

# 2020 Draft Budget Discussions

Lachlan McDonald, General Manager of Corporate Services

Presented to Council on January 24, 2020

*Ontario's Celtic Heartland*

# South Glengarry Vision

A historically unique and proud community committed to an innovative future.

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# South Glengarry Mission Statement

The Corporation of the Township of South Glengarry is committed to excellence in the efficient delivery of municipal services in a fiscally responsible manner that maximizes the quality of life of our unique community and residents.

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# South Glengarry Strategic Goals

1. Enhance economic growth and prosperity
2. Invest in infrastructure and its sustainability
3. Strengthen the effectiveness and efficiency of our organization
4. Improve quality of life in our community
5. Improve internal and external communications

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# South Glengarry Public Announcement

- Continue to be debt free
- Strong reserve positions

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# Capital Items

(Included in the Budget)

William St



Ice Resurfacers



Airport Road - Roads Garage



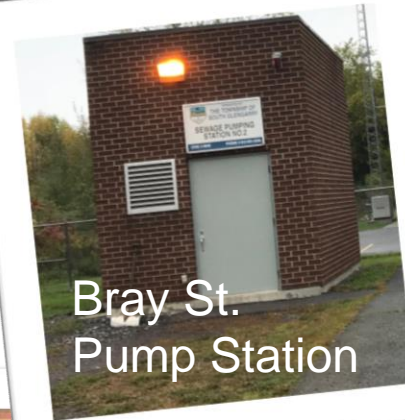
Tandem Truck



Williamstown Fire Department



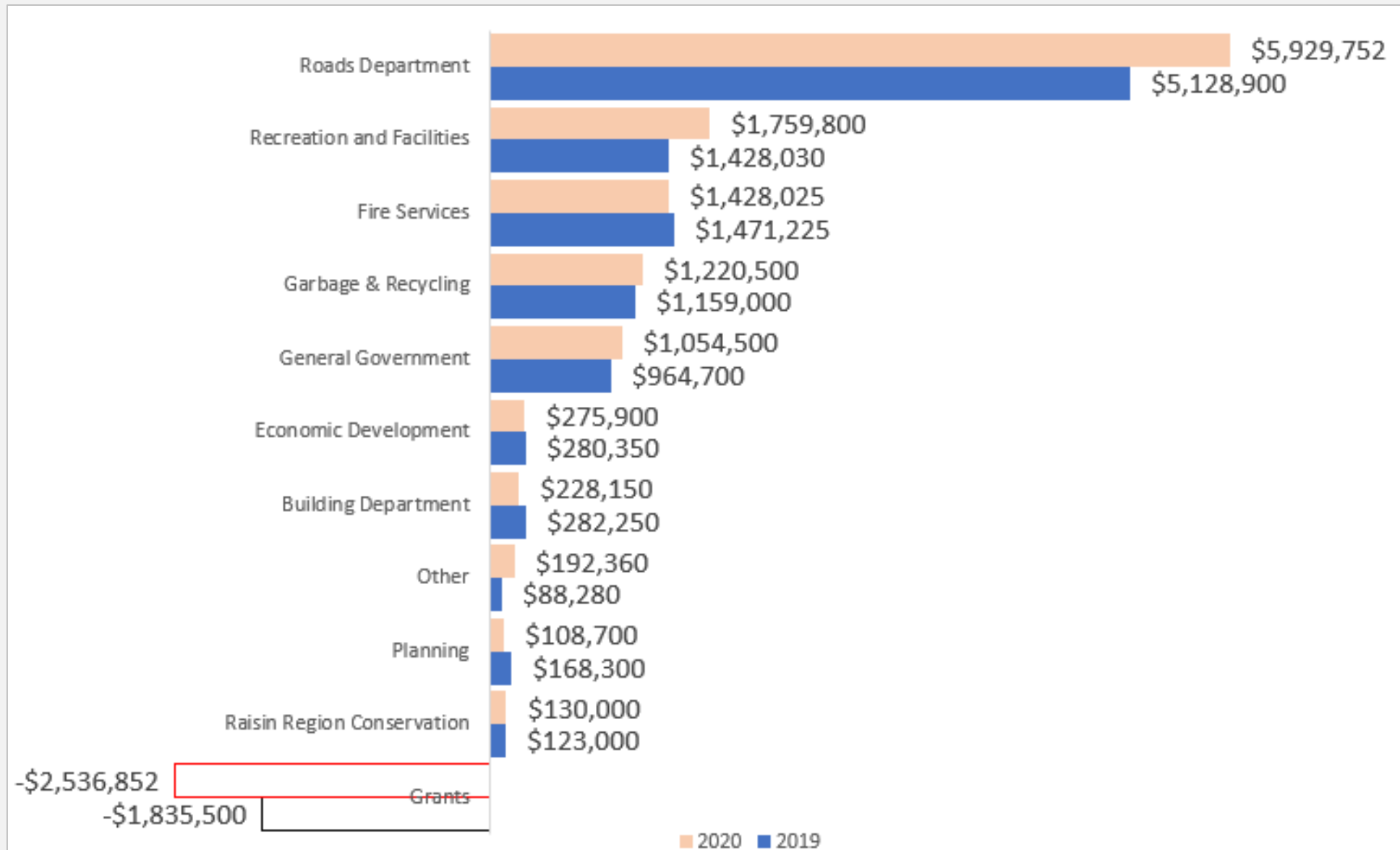
Bray St.  
Pump Station



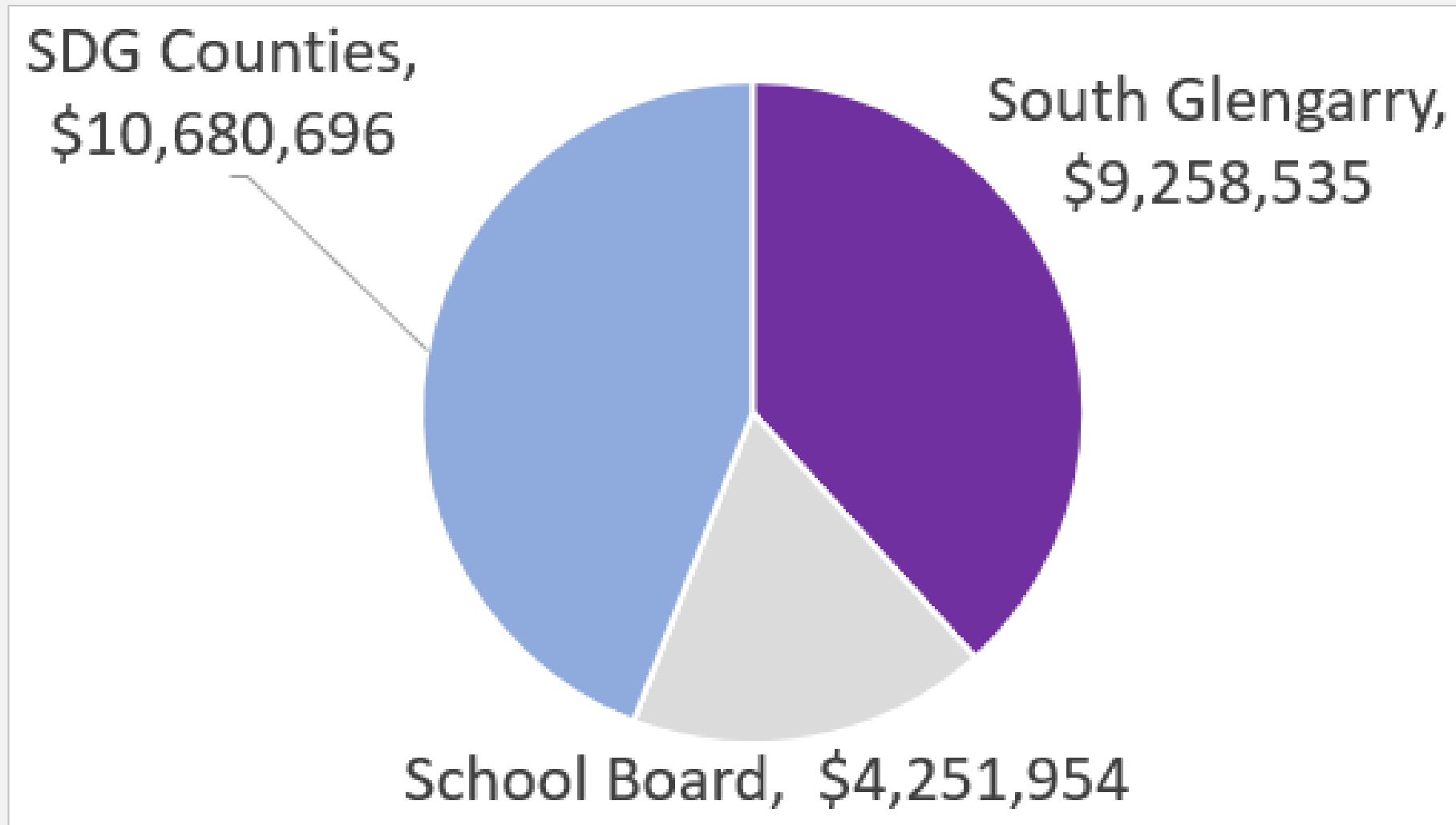
Glen Walter  
Pumper



# 2020 Tax Distribution by Service

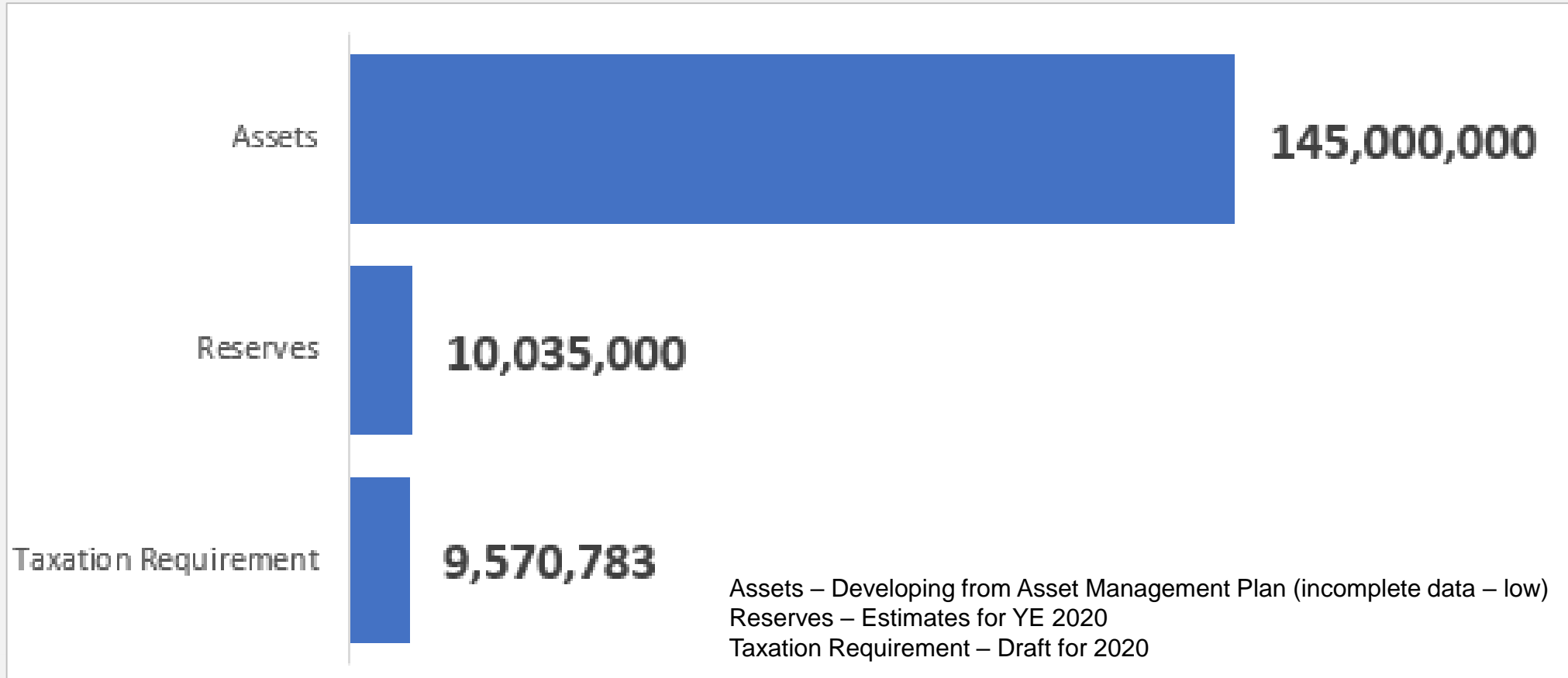


# 2019 Tax Distribution by Level of Government





# 2020 Reserves v. Assets



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# Budget Outcomes Summary

Item	2019 Final	2020 Draft Levy	Post Nov 22	Today
Taxation Levy	\$ 9,258,535	\$ 9,480,283	\$ 9,731,283	\$ 9,578,783
Increase Over 2019	N/A	\$ 221,748	\$ 472,748	\$ 320,248

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# Details – At Conclusion of Nov 22

\$9,480,283 – Draft Levy (Nov 22)

## Approved:

- \$10,000 – ADD - Council Conferences
- \$5,000 – ADD -Fire Helmets
- \$20,000 – ADD – Increase Museum Grant
- \$10,000 – ADD – Hardtop Shouldering
- \$78,000 – ADD – Executive Assistant
- \$35,000 – ADD – Contingency for Archives
- \$10,000 – LESS – Danaher Park
- \$50,000 – LESS – Loose-top Resurfacing

