



NORTH
GLEN GARRY
NORD

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

2021 PROPOSED OPERATING AND CAPITAL BUDGETS

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Executive Summary

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

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

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

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

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

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

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

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

Analysis of Financial Information

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

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

FINANCIAL INDICATOR REVIEW
(Based on 2019 Financial Information Review)
North Glengarry
NOTES

Financial Information Returns (FIRs) are a standard set of year-end reports submitted by municipalities to the Province which capture certain financial information. On an annual basis Ministry staff prepare certain financial indicators for each municipality based on the information contained in the FIRs. It is important to remember that these financial indicators provide a snapshot at a moment in time and should not be considered in isolation but support with other relevant information sources.

Supplementary Indicators of Sustainability and Flexibility

The following is a summary, adapted from the Chartered Professional Accounts of Canada Statement of Recommended Practice.

- A government may choose to report supplementary information on financial condition, to expand on and help explain the government's financial statements.
- Supplementary assessment of a government's financial condition needs to consider the elements of sustainability and flexibility.
- Sustainability in this context may be the degree to which a municipality can maintain its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others without inappropriately increasing the debt or tax burden relative to the economy within which it operates.
- Sustainability is an important element to include in an assessment of financial condition because it may help to describe a government's ability to manage its financial and service commitments and debt burden. It may also help to describe the impact that the level of debt could have on service provision.
- Flexibility is the degree to which a government can change its debt or tax level on the economy within which it operates to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others.
- Flexibility provides insights into how a government manages its finances. Increasing taxation or user fees may reduce a municipality's flexibility to respond when adverse circumstances develop if the municipality approaches the limit that citizens and businesses are willing to bear.
- A municipality may temporarily use current borrowing, subject to the requirements set out in the Municipal Act to meet expenses and certain other amounts required in the year, until taxes are collected, and other revenues are received. Municipal current borrowing cannot be carried over the long term or converted to long term borrowing except in very limited circumstances.
- For each element of financial condition, the report on indicators of financial condition should include municipality-specific indicators and municipality-related indicators. It may be useful to also include economy-wide information when discussing financial condition.

Notes on What Financial Indicators May Indicate:

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

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

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

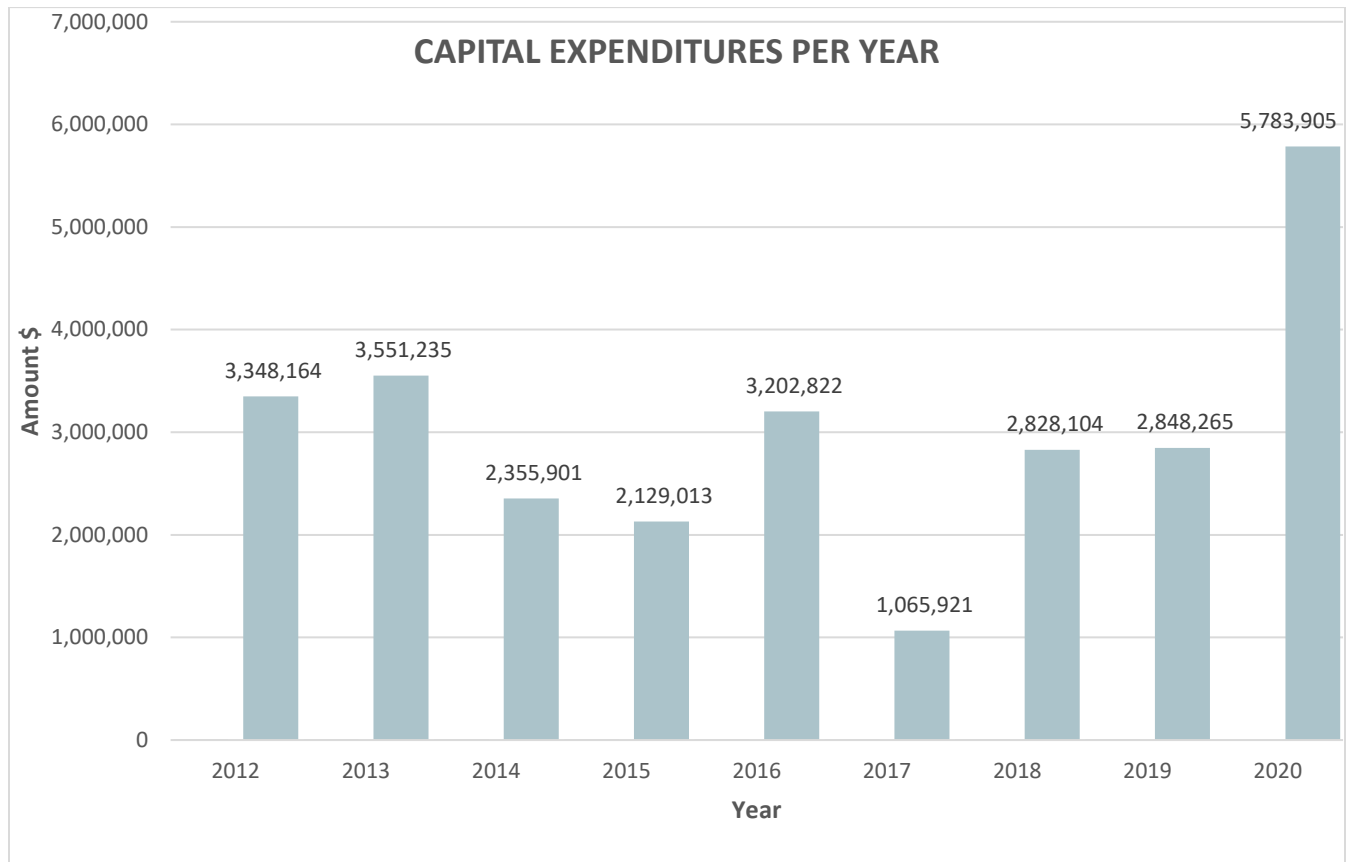
Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities) - Measure the ability of the municipality to meet its current obligations with its current resources on hand.

