

2023 Capital Budget & Reserve Transfers



2023

Capital Budget Submission

Finance

- Financial Services
- Accounting
- Accounts Payable
- Accounts Receivable

Summary

The Department of Finance, fulfilling the statutory responsibilities of the municipal Treasurer as provided by the Municipal Act, 2001, is responsible for the long-term financial management and day-to-day accounting operations for the Township. The Department prepares the Township's operating and capital budgets for Council adoption, conducts internal audits and manages the annual external auditing process, prepares the annual Financial Information Returns and annual Financial Statements, and provides financial leadership and direction to Council and other Departments. The Department is also responsible for Accounts Payable processing, administering the property tax and water/wastewater billings, and ensures that financial resources are spent efficiently in accordance with the Township's Strategic Direction, Asset Management Plan, and departmental master plans.

The 2023 budget includes an allocation of \$75,000 to fund the development of a Long-Term Financial Plan and engagement with a financial consulting firm. Funding for the LTFP will be provided by the General Reserve. This is expected to be a multi-year project with an RFP being issued in Q3 of 2023. Additional funds will be budgeted in 2024 to bring the project to completion. The Township is hopeful that neighbouring municipalities will also undertake this project in 2023/2024 and a joint-RFP can be actioned to lower costs while implementing common goals and strategies.

Financial Services

Project Name: Long-Term Financial Plan

Project Funding: \$75,000 General Reserve

The Long-Term Financial Plan (LTFP) is an important tool that will allow the Township to apply a disciplined and integrated approach to financial planning that identifies and manages risks to the Township's long-term financial sustainability. Understanding the current financial condition of the Township will enable Council and Administration to appropriately manage financial resources to continue providing services that meet resident's expectations while also planning for future financial pressures. The LTFP will also enhance confidence and trust in the Township's financial management and provide financial condition metrics that are defined, measured, monitored, and managed. The LTFP will work in conjunction with the Township's Strategic Direction, the Asset Management Plan, departmental master plans, and annual operating and capital budgets to ensure that the Township is able to maintain its services and infrastructure while also maintaining a healthy balance sheet.

The LTFP will address the following:

- The effectiveness and efficiency of the Township's financial policies and procedures
- The predictability and sustainability of the Township's revenue, aligning with its operational needs and long-term financial obligations
- The Township's ability to respond to financial challenges, such as the COVID-19 pandemic, and address uncertainty over the short, medium, and long-term
- Assessing the condition and replacement cycles of the Township's infrastructure and other assets and ensuring funding gaps identified by the Asset Management Plan are minimized
- Determining the appropriate level of reserves by setting target reserve balances that align with the Township's planned future obligations and determining whether current reserve levels are adequate
- Determining the effectiveness and efficiency of the Township's reserves and reserve funds policies
- Determining effective liability management strategies that are sustainable and promote growth



2023

Capital Budget Submission

Corporate Services

- Office of the CAO
- Office of the Clerk
- Communications
- Human Resources

Summary

The Corporate Services Department provides corporate and administrative services that support the ongoing operations and legislative requirements of the Municipality. The department consists of the following operational divisions: the office of the CAO, the office of the Clerk, Communications, and Human Resources. The Corporate Services department provides legislative oversight and is the link between Council and Administration. The CAO is responsible for the overall management of the Township's operations. The Clerk's division is responsible for records management, preparing by-laws and minutes, administering municipal elections, Freedom of Information requests and facilitating services for residents such as lottery licensing, marriage ceremonies, Commissioner of Oaths, fence viewing, livestock valuation and vital statistics. Human Resources oversees the administration employee benefits, labour relations, hiring of staff and compliance with employment law. Reception and Communications provide customer service as well as internal and external communications.

The 2023 budget includes an allocation of \$45,000 for Corporate Services to implement the Electronic Documents Retention Management System (SharePoint). This project has been previously granted Council approval and the final stages of implementation will be completed in 2023. The project will be funded out of the COVID Funding Reserve, which is projected to have a 2023 opening balance of \$47,614.80. The remaining funds in the COVID Funding Reserve will be used to cover lost revenue in 2022 so that all remaining COVID-19 relief funds have been spent or allocated.

The 2023 budget also includes a transfer into the Election Reserve of \$10,000. This is a regularly budgeted transfer to fund the cost of municipal elections every 4 years. This reserve is projected to have a 2023 opening balance of \$0 as the reserve was used to fund the 2022 municipal election.

Corporate Services

Project Name: Electronic Documents Retention Management System (SharePoint)

Project Funding: \$45,000 COVID Funding Reserve

Corporate Services will engage with a consultant to implement an Electronic Documents Retention Management System corporate-wide. The project will include the implementation of a pre-configured municipal records management system (RMS) called Town Square, that combines existing Microsoft 365 features for document management, information governance and workflow automation.

The first phase of the project will focus on implementing the RMS throughout the corporate services department, followed by onboarding of the remaining Township departments. For each department, active documents will be migrated to the RMS and organized and tailored to each department's unique business enablement needs.

This project was jointly tendered in 2022 by the Townships of South Glengarry, North Glengarry, North Dundas and the United Counties of SDG. The total project cost is to be funded from the COVID Funding Reserve.



2023

Capital Budget Submission

Planning, Building, & Enforcement

- Planning
- Building
- Enforcement
- GIS
- Economic Development
- Emergency Planning

Summary

The Planning, Building and Enforcement Department consists of the following six (6) operational divisions: Planning, Building, Enforcement, GIS, Economic Development and Emergency Planning. This Department is highly customer service oriented by responding to members of the public, developers, community stakeholders etc. for the receiving and processing of land use planning applications, building permit applications, the completion of building inspections, the receiving and processing of complaints pertaining to by-laws such as animal control and property standards. This Department also assists local business, responds to development inquiries and promotes South Glengarry and what it has to offer. GIS services are provided to all internal departments to assist with asset management planning and service delivery. Emergency Planning provides services both internally and externally so that South Glengarry is prepared to respond to any emergency situation.

The 2023 budget includes allocations of \$95,000 to fund Planning, Building, & Enforcement capital projects. The Industrial Park Plan is a multi-year project with significant funds expected to be allocated in future budgets if the developability of the property is confirmed.

The Planning Department Reserve is the main source of capital investment for the Department. It is important to maintain this reserve in good financial health, ensuring a healthy balance, to be able to fund future planned obligations to support development within the Township. The 2023 budget includes a transfer into the Planning Department Reserve of \$50,000 to offset capital costs.

Planning, Building & Enforcement

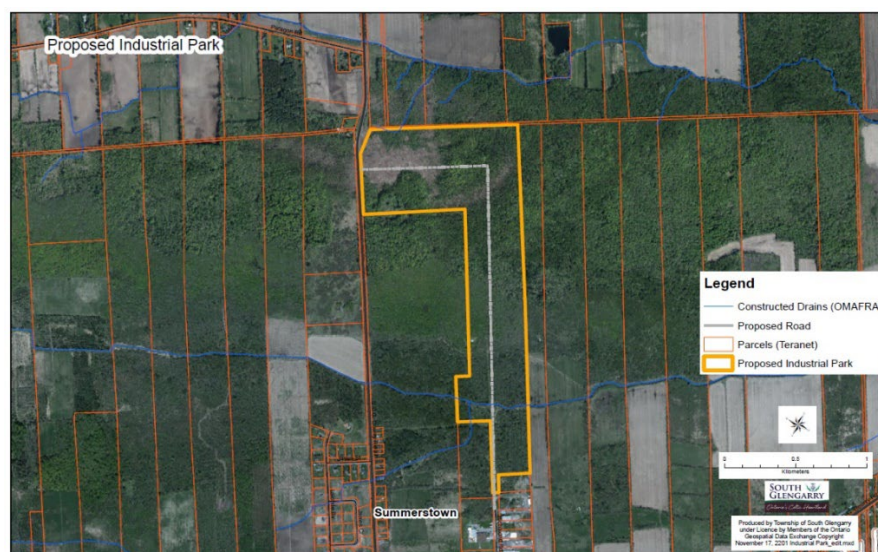
Project Name:	Industrial Park Plan
Project Funding:	\$25,000 Carry-Forward from 2022 Budget
	<u>\$50,000</u> Planning Department Reserve
	\$75,000

In 2022, Council approved an Industrial Park planning project for the Township owned lands located at the north end of Richmond Road and west of County Road 27. This project is proposed to be completed over a 3-to-4-year period providing the studies completed are supportive of the creation of the Industrial Park.