## To Further Discuss:

- \$50,000 – ADD – Office Renovations
- \$5,000 – ADD – Speed Signs
- \$10,000 – ADD – Peanut Line Maintenance
- \$10,000 – ADD – Director Office
- \$100,000 – ADD – Glen Road
- \$78,000 – ADD – Deputy Chief
- \$100,000 – LESS – William Street

\$9,731,283 – After First Deliberation (Approved and To Further Discuss)

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# Budget Outcomes Summary

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# Details – Today

\$9,731,283 – After First Deliberation (Approved or To Further Discuss)

## Administrative Changes:

- \$35,000 – ADD – Pumper 4 (Cost Increase)
- \$50,000 – ADD – Fire Transfer to Reserve (AMP)
- \$7,500 – ADD – Drainage Super (More Accurate)
- \$25,000 – ADD – Ice Resurfacer (Cost Increase)
- \$77,000 – ADD – Recreation Projects (Director)
  
- \$200,000 – LESS – Radio Project (County Out)
- \$65,000 – LESS – Recycling (Over Estimated)
- \$25,000 – LESS – Legal (Township-wide)
- \$65,000 – LESS – Consultants (Township-wide)

\$9,570,783 – Draft Levy (Jan 24)

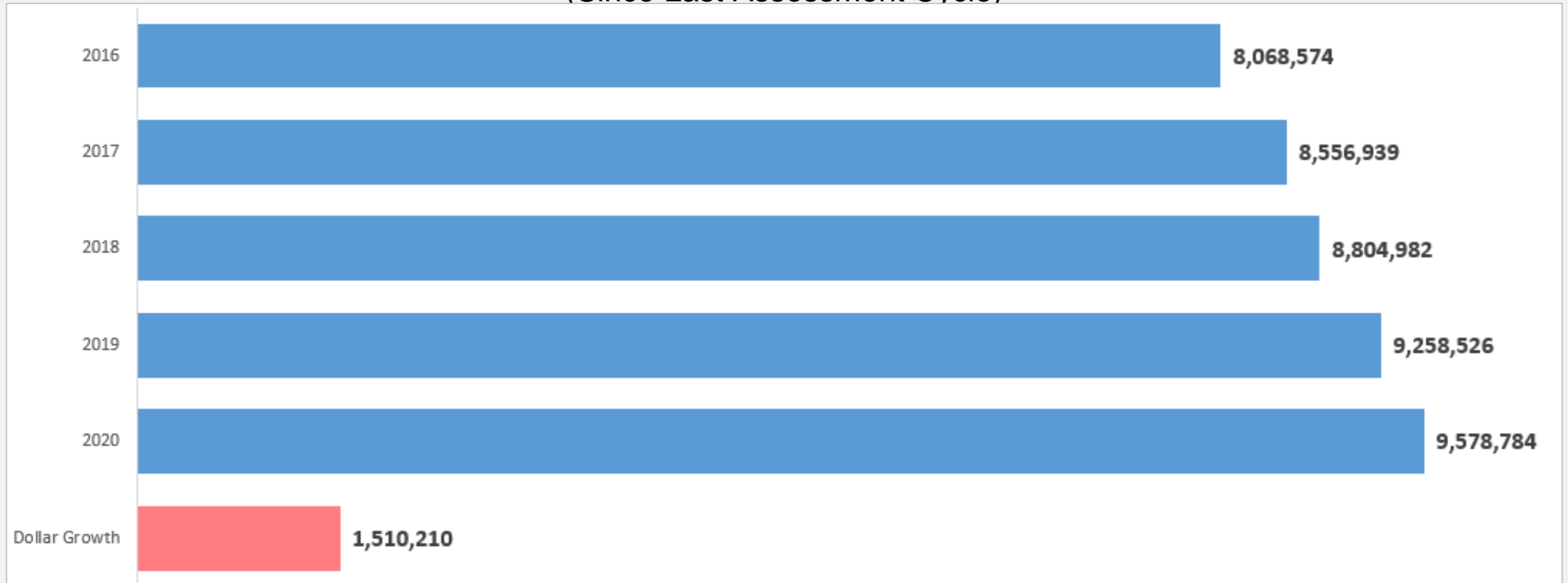
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# Tax Growth

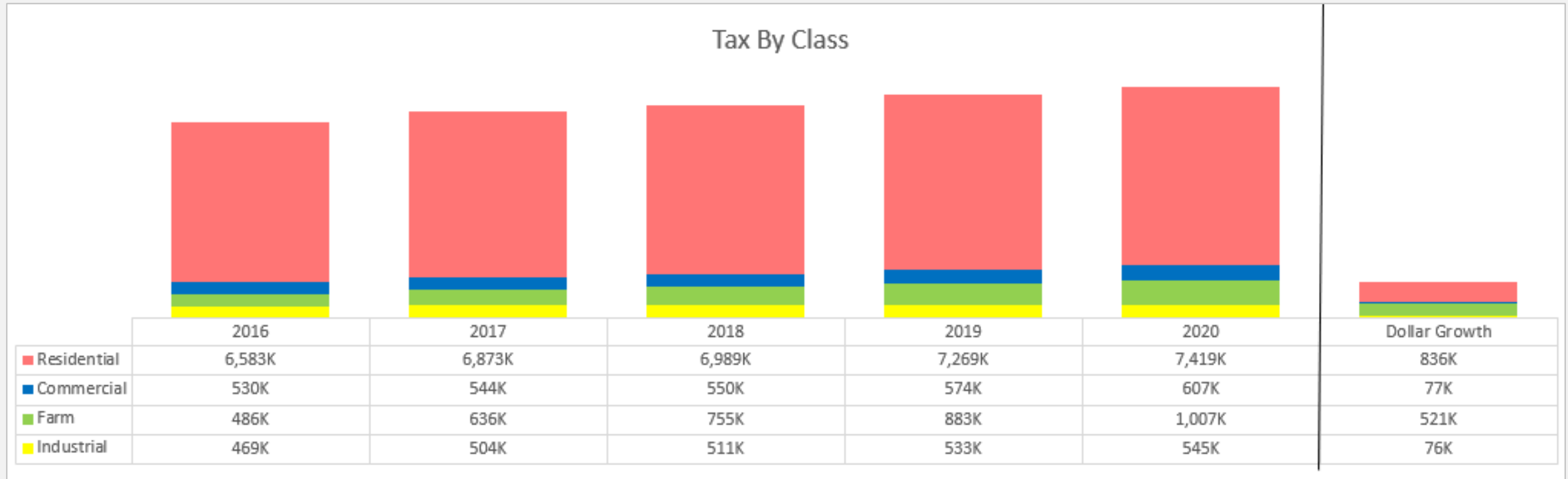
(Since Last Assessment Cycle)



