



NORTH  
GLENGARRY  
NORD

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

**2023**

**APPROVED**

**OPERATING AND CAPITAL BUDGETS**

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January 2023



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## EXECUTIVE SUMMARY

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

- Building and Planning Services
- By-Law Enforcement
- Community 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 2023 Operating and Capital Budgets for each of the departments are presented in this document for Council consideration. In the preparation of the 2023 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 2023 specifically related to recreation.

The proposed municipal tax rate increase for 2023 is 2.29%. The total municipal budget has increased by \$144,237 for a total tax levy of \$6,523,845. Based on the average residential assessment being noted at \$244,915, the increase in the municipal portion of taxes equates to about \$30 annually.

In addition, the education rates will remain the same for 2023 as they were for 2022 causing no change to this portion of the total tax rate. County rates for 2023 still have not been set and probably won't be announced until sometime in February. A 0% increase for County rates have been used in this budget but may change once the final County rates have been formally set.

This budget also includes a 2 percent (2%) increase in both water and wastewater rates.

## 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, staffing levels, insurance, interest rates earned and paid etc. 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.

### 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 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 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 2023. Estimated unspent dollars for tax supported capital have been transferred to the appropriate reserves for year end 2022. In 2023, incomplete projects will be added back to the capital budget and funded through these reserves to ease the tax burden.

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.

### Cost of Living Allowance, Union Contracts and Wages

The Cost-of-Living Allowance (COLA) has been added based on the Collective Agreements for unionized personnel. Non unionized salaries have been increased by 2% in this budget.

Staffing level changes and salary step increases impacted the overall salary budget in for both wages and benefits. Furthermore, the minimum wage has been raised to \$15.50 per hour and servers and bartenders minimum wage has increased from \$15.00 to \$15.50 impacting salary and benefit costs. However, some

positions have had their wages increased by more than the just the minimum wage to attract part time workers and be competitive with other municipalities.

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

The Employee Health Tax (EHT) and Workers Compensation Insurance Board (WSIB) rates did not change between 2020 and 2022 however, there was a recent announcement indicating WSIB rates were being increased in 2023 from \$1.95 to \$3.33. This has not been confirmed on our latest remittance sheets. Canada Pension Plan (CPP) contribution rates have increased for 2023 by approximately 4% with maximum earnings increased from \$63,700 to \$64,900. Employment Insurance (EI) premium rates will increase from \$1.58 per \$100 insurable earnings to \$1.63 for 2023 and maximum insurable earnings will increase by just over 7% to \$60,300. Ontario Municipal Employees Retirement System (OMERS) Sponsors Corporation are not increasing the contribution rates for 2023.

### **Employee Benefits**

The employee group benefits for the Township are 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 4.3% overall increase in benefit rates as indicated by our provider.

### **Insurance**

The Township's insurance rates are based on experience and market. The 2023 rates were estimated with a 20% increase based on information provided by our insurance broker. Also an additional rider has been added for Cyber Security.

### **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 would have been the fourth year of the assessment cycle.

In normal assessment cycles, 2020 would be the base year for phased in values for the years 2022-2025. However, assessment changes have been paused since 2020 and will remain the same for the years 2021, 2022, and 2023. This means that property taxes will continue to be based on the January 1, 2016, assessment date. This freeze will decrease the additional tax dollars that the Municipality usually gets from annual assessment changes. Budgetary pressures on other revenue streams could pose challenges as well.

With a boom in the real estate market, demand is high for new construction. However, there could be a possible slow down due to shortages of labour or materials. Backlogs in completion could result in backlogs of assessment and ultimately taxation dollars.

A summary of the 2023 assessment is noted below:

Township of North Glengarry - 2023 Assessment Comparison							
Summary of Taxable							
Property Class		2022	2023	Increase (+)	% Increase (+)	Municipal	Additional
		Total	Total	Decrease (-)	% Decrease (-)	2023	Dollars
Residential & Farm	RT	863,088,326	863,962,226	873,900	0.10	0.5473316	4,783
Multi-Residential	MT	9,458,100	10,408,300	950,200	10.05	0.5473316	5,201
New Multi-Residential	NT	2,227,600	2,609,600	382,000	17.15	0.5473316	2,091
Farmlands	FT	492,870,012	507,740,812	14,870,800	3.02	0.1368329	20,348
Commercial	CT	59,918,672	85,457,072	25,538,400	42.62	0.8943545	228,404
New Construction Commercial	XT	23,270,100		-23,270,100	-100.00	0.8943545	-208,117
Industrial	IT	11,923,600	18,645,800	6,722,200	56.38	1.1293820	75,919
New Construction Industrial	JT	6,581,500		-6,581,500	-100.00	1.1293820	-74,330
Pipeline	PT	5,097,000	5,113,000	16,000	0.31	0.7486762	120
Managed Forest	TT	6,917,400	7,172,100	254,700	3.68	0.1368329	349
Parking Lot	GT	39,000	39,000	0	0.00	0.8943545	0
New Construction Shopping Centre	ZT	4,608,700		-4,608,700	-100.00	0.8943545	-41,218
Commercial Excess Land	CU	533,620	942,320	408,700	76.59	0.6260482	2,559
Commercial Vacant	CX	2,402,800	2,317,800	-85,000	-3.54	0.6260482	-532
New Construction Commercial Excess Land	XU	294,800		-294,800	-100.00	0.6260482	-1,846
Industrial Excess Land	IU	96,600	96,600	0	0.00	0.7905673	0
Industrial Vacant Land	IX	159,800	159,800	0	0.00	0.7905673	0
Shopping Centre Full	ST		4,438,100	4,438,100	100.00	0.8943545	39,692
<b>Taxable Properties</b>		<b>1,489,487,630</b>	<b>1,509,102,530</b>	<b>19,614,900</b>	<b>1.33%</b>		<b>\$ 53,422</b>

The total tax rate is made up of the Municipal Tax Rate set by the Township; the County Tax Rate set by the United Counties of Stormont, Dundas, and Glengarry; and the Education Rate set by the Province. Municipal property tax is a municipal taxation system where municipalities ``tax`` their residents to pay for the services the municipality provides. The property tax burden is shared amongst residents proportionately based on the values of their properties.

There are two components of the tax rate calculation:

- How much does the Township need to collect from residents to cover the net tax levy (the net tax levy is the revenue of the Township minus the expenditures)
- What is the total of 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, the residential ratio 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 invoices the Township for their portion. The municipal tax rate represents approximately 40% 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 increase by 2.29%. Education rates are remaining the same and County rates for taxation

have not been set to date and may change the total taxation rate. The 2022 rates have been used for the County as currently they have not been set. If their rates remain the same, the increase to the total tax rate would be a 2.29% increase. However, any changes to the County rate will change the overall tax rate.

## Reserves

Unspent 2022 capital items funded by reserves were not moved from the reserves and remain there for use towards future projects. Further unspent taxation funded projects for 2022 were moved to reserves for future projects. At the end of 2022 approximately \$1.7 million was transferred into reserves and \$873,400 transferred out for an overall increase in reserves of about \$873,100. The original budget called for approximately \$1.4 million being transferred out of reserves, but projects were not complete and there was a sale of some Township property. These dollars are being used to assist in funding the 2023 budget. Total reserves being transferred out in this budget equate to about \$1,006,000 with \$62,500 being transferred into reserves from the tax base. This will assist in keeping the tax rate increase low. Another approximate \$90,000 is being transferred into the water/wastewater budget which is user fee based.

Current working reserves based on this budget will be increased by \$12,500. This reserve is funded through the annual surpluses of the Township with the target balance of 10% of the annual operations or \$650,000 based on the current reserve policy; however, it also funds any year end deficits that the Township may have. Current working reserves are within this target.

## Further Challenges

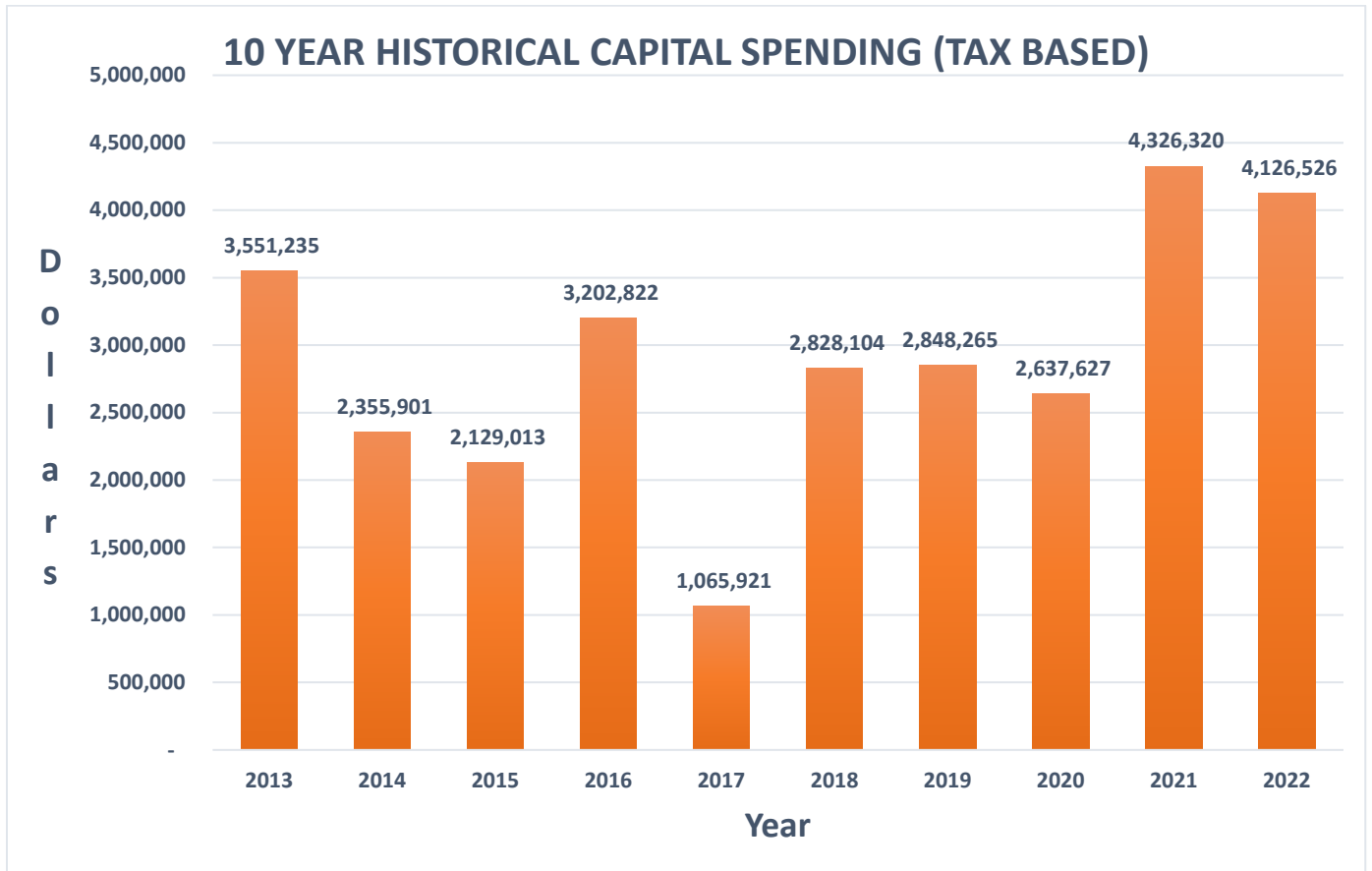
Based on the Consumer Price Index, the current economy has put additional pressures on the budget with an overall change of 6.9% for all categories of items. The main concerns are an increase of 5% for the costs of goods and services and gasoline at a 13% increase. Individual line items for fuel have been adjusted in this budget to reflect actual usage and may affect the bottom line at year end 2023.

<b>BUDGET 2023</b>	
<b>KEY CHANGES</b>	
Canada Community Building Fund (CCFF) formerly Federal Gas Tax increase	(13,940)
Ontario Municipal Partnership Fund (OMPF) increase	(147,700)
Ontario Community Infrastructure Fund (OCIF) increase	(73,349)
Reduction of other grants (Live Grow Ontario) no longer received	50,000
Reduction of Dome track revenues	10,000
Reduction Maxville advertising revenues	2,000
Reduction in GSP donations	4,350
2% cost of living for wages, plus step and position changes, minimum wage changes	80,888
4.3 % increase in benefits	42,500
Insurance increase by 20% plus additional Cyber security insurance	37,200
Gas budgets aligned with actuals, some fuel budgets have not been changed since 2016. The majority not changed since 2019	55,000
Full year borrowing for 2 tandems, one month budgeted in 2022	64,600
Increase in building housekeeping and janitorial costs	32,500
Increase cost in roads department materials	8,500
Increase in fire PPE gear replaced annually	10,000
Increase in computer hosting costs for various software	18,000
Increase in cover materials at Glen Robertson	10,000
Increase cost of sampling and monitoring at landfill	15,000
Increase cost of leachate hauling	5,000
Increase in building maintenance costs Maxville Sports Complex	30,000
Increase in conservation authority levies	4,000
Increase in heating costs	5,000
Transfer from reserves to offset capital costs	(50,000)
Assessment due to growth only	(53,422)
Minor adjustments throughout	(1,890)
	<b>144,237</b>

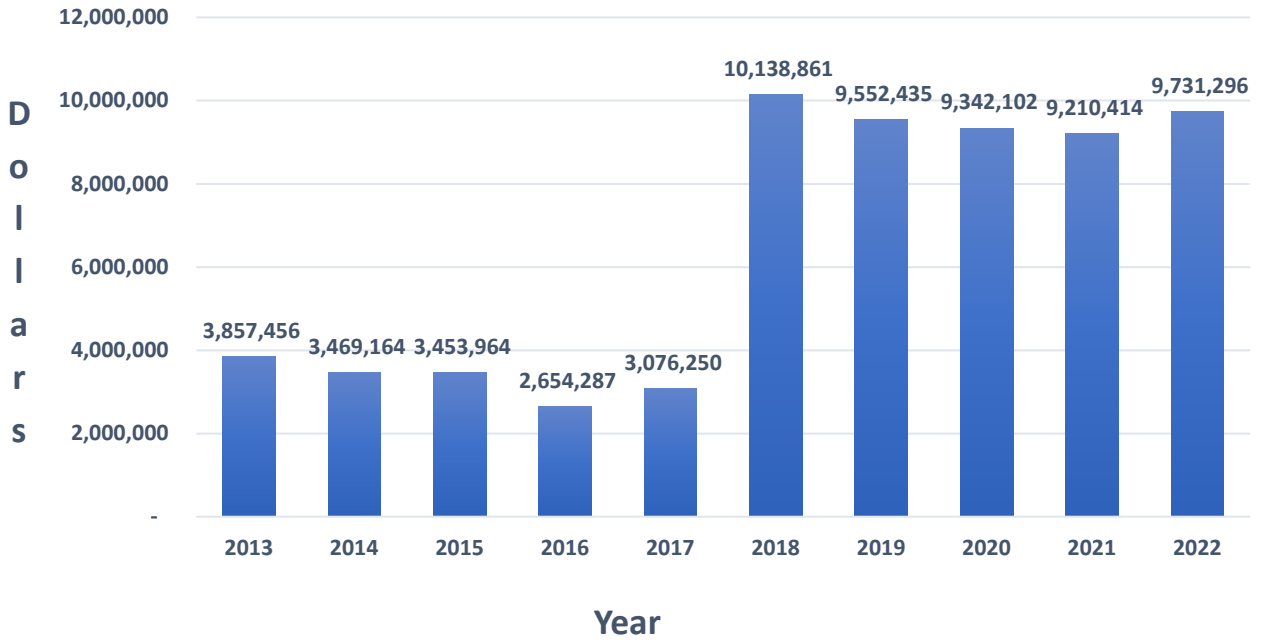


## HISTORICAL DATA FOR CAPITAL, DEBT AND RESERVES

Below are ten (10) year historical data summaries for Capital Expenditures, Debt Levels and Reserve Balances by year.



### 10 YEAR HISTORICAL DEBT LEVELS



### 10 YEAR HISTORICAL RESERVE LEVELS



<b>Township of North Glengarry</b>				
<b>Reserve and Reserve Fund Balance</b>				
<b>Proposed 2023</b>				
<b>Reserve Name</b>	<b>2022 Ending Balance</b>	<b>2023 Transfers In</b>	<b>2023 Transfers Out</b>	<b>2023 Tentative Ending</b>
<b>Working or Fiscal Reserves</b>				
CEMC Contingency Fund	(43,500.00)			(43,500.00)
Elections Reserve	(30,000.00)	(7,500.00)		(37,500.00)
North Glengarry General Fund	(597,254.63)			(597,254.63)
Planning Reserve (OP)	(60,000.00)	(5,000.00)		(65,000.00)
Recreation Working Fund	(77,661.00)			(77,661.00)
WSIB Insurance	(54,442.57)			(54,442.57)
<b>Total Working/Fiscal Reserves</b>	<b>(862,858.20)</b>	<b>(12,500.00)</b>	<b>-</b>	<b>(875,358.20)</b>
<b>DISCRETIONARY RESERVES</b>				
<b>Capital Reserves</b>				
Economic Development	(18,000.00)			(18,000.00)
Facilities Reserve	(163,851.21)		60,000.00	(103,851.21)
Fleet	(160,000.00)		119,800.00	(40,200.00)
Fire Department	(39,560.47)			(39,560.47)
Major Capital - NEW	(1,021,000.00)			(1,021,000.00)
General Capital	(103,316.33)		50,000.00	(53,316.33)
Infrastructure Reserve	(356,010.26)		300,000.00	(56,010.26)
Maxville Sports Complex	(54,950.00)			(54,950.00)
RARE	(375,531.47)		30,000.00	(345,531.47)
Soccer Dome	(5,345.00)			(5,345.00)
Waste disposal site	(1,056,394.15)	(50,000.00)	100,000.00	(1,006,394.15)
<b>Total Capital Funds</b>	<b>(3,353,958.89)</b>	<b>(50,000.00)</b>	<b>659,800.00</b>	<b>(2,744,158.89)</b>
<b>Specific Purpose</b>				
Dalkeith Library	(5,633.00)			(5,633.00)
GSP Slab Reserve	-			-
Maxville Soccer Lights Reserves	(20,000.00)		20,000.00	-
Social Services Relief Fund	-			-
Safe Restart Reserve	-			-
Skateboard Park	(25,000.00)			(25,000.00)
<b>Total Specific Purpose</b>	<b>(50,633.00)</b>	<b>-</b>	<b>20,000.00</b>	<b>(30,633.00)</b>
<b>Water/Wastewater</b>				
Water Meters	(44,360.01)			(44,360.01)
North Glengarry Water	(941,795.92)	(89,730.00)		(1,031,525.92)
North Glengarry Sewer	(1,722,331.35)		5,803.00	(1,716,528.35)
<b>Total Water/Wastewater</b>	<b>(2,708,487.28)</b>	<b>(89,730.00)</b>	<b>5,803.00</b>	<b>(2,792,414.28)</b>
<b>OBLIGATORY RESERVES</b>				
Cash in Lieu of Parkland	(74,819.04)			(74,819.04)
Canada Community Building Fund Reserve (formerly Federal Gas Tax)	(341,013.33)		320,000.00	(21,013.33)
<b>Total Obligatory Reserves</b>	<b>(415,832.37)</b>	<b>-</b>	<b>320,000.00</b>	<b>(95,832.37)</b>
<b>Total Reserve and Reserve Funds</b>	<b>(7,391,769.74)</b>	<b>(152,230.00)</b>	<b>1,005,603.00</b>	<b>(6,538,396.74)</b>

**Township of North Glengarry**

**Long Term Debt**

**Estimation for the Year 2023**

Department	Description	Loan Amount	Date of Loan	Term	Rate of Interest	2023 Annual Payment	Balance at January 1, 2023	
<b>Infrastructure Ontario</b>								
Fire Department	Rescue Vehicle Alexandria	270,453	February 2014	10 years	2.87	28,792	67,613	
Fire Department	SCBA Equipment	272,255	March 2015	10 years	1.86	28,870	95,289	
Fire Department	Fire Truck Purchases	867,930	February 2018	10 years	3.01	103,125	564,154	
Fire Department	Fire Truck Purchases	520,000	Oct-21	20 years	2.50	38,837	520,000	
Waterworks Dept.	Water Tower & Scada	1,276,369	March 1, 2012	10 years	2.56	64,629	63,819	
Waterworks Dept.	Maxville Water Project	7,500,000	November 15, 2019	30 years	2.84	447,010	7,000,000	
						<b>711,263</b>	<b>8,310,875</b>	
<b>Royal Bank</b>								
Waterworks Dept.	Preliminary Engineering - Wetlands	350,000	December 2016	10 Years	3.35	25,614	112,134	
Fire Dept	Pumper Tanker	430,000	June 2020	10 Years	3.03	28,694	404,279	
Public Works	Tandem Truck	275,000	January 2021	10 Years	3.35	17,344	266,008	
						<b>71,652</b>	<b>782,421</b>	
<b>New**</b>								
Public Works	2 Tandem Trucks	638,000	January 2023	10 Years	6.00	64,605	638,000	
	<b>** These are estimated on an annual basis. Delivery was to be November 2022</b>						<b>64,605</b>	<b>638,000</b>
<b>TOTAL ESTIMATED</b>						<b>847,520</b>	<b>9,731,296</b>	
<b>NOTE:</b>	Additional financing required for 2023 budget items not delivered until 2024 and therefore not in the 2023 budget estimated over 20 years @ 6%					145,275		
	Total Estimated Annual					<b>992,795</b>		
	Debt repayment limit 2022					1,768,902		

The Corporation of the Township of North Glengarry 2023 Tax Rates														
Property Class		2023 Rate				2023 - not set			2023 Confirmed			2023 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	863,962,226	0.005426451	4,688,249	2.29%	0.005888	5,087,381	0.00%	0.00153	1,321,862	0.00%	0.01284488	11,097,492	2.55%
Residential - Education Only - EP	RD	0	0.000000000	0	0.00%		0	0.00%	0.00153	0	0.00%	0.00153000	0	0.00%
Multi-Residential	MT	10,408,300	0.005426451	56,480	2.29%	0.005888	61,289	0.00%	0.00153	15,925	0.00%	0.01284488	133,693	2.55%
New Multi-Residential	NT	2,609,600	0.005426451	14,161	2.29%	0.005888	15,366	0.00%	0.00153	3,993	0.00%	0.01284488	33,520	2.55%
Large Industrial	LT	0	0.022483132	0	0.00%	0.024397	0	0.00%	0.00880	0	0.00%	0.05568036	0	2.43%
Farmlands	FT	507,740,812	0.001356613	688,808	2.29%	0.001472	747,450	0.00%	0.00038	194,211	0.00%	0.00321122	1,630,469	2.55%
Commercial	CT	85,457,072	0.008866968	757,745	2.29%	0.009622	822,255	0.00%	0.00880	752,022	0.00%	0.02728882	2,332,022	1.95%
Commercial Construction (New)	XT	0	0.008866968	0	2.29%	0.009622	0	0.00%	0.00880	0	0.00%	0.02728882	0	1.95%
Industrial	IT	18,645,800	0.011197118	208,779	2.29%	0.012150	226,554	0.00%	0.00880	164,083	0.00%	0.03214750	599,416	2.09%
Industrial Construction (New)	JT	0	0.011197118	0	2.29%	0.012150	0	0.00%	0.00880	0	0.00%	0.03214750	0	2.09%
Pipeline	PT	5,113,000	0.007422658	37,952	2.29%	0.008055	41,183	0.00%	0.00880	44,994	0.00%	0.02427724	124,130	1.83%
Managed Forest	TT	7,172,100	0.001356613	9,730	2.29%	0.001472	10,558	0.00%	0.00038	2,743	0.00%	0.00321122	23,031	2.54%
Parking Lot	GT	39,000	0.008866968	346	2.29%	0.009622	375	0.00%	0.00880	343	0.00%	0.02728882	1,064	1.95%
Shopping Centre	ST	4,438,100	0.008866968	39,352	2.29%	0.009622	42,703	0.00%	0.00880	39,055	0.00%	0.02728882	121,111	1.95%
Construction Shopping Centre (NEW)	ZT	0	0.008866968	0	2.29%	0.009622	0	0.00%	0.00880	0	0.00%	0.02728882	0	1.95%
Commercial Excess Vacant Unit	CU	942,320	0.006206878	5,849	2.29%	0.006735	6,347	0.00%	0.00880	8,292	0.00%	0.02174218	20,488	1.71%
Commercial Vacant Land	CX	2,317,800	0.006206878	14,386	2.29%	0.006735	15,611	0.00%	0.00880	20,397	0.00%	0.02174218	50,394	1.71%
Commercial Excess Vacant (New Construction)	XU	0	0.006206878	0	2.29%	0.006735	0	0.00%	0.00880	0	0.00%	0.02174218	0	1.71%
Shopping Centre Excess Land	SU	0	0.006206878	0	2.29%	0.006735	0	0.00%	0.00880	0	0.00%	0.02174218	0	1.48%
Industrial Excess Land	IU	96,600	0.007837982	757	2.29%	0.008505	822	0.00%	0.00880	850	0.00%	0.02514325	2,429	1.87%
Industrial Vacant Land	IX	159,800	0.007837982	1,253	2.29%	0.008505	1,359	0.00%	0.00880	1,406	0.00%	0.02514325	4,018	1.87%
Industrial Excess (New Construction)	JU	0	0.007837982	0	2.29%	0.008505	0	0.00%	0.00880	0	0.00%	0.02514325	0	1.87%
Large Industrial Vacant Unit Excess Land	LU	0	0.015738189	0	2.29%	0.017078	0	0.00%	0.00880	0	0.00%	0.04161625	0	2.28%
		<b>1,509,102,530</b>		<b>6,523,847</b>	<b>2.29%</b>		<b>7,079,253</b>	<b>0.00%</b>		<b>2,570,177</b>	<b>0.0%</b>		<b>16,173,277</b>	<b>1.98%</b>
				40.3%			43.8%			15.9%				
		<b>NOTE:</b>	Per budget	6,523,845										
			Difference	2.00	Due to rounding									

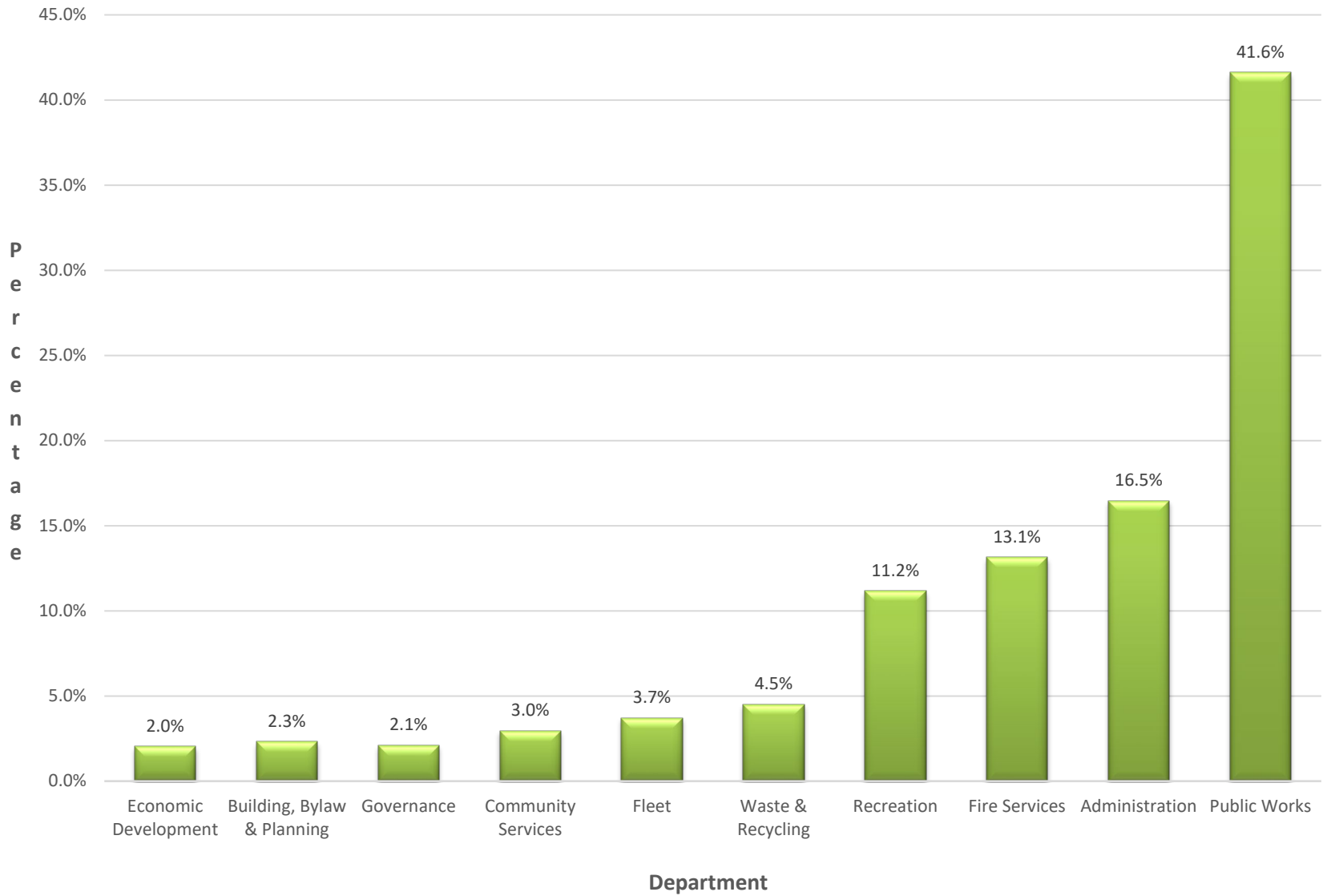
## DEPARTMENTAL 2023 TOTAL BUDGET SUMMARY

