAL YEAR 2021 | | | | | | |
|--|--------------------------------------|-------------------|-------------------|--------------------|------------------|-----------------|
| WATER | | | | | | |
| Water Distribution | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| EXPENDITURES | | | | | | |
| 1-4-9200-1010 | NGWD-WAGES | 135,181 | 139,038 | 2,809 | 136,497 | (2,541) |
| 1-4-9200-1035 | NGWD - OVERTIME | 2,000 | - | 5,687 | - | - |
| 1-4-9200-1110 | NGWD-BENEFITS | 38,763 | 41,683 | 1,108 | 48,443 | 6,760 |
| 1-4-9200-1210 | NGWD-WSIB CLAIMS PAID | 500 | 500 | 5 | 500 | - |
| 1-4-9200-1225 | NGWD-INSURANCE | 21,576 | 23,734 | 23,812 | 27,294 | 3,560 |
| 1-4-9200-1500 | NGWD - LTD MAXVILLE WATER PROJECT | - | - | 461,794 | 454,110 | 454,110 |
| 1-4-9200-1505 | NGWD-LTD PAYMENTS | 101,350 | 556,297 | 94,503 | 91,215 | (465,082) |
| 1-4-9200-1506 | NGWD-INTEREST PAYMENTS | 180,000 | - | - | - | - |
| 1-4-9200-2015 | NGWD-MUNICIPAL TAXES | 1,200 | 1,200 | 10,138 | 1,200 | - |
| 1-4-9200-2020 | NGWD-HEALTH & SAFETY | 1,200 | 1,200 | 416 | 1,200 | - |
| 1-4-9200-2021 | NGWD-WORK BOOTS & CLOTHING ALLOWANCE | 1,200 | 1,200 | 1,061 | 1,200 | - |
| 1-4-9200-2022 | NGWD - PRESCRIPTION SAFETY GLASSES | - | - | 559 | 750 | 750 |
| 1-4-9200-2023 | NGWD-BILLING OPERATING COSTS | 2,500 | 2,500 | 2,000 | 2,500 | - |
| 1-4-9200-2027 | NGW - INSURANCE CLAIMS | - | - | 5,738 | - | - |
| 1-4-9200-2035 | NGWD-CONFERENCE & WORKSHOPS | 9,000 | 9,000 | 6,605 | 9,000 | - |
| 1-4-9200-2037 | NGWD-CERTIFICATE RENEWAL | 500 | 1,000 | 1,051 | 1,000 | - |
| 1-4-9200-2049 | NGWD-CELL PHONES | 2,500 | 2,500 | 1,408 | 2,500 | - |
| 1-4-9200-2050 | NGWD-TELEPHONE | 3,200 | 3,200 | 4,930 | 3,200 | - |
| 1-4-9200-2051 | NGWD-COURIER | 1,200 | 1,200 | 504 | 1,000 | (200) |
| 1-4-9200-2055 | NGWD-ENBRIDGE | 5,500 | - | - | - | - |
| 1-4-9200-2056 | NGWD-HYDRO | 1,100 | 1,100 | 7,300 | 8,100 | 7,000 |
| 1-4-9200-2057 | NGWD-WATER/SEWER | 200 | 200 | - | 200 | - |
| 1-4-9200-2110 | NGWD-TOOLS | 1,000 | 1,000 | 1,360 | 3,000 | 2,000 |
| 1-4-9200-2114 | NGWD-CHEMICALS | 2,000 | 2,500 | 1,615 | 2,500 | - |
| 1-4-9200-2116 | NGWD-CHLORINE | 500 | 1,000 | 2,063 | 1,500 | 500 |
| 1-4-9200-2120 | NGWD-OFFICE SUPPLIES | 1,000 | 500 | 2,050 | 500 | - |
| 1-4-9200-2125 | NGWD-MATERIALS & SUPPLIES | 8,000 | 6,000 | 8,535 | 6,000 | - |
| 1-4-9200-2130 | NGWD - COMPUTER SUPPLIES | 1,500 | 1,500 | 4,631 | 4,500 | 3,000 |
| 1-4-9200-2140 | NGWD - PHOTOCOPIER EXPENSES | - | - | 829 | 1,000 | 1,000 |
| 1-4-9200-2162 | NGWD-NEW WATER METER /REPAIRS | 5,000 | 2,500 | 599 | 2,000 | (500) |
| 1-4-9200-2164 | NGWD-WATER MAIN REPAIRS | 100,000 | 125,000 | 129,635 | 125,000 | - |
| 1-4-9200-2166 | NGWD-FROZEN LINES SERVICES | - | 1,000 | - | 1,000 | - |