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# Tax Growth (By Class) Since Amalgamation



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# 2020 Salary Overview

## Full Time Staffing + Total Payroll Costs



Council - \$119,000



Corporate - \$851,000



Community - \$643,100



Fire - \$392,300



Infrastructure - \$1,515,950



Recreation and Facilities - \$738,200



Water/Waste Water - \$447,250

Fire – 100-125 Firefighters

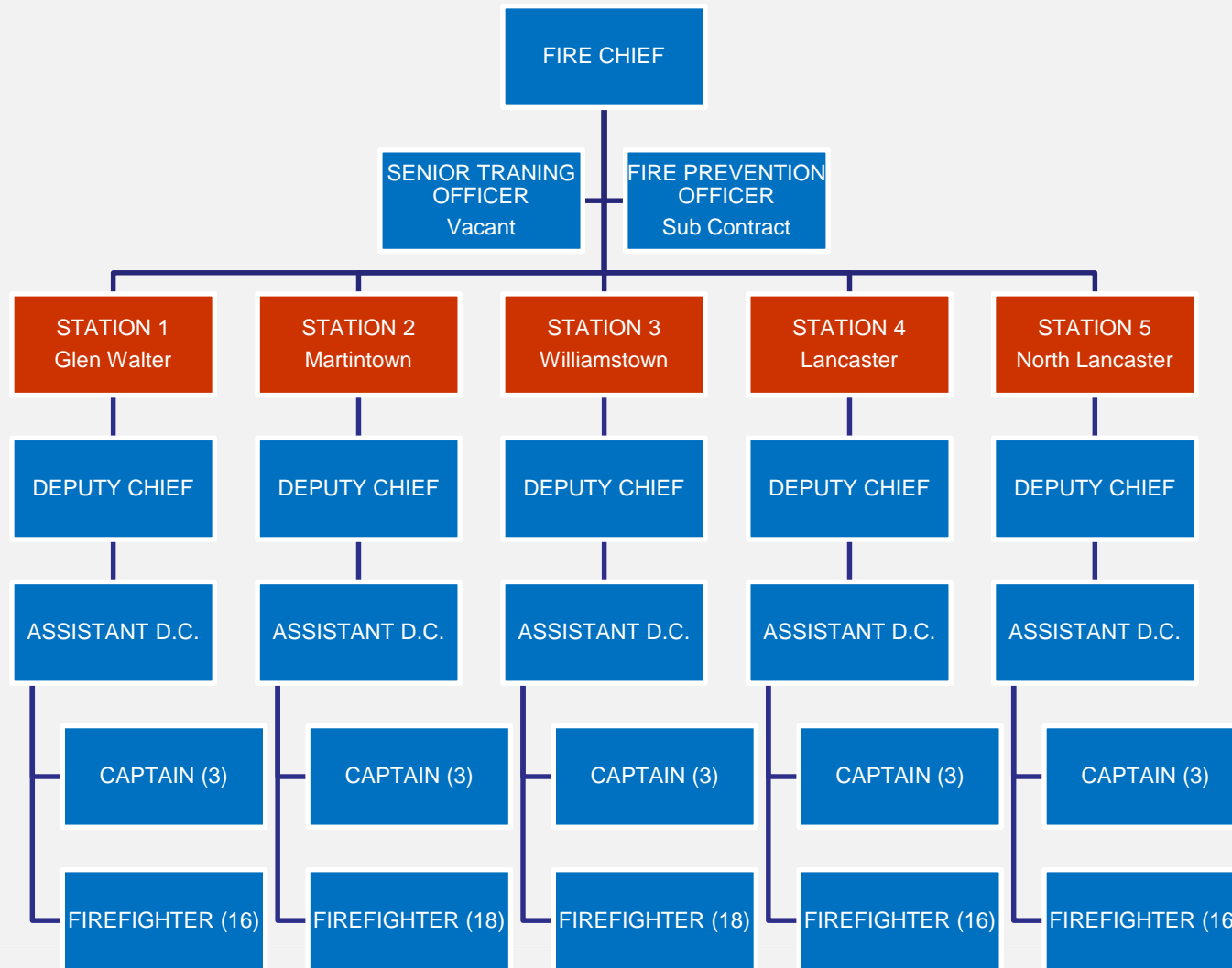
Roads – 3 Seasonal

Recreation – 3 Part time

# Fire Services

Dave Robertson, Chief of Fire

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# Fire Services (p.21-27)

## 2020 Highlights:

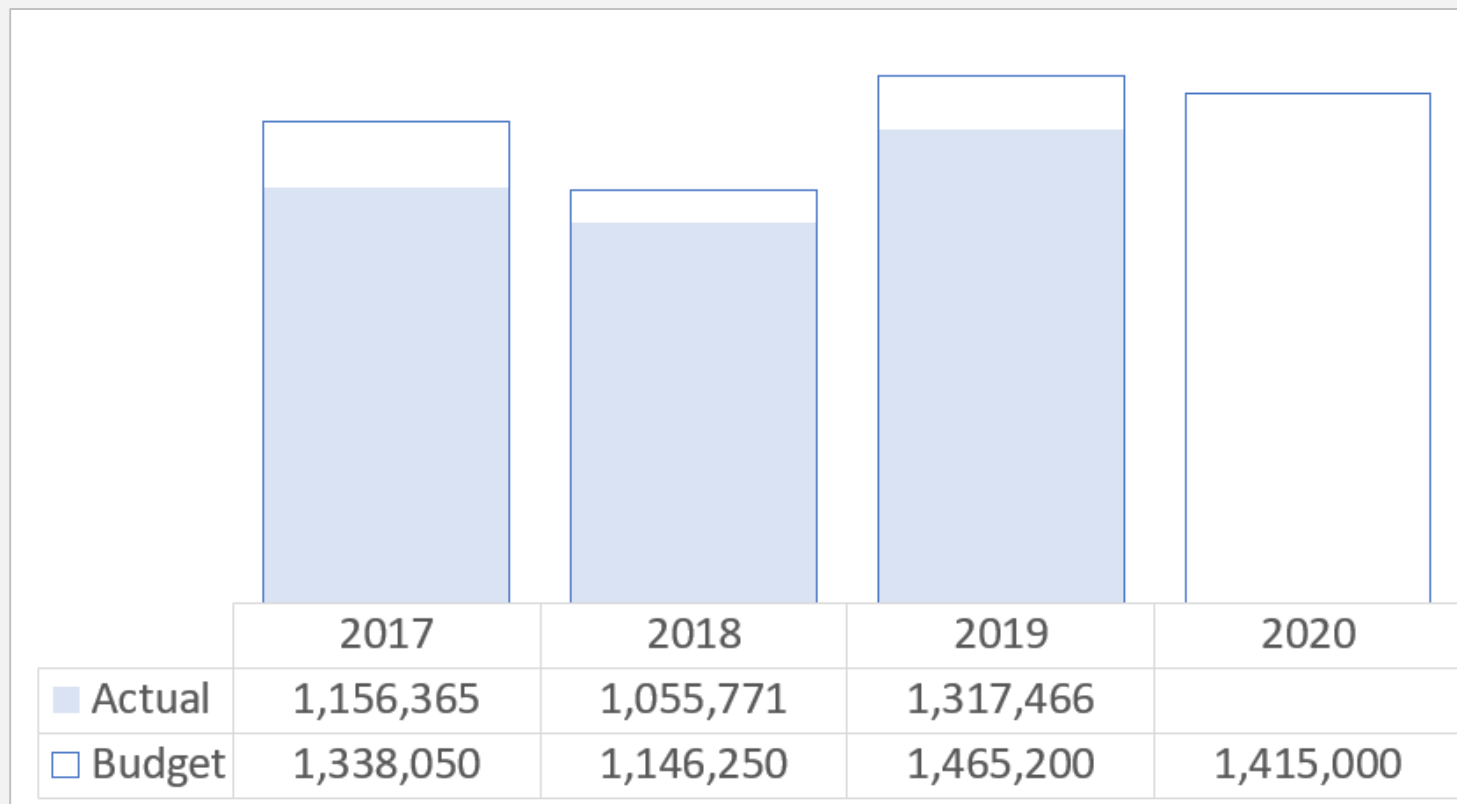
- Fire Station (\$600,000)
- Station 1 Pumper (\$535,000)
- Helmet Replacement (\$40,000)
- ~~Upgrade Radio (\$400,000)~~
- Offset by \$950,000 in reserve transfers
- Estimated reserves remaining \$988,000 (2020)
  - \$788,000 undedicated
  - \$200,000 for fire tower modernization
- Budgeted capital expenses
  - 2018 - \$920,000 – two fleet vehicles
  - 2019 - \$742,000 (not spent)
  - 2020 - \$1,175,000
- Budgeted operating expenses
  - 2018 - \$1,181,250
  - 2019 - \$1,160,700
  - 2020 - \$1,218,000
    - Includes Reserve transfer increase from \$300,000 to \$400,000 per AMP review