In 2022, we budgeted \$35,000 for the completion of an Environmental Impact Study (EIS) and a survey of the subject property providing that the EIS could support the proposed plan. Approximately \$10,000 was spent on the EIS, the survey has not been ordered as of yet as the EIS is incomplete and is unclear if development can be supported. Because of this, it is recommended to carry-forward \$25,000 from the 2022 budget for spending on this project in 2023.

In 2023, it is recommended that \$25,000 be budgeted for the survey work with an additional \$50,000 to complete the EIS and to retain an engineering firm to commence the concept plan of the proposed industrial park and possibly to commence the project, depending on the results of the EIS and the remaining budget.

This project depends entirely on the developability of the property which is determined by the EIS. Council will be updated on the results before proceeding to the next steps to ensure that money is not being spent unnecessarily. It is possible that not all budgeted dollars will be spent due to developability. If the EIS supports development, additional phases and budgets will be prepared for 2024 and beyond.

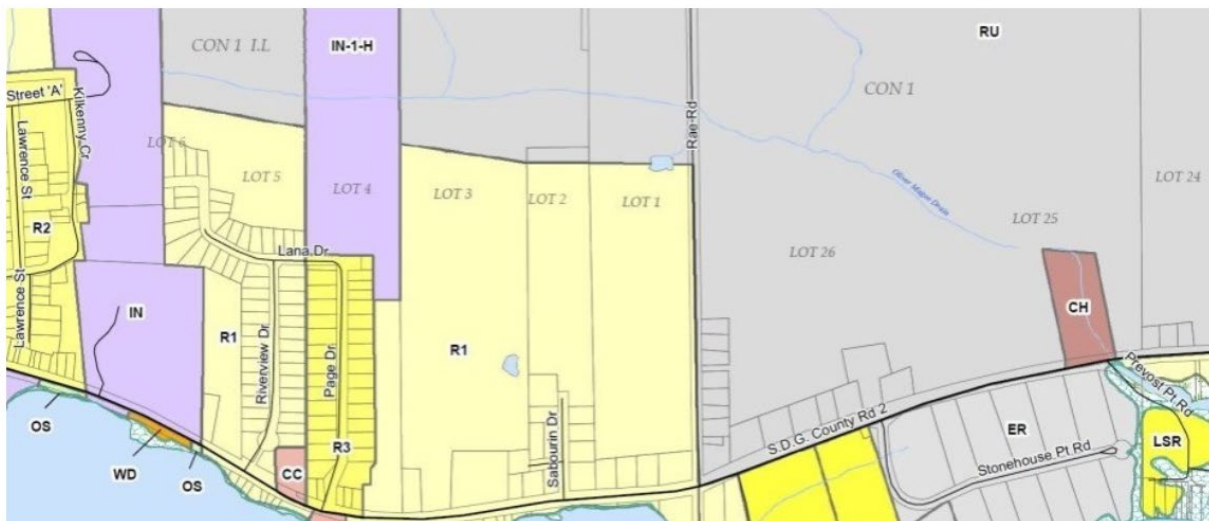


Planning, Building & Enforcement

Project Name: Zoning By-Law

Project Funding: \$20,000 Planning Department Reserve

The Planning Department will be writing a new Comprehensive Zoning By-law including zoning schedules in 2023. The United Counties of SDG is using modernization funding to undertake a review of all existing zoning by-laws within the Townships. They have retained a planning consulting firm that will complete the review, make recommendations on zoning standards, general provisions, definitions etc, to allow all Township zoning by-laws in the United Counties of SDG to be more consistent and standardized. They will also produce a template and update the zoning schedules. It is the goal to have the by-laws to be completed to approximately 75% with each Township completing the process including the public process and approval. This project is resulting in significant savings for each Township, which is why our project cost is only \$20,000. If a consulting firm was to complete a new zoning by-law in its entirety, this could cost 100,000+.



Comprehensive Zoning By-law

2023

Capital Budget Submission

South Glengarry Fire Services

- Lancaster Fire Station
- North Lancaster Fire Station
- Glen Walter Fire Station
- Williamstown Fire Station
- Martintown Fire Station

Summary

South Glengarry Fire Services (SGFS) operates out of 5 stations with over 100 paid-on-call volunteer fire staff. Under the direction of the Fire Chief, Deputy Chief/Training Officer, and 5 Station Chiefs, SGFS is an all-hazards response department that addresses various fire concerns, conducts rescue operations, assists in vehicle collisions, provides medical response, and assists with hazardous materials incidents. SGFS manages its various infrastructure (buildings, fleet, equipment, etc.) in an efficient manner that allows the Service to adequately address the emergency and community needs of our residents and visitors.

The 2023 budget includes allocations of \$350,000 for 2 SGFS capital projects for building improvements at the new Williamstown Fire Station. This includes replacement of the existing roof, which has reached the end of its service life earlier than was originally anticipated, and the installation of a water storage system to aid in firefighting operations as the Station is not serviced by a municipal water distribution system.

The Fire Department Reserve is the main source of Fire-related capital investment. It is projected that this reserve will have a negative 2023 opening balance of approximately **-\$75,000**. It is vital that this reserve is returned to good financial health to be sufficient in meeting the planned future obligations of the SGFS and to aid in funding unplanned/emergency expenditures so that undue upward budgetary pressures on the tax base are prevented. Long-term planning and management of the Fire Department Reserve will ensure that the SGFS is able to continue providing services that meet resident's level of service expectations. The 2023 budget includes a transfer into the Fire Department Reserve of \$450,000 to fund the opening deficit, offset 2023 capital costs, and provide some additional funds to cover cost overages and/or unplanned expenditures. A transfer of \$436,800 into the Fire Department Reserve was approved as part of the 2022 budget.

Fire Services

Project Name: Williamstown Fire Station – Roof Replacement

Project Funding: \$250,000 Fire Department Reserve

The roof on the new site of the Williamstown Fire Station has reached the end of its life span, earlier than was anticipated. A 2016 Roofing evaluation showed the roof with zero square feet of wet insulation and with an R value of 10.39, which meant that its condition was understood to be fair to good. As the renovations have progressed, we have determined a significant portion of the roof has 100% water saturation of the insulation.

Options for replacement are:

- A) Replacement of the existing flat, asphalt roof
 - a. 20-year warranty
 - b. 2022 Contractor estimate: \$184,000
- B) Construct a wood truss roof with steel sheeting (tin).
 - a. As this is not the existing roofing system, a feasibility study will need to be conducted by an engineering firm to evaluate the bearing capacity of the existing building structure. If an engineered roofing system is an option, a design will be provided. Quoted cost for feasibility study: \$10,000.
 - b. A wood truss, tin roof would have a longer life span, but it is expected that this option would carry a higher price (approximately \$240,000).

The 2023 budget includes a \$250,000 allocation for this project. If Council directs Administration to proceed with Option A, any unused funds will be returned to the Fire Department Reserve upon project completion.



Fire Services

Project Name: Williamstown Fire Station – Water Storage System

Project Funding: \$100,000 Fire Department Reserve

The site of the new Williamstown Fire Station has no municipal water distribution system and relies on a private well. The engineered design plans for the new Williamstown Fire Station, produced in 2018, included a water storage system with a 134,000 L (35,000 USG) underground tank. This water system will allow Fire staff to refill vehicles within the building and provide a reservoir for water for use during times of emergency.

Updated pricing (2022) for the tank, installation, and transfer pump with the same specifics as in 2018 is \$100,000.

As noted in previous Staff Reports, South Glengarry is working with Parks Canada on shared infrastructure. Should this partnership move forward with an expanded scope, any additional equipment expenditures will be reimbursed by Parks Canada.