| 1-4-9200-2200 | NGWD-ACCOUNTING/AUDIT FEES | 1,500 | 1,500 | - | 1,000 | (500) |
| 1-4-9200-2201 | NGWD-QMS AUDITING | 2,400 | 3,500 | - | 3,500 | - |
| 1-4-9200-2210 | NGWD-LEGAL FEES | 5,000 | 5,000 | - | 5,000 | - |
| 1-4-9200-2223 | NGWD-CONSULTING FEES | 5,000 | 5,000 | - | 5,000 | - |
| 1-4-9200-2300 | NGWD-ADVERTISING | 1,000 | 1,000 | 132 | 1,000 | - |
| 1-4-9200-2366 | NGWD-BUILDING MTCE/SUPPLIES | 1,000 | 1,000 | 813 | 1,000 | - |
| 1-4-9200-2368 | NGWD-EQUIPMENT MTCE | 4,500 | 4,500 | 8,608 | 5,000 | 500 |
| 1-4-9200-2370 | NGWD-TRUCK LICENCING | 1,000 | 1,000 | - | 1,000 | - |
| 1-4-9200-2399 | NGWD-VEHICLE MTCE | 2,000 | 2,500 | 1,440 | 2,500 | - |
| 1-4-9200-2400 | NGWD-GAS/OIL/DIESEL | 7,000 | 5,000 | 8,987 | 5,000 | - |
| 1-4-9200-2410 | NGWD-ASSOC. & MEMBERSHIP FEES | 500 | 500 | 45 | 500 | - |
| 1-4-9200-2540 | NGWD-SAMPLING | 1,500 | 1,500 | - | 500 | (1,000) |
| 1-4-9200-3010 | NGWD-EQUIPMENT RENTAL | 250 | 250 | - | 250 | - |
| 1-4-9200-3753 | NGWD-METER READING | 13,000 | 15,000 | 12,326 | 15,000 | - |
| 1-4-9200-3782 | NGWD-CONTRACTED SERVICE RRCA | 12,000 | 12,000 | 486 | 12,000 | - |
| 1-4-9200-4010 | NGWD-CONTRACTS/CONTRACTED SERVICES | 10,000 | 10,000 | 4,537 | 8,000 | (2,000) |
| 1-4-9200-4100 | NGWD-GRASS CUTTING | 500 | 500 | - | 500 | - |
| 1-4-9200-4114 | NGWD - LOCATES | - | 15,000 | 11,872 | 10,000 | (5,000) |
| 1-4-9200-5010 | NGWD-GENERAL EXPENSES | - | - | 31 | - | - |
| 1-4-9200-5020 | NGWD-BAD DEBT EXPENSE | - | - | 48 | - | - |
| 1-4-9200-5120 | NGWD - SNOW REMOVAL | - | 2,500 | 5,449 | 5,000 | 2,500 |
| 1-4-9200-7912 | NGWD-DEFICIT/OPERATING REPAY 4 YRS | 7,500 | 7,500 | - | 7,500 | - |
| 1-4-9200-7997 | NGWD-EMERGENCY PHONE SERVICE | 1,500 | 1,500 | - | 1,500 | - |
| 1-4-9200-7999 | NGWD-BOIL WATER ADVISORY | 500 | 500 | 936 | 500 | - |
| | TOTAL EXPENDITURES | 705,320 | 1,023,302 | 838,455 | 1,028,159 | 4,857 |
| CAPITAL | | | | | | |
| 1-5-9200-8000 | CAPITAL - NGWD - WATER DISTRIBUTION | 3,066,383 | 270,161 | 164,049 | 222,000 | (48,161) |
| | TOTAL CAPITAL | 3,066,383 | 270,161 | 164,049 | 222,000 | (48,161) |
| | Total Water Distribution | 3,771,703 | 1,293,463 | 1,002,504 | 1,250,159 | (43,304) |

| Water Treatment | | | | | | |
|---------------------|---|--------------------|--------------------|--------------------|--------------------|-----------------|
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-9300-4900 | WATER - DOMESTIC - ALEXANDRIA | (1,092,420) | (1,328,186) | (1,008,844) | (1,328,186) | - |
| 1-3-9300-4902 | WATER-COMMERCIAL-ALEXANDRIA | (624,240) | (678,923) | (408,733) | (678,923) | - |
| 1-3-9300-4903 | WATER-GLEN ROBERTSON | (40,576) | (40,576) | (35,464) | (40,576) | - |
| 1-3-9300-4905 | WATER - PENALTY & INTEREST | (20,000) | (20,000) | (7,821) | (20,000) | - |
