

**TOWNSHIP OF SOUTH GLENGARRY  
SPECIAL MEETING OF COUNCIL  
AGENDA**

Wednesday, February 22, 2023, 5:30 PM  
Tartan Hall - Char-Lan Recreation Centre  
19740 John Street, Williamstown

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**Pages**

- 1. CALL TO ORDER**
- 2. APPROVAL OF AGENDA**  
Additions, Deletions or Amendments  
All matters listed under For Information Only, are considered to be routine and will be enacted by one motion. Should a Council member wish an alternative action from the proposed recommendation, the Council member shall request that this matter be moved to the appropriate section at this time.
- 3. DECLARATION OF PECUNIARY INTEREST**
- 4. APPROVAL OF MINUTES**
- 5. PRESENTATIONS AND DELEGATIONS**  
5.a 2023 Draft Budget Presentation
- 6. ACTION REQUESTS**
- 7. BY-LAWS**
- 8. ITEMS FOR CONSIDERATION**
- 9. CONSENT**
- 10. CLOSED SESSION**
- 11. ADJOURNMENT**

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# SOUTH GLENGARRY

## 2023 Draft Budget

February 22nd, 2023

*Ontario's Celtic Heartland*

- The 2023 Draft Budget has an overall levy requirement of **\$10,335,509**. This represents an approximately **7.95%** increase from the 2022 levy requirement of **\$9,574,193**.

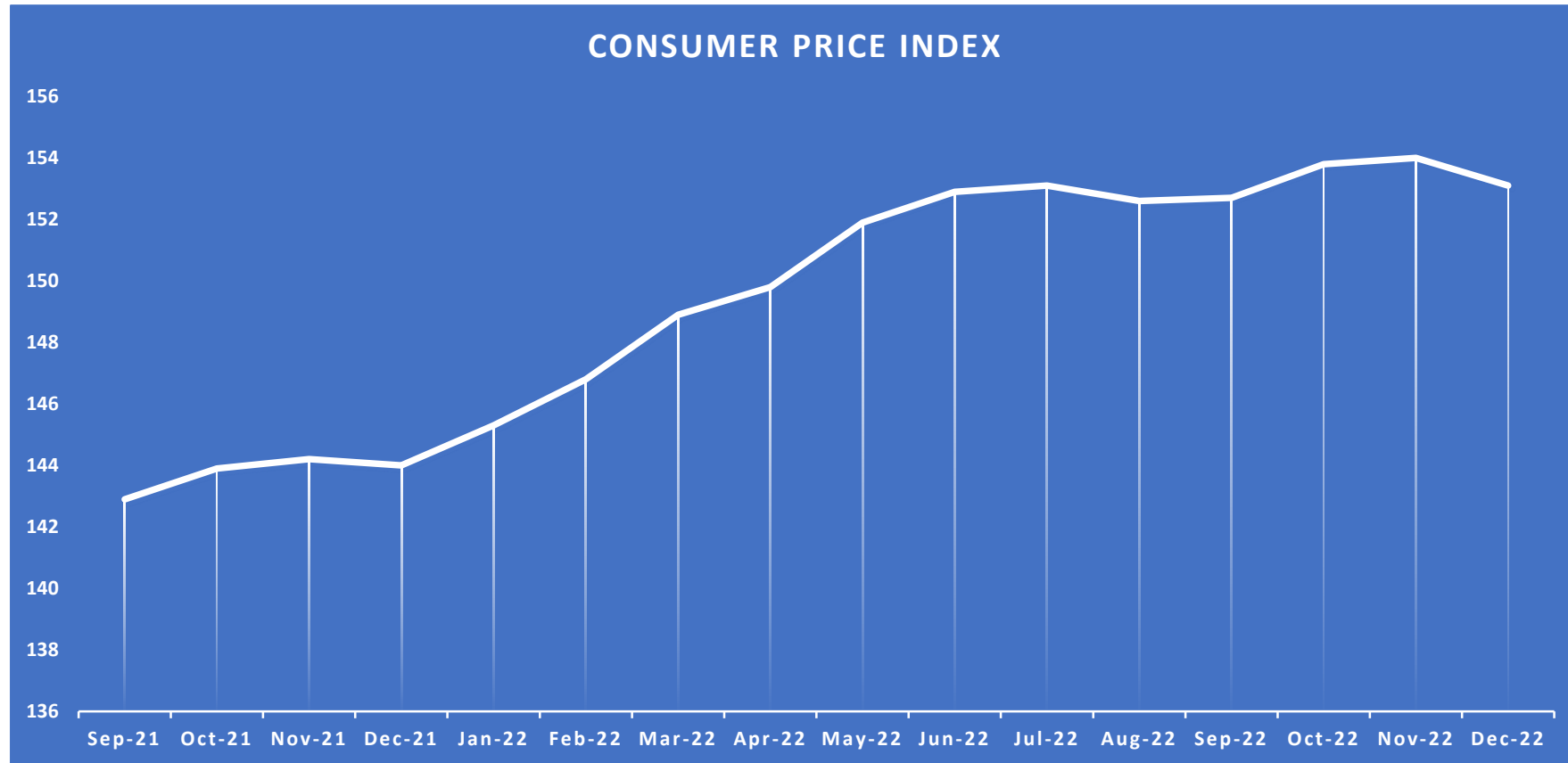
Year	Levy	% Increase	\$ Increase
<b>2023</b>	\$ 10,335,509	7.95%	\$ 761,316
<b>2022</b>	\$ 9,574,193	3.00%	\$ 278,568
<b>2021</b>	\$ 9,295,625	-3.03%	-\$ 290,266
<b>2020</b>	\$ 9,585,891	3.54%	\$ 327,356

- The 2023 levy requirement is a **7.82%** increase from the levy requirement in 2020. This represents an average annualized increase of **2.86%** per year since 2020.