2023

Capital Budget Submission Parks, Recreation, and Culture

- Recreational Services
- Facilities
- Programming

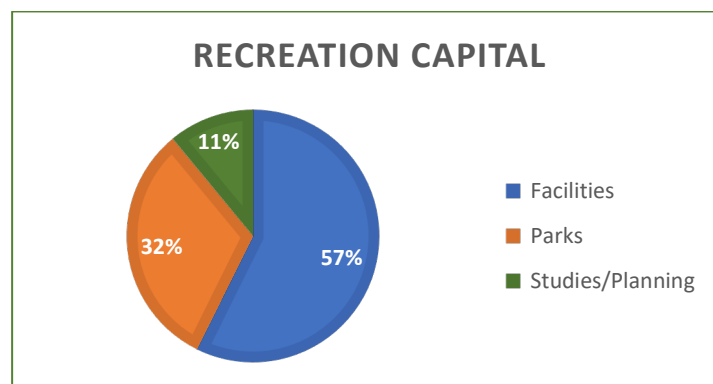
Summary

The Parks, Recreation and Culture Department is entrusted with the overall management and delivery of recreational services, facilities, and programming. The Department is responsible for a large portfolio of recreational amenities throughout the Township including community halls, cultural buildings, sports fields, trail networks, and parks. The Department is guided by the recently developed Parks and Recreation Master Plan and works with a variety of volunteer organizations to ensure these assets regularly meet or exceed the needs of residents. Community engagement continues to play a significant role in the overall operation and capital improvements of the Township's recreational spaces.

On November 28th, 2022, Royal Assent was given to Bill 23, More Homes Built Faster Act, 2022. Notably, the Act requires that 60% of any funds currently held in the Parkland Reserve Fund be spend or allocated at the beginning of each fiscal year. The projected 2023 opening balance of the Township's Parkland Reserve Fund is \$116,599.16. Included in the 2023 capital budget are allocations from the Parkland Reserve Fund to fund parks-related capital projects to meet this new requirement.

In 2022, the Township applied for a \$50,000 grant for upgrades at the Empey Poirier Park through the Commonwell Grant. At the time of this budget, the Township is awaiting a decision on grant approval. Funding allocations for the Empey Poirier Park Upgrade project and the Cairnview Park Concept Plan & Future Development project are provided as scenarios to reflect this current uncertainty.

In total, the 2023 budget includes allocations of \$410,000 for Recreation capital projects. This includes \$235,000 for facilities maintenance and upgrades, \$130,000 for parks-related capital projects, and \$45,000 for necessary studies.



Reserves continue to be the main source of funding for Recreation capital investments for the Township. If the Commonwell Grant is not approved, all Recreation capital will be funded through the Township's various reserves and reserve funds. Long-term planning and maintenance of these reserve funds is vital in ensuring that the Township is able to fund Recreation capital projects to continue to meet the needs of the community. The 2023 budget includes transfers into the various Recreation reserves of \$190,000 to offset capital costs.

Parks, Recreation, and Culture

Project Name: CLRC Paint Room Renovation

Project Funding: \$15,000 Recreation Buildings Reserve

The Paint Supply room was identified as a high priority architectural deficiency in the 2021 Char-Lan Recreation Centre Condition Study. The leaking roof with the electrical panel has also been identified for replacement in the monthly health and safety inspections.

This paint (storage) room is located within the workshop at the rear of the Char-Lan Recreation Centre. The project includes removing this storage room and repairing any leaking that has caused the damage to the roof of this room. Once the storage room has been removed, a proper fire protected storage container would replace this storage area. Electrical and plumbing will also be rerouted.



Parks, Recreation, and Culture

Project Name: Peanut Line Study

Project Funding: \$45,000 Peanut Line Reserve

The Peanut Line Trail runs directly through the Township from Boundary Road to the Quebec Border and is approximately 30 kilometres in length. The Peanut Line crosses many properties and lacks proper agreements with adjacent landowners. It also houses many large structures including bridges, drains and culverts that will require repair in the future. The Peanut Line is a unique municipal asset and recreation amenity for year-round use by residents and visitors. Landowners, local users, and the Township are key stakeholders in its future. Therefore, a study has been recommended through the Parks and Recreation Master Plan in order to provide options for its future use that align with the Township's Strategic Direction, its service delivery capabilities and the available resources. The Peanut Line study, which will include engagement of landowners and user groups, will provide options for what is acceptable and feasible from the perspective of protection, access/use, and Township resources.

Photo illustrates Peanut Line crossing through farmers field on the east end of the trail.



Parks, Recreation, and Culture

Project Name: Condenser (CLRC – Refrigeration Plant Room)

Project Funding: \$120,000 Recreation Buildings Reserve

The Condenser in the Char-Lan Recreation Centre Refrigeration Plant Room has been identified for replacement through the 2022/2023 Equipment Assessment Report provided by the maintenance contractor (CIMCO Refrigeration).

Condensers typically last 20 years, however their life span is shortened when operating conditions are not optimal due to water quality. When updating the Equipment Assessment Report, it was identified by the maintenance contractor that this piece of equipment should be replaced prior to the 20-year mark due to its condition. 2023 will mark its 15th year of service and it has been recommended that the equipment be replaced sooner in order to be proactive. It has been noted by the contractor that if the equipment failed, it would cause loss of ice and cancelation of rentals. Additionally, if it were to fail prior to being budgeted, it would incur a large unbudgeted emergency expenditure. Most importantly, it is also identified as a public safety concern. High pressure ammonia vapour can be released into the atmosphere, creating an unsafe hazardous environment for Facility Operators as well as the public. Therefore, it is recommended to be proactive in replacing the equipment in 2023.



Parks, Recreation, and Culture

Project Name: Kitchen Renovations at the Glengarry, Nor'Westers and Loyalist Museum

Project Funding: \$15,000 Carry-Forward from 2022 Budget
\$35,000 Museum Reserve
 \$50,000

The kitchen at the Glengarry, Nor'Westers and Loyalist Museum was originally listed as a project in the 2021 budget but was subsequently postponed to 2022. After further consultation with the contractors, and market-wide increases to product pricing, it has been determined that additional financial resources will have to be allocated to bring the project to completion. The Township applied for a grant in 2022 to fund the additional expenditures, however, was unsuccessful.

The current kitchen has limited shelving options, the layout has been identified as inefficient and the number of sinks do not meet current EOHU requirements. The kitchen renovation would include the removal of current cabinetry and shelving, installation of new cabinets, sinks, range hood, and countertop. Administration has been in consultation with the Museum Board to ensure agreement on needs.



Parks, Recreation, and Culture

Project Name: Empey Poirier Park Upgrade

Project Funding: Scenario 1: Commonwell Grant Is Approved
 \$10,000 Parkland Reserve Fund
 \$50,000 Commonwell Grant
 \$60,000

Scenario 2: Commonwell Grant Is Not Approved
 \$60,000 Parkland Reserve Fund

In August 2022, the Empey-Poirier Park play structure was inspected by a Registered Playground Practitioner. The play structure had more than 10 infractions that included safety concerns regarding surfacing, not meeting safety spacing guidelines between fixtures, inadequate equipment, exposed concrete bases, and multiple areas of rot in the floor and stairs. The play structure area included a playground as well as a two-bay swing set. In order to continue providing the same level of service, a replacement play structure and swing set has been included as part of the 2023 capital budget. In addition, this park upgrade was part of the Parks and Recreation Master Plan and Empey Poirier has been established as one of South Glengarry's Active Use Parks. An Active Use Park is one that includes engaging amenities such as sports fields, courts, and play facilities.

Pictured below is the play structure area after removal took place in September 2023.

Note: Bill 23, More Homes Built Faster Act, 2022 requires that municipalities spend or allocate at least 60% of the Parkland Reserve Fund at the beginning of each fiscal year. The funding for this capital project, the Cairnview Park Concept Plan & Future Development project, and the Summerstown Estates Parkland Landscaping project reflects this requirement.



Parks, Recreation and Culture

Project Name: Cairnview Park Concept Plan & Future Development

Project Funding: Scenario 1: Commonwell Grant Is Approved
 \$10,000 Cairnview Park Reserve
 \$40,000 Parkland Reserve Fund
 \$50,000

Scenario 2: Commonwell Grant Is Not Approved
 \$50,000 Cairnview Park Reserve

Cairnview Park is a 4.5 acre undeveloped park located along the Raisin River in the community of South Lancaster. This park was identified as part of the Parks and Recreation Master Plan as being needed to be developed, beginning with a concept plan. This plan will include consultation and comments that were collected through the Master Plan and Administration will work with consultants on public engagement. Options developed and recommended by the concept plan will be presented to Council for consideration.