| 1-3-9300-4906 | WATER-OTHER INCOME | (10,000) | (10,000) | (7,381) | (10,000) | - |
| 1-3-9300-4907 | WATER - NSF CHEQUE CHARGE | - | - | (140) | - | - |
| 1-3-9300-4908 | WATER - DOMESTIC - MAXVILLE | - | - | (28,251) | - | - |
| 1-3-9300-4909 | WATER - COMMERCIAL- MAXVILLE | - | - | (14,730) | - | - |
| 1-3-9300-4961 | USER FEES - WETLANDS CAPITAL RECOVERY | (15,000) | (15,000) | (10,372) | (15,000) | - |
| 1-3-9300-4971 | WATER -HYDRANT RENTAL | (15,000) | (20,000) | - | (20,000) | - |
| 1-3-9000-8211 | TRANSFER FROM RESERVE - WDS | (25,000) | - | - | - | - |
| | TOTAL REVENUES | (1,842,236) | (2,112,685) | (1,521,736) | (2,112,685) | - |
| EXPENDITURES | | | | | | |
| 1-4-9300-1010 | NGWT-WAGES | 135,182 | 139,038 | 266,391 | 136,497 | (2,541) |
| 1-4-9300-1015 | NGWT - PART TIME WAGES | - | - | 3,526 | - | - |
| 1-4-9300-1035 | NGWT - OVERTIME | 2,000 | 40,000 | 40,223 | 40,000 | - |
| 1-4-9300-1110 | NGWT-BENEFITS | 38,763 | 41,683 | 89,358 | 48,443 | 6,760 |
| 1-4-9300-1210 | NGWT-WSIB CLAIMS PAID | - | - | 5 | - | - |
| 1-4-9300-1225 | NGWT-INSURANCE | 21,576 | 23,734 | 23,812 | 27,292 | 3,558 |
| 1-4-9300-1505 | NGWT-LTD PAYMENTS | 43,436 | 40,501 | 40,501 | 40,501 | - |
| 1-4-9300-2015 | NGWT-MUNICIPAL TAXES | 8,800 | 8,800 | 6,395 | 8,800 | - |
| 1-4-9300-2020 | NGWT-HEALTH & SAFETY | 1,200 | 1,200 | 660 | 1,200 | - |
| 1-4-9300-2021 | NGWT-WORK BOOTS & CLOTHING | 1,200 | 1,200 | 192 | 1,200 | - |
| 1-4-9300-2023 | NGWT-BILLING OPERATING COSTS | 2,500 | 2,500 | 2,000 | 2,500 | - |
| 1-4-9300-2025 | NGWT-MILEAGE & TRAVEL | - | - | 41 | - | - |
| 1-4-9300-2035 | NGWT-CONFERENCES & WORKSHOPS | 9,000 | 9,000 | 9,888 | 9,000 | - |
| 1-4-9300-2037 | NGWT-CERTIFICATE RENEWAL | 500 | 2,000 | 764 | 1,000 | (1,000) |
| 1-4-9300-2049 | NGWT-CELL PHONES | 2,500 | 2,500 | 1,930 | 2,500 | - |
| 1-4-9300-2050 | NGWT-TELEPHONE | 1,000 | 1,000 | 898 | 1,000 | - |
| 1-4-9300-2051 | NGWT-COURIER | 1,000 | 1,000 | 2,019 | 1,000 | - |
| 1-4-9300-2055 | NGWT-ENBRIDGE | 2,500 | 8,000 | 9,146 | 8,000 | - |
| 1-4-9300-2056 | NGWT-HYDRO | 65,000 | 65,000 | 55,751 | 60,000 | (5,000) |
| 1-4-9300-2110 | NGWT-TOOLS | 500 | 500 | - | 500 | - |
| 1-4-9300-2114 | NGWT-CHEMICALS | 40,000 | 30,000 | 25,086 | 30,000 | - |
| 1-4-9300-2115 | NGWT-COAGULENT | 55,000 | 55,000 | 35,779 | 55,000 | - |
| 1-4-9300-2116 | NGWT-CHLORINE | 22,000 | 30,000 | 10,149 | 25,000 | (5,000) |
| 1-4-9300-2120 | NGWT-OFFICE SUPPLIES | 1,000 | 1,000 | 1,374 | 1,500 | 500 |
| 1-4-9300-2125 | NGWT-MATERIALS & SUPPLIES | 10,000 | 10,000 | 6,533 | 10,000 | - |
| 1-4-9300-2130 | NGWT-COMPUTER SUPPLIES | 1,000 | 1,000 | 1,031 | 4,400 | 3,400 |
| 1-4-9300-2140 | NGWT - PHOTOCOPIER EXPENSE | - | - | 833 | 1,000 | 1,000 |
| 1-4-9300-2200 | NGWT-ACCOUNTING/AUDIT FEES | 2,500 | 2,500 | - | 2,000 | (500) |