2023 BUDGET					As At Dec 8/22	
DEPARTMENT	AREA	2020 - ACTUAL VALUES	2021- ACTUAL VALUES	2022 BUDGET	2022 - ACTUAL VALUES	2023 BUDGET
Governance		152,767	158,303	195,219	165,552	198,640
Administration	Administration	(1,646,316)	(1,886,334)	(1,873,619)	(2,447,439)	(1,485,912)
	Other Services	105,136	102,262	114,215	115,476	118,310
Community Services	Community Development	(12,020)	24,952	28,600	18,360	28,600
	Other Contributions	300,474	155,448	235,480	184,122	258,481
	Recreation Building Water Legislation	2,380	3,161	10,000	1,487	10,000
	Libraries	(23,085)	(24,026)	(16,704)	(31,010)	(17,605)
Economic Development		139,243	226,846	259,930	192,685	192,596
Fire Services	Fire Department	1,092,674	1,687,467	1,116,069	966,012	1,230,761
	Community Emergency Management	4,257	4,843	11,041	5,729	10,317
Building, Bylaw & Planning	Building	52,889	37,291	142,899	64,579	126,523
	Bylaw	94,051	94,218	96,252	84,133	101,507
	Septic Systems	(6,701)	(13,932)	-	(29,835)	-
	Animal Control	(25,745)	(29,234)	(31,500)	(33,196)	(31,500)
	Planning	87,523	21,102	105,594	(21,824)	23,200
Fleet, Machinery & Equipment	Fleet	572,274	404,475	293,000	183,068	162,800
	Machinery & Equipment	-	-	-	-	187,000
Public Works	Roads Administration	3,418,727	1,409,960	2,914,184	1,384,746	2,854,926
	Bridges	187,326	1,842,205	456,000	23,522	449,500
	Roadside Maintenance	485,375	443,292	39,500	373,321	39,500
	Sidewalk Maintenance	9,217	8,614	3,000	19,019	8,500
	Loose Top Maintenance	187,491	219,144	149,000	217,590	149,000
	Hard Top Maintenance	49,448	44,784	65,000	53,231	40,000
	Plowing & Sanding	304,189	314,529	163,500	305,018	163,500
	Snow Removal	59,972	65,339	71,000	72,963	71,000
	Storm Sewers	21,679	10,065	22,500	3,882	22,500
	Safety Devices	38,269	47,561	50,000	46,610	50,000
	Street Lighting	66,297	72,773	80,000	71,420	80,000
	PW Building 62 Kenyon	13,044	16,734	19,478	10,373	-
	PW Building 95 Lochiel	39,244	34,404	42,500	34,095	-
Waste & Recycling	Waste Collection	429,638	442,065	423,500	414,985	433,500
	Landfill	(247,204)	(233,568)	(285,058)	(353,830)	(309,080)
	RARE	430,525	246,090	338,482	149,855	299,069
	Large Item Pickup	-	-	-	2,475	2,079
Recreation	Maxville Sports Complex	280,002	355,586	284,812	352,325	320,913
	Island Park	557,890	561,077	335,429	326,393	330,189
	Dome	105,393	130,122	161,545	112,595	172,621
	Glengarry Sports Palace	405,998	691,707	303,692	2,520,909	230,765
Drains		21,512	95,331	1,646	91,956	1,646
Water		2,460,148	264,296	-	(378,962)	-
Wastewater		(204,064)	148,479	-	(132,193)	-
<b>TOTAL PROPOSED TAX LEVY</b>		<b>10,009,917</b>	<b>8,197,431</b>	<b>6,326,186</b>	<b>5,140,197</b>	<b>6,523,845</b>

**DEPARTMENTAL 2023 CAPITAL BUDGET SUMMARY**

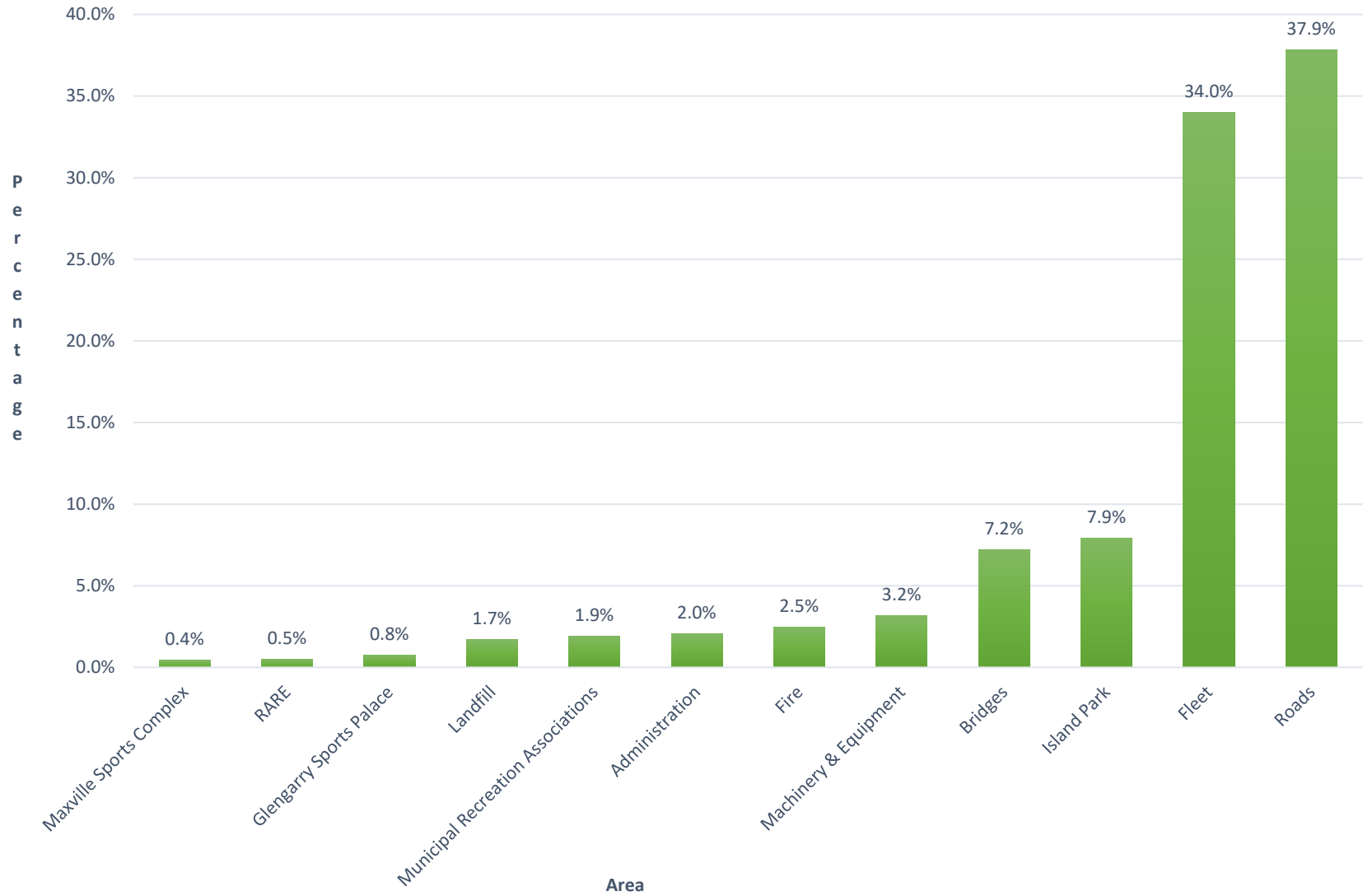
<b>10 YR CAPITAL BUDGET - 2023</b>										
<b>TOWNSHIP OF NORTH GLENGARRY SUMMARY</b>										
<b>AREA</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Administration	120,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Bridges	423,500	1,495,750	640,500	1,071,250	758,000	337,000	222,500	93,000	339,011	339,011
Dome	-	275,000	-	-	-	-	-	-	-	-
Economic Development	-	25,000	-	5,000	-	-	-	-	-	-
Fire	145,000	500,000	-	-	-	-	-	-	-	-
Fleet	1,999,200	637,383	781,000	893,000	1,072,000	615,000	326,000	536,000	1,462,000	185,000
Glengarry Sports Palace	45,000	-	-	-	-	10,000	75,000	-	-	-
Island Park	466,000	150,000	-	-	-	-	-	-	-	-
Landfill	100,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Machinery & Equipment	187,000	9,000	212,000	231,000	32,000	162,500	256,000	18,000	139,500	240,000
Municipal Recreation Associations	113,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500
Maxville Sports Complex	25,000	10,000	-	-	-	-	-	-	-	-
Planning	-	-	-	-	-	-	-	-	-	-
RARE	30,000	-	-	-	-	-	-	-	-	-
Roads	2,225,708	1,910,200	1,685,800	1,709,600	1,730,000	1,694,000	1,580,900	1,797,100	1,901,150	1,870,000
Wastewater	409,000	280,000	180,000	140,000	425,000	382,000	389,140	446,423	453,851	386,428
Water	470,500	205,000	373,531	381,041	388,702	396,515	404,485	412,615	420,906	420,906
<b>Total Before Inflation</b>	<b>6,759,408</b>	<b>5,605,833</b>	<b>3,981,331</b>	<b>4,539,391</b>	<b>4,514,202</b>	<b>3,705,515</b>	<b>3,362,525</b>	<b>3,411,638</b>	<b>4,824,918</b>	<b>3,549,845</b>
<b>Inflation</b>	<b>1.00</b>	<b>1.02</b>	<b>1.04</b>	<b>1.06</b>	<b>1.08</b>	<b>1.10</b>	<b>1.13</b>	<b>1.15</b>	<b>1.17</b>	<b>1.20</b>
<b>Total with Inflation</b>	<b>6,759,408</b>	<b>5,717,950</b>	<b>4,142,177</b>	<b>4,817,238</b>	<b>4,886,317</b>	<b>4,091,188</b>	<b>3,786,749</b>	<b>3,918,899</b>	<b>5,653,161</b>	<b>4,242,394</b>
<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Reserves	986,800	711,020	26,010	26,530	397,462	138,371	283,518	191,516	211,050	141,695
Grants	927,264	320,000	320,000	320,000	320,000	320,000	250,571	106,828	320,000	320,000
Tax Base	2,129,444	3,115,319	2,607,720	2,592,876	2,698,113	2,405,033	2,447,144	2,380,895	2,765,984	2,927,677
Long Term Debt	1,810,000	1,050,000	573,032	1,284,619	700,000	440,000	-	371,996	1,512,966	-
Water/Waste Water Rates	905,900	521,611	615,414	593,213	770,744	787,785	805,516	867,665	843,158	853,022
<b>Total Funding</b>	<b>6,759,408</b>	<b>5,717,950</b>	<b>4,142,176</b>	<b>4,817,238</b>	<b>4,886,319</b>	<b>4,091,189</b>	<b>3,786,749</b>	<b>3,918,900</b>	<b>5,653,158</b>	<b>4,242,394</b>

## 2023 TOTAL BUDGET BY FUNCTION





## 2023 CAPITAL BUDGET BY AREA



## 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, one Deputy Mayor and five Council members.

### 2023 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.

### 2023 Budget Details

2023 BUDGET						
GOVERNANCE						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
						-
1-4-1000-1010	COUNCIL - SALARIES	128,868	139,849	142,080	129,543	144,922
1-4-1000-1110	COUNCIL - BENEFITS	6,795	8,846	10,869	8,656	11,448
1-4-1000-5000	COUNCIL - MAYOR CONVENTIONS & EXPENSES	1,520	1,060	8,360	3,113	8,360
1-4-1000-5001	COUNCIL - DPTY MAYOR CONVENTION EXPENSES	1,366	816	3,360	542	3,360
1-4-1000-5002	COUNCILLOR AT LARGE - CONVENTION & EXPEN	2,803	783	5,510	2,746	5,510
1-4-1000-5003	COUNCILLOR - ALEXANDRIA WARD	445	931	5,510	4,329	5,510
1-4-1000-5004	COUNCILLOR - KENYON WARD	3,575	1,087	5,510	4,745	5,510
1-4-1000-5005	COUNCILLOR - LOCHIEL WARD	3,740	1,765	5,510	7,305	5,510
1-4-1000-5006	COUNCILLOR - MAXVILLE WARD	442	300	5,510	1,372	5,510
1-4-1000-5007	COUNCIL - WARDEN				(500)	
1-4-1000-5010	COUNCIL - GENERAL EXPENSES	3,213	2,866	3,000	3,701	3,000
	<b>TOTAL EXPENDITURES</b>	<b>152,767</b>	<b>158,303</b>	<b>195,219</b>	<b>165,552</b>	<b>198,640</b>
	<b>TOTAL GOVERNANCE</b>	<b>152,767</b>	<b>158,303</b>	<b>195,219</b>	<b>165,552</b>	<b>198,640</b>

## GENERAL ADMINISTRATION AND OTHER

### Departmental Overview

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

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 CAO liaises with boards, agencies, other municipalities, and provincial and federal governments. The area is also responsible for assisting Council with strategic planning, contracts, development charges, leases and is a member of the Emergency Control Group.

The Clerk's Department handles death/marriage registrations, fence viewing, livestock valuations, drafting bylaws, is the keeper of records and is a Commissioner of Oaths. The Treasurer and Deputy Clerk are also Commissioner of Oaths due to the office they hold.

The IT Department is responsible for the support and maintenance of systems for users (hardware, software, networks). The Department also manages the internet, Wi-Fi, security, cell phones and the telephone system.

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 crossing guard services, ambulance costs, transfers of funds to Conservation Authorities, and livestock grants and evaluations.

### 2022 Accomplishments

Administration and the Treasury Departments continued to focus on policy and procedure updating or creation to provide clear guidance to all staff. Some of these policies include: an updated Procurement Policy; an Asset Retirement Obligation Policy; Disconnecting from Work Policy, and the Electronic Monitoring Policy.

The Office of the CAO chairs a Health and Wellness Team for the Township which provides information, activities and recognition of employees. In addition a Request for Proposal was awarded for Development Charges and various legal matters were addressed.

The Clerk's Department conducted a successful Municipal Election, offering advance polls in all three wards. A new Deputy Clerk position was created for succession planning.

The Treasury Department continued to focus on tax collection. From 2020 to 2021 tax arrears were down another 3%. The Department continued to provide reminders, letters, and promotes Preauthorized Payment plans to provide tax collection. Furthermore, 4 properties were advertised for tender but ultimately paid in full for a total collection of just over \$116,000. There are currently 14 more properties registered for tax sale with a potential sale date in the fall of 2023. Asset Management remained a challenge with scarce resources, however, Council passed the Asset Management Plan to meet the July 1, 2022 deadline meeting all the requirements up to 2025.

## 2023 Goals

Administration and the Treasury Departments will continue to focus on policy and procedure updating or creation to provide clear guidance to all staff. Some of these include a revised Workplace Violence and Harassment Policy, Personnel Policy, Code of Conduct, a Debt Management Policy, and revised IT and Reserve policies.

The Office of the CAO will be leading the Strategic Planning exercise with Council in early 2023, which will set the vision, goals and objectives for the term of Council.

The Clerk's Department will be embarking on a Digitalization and Records Management Project which will result in the Township's records be stored electronically and available online.

Treasury will continue with aggressively collecting tax arrears.

## 2023 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 2023, OMPF allotment has increased by \$147,700 with the Township to receive \$2,242,900. 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.

### **Ontario Community Infrastructure Fund (OCIF)**

The Province provides funding to small, rural and northern communities under this fund. It is formula based and uses census data to determine the amount of the grant. This funding can be used to help fund capital expenditures on infrastructure projects such as roads, bridges, water and wastewater.

The 2023 allocation for the Township is just over \$562,000; an increase of just over \$73,000 compared to 2022.

### **Canada Community Building Fund (CCBF)**

This fund was previously known as the Federal Gas Tax Fund and remains stable for the 2023 year with a slight increase of just under \$14,000. This is a permanent source of funding that is provided up front twice a year who use this funding to support local infrastructure priorities.

Communities select how to best use the funds amongst the following categories applicable to the Township:

- Wastewater infrastructure
- Drinking water
- Solid waste management
- Local roads and bridges
- Recreation
- Firehalls

The Township of North Glengarry uses these funds for roads and bridges.

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

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 of Taxes (PILT). 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 PILT'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.

### **Assessments**

Due to the third year of freezing assessment changes by the Municipal Property Assessment Corporation (MPAC), increase tax revenues remains a challenge. Additional tax revenues are only from growth items which have delayed evaluations, and not from any phased in increases to current assessment values. It is unknown at this time when this freeze will end.

### **Contractor Costs and Availability of Products**

Contractor and or product availability remain a challenge due to COVID and world economies. Fleet replacement are delayed for a year or more between ordering and receiving plus parts availability remains an issue.

Escalating costs of services and products have put a strain on the budget with best guestimates being used for budgets, however, actual amounts paid are often higher.

## 2023 Budget Details

2023 BUDGET						
ADMINISTRATION						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
REVENUES						
1-3-1200-8001	ADM - TRANSFER FROM RESERVES	-	(286,567)	(230,000)	-	(100,000)
1-3-1250-4040	P.I.L. - POST OFFICE	1,706	(3,152)	(4,000)	(3,853)	(4,000)
1-3-1250-4060	PIL - MUNICIPAL TAX ASSISTANCE ACT	(5,729)	(29,312)	(54,350)	(14,681)	(54,350)
1-3-1250-4061	PIL - GLENGARRY MEMORIAL HOSPITAL	(2,054)	(2,062)	(2,000)	(2,062)	(2,000)
1-3-1250-4063	PIL ONTARIO HYDRO - HYDRO ONE	(4,063)	(4,063)	(4,100)	(4,100)	(4,100)
1-3-1250-4064	PIL - MUNICIPAL, MNR, TRANSPORTATION	(48,370)	(48,260)	(48,100)	(50,005)	(48,100)
1-3-1250-4065	RAILWAYS - RIGHT OF WAY	(21,095)	(21,178)	(30,000)	(21,172)	(30,000)
1-3-1300-7130	PENALTIES & INTEREST ON TAXES	(207,833)	(275,574)	(280,000)	(223,249)	(280,000)
1-3-1500-5009	ONTARIO MUNICIPAL PARTNERSHIP FUND	(2,109,500)	(2,167,400)	(2,095,200)	(2,095,200)	(2,242,900)
1-3-1600-5080	CANNABIS GRANT	-	(5,000)	-	-	-
1-3-1600-5082	SAFE RESTART PROGRAM - COVID	(295,200)	(59,000)	-	-	-
1-3-1600-5083	SOCIAL SERVICES RELIEF FUND	(125,000)	-	-	-	-
1-3-1600-5084	2021 COVID-19 RECOVERY FUNDING	-	(188,869)	-	-	-
1-3-1600-5087	ONTARIO TRILLIUM GRANT	(29,200)	(3,200)	-	-	-
1-3-1600-5089	FEDERAL GAS TAX GRANT	(476,356)	(892,280)	(320,608)	(160,306)	-
1-3-1600-5095	DRAINAGE SUPT/MAINTENANCE GRANT	(11,382)	16,248	-	-	-
1-3-1600-5098	OTHER GRANTS	-	-	(50,000)	-	-
1-3-1700-7100	LOTTERY LICENCES	(6,231)	(8,133)	(10,000)	(7,106)	(10,000)
1-3-1700-7102	TAX CERTIFICATES	(14,580)	(18,870)	(22,000)	(13,115)	(22,000)
1-3-1700-7103	MARRIAGE LICENCES	(3,125)	(2,625)	(4,000)	(4,375)	(4,000)
1-3-1700-7104	BUSINESS LICENCES/PERMITS	-	(1,500)	-	-	-
1-3-1700-7106	LAND RENTAL - CHIP STAND - OTHER	(26,587)	(28,439)	(27,452)	(7,579)	(27,452)
1-3-1700-7110	ELECTIONS - NOMINATION FEES	(200)	-	(1,600)	(1,100)	-
1-3-1700-7120	GENERAL GOVERNMENT INCOME	(2,027)	(962)	-	(33,247)	-
1-3-1700-7132	SALE OF LAND AND BUILDINGS	-	-	-	(1,787,236)	-
1-3-1700-7141	INTEREST ON BANK ACCOUNT	(57,500)	(34,789)	(33,000)	(100,033)	(93,000)
1-3-1700-7142	INTEREST ON OTHERS	-	(93)	-	(761)	-
1-3-1700-7160	RENTAL OF BUILDINGS	(2,257)	(3,982)	(5,700)	(5,310)	-
1-3-1700-7161	OVER/SHORT	(63)	(127)	-	(84)	-
1-3-1700-7180	GSP (INSURANCE SHARE)	13,407	-	-	-	-
1-3-1700-7790	ALEXANDRIA 200 - DONATIONS	-	(1,500)	-	-	-
1-3-1700-7998	GLENGARRY GREEN BOX PROGRAM	(770)	-	-	-	-
<b>TOTAL REVENUES</b>		<b>(3,434,009)</b>	<b>(4,070,689)</b>	<b>(3,222,110)</b>	<b>(4,534,574)</b>	<b>(2,921,902)</b>

2023 BUDGET						
ADMINISTRATION						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>EXPENSES</b>						
1-4-1200-1010	ADM - WAGES	692,019	562,959	592,493	496,728	627,002
1-4-1200-1015	ADM - PART TIME WAGES	1,694	-	-	-	-
1-4-1200-1035	ADM - OVERTIME	1,602	7,518	-	5,617	-
1-4-1200-1110	ADM - EMPLOYEE BENEFITS	169,599	181,075	190,213	159,327	199,175
1-4-1200-1225	ADM - INSURANCE	36,771	39,039	50,642	44,309	68,770
1-4-1200-1507	ADM - BANK CHARGES	7,396	10,624	7,000	9,744	12,000
1-4-1200-2015	ADM - TAXES MUNICIPAL PROPERTY	25,643	29,390	25,600	26,543	25,600
1-4-1200-2020	ADM - HEALTH & SAFETY	6,268	16,310	6,000	624	3,000
1-4-1200-2021	ADM - CLOTHING ALLOWANCE	156	-	-	-	-
1-4-1200-2025	ADM - MILEAGE & TRAVEL	963	1,309	2,000	1,165	2,000
1-4-1200-2026	ADM - MEETING ATTENDANCE	480	300	300	641	300
1-4-1200-2027	ADM - INSURANCE CLAIMS	8,996	10,000	-	-	-
1-4-1200-2035	ADM - CONFERENCES/WORKSHOPS/TRAINING	6,136	16,027	16,000	23,531	16,000
1-4-1200-2048	ADM - STAFF CELL PHONES C/B	-	42	-	-	-
1-4-1200-2049	ADM - CELL PHONES	2,828	2,022	3,500	3,337	3,500
1-4-1200-2050	ADM - TELEPHONE	3,503	3,584	4,500	3,239	4,500
1-4-1200-2051	ADM - COURIER	853	65	500	40	500
1-4-1200-2055	ADM - ENBRIDGE	3,917	3,790	4,500	4,731	4,500
1-4-1200-2056	ADM - HYDRO	18,875	16,694	20,000	18,774	20,000
1-4-1200-2057	ADM - WATER/SEWER	1,108	1,316	2,500	1,063	2,500
1-4-1200-2100	ADM - POSTAGE & FOLDING LEASING	24,228	28,876	25,000	23,017	25,400
1-4-1200-2102	ADM - PARKING LOT RENT	4,274	4,274	3,100	3,918	3,100
1-4-1200-2120	ADM - OFFICE SUPPLIES	13,017	11,671	15,000	7,705	15,000
1-4-1200-2124	ADM - HOUSEKEEPING & JANITORIAL SUPPLIES	1,036	1,756	2,000	5,178	34,500
1-4-1200-2125	ADM - SUPPLIES	3,995	4,021	4,000	4,741	4,000
1-4-1200-2130	ADM - COMPUTER FEES AND EQUIPMENT	55,609	68,650	70,000	42,687	70,000
1-4-1200-2131	ADM - COMPUTER WEBSITE HOSTING	23,227	6,871	3,100	23,724	3,100
1-4-1200-2140	ADM - PHOTOCOPIER ADMINISTRATION	6,714	8,536	6,500	6,627	6,500
1-4-1200-2200	ADM - ACCOUNTING/AUDIT	25,595	36,620	28,000	27,831	28,000
1-4-1200-2210	ADM - LEGAL FEES	44,150	22,852	20,000	24,849	21,000
1-4-1200-2223	ADM - CONSULTING/PROFESSIONAL FEES	34,974	65,702	28,000	54,263	28,000
1-4-1200-2300	ADM - ADVERTISING	3,390	1,447	6,000	3,350	6,000
1-4-1200-2325	ADM - PUBLICITY & PROMOTION (BEAUTIFICA)	526	-	-	969	-
1-4-1200-2365	ADM - OTHER MUNICIPAL PROPERTIES	-	-	-	841,307	-
1-4-1200-2366	ADM - BUILDING/PROP MAINT/SUPPLIES	21,220	7,079	17,000	62,156	17,000
1-4-1200-2410	ADM - ASSOCIATION & MEMBERSHIP FEES	7,168	8,407	6,000	6,911	6,000
1-4-1200-2457	ADM - PRINTING ADMINISTRATION	3,019	4,193	5,500	4,520	5,500
1-4-1200-2500	ADM - MARRIAGE LICENCE FEES	960	1,920	1,000	960	1,000
1-4-1200-3600	ADM - ELECTION COSTS	13,776	1,627	40,000	29,812	-
1-4-1200-4005	ADM - LANDSCAPING	-	-	-	927	-
1-4-1200-4010	ADM - CONTRACTED SERVICES	2,655	-	-	-	-
1-4-1200-4267	ADM - SENIOR SUPPORT (LEGION)	3,138	1,836	5,000	8,487	5,000
1-4-1200-4941	ADM - SHREDDING SERVICE	672	996	1,000	1,039	1,000
1-4-1200-5010	ADM - GENERAL EXPENSES	13,731	8,440	5,000	17,382	5,000
1-4-1200-6450	ADM - ACCESSIBILITY FOR ONT DISABILITIES	-	-	20,000	-	20,000
1-4-1200-7120	ADM - TAX WRITE-OFFS	(53,617)	52,030	14,043	17,002	14,043
1-4-1200-7850	ADM - AMORTIZATION EXPENSE	45,048	56,929	-	-	-
1-4-1200-7998	ADM - GLENGARRY GREEN BOX PROGRAM	962	-	-	-	-
1-4-1200-9000	ADM - TRANSFERS TO RESERVES	317,400	571,671	7,500	-	7,500
1-4-1200-9110	ADM - COVID 19	171,073	223,139	50,000	26,511	-
	<b>TOTAL EXPENSES</b>	<b>1,776,747</b>	<b>2,101,607</b>	<b>1,308,491</b>	<b>2,045,286</b>	<b>1,315,990</b>
<b>CAPITAL</b>						
1-5-1200-8000	CAPITAL - ADMINISTRATION	10,946	82,748	40,000	41,849	120,000
	<b>TOTAL CAPITAL</b>	<b>10,946</b>	<b>82,748</b>	<b>40,000</b>	<b>41,849</b>	<b>120,000</b>
	<b>TOTAL ADMINISTRATION</b>	<b>(1,646,316)</b>	<b>(1,886,334)</b>	<b>(1,873,619)</b>	<b>(2,447,439)</b>	<b>(1,485,912)</b>

<b>10 YR CAPITAL BUDGET - 2023</b>										
<b>Department: Administration</b>										
<b>Project Description</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Computer replacements and software upgrades	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Records management software	100,000									
<b>Total Before Inflation</b>	120,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>Inflation</b>	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
<b>Total with Inflation</b>	<b>120,000</b>	<b>20,400</b>	<b>20,808</b>	<b>21,224</b>	<b>21,649</b>	<b>22,082</b>	<b>22,523</b>	<b>22,974</b>	<b>23,433</b>	<b>23,902</b>
<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Reserves	100,000									
Grants										
Tax Base	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902
Long Term Debt										
<b>Total Funding</b>	<b>120,000</b>	<b>20,400</b>	<b>20,808</b>	<b>21,224</b>	<b>21,649</b>	<b>22,082</b>	<b>22,523</b>	<b>22,974</b>	<b>23,433</b>	<b>23,902</b>



## 2023 Budget Details

2023 BUDGET						
<b>OTHER SERVICES</b>						
<b>Crossing Guards</b>						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>EXPENSES</b>						
1-4-2260-1010	CROSSING GUARD WAGES	3,720	3,802	-		-
1-4-2260-1015	CROSSING GUARD - PART-TIME WAGES	-	-	6,552	5,216	6,770
1-4-2260-1110	CROSSING GUARD BENEFITS	358	367	864	519	910
	<b>TOTAL EXPENSES</b>	<b>4,078</b>	<b>4,169</b>	<b>7,416</b>	<b>5,735</b>	<b>7,680</b>
	<b>Total Crossing Guards</b>	<b>4,078</b>	<b>4,169</b>	<b>7,416</b>	<b>5,735</b>	<b>7,680</b>
<b>Ambulance</b>						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-2300-2300	AMBULANCE - RENT INCOME	(21,316)	(21,316)	(21,315)	(19,540)	(21,315)
1-3-2300-2301	AMBULANCE - OPERATING REVENUES	105	(3,379)	(3,000)		(3,000)
	<b>TOTAL REVENUES</b>	<b>(21,211)</b>	<b>(24,695)</b>	<b>(24,315)</b>	<b>(19,540)</b>	<b>(24,315)</b>
<b>EXPENSES</b>						
1-4-2300-2024	AMBULANCE - OPERATING COSTS	2,923	59	3,000	411	3,000
	<b>TOTAL EXPENSES</b>	<b>2,923</b>	<b>59</b>	<b>3,000</b>	<b>411</b>	<b>3,000</b>
	<b>Total Ambulance</b>	<b>(18,288)</b>	<b>(24,636)</b>	<b>(21,315)</b>	<b>(19,129)</b>	<b>(21,315)</b>
<b>Conservation Authorities</b>						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>EXPENSES</b>						
1-4-2600-2710	TRANSFER TO RRCA	104,488	107,286	110,500	112,066	113,862
1-4-2600-2715	TRANSFER TO SNRCA	14,514	15,157	15,614	15,710	16,082
	<b>TOTAL EXPENSES</b>	<b>119,002</b>	<b>122,443</b>	<b>126,114</b>	<b>127,776</b>	<b>129,944</b>
	<b>Total Conservation Authorities</b>	<b>119,002</b>	<b>122,443</b>	<b>126,114</b>	<b>127,776</b>	<b>129,944</b>
<b>Livestock</b>						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-8030-5030	LIVESTOCK & POULTRY GRANT	(60)	(8,731)	(4,000)	(200)	(4,000)
	<b>TOTAL REVENUES</b>	<b>(60)</b>	<b>(8,731)</b>	<b>(4,000)</b>	<b>(200)</b>	<b>(4,000)</b>
<b>EXPENSES</b>						
1-4-8030-6170	LIVESTOCK EVALUATOR	404	346	1,000	1,221	1,000
1-4-8030-6171	LIVESTOCK DAMAGES	-	8,671	5,000	73	5,000
	<b>TOTAL EXPENSES</b>	<b>404</b>	<b>9,017</b>	<b>6,000</b>	<b>1,294</b>	<b>6,000</b>
	<b>Total Livestock</b>	<b>344</b>	<b>286</b>	<b>2,000</b>	<b>1,094</b>	<b>2,000</b>
	<b>TOTAL OTHER SERVICES</b>	<b>105,136</b>	<b>102,262</b>	<b>114,215</b>	<b>115,476</b>	<b>118,309</b>

## **BUILDING, BY-LAW AND PLANNING DEPARTMENT**

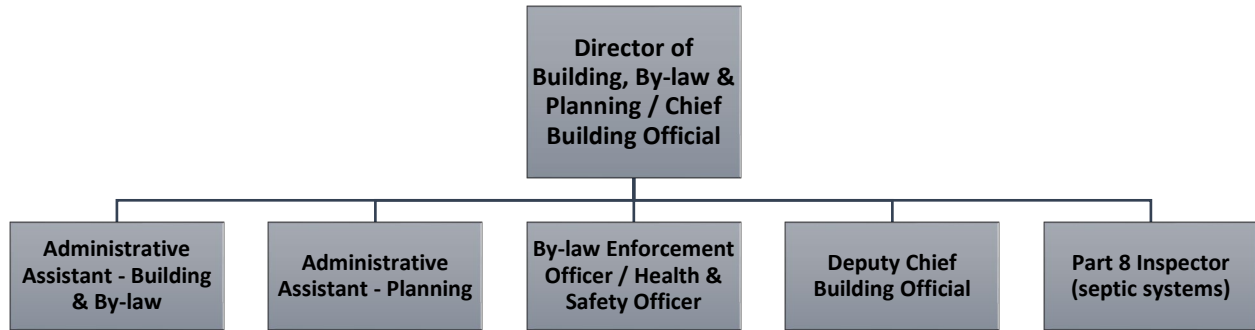
### **Departmental Overview**

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 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 of 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, which is patrolled on an as needed basis. 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 the 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 responsible for confirming zoning compliance for building permits.