Note: Bill 23, More Homes Built Faster Act, 2022 requires that municipalities spend or allocate at least 60% of the Parkland Reserve Fund at the beginning of each fiscal year. The funding for this capital project, the Empey Poirier Park Upgrade project, and the Summerstown Estates Parkland Landscaping project reflects this requirement.



Parks, Recreation and Culture

Project Name: *Proposed Summerstown Estates Parkland Landscaping*

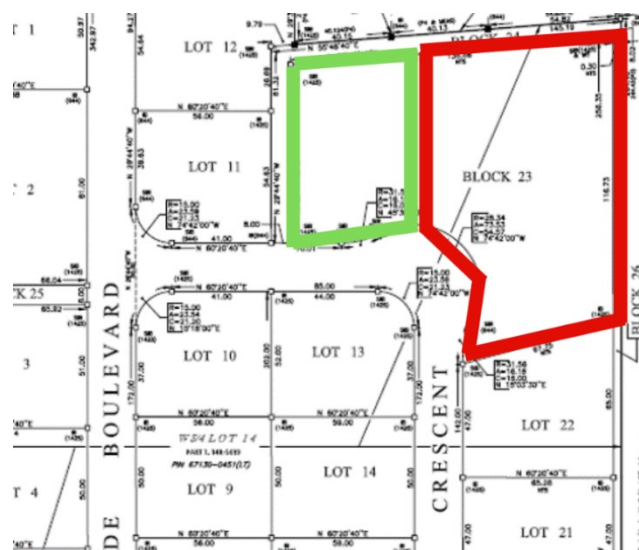
Project Funding: \$20,000 Parkland Reserve Fund

Background Information: The land being discussed as part of this project is currently designated as parkland. However, it is currently undergoing a hydrogeological and terrain analysis as part of land development requirements. Once this analysis is complete, the Planning Department will be bringing forward a staff report regarding Block 23, specifically if and how the parcel will be divided. If the parkland development option is not approved by Council when presented, the \$20,000 allocated for this project will be put towards the Cairnview Park Concept Plan and Future Development project due to Bill 23's Parkland Reserve Fund allocation requirements noted below.

Project: On February 23, 2022, the Township hosted a public meeting with the residents of Summerstown Estates regarding Block 23 which is a 3.5-acre parcel of Township property, currently designated as parkland. As part of the Parks and Recreation Master Plan, it has been recommended that the park be developed as an Active Use Park and include a play structure. The intention for 2023 is to provide landscaping in order to prepare it for play features. This will include brushing, leveling of the land, and a small parking lot.

The entire highlighted section is Block 23, the green highlighted section is the proposed development lot, the red highlighted section is the proposed parkland lot.

Note: Bill 23, More Homes Built Faster Act, 2022 requires that municipalities spend or allocate at least 60% of the Parkland Reserve Fund at the beginning of each fiscal year. The funding for this capital project, the Empey Poirier Park Upgrade project, and the Cairnview Park Concept Plan & Future Development project reflects this requirement.



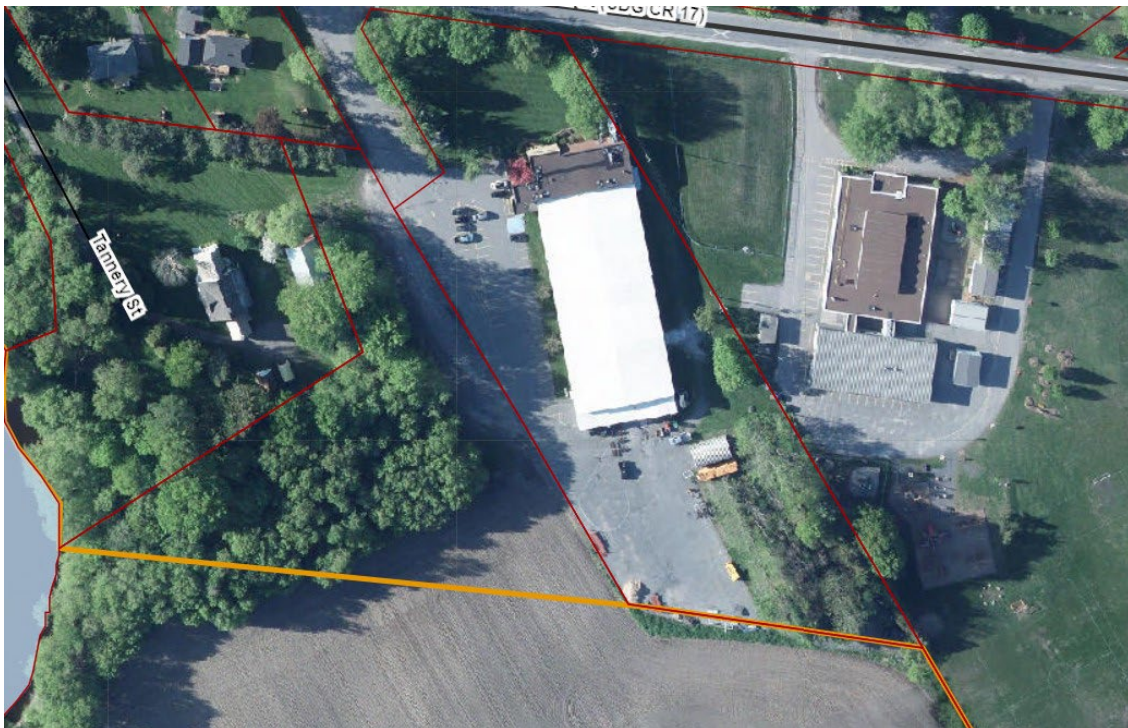
Parks, Recreation and Culture

Project Name: CLRC Drainage

Project Funding: \$50,000 Recreation Building Reserve

The east wall of the Char-Lan Recreation Centre was exposed during the recent floor and dasherboard project last Spring. During that time, it was noted by the contractor and engineer that the facility does not have proper drainage around the perimeter of the building. This has caused the foundation and concrete piers to disintegrate over time. The foundation and concrete piers were addressed during the original project and the drainage now needs to be addressed to prevent future disintegration of the newly rehabilitated assets. It has been recommended to install proper drainage along the east wall of the building, which will then run along the south of the building and across the adjacent farm property. In order to install the proper drainage, excavation will be required along the building and through the parking lot, catch basins will be installed where applicable, and patch work will need to be completed along the parking lot.

Discussions have been initiated with the adjacent landowner, the Raisin Region Conservation Authority, and an easement agreement has been researched.



2023

Capital Budget Submission

Infrastructure Services

- Engineering
- Roads
- Waste Management
- Water
- Wastewater

Summary

The Infrastructure Services Department consists of the following five (5) operations divisions: Engineering, Roads, Waste Management, Water, & Wastewater. The Infrastructure Services Department is responsible for the operation, maintenance, rehabilitation, renewal, and disposal of the Township's core infrastructure assets, valued at over \$260M, and non-core infrastructure assets. Management of the Township's core and non-core infrastructure assets, through robust & data-driven asset management planning that drives decision making, is vital in ensuring that existing service levels are maintained and unplanned/emergency expenditures that exert undue upward pressures on the Township's budget are avoided.

In January of 2018, the Province of Ontario's Asset Management Planning for Municipal Infrastructure regulation came into effect. This regulation set the minimum requirements for municipal Asset Management Plans (AMPs) and provided deadlines to meet the minimum requirements. The first step in meeting the requirements was to adopt a Strategic Asset Management Policy, which was originally approved by Council on June 17th, 2019 and further revised on June 20th, 2020. The Policy outlined the need for strategic asset management planning and the need for the development of an AMP. The Policy also provided justification for alignment with the Township's Strategic Direction and outlined the roles and responsibilities of Council and Township staff.