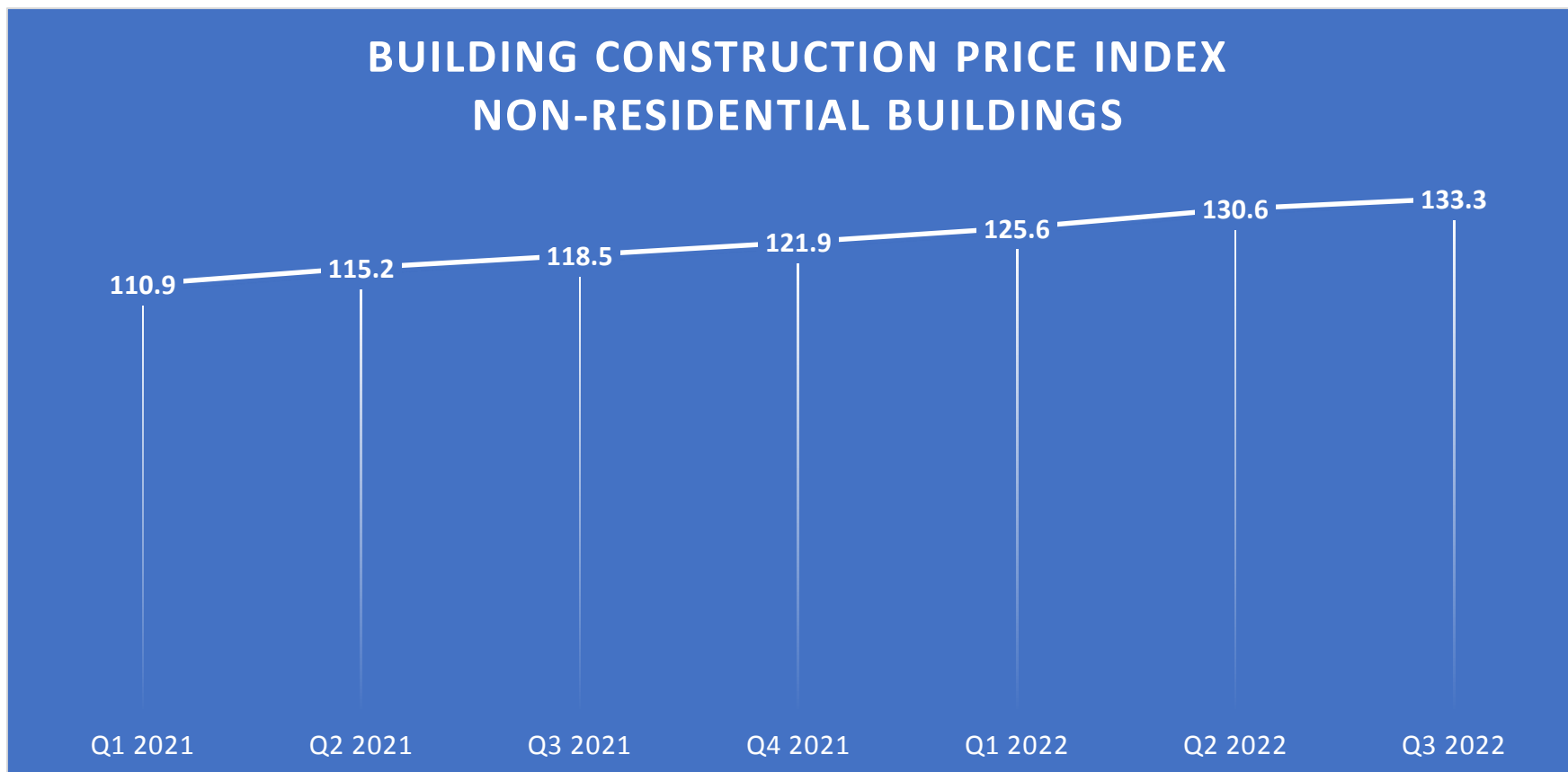
<b>Expenditures</b>	<b>2022 Budget</b>	<b>2022 Actuals</b>	<b>Variance</b>
Salaries & Benefits	4,060,100	4,222,846 -	162,746
Purchase of Services & Equipment	3,770,400	3,428,628	341,772
Contracts, Fuel, Utilities	4,356,200	4,249,463	106,737
Capital Expenditures & Maintenance	4,115,000	7,947,462 -	3,832,462
Transfers to Reserves & Outside Agencies	1,805,300	1,810,220 -	4,920
Transfer to Roads Offset Reserve	1,226,937	-	1,226,937
Recoverable Street Lighting Charges	41,000	41,000	-
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>19,374,937</b>	<b>21,699,619 -</b>	<b>2,324,682</b>

The one-time budgeted transfer to the Roads Offset Reserve was not made. That budgeted amount is being used to offset cost overages of 2022 Roads Capital projects.