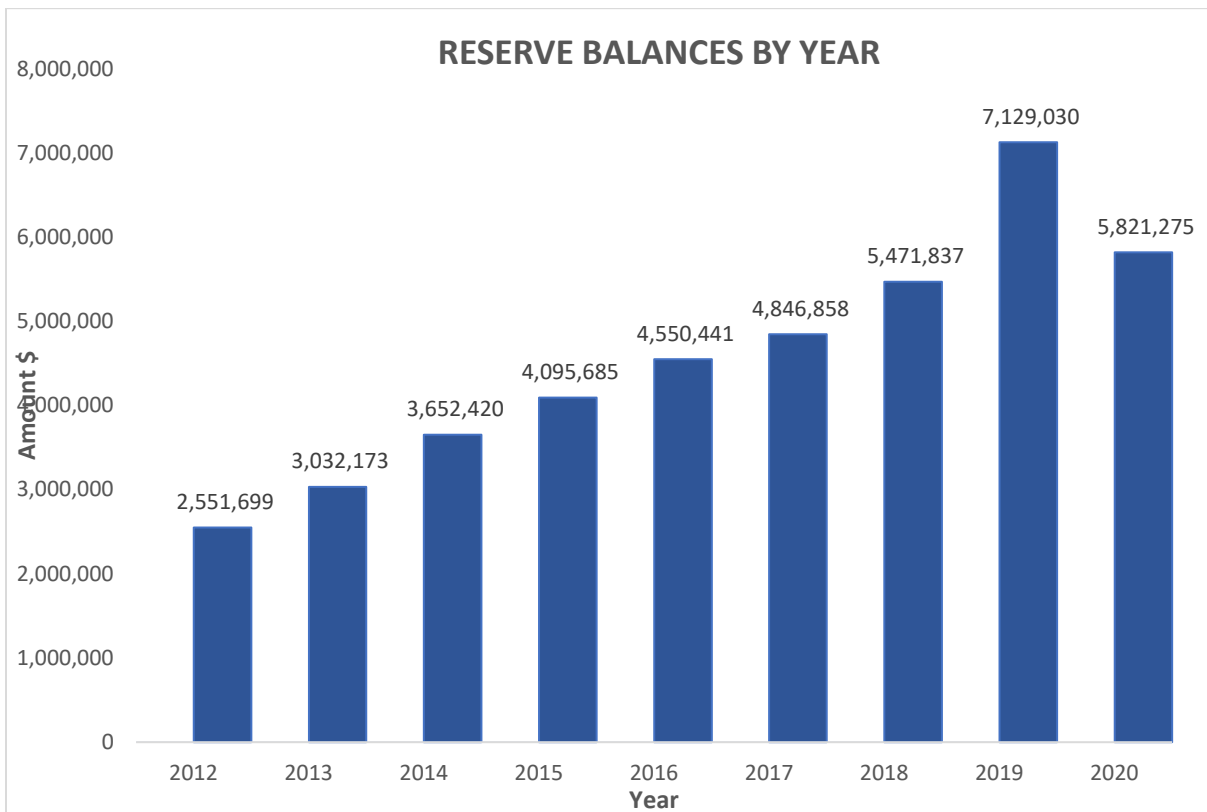
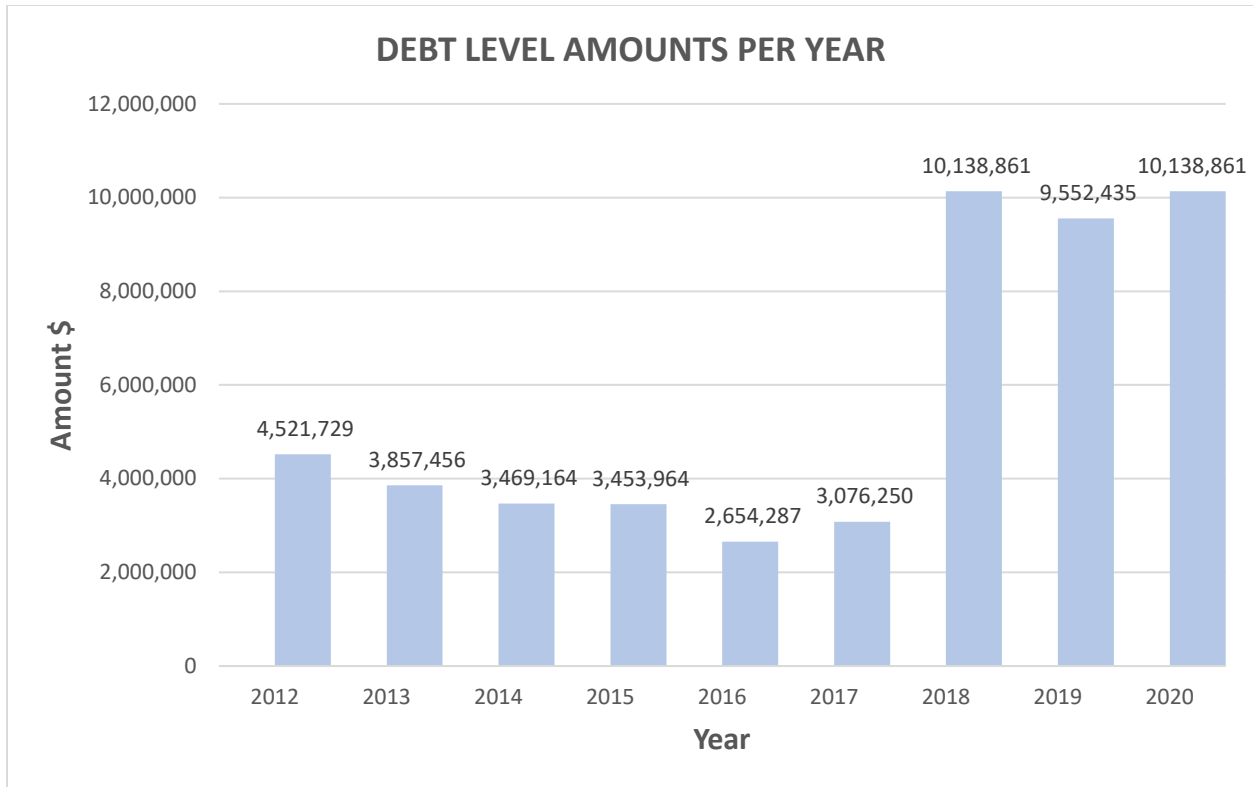
Debt Servicing Cost as a % of Total Revenues - Indicates the extent to which past borrowing decisions may impact the current budget.