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# Fire Services (p.21-27)

## Taxation Requirement

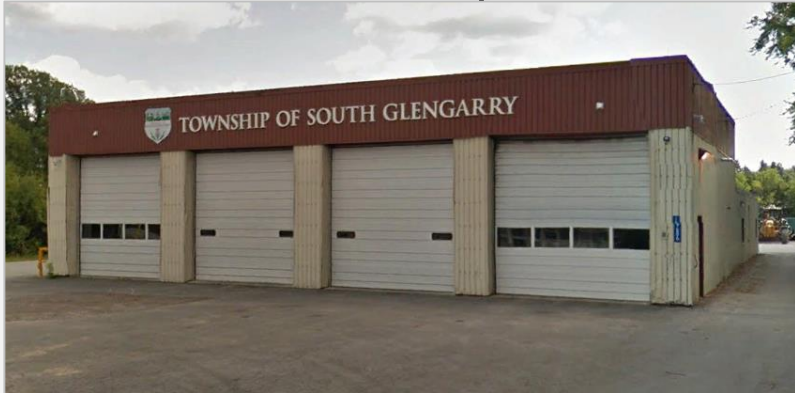


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# Fire Services (p.21-27)

## Capital – Williamstown Roads Garage/Station Renovations



### Project highlights:

- \$600,000 (estimate)
- Best location
- An existing property
- Tender ready
- Station has highly engaged fire fighters

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# Fire Services (p.21-27)

## Capital – Pumper Replacement



### Project Highlights:

- \$525,000
- Location - Lancaster Station
- Same as vehicle in Glen Walter Station
- Fits asset replacement plan
- Meets the response & staffing needs

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# Fire Services (p.21-27)

## Capital – Helmet Replacement



### Project Highlights

- \$40,000
- Approximately 110 helmets
- Meets NFPA standard (10-year replacement)

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# Fire Services (p.21-27)