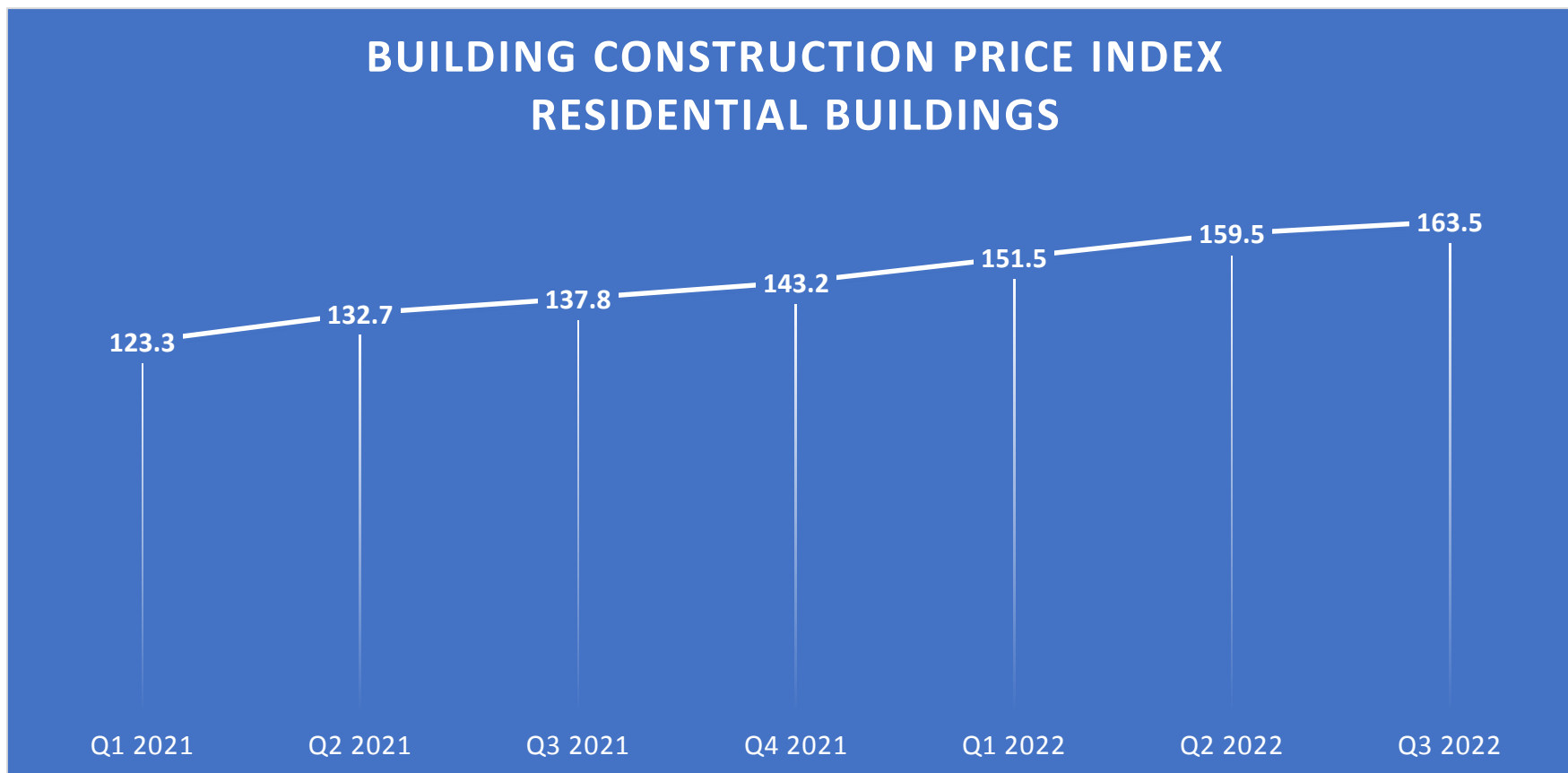
<b>Revenues</b>	<b>2022 Budget</b>	<b>2022 Actuals</b>	<b>Variance</b>
Non-Taxation Revenues	- 9,800,744 -	10,096,197	295,453
Taxation	- 9,574,193 -	9,652,696	78,503
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>- 19,374,937 -</b>	<b>19,748,893</b>	<b>373,956</b>



The Consumer Price Index for Canada increased by **7.14%** from September 2021 to December 2022.



The Building Construction Price Index for Non-Residential Buildings has increased by **20.2%** since Q1 of 2021



The Building Construction Price Index for Residential Buildings has increased by **32.6%** since Q1 of 2021

	<b>2022 Budget</b>	<b>2022 Actuals</b>	<b>Variance</b>	<b>Variance %</b>
Fuel	151,500	346,592	- 195,092	129%
Utilities	223,250	261,517	- 38,267	17%
<b>TOTAL</b>	<b>374,750</b>	<b>608,109</b>	<b>- 233,359</b>	<b>62%</b>

- The Township’s fuel costs exceeded budgeted amounts by **129%**. This is due to rising fuel costs along with increased fuel usage than originally estimated.
- Similarly, hydro & heating costs exceeded budgeted amounts by **17%**.
- These items present above-inflation pressures on the 2023 budget.