**Departmental Organizational Chart**



**2022 Accomplishments**

The Building Department issued a total of:

Year	Building Permits	Septic Permits	Inspections (CBO)	Permit Fees
2022	250	39	816	\$ 277,856.30
2021	245	42	792	\$ 184,898.87
2020	236	33	649	\$ 172,945.00
2019	212	33	551	\$ 91,387.00
2018	222	15	468	\$ 168,351.00
2017	259	19	357	\$ 110,734.00
2016	293	28	n/a	\$ 155,168.00

The building department personnel, who include the Chief Building Official (department director), the Deputy Chief Building Official and the Administrative Assistant (shared with By-law), 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
2022	3	23	20	7	96
2021	4	18	14	16	105
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 public. These inquiries are the most demanding aspect of the Administrative Assistant’s role in the department. All planning applications are reviewed and processed by the Administrative Assistant which includes meetings with applicants, approvals, public notices, etc. All reports to Council are done by the department director, along with the Administrative Assistant who also arranges and schedules public meetings required under the Planning Act.

**The Bylaw Enforcement Department managed:**

Year	Property Standards	Complaints	Dog / Kennel Licenses	Building / Planning issues
2022	7	62	1340 / 15	12
2021	4	55	1336 / 15	6
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 department director, who mostly deals with Property Standards issues. All other complaints, questions, and follow-ups such as dog issues, noise, clean yards, parking, etc. are all dealt with by the By-law Enforcement Officer. The Administrative Assistant oversees all the receiving of complaints and follow up process.

**2023 Goals**

Like most other Townships, North Glengarry has a lot of outstanding building permits. The Deputy Chief Building Official and the Administrative Assistant, are trying to close as many outstanding permits as possible, especially in public places like the hospital and the schools. Since “Performance Deposits” have been implemented, the department is seeing less and less outstanding permits. Performance Deposits started bringing in income at the end of 2020 as the 4-year performance deposit “extension” has now expired for all the 2017 permits. It is estimated that about \$10,000 per year of performance deposits will be retained by the Township.

The By-law department will focus more on implementing set fines charges for existing By-laws such as the Clean Yards By-law, Livestock/Poundkeeper 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 done “in-house”.

The sign By-law will be evaluated in 2023. Location, size, temporary or permanent, and fees will be some if the reviewed items.

The Planning Departments from the six townships of Stormont Dundas & Glengarry (SDG), the Conservation Authorities and SDG Counties are in discussions for various planning matters to facilitate and regulate Planning Applications throughout the Counties. Most importantly, the SDG Counties have initiated a collaborative process to create a manual for streamlining the application processes at the SDG Counties. A document for Site Plans & Subdivisions is currently being prepared for all Townships to use as standard guidelines. This will facilitate the Planning, Public Works, Water Works and Fire Departments review for future potential subdivision applications expected in North Glengarry in the near future.

This document would basically be a guide for landowners to instruct them “how” the subdivision should be designed and constructed for roads, servicing, parcel layout, drainage, grading, etc. The proposed Guidelines will be presented to Council, and approval will be required prior to start using the document that would facilitate the work for both the developers and Township’s staff.

The Township of North Glengarry has not seen a subdivision application for over 10 years. Subdivision applications are processed and approved at the County level, but the Township is the “main” commenting agency as we want the subdivision to be “as per Township’s standards”. North Glengarry does not have standards currently.

The Township’s Zoning By-law also is due for a comprehensive review. Zoning information has been updated with the latest zoning by-law amendments and minor variances. The information is available online to the public through the SDG Counties Mapping tool. The next steps in the zoning by-law review include conducting site verifications to ensure compliance with zoning compared to actual on the ground uses. The schedules, definitions, general provisions, zone descriptions, and administrative components will also be reviewed thoroughly to ensure the document is representative of the Township.

## **2023 Budget Challenges and Initiatives**

### **Challenges**

A By-law for Clear Cutting was passed at the end of the year in 2021. The challenge now is having the By-law enforced. At this time, 2 permits were issued for clear cutting and about 4 landowners inquired about the process for next year. The process is very straight forward and easy to follow by the landowner. Follow up inspections are still hard to conduct as the delay for the cutting is long, which is where enforcement is required. As of now, no complaints of complications arise from the process. It appears we are close to a justified middle to satisfy the Township’s goal in environmental protection, while keeping good farming practice preserved.

Also, the Department is still facing challenges with the new updated Official Plan which was approved with modifications by the Minister of Municipal Affairs on February 4, 2018, but for which final approval on all appeals was just completed. This represents a challenge as the new consolidated Zoning By-law will have to reflect those changes, especially for the properties in Rural and General Agricultural zones that saw a change in designation as per the SDG Official Plan. 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. among other things.

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, so some of the changes may also create some Zoning issues. Planning documents such as the Comprehensive Zoning By-law would also have to be implemented. The Ministry encourages secondary homes on properties, but our Zoning By-law does not reflect that goal. A “joint” Comprehensive Zoning By-law will be done by the United Counties of SDG soon to have a more similar document across the Counties. That new document will reflect new changes proposed by the province.

Department statistics are similar to last year, even a little higher. That being said, the entire Building, By-law and Planning Department was very busy last year, and with water now in Maxville, future potential plans are being created for sanitary servicing upgrades in Alexandria. The Department is always looking into evaluating staffing for the near future to ensure service remains adequate.

Bill 23, the More Homes Built Faster Act, 2022 received Royal Assent on November 28, 2022 and is partially in effect. This legislation makes significant changes to the municipal planning and development review process. Some of the major changes are already in effect while others await proclamation or future regulation. Other proposals through the More Homes Built Faster: Ontario's Housing Supply Action Plan 2022-2023 are subject to future legislation or regulations.

The central intention of Bill 23 is to build more homes that are attainable for general population by discounting and/or exempting municipal fees and taxes for affordable, non-profit and purpose-built rental housing, and new homebuyers who otherwise face these significant costs. The biggest challenge with this is the fact that municipalities must find a way to be able to fund and contract road, water, sewer, and other housing enabling infrastructure and services that their growing communities need.

For example, Bill 23 proposes to exempt developers who build affordable, inclusionary zoning and select attainable housing units from paying development charges, parkland dedication fees, and community benefit charges. The bill also includes several additional changes, including reductions in costs associated with rental residential construction and changes to the method for determining development charges, amongst others. The cumulative impact of proposed changes to municipal fees and charges is significant and contrary to the widely accepted concept that growth should pay for growth.

Also, many of the proposed amendments to the Conservation Authorities Act and the Planning Act in Bill 23 are concerning, as they signal a move away from environmental protection at a time when climate change impacts are being felt more at the local level.

While some of the proposed amendments to the Planning Act, Heritage Act, Ontario Land Tribunal Act, and the Conservation Authorities Act have merit, it is unclear how these changes will improve a community's livability.

### **2023 Budget Initiatives**

In 2021, the department created a new job description, and hired a Deputy Chief Building Official to help with the building permit revision and inspections. The process is going very well.

Since the departure of the previous Planner, the Township was left without a main contact point for residents to inquire about Planning Applications, inquires, processes, etc. The Township had posted the job for a full time, qualified Planner, as per the approved job description. As the result of the posting, the Township did not receive any applications that complied with our needs. As the result of this, we have made changes to the planning department's staffing. We have hired a second Administrative Assistant for the department, specifically for planning, who works alongside the Director of Building, By-law & Planning to provide for Planning services administrative work. The Township also engaged the United Counties of Stormont, Dundas & Glengarry for projects that require a Professional Planner, qualified member of the Ontario Professional Planners Institute, being Peter Young.

Building permit income was much higher in 2022 compared to the 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 2023 building permit income will depend largely on growth and is expected to remain constant. The village of Maxville “Water Project” and the imminent 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. Salary decreases in the budget was seen this year as no “Planner” was hired, we have opted to go with a second administrative assistant to help with all the paper work, and along with the director, the SDG Planner is ensure planning services are as per the *Planning Act*.

Expenses from the By-law Enforcement Department is also expected to remain similar. Costs were reduced in the last few years due to the new process for loose dogs. We are now evaluating the long-term plan to ensure service remain adequate on all level of bylaw enforcement.

## 2023 Budget Details

2023 BUDGET						
BUILDING, BYLAW & PLANNING						
Building						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-2100-6000	CBO - PROPERTY STANDARDS	(1,243)	(376)	-	(2,811)	(2,500)
1-3-2100-7200	CBO - BUILDING PERMITS	(172,720)	(218,524)	(175,000)	(227,856)	(225,000)
1-3-2100-7203	CBO - REVENUE - OTHER	(410)	-	(1,000)		(1,000)
1-3-2100-7205	CBO - CIVIC NUMBERS REVENUE	(4,183)	(4,390)	(3,500)	(7,680)	(3,500)
1-3-2100-7207	CBO - CLEAN YARDS	(170)	-	-		-
	<b>TOTAL REVENUES</b>	<b>(178,726)</b>	<b>(223,290)</b>	<b>(179,500)</b>	<b>(238,347)</b>	<b>(232,000)</b>
<b>EXPENSES</b>						
1-4-2100-1010	CBO - WAGES	135,925	162,194	215,906	208,451	243,493
1-4-2100-1015	CBO - PART-TIME WAGES	37,714	-	-		-
1-4-2100-1035	CBO - OVERTIME	229	225	-	121	-
1-4-2100-1110	CBO - BENEFITS	42,593	50,760	66,313	66,818	77,850
1-4-2100-2021	CBO - WORK BOOTS & CLOTHING	694	965	2,000	634	2,000
1-4-2100-2025	CBO - MILEAGE & TRAVEL	-	435	2,000	797	2,000
1-4-2100-2026	CBO - MEETING ATTENDANCE	-	300	-		-
1-4-2100-2035	CBO - CONFERENCE/WORKSHOP/TRAINING	371	771	5,000	1,961	3,000
1-4-2100-2049	CBO - CELL PHONE	981	723	2,000	984	2,000
1-4-2100-2051	CBO - COURIER	31	41	500	-	-
1-4-2100-2100	CBO - POSTAGE	588	250	1,000	317	1,000
1-4-2100-2120	CBO - OFFICE SUPPLIES	532	158	1,000	1,313	1,000
1-4-2100-2125	CBO - MATERIALS/SUPPLIES	240	742	3,000	231	2,000
1-4-2100-2130	CBO - COMPUTER EQUIP & SUPPLIES	2,365	6,289	7,680	6,027	7,680
1-4-2100-2131	CBO - COMPUTER WEBSITE HOSTING				3,183	3,000
1-4-2100-2140	CBO - PHOTOCOPIER EXPENSE	1,511	1,538	1,000	1,870	1,000
1-4-2100-2210	CBO - LEGAL FEES	61	-	5,000	-	2,000
1-4-2100-2223	CBO - CONSULTING FEES	-	-	1,000		1,000
1-4-2100-2300	CBO - ADVERTISING	-	856	-		-
1-4-2100-2399	CBO - VEHICLE MAINTENANCE	303	773	2,000	729	2,000
1-4-2100-2400	CBO - GAS/OIL/DIESEL	1,519	2,282	2,500	2,545	3,000
1-4-2100-2410	CBO - ASSOCIATION & MEMBERSHIP FEES	467	599	1,000	590	1,000
1-4-2100-5010	CBO - GENERAL EXPENSES	194	136	-	-	-
1-4-2100-7205	CBO - CIVIC NUMBERING COSTS	5,297	5,544	3,500	6,355	3,500
1-4-2100-9000	CBO - TRANSFER TO RESERVES	-	25,000	-		-
	<b>TOTAL EXPENSES</b>	<b>231,615</b>	<b>260,581</b>	<b>322,399</b>	<b>302,926</b>	<b>358,523</b>
	<b>Total Building</b>	<b>52,889</b>	<b>37,291</b>	<b>142,899</b>	<b>64,579</b>	<b>126,523</b>



<b>Bylaw</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>REVENUES</b>						
1-3-2125-7104	BYLAW - BUSINESS LICENSE/PERMITS	(2,000)	(2,100)	(3,500)	(4,692)	(3,500)
1-3-2125-7201	BYLAW - ENFORCEMENT VIOLATIONS	(780)	(240)	(2,000)	(870)	(2,000)
1-3-2125-7207	BYLAW - CLEAN YARDS	-	-	(1,000)	-	(1,000)
1-3-2125-7208	BYLAW - PARKING TICKETS	(1,220)	(1,407)	(2,000)	(1,040)	(2,000)
1-3-2125-7753	BYLAW - PARKING PASSES	-	(440)	-	(220)	(1,000)
	<b>TOTAL REVENUES</b>	<b>(4,000)</b>	<b>(4,187)</b>	<b>(8,500)</b>	<b>(6,822)</b>	<b>(9,500)</b>
<b>EXPENSES</b>						
1-4-2125-1010	BY-LAW - WAGES	61,560	61,016	68,521	61,590	74,150
1-4-2125-1035	BY-LAW - OVERTIME	8,915	8,788	-	4,551	-
1-4-2125-1110	BY-LAW - BENEFITS	20,659	21,367	23,551	21,005	24,677
1-4-2125-2021	BY-LAW - CLOTHING ALLOWANCE	443	347	500	365	500
1-4-2125-2025	BY-LAW - MILEAGE AND TRAVEL	-	-	1,000	-	-
1-4-2125-2035	BY-LAW - CONFERENCES & TRAINING	-	270	1,500	63	1,500
1-4-2125-2049	BY-LAW - CELL PHONES	1,266	655	1,000	1,121	1,000
1-4-2125-2110	BY-LAW - TOOLS/EQUIPMENT	909	-	-	-	-
1-4-2125-2125	BYLAW - MATERIALS/SUPPLIES	265	2,727	500	90	500
1-4-2125-2130	BYLAW - COMPUTER FEES	-	-	680	31	680
1-4-2125-2210	BY-LAW - LEGAL FEES	-	-	1,000	-	1,000
1-4-2125-2399	BY-LAW - TRUCK EXPENSES	734	323	2,000	-	2,000
1-4-2125-2400	BY-LAW - GAS/OIL/DIESEL	1,855	2,912	1,500	2,139	2,000
1-4-2125-5010	BY-LAW - GENERAL EXPENSES	32	-	-	-	-
1-4-2125-6000	BY-LAW - PROPERTY STANDARDS	1,243	-	1,500	-	1,500
1-4-2125-7207	BY-LAW - CLEAN YARDS	170	-	1,500	-	1,500
	<b>TOTAL EXPENSES</b>	<b>98,051</b>	<b>98,405</b>	<b>104,752</b>	<b>90,955</b>	<b>111,007</b>
	<b>Total Bylaw</b>	<b>94,051</b>	<b>94,218</b>	<b>96,252</b>	<b>84,133</b>	<b>101,507</b>
<b>Septic Systems</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>REVENUES</b>						
1-3-2200-7200	SS - PERMITS	(23,789)	(35,340)	(22,000)	(30,475)	(22,000)
1-3-2200-7203	SS - OTHER REVENUE	(2,300)	(420)	-	(1,330)	-
	<b>TOTAL REVENUES</b>	<b>(26,089)</b>	<b>(35,760)</b>	<b>(22,000)</b>	<b>(31,805)</b>	<b>(22,000)</b>
<b>EXPENSES</b>						
1-4-2200-4010	SS - CONTRACTED SERVICES	19,388	21,828	20,000	1,970	20,000
1-4-2200-7206	SS - MANDATORY INSPECTIONS	-	-	2,000	-	2,000
	<b>TOTAL EXPENSES</b>	<b>19,388</b>	<b>21,828</b>	<b>22,000</b>	<b>1,970</b>	<b>22,000</b>
	<b>Total Septic Systems</b>	<b>(6,701)</b>	<b>(13,932)</b>	<b>-</b>	<b>(29,835)</b>	<b>-</b>
<b>Animal Control</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>REVENUES</b>						
1-3-2250-7200	ANIMAL CONTROL - KENNEL PERMIT	-	(500)	(3,500)	(3,500)	(3,500)
1-3-2250-7210	ANIMAL CONTROL - DOG LICENCES	(33,085)	(33,975)	(33,000)	(30,330)	(33,000)
1-3-2250-7211	ANIMAL CONTROL - POUNDKEEPER	(761)	(1,025)	-	(274)	-
	<b>TOTAL REVENUES</b>	<b>(33,846)</b>	<b>(35,500)</b>	<b>(36,500)</b>	<b>(34,104)</b>	<b>(36,500)</b>
<b>EXPENSES</b>						
1-4-2250-2049	ANIMAL CONTROL - CELL PHONE	199	-	-	-	-
1-4-2250-4010	ANIMAL CONTROL - CONTRACTED SERVICES	4,158	-	-	-	-
1-4-2250-5010	ANIMAL CONTROL - GENERAL EXPENSES	403	2,572	-	-	-
1-4-2250-5105	ANIMAL CONTROL - DOG POUND FEES	2,639	3,694	2,000	908	2,000
1-4-2250-5106	ANIMAL CONTROL - LIVESTOCK POUNDKEEPER	702	-	3,000	-	3,000
	<b>TOTAL EXPENSES</b>	<b>8,101</b>	<b>6,266</b>	<b>5,000</b>	<b>908</b>	<b>5,000</b>
	<b>Total Animal Control</b>	<b>(25,745)</b>	<b>(29,234)</b>	<b>(31,500)</b>	<b>(33,196)</b>	<b>(31,500)</b>

<b>Planning</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>REVENUES</b>						
1-3-8000-7109	PLN - ZONING CERTIFICATES	(9,150)	(9,465)	(10,000)	(8,250)	(10,000)
1-3-8000-7800	PLN - ZONING & AMENDMENT FEES	(23,595)	(16,500)	(20,000)	(31,500)	(30,000)
1-3-8000-7802	PLN - MINOR VARIANCES	(4,500)	(8,500)	(5,000)	(2,500)	(5,000)
1-3-8000-7803	PLN - SITE PLANS	(49,134)	(110,840)	(32,000)	(49,728)	(32,000)
1-3-8000-7805	PLN - TREET CLEAR CUTTING				(500)	
1-3-8000-7806	PLN - CASH-IN-LIEU PARKLAND FEES	(10,000)	-	-	(14,000)	-
1-3-8000-8001	PLN - TRANSFER FROM RESERVES	-	-	(25,000)		-
	<b>TOTAL REVENUES</b>	<b>(96,379)</b>	<b>(145,305)</b>	<b>(92,000)</b>	<b>(106,478)</b>	<b>(77,000)</b>
<b>EXPENSES</b>						
1-4-8000-1010	PLN - WAGES	104,884	90,996	112,402	55,353	52,748
1-4-8000-1035	PLN - OVERTIME	129	220	-	298	-
1-4-8000-1110	PLN - BENEFITS	30,866	31,199	31,492	19,560	19,752
1-4-8000-2025	PLN - MILEAGE & TRAVEL	200	238	1,000	-	1,000
1-4-8000-2026	PLN - MEETING ATTENDANCE	1,620	720	1,500	300	1,500
1-4-8000-2035	PLN - CONFERENCES/WORKSHOPS/TRAINING	1,258	911	2,000	-	2,000
1-4-8000-2049	PLN - CELL PHONES	936	1,216	500	396	500
1-4-8000-2100	PLN - POSTAGE				206	200
1-4-8000-2120	PLN - OFFICE SUPPLIES	200	236	200		200
1-4-8000-2125	PLN - MATERIALS/SUPPLIES	112	92	500	35	300
1-4-8000-2210	PLN - LEGAL FEES	13,589	407	1,000		1,000
1-4-8000-2223	PLN - CONSULTING FEES	9,851	4,845	10,000	36	10,000
1-4-8000-2300	PLN - ADVERTISING	6,160	136	6,000	8,470	6,000
1-4-8000-2410	PLN - ASSOCIATION & MEMBERSHIPS FEES	532	542	500		-
1-4-8000-5010	PLN - GENERAL EXPENSES	546	310	500		-
1-4-8000-7850	PLN - AMORTIZATION EXPENSE	8,019	7,801	-		-
1-4-8000-9000	PLN - TRF TO RESERVE	5,000	5,000	5,000		5,000
	<b>TOTAL EXPENSES</b>	<b>183,902</b>	<b>144,869</b>	<b>172,594</b>	<b>84,654</b>	<b>100,200</b>
<b>CAPITAL</b>						
1-5-8000-8000	CAPITAL - PLANNING	-	21,538	25,000		-
	<b>TOTAL CAPITAL</b>	<b>-</b>	<b>21,538</b>	<b>25,000</b>	<b>-</b>	<b>-</b>
	<b>Total Planning</b>	<b>87,523</b>	<b>21,102</b>	<b>105,594</b>	<b>(21,824)</b>	<b>23,200</b>
	<b>TOTAL BUILDING, BYLAW &amp; PLANNING</b>	<b>202,017</b>	<b>109,445</b>	<b>313,245</b>	<b>63,857</b>	<b>219,730</b>

Please note there is no capital request for this department for 2023.

## COMMUNITY SERVICES DEPARTMENT

### Departmental Overview

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

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

The Municipal Recreation Associations' budget contains 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 which receives rent-free and utilities-paid use of the former Dalkeith library.

The Libraries' budget contains line items for the maintenance of the Maxville Library and the 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.

2022 TOWNSHIP OF NORTH GLENGARRY	
Program	Amount
Municipal Recreation Associations Operating Expenses	82980
Municipal Recreation Associations Capital Expenses	63500
Glengarry County Archives	46000
Glengarry Pioneer Museum	33646
Glengarry Memorial Hospital	20000
July 1st, Christmas & Carnivals	15500
Community Grant Program	12,000
Community Centres & Libraries	10000
Arts, Culture and Heritage Committee	5000
Community Development Committee	5000
Legion/Senior Support	5000
Glengarry Highland Games	3000
Festival of Lights at Island Park	2000
2021 Light Up North Glengarry	1500
Tree Donation (Sponsorship Fund)	500
<b>TOTAL MUNICIPAL CONTRIBUTIONS:</b>	<b>\$305,626</b>

## 2022 Accomplishments

As Council knows, several of the activities in this budget were impacted by COVID -19. Events were cancelled and operating costs were kept to a minimum.

### Accessibility

- Integration of accessibility components such as the Universal Bathroom and lift to the redesigned bleacher area as part of the Glengarry Sports Palace refurbishment.
- New opener was installed on the Alexandria Library Door.
- Council, Planning, Committee of Adjustment and the Committee of the Whole meetings are streamed on ZOOM and Facebook.
- Fillable forms and surveys are available on-line on the Township's website.

### Alexandria Library

- New signage was installed over the Library's doorway.

### Maxville Library

- Installation of the HVAC Unit for the arena surface.

### Events

- In 2022, events were mostly held outdoors (La Journée de la Femme) but we are seeing a return of indoor activities for 2023.
- Staff has applied to Celebrate Canada for 2022 and received \$7,500 in funding which was used to support fireworks and activities in the community.
- The Business & Community Gala Awards were held in September 2022.

### Community Grants

Community Grants have been available since 2009. So far, 126 projects were approved for a total fund disbursement of \$359,641.24.

In addition, over the last three years the Township has been tracking the value of in-kind requests. These total \$15,385.00 since 2017.

Centre Lochiel Centre	Family Hobby Day - Hobby Tour putting emphasis on family activities finishing with a BBQ, Food & Vendors and hobbies, entertainment and music.
Glengarry Sports Hall of Fame	Five (5) Glengarrians will be inducted into the Glengarry Sports Hall of Fame at the 40th Annual Induction Dinner on Wednesday, August 19th, 2021
Kenyon Agricultural Society	Community activities and entertainment during agricultural fair
Maxville & District Chamber of Commerce	Shop Local to the Max! Focused Media campaign to promote and increase tourism and business traffic flow throughout the Village of Maxville.

## 2023 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.)

## 2023 Budget Challenges and Initiatives

### Challenges:

Activities in North Glengarry are slowly returning to normal and staff expects that 2023 will be back to pre-COVID-19 levels.

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

### 2023 Budget Initiatives:

- Obtain funding for 2023 Canada Day activities.

## 2023 Budget Details

2023 BUDGET						
COMMUNITY SERVICES						
Community Development						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-1900-4962	COMM DEV - USER FEES INSURANCE				(3,111)	
1-3-1900-7754	COMM. DEV. - OTHER FUNDING	-	(8,000)	(7,500)	(8,000)	(7,500)
1-3-1900-8004	COMM. DEV. - SPECIAL EVENTS	(19,000)	-	(11,000)	(9,150)	(11,000)
	<b>TOTAL REVENUES</b>	<b>(19,000)</b>	<b>(8,000)</b>	<b>(18,500)</b>	<b>(20,261)</b>	<b>(18,500)</b>
<b>EXPENSES</b>						
1-4-1900-1010	COMM. DEV. - WAGES	-	282	-		-
1-4-1900-1110	COMM. DEV. - BENEFITS	329	268	-		-
1-4-1900-2025	COMM. DEV. - MILEAGE	-	150	200		200
1-4-1900-2031	COMM. DEV. - JULY 1ST & CHRISTMAS EXP.	98	22,070	15,500	20,646	15,500
1-4-1900-2300	COMM. DEV - ADVERTISING	1,013	1,159	1,400	-	1,400
1-4-1900-5010	COMM DEV - GENERAL EXPENSES				484	
1-4-1900-4107	COMM. DEV - SPECIAL GRANTS DISBUR	-	-	7,500		7,500
1-4-1900-8004	COMM. DEV - SPECIAL EVENTS	60	305	12,500	10,307	12,500
1-4-1900-8005	COMM. DEV - COMMITTEE	3,140	3,704	5,000	3,448	5,000
1-4-1900-8006	COMM DEV - ACH COMMITTEE	2,340	5,014	5,000	3,736	5,000
	<b>TOTAL EXPENSES</b>	<b>6,980</b>	<b>32,952</b>	<b>47,100</b>	<b>38,621</b>	<b>47,100</b>
	<b>Total Community Development</b>	<b>(12,020)</b>	<b>24,952</b>	<b>28,600</b>	<b>18,360</b>	<b>28,600</b>
<b>Other Contributions</b>						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-7000-8001	OTHER ORGS - TRANSFER FROM RESRVES	-	(13,500)	(40,000)		(50,000)
	<b>TOTAL REVENUES</b>	<b>-</b>	<b>(13,500)</b>	<b>(40,000)</b>	<b>-</b>	<b>(50,000)</b>
<b>EXPENSES</b>						
1-4-7000-5234	GSP - LINE OF CREDIT PAYMENT	(5,558)	-	-		-
1-4-7000-5236	CONTRIBUTIONS - COMMUNITY GRANTS	11,300	20,732	25,000	10,825	25,000
1-4-7000-5237	CONTRIBUTIONS TO N.G. RECREATION ASSOCI	72,325	63,150	82,980	90,631	82,980
1-4-7000-5240	CONTRIBUTION TO HERITAGE COMMITTEE	100	-	-		-
1-4-7000-5247	CONT GLENGARRY PIONEER MUSEUM TAX &	12,565	9,036	14,000	13,646	14,000
1-4-7000-5248	CONT GLENGARRY PIONEER MUSEUM OPERA	18,000	19,000	19,000	20,000	20,000
1-4-7000-5249	CONTRIBUTION TO HIGHLAND GAMES COMM	-	-	3,000	3,000	3,000
1-4-7000-5251	CONTRIBUTION TO FESTIVAL OF LIGHTS	-	-	2,000		-
1-4-7000-5253	CONTRIBUTION TO GMH	-	-	20,000		-
1-4-7000-5258	CONTRIBUTION TO ARCHIVE INITIATIVE	113,400	35,106	46,000	22,405	46,000
1-4-7000-5260	CONTRIBUTION TO GLENGARRY SPORTS HALL OF FAME					4,001
1-4-7000-9000	MRA - TRANSFER TO RESERVES	46,000	-	-		-
	<b>TOTAL EXPENSES</b>	<b>268,132</b>	<b>147,024</b>	<b>211,980</b>	<b>160,507</b>	<b>194,981</b>
	<b>CAPITAL</b>					
1-5-7000-8000	CAPITAL - MRA GROUPS	32,342	21,924	63,500	23,615	113,500
	<b>TOTAL CAPITAL</b>	<b>32,342</b>	<b>21,924</b>	<b>63,500</b>	<b>23,615</b>	<b>113,500</b>
	<b>Total Other Contributions</b>	<b>300,474</b>	<b>155,448</b>	<b>235,480</b>	<b>184,122</b>	<b>258,481</b>

<b>Recreation Buildings Water Legislation</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>EXPENSES</b>						
1-4-7020-4260	APPLE HILL COMMUNITY CENTRE	85	922	1,428	297	1,428
1-4-7020-4261	GLEN ROBERTSON COMMUNITY CENTRE	208	1,245	1,429	192	1,429
1-4-7020-4262	DUNVEGAN RECREATION CENTRE	102	133	1,428	191	1,428
1-4-7020-4263	DALKEITH RECREATION CENTRE	1,579	476	1,429	352	1,429
1-4-7020-4264	MAXVILLE RECREATION CENTRE	114	-	1,428	63	1,428
1-4-7020-4265	MAXVILLE LIBRARY	17	-	1,429	-	1,429
1-4-7020-4266	DALKEITH LIBRARY	275	385	1,429	392	1,429
<b>TOTAL EXPENSES</b>		<b>2,380</b>	<b>3,161</b>	<b>10,000</b>	<b>1,487</b>	<b>10,000</b>
<b>Total Buildings Water Legislation</b>						
		<b>2,380</b>	<b>3,161</b>	<b>10,000</b>	<b>1,487</b>	<b>10,000</b>
<b>Libraries</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>REVENUES</b>						
1-3-7400-7160	LIB - LIBRARY RENT	(36,341)	(36,704)	(36,704)	(42,760)	(37,805)
<b>TOTAL REVENUES</b>		<b>(36,341)</b>	<b>(36,704)</b>	<b>(36,704)</b>	<b>(42,760)</b>	<b>(37,805)</b>
<b>EXPENSES</b>						
1-4-7400-2056	LIB - HYDRO - DALKEITH & MAXVILLE & ALEX	11,864	11,053	8,000	11,501	8,000
1-4-7400-2366	LIB - BUILDING MAINTENANCE/SUPPLIES	1,392	1,542	8,000	56	8,000
1-4-7400-4268	LIB - ALEXANDRIA LIBRARY	-	-	4,000	-	4,000
1-4-7400-5012	LIB - MAXVILLE LIBRARY	-	83	-	193	100
1-4-7400-5014	LIB - DALKEITH LIBRARY	-	-	-	-	100
<b>TOTAL EXPENSES</b>		<b>13,256</b>	<b>12,678</b>	<b>20,000</b>	<b>11,750</b>	<b>20,200</b>
<b>Total Libraries</b>						
		<b>(23,085)</b>	<b>(24,026)</b>	<b>(16,704)</b>	<b>(31,010)</b>	<b>(17,605)</b>
<b>TOTAL COMMUNITY SERVICES</b>						
		<b>267,749</b>	<b>159,535</b>	<b>257,376</b>	<b>172,959</b>	<b>279,476</b>

<b>10 YR CAPITAL BUDGET - 2023</b>										
<b>Department: Municipal Recreation Associations</b>										
<b>Project Description</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Alexandria - equipment	1,500									
Apple Hill - Sidewalk repairs	4,500									
Dalkeith - outdoor rink (\$30K), building repairs	35,000									
Dunvegan - roof, painting & geotextile, gravel	9,500									
Father Gauthier - equipment	1,000									
Glen Robertson - ladies washroom repairs	10,000									
Glen Sandfield - equipment	1,000									
Greenfield - field repairs	1,000									
Laggan - equipment	5,000									
Maxville - asphalt pad, basketball nets	45,000									
Projects yet to be determined		63,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500
<b>Total Before Inflation</b>	<b>113,500</b>	<b>63,500</b>	<b>63,500</b>	<b>63,500</b>	<b>63,500</b>	<b>63,500</b>	<b>63,500</b>	<b>63,500</b>	<b>63,500</b>	<b>63,500</b>
<b>Inflation</b>	<b>1.00</b>	<b>1.02</b>	<b>1.04</b>	<b>1.06</b>	<b>1.08</b>	<b>1.10</b>	<b>1.13</b>	<b>1.15</b>	<b>1.17</b>	<b>1.20</b>
<b>Total with Inflation</b>	<b>113,500</b>	<b>64,770</b>	<b>66,065</b>	<b>67,387</b>	<b>68,734</b>	<b>70,109</b>	<b>71,511</b>	<b>72,942</b>	<b>74,400</b>	<b>75,888</b>
<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
<b>Reserves</b>	50,000									
<b>Grants</b>										
<b>Tax Base</b>	63,500	64,770	66,065	67,387	68,734	70,109	71,511	72,942	74,400	75,888
<b>Long Term Debt</b>										
<b>Total Funding</b>	<b>113,500</b>	<b>64,770</b>	<b>66,065</b>	<b>67,387</b>	<b>68,734</b>	<b>70,109</b>	<b>71,511</b>	<b>72,942</b>	<b>74,400</b>	<b>75,888</b>



## 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. Staff members include the Economic Development & Communications Officer and the Development and Marketing Coordinator. The Director of Community Services supports this department.