## Recommendation of Full-Time Deputy Fire Chief

### Level 2

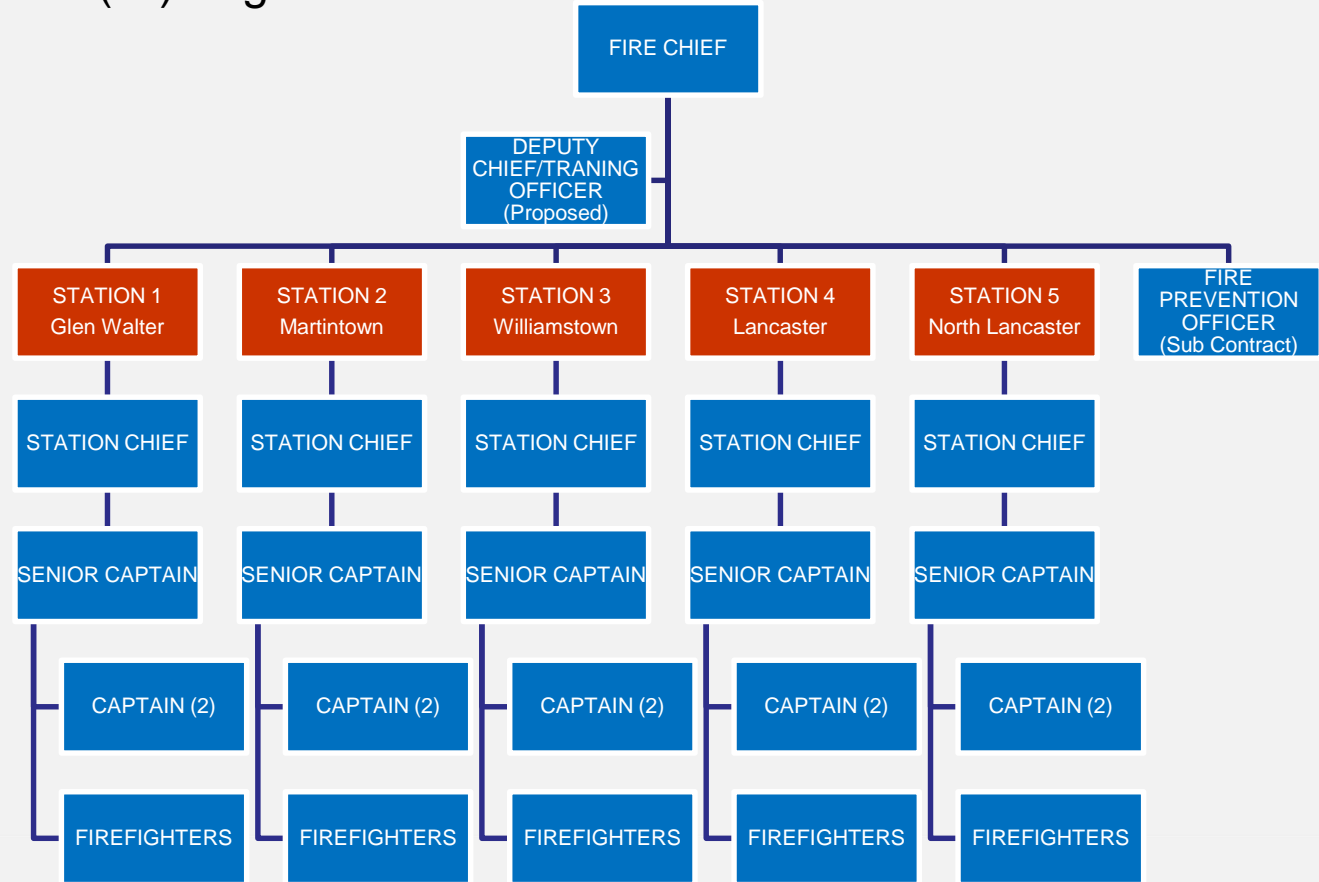
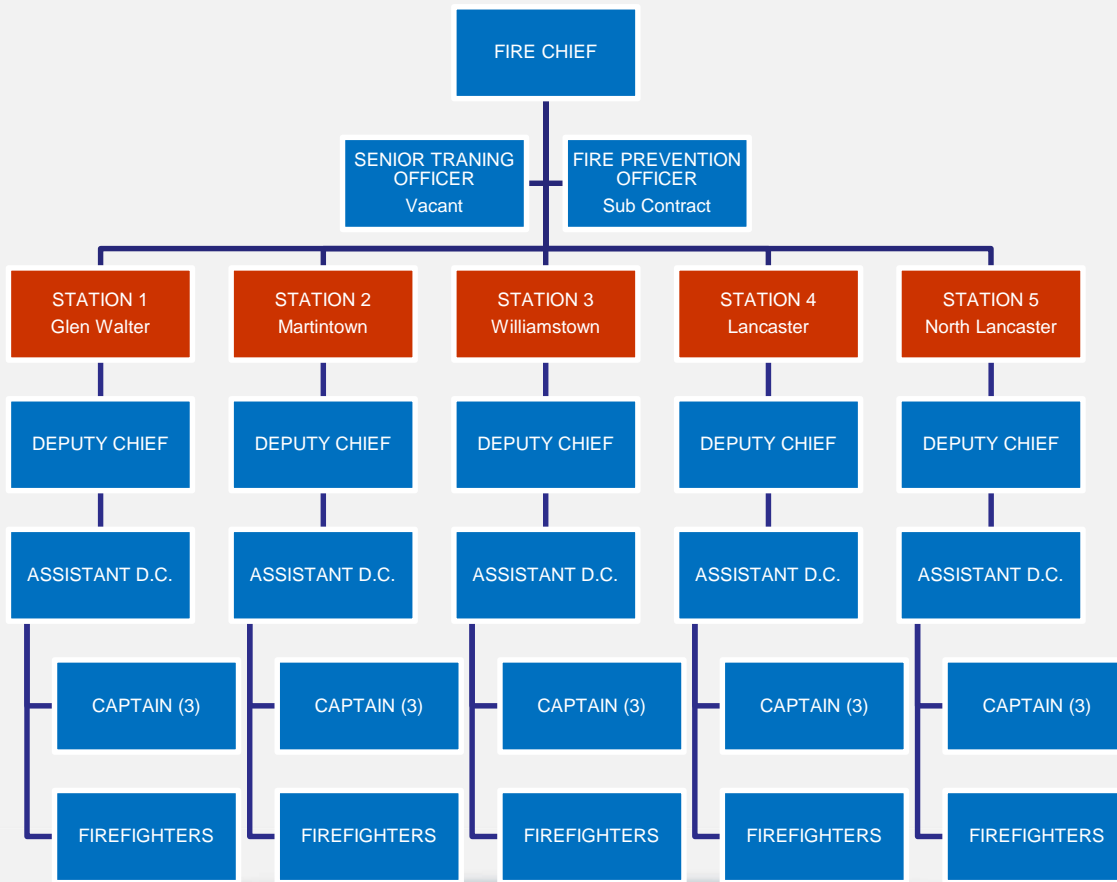
- \$55,228 to \$65,045 (+ benefits)
- Budgeted at \$78,000
- Non-union, Supervisory role
- More uniformity and cross over in training
- Meeting of goals
  - Provincial and Standards
  - Our own goals for the level of service dictated by Council

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# Fire Services (p.21-27)

(←) Current v. Proposed (→) Organization Chart



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# Ambulance Bay (p.28)

## Taxation Requirement (\$)

### 2020 Budget

- Lease amount remains constant (\$16,800)
- Revenue is transferred to fire reserve

### 2019 Highlights

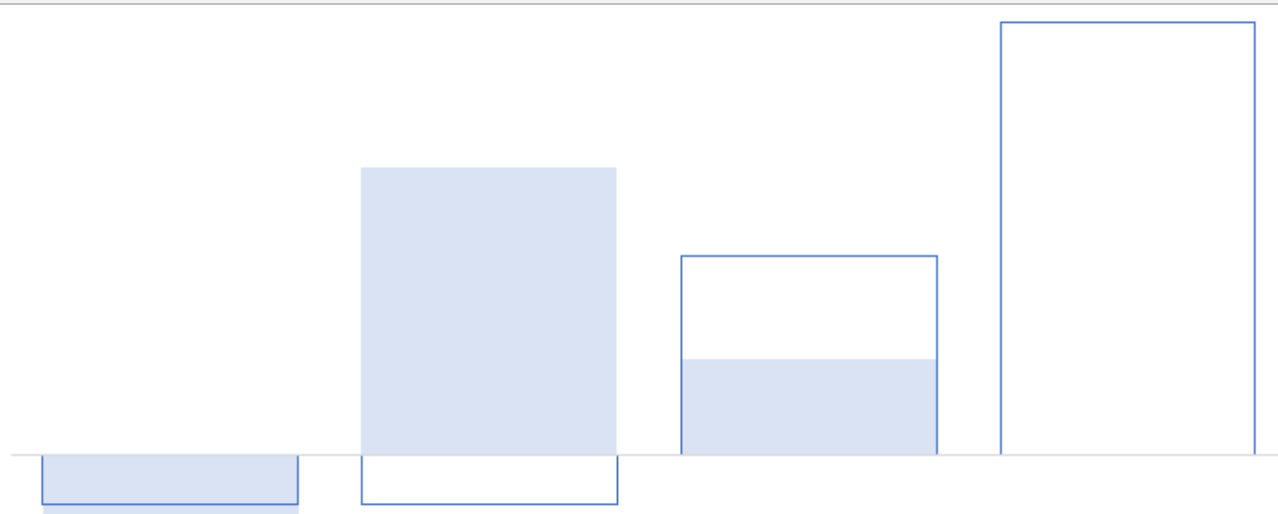
- Move from electric heat to Natural Gas
- Connection to backup power system