## Infrastructure Ontario Loan Interest Rates (updated February 8<sup>th</sup>, 2023)

	Construction	
	Amortizing	Serial
5Y	4.14%	4.15%
10Y	4.09%	4.10%
15Y	4.28%	4.26%
20Y	4.41%	4.38%
25Y	4.48%	4.44%
30Y	4.49%	4.46%

The 2023 Taxation Budget includes borrowing \$450,000 for the Second Line Road project with projected debt servicing costs of \$45,000. This represents 50% of the estimated costs of the project. The second half will be borrowed as part of the 2024 taxation budget.

<b>Expenditures</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Salaries & Benefits	4,060,100	4,627,750 -	567,650
Purchase of Services & Equipment	3,770,400	3,224,100	546,300
Contracts, Fuel, Utilities	4,356,200	5,153,050 -	796,850
Capital Expenditures	3,875,000	3,903,500 -	28,500
Capital Maintenance	240,000	100,000	140,000
Transfers to Reserves & Outside Agencies	1,805,300	1,453,000	352,300
Transfer to Roads Offset Reserve	1,226,937	-	1,226,937
Debt Repayment Charges		45,000 -	45,000
Recoverable Street Lighting Charges	41,000	41,000	-
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>19,374,937</b>	<b>18,547,400</b>	<b>827,537</b>

<b>Revenues</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Non-Taxation Revenues	- 9,800,744 -	8,211,891 -	1,588,853
Taxation	- 9,574,193 -	10,335,509	761,316
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>19,374,937</b>	<b>18,547,400 -</b>	<b>827,537</b>

<b>Expenditures</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Salaries & Benefits	438,000	485,000 -	47,000
Purchase of Services & Equipment	261,650	352,600 -	90,950
Contracts, Utilities	320,500	469,400 -	148,900
Capital Expenditures	-	1,355,000 -	1,355,000
Capital Maintenance	110,000	185,500 -	75,500
Transfers to Reserves	227,850	244,500 -	16,650
Debt Repayment Charges	-	35,000 -	35,000
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>1,358,000</b>	<b>3,127,000 -</b>	<b>1,769,000</b>

<b>Revenues</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Fees & User Charges	- 1,358,000 -	1,622,000	264,000
Government Grants	-	953,290	953,290
Transfer from Reserves	-	205,000	205,000
Long-Term Debt	-	346,710	346,710
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>- 1,358,000 -</b>	<b>3,127,000</b>	<b>1,769,000</b>

- The Province (under O.Reg 403/02) mandates that Municipalities must maintain debt servicing charges at or below 25% of the Municipality's own sourced revenues.
- The Ministry of Municipal Affairs & Housing has set the annual repayment limit for the Township at **\$3,311,309**.
- If estimated at a 5% interest rate and a 15 year term, the Township can undertake long-term borrowing of **\$34,370,250**.

5% Interest Rate			
(a)	20 years @ 5% p.a.	\$	41,266,223
(a)	15 years @ 5% p.a.	\$	34,370,250
(a)	10 years @ 5% p.a.	\$	25,569,047
(a)	5 years @ 5% p.a.	\$	14,336,233
7% Interest Rate			
(a)	20 years @ 7% p.a.	\$	35,080,049
(a)	15 years @ 7% p.a.	\$	30,159,113
(a)	10 years @ 7% p.a.	\$	23,257,245
(a)	5 years @ 7% p.a.	\$	13,577,019

- The 2023 Budget includes borrowing approximately **\$800K** for the Second Line Road project and the Glen Walter Water Tower & Watermain Replacement project. This will result in debt servicing charges of approximately **\$80K** in 2023. An additional **\$450K** will be borrowed as part of the 2024 Budget to fund the Second Line Road project to completion.

Reserves	2022 Budget	2023 Budget
Transfers to Reserves	1,502,300	1,186,000
Transfers from Reserves	- 3,079,000	- 1,788,000
<b>Net Reserve Transfers</b>	<b>- 1,576,700</b>	<b>- 602,000</b>

The 2023 Budget includes net reserve transfers of **-\$602K** to fund capital projects and aid in operations. The Township is projected to end 2022 with a total reserve balance of approximately **\$9.1M** and projected to end 2023 with a total reserve balance of approximately **\$8.5M**.

# SOUTH GLENGARRY

## General Government

*Ontario's Celtic Heartland*

## **General Government consists of two budgets:**

- **Legislative**  
Expenses related to Council
- **General Government – Administration**  
Expenses related to:
  - Corporate Services (CAO, Clerk`s office, Communications, Human Resources, General Administration)
  - Finance Services



## 2022 Accomplishments

- Successful 2022 Election
- Relocation to New Council Chambers
- Service Delivery Review
- Collective Agreement
- Tsikatsinakwahere / Cairn Tri-Party Agreement



## 2023 Budget - Legislative

The 2023 General Government – Legislative budget is generally status quo.