| 1-4-9300-2201 | NGWT-QMS AUDITING | 2,400 | 2,400 | - | 2,400 | - |
| 1-4-9300-2210 | NGWT-LEGAL FEES | 5,000 | 5,000 | - | 5,000 | - |
| 1-4-9300-2223 | NGWT-CONSULTING FEES | 5,000 | 5,000 | - | 5,000 | - |
| 1-4-9300-2300 | NGWT-ADVERTISING | 1,000 | 500 | - | 500 | - |
| 1-4-9300-2366 | NGWT-BUILDING MTCE/SUPPLIES | 10,000 | 5,000 | 1,636 | 5,000 | - |
| 1-4-9300-2368 | NGWT-EQUIPMENT MTCE | 50,000 | 40,000 | 40,232 | 40,000 | - |
| 1-4-9300-2400 | NGWT-GAS/OIL/DIESEL | 1,000 | 500 | 1,039 | 500 | - |
| 1-4-9300-2410 | NGWT-ASSOC. & MEMBERSHIP FEES | 500 | 1,000 | 469 | 1,000 | - |
| 1-4-9300-2540 | NGWT-SAMPLING | 19,000 | 19,000 | 26,823 | 23,000 | 4,000 |
| 1-4-9300-3010 | NGWT-EQUIPMENT RENTAL | 250 | 250 | - | 250 | - |
| 1-4-9300-3782 | NGWT-CONTRACTED SERVICE RRCA | 18,000 | 18,000 | - | 18,000 | - |
| 1-4-9300-4010 | NGWT-CONTRACTS/CONTRACTED SERVICES | 2,500 | 2,500 | 4,271 | 3,500 | 1,000 |
| 1-4-9300-4013 | NGWT-OPERATING MONITORING/ANALYSIS COST | 1,000 | 1,000 | - | 1,000 | - |
| 1-4-9300-4100 | NGWT-GRASS CUTTING | 500 | 500 | - | 500 | - |
| 1-4-9300-5020 | NGWT-BAD DEBT EXPENSE | - | - | 5,768 | - | - |
| 1-4-9300-7912 | NGWT-DEFICIT/OPERATING REPAY 4 YRS | 7,500 | 7,500 | - | 7,500 | - |
| 1-4-9300-9000 | NGWT-TRANSFER TO RESERVES | 92,869 | 91,918 | - | 162,543 | 70,625 |
| | TOTAL EXPENDITURES | 684,676 | 717,224 | 714,523 | 794,026 | 76,802 |
| CAPITAL | | | | | | |
| 1-5-9300-2065 | NGWT - PERMITS & APPROVALS | 15,264 | - | - | - | - |
| 1-5-9300-2223 | NWWT - PROJECT ENGINEERING | - | - | 1,343 | - | - |
| 1-5-9300-8000 | CAPITAL - NGWT - WATER TREATMENT | 82,610 | 102,000 | 39,876 | 68,500 | (33,500) |
| | TOTAL CAPITAL | 97,874 | 102,000 | 41,219 | 68,500 | (33,500) |
| | | | | | | |
| | Total Water Treatment | (1,059,686) | (1,293,461) | (765,994) | (1,250,159) | 43,302 |

| Maxville Water Project | | | | | | |
|------------------------|-------------------------------------|---------------------|--------------------|--------------------|---------------|--------------------|
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-9500-1001 | MAXVILLE - CWWF FUNDING | (7,800,000) | (1,243,761) | (1,755,181) | - | 1,243,761 |
| 1-3-9500-1002 | TRF FROM DEBT - MAXVILLE | (7,500,000) | (2,324,122) | - | - | 2,324,122 |
| | TOTAL REVENUES | (15,300,000) | (3,567,883) | (1,755,181) | - | 3,567,883 |
| CAPITAL | | | | | | |
| 1-5-9500-2065 | MDS - PERMITS & APPROVALS | 21,633 | - | - | - | - |
| 1-5-9500-2223 | MDS - PROJECT ENGINEERING | 322,914 | - | 44,206 | - | - |
| 1-5-9500-4010 | MDS - CONTRACTED SERVICES | 4,953,831 | - | 94,131 | - | - |
| 1-5-9550-2065 | MWT - PERMITS & APPROVALS | 30,330 | - | - | - | - |
| 1-5-9550-2223 | MWT - PROJECT ENGINEERING | - | - | 59,491 | - | - |