The Economic Development and Communications Officer provides detailed and current information to companies wanting to make informed decisions on the area. Local and potential businesses 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.

In alignment with the Township's Communications Plan, the Economic Development & Communications Officer 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, joint advertisements in the WinterGreen Magazine, Glengarry News and Discover Ontario Guide with South Glengarry, and website and social media updates.

The Development and Marketing Coordinator is responsible for the implementation of the Development and Marketing Strategy that was adopted by the Township in the Fall of 2020. The goal of the Strategy is to attract interest from residential home builders to develop the shovel-ready lands in North Glengarry while gaining the interest of prospective residents who are excited about the opportunity to own a home in a beautiful rural community.

Some of the key duties and responsibilities of the Development and Marketing Coordinator include working with landowners in North Glengarry to identify developable or buildable land, maintaining a data base inventory of available land for development or for sale, and acting as the key liaison between the township, landowners, and developers.

In addition the Development and Marketing Coordinator served as Ambassador for the My Main Street Program. The Ambassador provides hands-on business advisory support to entrepreneurs along Alexandria's and Maxville's main streets. The Ambassador also connects the municipality, the community, and main street businesses with wraparound supports and resources offered by My Main Street, such as customized marketing research, data analysis and non-repayable funding contributions for small businesses.

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 as well as on timely projects such as the Development Charges Study. The Development and Marketing Coordinator is part of the administrative support for the Community Development Committee.

One of the larger projects was the Redistribution of the Electoral Boundaries, supported through the Community Development Committee. The Ontario Commission's report supported the redistribution of North Glengarry to the proposed Stormont-Dundas-Glengarry electoral district.

## 2022 Accomplishments

### Economic Development

- Partnered with the United Counties of SDG to film marketing videos for North Glengarry. Filming took place in various locations within North Glengarry in the month of February.
- Partnered with the United Counties of SDG, to create three Heritage Plaques for North Glengarry, two in Alexandria, and one in Maxville. Worked with the Glengarry County Archives to find the images and fact check the wording.
- Finalized the layout and translation for the Maxville Walking Tour.
- Launched an online campaign to create a new hashtag for North Glengarry and use the new hashtag in all social media posts and have them embedded in the North Glengarry marketing videos.
- Attended several events in the community such as the job fair at GIAG, along with their Employer Appreciation Luncheon, La Journée de la Femme, etc.
- Issued several press releases including those on the launching of My Main Street Program, along with the success stories of the businesses who have so far received their non-repayable contributions from the program.
- Participated in two CIP/RIP information sessions in person, one in Maxville and one in Alexandria.
- Worked with the Maxville Chamber of Commerce on recruiting more vendors for their Community Market and partnered them with a student who could run their social media for the season.
- Worked with the owners of the Atlantic, Stonehouse Vineyard, The Scottish Cottage and The Ole Sugar Barn on their successful Regional Incentives Program Submissions.
- After a successful first year, Anick Bauer of Left and Write Paperie is moving forward with an Alexandria-wide local shopping event, met with her to discuss options on expanding the event.
- Attended economic development conferences as well as quarterly meetings, professional development days and webinars.
- Held ground breaking for the IHA project, the beginnings of a seniors village in Alexandria.
- Updated the North Glengarry Community Profile, created a two-sided paper that can be easily handed out at job fairs etc.
- Participated in the National Job Fair in Montreal with the United Counties of SDG, Job Zone and GIAG. Looking at a partnership with the City of Cornwall as well for future job fairs.
- North Glengarry Business Awards Gala was held in September in Maxville.
- Assisted two property owners in Alexandria with non designated heritage listings for their homes, and additionally with their CIP applications.

### Development & Marketing

- Staff supports the committee members on various endeavors such as the Boundary School Reform, the Rural Educational Reform, the upgrades to the Alexandria Lagoon project.
- Developed a database of vacant residential properties suitable for development in Alexandria, Maxville, and rural areas.
- Contacted majority of vacant residential property owners in Alexandria and Maxville to confirm interest in developing
- Met with over 20 property owners from Alexandria and Maxville to discuss suitability of their property for development and provided an overview of the required planning process.
- Updated vacant residential property maps to show properties by development status.

- Created marketing brochures for 6 shovel ready properties that can be distributed to realtors and developers.
- Contacted residential developers to discuss development opportunities and potential for property site visits.
- Continues to play a key role in guiding a McDougald St. W property owner through the development process and acted as a liaison between the property owner and the Planning and Public Works Departments.
- Provided advice and guidance to the owner of a new automotive logistics company on County Road 34 though the property has since changed ownership.
- Calculated the total potential unit yield by dwelling type (i.e. singles, semis, townhouses, apartments) to add to the development charges study.
- Compiled lists and prepared maps of vacant commercial and industrial properties in Alexandria for potential new business investment opportunities.
- Maintained listing of vacant residential properties on the Spacelist real estate portal and responded to leads generated.
- Received approval for development of a Community Ambassador Team. In the future, this program is a way for residents to show their community pride and get directly involved in promoting North Glengarry as a great place to live and work. Ambassadors will be trained and provided the tools to answer common questions from potential home buyers about aspects of living in North Glengarry, and most importantly, tell them why they love it here. The program is on hold until the opportunity exists to promote new residential development.
- Met with Cornwall Social Housing Division to discuss the Housing Revitalization Plan and the opportunity for development of affordable housing in Alexandria. And Researched Municipal Affordable Housing strategies and provided a background working document for the Community Development Committee.
- Developed a Residential Development Marketing Plan and created a Marketing Working Group to support the development of destination marketing videos, a social media campaign, update of the current website and creation of an investment attraction portal.
  - 3 videos were launched on September 12, 2022, focusing on residential, developer, and business attraction.
- Received grant approval for the My Main Street Local Business Accelerator program. This program supports the revitalization of main streets by providing funding to support a dedicated Main Street Ambassador(s), customized marketing research, data analysis and non-repayable funding contributions for small businesses.
  - Met program goal of assisting 10 businesses with submitting successful funding contributions of \$10,000, injecting \$100,000 into the Township's local economy.
- Assisted with development of a Request for Quotation for a commercial gap analysis and provided support to the consulting team during development of the study. This analysis more clearly prioritizes the types of retail and services that the township could support at its existing population level and with more people once homes are built and occupied. The Commercial Gap Analysis was adopted by Council in the spring of 2022.

## 2023 Goals

### Economic Development

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

Promote the Community Improvement Plan and the Regional Incentives Program to property owners in North Glengarry.

Contact the community groups in North Glengarry to discuss activities that could be supported through the Community Grants Program.

## 2023 Budget Challenges and Initiatives

### Challenges

The Community Improvement Plan (CIP) funding is proposed to remain at \$60,000. Due to the COVID-19 pandemic, the intake over the last three years was lower than in previous years due to the difficulty in obtaining quotes from contractors and the high cost of materials. Staff has noted a renewed interest in the CIP in 2022.

As is done yearly, the CIP was reviewed and brought to Council for approval in 2022 with only minor changes. The CIP will be included for discussion during the Township's Strategic Review to see if it is still aligned with Council's goals. Funding levels and programs will be discussed.

The Regional Incentives Program (RIP) intake level in North Glengarry is on the uprise since its lowest point in 2021. Several interested businesses faced major increases in construction materials and long delays in finding contractors. This year, four North Glengarry property owners were successful in obtaining funding through the RIP.

## 2023 Budget Initiatives

### Economic Development

Working with the Arts, Culture and Heritage Committee, the Economic Development & Communications Coordinator will continue to implement the Community Improvement Plan, support the Township's Corporate Strategy, the Economic Development Strategy and Action Plan and assist when needed with the Development and Marketing Strategy.

## 2023 Budget Details

2023 BUDGET						
ECONOMIC DEVELOPMENT						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-1950-2036	ECON DEV - SDG INCENTIVE PROGRAM	(21,464)	(54,490)	-	(22,500)	-
1-3-1950-3000	ECON DEV - WAGE SUBSIDY	(13,650)	-	(50,000)	(57,500)	(50,000)
1-3-1950-8001	ECON DEV - TRANSFER FROM RESERVES	(30,000)	(2,000)	(22,000)		-
	<b>TOTAL REVENUES</b>	<b>(65,114)</b>	<b>(56,490)</b>	<b>(72,000)</b>	<b>(80,000)</b>	<b>(50,000)</b>
<b>EXPENSES</b>						
1-4-1950-1010	ECON DEV - WAGES	93,845	82,174	86,211	78,362	89,907
1-4-1950-1015	ECON DEV - PART-TIME WAGES	-	66,081	72,698	69,188	11,408
1-4-1950-1110	ECON DEV - BENEFITS	27,063	33,684	38,921	31,301	28,081
1-4-1950-2025	ECON DEV - MILEAGE	1,228	1,863	4,000	2,774	4,000
1-4-1950-2026	ECON DEV - MEETING	354	1,028	3,000	1,142	3,000
1-4-1950-2034	ECON DEV - SPONSORSHIP	8,000	3,050	10,000	1,699	5,000
1-4-1950-2035	ECON DEV - TRAINING CONFERENCE	343	3,613	6,000	7,653	6,000
1-4-1950-2036	ECON DEV - SDG INCENTIVE PROGRAM	21,464	54,490	-	22,500	-
1-4-1950-2049	ECON DEV - CELL PHONES	1,533	780	1,250	1,152	1,250
1-4-1950-2050	ECON DEV - TELEPHONE	144	141	300	141	300
1-4-1950-2100	ECON DEV - POSTAGE	-	-	400	2	-
1-4-1950-2125	ECON DEV - SUPPLIES	228	494	1,000	514	1,000
1-4-1950-2130	ECON DEV - COMPUTER EXPENSE	524	782	1,150	640	1,150
1-4-1950-2140	ECON DEV - PHOTOCOPIER	1,896	-	2,000	282	2,000
1-4-1950-2223	ECON DEV - PROFESSIONAL FEES				18,560	
1-4-1950-2300	ECON DEV - ADVERTISING	11,028	5,596	22,000	14,743	22,000
1-4-1950-2410	ECON DEV - MEMBERSHIP FEES	1,541	1,773	1,500	1,516	1,500
1-4-1950-3702	ECON DEV - CIP IMPROVEMENT GRANT	975	23,066	60,000	15,500	60,000
1-4-1950-3703	ECON DEV - CIP OPERATING EXPENSE	589	1,487	1,000	569	1,000
1-4-1950-4102	ECON DEV - TREE PROGRAM					5,000
1-4-1950-5010	ECON DEV - GENERAL EXP	-	41	-	31	-
	<b>TOTAL EXPENSES</b>	<b>170,755</b>	<b>280,143</b>	<b>311,430</b>	<b>268,269</b>	<b>242,596</b>
<b>CAPITAL</b>						
1-5-1950-8000	CAPITAL - ECONOMIC DEVELOPMENT	33,602	3,193	20,500	4,416	-
	<b>TOTAL CAPITAL</b>	<b>33,602</b>	<b>3,193</b>	<b>20,500</b>	<b>4,416</b>	<b>-</b>
	<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>139,243</b>	<b>226,846</b>	<b>259,930</b>	<b>192,685</b>	<b>192,596</b>

There are no capital requests for 2023.

## 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.

### 2022 Accomplishments

#### **Administration**

- The Program Coordinator has worked on programming once the Province authorized the reopening of municipal facilities. Programming is continually adjusted according to the COVID-19 regulations.
- The User Fees and Charges By-law will be proposed to Council to include insurance costs for ice rentals and hall rentals, as well as festivities that occur in the Township on municipal properties.
- Several grants were written to obtain funding for equipment or facilities.
  - HVAC system for the Maxville & District Sports Complex
  - Seniors Grant for equipment for the Tim Hortons Dome
  - Community Grant for the Alexandria Skate Park expansion
  - Commonwell Leaf Grant for the Alexandria Skate Park expansion

#### **Island Park**

- Major repairs to windows and doors following vandalism in the summer.
- New play structure was ordered and installed in the park.
- The Boys and Girls Club operate the Summer Camp at the Sandfield Centre.
- Applications were submitted for the removal of aquatic vegetation for Mill Pond and Loch Garry
- The Glengarry Encore Education is leasing the Gary Shepherd Hall and have allowed the Boys and Girls Club to continue with their activities in that space on Tuesdays and Thursdays.

#### **Tim Hortons Dome**

- The Boys and Girls Club operate a youth program in these facilities on Wednesdays.
- A new Youth Volleyball program was launched in the Fall.
- The Running Program was launched in the Fall.

#### **Maxville & District Sports Complex**

- Residents had access to the multi-sports pad over the summer 2022.
- Shower heads and flush handles on the urinals were replaced in the facility to reduce water consumption.

#### **GSP**

- The refurbishment at the Glengarry Sports Palace was substantially completed in time for the 2022 / 2023 ice season on October 7, 2022. Items such as flow valves (supply issues) on the urinals and the inspection of the lift by the TSSA (who were on strike) were delayed but have since then been completed.
- The new electric ice resurfacers has been received and is operational.
- The new condenser was installed in time to perform the arena slab cooling draw-down.

## 2023 Goals

- Staff will continue with its training program at all levels of recreation to ensure that staff is compliant with regulatory requirements.
- If successful with the Ontario Trillium Foundation application, proceed with the replacement of doors and windows at the Glengarry Sports Palace.
- Finalize the expansion of the Alexandria Skate Park.
- Work on a plan for the replacement of the Maxville & District Sports Complex' arena slab.
- The Department will continue its beautification work on its parks with specific attention to Island Park and the development of Mill Square (through the Alexandria Main Street Project).
- Implement the removal of aquatic vegetation for the pilot project at Loch Garry.

The Township was successful in obtaining a three-year permit for its Geese Management Program (2023 – 2025) and will continue with the oiling of geese eggs to control the population.

## 2023 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. The Building Condition Assessment Plan has identified that significant funding will be required to upkeep or retrofit the buildings that are reaching the end of their lifecycles. As always, several projects are reliant on provincial or federal funding.

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

COVID-19 has greatly impacted the facilities revenue streams.

### 2023 Budget Initiatives

- Centennial Park
  - Continue with the beautification of the park that was initiated in 2022 with the Tree Canada / MacEwen contributions
- Dome
  - Monitor cracks in tennis court for safety
- Glengarry Sports Palace
  - If Ontario Trillium grant is successful - replace doors and windows
  - Finish outdoor lights replacement on ball field
  - Seek funding to refurbish 2<sup>nd</sup> floor Community Hall Bathrooms and funding to refurbish players' change rooms
  -
- Island Park
  - Expansion of Skate Park
  - Replace bathroom partitions in bathrooms
  - Monitor condition of exterior cladding at the Sandfield Centre

- King George Park
  - Continue to support activities in the King George Park (Movies at King George Park and Maxville Farmers' Market)
- Mill Square
  - Collaborate with SDG Counties on Alexandria Main Street Project



## 2023 Budget Details

2023 BUDGET						
RECREATION						
Maxville Sports Complex						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-7100-2129	MSC - VENDING MACHINES				(3,154)	-
1-3-7100-4105	MSC - VENDING MACHINE REVENUES					(6,000)
1-3-7100-5087	MSC - ONTARIO TRILLIUM FUND				(441,600)	-
1-3-7100-7122	MSC - DONATIONS	(44)	(100)	-	(250)	-
1-3-7100-7503	MSC - GRANTS	-	-	(500,000)		-
1-3-7100-7710	MSC - HALL RENTAL	(4,067)	(6,128)	(7,000)	(7,573)	(7,000)
1-3-7100-7711	MSC - CANTEEN	(7,090)	-	(10,000)	(425)	(10,000)
1-3-7100-7712	MSC - BAR RECEIPTS	(3,739)	(6,344)	(5,000)	(16,295)	(5,000)
1-3-7100-7713	MSC - PRO SHOP	(587)	(571)	(1,000)	(1,279)	(1,000)
1-3-7100-7714	MSC - PEPSI MACHINE	(613)	(1,577)	(1,000)	(3,285)	(1,000)
1-3-7100-7715	MSC - BALL FIELDS RENTS	-	(145)	(500)	(860)	(500)
1-3-7100-7716	MSC - ADVERTISING	954	(6,665)	(7,000)	(6,424)	(5,000)
1-3-7100-7719	MSC - OTHER REVENUES	(6,034)	(1,068)	-	(146)	-
1-3-7100-7720	MSC - ICE RENTAL	(41,443)	(114,529)	(170,000)	(197,007)	(170,000)
1-3-7100-7721	MSC - FLOOR ICE SURFACE	(241)	(3,863)	-	(3,506)	-
1-3-7100-7722	MSC - PROGRAMMING				(1,250)	-
1-3-7100-8001	MSC - TRANSFER FROM RESERVES	(3,315)	(20,000)	-		-
	<b>TOTAL REVENUES</b>	<b>(66,219)</b>	<b>(160,990)</b>	<b>(701,500)</b>	<b>(683,054)</b>	<b>(205,500)</b>
<b>EXPENSES</b>						
1-4-7100-1010	MSC - WAGES	98,005	99,176	101,763	91,326	103,748
1-4-7100-1015	MSC - PART TIME WAGES	36,274	59,052	66,303	90,193	77,337
1-4-7100-1035	MSC - OVERTIME	5,063	9,696	5,000	16,755	5,000
1-4-7100-1110	MSC - BENEFITS	51,984	59,943	60,598	64,468	59,090
1-4-7100-1225	MSC - INSURANCE	12,125	12,876	16,698	15,182	20,038
1-4-7100-2020	MSC - HEALTH & SAFETY	164	-	750	52	750
1-4-7100-2021	MSC - WORK BOOTS & CLOTHING	915	1,582	1,500	783	1,500
1-4-7100-2025	MSC - MILEAGE & TRAVEL	865	1,514	700	2,098	700
1-4-7100-2026	MSC - MEETING ATTENDANCE	365	106	250	61	-
1-4-7100-2028	MSC - BOOK KING SOFTWARE	524	-	1,500	5,236	1,500
1-4-7100-2030	MSC - SPORTSFIELDS EXPENSES	1,621	2,809	1,750	2,265	1,750
1-4-7100-2035	MSC - CONFERENCES/ WORKSHOPS/TRAINING	1,764	451	4,000	-	4,000
1-4-7100-2049	MSC - CELL PHONE	1,032	571	700	567	700
1-4-7100-2050	MSC - TELEPHONE	32	830	750	830	750
1-4-7100-2056	MSC - HYDRO	42,260	46,765	90,000	71,414	60,000
1-4-7100-2057	MSC - WATER/SEWER	1,299	4,491	6,000	6,029	6,000
1-4-7100-2065	MSC - OIL FURANCE	-	46	-	-	-
1-4-7100-2110	MSC - TOOLS	52	250	300	332	300
1-4-7100-2120	MSC - OFFICE SUPPLIES	189	346	500	510	500
1-4-7100-2124	MSC - HOUSEKEEPING & JANITORIAL SUPP	3,565	2,694	6,000	4,888	6,000
1-4-7100-2125	MSC - MATERIALS/SUPPLIES	551	1,175	2,000	260	2,000
1-4-7100-2126	MSC - HALL SUPPLIES	614	2,400	4,000	13,947	4,000
1-4-7100-2127	MSC - PEPSI SUPPLIES	770	992	1,250	2,555	1,250
1-4-7100-2129	MSC - VENDING MACHINE				2,371	4,000
1-4-7100-2130	MSC - COMPUTER FEES & EQUIP.	1,638	3,247	1,500	(121)	1,500
1-4-7100-2140	MSC - PHOTOCOPIER EXPENSE				115	-
1-4-7100-2300	MSC - ADVERTISING	265	-	500	150	500
1-4-7100-2366	MSC - BUILDING MAINTENANCE/GROUND MTCE	34,754	66,319	40,000	80,592	70,000
1-4-7100-2367	MSC - PROPANE	18,707	28,841	35,000	40,848	35,000
1-4-7100-2368	MSC - EQUIPMENT MTCE	9,233	13,205	15,000	10,240	15,000
1-4-7100-2400	MSC - GAS/DIESEL/OIL				596	-
1-4-7100-2410	MSC - ASSOCIATION & MEMBERSHIP FEES	160	364	1,000	452	1,000
1-4-7100-2564	MSC - PRO SHOP	410	-	1,000		1,000
1-4-7100-4010	MSC - CONTRACTS/CONTRACTED SERVICES	4,451	4,651	9,000	6,403	9,000
1-4-7100-5010	MSC - GENERAL EXPENSES	-	433	-	-	-
1-4-7100-5120	MSC - SNOW REMOVAL	5,140	4,060	7,000	6,245	7,000
1-4-7100-7711	MSC - CANTEEN SUPPLIES	3,165	601	4,000	441	-
1-4-7100-7722	MSC - PROGRAMMING				279	500
1-4-7100-9000	MSC - TRANSFERS TO RESERVES	4,950	50,000	-		-
	<b>TOTAL EXPENSES</b>	<b>342,906</b>	<b>479,486</b>	<b>486,312</b>	<b>538,362</b>	<b>501,413</b>
<b>CAPITAL</b>						
1-5-7100-8000	CAPITAL - MSC	3,315	37,090	500,000	497,017	25,000
	<b>TOTAL CAPITAL</b>	<b>3,315</b>	<b>37,090</b>	<b>500,000</b>	<b>497,017</b>	<b>25,000</b>
	<b>Total Maxville Sports Complex</b>	<b>280,002</b>	<b>355,586</b>	<b>284,812</b>	<b>352,325</b>	<b>320,913</b>

<b>Island Park</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>REVENUES</b>						
1-3-7200-4101	ISLAND PARK - FIELD LINING SPORTSFIELD R	-	-	(9,000)		(9,000)
1-3-7200-7503	ISLAND PARK - GRANTS					(375,000)
1-3-7200-7712	ISLAND PARK - BAR REVENUE	(541)	-	(1,000)	(6,028)	(5,000)
1-3-7200-7748	ISLAND PARK - DUMPING STATION	(66)	(706)	(250)	(383)	(250)
1-3-7200-7750	ISLAND PARK - CAMPING REVENUE	-	(361)	-	(446)	-
1-3-7200-7751	ISLAND PARK - HALL RENTAL	(4,110)	(4,562)	(10,000)	(16,871)	(10,000)
1-3-7200-7753	ISLAND PARK - OTHER REVENUE	(3,102)	(2,977)	(850)	(18,326)	(850)
1-3-7200-8001	ISLAND PARK - TRANSFER FROM RESERVES					(30,000)
	<b>TOTAL REVENUES</b>	<b>(7,819)</b>	<b>(8,606)</b>	<b>(21,100)</b>	<b>(42,054)</b>	<b>(430,100)</b>
<b>EXPENSES</b>						
1-4-7200-1010	ISLAND PARK - WAGES	122,880	125,930	118,438	123,865	120,423
1-4-7200-1015	ISLAND PARK - PART TIME WAGES	16,934	39,695	50,772	42,571	11,445
1-4-7200-1035	ISLAND PARK - OVERTIME	5,173	7,054	5,000	10,865	5,000
1-4-7200-1110	ISLAND PARK - BENEFITS	50,925	58,925	46,925	55,724	40,598
1-4-7200-1225	ISLAND PARK - INSURANCE	8,693	9,232	12,144	10,478	14,573
1-4-7200-2020	ISLAND PARK - HEALTH & SAFETY				149	500
1-4-7200-2021	ISLAND PARK - CLOTHING ALLOWANCE	1,224	1,755	1,500	1,177	1,500
1-4-7200-2025	ISLAND PARK - MILEAGE & TRAVEL	41	178	500	165	500
1-4-7200-2026	ISLAND PARK - MEETING ATTENDANCE	357	97	500	-	-
1-4-7200-2028	ISLAND PARK - BOOK KING SOFTWARE	533	-	1,500	7,637	1,500
1-4-7200-2030	ISLAND PARK - SPORTSFIELDS EXPENSE	6,684	5,290	8,000	12,505	8,000
1-4-7200-2035	ISLAND PARK - CONF/WORKSHOP/TRAINING	(322)	1,325	3,500	45	3,500
1-4-7200-2049	ISLAND PARK - CELL PHONE	1,406	1,756	1,200	942	1,200
1-4-7200-2050	ISLAND PARK - TELEPHONE	431	422	500	422	500
1-4-7200-2055	ISLAND PARK - ENBRIDGE	2,803	2,690	3,000	2,750	3,000
1-4-7200-2056	ISLAND PARK - HYDRO	6,114	8,917	10,000	10,572	10,000
1-4-7200-2057	ISLAND PARK - WATER/SEWER	3,412	3,686	6,000	3,024	4,000
1-4-7200-2120	ISLAND PARK - OFFICE SUPPLIES	152	583	1,000	236	1,000
1-4-7200-2124	ISLAND PARK - HOUSEKEEPING & JAN. SUPP	4,725	4,654	7,000	4,622	7,000
1-4-7200-2125	ISLAND PARK - MATERIALS/SUPPLIES	247	1,084	1,550	132	1,550
1-4-7200-2126	ISLAND PARK - BAR SUPPLIES	114	-	1,000	419	1,000
1-4-7200-2128	ISLAND PARK - VANDALISM REPAIRS	407	4,726	-	916	-
1-4-7200-2130	ISLAND PARK - COMPUTER EQUIPT & SUPPLIES	-	906	1,500	299	1,500
1-4-7200-2140	ISLAND PARK - PHOTOCOPIER EXPENSE	1,099	850	1,000	1,835	1,000
1-4-7200-2300	ISLAND PARK - ADVERTISING	-	153	750	355	750
1-4-7200-2366	ISLAND PARK - BUILDING MAINT/SUPPLIES	8,185	14,842	11,000	12,866	11,000
1-4-7200-2368	ISLAND PARK - EQUIPMENT MAINT/SUPLIES	2,544	7,924	7,000	4,018	7,000
1-4-7200-2370	ISLAND PARK - OUTDOOR FURN & ATTRIBUTES	-	-	3,000	-	3,000
1-4-7200-2399	ISLAND PARK - VEHICLE MAINTENANCE	943	2,232	2,500	1,066	2,500
1-4-7200-2400	ISLAND PARK - GAS/OIL/DIESEL	4,407	7,062	6,000	8,703	8,000
1-4-7200-2410	ISLAND PARK - MEMBERSHIP FEES	333	534	1,000	813	1,000
1-4-7200-3704	ISLAND PARK - MILL SQUARE OPERATING	9,128	-	2,000		1,000
1-4-7200-4005	ISLAND PARK - LANDSCAPING/FLOWERS	7,329	10,794	10,000	9,824	10,000
1-4-7200-4010	ISLAND PARK - CONTRACTS/CONTRACTED SERV	798	3,373	5,000	3,800	5,000
1-4-7200-4102	ISLAND PARK - TREE REMOVAL	-	-	1,500	80	1,500
1-4-7200-4103	ISLAND PARK - CENTENNIAL PARK				1,463	
1-4-7200-4104	ISLAND PARK - KING GEORGE PARK	-	962	500		500
1-4-7200-4108	ISLAND PARK - GOOSE MANAGEMENT STRATEGY	-	8	250	371	250
1-4-7200-5010	ISLAND PARK - GENERAL EXPENSES	67	788	-	6,507	-
1-4-7200-7850	ISLAND PARK - AMORTIZATION EXPENSE	290,621	229,961	-		-
1-4-7200-8003	ISLAND PARK - SPECIAL PROJECTS	-	1,119	2,000	6,713	2,000
1-4-7200-8004	ISLAND PARK - SPECIAL EVENTS/FESTIVALS	1,337	-	1,500		1,500
	<b>TOTAL EXPENSES</b>	<b>559,724</b>	<b>559,507</b>	<b>336,529</b>	<b>347,929</b>	<b>294,289</b>
<b>CAPITAL</b>						
1-5-7200-8000	CAPITAL - ISLAND PARK	5,985	10,176	20,000	20,518	466,000
	<b>TOTAL CAPITAL</b>	<b>5,985</b>	<b>10,176</b>	<b>20,000</b>	<b>20,518</b>	<b>466,000</b>
	<b>Total Island Park</b>	<b>557,890</b>	<b>561,077</b>	<b>335,429</b>	<b>326,393</b>	<b>330,189</b>