The next requirement of the regulation asked municipalities to formulate an AMP for core infrastructure assets (roads, bridges and culverts, water, wastewater, stormwater). This also required municipalities to identify current levels of service and the costs associated with maintaining the current levels of service. The deadline for meeting this requirement was originally set for July 1st, 2021, however, in light of the challenges brought forth by the COVID-19 pandemic, the deadline was amended to July 1st, 2022. The Township's AMP for core infrastructure assets was adopted by Council on July 4th, 2022.

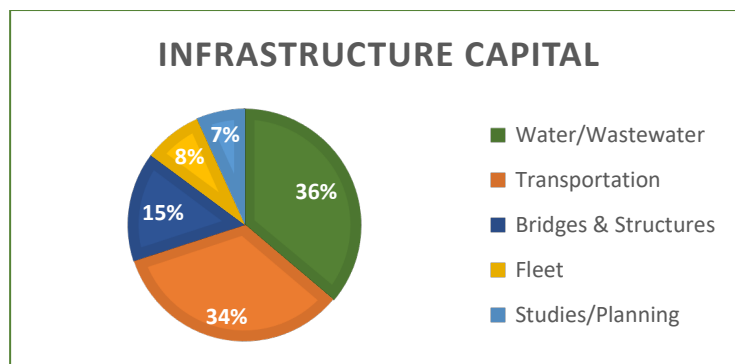
The next regulatory deadlines are as follows:

- **July 1st, 2024:** an AMP must be approved for all infrastructure assets that identifies current levels of service and the cost associated with maintaining those levels of service.
- **July 1st, 2025:** an AMP must be approved that builds on the previous requirements and identifies proposed levels of service (shifting from current levels of service), identifies lifecycle management strategies to achieve those proposed levels of service, and the strategies to fund asset lifecycle management
- **July 1st, 2025:** an update of the Strategic Asset Management Policy

The AMP is a living document that is regularly updated with new information (i.e. revised asset condition ratings) and allows for the systematic identification and prioritization of the Township's capital investment needs. It also involves strategic financial planning to align capital prioritization with available financial resources and the development of long-term capital plans that maximize asset lifespan and set thresholds/targets for rehabilitation and replacement of assets.

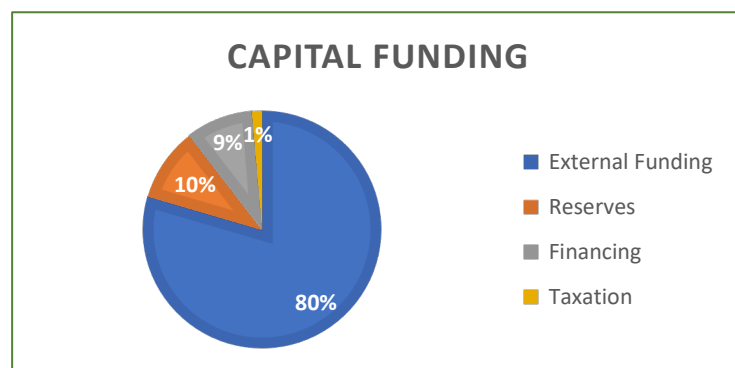
The 2023 budget includes capital projects that have been identified through the Township's 2022 AMP and related background studies & inspections. In total, the Township will be allocating just under \$3.8M for infrastructure related capital projects in 2023. This includes approximately \$1.3M

for the transportation network including road rehabilitation and improvements, \$580,000 for bridges and structures, \$310,000 for fleet renewal and growth, and approximately \$1.4M for water & wastewater projects. The 2023 budget also includes \$250,000 for necessary infrastructure studies and engagement with an engineering consulting firm to support the development of the Township's AMP to meet the upcoming regulatory requirements.



The 2023 Infrastructure Services capital projects will be funded through a variety of means. External funding from the Federal and Provincial governments continues to be the main source of Infrastructure capital investment for the Township. In total, over \$3M of external funding through the Investing in Canada Infrastructure Program (ICIP), the Ontario Municipal Partnership Fund (OMPF), the Ontario Community Investment Fund (OCIF), and the Canada Community-Building Fund (CCBF, formerly Gas Tax) is being utilized to fund infrastructure related capital projects in 2023. The other funding sources for infrastructure related capital are reserves (\$380,000), financing (\$346,710), and taxation (\$50,000).

The 2023 capital budget includes borrowing \$346,710 (long-term debt) for the Glen Walter Water Tower and Watermain Replacement project. Approval for this project has been granted under the ICIP Green Stream for a total project cost of \$4,972,000. Of this total project cost, the Township is responsible for its municipal contribution of approximately \$1,326,000. This is a multi-year project for which the Township will issue debt in phases based on construction progress. The annual debt servicing costs (principal and interest payments) will be fully cost-recovered through the users of the Glen Walter Water system.



Infrastructure Services

Project Name: Fleet Renewal and Growth

Project Funding: \$255,000 Roads Equipment Reserve
 \$ 27,500 Lancaster Area Sewer/Water Reserve
\$ 27,500 Glen Walter Sewer/Water System Reserve
 \$310,000

The Township's municipal fleet consists of 46 vehicles and equipment grouped into six operational classes: fire trucks, roads, water / wastewater, landfill, recreation, and buildings. The fleet is relied on daily to deliver municipal services. The fleet includes a wide variety of units ranging from pick-up trucks to the compactor at the Landfill. Replacement at the optimal point in the vehicle's life cycle minimizes on-the-road failures and maximizes vehicle availability. The breakdown of the existing fleet is provided below:

- Fire: 15 units
- Roads: 23 units
- Water / Wastewater: 3 units
- Landfill: 1 unit
- Recreation: 3 units
- Buildings: 1 unit

The 2023 budget, aligning with the fleet renewal and growth plan, includes the **replacement of the 2002 Caterpillar Backhoe** that is at the end of its service life and the **growth addition of a Valve Trailer** that can be towed by the medium duty pickup trucks that exist in the current Roads and Water fleet. The Valve Trailer will provide operational benefits to both Roads network and the Water/Wastewater systems. Thus, the cost of the Valve Trailer is being split 50/50 from the Roads Equipment Reserve and the Water/Wastewater Reserves.



Infrastructure Services

Project Name: Structure Design and Rehabilitation

Project Funding: \$330,000 Ontario Community Infrastructure Fund

The Township owns and maintains over fifty (50) structures in accordance with the Ontario Bridge Act. These structures are inspected on a regular schedule in accordance with the most recent Ontario Structural Inspection Manual (OSIM), which assists in the prioritization of capital maintenance, repair, rehabilitation, and replacement. The recommendations from the most recent OSIM inspections (2021) were carried through to the Township's 2022 [Asset Management Plan](#).

The 2023 Capital Structures Work has been identified based on these documents and includes:

1. **Structure 30003, Kinloch Road**
 - a. Replacement Design
2. **Structure 30011, Cashion Road**
 - a. Detailed Deck Condition Survey, Structural Evaluation
 - b. Major Rehabilitation Design
3. **Structure 30018, Chapel Road**
 - a. Detailed Deck Condition Survey, Structural Evaluation
 - b. Concrete Repairs to Soffit, Abutment Walls, Wingwalls and Curbs, Repair Joints
4. **Structure 30044, 2nd Line Road**
 - a. Replace Expansion Joint Seals
5. **Structure 30050, Butternut Lane**
 - a. Environmental Assessment and Renewal Options Analysis
6. **Structure 30054, 3rd Line Road**
 - a. Detailed Deck Condition Survey, Structural Evaluation



Infrastructure Services

Project Name: Culvert Replacement: Westley Creek at Concession 2

Project Funding: \$200,000 Ontario Municipal Partnership Fund

The Township has identified five municipal drain crossings at municipal roadways that have reached end-of-life. These drain crossings are all less than a three metres span and, therefore, are not captured through the Township's regular Ontario Structural Inspection Manual (OSIM) inspections. The five culverts included:

- Westley Drain, Concession 2 Road
- Wood Drain, Concession 3 Road
- Filion Drain, First Line Road
- Greys Creek, Huron Street (Glendale)
- Greys Creek, Vine Street (Glendale)

The Township retained an engineering firm (Morrison Hershfield) to inspect these five culverts for condition and priority assessment in 2022 and completed an unplanned/emergency replacement of the Filion Drain Culvert at First Line Road. Of these five culverts, the Westley Drain crossing on Concession 2 Road has been identified as the next priority for replacement based on condition. The inspection of this drain includes the following significant findings: "Invert heaving, corrosion and perforations presents risk of culvert wash-out in the spring 2023 flood, and/or culvert collapse".