| 1-5-9550-2300 | MWT - ADV | - | - | 70 | - | - |
| 1-5-9550-4010 | MWT - CONTRACTED SERVICES | - | - | (49,226) | - | - |
| 1-5-9600-2065 | AMTM - PERMITS & APPROVALS | 41,552 | - | 2,442 | - | - |
| 1-5-9600-2223 | AMTM - PROJECT ENGINEERING | 524,325 | - | 34,559 | - | - |
| 1-5-9600-4010 | AMTM - CONTRACTED SERVICES | 5,031,404 | - | 56,453 | - | - |
| 1-5-9650-2065 | BS - PERMITS & APPROVALS | 6,660 | - | - | - | - |
| 1-5-9650-2223 | BS - PROJECT ENGINEERING | 79,610 | - | 33,375 | - | - |
| 1-5-9650-4010 | BS - CONTRACTED SERVICES | 1,594,121 | - | 17,225 | - | - |
| 1-5-9700-2080 | AWPU - INELIGIBLE COSTS | - | - | 5,118 | - | - |
| 1-5-9700-2223 | AWPU - PROJECT ENGINEERING | - | - | 591,071 | - | - |
| 1-5-9700-4010 | AWPU - CONTRACTED SERVICES | - | 3,567,883 | 2,749,274 | - | (3,567,883) |
| | TOTAL CAPITAL | 12,606,380 | 3,567,883 | 3,638,189 | - | (3,567,883) |
| | Total Maxville Water Project | (2,693,620) | - | 1,883,008 | - | - |
| | TOTAL TAX LEVY WATER | 18,397 | 2 | 2,119,518 | - | (2) |

10 YR CAPITAL BUDGET - 2021

Department: Water Distribution

Account series 9200

| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|---------------------------------------|----------------|----------------|---------------|----------------|---------------|----------------|---------------|---------------|---------------|---------------|
| Meter Stations (Flow meter) | | 75,000 | | 75,000 | | 75,000 | | | | |
| Lochiel St. Water Main | 155,000 | | | | | | | | | |
| Replace Water main Boundary East | | 85,000 | | | | | | | | |
| Valve and hydrant replacement | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Hydraulic modeling | | 28,695 | | | | | | | | |
| Water meter replaement program | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Atuo Flushers (x2) | 5,000 | | | | | | | | | |
| Meter Software Upgrade | 15,000 | | | | | | | | | |
| Glen Robertson Meter head replacement | 7,000 | | | | | | | | | |
| Leak detection system | | 6,500 | | | | | | | | |
| Total Before Inflation | 222,000 | 235,195 | 40,000 | 115,000 | 40,000 | 115,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 222,000 | 239,899 | 41,616 | 122,039 | 43,297 | 126,969 | 45,046 | 45,947 | 46,866 | 47,804 |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves | | | | | | | | | | |
| Grants | | | | | | | | | | |
| Tax Base | | | | | | | | | | |
| Long Term Debt | | | | | | | | | | |
| Water/Waste Water Rates | 222,000 | 239,899 | 41,616 | 122,039 | 43,297 | 126,969 | 45,046 | 45,947 | 46,866 | 47,804 |
| Total Funding | 222,000 | 239,899 | 41,616 | 122,039 | 43,297 | 126,969 | 45,046 | 45,947 | 46,866 | 47,804 |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | |
|------------------------------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Department: Water Treatment | | | | | | | | | | |
| Account series 9300 | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Glen Robertson SCADA upgrade | 46,000 | | | | | | | | | |
| UV Units | 5,500 | | | | | | | | | |
| Wall Mounted CL2 analyzer | 7,000 | | | | | | | | | |
| Clean Glen Robertson well casing | 10,000 | | | | | | | | | |
| Total Before Inflation | 68,500 | - | - | - | - | - | - | - | - | - |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 |
| Total with Inflation | 68,500 | - | - | - | - | - | - | - | - | - |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Reserves | | | | | | | | | | |
| Grants | | | | | | | | | | |
| Tax Base | | | | | | | | | | |
| Long Term Debt | | | | | | | | | | |
| Water/Waste Water Rates | 68,500 | | | | | | | | | |
| Total Funding | 68,500 | - | - | - | - | - | - | - | - | - |

| PROPOSED BUDGET FOR THE FISCAL YEAR 2021 | | | | | | |
|--|-----------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| WASTE WATER | | | | | | |
| Account Code | Account Description | 2019 FINAL BUDGET | 2020 FINAL BUDGET | 2020 ACTUAL VALUES | 2021 PROPOSED | VARIANCE |
| REVENUES | | | | | | |
| 1-3-9400-8001 | NGS - TRANSFER FROM RESERVES | - | - | - | (135,546) | (135,546) |
| 1-3-9300-4940 | SEWER FEES - ALEXANDRIA | (905,148) | (923,251) | (739,295) | (923,251) | - |
| 1-3-9300-4941 | SEWER FEES - MAXVILLE | (162,302) | (165,548) | (138,541) | (165,548) | - |
| 1-3-9300-4951 | WATER/SEWER CONNECTION FEES | (15,000) | (20,000) | (48,000) | (20,000) | - |
| | TOTAL REVENUES | (1,082,450) | (1,108,799) | (925,836) | (1,244,345) | (135,546) |
| EXPENDITURES | | | | | | |
| 1-4-9400-1010 | NGS - WAGES | 180,242 | 185,384 | 124,900 | 181,996 | (3,388) |
| 1-4-9400-1015 | NGS - PART-TIME WAGES | - | - | 2,496 | - | - |
| 1-4-9400-1035 | NGS - OVERTIME | 2,000 | 20,000 | 28,526 | 20,000 | - |
| 1-4-9400-1110 | NGS - BENEFITS | 51,685 | 83,366 | 49,766 | 96,885 | 13,519 |
| 1-4-9400-1210 | NGS - WSIB CLAIMS PAID | - | - | 6 | - | - |
| 1-4-9400-1225 | NGS - INSURANCE | 28,768 | 28,768 | 31,749 | 33,083 | 4,315 |
| 1-4-9400-1505 | NGS - LTD PAYMENTS | 124,005 | 124,005 | 113,671 | 124,005 | - |
| 1-4-9400-1511 | NGS - LTD MAXVILLE LAGOONS | 18,100 | - | - | - | - |
| 1-4-9400-1515 | NGS - LTD WETLANDS | 26,640 | 26,640 | 21,345 | 26,640 | - |
| 1-4-9400-2015 | NGS - MUNICIPAL TAXES | 13,000 | 13,000 | 7,341 | 8,000 | (5,000) |
| 1-4-9400-2020 | NGS - HEALTH & SAFETY | 4,500 | 3,000 | 832 | 3,000 | - |
| 1-4-9400-2021 | NGS - WORK BOOTS & CLOTHING | 2,100 | 2,100 | 2,005 | 2,100 | - |
| 1-4-9400-2023 | NGS - BILLING OPERATING COSTS | 3,200 | 3,200 | 2,888 | 3,200 | - |
| 1-4-9400-2026 | NGS - MEETING ATTENDANCE | - | - | 108 | - | - |