Closing Amortization Balances as a % of Total Cost of Capital Assets (Asset Consumption Ratio) - Measure the age of a municipality's physical assets. It measures the extent to which depreciable assets have been consumed by comparing the amount of the assets that have been used up and their historical cost.

Annual Surplus/(Deficit) as a % of Own Purpose Taxation, User Fees and Services Charges (Operating Surplus Ratio) - Indicates the municipality's ability to cover its operational costs and have funds available for other purposes (i.e. reserves, debt repayment etc.)

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





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

Township of North Glengarry				
Reserve and Reserve Fund Balance				
Estimation for the Fiscal Year 2021				
		2021	2021	Proposed
	Ending	Estimated	Estimated	Ending
Reserve Name	Balance 2020	Transfers In	Transfers Out	Balance
Working Funds				
CEMC Contingency Fund	(43,500.00)			(43,500.00)
Library	(5,633.00)			(5,633.00)
North Glengarry General Fund	(711,817.05)		141,393.00	(570,424.05)
RARE	(387,531.47)			(387,531.47)
Recreation	(77,661.00)			(77,661.00)
WSIB Insurance	(54,442.57)			(54,442.57)
Elections Reserve	(62,500.00)			(62,500.00)
Planning Reserve (OP)	(25,000.00)	(5,000.00)		(30,000.00)
Total Working Funds	(1,368,085.09)	(5,000.00)	141,393.00	(1,231,692.09)
Capital Funds				
Facilities Reserve	(50,000.00)			(50,000.00)
Fleet	(50,000.00)			(50,000.00)
Economic Development	(25,000.00)		23,000.00	(2,000.00)
Federal Gas Tax Reserve	(559,379.07)		471,671.00	(87,708.07)
Fire Department	(44,560.47)		5,000.00	(39,560.47)
Maxville Sports Complex	(4,950.00)		4,950.00	-
Modernization & Efficiency Grant	(598,861.00)			(598,861.00)
North Glengarry General Fund	(38,316.33)		25,000.00	(13,316.33)
Infrastructure Reserve	(396,929.26)		261,370.00	(135,559.26)
Soccer Dome	(5,345.00)		2,000.00	(3,345.00)
Waste disposal site	(1,018,394.15)		15,000.00	(1,003,394.15)
Total Capital Funds	(2,791,735.28)	-	807,991.00	(1,983,744.28)
Specific Purpose				
GSP Reserve	(125,000)	(125,000.00)		(250,000.00)
Reserve - Cash in Lieu of Parkland	-			-
Reserve Fund Water Meters	(44,360.01)			(44,360.01)
North Glengarry Water	(866,795.92)			(866,795.92)
North Glengarry Sewer	(1,343,331.35)			(1,343,331.35)
Alexandria Island Park	(55,351.21)			(55,351.21)
Glen Robertson Rink Reserve	(6,000.00)			(6,000.00)
Maxville Soccer Lights Reserves	(20,000.00)			(20,000.00)
Dunvegan Assoc Accessibility Reserv	(20,000.00)			(20,000.00)
	-			-
Total Specific Purpose	(2,480,838.49)	(125,000.00)	-	(2,605,838.49)
Total Reserve and Reserve Funds	(6,640,658.86)	(130,000.00)	949,384.00	(5,821,274.86)

Key Assumptions and Rationale

Operating Budget

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

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

Cost of Living Allowance and Union Contracts

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

Salary step increases also impacted this budget.