The Westley Drain culvert is a 2.59 metre span with a length of 14.9 metres and the intent is to replace like-for-like with a 2800mm x 1950mm CSP Arch pipe at an increased length of approximately 18 metres. The project includes the removal and replacement of the existing pipe and reinstatement of the earthworks and roadway.



Infrastructure Services

Project Name: Summerstown Wharf Renewal Options Analysis

Project Funding: \$50,000 Taxation

The Township accepted ownership of the facilities now known as the 'Summerstown Wharf' and 'South Lancaster Wharf' during May 2001, confirmed through By-laws 21-01 and 22-01. At that time, the Township agreed to operate the sites for a period of five (5) years as a public facility.

An engineering firm, Morrison Hershfield, was engaged to undertake a visual inspection of the Summerstown and South Lancaster wharfs during the summer of 2022 to assess their condition. This included an assessment of general damage, deterioration, deficiencies, and maintenance issues. The inspections included dive inspections, which were carried out concurrently with the surface visual inspection.

The inspections indicated that the Summerstown Wharf has likely reached the end of its service life; with replacement or stabilization of the wharf recommended within the next three (3) years. The 2023 project is to complete a Renewal Options Analysis, complete with stakeholder consultation, to identify and compare the alternatives available to the Township for the wharf (rehabilitation methods, replacement, removal, etc.).



Infrastructure Services

Project Name: Roadside Safety Study

Project Funding: \$30,000 Canada Community-Building Fund

The Township of South Glengarry owns and maintains over 385km of roadway, much of it rural with an operating speed of 60km/h to 80 km/h. Along those 385km of roadway are guide rail systems which have been designed and installed to reduce the severity of a crash by preventing a vehicle from reaching a more hazardous fixed object or terrain feature.

The Ontario Provincial Standard Specifications (OPSS) and Drawings (OPSD) for Guide Rail Systems is continually being improved and some of the Township's Guide Rail Systems are from previous versions that are now considered to be unsafe. The proposed Roadside Safety Study will provide the Township with an inventory and assessment of the roadside protection systems (guide rails) and the roadside hazards along the Township's open roads.

The primary purpose of the assessment will be to confirm the location, type, and condition of existing guide rails (in terms of type, end treatments, length, condition, etc.) and existing unprotected hazards. As part of the study, a set of recommended remediation measures will be identified in order to address any noted deficiencies. In addition to the inventory and condition assessment, a risk assessment is proposed to be undertaken as a means of prioritization amongst the different guide rails and unprotected hazards.



Infrastructure Services

Project Name: Roads Capital Works

Project Funding: \$ 809,400 Ontario Municipal Partnership Fund
\$ 200,000 Ontario Community Infrastructure Fund
\$ 90,600 Canada Community-Building Fund
\$1,100,000

The 2023 Roads Capital Work includes three separate projects:

1. **Hamlet Improvements:** Warren Street, Middle Street, and Bethune Street in Williamstown
2. **Rural Hard Surface Improvements:** Sabourin Drive and Anderson Drive near Glen Walter
3. **Rural Gravel Improvements:** MacDonald Road near Kenyon Concession 1.

Project	Description	Estimated Cost
Hamlet	<p>A full depth reconstruction of Warren Street (County Road 19 to Fairgrounds), Middle Street, and Bethune Street in Williamstown. The work will include the design and reconstruction of the full right-of-way width, improvements to the storm water system, and considerations to active transportation connections.</p> <p>The 2022 Geotechnical Investigations indicated that the pavement and road base for these three streets have reached the end of life and recommended a full width excavation for the driving surface. The sidewalk on Warren Street does not meet the current accessibility standards (min. of 1.8 metre width) and is closed through the winter season due to inaccessibility of the sidewalk clearing machine.</p>	\$925,000
Rural Hard Surface	<p>A road resurfacing of Sabourin Drive and Anderson Drive complete with improvements to the dead-ends for winter road maintenance and the drainage.</p> <p>This project was deferred from 2022 following receipt of the 2022 Geotechnical Investigation to provide Administration time to gather additional information.</p>	\$125,000
Rural Gravel	A rural gravel road construction to extend MacDonald Road approximately 120 metres to provide public road frontage to 3903 and 3905 MacDonald Road. This public road frontage is provided through Township of Charlottenburgh By-law 16-96. The lots are being developed and have been serviced by Hydro.	\$50,000

Infrastructure Services

Project Name:	Active Transportation Plan
Project Funding:	\$50,000 Infrastructure Canada Active Transportation Fund
	<u>\$30,000</u> Canada Community-Building Fund
	\$80,000

The Township of South Glengarry has been successful in obtaining \$50,000 in funding from the Infrastructure Canada Active Transportation Fund to prepare an Active Transportation Plan to meet the need and desire to enhance active transportation and make it safer in our rural community.

The purpose of the Active Transportation Plan is to confirm the feasibility and design of bicycle lanes, recreational trails and other active transportation infrastructure within the Township. A consultant will be engaged, and the plan will follow a four-stage process:

1. Overview of existing conditions as they relate to active transportation
2. Development of the network by identifying missing links, proposed routes, and the criteria for selection and prioritization
3. Preparation of the Network Project List including cost estimates, an implementation plan, and the creation of new policies and updates of existing policies
4. Finalization of the prioritized project list and implementation plan, development of design standards and guidelines, and recommendations for funding and monitoring

The project will include an extensive stakeholder consultation program that will be jointly undertaken by Township staff and the consulting team. It is anticipated that this study will be guided by a Technical Steering Committee.

Upon completion, the Active Transportation Plan will be considered in future planning and budgeting for the Township's Roads and Recreation projects. Other recommendations of the Active Transportation Plan related to items such as public outreach, programs, policy preparation, and monitoring will be considered as budget and resources permit.



Infrastructure Services

Project Name: Sidewalk Accessibility Improvements

Project Funding: \$75,000 Canada Community-Building Fund

The Township plays a critical role in providing people with disabilities the opportunity to interact and contribute to the community. The Township strives to meet the needs of residents and visitors with disabilities and is working towards removing and preventing barriers to accessibility. Accessible exterior paths of travel ensure that everyone in the province has basic freedom of movement: across the street to visit a neighbour, around the corner to the local convenience store, or a few blocks to the Township Office.

Under the Accessibility for Ontarians with Disabilities Act, Tactile Walking Surface Indicators (TWSI)'s are to be installed at both controlled and uncontrolled pedestrian crossings that are new or are being reconstructed. However, municipalities may want to exceed this minimum requirement and consider retrofitting TWSI's at pedestrian crossings if the crossings are in the vicinity of facilities such as hospitals, schools, community centres, etc.

As major sidewalk rehabilitation is generally driven by the County's capital road rehabilitation plans (i.e. Martintown), this proposed 2023 project is focused on locations where a road rehabilitation is not anticipated for many (10+) years. The project will include: identification of initial locations for sidewalk crossing improvements; preparation of the improvement design drawings; and implementation/construction of the improvements.

It is anticipated that the crossing improvements will include depressed curbs and tactile walking surface indicators (TWSI). Excluded from the scope of this project are any upgrades to the crossings themselves, such as implementing new PXOs or crosswalks.



Infrastructure Services

Project Name: Asset Management Planning

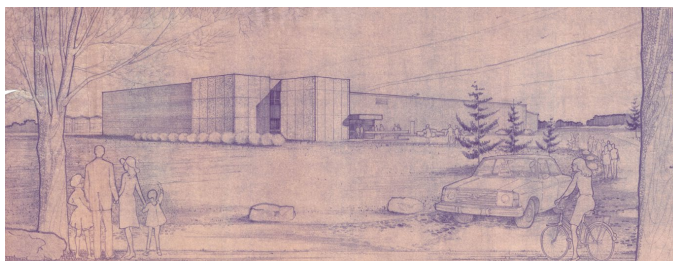
Project Funding: \$209,587 Canada Community-Building Fund
\$ 40,413 Ontario Community Infrastructure Fund
\$250,000

Administration will continue to work towards meeting the requirements of [Ontario Regulation 588/17](#). During 2022, the Township completed an inventory of core infrastructure assets (roads, structures, water, and wastewater) and prepared the 2022 Asset Management Plan.