<b>Dome</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>REVENUES</b>						
1-3-7300-4100	DOME - GLENG. WOMEN'S VOLLEYBALL	(2,434)	(5,849)	(2,500)	(4,155)	(5,000)
1-3-7300-4101	DOME - ADVERTISING REVENUE	(535)	-	(2,500)	(5,184)	(2,500)
1-3-7300-4102	DOME - TENNIS REVENUES	(21,039)	(16,988)	(20,000)	(20,902)	(20,000)
1-3-7300-4103	DOME - TRACK REVENUES	(19,928)	(9,409)	(20,000)	(10,795)	(10,000)
1-3-7300-4104	DOME - FIELD REVENUES	(22,450)	(19,765)	(40,000)	(34,087)	(40,000)
1-3-7300-4105	DOME - VENDING REVENUES	(126)	-	(500)	(200)	(500)
1-3-7300-4106	DOME - LAWN BOWLING	-	-	-	(36)	-
1-3-7300-4110	DOME - BIRTHDAY PARTIES	(1,082)	(200)	(1,500)	(2,483)	(1,500)
1-3-7300-7753	DOME - OTHER REVENUE	-	(681)	-	(2,533)	-
1-3-7300-7754	DOME - NAMING RIGHTS - TIM HORTON	-	-	(5,000)	-	(5,000)
1-3-7300-7755	DOME - FLAG FOOTBALL LEAGUE	(1,742)	-	(3,300)	-	(3,300)
1-3-7300-8001	DOME - TRANSFER FROM RESERVES	(1,655)	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>(70,991)</b>	<b>(52,892)</b>	<b>(95,300)</b>	<b>(80,375)</b>	<b>(87,800)</b>
<b>EXPENSES</b>						
1-4-7300-1010	DOME - WAGES	43,050	43,587	93,748	45,957	99,434
1-4-7300-1015	DOME - PART TIME WAGES	30,108	30,283	38,938	37,623	34,620
1-4-7300-1035	DOME - OVERTIME	2,070	698	-	4,845	-
1-4-7300-1110	DOME - BENEFITS	16,474	17,482	22,789	20,315	27,413
1-4-7300-1225	DOME - INSURANCE	1,136	1,207	1,670	1,370	2,004
1-4-7300-2021	DOME - CLOTHING ALLOWANCE	501	765	500	200	500
1-4-7300-2025	DOME - MILEAGE	48	41	500	492	500
1-4-7300-2028	DOME - BOOK KING SOFTWARE	533	-	1,500	4,519	1,500
1-4-7300-2030	DOME - SPORTS EQUIP & SUPPLIES	316	65	1,500	-	1,500
1-4-7300-2035	DOME - TRAINING/CONFERENCE	1,845	371	1,000	481	1,000
1-4-7300-2049	DOME - CELL PHONE	385	338	1,000	326	1,000
1-4-7300-2050	DOME - TELEPHONE	141	138	300	138	300
1-4-7300-2055	DOME - ENBRIDGE	33,536	50,046	45,000	39,176	45,000
1-4-7300-2056	DOME - HYDRO	16,473	16,696	20,000	16,148	20,000
1-4-7300-2057	DOME - WATER/SEWER	1,206	1,211	1,300	1,129	1,300
1-4-7300-2120	DOME - OFFICE SUPPLIES	195	146	1,000	128	1,000
1-4-7300-2124	DOME - JANITORIAL SUPP & HOUSEKEEPING	1,892	2,166	3,000	1,965	2,000
1-4-7300-2125	DOME - SUPPLIES	47	438	500	212	500
1-4-7300-2127	DOME - VENDING SUPPLIES (PEPSI ..)	38	-	250	596	250
1-4-7300-2130	DOME - COMPUTER EQUIPT & SUPPLIES	30	678	500	-	500
1-4-7300-2140	DOME - PHOTOCOPIER EXPENSE	149	151	100	678	100
1-4-7300-2300	DOME - ADVERTISING	118	-	500	143	500
1-4-7300-2366	DOME - BLDG/PROP MAINT/SUPPLIES	8,486	10,852	12,000	8,747	12,000
1-4-7300-2368	DOME - EQUIPMENT MTCE	2,808	1,545	1,500	4,777	1,500
1-4-7300-2371	DOME - REFEREE	-	480	1,200	-	-
1-4-7300-2399	DOME - VEHICLE REPAIRS	-	272	500	-	500
1-4-7300-2410	DOME - MEMBERSHIP FEES	-	196	-	151	-
1-4-7300-4000	DOME - VOLLEYBALL EXPENSE	-	815	500	493	500
1-4-7300-4001	DOME - RUNNING PROGRAM	1,110	-	2,000	-	1,000
1-4-7300-4005	DOME - LANDSCAPING	-	-	500	-	500
1-4-7300-4010	DOME - CONTRACTED SERVICES	305	444	-	977	-
1-4-7300-4110	DOME - BIRTHDAY SUPPLIES	388	85	750	1,243	750
1-4-7300-4112	DOME - OUTDOOR FURNITURE	-	-	500	-	500
1-4-7300-4113	DOME - FIELD MAINTENANCE	-	1,818	1,750	-	1,750
1-4-7300-5010	DOME - GENERAL EXPENSES	3,341	-	-	141	-
1-4-7300-7755	DOME-FLAG FOOTBALL	-	-	50	-	500
	<b>TOTAL EXPENSES</b>	<b>166,729</b>	<b>183,014</b>	<b>256,845</b>	<b>192,970</b>	<b>260,421</b>
<b>CAPITAL</b>						
1-5-7300-8000	CAPITAL - DOME - INDOOR SPORTS COMPLEX	9,655	-	-	-	-
	<b>TOTAL CAPITAL</b>	<b>9,655</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Dome</b>	<b>105,393</b>	<b>130,122</b>	<b>161,545</b>	<b>112,595</b>	<b>172,621</b>

Glengarry Sports Palace						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-7500-3003	GSP - AGREEMENT SOUTH GLENGARRY	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
1-3-7500-4105	GSP - VENDING SUPPLIES	(257)	-	(750)	-	(750)
1-3-7500-7122	GSP - DONATIONS	-	-	(4,350)	-	-
1-3-7500-7503	GSP - GRANTS	-	-	(1,583,103)	-	-
1-3-7500-7710	GSP - HALL RENTAL	(1,640)	(3,914)	-	(2,377)	(2,000)
1-3-7500-7712	GSP - BAR RECEIPTS	(12,837)	(35)	(32,000)	(4,932)	(32,000)
1-3-7500-7713	GSP - SKATE SHARPENING	(2,488)	(270)	(6,000)	(1,522)	(6,000)
1-3-7500-7714	GSP - PEPSI MACHINES	(705)	(93)	-	(462)	-
1-3-7500-7716	GSP - BOARD ADVERTISING	-	-	(12,800)	(1,101)	(12,800)
1-3-7500-7719	GSP - OTHER REVENUES	(790)	(9,792)	(4,250)	(20,685)	(4,250)
1-3-7500-7720	GSP - ICE RENTAL	(97,137)	(36,885)	(197,500)	(63,145)	(197,500)
1-3-7500-7721	GSP - OTHER ICE RENTALS	(830)	-	(1,300)	(185)	(1,300)
1-3-7500-7722	GSP - PROGRAMMING	(6,465)	(4,906)	(20,000)	(9,967)	(20,000)
1-3-7500-7723	GSP - CANTEEN RENTAL	(600)	(885)	(2,400)	(692)	(2,400)
1-3-7500-8001	GSP - TRANSFER FROM RESERVES	-	-	(250,000)	-	-
1-3-7500-8100	GSP - FINANCE CAPITAL	-	-	(325,000)	-	-
	<b>TOTAL REVENUES</b>	<b>(173,749)</b>	<b>(106,780)</b>	<b>(2,489,453)</b>	<b>(155,068)</b>	<b>(329,000)</b>
<b>EXPENSES</b>						
1-4-7500-1010	GSP - WAGES	129,218	179,258	151,111	135,697	166,410
1-4-7500-1015	GSP - PART-TIME WAGES	39,458	18,414	62,478	17,639	54,865
1-4-7500-1035	GSP - OVERTIME	7,876	9,338	-	16,458	-
1-4-7500-1110	GSP - BENEFITS	59,158	51,574	60,396	53,347	68,150
1-4-7500-1225	GSP - INSURANCE	15,121	16,058	20,867	18,793	25,040
1-4-7500-1505	GSP - LTD PAYMENTS	-	-	21,968	-	-
1-4-7500-2020	GSP - HEALTH & SAFETY	13	99	-	124	500
1-4-7500-2021	GSP - CLOTHING ALLOWANCE	1,426	855	1,000	1,033	1,000
1-4-7500-2025	GSP - MILEAGE	208	127	500	186	500
1-4-7500-2026	GSP - MEETING ATTENDANCE	32	35	-	64	-
1-4-7500-2027	GSP - INSURANCE CLAIM	-	-	-	1,949	-
1-4-7500-2028	GSP - BOOKING SOFTWARE	524	-	1,500	5,236	1,500
1-4-7500-2030	GSP - SPORTSFIELD EXPENSES	111	2,174	1,000	2,306	1,000
1-4-7500-2035	GSP - TRAINING/WORKSHOP	883	1,942	4,500	-	4,500
1-4-7500-2049	GSP - CELL PHONES	1,416	738	1,000	544	1,000
1-4-7500-2050	GSP - TELEPHONE	283	276	500	276	500
1-4-7500-2055	GSP - ENBRIDGE	14,979	8,405	18,000	17,123	18,000
1-4-7500-2056	GSP - HYDRO	78,954	55,216	80,000	44,925	80,000
1-4-7500-2057	GSP - WATER SEWER	7,109	3,589	9,000	6,427	9,000
1-4-7500-2100	GSP - POSTAGE	72	5	200	16	200
1-4-7500-2110	GSP - TOOLS	68	23	-	49	-
1-4-7500-2120	GSP - OFFICE SUPPLIES	435	643	1,000	1,958	1,000
1-4-7500-2124	GSP - HOUSEKEEPING/JANITORIAL SUPPLIES	5,616	1,516	5,000	6,892	5,000
1-4-7500-2125	GSP - MATERIAL/SUPPLIES	270	224	200	400	200
1-4-7500-2126	GSP - BAR/HALL EXPENSE	10,019	75	5,000	1,754	5,000
1-4-7500-2127	GSP - VENDING/PEPSI MACHINE	357	-	500	1,033	500
1-4-7500-2130	GSP - COMPUTER SUPPLIES	90	2,420	1,000	5,748	1,000
1-4-7500-2140	GSP - PHOTOCOPIER EXPENSE	1,167	1,274	-	931	-
1-4-7500-2200	GSP - AUDIT FEES	2,800	-	-	-	-
1-4-7500-2210	GSP - LEGAL FEES	-	14,280	-	325	-
1-4-7500-2223	GSP - CONSULTING FEES	-	44,505	-	-	-
1-4-7500-2300	GSP - ADVERTISING	-	-	500	-	500
1-4-7500-2366	GSP - BUILDING EXPENSES	18,363	57,343	50,000	72,588	50,000
1-4-7500-2367	GSP - PROPANE	1,112	309	-	-	-
1-4-7500-2368	GSP - EQUIPMENT MTCE	5,115	5,569	2,250	12,858	5,000
1-4-7500-2371	GSP - REFEREE	560	-	500	-	-
1-4-7500-2399	GSP - VEHICLE MTCE	1,756	2,904	1,200	572	1,200
1-4-7500-2400	GSP - GAS/OIL/DIESEL	424	845	500	731	600
1-4-7500-2410	GSP - MEMBERSHIP FEES	199	1,086	600	331	600
1-4-7500-2564	GSP - SKATE SHARPENING	662	-	500	-	500
1-4-7500-4010	GSP - CONTRACTED SERVICES	8,798	7,750	1,000	6,437	1,000
1-4-7500-5010	GSP - GENERAL EXPENSES	204	136,807	-	820	-
1-4-7500-5120	GSP - SNOW REMOVAL	3,833	4,898	5,500	4,000	5,500
1-4-7500-7722	GSP - PROGRAMMING	3,902	10,757	5,000	4,450	5,000
1-4-7500-7850	GSP - AMORTIZATION EXPENSE	32,156	32,156	-	-	-
1-4-7500-9000	GSP - TRANSFERS TO RESERVES	125,000	125,000	-	-	-
	<b>TOTAL EXPENSES</b>	<b>579,747</b>	<b>798,487</b>	<b>514,270</b>	<b>444,020</b>	<b>514,765</b>
<b>CAPITAL</b>						
1-5-7500-8000	CAPITAL - GSP	-	-	2,278,875	2,231,957	45,000
	<b>TOTAL CAPITAL</b>	<b>-</b>	<b>-</b>	<b>2,278,875</b>	<b>2,231,957</b>	<b>45,000</b>
	<b>Total Glengarry Sports Palace</b>	<b>405,998</b>	<b>691,707</b>	<b>303,692</b>	<b>2,520,909</b>	<b>230,765</b>
	<b>TOTAL RECREATION</b>	<b>1,349,283</b>	<b>1,738,492</b>	<b>1,085,478</b>	<b>3,312,222</b>	<b>1,054,488</b>

10 YR CAPITAL BUDGET - 2023										
Department: Maxville Sports Complex										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
HVAC										
New Chairs for Community Hall	15,000									
Compressor #1 Refurbishment	10,000									
Compressor #2 refurbishment		10,000								
<b>Total Before Inflation</b>	25,000	10,000	-	-	-	-	-	-	-	-
<b>Inflation</b>	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
<b>Total with Inflation</b>	25,000	10,200	-	-	-	-	-	-	-	-
Funding Sources	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Reserves										
Grants										
Tax Base	25,000	10,200								
Long Term Debt	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	25,000	10,200	-	-	-	-	-	-	-	-

10 YR CAPITAL BUDGET - 2023										
Department: Island Park										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Rehabilitate or new play structure										
Mill Square refurbishing Landscaping, Bike racks)	30,000									
Skate Park Expansion	375,000									
Siding Sandfield Building	50,000									
Sandfield Centre Bathroom partitions	11,000									
New Tennis Installations		150,000								
<b>Total Before Inflation</b>	466,000	150,000	-	-	-	-	-	-	-	-
<b>Inflation</b>	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
<b>Total with Inflation</b>	466,000	153,000	-	-	-	-	-	-	-	-
Funding Sources	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Reserves	30,000									
Grants & Donations	375,000									
Tax Base	61,000	153,000								
Long Term Debt	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	466,000	153,000	-	-	-	-	-	-	-	-

10 YR CAPITAL BUDGET - 2023										
Department: Dome										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Tennis Court Patching										
Refurbish Field Pitch		175,000								
Refurbish Track		50,000								
Tennis Court Asphalt, Painting and Lining		50,000								
<b>Total Before Inflation</b>	-	275,000	-	-	-	-	-	-	-	-
<b>Inflation</b>	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
<b>Total with Inflation</b>	-	280,500	-	-	-	-	-	-	-	-
Funding Sources	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Reserves										
Grants										
Tax Base		105,500								
Long Term Debt		175,000								
<b>Total Funding</b>	-	280,500	-	-	-	-	-	-	-	-

10 YR CAPITAL BUDGET - 2023										
Department: Glengarry Sports Palace										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Compressor # 1 Refurbishment						10,000				
GSP Field Lights	10,000									
Paint exterior steel of building	25,000									
Compressor # 2 Refurbishment	10,000						10,000			
Chiller							65,000			
<b>Total Before Inflation</b>	45,000	-	-	-	-	10,000	75,000	-	-	-
<b>Inflation</b>	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
<b>Total with Inflation</b>	45,000	-	-	-	-	11,041	84,462	-	-	-
Funding Sources	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Reserves										
Grants										
Tax Base	45,000					11,041	84,462			
Long Term Debt										
<b>Total Funding</b>	45,000	-	-	-	-	11,041	84,462	-	-	-

## FIRE 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.

### 2022 Accomplishments

#### Training Program

- In July 2022 the province enacted a new Regulation for Firefighter Certification. This new certification placed a large responsibility on municipalities and their fire services. As a department we were prepared for the new mandated requirement with the investment into our training program and facility.
- Through 2021 & 2022 the department hired 12 new recruits where they were enrolled into NFPA Firefighter I program.
- Our 2021 recruit class is now enrolled in NFPA Firefighter II, confirming our training plan is successful and prepared for future.
- Modernization funds were utilized to expand our training facility, in effort to rent our facility to our neighboring fire departments.
- 

#### Communication System

- In 2022 Phase 4 of the new communication system was installed and is operational. This phase consisted of a UHF and VHF link from NG Alexandria and Maxville towers to Cornwall Police Dispatch Centre. This was added to improve voice and paging communications between dispatch and on-scene locations within North Glengarry.
- The communication solution was implemented to include our emergency management and roads department.

### 2023 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, while continuing to strive to ensure our members are equipped with the proper health and safety equipment and procedures.

The Department will provide additional water sources such as fire wells in our areas which will improve our fire suppression abilities.

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.

## **2023 Budget Challenges and Initiatives**

### **Challenges**

The province enacted a new Regulation for Firefighter Certification. This new certification placed a large responsibility on municipalities and their fire services. In 2023/2024 we will be focusing our training on ensuring our firefighters are certified as per the new regulation requirements. This places pressure on our operating training budget, to provide internal and external courses.

Our fire stations require on-going repair and maintenance, in effort to meet the health and safety requirements.

In 2021 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, 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.

### **Initiatives**

- Fire Well – Northeast area of township - Dalkeith
- Pumper Station 1 – Alexandria
- Replacement of Pick-up – Station 1 - Alexandria
- Station renovations to meet safety standards
- Receive remainder of fire training props ordered in 2022



## 2023 Budget Details

2023 BUDGET						
FIRE SERVICES						
Fire Department						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-2000-7122	FIRE DEPT DONATIONS	(2,000)	(4,500)	-	-	-
1-3-2000-7200	FIRE - BURN PERMITS	(4,900)	(4,700)	(3,000)	(3,950)	(3,000)
1-3-2000-7206	FIRE - MANDATORY INSPECTIONS	(1,200)	(3,000)	(6,000)	(2,400)	(6,000)
1-3-2000-7230	FIRE - FEES FROM RESIDENTS	12,724	(10,437)	(30,000)	-	(30,000)
1-3-2000-7231	FIRE - FEES OTHER MUNICIPALITIES	(10,562)	(14,408)	(10,000)	(25,384)	(10,000)
1-3-2000-7233	FIRE - REVENUES MTO CLAIMS	(29,817)	(20,024)	(27,000)	(18,188)	(27,000)
1-3-2000-7754	FIRE - OTHER REVENUE	(1,000)	(12,000)	-	-	-
1-3-2000-7850	FIRE - SALE OF EQUIPMENT	(39,720)	(40,472)	(20,000)	-	(20,000)
1-3-2000-8001	FIRE - TRANSFER FROM RESERVES	(265,000)	-	(47,000)	-	(70,000)
	<b>TOTAL REVENUES</b>	<b>(341,475)</b>	<b>(109,541)</b>	<b>(143,000)</b>	<b>(49,922)</b>	<b>(166,000)</b>
<b>EXPENSES</b>						
1-4-2000-1010	FIRE - WAGES	123,359	147,041	154,086	142,761	162,251
1-4-2000-1015	FIRE - PART-TIME WAGES	240,086	199,559	251,000	123,325	251,000
1-4-2000-1035	FIRE - OVERTIME	97	131	-	-	-
1-4-2000-1110	FIRE - EMPLOYEE BENEFITS	35,404	42,156	38,597	44,300	43,718
1-4-2000-1210	FIRE - WSIB CLAIMS PAID	1,279	-	-	479	-
1-4-2000-1225	FIRE - INSURANCE	64,785	89,117	112,407	99,640	134,888
1-4-2000-1500	FIRE - LOAN PAYMENT VEHICLES	31,407	34,056	202,836	194,668	202,836
1-4-2000-1510	FIRE - LOAN PAYMENT SCBA EQUIPMENT	2,665	2,151	31,000	28,870	31,000
1-4-2000-2013	FIRE - COMM. EQUIP. MTCE	1,592	-	-	454	-
1-4-2000-2021	FIRE - PERSONAL PROTECTIVE EQUIP	26,293	17,686	25,000	18,399	35,000
1-4-2000-2025	FIRE - MILEAGE & TRAVEL	118	19	1,000	592	1,000
1-4-2000-2026	FIRE - MEETING	-	184	500	2,038	2,000
1-4-2000-2027	FIRE - INSURANCE CLAIM	3,316	-	-	-	-
1-4-2000-2039	FIRE - RESPONSE EXPENSES	1,207	1,899	2,500	1,183	2,500
1-4-2000-2040	FIRE - TRAINING	14,097	20,757	24,000	18,220	26,000
1-4-2000-2041	FIRE - Prevention	1,585	202	4,000	2,391	5,000
1-4-2000-2048	FIRE - DISPATCH SERVICE	39,992	39,976	51,450	52,356	52,480
1-4-2000-2049	FIRE - CELL PHONES	6,214	7,330	6,000	4,403	6,000
1-4-2000-2050	FIRE - TELEPHONE	1,786	1,677	2,000	1,526	2,000
1-4-2000-2051	FIRE - COURIER	960	252	2,500	168	2,500
1-4-2000-2055	FIRE - ENBRIDGE	4,856	4,795	5,500	5,321	5,500
1-4-2000-2056	FIRE - HYDRO	17,359	15,047	22,000	15,878	22,000
1-4-2000-2057	FIRE - WATER/SEWER	2,943	2,832	2,000	2,604	2,000
1-4-2000-2065	FIRE - FURNACE OIL/PROPANE	6,398	8,322	8,000	11,166	8,000
1-4-2000-2079	FIRE - FIRST AID MATERIALS	504	240	1,500	1,439	1,500
1-4-2000-2102	FIRE - TRAINING PROPERTY RENTAL	2,025	2,130	2,193	2,118	2,238
1-4-2000-2110	FIRE - TOOLS/EQUIPMENT REPLACEMENT	7,592	3,889	9,000	5,175	9,000
1-4-2000-2111	FIRE - UNIFORMS	4,285	9,513	9,000	6,286	9,000
1-4-2000-2112	FIRE - NEW EQUIPMENT	16,077	22,324	15,000	11,529	15,000
1-4-2000-2120	FIRE - OFFICE SUPPLIES	674	350	750	497	350
1-4-2000-2124	FIRE - JANITORIAL-HOUSEKEEPING	540	275	750	412	500
1-4-2000-2125	FIRE - MATERIAL/SUPPLIES	3,885	4,969	4,000	6,173	4,000
1-4-2000-2130	FIRE - COMPUTER EQUIP & SUPPLIES	9,526	6,419	6,000	6,611	6,000
1-4-2000-2131	FIRE - CLOUD HOSTING	1,553	4,069	4,200	5,097	4,200
1-4-2000-2140	FIRE - PHOTOCOPIER EXPENSE	3,837	3,918	4,000	4,098	4,000
1-4-2000-2150	FIRE - MAINTENANCE OF FIRE WELLS	-	-	1,000	153	1,000
1-4-2000-2210	FIRE - LEGAL FEES	-	433	1,000	-	-
1-4-2000-2270	FIRE - FIRE FEES	31,365	9,108	30,000	7,074	30,000
1-4-2000-2300	FIRE - ADVERTISING	990	280	1,500	2,125	1,500
1-4-2000-2305	FIRE - RECOGNITION	-	950	4,000	6,815	4,000
1-4-2000-2366	FIRE - BUILDING MAINTENANCE/SUPPLIES	17,684	10,835	13,000	6,320	13,000
1-4-2000-2367	FIRE - RADIO LICENCES	6,293	6,503	5,000	6,783	5,000
1-4-2000-2368	FIRE - EQUIPMENT MAINTENANCE	27,194	23,773	25,000	29,324	25,000
1-4-2000-2369	FIRE - PPE MAINTENANCE	11,735	11,035	10,000	10,114	10,000
1-4-2000-2399	FIRE - VEHICLE MAINTENANCE	57,768	72,923	40,000	44,309	40,000
1-4-2000-2400	FIRE - GAS/OIL/DIESEL	15,361	19,636	10,000	24,412	19,000
1-4-2000-2410	FIRE - ASSOCIATION & MEMBERSHIP FEES	259	409	2,000	634	2,000
1-4-2000-3010	FIRE - EQUIPMENT LEASING	26,291	42,699	45,000	38,514	45,000
1-4-2000-5010	FIRE - GENERAL EXPENSES	609	628	800	8,110	800
1-4-2000-7200	FIRE - BURN PERMIT EXPENSE	992	992	1,000	1,984	2,000
1-4-2000-7850	FIRE - AMORTIZATION EXPENSE	241,775	264,346	-	-	-
1-4-2000-9000	FIRE - TRANSFER TO RESERVES	-	42,000	-	-	-
	<b>TOTAL EXPENSES</b>	<b>1,116,612</b>	<b>1,199,835</b>	<b>1,192,069</b>	<b>1,006,848</b>	<b>1,251,761</b>
<b>CAPITAL</b>						
1-5-2000-8000	CAPITAL - FIRE DEPARTMENT	317,537	597,173	67,000	9,086	145,000
	<b>TOTAL CAPITAL</b>	<b>317,537</b>	<b>597,173</b>	<b>67,000</b>	<b>9,086</b>	<b>145,000</b>
	<b>Total Fire Department</b>	<b>1,092,674</b>	<b>1,687,467</b>	<b>1,116,069</b>	<b>966,012</b>	<b>1,230,761</b>

Community Emergency Management						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>EXPENSES</b>						
1-4-2900-1010	CEMC - WAGES	1,821	2,440	5,337	1,852	4,340
1-4-2900-1015	CEMC - PART TIME WAGES	1,254	791	-	1,826	-
1-4-2900-1110	CEMC - BENEFITS	357	380	704	378	977
1-4-2900-2035	CEMC - CONFERENCES/TRAINING/WORKSH	182	325	2,500	1,347	2,500
1-4-2900-2049	CEMC - CELL PHONE				326	
1-4-2900-2120	CEMC - OFFICE SUPPLIES	311	24	500	-	500
1-4-2900-2125	CEMC - MATERIALS/SUPPLIES	-	620	500	-	500
1-4-2900-2223	CEMC - CONSULTANT	-	-	500		500
1-4-2900-2325	CEMC - PUBLICITY/PUBLIC AWARENESS	304	263	1,000		1,000
1-4-2900-5010	CEMC - GENERAL EXPENSES	28	-	-		-
	<b>TOTAL EXPENSES</b>	<b>4,257</b>	<b>4,843</b>	<b>11,041</b>	<b>5,729</b>	<b>10,317</b>
	<i>Total Community Emergency Management</i>	<i>4,257</i>	<i>4,843</i>	<i>11,041</i>	<i>5,729</i>	<i>10,317</i>
	<b>TOTAL FIRE SERVICES</b>	<b>1,096,931</b>	<b>1,692,310</b>	<b>1,127,110</b>	<b>971,741</b>	<b>1,241,078</b>

10 YR CAPITAL BUDGET - 2023										
Department: Fire										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Station Renovations for 3 stations	30,000									
SCBA		500,000								
Fire Wells	45,000									
Fire Training Props	70,000									
<b>Total Before Inflation</b>	145,000	500,000	-	-	-	-	-	-	-	-
<b>Inflation</b>	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
<b>Total with Inflation</b>	<b>145,000</b>	<b>510,000</b>	-	-	-	-	-	-	-	-
Funding Sources	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Reserves	70,000									
Grants										
Tax Base	75,000									
Long Term Debt		510,000								
<b>Total Funding</b>	<b>145,000</b>	<b>510,000</b>	-	-	-	-	-	-	-	-

## CORPORATE FLEET AND MACHINERY & EQUIPMENT

### Department 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. Machinery and Equipment needs have been added to align with the Asset Management Plan categories.

The 2023 fleet budget includes three SUV's and two tandem trucks carried over from 2022. These have been ordered and are awaiting delivery. Total impact \$759,200 to the budget. These have been included in the long term debt operating cost or transferred from reserves as they were not spent in 2022.

The long term debt finance charges for 2023 have not been included in this budget as the chance of getting them actually delivered in 2023 is slim. There will be an operating impact for debt financing in 2024.