Statutory and Non-Statutory Benefits

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

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

Employee Benefits

The employee group benefits for the Township is part of the larger County-Wide Plan. Life insurance and long-term disability are held with Manulife, and accidental death and dismemberment (AD&D) are held with AIG. Health and dental benefits are managed through Green Shield. Renewal rates are based on 50% County-Wide experience and 50% Township claims experience.

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

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

Insurance

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

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

Capital Budget

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

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

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

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

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

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

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

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

Summary of Key Changes from 2020 to 2021

Key Changes 2020 to 2021	
Total Changes	\$ 99,920
Reduction in Bylaw enforcement violation revenues to bring to actuals	13,000
Reduction in Maxville Sports Complex Part time wages	(44,500)
Reduction in IT/GIS Coordinator position	(49,131)
Reduction in Economic Development Students	(14,400)
Reduction in Railway Right of Way Payment in Lieu to match actuals	9,000
Reduction in Roads Recoverable to match actuals	18,000
Increase in Fire Department vehicle maintenance and gas	10,500
Increase in Fire Department equipment leasing costs	7,200
Increase in Marketing Coordinator (contract position)	80,000
Increase in insurance by 15%	31,041
Increase in Moulding building utilities - no longer rent subsidized	21,500
Increase in Animal Control pound keeper costs	10,000
Increase in loose top dust layer costs	10,000
Increase in heat and hydro costs Moulding building due to loss of lease	21,500
Increase in Ontario Municipal Partnership Fund and Federal Gas Tax Grants	(71,900)
Increase in Taxes on Municipal Property	6,000
Increase in Raisin River Conservation Authority levy to bring it to actuals	7,455
GPS annual fees added to various departments	26,000
Increase in Roads tools	5,000
Minor adjustments throughout	3,655
	\$ 99,920
NOTE:	
The Waterworks budget is separate and funded through its users and not the tax base.	

Assessment and Taxation

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

The Current Value Assessment (CVA), better known as assessment, of each property in the Township is set by the Municipal Property Assessment Corporation (MPAC). All properties are assessed by MPAC every four years. Any increases to property values are phased in over four years, with any reductions being given in the first year. The 2016 taxation year was the first year of the new assessment cycle; therefore, 2020 is the fourth year of the assessment cycle.

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

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

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

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

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

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

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

There are two components of the tax rate calculation:

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

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

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

To calculate the taxes owing, the tax rate is multiplied by the assessment of the property. The education portion is sent to the school boards directly, and the County receives their portion. The municipal tax rate represents 39% of the total tax rate.