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# Fire Ponds – Midway and Richmond Road (p.29)

## Taxation Requirement



### 2020 Budget

- Considerations – Ditching pond, fence

### 2019 Highlights

- Midway site
  - New remote monitored alarm
  - Minor building repairs by Facilities staff
- Richmond site
  - Evaluating pond refill well
- Evaluating agreements at both sites

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# Infrastructure Services

Ewen MacDonald, General Manager of Infrastructure Services

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# Water & Sewer (p.15-17)

## Glen Walter

### 2020 Highlights

- Bray Street Pumping Station (\$810,000)
- Glen Walter Looping (\$650,000)
  - Applying for Infrastructure Grant in January.
- Generator for Glen Walter (\$300,000)

### Capital History

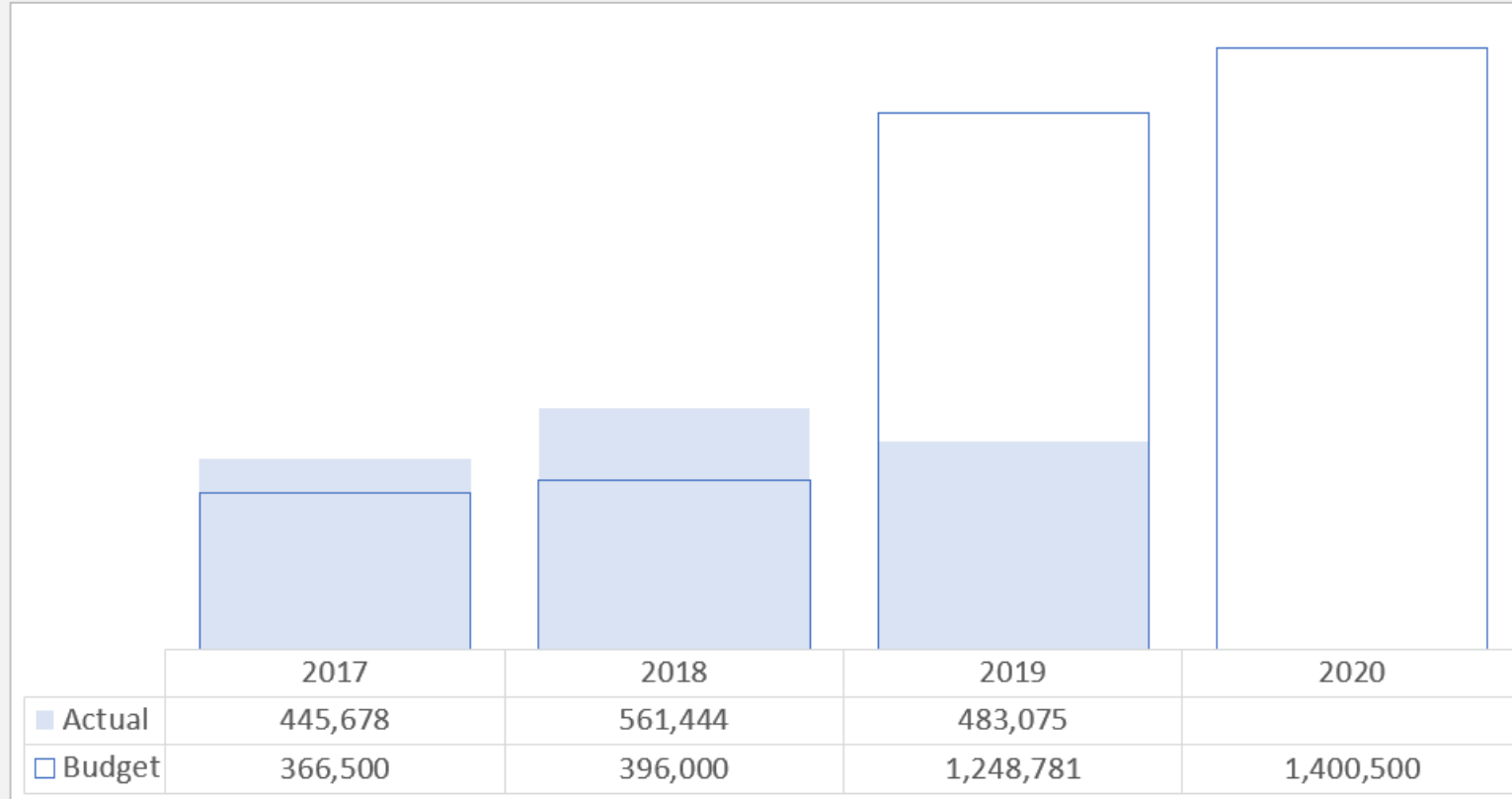
- 2018 (\$10,000)
- 2019 (\$806,000) of which \$740,000 unspent
- 2020 (\$1,760,000)
- Estimated Reserve Contribution to projects
  - \$1,085,000 (all reserves)

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# Water & Sewer (p.15-17)