Highlights include:

- Council Conferences (ROMA, Good Roads, AMO)
- Strategic Planning Sessions

## Electronic Data Retention Management System (EDRMS)



2023 Project Funding: \$45,000

Funding will be provided by the  
COVID Funding Reserve

## Long-Term Financial Plan



*Photo Courtesy AMCTO*

2023 Project Funding: \$75,000

Funding will be provided by the General Reserve

<b>Expenditures - General Government</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Salaries & Benefits	1,068,000	1,290,500 -	222,500
Services, Consulting, Materials, & Equipment	354,000	465,750 -	111,750
Contracts, Maintenance, & Utilities	314,900	360,250 -	45,350
Transfers to Reserves	35,000	70,000 -	35,000
Transfers to Outside Agencies	135,000	135,000	-
Grants & Donations	60,000	62,500 -	2,500
Tax Write-Offs	61,000	73,500 -	12,500
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>2,027,900</b>	<b>2,457,500 -</b>	<b>429,600</b>

<b>Revenues - General Government</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Fees & User Charges	- 567,800 -	584,700	16,900
Sale of Land	-	330,000	330,000
P.I.L.s & Supplemental Taxation	- 183,350 -	210,600	27,250
Government Grants	- 33,000 -	33,000	-
Transfers from Reserves	- 830,000 -	370,000 -	460,000
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>- 1,614,150 -</b>	<b>1,528,300 -</b>	<b>85,850</b>

# SOUTH GLENGARRY

## Fire Services



## **Fleet**

The following vehicles were placed into the Fire fleet in 2022 replacing units removed

- Tanker 3, Williamstown
- Pumper 2, Martintown and Pumper 3, Williamstown
- Unit 1, Chief's vehicle

## **Facilities**

- Williamstown Station (February 2023 completion)

## **Incident Review**

- Total calls for service – 254. 61% increase over 2021. 6% increase over pre-pandemic 2019
- 15 significant structure fires

## **2022 Budget notes**

- Fuel costs in 2022 were 90% over budget
- Overall firefighter payroll was on budget despite increased call volume

## **Firefighter Certification**

105 members

- 32 are grandfathered to Firefighter Level 1 and 2 certification
- 14 have completed training for full certification
- 34 have approximately 50% of training completed for full certification
- 20 are beginning their certification education
- 5 new hires in 2022 have completed NFPA Firefighter Level 1

## **2023 Budget notes**

- Increased MTO revenue due to higher Hwy 401 response claims
- Increased Supplies and Protective equipment costs reflect inflation pressures
- Personal Protective Equipment, Uniforms, Communication equipment all have increased costs
- \$17,500 budgeted for Shared Service Fire Prevention Officer sub-contract
- Transfer to Fire Reserves of \$450,000



## Williamstown Fire Station – Roof Replacement



2023 Project Funding:  
\$250,000

Funding will be provided by the  
Fire Department Reserve

## Williamstown Fire Station – Water Storage System



2023 Project Funding:  
\$100,000

Funding will be provided by the  
Fire Department Reserve

<b>Expenditures - Fire</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Salaries & Benefits	423,000	461,000 -	38,000
Purchase of Services & Equipment	235,600	298,800 -	63,200
Contracts, Fuel, Utilities	109,500	141,700 -	32,200
Capital Expenditures	1,120,000	370,000	750,000
Capital Maintenance	-	-	-
Transfers to Reserves	420,000	450,000 -	30,000
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>2,308,100</b>	<b>1,721,500</b>	<b>586,600</b>

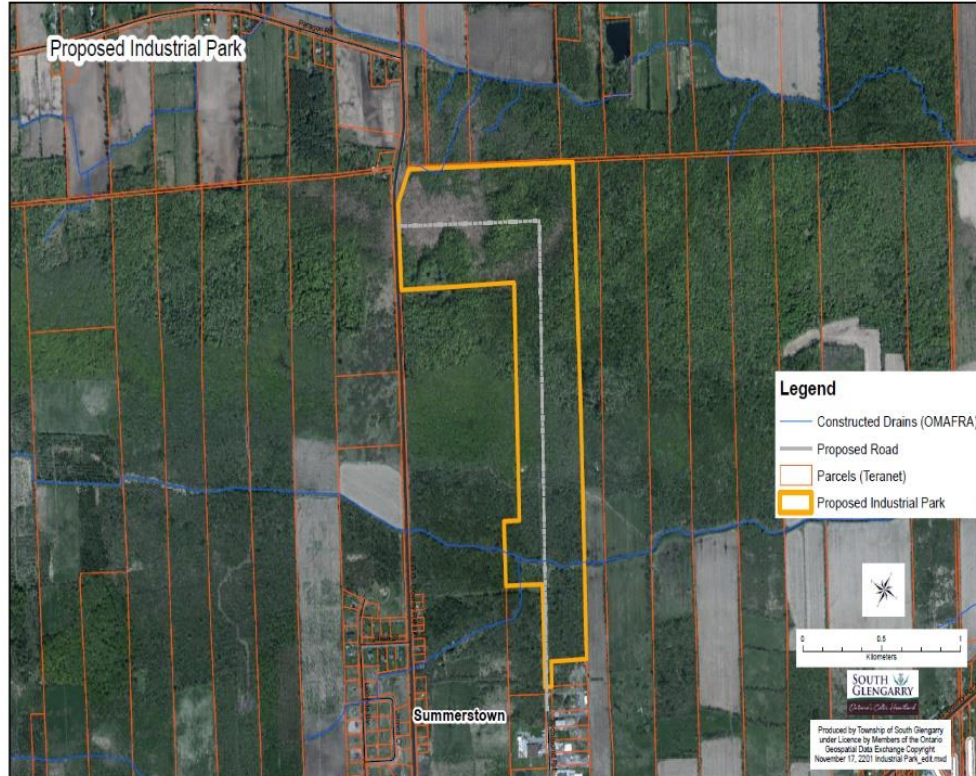
<b>Revenues - Fire</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Non-Taxation Revenues	- 25,000 -	65,000	40,000
Transfer from Reserves	- 1,130,000 -	370,000 -	760,000
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>- 1,155,000 -</b>	<b>435,000 -</b>	<b>720,000</b>