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

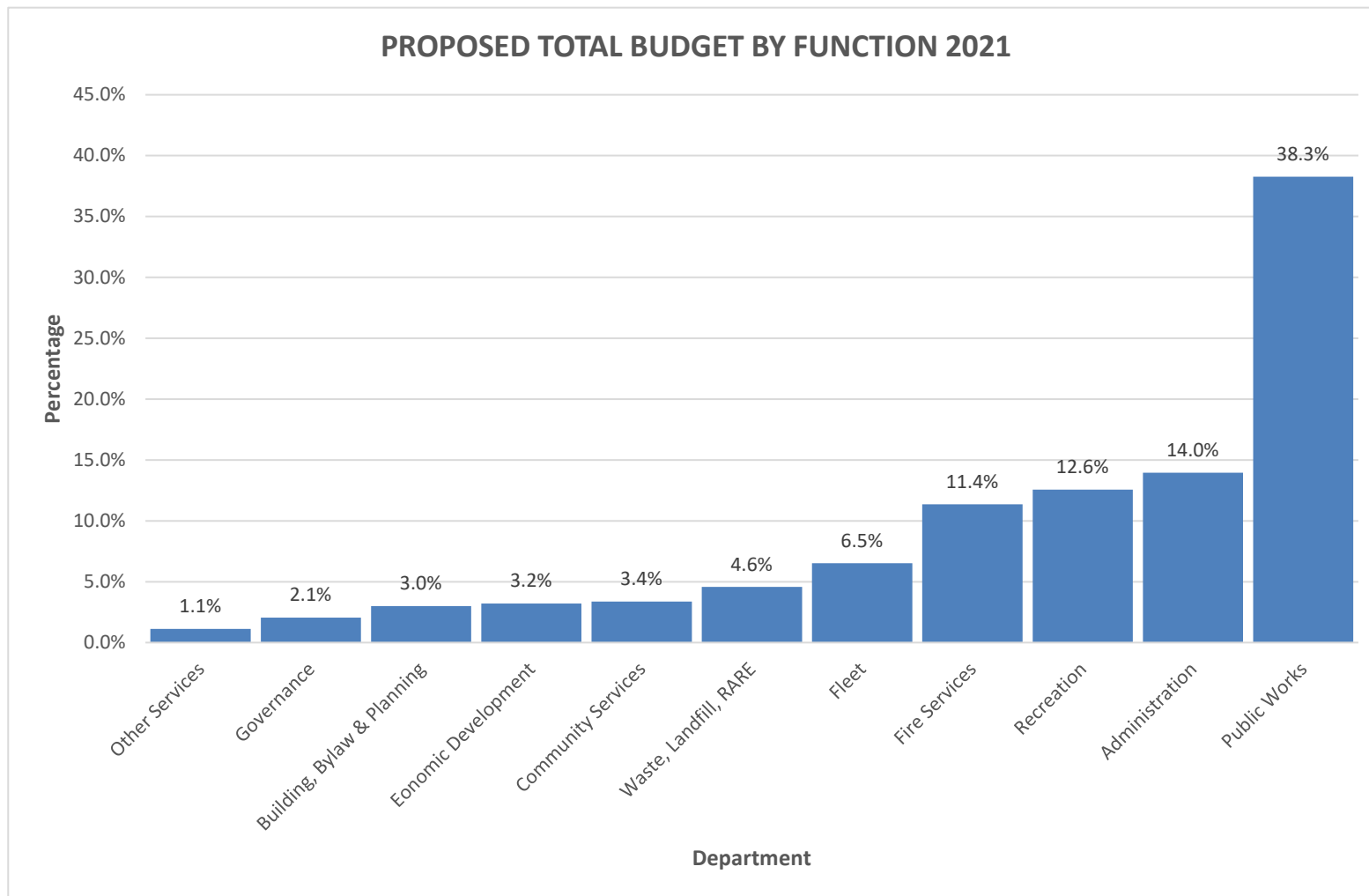
The Corporation of the Township of North Glengarry 2021 Proposed Tax Rates														
Property Class		Proposed 2021				2021 Estimated			2021 Estimated- Unknown at this time			Proposed		
		Current Value Assessment	Tax Rate Municipal	Municipal Tax Dollars	% Change	Upper Tier Rate	Upper Tier Tax Dollars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

Departmental Proposed 2021 Total Budget Summary

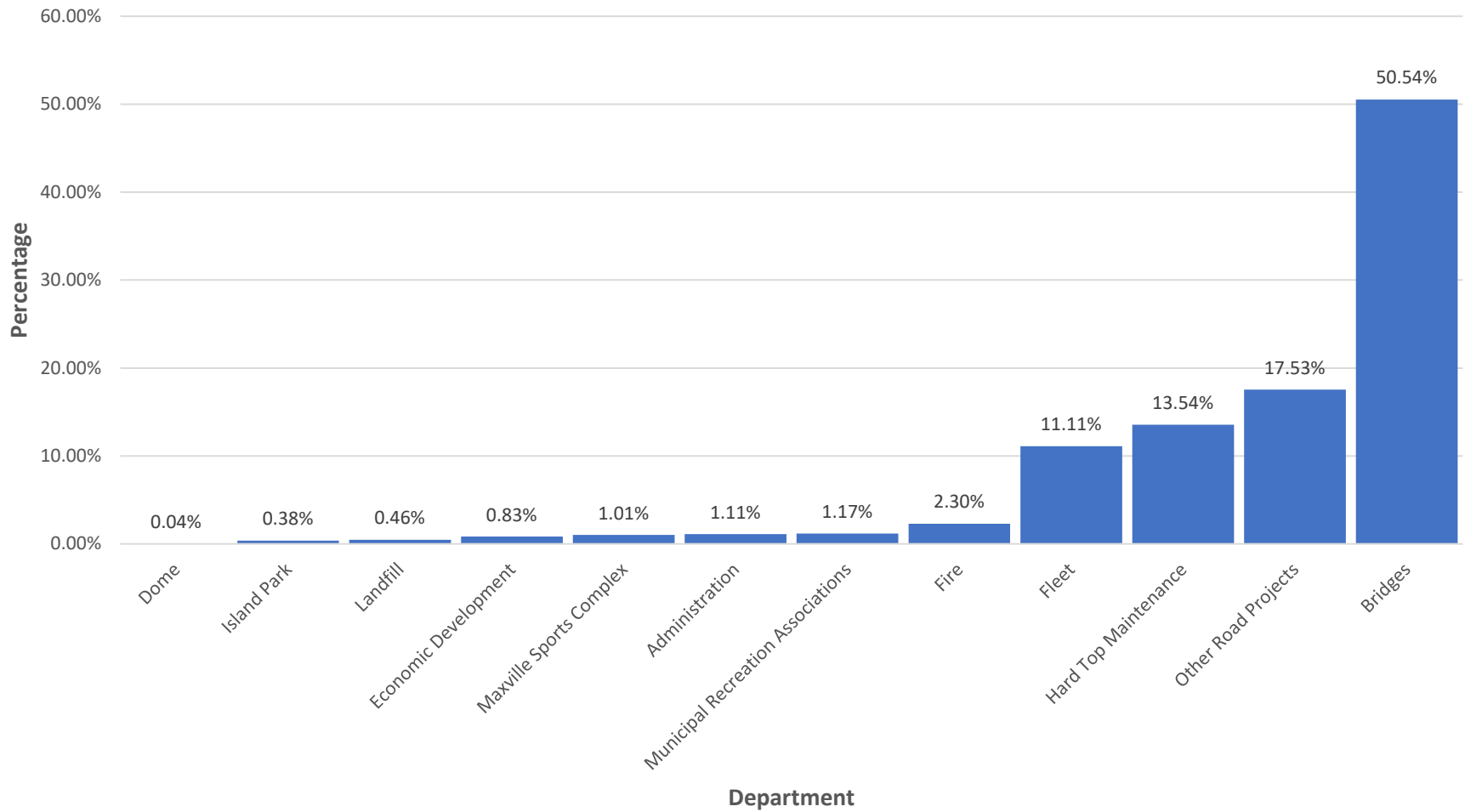
PROPOSED BUDGET FOR THE FISCAL YEAR 2021						
DEPARTMENT SUMMARY						
DEPARTMENT	AREA	2019 - FINAL BUDGET	2020 FINAL BUDGET	2020 ACTUAL VALUES	2021 PROPOSED	VARIANCE
Governance		186,156	188,951	137,598	191,130	2,179
Administration		(1,855,054)	(1,778,878)	(1,961,554)	(1,840,381)	(61,503)
Community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