The next requirement of O. Reg. 588/17, is to complete a similar exercise for the non-core assets, including buildings and green assets. Additionally, the levels of service, proposed performance, lifecycle management, and funding strategies for all asset classes will need to be incorporated into the Asset Management Plan by July 1, 2024.

To advance this legislated project, the Township will be completing the following studies and assessments through 2023:

1. **Building Condition Assessments** for all buildings owned by the Municipality. This project will be administered by Infrastructure Services and will be jointly completed through collaboration with Recreation and Fire Services. The 2023 budget includes an allocation of \$75,000 for Building Condition Assessments.
2. **Road Rationalization Study** to identify appropriate levels of service for the existing road network that considers the rural and urban nature of roadway present within the Township, along with the current and planned surfaces. The study will also consider levels of service for the comprehensive unopened road network within the Township. This project will be administered by Infrastructure Services. The 2023 budget includes an allocation of \$75,000 for the Road Rationalization Study.
3. **Asset Management Planning** will include additional small studies to supplement the Building Condition Assessment, Road Rationalization Study, or CCTV work being completed and engagement with an engineering consulting firm to support the development of a robust and comprehensive Asset Management Plan. The projects will be administered by Infrastructure Services and/or Recreation, Parks, and Culture, depending on their nature. The 2023 budget includes an allocation of \$100,000 for Asset Management Planning.



Infrastructure Services

Project Name: Glen Walter Water Tower and Watermain Replacement

Project Funding: \$ 953,290 Investing in Canada Infrastructure Program
\$ 346,710 Financing (Long-Term Debt)
\$1,300,000

The Township applied and received funding in May 2022 under the Green Stream of the Investing in Canada Infrastructure Program to support the implementation of the following water assets as a part of the recommendation in the Master Plan:

- Rehabilitate Glen Walter's Water Treatment Plant reservoir with a new and elevated 640 m³ water storage tank with new pumps
- Replace 4,000 metres of Glen Walter's existing watermain with new 300 mm PVC pipes

The completion of this project will address critical health and safety issues and increase the access of potable water to the community.

This is a multi-year project with the expected completion date of late 2025. Total approval of \$4,972,000 for the project has been granted under the Investing in Canada Infrastructure Program. The municipal contribution under this program is approximately \$1.326M, with approximately \$3.646M of funding being provided by the Federal and Provincial governments. It is expected that \$1.3M of work will be completed in 2023 and additional financial allocations will be made in the budget for subsequent years. The project has the following preliminary schedule:

Year	Water Tower	Watermains and Pump Replacement
2023	<ul style="list-style-type: none"> • Environmental Assessment, Schedule 'B' (Winter 2022) • Preliminary Design (Spring 2023) • Detailed Design (Summer 2023) • Tender Ready (Fall 2023) 	<ul style="list-style-type: none"> • Field Investigations and Studies (Winter 2022) • Preliminary Design (Spring 2023) • Detailed Design (Summer 2023) • Tender Ready (Fall 2023)
2024	Construction	
2025		



Photo courtesy Cornwall Newswatch

Infrastructure Services

Project Name: Lancaster Lagoon Dredging

Project Funding: \$70,000 Lancaster Area Sewer/Water Reserve

The Lancaster Lagoon – Lancaster Sewage Treatment Plant is a Level I (Class I) facility that treats wastewater collected through the Villages separated sewer collections system. The inspection reports for the Lagoon facility indicate that it is well due for cleaning. Excess lagoon sludge can lead to higher effluent levels of BOD, TSS and ammonia along with some terrible lagoon odors.

Lagoon dredging is the process of mechanically removing sludge that has accumulated on the bottom of a wastewater lagoon. The operating lagoon will be pumped out using a desludging dredge and pumped as a slurry directly to the dormant lagoon. The intent is then for the dormant lagoon will then act as the drying bed for the removed slurry.

The dredge itself will be tethered via 2 separate trucks as anchor points and winched across the lagoon. As the dredge is pulled, it will utilize a multistage auger to draw and pump all debris (i.e. sludge) located within the bottom of the lagoon.





Reserves & Reserve Funds

Summary of 2022 Activity

	Audited Opening Balance	Additions	Withdrawal & Commitments	Projected Closing Balance
General Reserve	3,830,248.17			
2022 Budgeted Addition		25,000.00		
2022 Budgeted Withdrawal			-790,000.00	
Staff Report 122-2022 (Transfer to Sidewalk Maintenance)			-8,000.00	
Staff Report 144-2022 (Hamlet Signage Project)			-6,744.24	
Staff Report 135-2022 (Purchase of Pipe Arch)			-70,000.00	
Staff Report 164-2022 (Peanut Line Bridge Tender 25-2022)			-230,000.00	
Staff Report 172-2022 (Cornwall Electric LED Conversion)			-114,909.31	
				\$230K do in 2023
				2,635,594.62
Notes:				
2022 Budgeted Withdrawal: Celtic Hall, BookKing Software, Guiderails, Roads Operational Costs				
Risk Management Reserve	70,000.00			70,000.00
Election Reserve	30,000.00			
2022 Budgeted Addition		10,000.00		
2022 Budgeted Withdrawal			-40,000.00	0.00
Notes:				
2022 Budgeted Withdrawal: Cost of 2022 municipal election				
Fire Department Reserve	1,743,627.28			
2022 Budgeted Addition		436,800.00		
2022 Budgeted Withdrawal			-1,130,000.00	
2021 Fire Truck			-415,000.00	
Williamstown Fire Hall Additional Costs			-40,000.00	
Additional Fleet Purchase (2023 Fire Truck, Pickup)			-630,000.00	
Williamstown Fire Hall Septic System			-40,000.00	-74,572.72
Notes:				
2022 Budgeted Withdrawal: Fire Truck, Rehabilitation of Fire Training Facility, Garage Costs, Support Vehicle (Strn. 3)				
Landfill Site Reserve	931,877.50			
2022 Budgeted Addition		165,000.00		1,096,877.50
Sports Programs Reserve	72,481.40			72,481.40
General Park Reserve	100,000.00			
2022 Budgeted Withdrawal			-120,000.00	-20,000.00
Notes:				
2022 Budgeted Withdrawal: Glen Walter Park Project				
Planning Department Reserve	148,664.00			
2022 Budgeted Withdrawal			-35,000.00	113,664.00
Notes:				
2022 Budgeted Withdrawal: Industrial Park Plan				
Street Lights Cornwall Electric Surplus Account	47,168.69			
Staff Report 172-2022 (Cornwall Electric LED Conversion)			-47,168.69	0.00
Street Lights Hydro Area Surplus Account	111,238.65			111,238.65

	Audited Opening Balance	Additions	Withdrawal & Commitments	Projected Closing Balance
Administration Building Reserve	125,500.00			125,500.00
Scanning Project & Tablets Reserve	30,000.00			30,000.00
Roads Building Reserve	0.00			0.00
Roads Equipment Reserve	1,334,811.89			
2022 Budgeted Addition		290,000.00		
2022 Budgeted Withdrawal			-44,000.00	
3/4 Ton Truck Purchase			-54,250.00	
Wheeled Loader Purchase			-100,000.00	
2023 Tandem Truck Purchase			-275,000.00	
2 Pickup Trucks Purchase			-94,000.00	
2021 Tandem Truck Purchase			-259,045.00	798,516.89
<i>Notes:</i>				
<i>2022 Budgeted Withdrawal: Mowers & Trackless Attachment</i>				
Roads Bridges & Structures Reserve	534,987.12			
2022 Budgeted Addition		510,000.00		
2nd Line Bridge			-87,000.00	
2022 Bundled Bridges			-540,000.00	
Purchase of Pipe Arch			-30,000.00	
Culvert Repair Tender 22-2022			-290,000.00	
1st Line Culvert Additional Costs			-25,000.00	72,987.12
Railway Crossing Improvement Reserve	20,000.00			20,000.00
Roads Construction Reserve - Cairnview Estates	24,542.50			24,542.50
Airport Capital Reserve	51,691.37			51,691.37
Lan-Char Medical Center Reserve	61,400.00			
2022 Budgeted Addition		10,000.00		71,400.00
Recreation Buildings Reserve	861,362.38			
2022 Budgeted Withdrawal			-380,000.00	
Char-Lan Workshop Column Repairs			-20,000.00	461,362.38
<i>Notes:</i>				
<i>2022 Budgeted Withdrawal: Arena Project</i>				
Zamboni Reserve	8,000.00			
2022 Budgeted Addition		8,000.00		16,000.00
Martintown Community Center Reserve	33,171.63			
Donation (Zion United Church)		500.00		33,671.63
Museum Reserve	75,682.09			
2022 Budgeted Addition		20,000.00		95,682.09
Glengarry Sports Palace Reserve	3,630.13			3,630.13