# SOUTH GLENGARRY

Planning, Building, &  
Enforcement

*Ontario's Celtic Heartland*





## Notes:

- An increase in salaries is a result of allocating salaries within the department accurately
- \$50,000 budgeted for Industrial Park, carry over of \$25,000 from 2022. This comes from Planning reserves. This project will proceed if a positive EIS is received
- \$5,000 to complete new Zoning By-law in house
- \$15,000 for Cloud Permit



Training and Development Expenses have increased to meet annual Provincial Requirements. If training opportunities are offered at no cost this could result in some monies being unspent



- Revenues are estimated at a conservative level due to increased interest rates
- A decrease in salary is caused by allocating salaries within the department accurately
- Consultant budget has been decreased with the goal of limiting the need for outside inspectors
- Septic System Consultant cost has been increased to reflect approved contract, application fees cover these costs

**Building Permit Application fees should cover a majority of the departments expenses**



## Notes:

- Municipal Law Enforcement is now using Cloud permit as a software to track complaints -\$5,000
- Training costs have been reduced as our Manager of Municipal Law Enforcement is now a fully certified Municipal Law Enforcement Officer





- An increase in salaries is a result of allocating salaries within the department accurately
- Economic Development is applying to the RED Grant Program to obtain funds to implement the action items identified in the BR&E study; this will also include dollars to develop digital tools and CRM software to assist us in serving businesses and developer
- \$20,000.00 has been added to the Project's component of the budget, if successful in receiving the funds, RED will match \$20,000.00 + \$40,000



- \$20,000 is included in the budget for Township owned land. This may cover the need for surveys, studies etc. that may arise throughout the year as directed by Council.

<b>Expenditures - P. B &amp; E</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Salaries & Benefits	681,000	783,750 -	102,750
Purchase of Services & Equipment	267,300	318,000 -	50,700
Contracts & Projects	90,250	122,250 -	32,000
Transfers to Reserves	4,500	35,000 -	30,500
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>1,043,050</b>	<b>1,259,000 -</b>	<b>215,950</b>

<b>Revenues - P. B &amp; E</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Non-Taxation Revenues - Building	- 246,500 -	328,500	82,000
Non-Taxation Revenues - By-Law	- 2,900 -	2,150 -	750
Non-Taxation Revenues - Ec. Dev.	- 33,000 -	33,000	-
Non-Taxation Revenues - Planning	- 38,000 -	57,000	19,000
Transfer from Reserves	- 35,000 -	80,000	45,000
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>- 355,400 -</b>	<b>500,650</b>	<b>145,250</b>

# SOUTH GLENGARRY

## Parks, Recreation, & Culture

*Ontario's Celtic Heartland*



## 2022 Project Highlights

- **Parks and Recreation Master Plan**
- **Park Development – Glen Walter Waterfront**
- **Tree Management Projects (Removal and Planting)**
- **Lancaster Legion Deck Project**
- **Loyalist and Nor'Westers Museum**
  - Fascia and Eaves Trough Maintenance
- **Char-Lan Recreation Centre**
  - Arena Floor and Dasherboard Project
  - Dehumidifier Replacement
  - Chiller Maintenance
  - Sponsorship Agreement
- **Park Upgrades**
  - Glen Walter Regional Park – Play Structure
  - North Lancaster Optimist Park – Play Structure
  - Martintown Community Park – Bocce Ball Court
- **Peanut Line**
  - Maintenance
  - Signage
  - CR17 Bridge
- **Smithfield Park**
  - Basketball Systems
  - Benches



October 2022: Glen Walter Regional Park – Tree Planting event with RRCA and St. Lawrence College Students

## 2023 Capital Overview

- **CLRC Paint Room - \$15,000**
  - Recreation Buildings Reserve
- **Peanut Line Study - \$45,000**
  - Peanut Line Reserve
- **CLRC Condenser - \$120,000**
  - Recreation Buildings Reserve
- **Glengarry Nor'Westers and Loyalist Museum - \$50,000**
  - Museum Reserve
- **Empey-Poirier Park Upgrade - \$60,000**
  - Parkland Reserve Fund
- **Summerstown Estates Parkland Landscaping - \$20,000**
  - Parkland Reserve Fund
- **CLRC Drainage - \$50,000**
  - Recreation Building Reserve
- **Cairnview Park Concept Plan & Future Development - \$50,000**
  - Cairnview Park Reserve
- **Cairn Interpretation Site - \$50,000**
  - 100% Funding through Parks Canada



September 2022: Empey-Poirier Park after play structure removal



## 2023 Operating Budget Overview

- **Tree Management**
  - \$50,000 – carry-forward from 2022 budget
- **Facilities**
  - Heat and Hydro Increases
- **Char-Lan Recreation Centre**
  - Floor Scrubber - \$10,000
- **Martintown Community Centre**
  - Water System - Hypo Pump – \$5,000
- **Kenneth Barton Sr. Memorial Park**
  - Flower Bed maintenance – \$7,500
- **Peanut Line Maintenance**
  - \$30,000
- **2023 New Programs**
  - CLRC Ball Hockey and Martintown Tee-Ball
- **Jack Danaher Park**
  - Additional maintenance