10 YR CAPITAL BUDGET - 2023											
Department: Fleet											
Area	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Bylaw	1/2 ton truck #64 (2011)										
CBO	1/2 Ton Truck - Unit #92		50,000								
Fire	Fire - Pick up - Station 3 - Brush fire truck			80,000							
Fire	Fire - Pick up 3/4 ton - Station 1 (2011)	70,000									
Fire	Fire - SUV (2020)					65,000					
Fire	Fire - Pumper - Station 1 - Alexandria	750,000	-								
Fire	Fire - Pumper/Tanker - Station 2 - Apple Hill (2011)									750,000	
Fire	Fire - Pickup/SUV Fire Prevention (2009)				40,000						
Fire	Fire - Rescue Vehicle - Station 2 - Apple Hill (2007)						400,000				
Fire	Fire - Rescue Vehicle - Station 3 - Maxville (2006)					400,000					
Recreation	1/2 ton Pick up 1500 with 6 ft bed (2017)					50,000					
Recreation	1/2 ton Pick up 1500 with 6 ft bed (2011)			50,000							
Recreation	3/4 ton Pick up truck 2500, with 8 ft bed (2018) Unit 101						60,000				
Roads	Tandem Snowplow unit #72 (1999)	380,000									
Roads	HE Backhoe - Unit # 54 (2010), Roads Dept.			175,000							
Roads	Patrol Vehicle SUV (replaces Unit 50)										
Roads	1/2 Ton Truck - Unit 88 (2008)		38,000								
Roads	Tandem Snowplow - Unit #22 (2004)		380,000								
Roads	Tandem Snowplow - Unit # 35 (2008)	340,000									
Roads	Tandem Snowplow - Unit # 36 (2008)			380,000							
Roads	1/2 Ton Truck - Unit # 60 (2011)			38,000							
Roads	3/4 Ton Truck - Unit # 61 (2011) replaced with SUV	26,400									
Roads	3/4 Ton Truck - Unit # 62 (2011) Flowers		75,000								
Roads	Tandem Snowplow - Unit # 37 (2008)				380,000						
Roads	Loader - Unit # 76 (2014)							200,000			
Roads	Sidewalk Vehicle - Unit # 66 (2011)										
Roads	Tandem Snowplow - Unit # 70 (1999)	340,000									
Roads	Tandem Snowplow - Unit #82 (2016)									380,000	
Roads	1/2 ton pick up truck #104 (2019)							38,000			
Roads	1/2 Ton Truck - Unit # 49 (2009)		38,000								
Roads	3/4 Ton Truck - Unit # 100 (2018)						75,000				
Roads	3/4 Ton Truck - Unit # 84, 4X4 (2016)				75,000						
Roads	3/4 Ton Truck - Unit # 95, 4X4 (2017)					75,000					
Roads	Excavator - Unit # 94 (2015)								300,000		
Roads	Grader - Unit # 65 (2012)					400,000					
Roads	John Deere Backhoe - Unit # 103 (2019)										
Roads	Pumper Truck - Unit # 67 (1990)	26,400									
Roads	Tandem Snowplow #106 (2019)										
Roads	1/2 ton pick up truck #105 (2019)							38,000			
Roads	Tractor - Unit #25 (1996)										
Roads	Backhoe - Unit #38 (2023)										

Area	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Water	Pontoon Boat - Unit #58 (1995)		30,000								
Roads	Tractor - Unit #69 (2012)					70,000					
Roads	Tandem Snowplow - Unit #113 (2021)										
Roads	Tractor - Unit #83 (2016)									70,000	
Roads	Weed Harvester - Unit #91 (2016)								160,000		
Roads	Sidewalk Vehicle - Unit #93 (2016)				250,000						
Roads	Grader - Unit #99 (2018)										
Roads	1/2 ton pick up truck - Unit #105 (2019)								38,000		
Roads	Sidewalk Vehicle - Unit #114 (2021)									250,000	
Roads	HE Larue Blower for loader- Unit #77										
Roads	Weed Harvester Trailer - Aquamarine - NEW	40,000									
Roads	Pomac 48" Heavy Duty Mulcher (Razor)										
Roads	Pomac 48" Heavy Duty Mulcher (Razor)										
Roads	Plate Tamper 1000lb										
Roads	#52 burner unit (2008) trailer for coldpatch						10,000				
Roads	Salt box for truck										
Roads	Bush Hog (2005)			20,000							
Roads	Salt vibrator for plows										
Roads	Utility trailer for razor/buckets 5000lb										
Roads	Utility trailer for forms										
Roads	Rubber mount pop up blades										
Roads	Gravel Storage area										
Roads	Pooled smaller objects, Chainsaws, etc				110,000	12,000	70,000	50,000	-	12,000	120,000
Waterworks	1/2 Ton Truck - Unit 48 (2009), Water Dept.	26,400									
Water Works	SUV		26,383								
Water works	1/2 Ton Truck - Unit #78 (2015)			38,000							
Water works	1/2 Ton Truck - Unit #85 (2016)				38,000						
Water works	1/2 ton pick up truck #108 (2020)								38,000		
	<b>Total Before Inflation</b>	1,999,200	637,383	781,000	893,000	1,072,000	615,000	326,000	536,000	1,462,000	185,000
	<b>Inflation</b>	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
	<b>Total with Inflation</b>	<b>1,999,200</b>	<b>650,131</b>	<b>812,552</b>	<b>947,659</b>	<b>1,160,367</b>	<b>679,010</b>	<b>367,129</b>	<b>615,696</b>	<b>1,712,966</b>	<b>221,092</b>
	<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
	<b>Reserves</b>	119,800	58,220			260,367	39,010	167,129			
	<b>Grants</b>										
	<b>Tax Base</b>	43,000	200,000	200,000	239,579	200,000	200,000	200,000	200,000	200,000	221,092
	<b>Long Term Debt**</b>	1,810,000	365,000	573,032	667,800	700,000	440,000		371,996	1,512,966	
	<b>Water/Waste Water Rates</b>	26,400	26,911	39,520	40,280				43,700		
	<b>Total Funding</b>	<b>1,999,200</b>	<b>650,131</b>	<b>812,552</b>	<b>947,659</b>	<b>1,160,367</b>	<b>679,010</b>	<b>367,129</b>	<b>615,696</b>	<b>1,712,966</b>	<b>221,092</b>

10 YR CAPITAL BUDGET - 2023

Department: Machinery & Equipment

Area	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Recreation	ATV Electric (2012)	20,000									
Recreation	Ice Resurfacer and laser - Maxville			175,000							
Recreation	Ice Resurfacer Alexandria										
Recreation	Lawn mower (2018) Cub Cadet										
Recreation	Lawn mower (2017) Cub Cadet			8,000							
Recreation	Lawn mower (2015) Cub Cadet					8,000			8,000		
Recreation	Lawn mower (2014) Cub Cadet							8,000			
Recreation	Lawn mower (2014) Cub Cadet							8,000			
Recreation	Lawn mower (2013) Cub Cadet						8,000				
Recreation	Lawn mower (2008) Yard Machines		8,000								
Recreation	Mower trailer (2015)			7,000							
Recreation	Mower trailer (2021)									7,000	
Recreation	Leaf blower (2014)										
Recreation	Leaf blower (2021)										
Recreation	Trimmer (2021)									500	
Recreation	Trimmer (2017)				500						
Recreation	Trimmer (2017)				500						
Recreation	Trimmer (2015)			500							
Recreation	Trimmer (2015)			500							
Recreation	Trimmer (2014)		500								
Recreation	Trimmer (2014)		500								
Recreation	Trimmer (2013)										
Recreation	Floor scrubber (2018)										
Recreation	Floor Scrubber (2015)								10,000		
Recreation	Push Mower (2018)						1,000				
Recreation	Push Mower (2015)			1,000							
Recreation	Roller (2016)										
Recreation	Power Sweeper (2015)						1,500				
Recreation	Top dresser (2021)										
Recreation	Inverter (2017)										
Recreation	Lawn Aerator (2018)						2,000				
Recreation	Kitchen equipment (stove/fridge)				10,000						
Various	Upon review for budget, pooled smaller equipment (chainsaws, fire department tools, etc)				110,000	12,000	70,000	120,000		120,000	120,000
Roads	Plate Tamper 1000 lb										
Roads	#52 burner unit (2008) trailer for coldpatch						10,000				
Roads	Salt box for truck										
Roads	Bush Hog (2005)			20,000							
Roads	Crack sealing trailer	60,000									
Roads	Crack sealing router	40,000									
Roads	Backhoe grapple and forks	16,000									
Roads	Disc mowers (fast wild parsnip) x 2	35,000									
Roads	Salt vibrator for plows										
Roads	Utility trailer for razor/buckets 5000lb	8,000									
Roads	Utility trailer for forms	8,000									
Roads	Rubber mount pop up blades										
Roads	Gravel Storage area										
Roads	Pooled smaller objects, Chainsaws, etc				110,000	12,000	70,000	120,000	-	12000	120,000
	<b>Total Before Inflation</b>	187,000	9,000	212,000	231,000	32,000	162,500	256,000	18,000	139,500	240,000
	<b>Inflation</b>	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
	<b>Total with Inflation</b>	<b>187,000</b>	<b>9,180</b>	<b>220,565</b>	<b>245,139</b>	<b>34,638</b>	<b>179,413</b>	<b>288,298</b>	<b>20,676</b>	<b>163,446</b>	<b>286,822</b>
	<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
	<b>Reserves</b>										
	<b>Grants</b>										
	<b>Tax Base</b>	187,000	9,180	220,565	245,139	34,638	179,413	288,298	20,676	163,446	286,822
	<b>Long Term Debt**</b>	-		-							
	<b>Water/Waste Water Rates</b>										
	<b>Total Funding</b>	<b>187,000</b>	<b>9,180</b>	<b>220,565</b>	<b>245,139</b>	<b>34,638</b>	<b>179,413</b>	<b>288,298</b>	<b>20,676</b>	<b>163,446</b>	<b>286,822</b>

## PUBLIC WORKS DEPARTMENT

### Departmental Overview

The Public Works Department maintains infrastructure and services within the Township of North Glengarry. Some elements that the Public Works Department is responsible for include roads, water, wastewater, waste management, the RARE Recycling Facility 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.

### 2022 Accomplishments

- A Hydraulic model for the Alexandria Sewage system to facilitate current and future development in the Town – expected in early December
- Preliminary stages of the Alexandria Lagoon detailed design – with a focus on closing the gaps in the general design documents to eliminate the risk of future change orders
- Replacement of several sections of sidewalk and the trial of some technologies to bring our pedestrian network into compliance with the current building standards for the best cost possible. This plans to be implemented in 2023.
- The Road sign inventory was updated, and many were replaced throughout the Township
- A new automatic vehicle locator (AVL) system installation was completed on the Township fleet which was procured in 2021. It is being used to increase the efficiency of the fleet.
- A geotechnical low class bituminous (LCB) investigation was completed to investigate the poor condition of many roads completed since amalgamation with a surface treatment method.
- The gravel resurfacing program took place in the North section of Kenyon and in the South section of Lochiel.
- Weed spraying was completed in the north section of Kenyon and the south section of Lochiel.
- The aquatic vegetation removal in Mill Pond was continued over the summer months.
- Various culverts across the Township were replaced as required.
- Ditching and brushing were performed on Kenyon Dam Road, Lakeshore and Menard and Wylie roads. Additional training took place of a second excavator operator to better utilize township assets.
- Apple Hill was repaved
- A major section of West Boundary Road and a significant section of Bishop Street was repaved in Alexandria
- Both of the manager's pick-up trucks have been swapped for better fuel economy all wheel drive (AWD) vehicles. We expected delivery in November but they have not been received to date. These will save us money on replacements as well as future savings on fuel economy
- Two new Tandem trucks were procured, expected delivery in December.
- Tobin Street water main was replaced.
- RARE sold commodities at the best available pricing, consistent with the Continuous Improvement Fund (CIF) Pricing Sheet.
- A new service agreement with Automotive Materials Stewardship (AMS) was signed. This will ensure that the Township is eligible for a refund for hazardous waste material
- Implemented an undercoating program for the fleet to extend the life cycle of the equipment that is constantly in a corrosive environment.

## 2023 Goals and Budget Initiatives

### Roads

- Retain an engineering firm to complete a stormwater management master plan to facilitate future developments within Maxville, Alexandria, Glen Robertson and the surrounding hamlets
- Major sidewalk replacement and refurbishment effort. We aim to eliminate all trip hazards and liabilities in our pedestrian sidewalk network by the end of 2023.
- Implement the community portal for public enquiries
- Make the best use of resources within the roads department with a major reorganization of the roads teams based on tasks rather than areas. This will allow us to maintain an acceptable level of service to residents that meet the budget constraints and the Minimum Maintenance Standards for Municipal Highways.
- Complete the design and tender for the replacement of Dominion Street bridge along with detailed condition studies for several other bridges within the Township that will need replacement in upcoming years
- Complete engineering studies on the installation of traffic barriers on many older-style bridges have not yet been brought up to the new safety standards

### Water

- Training of new staff members
- Reorganizing and internalizing work that had previously been contracted out
- Eliminate a high risk to the Township presented by an old water main that runs underneath homes and businesses in Alexandria by relining it.
- Facilitate future development by analyzing and implementing the recommendations of the wastewater and supply hydraulic modelling and reports from 2022

### R.A.R.E.

- Investigate partnering with Call 2 Recycle (new Producer Responsibility Organization) for a battery depot.
- Investigate a permanent hazardous waste depot. The Municipal Hazardous or Special Waste Program (MHSW) program ended on Sept 30, 2021, under Ontario's new Hazardous and Special Products (HSP) Regulation.
- Implement the Large Item Pick Up on a larger scale

## 2023 Budget Challenges and Initiatives

### Challenges

- Inflation and the cost of fuel have caused substantial cost overruns
- The information from Resource Productivity and Recovery Authority (RPRA) remains unclear on full producer responsibility. Full producer responsibility on hazardous waste has fallen very short of its goal
- Collecting information on the asset management program has been difficult due to inconsistent record-keeping prior to 2018
- Subbase conditions in many of our roads are not in good repair and inadequate equipment to maintain them remains a challenge.
- Staff retention in the water department due to market competition continues.

## 2023 Budget Details

2023 BUDGET						
PUBLIC WORKS						
Roads Administration						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-3000-3020	ROADS - AGGREGATE RESOURCES	(19,142)	(12,177)	(16,700)	(10,545)	(16,700)
1-3-3000-5015	ROADS - OCIF FUNDING	(204,790)	(204,790)	(205,000)	(407,493)	(562,341)
1-3-3000-5089	ROADS - CCBF formerly FEDERAL GAS TAX					(334,548)
1-3-3000-7121	ROADS - ENTRANCE FEES	(1,050)	(2,200)	(500)	(1,050)	(500)
1-3-3000-7503	ROADS - GRANTS	-	(1,581,440)	(85,000)		(152,264)
1-3-3000-7850	ROADS - SALE OF EQUIPMENT				(1,033)	
1-3-3000-7911	ROADS - RECOVERABLE	(13,600)	(32,601)	(12,000)	(9,294)	(12,000)
1-3-3000-8001	ROADS - TRANSFER FROM RESERVES	-	(833,041)	(993,000)		(656,800)
	<b>TOTAL REVENUES</b>	<b>(238,582)</b>	<b>(2,666,249)</b>	<b>(1,312,200)</b>	<b>(429,415)</b>	<b>(1,735,153)</b>
<b>EXPENSES</b>						
1-4-3101-1010	ROADS - WAGES - FULL TIME	306,377	363,719	925,537	347,263	1,007,340
1-4-3101-1015	ROADS - PART TIME WAGES	47,611	4,437	59,005	2,775	88,421
1-4-3101-1035	ROADS - OVERTIME	11,302	4,873	85,000	4,885	85,000
1-4-3101-1110	ROADS - BENEFITS	163,337	191,535	312,094	187,354	357,234
1-4-3101-1210	ROADS - WSIB CLAIMS	-	842	-	-	-
1-4-3101-1225	ROADS - INSURANCE	57,682	61,258	79,436	69,528	95,323
1-4-3101-1502	ROADS - LTD FINANCE CHARGES	2,471	8,299	49,812	23,299	81,944
1-4-3101-2020	ROADS - HEALTH & SAFETY	225	1,279	2,000	1,835	2,000
1-4-3101-2021	ROADS - WORK BOOTS & CLOTHING	5,150	7,640	7,200	8,776	9,600
1-4-3101-2025	ROADS - MILEAGE & TRAVEL	99	217	500	400	500
1-4-3101-2026	ROADS - MEETING ATTENDANCE	-	-	120	53	120
1-4-3101-2027	ROAD - INSURANCE CLAIMS	6,128	11,853	10,000	3,069	10,000
1-4-3101-2035	ROADS - CONFERENCES/WORKSHOPS/TR	13,525	5,448	20,000	22,729	20,000
1-4-3101-2049	ROADS - CELL PHONES	8,381	12,274	11,000	11,000	11,000
1-4-3101-2050	ROADS - TELEPHONE	1,834	1,881	3,000	1,891	3,000
1-4-3101-2051	ROADS - COURIER	1,458	649	2,500	969	2,500
1-4-3101-2055	ROADS - ENBRIDGE	13,291	10,142	13,000	12,905	13,000
1-4-3101-2056	ROADS - HYDRO	15,322	17,576	20,000	13,555	20,000
1-4-3101-2057	ROADS - WATER/SEWER	1,206	1,212	1,300	1,129	1,300
1-4-3101-2065	ROADS - OIL FURNACE	6,382	7,573	5,200	8,497	8,000
1-4-3101-2110	ROADS - TOOLS	3,888	11,292	10,000	7,303	10,000
1-4-3101-2112	ROADS - NEW EQUIPMENT	7,204	-	-	-	-
1-4-3101-2120	ROADS - OFFICE SUPPLIES	505	559	2,000	1,279	2,000
1-4-3101-2124	ROADS - JANITORIAL/HOUSEKEEPING SU	394	642	500	603	500
1-4-3101-2125	ROADS - MATERIAL/SUPPLIES	11,132	13,293	12,000	9,358	23,000
1-4-3101-2130	ROADS - COMPUTER FEES & EQUIPMENT	3,883	7,806	27,580	22,589	44,831
1-4-3101-2140	ROADS - PHOTOCOPIER	-	-	-	219	-
1-4-3101-2210	ROADS - LEGAL FEES	-	4,516	3,500	165	3,500
1-4-3101-2223	ROADS - CONSULTING FEES	-	3,090	5,000	30	5,000
1-4-3101-2300	ROADS - ADVERTISING	2,316	870	2,000	2,665	2,000
1-4-3101-2325	ROADS - PUBLICITY & PROMOTION	-	355	-	-	-
1-4-3101-2366	ROADS - BUILDING MAINTENANCE/SUPP	21,511	10,907	10,000	12,864	10,000
1-4-3101-2367	ROADS - SHOP EQUIPMENT INVENTORY	-	21	-	-	-
1-4-3101-2368	ROADS - EQUIPMENT MAINTENANCE	151,035	164,370	170,000	182,566	170,000
1-4-3101-2370	ROADS - TRUCK LICENCING	18,535	18,956	18,000	20,727	18,000
1-4-3101-2400	ROADS - GAS/OIL/DIESEL	151,775	184,820	180,000	209,458	221,658
1-4-3101-2410	ROADS - ASSOC & MEMBERSHIP FEES	960	758	2,000	41	2,000
1-4-3101-4010	ROADS - CONTRACT/CONTRACTED SERVI	-	-	600	1,304	25,600
1-4-3101-4105	ROADS - WEED CONTROL	42,728	211	10,000	19,963	10,000
1-4-3101-5010	ROADS - GENERAL EXPENSES	617	1,146	-	285	-
1-4-3101-7850	ROADS - AMORTIZATION EXPENSE	1,077,021	1,144,635	-	-	-
1-4-3101-9000	ROADS - TRANSFER TO RESERVES	-	480,000	-	-	-
	<b>TOTAL EXPENSES</b>	<b>2,155,285</b>	<b>2,760,954</b>	<b>2,059,884</b>	<b>1,213,331</b>	<b>2,364,371</b>
<b>CAPITAL</b>						
1-5-3045-8000	CAPITAL - ROADS IN NEED PROGRAM	357,923	537,536	1,074,500	534,627	-
1-5-3046-8000	CAPITAL - HARDTOP MAINTENANCE	1,144,101	777,719	1,092,000	66,203	-
1-5-3101-8000	CAPITAL- ROADS					2,225,708
	<b>TOTAL CAPITAL</b>	<b>1,502,024</b>	<b>1,315,255</b>	<b>2,166,500</b>	<b>600,830</b>	<b>2,225,708</b>
	<b>Total Roads Administration</b>	<b>3,418,727</b>	<b>1,409,960</b>	<b>2,914,184</b>	<b>1,384,746</b>	<b>2,854,926</b>



<b>Bridges</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>EXPENSES</b>						
1-4-3011-1010	BRIDGES - WAGES	21,617	5,295	-	3,323	-
1-4-3011-1035	BRIDGES - OVERTIME	700	431	-	-	-
1-4-3011-1110	BRIDGES - BENEFITS	4,676	1,174	-	715	-
1-4-3011-2125	BRIDGES - MATERIALS/SUPPLIES	19,301	1,642	20,000	2,392	20,000
1-4-3011-4010	BRIDGES - CONTRACTED SEVICES	10,910	916	6,000		6,000
	<b>TOTAL EXPENSES</b>	<b>57,204</b>	<b>9,458</b>	<b>26,000</b>	<b>6,430</b>	<b>26,000</b>
<b>CAPITAL</b>						
1-5-3011-8000	CAPITAL - BRIDGES	130,122	1,832,747	430,000	17,092	423,500
	<b>TOTAL CAPITAL</b>	<b>130,122</b>	<b>1,832,747</b>	<b>430,000</b>	<b>17,092</b>	<b>423,500</b>
	<b>Total Bridges</b>	<b>187,326</b>	<b>1,842,205</b>	<b>456,000</b>	<b>23,522</b>	<b>449,500</b>
<b>Road Maintenance</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>EXPENSES</b>						
1-4-3012-1010	RD MTCE - WAGES	348,969	326,624	-	273,269	-
1-4-3012-1015	RD MTCE - PART TIME WAGES	-	17,116	-	9,399	-
1-4-3012-1035	RD MTCE - OVERTIME	17,036	8,349	-	3,774	-
1-4-3012-1110	RD MTCE - BENEFITS	67,912	68,006	-	59,646	-
1-4-3012-2125	RD MTCE - MATERIALS/SUPPLIES	40,615	14,905	25,000	10,817	25,000
1-4-3012-2325	RD MTCE - BEAUTIFICATION	6,724	4,796	7,000	10,214	7,000
1-4-3012-4110	RD MTCE - BRUSHING & TRIMMING	3,666	2,397	5,000	4,785	5,000
1-4-3012-4300	RD MTCE - CATCH BASINS AND CURBS	71	-	500	21	500
1-4-3012-4350	RD MTCE - DEBRIS/ LITTER PICK UP	382	-	1,000	584	1,000
1-4-3012-4351	RD MTCE - TOP SOIL	-	1,099	1,000	812	1,000
	<b>TOTAL EXPENSES</b>	<b>485,375</b>	<b>443,292</b>	<b>39,500</b>	<b>373,321</b>	<b>39,500</b>
	<b>Total Road Maintenance</b>	<b>485,375</b>	<b>443,292</b>	<b>39,500</b>	<b>373,321</b>	<b>39,500</b>
<b>Sidewalks</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>EXPENSES</b>						
1-4-3035-1010	SIDEWK - WAGES	6,476	6,055	-	13,944	-
1-4-3035-1015	SIDEWK - PART TIME WAGES	-	61	-	363	-
1-4-3035-1035	SIDEWK - OVERTIME	714	40	-	119	-
1-4-3035-1110	SIDEWK - BENEFITS	801	1,296	-	3,033	-
1-4-3035-2125	SIDEWK - MATERIALS/SUPPLIES	1,226	908	-	324	7,500
1-4-3035-4010	SIDEWK - CONTRACTED SERVICES	-	254	3,000	1,236	1,000
	<b>TOTAL EXPENSES</b>	<b>9,217</b>	<b>8,614</b>	<b>3,000</b>	<b>19,019</b>	<b>8,500</b>
	<b>Total Sidewalks</b>	<b>9,217</b>	<b>8,614</b>	<b>3,000</b>	<b>19,019</b>	<b>8,500</b>
<b>Loose Top Maintenance</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>EXPENSES</b>						
1-4-3045-1010	LSTOP - WAGES	36,926	57,718	-	48,625	-
1-4-3045-1015	LSTOP - PART TIME WAGES	-	4,212	-	-	-
1-4-3045-1035	LSTOP - OVERTIME	3,334	7,112	-	4,307	-
1-4-3045-1110	LSTOP - BENEFITS	8,119	13,600	-	11,072	-
1-4-3045-2125	LSTOP - MATERIALS/SUPPLIES	1,059	368	4,000	1,033	4,000
1-4-3045-5190	LSTOP - PATCHING AND WASHOUTS	-	196	-	-	-
1-4-3045-5205	LSTOP - DUST LAYER	138,053	135,938	145,000	152,553	145,000
	<b>TOTAL EXPENSES</b>	<b>187,491</b>	<b>219,144</b>	<b>149,000</b>	<b>217,590</b>	<b>149,000</b>
	<b>Total Loose Top Maintenance</b>	<b>187,491</b>	<b>219,144</b>	<b>149,000</b>	<b>217,590</b>	<b>149,000</b>

<b>Hard Top Maintenance</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>EXPENSES</b>						
1-4-3046-1010	HRDTOP MTCE - WAGES	715	6,307	-	23,115	-
1-4-3046-1015	HRDTOP MTCE - PART TIME WAGES	-	1,714	-	-	-
1-4-3046-1035	HRDTOP MTCE - OVERTIME	2	350	-	121	-
1-4-3046-1110	HRDTOP MTCE - BENEFITS	150	1,823	-	4,988	-
1-4-3046-5190	HRDTOP MTCE - PATCHING AND WASHO	33,208	17,487	35,000	8,913	10,000
1-4-3046-5194	HRDTOP MTCE - SWEEPING AND CLEANIN	15,373	17,103	30,000	16,094	30,000
	<b>TOTAL EXPENSES</b>	<b>49,448</b>	<b>44,784</b>	<b>65,000</b>	<b>53,231</b>	<b>40,000</b>
	<b>Total Hard Top Maintenance</b>	<b>49,448</b>	<b>44,784</b>	<b>65,000</b>	<b>53,231</b>	<b>40,000</b>
<b>Plowing &amp; Sanding</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>EXPENSES</b>						
1-4-3055-1010	PLOWING/SALTING - WAGES	110,310	108,833	-	110,024	-
1-4-3055-1015	PLOWING/SALTING - PART TIME WAGES	-	16,396	-	5,691	-
1-4-3055-1035	PLOWING/SALTING - OVERTIME	43,600	63,988	-	50,260	-
1-4-3055-1110	PLOWING/SALTING - BENEFITS	25,031	28,670	-	28,074	-
1-4-3055-2125	PLOWING/SALTING - MATERIALS/SUPPLI	1,120	2,863	500	(3,273)	500
1-4-3055-4010	PLOWING/SALTING - CONTRACTED SERV	-	1,119	2,000	3,237	2,000
1-4-3055-5125	PLOWING/SALTING - SALT	124,128	71,748	91,000	85,222	91,000
1-4-3055-5126	PLOWING/SALTING - STONE DUST	-	20,912	70,000	25,783	70,000
	<b>TOTAL EXPENSES</b>	<b>304,189</b>	<b>314,529</b>	<b>163,500</b>	<b>305,018</b>	<b>163,500</b>
	<b>Total Plowing &amp; Sanding</b>	<b>304,189</b>	<b>314,529</b>	<b>163,500</b>	<b>305,018</b>	<b>163,500</b>
<b>Snow Removal</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>EXPENSES</b>						
1-4-3056-1010	SNOW REMOVAL - WAGES	14,411	15,494	-	18,218	-
1-4-3056-1015	SNOW REMOVAL - WAGES PART TIME	-	217	-	2,359	-
1-4-3056-1035	SNOW REMOVAL - OVERTIME	5,691	5,711	-	8,324	-
1-4-3056-1110	SNOW REMOVAL - BENEFITS	3,376	3,551	-	4,564	-
1-4-3056-2125	SNOW REMOVAL - MATERIALS/SUPPLIES	254	971	1,000	409	1,000
1-4-3056-4010	SNOW REMOVAL - CONTRACTED SERVICE	36,240	39,395	70,000	39,089	70,000
	<b>TOTAL EXPENSES</b>	<b>59,972</b>	<b>65,339</b>	<b>71,000</b>	<b>72,963</b>	<b>71,000</b>
	<b>Total Snow Removal</b>	<b>59,972</b>	<b>65,339</b>	<b>71,000</b>	<b>72,963</b>	<b>71,000</b>
<b>Storm Sewers</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>EXPENSES</b>						
1-4-3060-1010	S.S. - WAGES	1,332	411	-	1,219	-
1-4-3060-1015	S.S. - PART TIME WAGES	-	-	-	22	-
1-4-3060-1035	S.S. - OVERTIME	272	-	-	188	-
1-4-3060-1110	S.S. - BENEFITS	328	87	-	285	-
1-4-3060-2125	S.S. - MATERIALS/SUPPLIES	1,496	1,496	2,500	-	2,500
1-4-3060-4010	S.S. - CONTRACTED SERVICES	18,251	8,071	20,000	2,168	20,000
	<b>TOTAL EXPENSES</b>	<b>21,679</b>	<b>10,065</b>	<b>22,500</b>	<b>3,882</b>	<b>22,500</b>
	<b>Total Storm Sewers</b>	<b>21,679</b>	<b>10,065</b>	<b>22,500</b>	<b>3,882</b>	<b>22,500</b>