| 1-4-9400-2027 | NGS - INSURANCE CLAIMS | 10,000 | 10,000 | - | 10,000 | - |
| 1-4-9400-2035 | NGS - CONFERENCE & WORKSHOPS | 9,000 | 9,000 | 5,547 | 9,000 | - |
| 1-4-9400-2037 | NGS - LICENSE RENEWAL | 500 | 500 | 2,585 | 1,000 | 500 |
| 1-4-9400-2038 | NGS - CERT OF APPROV & PERMITS | - | - | 3,000 | - | - |
| 1-4-9400-2049 | NGS - CELL PHONES | 2,500 | 2,500 | 1,915 | 2,500 | - |
| 1-4-9400-2050 | NGS - TELEPHONE | 3,500 | 3,000 | 4,003 | 3,000 | - |
| 1-4-9400-2051 | NGS - COURIER | 700 | 700 | 363 | 700 | - |
| 1-4-9400-2056 | NGS - HYDRO | 90,000 | 90,000 | 67,752 | 70,000 | (20,000) |
| 1-4-9400-2110 | NGS - TOOLS | 1,000 | 1,000 | 411 | 1,000 | - |
| 1-4-9400-2114 | NGS - CHEMICALS | 7,500 | 5,000 | 4,536 | 5,000 | - |
| 1-4-9400-2115 | NGS - COAGULENT | 20,000 | 20,000 | 48,393 | 32,000 | 12,000 |
| 1-4-9400-2116 | NGS - CHLORINE | 31,000 | 45,000 | 16,553 | 30,000 | (15,000) |
| 1-4-9400-2120 | NGS - OFFICE SUPPLIES | 400 | 400 | 825 | 400 | - |
| 1-4-9400-2125 | NGS - MATERIALS/SUPPLIES | 7,500 | 7,500 | 8,223 | 7,500 | - |
| 1-4-9400-2130 | NGS - COMPUTER SUPPLIES | 1,000 | 1,000 | 1,085 | 1,000 | - |
| 1-4-9400-2140 | NGS - PHOTOCOPIER EXPENSE | - | - | 1,111 | 1,000 | 1,000 |
| 1-4-9400-2163 | NGS - SEWER LINE REPAIRS | 40,000 | 40,000 | 72,430 | 40,000 | - |
| 1-4-9400-2200 | NGS - ACCOUNTING/AUDIT FEES | 1,900 | 1,900 | - | 1,000 | (900) |
| 1-4-9400-2210 | NGS - LEGAL FEES | 10,000 | 10,000 | - | 5,000 | (5,000) |
| 1-4-9400-2223 | NGS - CONSULTING FEES | 20,000 | 20,000 | 7,192 | 15,000 | (5,000) |
| 1-4-9400-2300 | NGS-ADVERTISING | 500 | 500 | 179 | 500 | - |
| 1-4-9400-2366 | NGS-BUILDING MTCE/SUPPLIES | 15,000 | 10,000 | 4,208 | 10,000 | - |
| 1-4-9400-2368 | NGS-EQUIPMENT MTCE | 55,000 | 40,000 | 44,677 | 40,000 | - |
| 1-4-9400-2369 | NGS-LAGOON MTCE | 5,000 | 5,000 | 1,033 | 5,000 | - |
| 1-4-9400-2370 | NGS-TRUCK LICENCING | 250 | 250 | - | 250 | - |
| 1-4-9400-2399 | NGS-VEHICLE MTCE | 3,000 | 3,000 | 2,723 | 3,000 | - |
| 1-4-9400-2400 | NGS-GAS/DIESEL/OIL | 10,000 | 10,000 | 7,151 | 10,000 | - |
| 1-4-9400-2410 | NGS-ASSOC. & MEMBERSHIP FEES | 500 | 500 | 90 | 500 | - |
| 1-4-9400-2540 | NGS-SAMPLING | 20,000 | 20,000 | 18,836 | 20,000 | - |
| 1-4-9400-3010 | NGS-EQUIPMENT RENTAL- EOS RENTAL | 250 | 250 | - | 250 | - |
| 1-4-9400-4010 | NGS-CONTRACTS/CONTRACTED SERVICES | 10,000 | 10,000 | 4,470 | 7,000 | (3,000) |
| 1-4-9400-4016 | NGS-SUMP PUMP PROGRAM | 20,000 | 20,000 | - | 5,000 | (15,000) |
| 1-4-9400-4100 | NGS-GRASS CUTTING | 2,000 | 2,000 | - | 1,000 | (1,000) |
| 1-4-9400-4114 | NGS - LOCATES | - | 15,000 | 4,221 | 7,500 | (7,500) |
| 1-4-9400-5010 | NGS-GENERAL EXPENSES | 1,000 | 1,000 | 70 | 1,000 | - |
| 1-4-9400-5020 | NGS-BAD DEBT EXPENSE | - | - | 3,794 | - | - |
| 1-4-9400-5120 | NGS - SNOW REMOVAL | - | 4,500 | 4,587 | 4,500 | - |