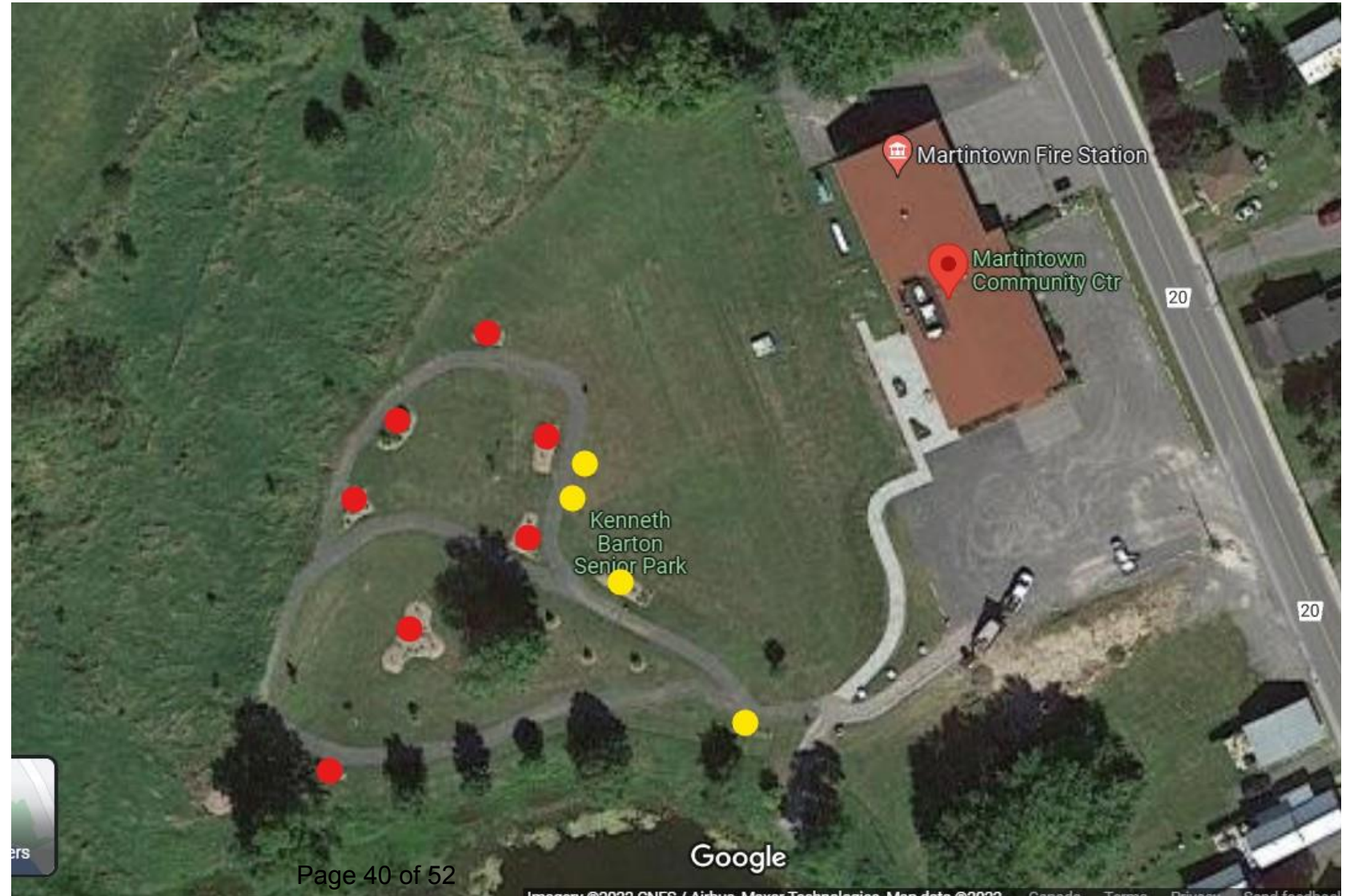
October 2022: Char-Lan Recreation Centre  
Re-Opening Ceremony

## Kenneth Barton Sr. Memorial Park Flower Beds

All flowerbeds identified  
in yellow and red

Red = removal

Yellow = continue to  
maintain





<b>Expenditures - Parks, Rec., &amp; Culture</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Salaries & Benefits	775,500	651,500	124,000
Purchase of Services & Equipment	257,750	252,050	5,700
Contracts, Maintenance, & Utilities	520,850	509,650	11,200
Capital Expenditures	2,180,000	808,500	1,371,500
Capital Maintenance	240,000	90,000	150,000
Transfers to Outside Agencies	85,000	92,000 -	7,000
Transfers to Reserves	61,000	268,000 -	207,000
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>4,120,100</b>	<b>2,671,700</b>	<b>1,448,400</b>

<b>Revenues - Parks, Rec., &amp; Culture</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Fees & User Charges	- 274,000	- 287,500	13,500
Government Grants	- 1,400,000	- 29,750 -	1,370,250
Transfer from Reserves	- 630,000	- 668,000	38,000
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>- 2,304,000</b>	<b>- 985,250 -</b>	<b>1,318,750</b>