Departmental Proposed 2021 Capital Budget Summary

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



PROPOSED CAPITAL BUDGET BY FUNCTION 2021



Governance

Departmental Overview

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

2021 Budget Initiatives and Challenges

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

2021 Budget Details

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

General Administration and Other

Departmental Overview

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

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

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

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

2020 Accomplishments

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

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

2021 Goals

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

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

2021 Budget Initiatives and Challenges

Ontario Municipal Partnership Fund (OMPF)

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

In 2021, OMPF allotment has increased by \$57,900 with the Township to receive \$2,167,400. The OMPF calculation is quite complex, with multiple thresholds and indicators set by the Province. It is also dependent on how the Township's assessment changes in relation to the County.

Payments in Lieu of Taxes (PIL)

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

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

Transfer to Reserves

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

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

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

Asset Management

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

2021 Budget Details

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

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

10 YR CAPITAL BUDGET - 2021										
Department: Administration										
Project Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Township office flooring	13,000									
Council chamber microphones	25,000									
Council chamber tables	2,500									
Computer replacements and software upgrades	20,000									
Asset Management building assessment	20,000									
Total Before Inflation	80,500	-	-	-	-	-	-	-	-	-
Inflation	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
Total with Inflation	80,500	-	-	-	-	-	-	-	-	-
Funding Sources	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Reserves	25,000									
Grants										
Tax Base	55,500									
Long Term Debt										
Total Funding	80,500	-	-	-	-	-	-	-	-	-

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

Building, By-law & Planning Department

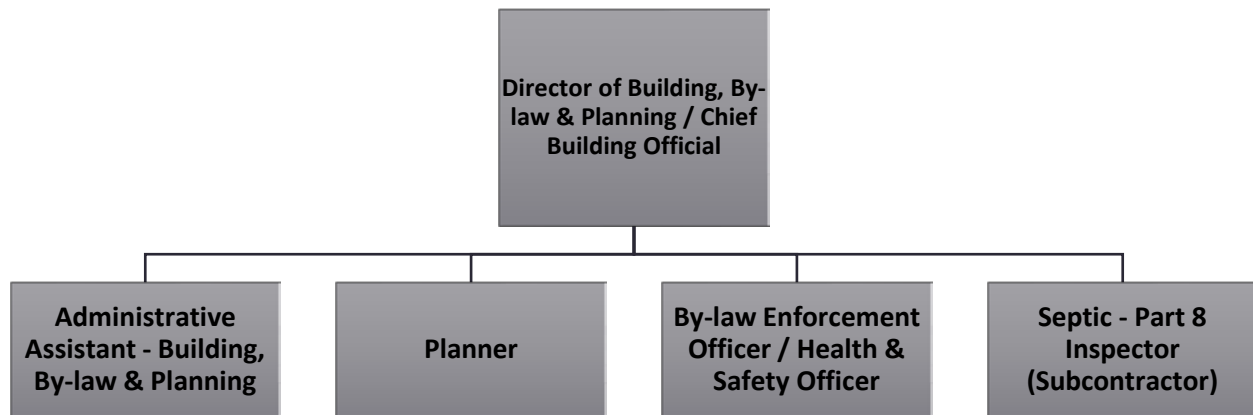
Departmental Overview

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

The Township's Planning Department is responsible for the administration of the Zoning By-law with respect to interpretation of permitted uses and provisions of the bylaw including setbacks, lot coverage, and parking requirements. The Township's Planning Department provides the following public services associated with the administration of the Planning Act; preparation of recommendations to Township Council regarding proposed amendments to the Township's principal land use planning documents, the Official Plan which incorporates the general goals, objectives and policies governing land use within the Town and the Comprehensive Zoning By-law, prepares planning documents, including but not limited to official plan and zoning by-law amendments to implement Council's decisions on applications, responsible for the processing and management of development applications under the Planning Act that have been filed with the Township including draft Plans of Subdivision, prepares recommendations to the Committee of Adjustment on applications for consents and minor variances, etc. The Planning Department also administers and enforces other municipal By-laws such as the Nutrient Management Plan By-law, and Lot Grading. The Department is also responsible for confirming zoning compliance for building permits.