| 1-4-9400-9000 | NGS-TRANSFER TO RESERVES | - | 40,836 | - | 40,836 | - |
| | TOTAL EXPENDITURES | 853,240 | 939,799 | 727,596 | 890,345 | (49,454) |
| CAPITAL | | | | | | |
| 1-5-9400-8000 | CAPITAL - NGS - SEWAGE | 210,813 | 169,000 | 101,033 | 354,000 | 185,000 |
| | TOTAL CAPITAL | 210,813 | 169,000 | 101,033 | 354,000 | 185,000 |
| | TOTAL TAX LEVY WASTE WATER | (18,397) | - | (97,207) | - | - |

| 10 YR CAPITAL BUDGET - 2021 | | | | | | | | | | | |
|--|----------------|----------------|----------------|---------------|----------------|----------------|---------------|----------------|---------------|---------------|---------------|
| Department: Waste Water | | | | | | | | | | | |
| 9400 account series | | | | | | | | | | | |
| Project Description | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2029 | 2030 |
| Sewer flushing and cctv | 50,000 | | 50,000 | | 65,000 | 65,000 | | 50,000 | | | |
| sewer relining | 60,000 | 60,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Pumping needs study | | 33,581 | | | | | | | | | |
| Collection flow testing | | 33,581 | | | | | | | | | |
| Lagoon berm maintenance (carried from 2019) | 2,000 | | | | | | | | | | |
| SCADA for Bishop station | | 15,000 | | | | | | | | | |
| SCADA for Maxville Main Station | | | 35,000 | | | | | | | | |
| SCADA for Sandfield Station | | | | 15,000 | | | | | | | |
| SCADA for Leroux Station | | | | | 15,000 | | | | | | |
| Pump upgrade Maxville main station | | 25,000 | | | | | | | | | |
| Maxville Main station grating replacement | 28,000 | | | | | | | | | | |
| Sewage pumps x 2 (from 2019) | 9,000 | | | | | | | | | | |
| Maxville Manor pump and controller upgrade | | 23,000 | | | | | | | | | |
| Geotube removal | 35,000 | | | | | | | | | | |
| Sludge removal Cell B Alexandria lagoon | 165,000 | | | | | | | | | | |
| Fuel Tank at Alexandria Main Pumping Station | 5,000 | | | | | | | | | | |
| Total Before Inflation | 354,000 | 190,162 | 135,000 | 65,000 | 130,000 | 115,000 | 50,000 | 100,000 | 50,000 | 50,000 | 50,000 |
| Inflation | 1.00 | 1.02 | 1.04 | 1.06 | 1.08 | 1.10 | 1.13 | 1.15 | 1.17 | 1.20 | 1.22 |
| Total with Inflation | 354,000 | 193,965 | 140,454 | 68,979 | 140,716 | 126,969 | 56,308 | 114,869 | 58,583 | 59,755 | 60,950 |
| Funding Sources | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2029 | 2030 |
| Reserves | | | | | | | | | | | |
| Grants | | | | | | | | | | | |
| Tax Base | | | | | | | | | | | |
| Long Term Debt | | | | | | | | | | | |
| Water/Waste Water Rates | 354,000 | 193,965 | 140,454 | 68,979 | 140,716 | 126,969 | 56,308 | 114,869 | 58,583 | 59,755 | 60,950 |
| Total Funding | 354,000 | 193,965 | 140,454 | 68,979 | 140,716 | 126,969 | 56,308 | 114,869 | 58,583 | 59,755 | 60,950 |