# SOUTH GLENGARRY

## Water & Wastewater

## 2022 Activities (Water and Wastewater)



### Capital Highlights

- Initiated Glen Walter Environmental Assessment
- Initiated Glen Walter Water Tower (finish design and tender)

### Operational Highlights

- Met all requirements of the Drinking Water Quality Management System (DWQMS) for all Plants.
- 100% MOEC compliance approval for all facilities
- Hired two new Operators to maintain a staffing level of three Operators
- Responded to emergency breaks to the Lancaster Water System (Jan / Feb 2022)
- Completed the Township's first Consolidated Linear Infrastructure Environmental Compliance Approval (CLI ECA)
- Implemented a Mass Notification System for use during water emergencies

## 2023 Activities (Water and Wastewater)



### Capital Highlights

- Glen Walter Environmental Assessment (wrap-up)
- Glen Walter Water Tower (finish design and tender)
- Lancaster Lagoon Dredging

### Operational Highlights

- Wastewater CCTV (Glen Walter, Lancaster, Green Valley)
- New Alum Panel (Glen Walter)
- Dehumidifier (Lancaster)
- Well Pump (Redwood)
- Dry Sludge Haulage (Green Valley)

<b>Expenditures</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Salaries & Benefits	438,000	485,000 -	47,000
Purchase of Services & Equipment	261,650	352,600 -	90,950
Contracts, Utilities	320,500	469,400 -	148,900
Capital Expenditures	-	1,355,000 -	1,355,000
Capital Maintenance	110,000	185,500 -	75,500
Transfers to Reserves	227,850	244,500 -	16,650
Debt Repayment Charges	-	35,000 -	35,000
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>1,358,000</b>	<b>3,127,000 -</b>	<b>1,769,000</b>

<b>Revenues</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Fees & User Charges	- 1,358,000 -	1,622,000	264,000
Government Grants	-	953,290	953,290
Transfer from Reserves	-	205,000	205,000
Long-Term Debt	-	346,710	346,710
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>- 1,358,000 -</b>	<b>3,127,000</b>	<b>1,769,000</b>

# SOUTH GLENGARRY

## Infrastructure



## 2022 Activities (Solid Waste Management)



### Capital Highlights

- N/A

### Operational Highlights

- Met (and exceeded) all approved levels of service
- Submitted North Lancaster Waste Disposal Site Annual Monitoring Report (2020 – 2021)
- Submitted 2021 Environmental Assessment Approval Compliance Report
- Garbage collection – reduced bag limit from 4-bags to 3-bags to 2-bags
- Advanced metal and tire recycling capacity
- Successful Household Hazardous Waste Day!
- Supported (re) creation of Regional Waste Management Working Group



## 2023 Activities (Solid Waste Management)



### Capital Highlights

- N/A

### Operational Highlights

- Beaver Brook Landfill
  - Adjust the waste mound to fit the approved footprint and contours
  - Assess site layout for future operational needs (Fire and Infrastructure)
- Improve landfill operations through increased supervision, improved digital documentation, and a refresh of the Landfill Operations Manual
- Adapt to the changing legislative landscape wrt Household Hazardous Waste

## 2022 Activities (Roads)



### Capital Highlights

- Rehabilitated six structures and replaced one major culvert
- Paved 7.0km, Surface Treated 2.9km, and Improved the Road Base of 6.8km

### Operational Highlights

- Met (and exceeded) all approved levels of service
- Moved to the new Airport Road Facility!
- Refreshed culverts along Heron and MacGillivray
- Implemented an cloud-based complaint tracking software

## 2023 Activities (Roads)



### Capital Highlights

- Reconstruction of Warren, Middle, and Bethune
- Resurfacing and Drainage Improvements to Sabourin and Anderson
- Extension of MacDonald Road
- Replacement of Westley Creek Culvert on Concession 2
- Second Line Road Resurfacing (*optional*)
- Concrete repairs to Structure 3001, Chapel Road
- “Capital” Studies: Active Transportation Plan, Road Rationalization Study

### Operational Highlights

- Maintain existing Level of Service for maintenance
- Focus on training
- Installation of Hamlet Signage
- Rural shouldering (2022 contract)
- Purchase of Backhoe

<b>Expenditures - Infrastructure</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Salaries & Benefits	1,112,600	1,441,000 -	328,400
Services, Consulting, Materials, & Equipment	2,574,750	1,796,000	778,750
Contracts, Fuel, & Utilities	2,435,200	3,155,200 -	720,000
Capital Expenditures	1,835,937	2,725,000 -	889,063
Capital Maintenance	-	10,000 -	10,000
Transfers to Reserves	965,000	300,000	665,000
Debt Repayment Charges	-	45,000 -	45,000
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>8,923,487</b>	<b>9,472,200 -</b>	<b>548,713</b>

<b>Revenues - Infrastructure</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Variance</b>
Fees & User Charges	- 171,800	- 266,800	95,000
Government Grants	- 2,864,619	- 2,414,916 -	449,703
Transfer from Reserves	- 454,000	- 300,000 -	154,000
Long-Term Debt	-	- 900,000	900,000
<b>TOTAL Estimated Surplus/(Deficit)</b>	<b>3,490,419</b>	<b>3,881,716 -</b>	<b>391,297</b>

# SOUTH GLENGARRY

## 2023 Draft Budget

February 22nd, 2023

*Ontario's Celtic Heartland*