Departmental Organizational Chart:



2019 Accomplishments

The Building Department issued a total of:

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

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

The Planning Department managed a total of:

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

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

The Bylaw Enforcement Department managed:

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

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

2021 Budget Challenges and Initiatives

Challenges

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

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

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

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

2021 Budget Initiatives

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

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

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

2021 Goals

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

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

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

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

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

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

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

Community Services Department

Departmental Overview

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

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

This Department also provides funding for the space needs of the various Community Centres located in Apple Hill, Glen Robertson, Dunvegan, Dalkeith, and Maxville, as well as the Maxville Library and Dalkeith Plus facilities, the latter which receives rent-free and utilities-paid use of the former Dalkeith library. Funds for maintenance are also required for the Maxville Library and former Dalkeith Library buildings.

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

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

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

2020 Accomplishments

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

Accessibility

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

MRACs

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

Maxville Library

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

Events

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

Community Grants

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

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

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

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

2021 Budget Challenges and Initiatives

Challenges

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

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

2021 Budget Initiatives

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

2021 Goals

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

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

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

Economic Development

Departmental Overview

The Economic Development and Communications Department offers business retention and expansion support to existing and prospective businesses wishing to call North Glengarry their home. The Economic Development and Communications Officer provides detailed and current information to companies wanting to make informed decisions on the area. Local firms can take advantage of the Department's resources and expertise to source the information and contacts necessary to succeed in today's competitive global economy. This includes information on grants and services, as well as a "concierge" style service designed to assist them through periods of change and growth.

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

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

2020 Accomplishments

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

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

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

2021 Budget Challenges and Initiatives

Challenges

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

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

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

2021 Budget Initiatives

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

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

2021 Goals

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

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

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

Recreation Department

Departmental Overview

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

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

2020 Accomplishments

Administration

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

Island Park

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

Tim Hortons Dome

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

Maxville & District Sports Complex

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

Mill Square & waterfront lot

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

GSP

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

2021 Budget Challenges and Initiatives

Challenges

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

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

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

COVID-19 has greatly impacted the facilities revenue streams.

2021 Budget Initiatives

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

2021 Goals

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

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

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

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

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

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

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

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

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

Fire Services Department

Departmental Overview

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

- Public Fire Safety
- Fire Safety Standards
- Emergency Response

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

2020 Accomplishments

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

The department accomplished numerous capital project which included:

Training Centre

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

Communication System

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

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

Building Renovations

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

Pumper/Tanker – Station 2

New 2019 Freightliner Pumper/Tanker was purchased from Battleship Industries which replaced 1995 GMC Tanker.

Pick-up Truck/SUV

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

Used aerial purchase

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

SCBA Masks

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

Dual Purpose coveralls

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

Online Training and Maintenance Software

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

2021 Budget Challenges and Initiatives

Challenges

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

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

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

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

2021 Budget Initiatives

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

2021 Goals

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

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

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

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

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

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

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

Corporate Fleet

Overview

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

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

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

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

Public Works Department

Departmental Overview

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

2020 Accomplishments

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

2021 Budget Challenges and Initiatives

Challenges

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

Initiatives

Roads

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

R.A.R.E.