<b>Safety Devices</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>EXPENSES</b>						
1-4-3061-1010	S.D. - WAGES	142	1,564	-	4,225	-
1-4-3061-1015	S.D. - PART TIME WAGES				109	
1-4-3061-1035	S.D. - OVERTIME	-	199	-	351	-
1-4-3061-1110	S.D. - BENEFITS	23	353	-	954	-
1-4-3061-2125	S.D. - MATERIALS/SUPPLIES	8,813	11,847	10,000	6,554	10,000
1-4-3061-3010	S.D. - EQUIPMENT RENTALS	29,291	33,598	40,000	34,417	40,000
	<b>TOTAL EXPENSES</b>	<b>38,269</b>	<b>47,561</b>	<b>50,000</b>	<b>46,610</b>	<b>50,000</b>
	<i><b>Total Safety Devices</b></i>	<i><b>38,269</b></i>	<i><b>47,561</b></i>	<i><b>50,000</b></i>	<i><b>46,610</b></i>	<i><b>50,000</b></i>
<b>Street Lights</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>EXPENSES</b>						
1-4-3062-2056	ST. LIGHTS - HYDRO	62,108	67,350	73,500	63,090	73,500
1-4-3062-2125	ST. LIGHTS - MATERIALS/SUPPLIES	-	20	1,000	-	1,000
1-4-3062-2368	ST. LIGHTS - EQUIPMENT MAINTENANCE	3,144	3,656	4,000	7,056	4,000
1-4-3062-5010	ST. LIGHTS - X-MAS DECORATION	1,045	1,747	1,500	1,274	1,500
	<b>TOTAL EXPENSES</b>	<b>66,297</b>	<b>72,773</b>	<b>80,000</b>	<b>71,420</b>	<b>80,000</b>
	<i><b>Total Street Lights</b></i>	<i><b>66,297</b></i>	<i><b>72,773</b></i>	<i><b>80,000</b></i>	<i><b>71,420</b></i>	<i><b>80,000</b></i>
<b>Public Works Building - 62 Kenyon</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>EXPENSES</b>						
1-4-3065-2025	PWB - MILEAGE	-	513	-		-
1-4-3065-2050	PWB - TELEPHONE	-	187	-	684	-
1-4-3065-2055	PWB - ENBRIDGE	2,530	2,750	3,178	2,184	-
1-4-3065-2056	PWB - HYDRO	1,780	2,140	2,500	1,908	-
1-4-3065-2057	PWB - WATER/SEWER	1,204	1,210	1,300	1,128	-
1-4-3065-2120	PWB - OFFICE SUPPLIES	1,994	4,663	2,500	243	-
1-4-3065-2124	PWB - HOUSEKEEPING/JANITORIAL SUPP	3,330	3,396	5,000	2,612	-
1-4-3065-2125	PWB - MATERIAL/SUPPLIES	892	1,123	2,000	596	-
1-4-3065-2130	PWB - COMPUTER EXPENSE				259	
1-4-3065-2140	PWB - PHOTOCOPIER EXPENSE	907	752	1,000	588	-
1-4-3065-2366	PWB - BLG MTCE/SUPPLIES	407	-	2,000	171	-
	<b>TOTAL EXPENSES</b>	<b>13,044</b>	<b>16,734</b>	<b>19,478</b>	<b>10,373</b>	<b>-</b>
	<i><b>Total Public Works Building - 62 Kenyon</b></i>	<i><b>13,044</b></i>	<i><b>16,734</b></i>	<i><b>19,478</b></i>	<i><b>10,373</b></i>	<i><b>-</b></i>
<b>Public Works Building - 95 Lochiel</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>REVENUES</b>						
1-3-3090-7160	PWB - RENTAL OF BUILDING LOCHIEL ST	(6,540)	(15,255)	(5,000)	(1,495)	-
	<b>TOTAL REVENUES</b>	<b>(6,540)</b>	<b>(15,255)</b>	<b>(5,000)</b>	<b>(1,495)</b>	<b>-</b>
<b>EXPENSES</b>						
1-4-3090-2055	PWB - ENBRIDGE	20,879	21,711	23,000	17,647	-
1-4-3090-2056	PWB - HYDRO	17,579	23,515	18,000	9,466	-
1-4-3090-2057	PWB - WATER SEWER	1,204	1,111	1,500	537	-
1-4-3090-2366	PWB - BUILDING EXPENSE	6,122	3,322	5,000	7,940	-
	<b>TOTAL EXPENSES</b>	<b>45,784</b>	<b>49,659</b>	<b>47,500</b>	<b>35,590</b>	<b>-</b>
	<i><b>Total Public Works Building - 95 Lochiel</b></i>	<i><b>39,244</b></i>	<i><b>34,404</b></i>	<i><b>42,500</b></i>	<i><b>34,095</b></i>	<i><b>-</b></i>
	<b>TOTAL PUBLIC WORKS</b>	<b>4,880,278</b>	<b>4,529,404</b>	<b>4,075,662</b>	<b>2,615,790</b>	<b>3,928,426</b>

2023 BUDGET						
RECYCLING & WASTE						
R.A.R.E						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-4030-3000	RARE - WAGE SUBSIDY	-	-	(2,000)	(1,200)	(2,000)
1-3-4030-7419	RARE - LCBO BOTTLE DEPOSIT	(34,302)	(22,998)	(22,000)	(23,570)	(22,000)
1-3-4030-7422	RARE - TUBS & LIDS 3 TO 7	(5,695)	(7,795)	(3,760)	(7,024)	(3,760)
1-3-4030-7423	RARE - OTHER REVENUE	(1,341)	(2,175)	(500)	(2,248)	(500)
1-3-4030-7424	RARE - ALUMINUM	(29,013)	(30,636)	(25,000)	(37,525)	(25,000)
1-3-4030-7425	RARE - METAL	(16,060)	(10,887)	(8,400)		(8,400)
1-3-4030-7428	RARE - PLASTIC HDPE#2	(12,535)	(20,592)	(10,000)	(12,309)	(10,000)
1-3-4030-7429	RARE - PET #1	(20,268)	(37,173)	(20,000)	(20,084)	(20,000)
1-3-4030-7430	RARE - CARDBOARD	(105,702)	(123,682)	(90,000)	(87,826)	(90,000)
1-3-4030-7431	RARE - MIXED PLASTICS 1 TO 7	-	-	(1,400)		(1,400)
1-3-4030-7432	RARE - NEWSPRINT #8	(7,028)	(14,219)	(15,000)	(14,153)	(15,000)
1-3-4030-7433	RARE - OFFICE MIX	(3,336)	-	(1,600)		(1,600)
1-3-4030-7455	RARE - PROCESSING RUSSEL/ABC	(17,649)	-	-		-
1-3-4030-7503	RARE - GRANTS	(180,281)	(279,235)	(140,000)	(237,243)	(145,000)
1-3-4030-8001	RARE - TRANSFER FROM RESERVES	(3,900)	-	(85,000)		(30,000)
	<b>TOTAL REVENUES</b>	<b>(437,110)</b>	<b>(549,392)</b>	<b>(424,660)</b>	<b>(443,182)</b>	<b>(374,660)</b>
<b>EXPENSES</b>						
1-4-4030-1010	RARE - WAGES	287,873	283,286	222,482	200,475	226,926
1-4-4030-1015	RARE - PART TIME WAGES	142,495	119,178	132,665	112,493	151,183
1-4-4030-1035	RARE - OVERTIME	1,483	14	-	20	-
1-4-4030-1110	RARE - BENEFITS	114,445	117,660	96,067	92,625	98,812
1-4-4030-1225	RARE - INSURANCE	11,900	12,638	14,898	14,344	17,878
1-4-4030-1505	RARE - LTD PAYMENTS	4,353	2,675	54,500	45,349	-
1-4-4030-2015	RARE - PROPERTY TAXES	12,347	12,316	12,750	12,459	12,750
1-4-4030-2020	RARE - HEALTH & SAFETY	272	675	500	914	1,500
1-4-4030-2021	RARE - WORK BOOTS & CLOTHING	670	677	3,000	648	2,000
1-4-4030-2024	RARE - GARBAGE & SNOW REMOVAL	27,717	14,740	18,000	10,620	16,000
1-4-4030-2025	RARE - MILEAGE & TRAVEL	123	-	300	-	300
1-4-4030-2026	RARE - MEETING ATTENDANCE	-	-	250		250
1-4-4030-2035	RARE - CONFERENCES/WORKSHOPS/TRAINING	-	1,862	2,000	1,847	2,000
1-4-4030-2049	RARE - CELL PHONE	1,583	1,539	1,800	732	1,800
1-4-4030-2050	RARE - TELEPHONE	565	553	850	553	850
1-4-4030-2055	RARE - ENBRIDGE	3,796	3,919	3,000	5,788	5,000
1-4-4030-2056	RARE - HYDRO	21,529	17,786	18,000	16,569	18,000
1-4-4030-2057	RARE - WATER/SEWER	1,208	1,236	1,200	1,131	1,200
1-4-4030-2100	RARE - POSTAGE	-	-	100	2	100
1-4-4030-2110	RARE - TOOLS	648	336	2,000	377	1,000
1-4-4030-2120	RARE - OFFICE SUPPLIES	430	86	500	336	500
1-4-4030-2124	RARE - HOUSEKEEPING & JANITORIAL SUPPLIE	678	402	1,000	482	600
1-4-4030-2125	RARE - WIRE MATERIAL	7,118	4,426	7,000	6,511	7,500
1-4-4030-2130	RARE - COMPUTER EXPENSE	945	1,036	780	1,052	780
1-4-4030-2140	RARE - PHOTOCOPIER EXPENSE	677	1,131	1,200	739	1,200
1-4-4030-2155	RARE - REPAIRS - MAGNETIC SEPARATOR	-	-	1,000	66	1,000
1-4-4030-2156	RARE - REPAIRS - CONVEYOR	4,340	131	3,000	1,136	3,000
1-4-4030-2157	RARE - REPAIRS - BOBCAT	5,166	1,768	2,500	108	1,500
1-4-4030-2159	RARE - REPAIRS - VANS	-	660	500		500
1-4-4030-2160	RARE - REPAIRS - BALER	728	157	6,000	819	2,000
1-4-4030-2165	RARE - BALLISTIC/OCC HT STORAGE	-	-	500		500
1-4-4030-2210	RARE - LEGAL FEES	-	-	1,000		1,000
1-4-4030-2223	RARE - CONSULTING FEES	-	-	2,000		2,000
1-4-4030-2300	RARE - ADVERTISING	-	-	1,000	1,559	1,200
1-4-4030-2325	RARE - PUBLICITY & PROMOTION	4,775	1,800	2,000	5,198	3,000

2023 BUDGET						
RECYCLING & WASTE						
R.A.R.E						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
1-4-4030-2366	RARE - BUILDING/ MAINTENANCE/SUPPLIES	3,213	6,995	6,000	4,537	6,000
1-4-4030-2367	RARE - SHOP EQUIPMENT INVENTORY	304	998	3,000	209	4,500
1-4-4030-2370	RARE - TRUCK LICENCING	-	240	150		150
1-4-4030-2399	RARE - VEHICLE MAINTENANCE	28	408	1,000	238	1,000
1-4-4030-2400	RARE - GAS/OIL/DIESEL	2,525	2,434	2,500	3,980	4,500
1-4-4030-2410	RARE - ASSOC. & MEMBERSHIP FEES	574	530	1,000	560	1,000
1-4-4030-2511	RARE - TRANSPORTATION	2,835	420	1,000		1,000
1-4-4030-2520	RARE - WEIGHING CHARGES	-	258	900	705	500
1-4-4030-3010	RARE - EQUIPMENT RENTAL/LEASING	23,261	29,112	32,000	30,315	32,000
1-4-4030-3021	RARE - EQUIPMENT PURCHASES - OFFICE	-	160	500		500
1-4-4030-4010	RARE - CONTRACTED SERVICES	1,125	-	-	384	-
1-4-4030-5010	RARE - GENERAL EXPENSES	41	558	750	424	750
1-4-4030-7430	RARE - PURCHASE - CARDBOARD	31,517	11,048	15,000	6,392	8,000
1-4-4030-7435	RARE - PURCHASE - NEWSPRINT	406	-	-		-
1-4-4030-7850	RARE - AMORTIZATION EXPENSE	140,042	139,634	-		-
	<b>TOTAL EXPENSES</b>	<b>863,735</b>	<b>795,482</b>	<b>678,142</b>	<b>582,696</b>	<b>643,729</b>
						-
	<b>CAPITAL</b>					
1-5-4030-8000	CAPITAL - RARE PLANT	3,900	-	85,000	10,341	30,000
	<b>TOTAL CAPITAL</b>	<b>3,900</b>	<b>-</b>	<b>85,000</b>	<b>10,341</b>	<b>30,000</b>
	<b>Total R.A.R.E.</b>	<b>430,525</b>	<b>246,090</b>	<b>338,482</b>	<b>149,855</b>	<b>299,069</b>

<b>Landfill</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>REVENUES</b>						
1-3-4020-7400	LF - LANDFILL SITE REVENUES	(955)	(820)	(5,000)	(725)	(5,000)
1-3-4020-7401	LF - GARBAGE & RECYCLING CHARGES ON TAX	(788,865)	(791,340)	(780,000)	(794,640)	(795,000)
1-3-4020-7402	LF - GARBAGE BAG TAGS & BLUE BOXES	(2,970)	(4,011)	(1,000)	(5,286)	(1,000)
1-3-4020-7403	LF - LAFLECHE - COMMERCIAL PORTION	(6,772)	(3,567)	(8,000)	(4,059)	(8,000)
1-3-4020-7404	LF - MHSW - MUN HAZ SPECIAL WASTE	-	(36,546)	(15,000)	(13,603)	(15,000)
1-3-4020-7405	LF - FUEL SURCHARGE REVENUE	-	-	(500)	-	(500)
1-3-4020-7503	LF - GRANTS	(68,831)	-	(2,000)	-	(2,000)
1-3-4020-8001	LF - TRANSFER FROM RESERVES	(20,000)	-	(25,000)	-	(100,000)
	<b>TOTAL REVENUES</b>	<b>(888,393)</b>	<b>(836,284)</b>	<b>(836,500)</b>	<b>(818,313)</b>	<b>(926,500)</b>
<b>EXPENSES</b>						
1-4-4020-1010	LF - WAGES	6,324	4,509	24,942	436	-
1-4-4020-1015	LF - PART-TIME WAGES	22,619	21,238	-	18,830	16,204
1-4-4020-1035	LF - OVERTIME	39	1,541	-	123	-
1-4-4020-1110	LF - BENEFITS	4,774	3,695	3,290	2,366	2,190
1-4-4020-1516	LF - LTD - LAND	1,940	1,198	26,884	22,403	-
1-4-4020-2013	LF - COVER MATERIAL	12,117	9,608	15,000	31,502	25,000
1-4-4020-2015	LF - PROPERTY TAXES	15,733	15,404	16,000	15,914	16,000
1-4-4020-2021	LF - CLOTHING ALLOWANCE	31	339	300	91	300
1-4-4020-2024	LF - OPERATING MTCE. EXPENSE	19,489	16,283	20,000	20,096	20,000
1-4-4020-2025	LF - MILEAGE & TRAVEL	72	-	-	-	-
1-4-4020-2049	LF - CELL PHONE	351	473	600	420	600
1-4-4020-2056	LF - HYDRO	1,946	1,478	2,500	1,855	2,500
1-4-4020-2125	LF - MATERIALS/SUPPLIES	102	-	-	111	-
1-4-4020-2161	LF - COMPACTOR EXPENSE	205	-	7,000	3,080	5,000
1-4-4020-2187	LF - WASTE ACCEPTANCE FEES - LAFLECHE	175,248	186,197	166,451	158,203	166,451
1-4-4020-2210	LF - LEGAL COSTS	-	-	5,000	-	5,000
1-4-4020-2223	LF - CONSULTING FEES	43,309	35,356	35,000	24,770	35,000
1-4-4020-2300	LF - ADVERTISING/EDUCATION	-	167	1,000	527	1,000
1-4-4020-2368	LF - EQUIPMENT MAINTENANCE	-	-	1,500	-	1,500
1-4-4020-2400	LF - GAS/OIL/DIESEL	301	199	1,500	660	700
1-4-4020-2410	LF - ASSOCIATION FEES	409	260	300	745	800
1-4-4020-2540	LF - SAMPLING AND MONITORING	44,482	14,337	60,675	78,081	75,675
1-4-4020-4023	LF - HOUSEHOLD HAZARDOUS WASTE DAY	58,733	59,257	60,000	43,405	60,000
1-4-4020-4028	LF - LEACHATE HAULING	23,244	24,151	25,000	26,114	30,000
1-4-4020-4029	LF - NG COMMUNITY CLEAN-UP DAY	2,793	5,008	3,500	5,506	3,500
1-4-4020-4955	LF - CLOSURE COSTS - ACTUAL	171,005	202,018	-	-	-
1-4-4020-9000	LF - TRANSFER TO RESERVES	20,000	-	50,000	-	50,000
	<b>TOTAL EXPENSES</b>	<b>625,266</b>	<b>602,716</b>	<b>526,442</b>	<b>455,238</b>	<b>517,420</b>
<b>CAPITAL</b>						
1-5-4020-8000	CAPITAL - LANDFILL SITES	15,923	-	25,000	9,245	100,000
	<b>TOTAL CAPITAL</b>	<b>15,923</b>	<b>-</b>	<b>25,000</b>	<b>9,245</b>	<b>100,000</b>
	<b>Total Landfill</b>	<b>(247,204)</b>	<b>(233,568)</b>	<b>(285,058)</b>	<b>(353,830)</b>	<b>(309,080)</b>

<b>Waste Collection</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>REVENUES</b>						
1-3-4010-8001	WASTE - TRANSFER FROM RESERVES	-	-	(10,000)		-
	<b>TOTAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>(10,000)</b>	<b>-</b>	<b>-</b>
<b>EXPENSES</b>						
1-4-4010-2223	WASTE - CONSULTING FEES	-	11,194	-	-	-
1-4-4010-4010	WASTE - CONTRACT/CONTRACTED SERVICES	257,369	261,229	260,000	251,617	260,000
1-4-4010-4011	WASTE - RECYLING CONTRACTED SERVICES	172,269	169,642	173,500	163,368	173,500
	<b>TOTAL REVENUES</b>	<b>429,638</b>	<b>442,065</b>	<b>433,500</b>	<b>414,985</b>	<b>433,500</b>
	<b>Total Waste Collection</b>	<b>429,638</b>	<b>442,065</b>	<b>423,500</b>	<b>414,985</b>	<b>433,500</b>
<b>Large Item Pickup</b>						
<b>Account Code</b>	<b>Account Description</b>	<b>2020 - ACTUAL VALUES</b>	<b>2021 - ACTUAL VALUES</b>	<b>2022 - FINAL BUDGET</b>	<b>2022 ACTUAL TO DECEMBER 8</b>	<b>2023 BUDGET</b>
<b>REVENUES</b>						
1-3-4031-7753	LARGE ITEM PICKUP REVENUES	-	-	-	(1,566)	(2,239)
	<b>TOTAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,566)</b>	<b>(2,239)</b>
<b>EXPENSES</b>						
1-4-4031-1010	LARGE ITEM PICKUP - WAGES				1,893	-
1-4-4031-1015	LARGE ITEM PICKUP - PART TIME WAGES				77	1,573
1-4-4031-2020	LARGE ITEM PICKUP - HEALTH & SAFETY				328	150
1-4-4031-2024	LARGE ITEM PICKUP - GARBAGE DISPOSAL				1,191	1,673
1-4-4031-2125	LARGE ITEM PICKUP - MATERIALS/SUPPLIES				552	480
1-4-4031-2400	LARGE ITEM PICKUP - GAS/DEISEL/OIL					442
	<b>TOTAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,041</b>	<b>4,318</b>
	<b>Total Large Item Pickup</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,475</b>	<b>2,079</b>
	<b>TOTAL RECYLING &amp; WASTE</b>	<b>612,959</b>	<b>454,587</b>	<b>476,924</b>	<b>213,485</b>	<b>425,567</b>

2023 BUDGET						
<b>DRAINS</b>						
<b>Drain Maintenance</b>						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-8020-4010	DRAINAGE - MUNICIPAL DRAIN MTCE. CHARGES	(8,498)	606	(233,608)	(22,713)	(237,699)
1-3-8020-4012	DRAINAGE - TILE DRAINAGE INSPECTION FEES	-	-	(300)		(300)
1-3-8020-5095	DRAINAGE SUPT/MAINTENANCE GRANT	-	-	(32,381)		(32,381)
<b>TOTAL REVENUES</b>		<b>(8,498)</b>	<b>606</b>	<b>(266,289)</b>	<b>(22,713)</b>	<b>(270,380)</b>
<b>EXPENSES</b>						
1-4-8020-1010	MUN. DRAIN - WAGES	25,794	18,879	38,898	19,401	41,653
1-4-8020-1035	MUN. DRAIN - OVERTIME	1,878	428	-	465	-
1-4-8020-1110	MUN. DRAIN - BENEFITS	6,940	6,839	8,417	6,799	13,753
1-4-8020-2021	DRAIN - WORK BOOTS & CLOTHING	-	229	500	-	500
1-4-8020-2024	DRAIN SUPT - OPERATING EXPENSES	-	279	800	90	800
1-4-8020-2025	DRAIN SUPT - MILEAGE & TRAVEL	-	-	200	-	200
1-4-8020-2026	DRAIN - MEETING ATTENDANCE	-	-	120	-	120
1-4-8020-2035	DRAIN - CONFERENCE & WORKSHOP	175	694	3,000	1,339	3,000
1-4-8020-2049	DRAIN SUPT - CELL PHONE	280	243	500	250	500
1-4-8020-2399	DRAIN - VEHICLE MAINTENANCE	-	-	1,500		1,500
1-4-8020-2400	DRAIN - GAS/OIL/DIESEL	580	-	4,000		-
1-4-8020-4010	DRAIN - CONTRACT SERVICES	5,427	10,124	-	1,345	-
1-4-8020-6150	MUNICIPAL DRAIN MAINTENANCE	(5,841)	52,428	200,000	74,292	200,000
1-4-8020-6151	MUNICIPAL DRAIN - BEAVER MANAGEMENT	-	9,582	10,000	10,688	10,000
<b>TOTAL EXPENSES</b>		<b>35,233</b>	<b>99,725</b>	<b>267,935</b>	<b>114,669</b>	<b>272,026</b>
<b>Total Drain Maintenance</b>		<b>26,735</b>	<b>100,331</b>	<b>1,646</b>	<b>91,956</b>	<b>1,646</b>
<b>Drainage Loans</b>						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-8040-4013	DRAINAGE - TILE DRAINAGE LOAN - TAXES	(23,295)	(19,787)	(91,250)	(45,516)	(91,250)
<b>TOTAL REVENUES</b>		<b>(23,295)</b>	<b>(19,787)</b>	<b>(91,250)</b>	<b>(45,516)</b>	<b>(91,250)</b>
<b>EXPENSES</b>						
1-4-8040-6300	TILE DRAINAGE - DEBENTURE PRINCIPAL	-	826	91,250	34,407	91,250
1-4-8040-6301	TILE DRAINAGE - DEBENTURE INTEREST	18,072	13,961	-	11,109	-
<b>TOTAL EXPENSES</b>		<b>18,072</b>	<b>14,787</b>	<b>91,250</b>	<b>45,516</b>	<b>91,250</b>
<b>Total Drainage Loans</b>		<b>(5,223)</b>	<b>(5,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL DRAINS</b>		<b>21,512</b>	<b>95,331</b>	<b>1,646</b>	<b>91,956</b>	<b>1,646</b>



10 YR CAPITAL BUDGET - 2023

Department: Bridges

Structure	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1	Bishop Street Bridge	72,000									
2	Concession 8 Bridge							36,000			
3	Athol Road Bridge	5,000	24,000								
4	Concession 21 Bridge	2,500	-	20,000	114,850						
5	Scotch River Bridge		5,000	24,000							
6	Laggen Road Culvert		5,000	24,000							
7	Laggen Road Arch Culvert		5,000	24,000							
8	Laggan Road Bridge			-				5,000	24,000		
9	Laggan Road Bridge			-				20,000	5,000		
10	Kenyon Concession Road 4 Culvert			-							
11	Concession 8 Bridge		107,000	-							
12	Concession 8 Culvert		-	20,000	126,500						
13	Skye Road Culvert		5,000	24,000							
13-B	Skye Road Culvert		5,000	60,000							
13-C	Skye Road Culvert		-	60,000							
14	Auld McMillan Road Bridge		10,000	-	107,400						
15	Kenyon Concession 4 Bridge		-	-	30,500	164,000					
16	Concession Road 4 Bridge		27,500	227,500							
17	Fraser Road Bridge										
18	Lochnivar Road Culvert										
19	Lochinvar Road Bridge						20,000	53,000			
20	Lochinvar Road Bridge		5,000		88,000						
21	Lochinvar Road Bridge		5,000		83,000						
22	Lochinvar Road Bridge		5,000		83,000						
23	Seventeenth Bridge		189,000	-							
24	Creek Road Culvert		5,000		60,000						
25	Macleod Road Culvert		5,000		24,000						
26	Creek Road Bridge		-								
27	Macks Corners Road Bridge	27,500	213,000								
28	Ranger Bridge		5,000		24,000						
29	Binette Road Culvert		5,000	52,000							
30	Blind Road Bridge							27,500	44,000		
32	Blind Road Bridge	64,000									
33	Blind Road Bridge										
34	Blind Road Bridge			20,000	24,000						
36	Wylie Road Bridge			5,000	-						
38	Green Road Culvert			5,000	65,000						
39	Hope Ouimet Road Bridge			5,000	52,000						
40	Hope Ouimet Road Bridge			5,000	52,000						
41	Mcintee Road Bridge	2,500		5,000	65,000						
42	Power Dam Road Bridge			5,000	36,000						
43	McCormick Road Culvert			5,000	36,000						
44	McPhee Road Bridge			-			5,000	61,000			
45	Bourcier Bridge			5,000		36,000					
46	Concession 16 Road Culvert			-		-					
47	Kenyon Concession 19 bridge	20,000	107,250								
49	Irvine Road Bridge			5,000	65,000						
50	Glen Sandfield Road Culvert			5,000	65,000						
51	Glen Sandfield Road Culvert			5,000	53,000						
52	Aberdeen Road Culvert		20,000	-			312,000				
53	Old Military Road Culvert			5,000		36,000					
54	Blind Road Bridge			5,000		102,000					
56	Power Dam Road Culvert			-				20,000	20,000		
57	Centre Street Bridge	27,500	123,000	-							
58	Sanfield Avenue Pedestrian Bridge										
59	Dominion Street South Bridge	200,000	615,000								
62	Lochiel Street West culvert			5,000		65,000					
63	Kenyon Concession Road 6 Bridge			5,000		47,000					
64	Old Military Road Culvert			5,000		60,000					
65	Kenyon Concession Road 7 Culvert	2,500		5,000		65,000					
	Placeholder for future years									339,011	339,011
	<b>Total Before Inflation</b>	<b>423,500</b>	<b>1,495,750</b>	<b>640,500</b>	<b>1,071,250</b>	<b>758,000</b>	<b>337,000</b>	<b>222,500</b>	<b>93,000</b>	<b>339,011</b>	<b>339,011</b>
	<b>Inflation</b>	<b>1.00</b>	<b>1.02</b>	<b>1.04</b>	<b>1.06</b>	<b>1.08</b>	<b>1.10</b>	<b>1.13</b>	<b>1.15</b>	<b>1.17</b>	<b>1.20</b>
	<b>Total with Inflation</b>	<b>423,500</b>	<b>1,525,665</b>	<b>666,376</b>	<b>1,136,819</b>	<b>820,484</b>	<b>372,075</b>	<b>250,571</b>	<b>106,828</b>	<b>397,205</b>	<b>405,150</b>
	<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
	Reserves -FGT reserve		627,300								
	Grants	-	320,000	320,000	320,000	320,000	320,000	250,571	106,828	320,000	320,000
	Tax Base	423,500	578,365	346,376	200,000	500,484	52,075	-		77,205	85,150
	Long Term Debt				616,819						
	<b>Total Funding</b>	<b>423,500</b>	<b>1,525,665</b>	<b>666,376</b>	<b>1,136,819</b>	<b>820,484</b>	<b>372,075</b>	<b>250,571</b>	<b>106,828</b>	<b>397,205</b>	<b>405,150</b>

10 YR CAPITAL BUDGET - 2023										
Department: Roads (Hardtop and Other Roads now combined)										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Bishop Street		-	-	3,000	-	-	-	6,500	-	-
Concession 12		-	-	-	-	-	-	13,200	-	-
Concession 2		-	-	-	-	16,500	-	-	-	-
Concession 8		-	-	-	-	56,100	-	-	-	-
Dornie Road		-	-	-	-	-	-	-	-	-
Dornie Road		-	-	-	-	-	-	-	-	-
Kenyon Dam Road		-	-	-	-	-	-	-	-	-
Kenyon, Concession 4		-	-	-	-	-	-	-	-	-
Sandfield Avenue		-	-	3,000	-	-	-	6,500	-	-
West Boundary Road		-	-	1,200	-	-	-	2,600	-	-
West Boundary Road		-	-	6,600	-	-	-	14,300	-	-
Tobin Street		-	-	1,800	-	-	-	3,900	-	-
Anik Street		-	-	1,800	-	-	-	3,900	-	-
Hugh Munro Street		-	-	1,800	-	-	-	3,900	-	-
Kennedy Avenue		-	-	-	-	-	-	5,200	-	-
Nixon Boundary Road		-	-	-	-	-	-	1,300	-	-
Roads Needs Study	1,416,868	-	-	-	-	-	260,700	-	-	-
Municipal parking Lots		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Geotechnical		35,000	35,000	35,000						
Stormwater management plan part 1	145,000									
Stormwater management plan part 2		186,000								
Grading of railway crossings	83,840									
Spring gravel resurfacing	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Culvert relining program	50,000									
Crossing on Industrial	20,000									
Crossing in front of GDH	20,000									
Sidewalk Repairs	150,000									
Sidewalk Code compliant upgrades		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
Concession I		158,400	-	-	-	-	-	-	-	
Concession I		191,400	-	-	-	-	-	-	-	
Front Street, West		29,400	-	-	-	-	-	900	-	
Hope-Ouimet Road		201,600	-	-	-	-	-	-	-	
Hope-Ouimet Road, Conc. 3		118,800	-	-	-	-	-	-	-	
Kenyon Dam Road		51,500	-	-	-	-	-	3,000	-	
Lochiel Street		73,000	-	-	-	-	-	-	-	
Lochiel Street		56,500	-	-	-	-	-	-	-	
McCormick Road (Golf Course)		39,200	-	-	-	1,200	-	-	-	
McCormick Road (Golf Course)		82,400	-	-	-	4,800	-	-	-	
McCormick Road (Golf Course)		50,400	-	-	-	-	-	-	-	
Ouellette Road		226,600	-	-	-	13,200	-	-	-	

Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Athol Road (Kenyon Conc. 20)		-	403,200	-	-	-	-	-	-	-
Front Street		-	11,100	-	-	-	-	600	-	-
Loch Garry Road		-	136,500	-	-	-	-	23,100	-	-
Loch Garry Road		-	312,000	-	-	-	-	52,800	-	-
Stewart's Glen Concession 21		-	378,000	-	-	-	-	-	-	-
Boundary Road, E.		-	-	255,500	-	-	-	-	-	-
Boundary Road, E.		-	-	73,000	-	-	-	-	-	-
Front Street		-	-	36,500	-	-	-	-	-	-
Industrial Blvd.		-	-	176,400	-	-	-	-	-	-
Kincardine Street, W.		-	-	226,000	-	-	-	2,400	-	-
McCormick Road		-	-	97,500	-	-	-	-	-	-
McCormick Road (Golf Course)		-	-	154,500	-	-	-	9,000	-	-
St. Paul Street		-	-	226,000	-	-	-	2,400	-	-
Center Street		-	-	-	169,500	-	-	-	1,800	-
Skye Road		-	-	-	429,000	-	-	-	-	-
Skye Road		-	-	-	487,500	-	-	-	-	-
Skye Road		-	-	-	234,000	-	-	-	-	-
Boundary Road, E.		-	-	-	-	39,200	-	-	-	-
Breadalbane Road, E.		-	-	-	-	428,400	-	-	-	-
Breadalbane Road, E.		-	-	-	-	123,600	-	-	-	-
Concession 5		-	-	-	-	409,500	-	-	-	-
Dominion Street		-	-	-	-	11,100	-	-	-	-
Kincardine Street		-	-	-	-	56,500	-	-	-	-
Kincardine Street, E.		-	-	-	-	56,500	-	-	-	-
Power Dam Road		-	-	-	-	30,900	-	-	-	-
Viau Street		-	-	-	-	36,500	-	-	-	-
Concession 4, Kenyon		-	-	-	-	-	487,500	-	-	-
Concession 4, Kenyon		-	-	-	-	-	247,200	-	-	-
Concession 5		-	-	-	-	-	175,500	-	-	-
Concession II		-	-	-	-	-	-	195,000	-	-
Concession 5		-	-	-	-	-	-	75,600	-	-
Dominion Street		-	-	-	-	-	-	56,500	-	-
Dominion Street		-	-	-	-	-	-	56,500	-	-
Dominion Street		-	-	-	-	-	-	282,500	-	-
Loch Garry Road		-	-	-	-	-	-	351,000	-	-
Loch Garry Road		-	-	-	-	-	-	214,500	-	-
Lochinvar Road (paved)		-	-	-	-	-	-	-	579,600	-
MacMillan Road		-	-	-	-	-	-	-	430,950	-
Tannery Road		-	-	-	-	-	-	-	25,200	-
Tannery Road		-	-	-	-	-	-	-	453,600	-
Placeholder for future work										1,500,000
<b>Total Before Inflation</b>	2,225,708	1,910,200	1,685,800	1,709,600	1,730,000	1,694,000	1,580,900	1,797,100	1,901,150	1,870,000
<b>Inflation</b>	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
<b>Total with Inflation</b>	<b>2,225,708</b>	<b>1,948,404</b>	<b>1,753,906</b>	<b>1,814,241</b>	<b>1,872,608</b>	<b>1,870,313</b>	<b>1,780,350</b>	<b>2,064,303</b>	<b>2,227,500</b>	<b>2,234,823</b>
<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
<b>Reserves</b>	487,000									
<b>Grants</b>	552,264									
<b>Tax Base</b>	1,186,444	1,948,404	1,753,906	1,814,241	1,872,608	1,870,313	1,780,350	2,064,303	2,227,500	2,234,823
<b>Long Term Debt</b>										
<b>Total Funding</b>	<b>2,225,708</b>	<b>1,948,404</b>	<b>1,753,906</b>	<b>1,814,241</b>	<b>1,872,608</b>	<b>1,870,313</b>	<b>1,780,350</b>	<b>2,064,303</b>	<b>2,227,500</b>	<b>2,234,823</b>

10 YR CAPITAL BUDGET - 2023										
Department: RARE										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
HVAC system for RARE (sorting room)	30,000									
<b>Total Before Inflation</b>	30,000	-	-	-	-	-	-	-	-	-
<b>Inflation</b>	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
<b>Total with Inflation</b>	<b>30,000</b>	-	-	-	-	-	-	-	-	-
Funding Sources	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Reserves	30,000									
Grants										
Tax Base										
Long Term Debt										
<b>Total Funding</b>	<b>30,000</b>	-	-	-	-	-	-	-	-	-
10 YR CAPITAL BUDGET - 2023										
Department: Landfill										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
MOE requirements	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Purchase lands for Glen Robertson Landfill	75,000									
<b>Total Before Inflation</b>	100,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>Inflation</b>	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
<b>Total with Inflation</b>	<b>100,000</b>	<b>25,500</b>	<b>26,010</b>	<b>26,530</b>	<b>27,061</b>	<b>27,602</b>	<b>28,154</b>	<b>28,717</b>	<b>29,291</b>	<b>29,877</b>
Funding Sources	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Reserves - Waste Disposal site	100,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877
Grants										
Tax Base										-
Long Term Debt										
<b>Total Funding</b>	<b>100,000</b>	<b>25,500</b>	<b>26,010</b>	<b>26,530</b>	<b>27,061</b>	<b>27,602</b>	<b>28,154</b>	<b>28,717</b>	<b>29,291</b>	<b>29,877</b>

## 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.

Although this department is part of Public Works, it is not tax based as only the users of the system pay for the operation of the system.