	Audited Opening Balance	Additions	Withdrawal & Commitments	Projected Closing Balance
Peanut Line Reserve	223,202.02			
2022 Budgeted Addition		10,000.00		
2022 Budgeted Withdrawal			-130,000.00	
Staff Report 159-2022 (Peanut Line Bridge Tender 25-2022)			-93,000.00	
Northland Power Solar Glendale LP Agreement		1,000.00		11,202.02
Notes: 2022 Budgeted Withdrawal: Peanut Line Bridge Rehabilitation				
		\$93K do in 2023; \$30K of \$130K spent; Do \$100K in 2023		
Summerstown Trail Reserve	8,015.61			8,015.61
South Lancaster Wharf Reserve	16,600.00			
2022 Budgeted Addition		3,000.00		19,600.00
Cairnview Park Reserve	55,000.00			
2022 Budgeted Addition		10,000.00		65,000.00
Glen Walter Sewer/Water System Reserve	375,084.23			
2022 GrantMatch Service Fees			-155,000.00	220,084.23
Lancaster Area Sewer/Water Reserve	2,086,456.96			2,086,456.96
Green Valley Sewer System Reserve	218,802.75			218,802.75
Kennedy Redwood System Reserve	-67,968.64			-67,968.64
Building Stabilization Reserve	43,500.00			
2022 Budgeted Addition		4,500.00		
Pickup Truck Purchase			-47,000.00	1,000.00
Landfill Closure & Post-Closure Reserve	0.00			0.00
Modernization Reserve	174,910.69			
2022 AMP Update			-49,029.48	125,881.21
COVID Funding Reserve	47,614.80			47,614.80
Canada Community Building Fund Reserve	680,364.07			
2022 Allocation		417,054.27		
2022 Budgeted Withdrawal			-1,017,000.00	80,418.34
Notes: 2022 Budgeted Withdrawal: To support Roads capital needs				
Development Reserve Act Reserve Funds	328,058.52			328,058.52
Parkland Reserve Fund	106,599.19			
Cash In Lieu of Parkland		10,000.00		116,599.19
TOTAL Reserves	14,546,325.00	1,930,854.27	-7,406,146.72	9,071,032.55



Reserves & Reserve Funds

Planned 2023 Activity

	Projected Opening Balance	Additions	Withdrawal & Commitments	Projected Closing Balance
General Reserve	2,635,594.62			
Long-Term Financial Plan			-75,000.00	2,560,594.62
Risk Management Reserve	70,000.00			70,000.00
Election Reserve	0.00			
2023 Budgeted Addition		10,000.00		10,000.00
Fire Department Reserve	-74,572.72			
Williamstown Fire Station - Roof Replacement			-250,000.00	
Williamstown Fire Station - Water Storage System			-100,000.00	
2023 Budgeted Addition		450,000.00		25,427.28
Additional costs for fire hall: \$20K				
Landfill Site Reserve	1,096,877.50			1,096,877.50
Sports Programs Reserve	72,481.40			72,481.40
General Park Reserve	-20,000.00			
2023 Budgeted Addition		20,000.00		0.00
Planning Department Reserve	113,664.00			
Industrial Park Plan			-50,000.00	
Zoning By-Law			-20,000.00	
2023 Budgeted Addition		50,000.00		93,664.00
Street Lights Cornwall Electric Surplus Account	0.00			
Street Lights Hydro Area Surplus Account	111,238.65			111,238.65
Administration Building Reserve	125,500.00			125,500.00
Scanning Project & Tablets Reserve	30,000.00			30,000.00
Roads Building Reserve	0.00			0.00
Roads Equipment Reserve	798,516.89			
Fleet Renewal & Growth			-255,000.00	
2023 Budgeted Addition		250,000.00		793,516.89
Roads Bridges & Structures Reserve	72,987.12			
Expected 2023 OCIF Carry-Forward		129,587.00	114,916 OCIF CF	
2023 Budgeted Addition		525,000.00		727,574.12
Railway Crossing Improvement Reserve	20,000.00			20,000.00
Roads Construction Reserve - Cairnview Estates	24,542.50			24,542.50
Airport Capital Reserve	51,691.37			51,691.37
Lan-Char Medical Center Reserve	71,400.00			71,400.00

	Projected Opening Balance	Additions	Withdrawal & Commitments	Projected Closing Balance
Recreation Buildings Reserve	461,362.38			
CLRC Paint Room renovation			-15,000.00	
Condenser (CLRC - Refrigeration Plan Room)			-120,000.00	
CLRC Drainage			-50,000.00	
2023 Budgeted Addition		125,000.00		401,362.38
Zamboni Reserve	16,000.00			
2023 Budgeted Addition		8,000.00		24,000.00
Martintown Community Center Reserve	33,671.63			33,671.63
Museum Reserve	95,682.09			
Kitchen Renovations			-35,000.00	
2023 Budgeted Addition		10,000.00		70,682.09
Glengarry Sports Palace Reserve	3,630.13			3,630.13
Peanut Line Reserve	11,202.02			
Peanut Line Study			-45,000.00	
2023 Budgeted Addition		45,000.00		11,202.02
Summerstown Trail Reserve	8,015.61			8,015.61
Wharfs Reserve	19,600.00			
2023 Budgeted Addition		50,000.00		69,600.00
Cairnview Park Reserve	65,000.00			
Cairnview Park Concept Plan & Future Development			-50,000.00	
2023 Budgeted Addition		10,000.00		25,000.00
<i>Note: If the Commonwell Grant is approved, \$10K will be used for the Cairnview Park Concept Plan & Future Development, with the rest of the funding coming from the Parkland Reserve Fund</i>				
Glen Walter Sewer/Water System Reserve	220,084.23			
Fleet Renewal & Growth			-27,500.00	192,584.23
Lancaster Area Sewer/Water Reserve	2,086,456.96			
Fleet Renewal & Growth			-27,500.00	
Lancaster Lagoon Dredging			-70,000.00	1,988,956.96
Green Valley Sewer System Reserve	218,802.75			218,802.75
Kennedy Redwood System Reserve	-67,968.64			-67,968.64
Building Stabilization Reserve	1,000.00			
2023 Budgeted Addition		10,000.00		11,000.00
Landfill Closure & Post-Closure Reserve	0.00			0.00
Modernization Reserve	125,881.21			125,881.21

	Projected Opening Balance	Additions	Withdrawal & Commitments	Projected Closing Balance
COVID Funding Reserve	47,614.80			
Electronic Documents Retention Management System			-45,000.00	2,614.80
Canada Community Building Fund Reserve	80,418.34			80,418.34
Development Reserve Act Reserve Funds	328,058.52			328,058.52
Parkland Reserve Fund	116,599.19			
Empey Poirier Park Upgrade			-60,000.00	
Proposed Summerstown Estates Parkland Landscaping			-20,000.00	36,599.19
<i>Note: If the Commonwell Grant is approved, \$10K will be used for the Empey Poirier Park Upgrade project and \$40K will be used for the Cairnview Park Concept Plan & Future Development project for a total budgeted withdrawal of \$70K</i>				
TOTAL Reserves	9,071,032.55	1,692,587.00	-1,315,000.00	9,448,619.55