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

2021 Goals

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

Landfill

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

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

Bridges and Culverts						
Account Code	Account Description	2019 FINAL BUDGET	2020 FINAL BUDGET	2020 ACTUAL	2021 PROPOSED	VARIANCE
EXPENDITURES						
1-4-3011-1010	BRIDGES - WAGES	-	-	21,617	-	-
1-4-3011-1035	BRIDGES - OVERTIME	-	-	700	-	-
1-4-3011-1110	BRIDGES - BENEFITS	-	-	4,676	-	-
1-4-3011-2125	BRIDGES - MATERIALS/SUPPLIES	15,000	16,000	19,301	16,000	-
1-4-3011-4010	BRIDGES - CONTRACTED SERVICES	5,000	6,000	10,910	6,000	-
1-4-3011-5011	BRIDGES - ENGINEERING STUDY/DESIGN	15,000	15,000	-	15,000	-
	TOTAL EXPENDITURES	35,000	37,000	57,204	37,000	-
	Total Bridges and Culverts	35,000	37,000	57,204	37,000	-
Roadside Maintenance						
Account Code	Account Description	2019 FINAL BUDGET	2020 FINAL BUDGET	2020 ACTUAL	2021 PROPOSED	VARIANCE
EXPENDITURES						
1-4-3012-1010	RD MTCE - WAGES	-	-	330,497	-	-
1-4-3012-1035	RD MTCE - OVERTIME	-	-	15,846	-	-
1-4-3012-1110	RD MTCE - BENEFITS	-	-	64,353	-	-
1-4-3012-2125	RD MTCE - MATERIALS/SUPPLIES	10,000	30,000	16,252	25,000	(5,000)
1-4-3012-2325	RD MTCE - BEAUTIFICATION	6,000	6,000	3,890	6,000	-
1-4-3012-4110	RD MTCE - BRUSHING & TRIMMING	-	-	3,666	5,000	5,000
1-4-3012-4300	RD MTCE - CATCH BASINS AND CURBS	7,500	7,500	71	500	(7,000)
1-4-3012-4350	RD MTCE - DEBRIS/ LITTER PICK UP	1,000	1,000	382	1,000	-
1-4-3012-4351	RD MTCE - TOP SOIL	1,000	1,000	-	1,000	-
	TOTAL EXPENDITURES	25,500	45,500	434,957	38,500	(7,000)
	Total Roadside Maintenance	25,500	45,500	434,957	38,500	(7,000)
Sidewalk Maintenance						
Account Code	Account Description	2019 FINAL BUDGET	2020 FINAL BUDGET	2020 ACTUAL	2021 PROPOSED	VARIANCE
EXPENDITURES						
1-4-3035-1010	SIDEWK - WAGES	-	-	6,476	-	-
1-4-3035-1035	SIDEWK - OVERTIME	-	-	714	-	-
1-4-3035-1110	SIDEWK - BENEFITS	-	-	801	-	-
1-4-3035-2125	SIDEWK - MATERIALS/SUPPLIES	3,000	3,000	1,157	-	(3,000)
1-4-3035-4010	SIDEWK - CONTRACTED SERVICES	3,000	3,000	-	3,000	-
	TOTAL EXPENDITURES	6,000	6,000	9,148	3,000	(3,000)
	Total Sidewalk Maintenance	6,000	6,000	9,148	3,000	(3,000)
Loose Top Maintenance						
Account Code	Account Description	2019 FINAL	2020 FINAL	2020 ACTUAL	2021 PROPOSED	VARIANCE
EXPENDITURES						
1-4-3045-1035	LSTOP - OVERTIME	-	-	3,334	-	-
1-4-3045-1110	LSTOP - BENEFITS	-	-	8,119	-	-
1-4-3045-2125	LSTOP - MATERIALS/SUPPLIES	4,000	4,000	1,059	4,000	-
1-4-3045-5190	LSTOP - PATCHING AND WASHOUTS	2,000	2,000	-	-	(2,000)
1-4-3045-5205	LSTOP - DUST LAYER	135,000	135,000	138,053	145,000	10,000
	TOTAL EXPENDITURES	141,000	141,000	150,565	149,000	8,000
	Total Loose Top Maintenance	141,000	141,000	150,565	149,000	8,000
Hard Top Maintenance						
Account Code	Account Description	2019 FINAL	2020 FINAL	2020 ACTUAL	2021 PROPOSED	VARIANCE
EXPENDITURES						
1-4-3046-1010	HRDTP MTCE - WAGES	-	-	715	-	-
1-4-3046-1035	HRDTP MTCE - OVERTIME	-	-	2	-	-
1-4-3046-1110	HRDTP MTCE - BENEFITS	-	-	150	-	-
1-4-3046-5190	HRDTP MTCE - PATCHING AND WASHOUTS	35,000	35,000	33,208	35,000	-
1-4-3046-5194	HRDTP MTCE - SWEEPING AND CLEANING	40,000	30,000	14,865	30,000	-
	TOTAL EXPENDITURES	75,000	65,000	48,940	65,000	-
	Total Hard Top Maintenance	75,000	65,000	48,940	65,000	-

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

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

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

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

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

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

10 YR CAPITAL BUDGET - 2021										
Department: Landfill										
Project Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Ip2g Consulting/MOE Requirements	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
Total Before Inflation	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	-
Inflation	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
Total with Inflation	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	-
Funding Sources	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Reserves - Waste Disposal site	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	
Grants										
Tax Base										
Long Term Debt										
Total Funding	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	-

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

Water Works Department

Departmental Overview

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

2020 Accomplishments

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

2021 Budget Challenges and Initiatives

Challenges

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

Initiatives

Water Treatment

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

Wastewater

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

Water Distribution

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

2021 Goals

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

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

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

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

10 YR CAPITAL BUDGET - 2021										
Department: Water Distribution										
Account series 9200										
Project Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Meter Stations (Flow meter)		75,000		75,000		75,000				
Lochiel St. Water Main	155,000									
Replace Water main Boundary East		85,000								
Valve and hydrant replacement	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Hydraulic modeling		28,695								
Water meter replaement program	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Atuo Flushers (x2)	5,000									
Meter Software Upgrade	15,000									
Glen Robertson Meter head replacement	7,000									
Leak detection system		6,500								
Total Before Inflation	222,000	235,195	40,000	115,000	40,000	115,000	40,000	40,000	40,000	40,000
Inflation	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
Total with Inflation	222,000	239,899	41,616	122,039	43,297	126,969	45,046	45,947	46,866	47,804
Funding Sources	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Reserves										
Grants										
Tax Base										
Long Term Debt										
Water/Waste Water Rates	222,000	239,899	41,616	122,039	43,297	126,969	45,046	45,947	46,866	47,804
Total Funding	222,000	239,899	41,616	122,039	43,297	126,969	45,046	45,947	46,866	47,804

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

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

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