## 2023 Budget Details

2023 BUDGET						
WATER WORKS						
Water						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-9300-4900	WATER - DOMESTIC - ALEXANDRIA	(1,223,069)	(1,266,705)	(1,354,750)	(1,173,215)	(1,141,845)
1-3-9300-4902	WATER-COMMERCIAL-ALEXANDRIA	(441,979)	(398,394)	(692,501)	(367,146)	(631,351)
1-3-9300-4903	WATER-GLEN ROBERTSON	(40,482)	(41,832)	(41,388)	(44,245)	(42,216)
1-3-9300-4905	WATER - PENALTY & INTEREST	(9,177)	(17,915)	(20,000)	(17,054)	(20,000)
1-3-9300-4906	WATER-OTHER INCOME	(7,937)	(18,126)	(10,000)	(30,990)	(10,000)
1-3-9300-4907	WATER - NSF CHEQUE CHARGE	(140)	(380)	-	(220)	-
1-3-9300-4908	WATER - DOMESTIC - MAXVILLE	(39,299)	(194,285)	-	(230,898)	(240,000)
1-3-9300-4909	WATER - COMMERCIAL- MAXVILLE	(21,389)	(64,990)	-	(68,741)	(75,000)
1-3-9300-4961	USER FEES - WETLANDS CAPITAL RECOVERY	(11,971)	(11,227)	(15,000)	(10,011)	(15,000)
1-3-9300-4971	WATER -HYDRANT RENTAL	-	-	(20,000)	-	(20,000)
1-3-9300-7850	SALE OF EQUIPMENT	(78,558)	-	-	-	-
1-3-9300-8001	TRANSFER FROM WATER RESERVES	-	-	(20,618)	-	-
	<b>TOTAL REVENUES</b>	<b>(1,874,001)</b>	<b>(2,013,854)</b>	<b>(2,174,257)</b>	<b>(1,942,520)</b>	<b>(2,195,412)</b>
<b>EXPENSES</b>						
1-4-9200-1010	NGWD-WAGES	2,809	-	-	-	-
1-4-9200-1035	NGWD - OVERTIME	5,687	(224)	-	-	-
1-4-9200-1110	NGWD-BENEFITS	1,108	89	-	12	-
1-4-9200-1210	NGWD-WSIB CLAIMS PAID	5	1,406	500	-	500
1-4-9200-1225	NGWD-INSURANCE	23,812	25,288	32,753	25,847	39,304
1-4-9200-1500	NGWD - LTD MAXVILLE WATER PROJECT	211,794	204,110	454,110	223,583	454,110
1-4-9200-1505	NGWD-LTD PAYMENTS	25,943	5,914	45,240	45,240	45,240
1-4-9200-2015	NGWD-MUNICIPAL TAXES	10,138	792	1,200	2,294	1,200
1-4-9200-2020	NGWD-HEALTH & SAFETY	416	71	1,200	760	1,200
1-4-9200-2021	NGWD-WORK BOOTS & CLOTHING ALLOWANCE	1,061	490	600	1,495	1,800
1-4-9200-2022	NGWD - PRESCRIPTION SAFETY GLASSES	559	300	750	-	750
1-4-9200-2023	NGWD-BILLING OPERATING COSTS	2,394	1,794	-	2,510	1,500
1-4-9200-2025	NGWD-MILEAGE & TRAVEL	-	694	-	-	-
1-4-9200-2027	NGW - INSURANCE CLAIMS	5,738	2,500	-	-	-
1-4-9200-2035	NGWD-CONFERENCE & WORKSHOPS	6,605	3,031	9,000	5,654	9,000
1-4-9200-2037	NGWD-CERTIFICATE RENEWAL	1,051	30	1,000	812	1,200
1-4-9200-2049	NGWD-CELL PHONES	1,459	1,075	2,500	1,988	2,500
1-4-9200-2050	NGWD-TELEPHONE	5,329	4,629	3,200	4,936	3,200
1-4-9200-2051	NGWD-COURIER	658	941	1,000	472	1,000
1-4-9200-2056	NGWD-HYDRO	7,868	7,376	8,100	7,234	8,100
1-4-9200-2057	NGWD-WATER/SEWER	-	-	200	-	200
1-4-9200-2110	NGWD-TOOLS	1,360	1,202	3,000	1,410	2,500
1-4-9200-2114	NGWD-CHEMICALS	1,615	-	2,500	24,912	22,000
1-4-9200-2116	NGWD-CHLORINE	2,063	303	1,500	3,420	2,500
1-4-9200-2120	NGWD-OFFICE SUPPLIES	2,485	944	500	1,091	1,500
1-4-9200-2125	NGWD-MATERIALS & SUPPLIES	10,178	2,930	6,000	4,103	5,000
1-4-9200-2130	NGWD - COMPUTER SUPPLIES	5,036	4,836	4,500	4,122	5,500
1-4-9200-2140	NGWD - PHOTOCOPIER EXPENSES	912	870	1,000	1,397	1,000
1-4-9200-2162	NGWD-NEW WATER METER /REPAIRS	599	1,189	2,000	3,220	2,000
1-4-9200-2164	NGWD-WATER MAIN REPAIRS	159,624	118,293	140,000	96,918	120,000
1-4-9200-2166	NGWD-FROZEN LINES SERVICES	-	305	1,000	1,735	500
1-4-9200-2201	NGWD-QMS AUDITING	-	-	3,500	1,955	3,500
1-4-9200-2210	NGWD-LEGAL FEES	-	-	5,000	-	5,000
1-4-9200-2223	NGWD-CONSULTING FEES	-	4,783	5,000	-	5,000
1-4-9200-2300	NGWD-ADVERTISING	132	1,000	1,000	180	1,000
1-4-9200-2366	NGWD-BUILDING MTCE/SUPPLIES	813	1,088	1,000	1,800	2,000
1-4-9200-2368	NGWD-EQUIPMENT MTCE	8,608	9,159	5,000	5,267	5,000
1-4-9200-2370	NGWD-TRUCK LICENCING	-	216	1,000	-	1,000
1-4-9200-2399	NGWD-VEHICLE MTCE	1,440	1,458	2,500	528	2,500

Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
1-4-9200-2400	NGWD-GAS/OIL/DIESEL	10,356	9,823	10,000	9,096	10,000
1-4-9200-2410	NGWD-ASSOC. & MEMBERSHIP FEES	45	980	500	50	500
1-4-9200-2540	NGWD-SAMPLING	1,788	-	500	62	500
1-4-9200-3010	NGWD-EQUIPMENT RENTAL	-	-	250	-	250
1-4-9200-3753	NGWD-METER READING	13,479	16,322	15,000	14,417	15,000
1-4-9200-3782	NGWD-CONTRACTED SERVICE RRCA	486	-	-	-	-
1-4-9200-4010	NGWD-CONTRACTS/CONTRACTED SERVICES	5,077	928	8,000	1,211	8,000
1-4-9200-4100	NGWD-GRASS CUTTING	-	712	500	-	500
1-4-9200-4114	NGWD - LOCATES	12,836	10,586	12,000	6,515	12,000
1-4-9200-5010	NGWD-GENERAL EXPENSES	179	3,485	-	117	-
1-4-9200-5020	NGWD-BAD DEBT EXPENSE	48	2	-	(178)	-
1-4-9200-5120	NGWD - SNOW REMOVAL	5,449	5,516	5,000	5,314	5,000
1-4-9200-7850	NGWD-AMORTIZATION EXPENSE	747,824	777,656	-	-	-
1-4-9200-7997	NGWD-EMERGENCY PHONE SERVICE	-	-	1,500	-	1,500
1-4-9200-7999	NGWD-BOIL WATER ADVISORY	936	-	500	-	500
1-4-9300-1010	NGWT-WAGES	293,813	283,106	298,739	295,587	277,780
1-4-9300-1015	NGWT - PART TIME WAGES	3,526	4,802	3,182	4,024	6,164
1-4-9300-1035	NGWT - OVERTIME	46,413	28,404	40,000	35,905	36,000
1-4-9300-1110	NGWT-BENEFITS	95,481	93,284	106,045	100,105	98,246
1-4-9300-1210	NGWT-WSIB CLAIMS PAID	5	1,406	-	-	-
1-4-9300-1225	NGWT-INSURANCE	23,812	25,288	32,750	28,702	39,300
1-4-9300-1505	NGWT-LTD PAYMENTS	2,210	-	19,388	19,389	19,388
1-4-9300-1506	NGWT-LTD INTEREST PAYMENTS	42	-	-	-	-
1-4-9300-2015	NGWT-MUNICIPAL TAXES	6,395	10,462	8,800	10,574	8,800
1-4-9300-2020	NGWT-HEALTH & SAFETY	660	-	1,200	60	1,200
1-4-9300-2021	NGWT-WORK BOOTS & CLOTHING	192	-	700	-	700
1-4-9300-2023	NGWT-BILLING OPERATING COSTS	2,394	1,794	-	2,220	-
1-4-9300-2025	NGWT-MILEAGE & TRAVEL	41	694	-	-	-
1-4-9300-2035	NGWT-CONFERENCES & WORKSHOPS	9,888	1,623	9,000	4,935	9,000
1-4-9300-2037	NGWT-CERTIFICATE RENEWAL	1,054	328	1,000	140	1,000
1-4-9300-2038	NGWT - C OF A/PERMITS	-	-	-	750	-
1-4-9300-2049	NGWT-CELL PHONES	1,930	1,859	2,500	1,741	2,500
1-4-9300-2050	NGWT-TELEPHONE	948	820	1,000	770	1,000
1-4-9300-2051	NGWT-COURIER	2,071	1,144	1,000	2,032	1,000
1-4-9300-2055	NGWT-ENBRIDGE	10,102	8,345	9,000	8,318	9,000
1-4-9300-2056	NGWT-HYDRO	60,392	58,344	65,000	58,371	65,000
1-4-9300-2100	NGWT-POSTAGE	-	-	4,100	-	4,100
1-4-9300-2110	NGWT-TOOLS	-	-	500	391	500
1-4-9300-2114	NGWT-CHEMICALS	26,533	38,268	30,000	27,742	30,000
1-4-9300-2115	NGWT-COAGULENT	47,719	45,111	55,000	80,330	60,000
1-4-9300-2116	NGWT-CHLORINE	17,953	21,409	25,000	28,842	25,000
1-4-9300-2120	NGWT-OFFICE SUPPLIES	1,374	140	1,500	822	1,500
1-4-9300-2125	NGWT-MATERIALS & SUPPLIES	7,607	4,683	8,000	8,450	8,000
1-4-9300-2130	NGWT-COMPUTER SUPPLIES	1,031	350	1,400	103	1,400
1-4-9300-2140	NGWT - PHOTOCOPIER EXPENSE	915	870	1,000	1,322	1,000
1-4-9300-2201	NGWT-QMS AUDITING	-	-	2,400	-	2,400
1-4-9300-2210	NGWT-LEGAL FEES	-	-	5,000	-	5,000
1-4-9300-2223	NGWT-CONSULTING FEES	-	-	5,000	-	5,000
1-4-9300-2300	NGWT-ADVERTISING	-	676	500	220	500
1-4-9300-2366	NGWT-BUILDING MTCE/SUPPLIES	2,532	9,385	5,000	8,971	5,000
1-4-9300-2368	NGWT-EQUIPMENT MTCE	54,297	51,108	40,000	65,878	40,000
1-4-9300-2370	NGWT - TRUCK LICENSING	-	216	-	-	-
1-4-9300-2400	NGWT-GAS/OIL/DIESEL	1,039	297	700	4,034	2,000
1-4-9300-2410	NGWT-ASSOC. & MEMBERSHIP FEES	469	1,416	1,000	2,449	1,000
1-4-9300-2540	NGWT-SAMPLING	28,124	30,352	23,000	24,327	23,000
1-4-9300-3010	NGWT-EQUIPMENT RENTAL	-	-	250	-	250
1-4-9300-4010	NGWT-CONTRACTS/CONTRACTED SERVICES	4,271	7,246	3,500	1,989	3,500
1-4-9300-4013	NGWT-OPERATING MONITORING/ANALYSIS COS	-	-	1,000	-	1,000
1-4-9300-4100	NGWT-GRASS CUTTING	-	-	500	-	500
1-4-9300-5020	NGWT-BAD DEBT EXPENSE	1,241	328	-	4,641	-
1-4-9300-9000	NGWT-TRANSFER TO RESERVES	-	125,000	-	-	89,730
	<b>TOTAL EXPENSES</b>	<b>2,064,276</b>	<b>2,093,450</b>	<b>1,614,757</b>	<b>1,345,633</b>	<b>1,698,512</b>

Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>CAPITAL</b>						
1-5-9200-8000	CAPITAL - NGWD - WATER DISTRIBUTION	164,593	29,080	422,000	157,565	496,900
1-5-9300-2223	NWWT - PROJECT ENGINEERING	1,343	-	-	-	-
1-5-9300-8000	CAPITAL - NGWT - WATER TREATMENT	39,876	14,156	137,500	60,360	-
	<b>TOTAL CAPITAL</b>	<b>205,812</b>	<b>43,236</b>	<b>559,500</b>	<b>217,925</b>	<b>496,900</b>
	<b>Total Water Works</b>	<b>396,087</b>	<b>122,832</b>	<b>-</b>	<b>(378,962)</b>	<b>-</b>
<b>Maxville Water Project</b>						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-9500-1001	MAXVILLE - CWWF FUNDING	(2,063,172)	(44,741)	-	-	-
	<b>TOTAL REVENUES</b>	<b>(2,063,172)</b>	<b>(44,741)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENSES</b>						
1-5-9500-2223	MDS - PROJECT ENGINEERING	45,867	3,751	-	-	-
1-5-9500-4010	MDS - CONTRACTED SERVICES	115,382	39,114	-	-	-
1-4-9550-4010	NGT - CONTRACTED SERVICES	-	3,800	-	-	-
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)	1,603	-	-	-
1-5-9600-2065	AMTM - PERMITS & APPROVALS	2,442	-	-	-	-
1-5-9600-2223	AMTM - PROJECT ENGINEERING	34,559	-	-	-	-
1-5-9600-4010	AMTM - CONTRACTED SERVICES	56,453	-	-	-	-
1-5-9650-2223	BS - PROJECT ENGINEERING	35,231	339	-	-	-
1-5-9650-4010	BS - CONTRACTED SERVICES	17,225	734	-	-	-
1-5-9700-2080	AWPU - INELIGIBLE COSTS	5,118	-	-	-	-
1-5-9700-2223	AWPU - PROJECT ENGINEERING	597,556	2,351	-	-	-
1-5-9700-4010	AWPU - CONTRACTED SERVICES	3,207,065	134,513	-	-	-
	<b>TOTAL EXPENSES</b>	<b>4,127,233</b>	<b>186,205</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Maxville Water Project</b>	<b>2,064,061</b>	<b>141,464</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL WATER WORKS</b>	<b>2,460,148</b>	<b>264,296</b>	<b>-</b>	<b>(378,962)</b>	<b>-</b>



<b>10 YR CAPITAL BUDGET - 2023</b>										
<b>Department: Water Distribution</b>										
Account series 9200/9300										
<b>Project Description</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Meter Stations (Flow meter)	25,000	100,000		100,000						
Valve and hydrant replacement	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000		
Water meter replacement program	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
Alexandria intake dyke	30,000									
Alx WTP VFD Replacement - Defective card and age of unit	25,000									
CL2 switchover unit	11,000									
Leak detection system		65,000								
GR WTP building extension	89,500									
Clean Glen Robertson well casing										
Water relining project Alexandria	250,000									
Future spending (average of last 5 years plus 2% per year). Budget comes as required based on testing of the system.		-	333,531	241,041	348,702	356,515	364,485	372,615	420,906	420,906
<b>Total Before Inflation</b>	<b>470,500</b>	<b>205,000</b>	<b>373,531</b>	<b>381,041</b>	<b>388,702</b>	<b>396,515</b>	<b>404,485</b>	<b>412,615</b>	<b>420,906</b>	<b>420,906</b>
<b>Inflation</b>	<b>1.00</b>	<b>1.02</b>	<b>1.04</b>	<b>1.06</b>	<b>1.08</b>	<b>1.10</b>	<b>1.13</b>	<b>1.15</b>	<b>1.17</b>	<b>1.20</b>
<b>Total with Inflation</b>	<b>470,500</b>	<b>209,100</b>	<b>388,622</b>	<b>404,364</b>	<b>420,744</b>	<b>437,785</b>	<b>455,516</b>	<b>473,965</b>	<b>493,158</b>	<b>503,022</b>
<b>Funding Sources</b>										
<b>Reserves</b>										
<b>Grants</b>										
<b>Tax Base</b>										
<b>Long Term Debt</b>										
<b>Water/Waste Water Rates</b>	<b>470,500</b>	<b>209,100</b>	<b>388,622</b>	<b>404,364</b>	<b>420,744</b>	<b>437,785</b>	<b>455,516</b>	<b>473,965</b>	<b>493,158</b>	<b>503,022</b>
<b>Total Funding</b>	<b>470,500</b>	<b>209,100</b>	<b>388,622</b>	<b>404,364</b>	<b>420,744</b>	<b>437,785</b>	<b>455,516</b>	<b>473,965</b>	<b>493,158</b>	<b>503,022</b>

2023 BUDGET						
WASTEWATER						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
<b>REVENUES</b>						
1-3-9400-8001	NGS - TRANSFER FROM RESERVES	-	-	(65,000)		(5,803)
1-3-9300-4940	SEWER FEES - ALEXANDRIA	(864,907)	(850,546)	(941,716)	(788,722)	(960,550)
1-3-9300-4941	SEWER FEES - MAXVILLE	(163,428)	(163,190)	(168,859)	(152,422)	(172,236)
1-3-9300-4951	WATER/SEWER CONNECTION FEES	(48,000)	(53,750)	(20,000)	(12,000)	(20,000)
	<b>TOTAL REVENUES</b>	<b>(1,076,335)</b>	<b>(1,067,486)</b>	<b>(1,195,575)</b>	<b>(953,144)</b>	<b>(1,158,589)</b>
<b>EXPENSES</b>						
1-4-9400-1010	NGS - WAGES	136,168	128,496	199,159	117,848	185,186
1-4-9400-1015	NGS - PART-TIME WAGES	2,496	-	2,122	621	-
1-4-9400-1035	NGS - OVERTIME	31,203	20,760	20,000	15,615	24,000
1-4-9400-1110	NGS - BENEFITS	53,540	50,418	70,696	49,225	65,498
1-4-9400-1210	NGS - WSIB CLAIMS PAID	7	1,875	-	-	-
1-4-9400-1225	NGS - INSURANCE	31,749	33,717	39,700	38,269	47,640
1-4-9400-1505	NGS - LTD PAYMENTS	2,490	-	-	-	-
1-4-9400-1515	NGS - LTD WETLANDS	5,031	4,332	26,640	21,345	26,640
1-4-9400-2015	NGS - MUNICIPAL TAXES	7,341	12,395	8,000	12,527	8,000
1-4-9400-2020	NGS - HEALTH & SAFETY	1,337	821	2,000	2,596	2,000
1-4-9400-2021	NGS - WORK BOOTS & CLOTHING	2,410	2,649	425	1,279	425
1-4-9400-2023	NGS - BILLING OPERATING COSTS	3,414	2,391	-	2,912	2,000
1-4-9400-2025	NGS - MILEAGE & TRAVEL	-	694	-	-	-
1-4-9400-2026	NGS - MEETING ATTENDANCE	108	-	-	-	-
1-4-9400-2027	NGS - INSURANCE CLAIMS	-	-	10,000	-	10,000
1-4-9400-2035	NGS - CONFERENCE & WORKSHOPS	6,026	5,288	9,000	3,710	9,000
1-4-9400-2037	NGS - LICENSE RENEWAL	2,585	390	1,000	-	1,000
1-4-9400-2038	NGS - CERT OF APPROV & PERMITS	3,000	100	-	-	-
1-4-9400-2049	NGS - CELL PHONES	1,915	1,757	2,500	2,684	2,500
1-4-9400-2050	NGS - TELEPHONE	4,304	3,952	4,000	3,602	4,000
1-4-9400-2051	NGS - COURIER	412	421	700	1,683	700
1-4-9400-2056	NGS - HYDRO	70,393	87,449	75,000	73,584	75,000
1-4-9400-2100	NGS-POSTAGE	-	-	4,100	-	4,100
1-4-9400-2110	NGS - TOOLS	438	1,085	1,000	816	1,000
1-4-9400-2114	NGS - CHEMICALS	4,536	3,718	5,000	5,671	5,000
1-4-9400-2115	NGS - COAGULENT	48,393	53,644	47,000	52,192	47,000
1-4-9400-2116	NGS - CHLORINE	21,096	5,848	30,000	10,809	30,000
1-4-9400-2120	NGS - OFFICE SUPPLIES	825	1,939	400	345	400
1-4-9400-2125	NGS - MATERIALS/SUPPLIES	15,245	3,758	7,500	2,862	7,500
1-4-9400-2130	NGS - COMPUTER SUPPLIES	1,178	2,701	1,000	1,116	1,000
1-4-9400-2140	NGS - PHOTOCOPIER EXPENSE	1,152	1,224	1,000	1,573	1,000
1-4-9400-2163	NGS - SEWER LINE REPAIRS	72,001	106,960	50,000	83,862	50,000
1-4-9400-2200	NGS - ACCOUNTING/AUDIT FEES	-	-	1,000	-	1,000
1-4-9400-2210	NGS - LEGAL FEES	-	-	5,000	-	5,000
1-4-9400-2223	NGS - CONSULTING FEES	7,192	28,320	15,000	4,213	15,000
1-4-9400-2300	NGS-ADVERTISING	179	515	500	66	500
1-4-9400-2366	NGS-BUILDING MTCE/SUPPLIES	4,208	10,280	10,000	244	10,000
1-4-9400-2368	NGS-EQUIPMENT MTCE	47,638	51,582	40,000	23,173	40,000
1-4-9400-2369	NGS-LAGOON MTCE	1,033	1,306	5,000	1,594	5,000
1-4-9400-2370	NGS-TRUCK LICENCING	-	288	250	-	250
1-4-9400-2399	NGS-VEHICLE MTCE	2,858	4,009	3,000	3,111	3,000
1-4-9400-2400	NGS-GAS/OIL/DIESEL	9,637	11,415	10,000	10,496	12,000
1-4-9400-2410	NGS-ASSOC. & MEMBERSHIP FEES	90	333	500	321	500
1-4-9400-2540	NGS-SAMPLING	21,055	22,106	23,000	19,740	23,000
1-4-9400-3010	NGS-EQUIPMENT RENTAL- EOS RENTAL	-	102	250	-	250
1-4-9400-3753	NGS - METER READING	-	2,560	-	2,563	-
1-4-9400-4010	NGS-CONTRACTS/CONTRACTED SERVICES	8,113	2,487	7,000	2,834	7,000
1-4-9400-4100	NGS-GRASS CUTTING	-	-	1,000	-	1,000
1-4-9400-4114	NGS - LOCATES	5,667	10,984	10,000	7,543	10,000
1-4-9400-5010	NGS-GENERAL EXPENSES	70	-	1,000	-	1,000
1-4-9400-5020	NGS-BAD DEBT EXPENSE	346	194	-	2,353	-
1-4-9400-5120	NGS - SNOW REMOVAL	4,587	6,492	4,500	6,477	4,500
1-4-9400-7850	NGS-AMORTIZATION EXPENSE	127,772	129,641	-	-	-
1-4-9400-9000	NGS-TRANSFER TO RESERVES	-	110,000	47,075	-	-
	<b>TOTAL EXPENSES</b>	<b>771,238</b>	<b>931,396</b>	<b>802,017</b>	<b>591,474</b>	<b>749,589</b>
<b>CAPITAL</b>						
1-5-9400-8000	CAPITAL - NGS - SEWAGE	101,033	284,569	393,558	229,477	409,000
	<b>TOTAL CAPITAL</b>	<b>101,033</b>	<b>284,569</b>	<b>393,558</b>	<b>229,477</b>	<b>409,000</b>
	<b>TOTAL WASTEWATER</b>	<b>(204,064)</b>	<b>148,479</b>	<b>-</b>	<b>(132,193)</b>	<b>-</b>

10 YR CAPITAL BUDGET - 2023										
Department: Wastewater										
9400 account series										
Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Relining project to Main Station	259,000									
Sewer flushing and CCTV		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
sewer relining		60,000		50,000	50,000			50,000	50,000	
SCADA for Bishop Station		65,000								
SCADA for Maxville Main Station		65,000								
SCADA for Sandfield Station		65,000								
SCADA for Leroux Station			65,000							
SCADA for Manor Station				65,000						
Bishop st pumping station upgrade			65,000							
Pump upgrade Maxville main station			25,000							
Alexandria Phase 3 sludge removal	140,000									
Pontoon boat motor	10,000									
Estimated annual future capital plus 2%					350,000	357,000	364,140	371,423	378,851	386,428
<b>Total Before Inflation</b>	<b>409,000</b>	<b>280,000</b>	<b>180,000</b>	<b>140,000</b>	<b>425,000</b>	<b>382,000</b>	<b>389,140</b>	<b>446,423</b>	<b>453,851</b>	<b>386,428</b>
<b>Inflation</b>	<b>1.00</b>	<b>1.02</b>	<b>1.04</b>	<b>1.06</b>	<b>1.08</b>	<b>1.10</b>	<b>1.13</b>	<b>1.15</b>	<b>1.17</b>	<b>1.20</b>
<b>Total with Inflation</b>	<b>409,000</b>	<b>285,600</b>	<b>187,272</b>	<b>148,569</b>	<b>460,034</b>	<b>421,759</b>	<b>438,235</b>	<b>512,799</b>	<b>531,759</b>	<b>461,818</b>
Funding Sources	2023	2024	2025	2026	2027	2028	2029	2031	2031	2032
Reserves					110,034	71,759	88,235	162,799	181,759	111,818
Grants										
Tax Base										
Long Term Debt	-									
Water/Waste Water Rates	409,000	285,600	187,272	148,569	350,000	350,000	350,000	350,000	350,000	350,000
<b>Total Funding</b>	<b>409,000</b>	<b>285,600</b>	<b>187,272</b>	<b>148,569</b>	<b>460,034</b>	<b>421,759</b>	<b>438,235</b>	<b>512,799</b>	<b>531,759</b>	<b>461,818</b>