## Glen Walter Expenses



### 2019 Note

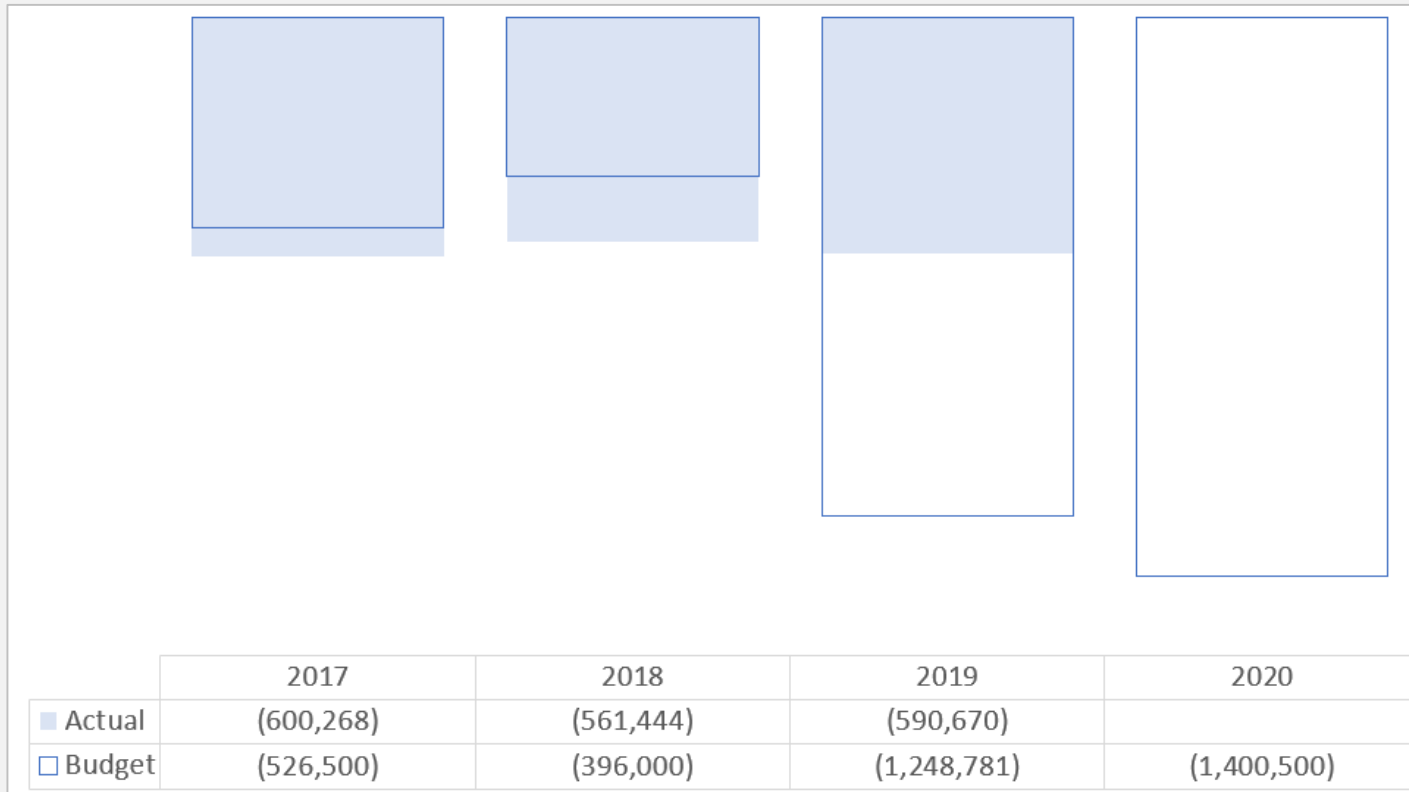
- \$740,000 – unspent capital
- Actual + Unspent Capital  
= \$1,223,0075

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# Water & Sewer (p.15-17)

## Glen Walter Revenues



### 2019 Note

- \$742,000 – reserves not transferred
- Actual + Unspent reserves = \$1,332,670
- \$44,000 in connection fees
- \$50,000 revenue > budget

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# Water & Sewer (p.15 & 17-18)

## Lancaster

### 2020 Highlights

- \$400,000 to \$450,000 estimated reserve transfer
- \$16,000 in connection fees
- Roof for Lancaster Pumping Station at Lagoon (\$10,000)
- Estimated Reserve for YE 2020
  - \$1,350,000
- No recent capital expenditures

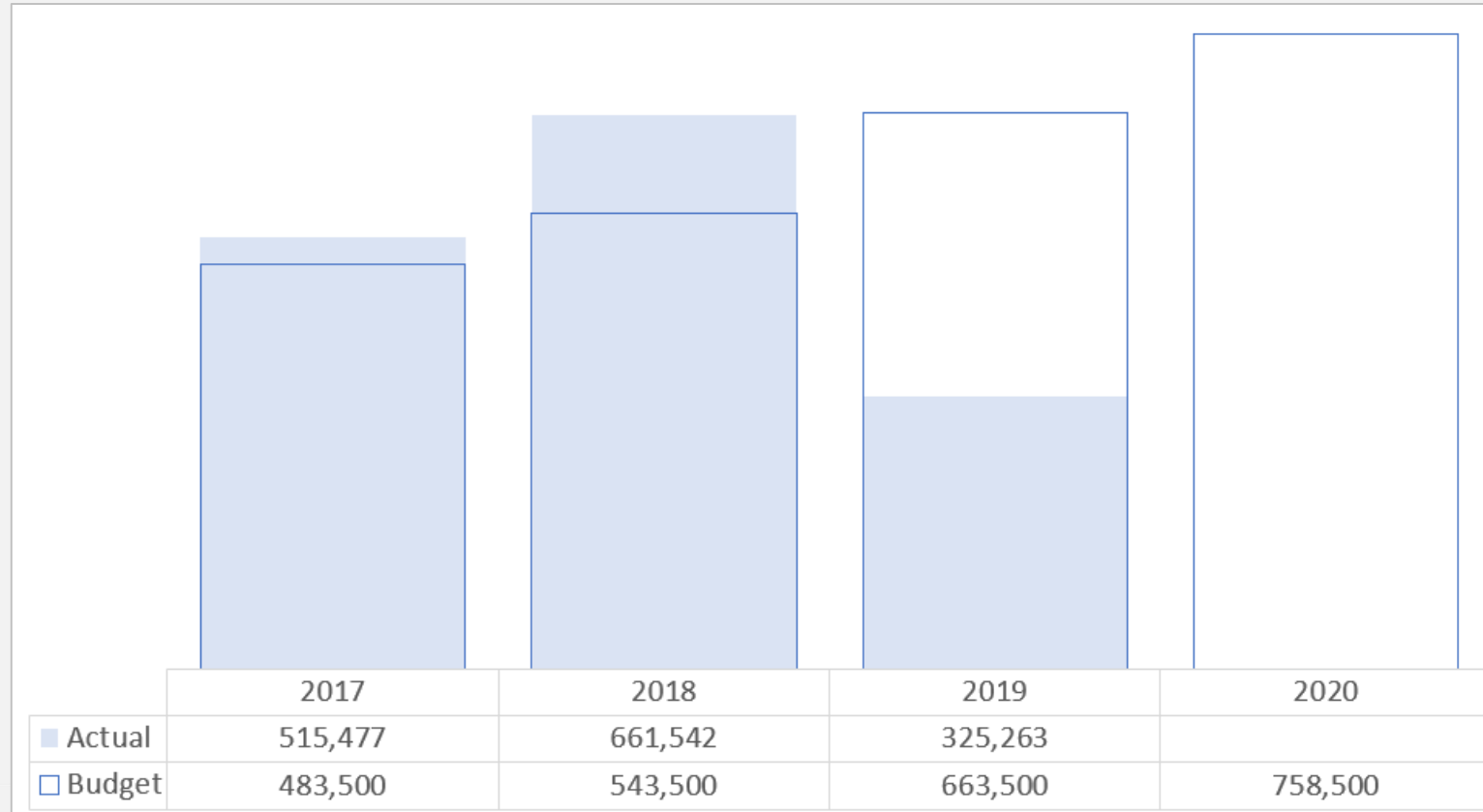
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# Water & Sewer (p.15 & 17-18)

## Lancaster Expenses



### 2019 Note

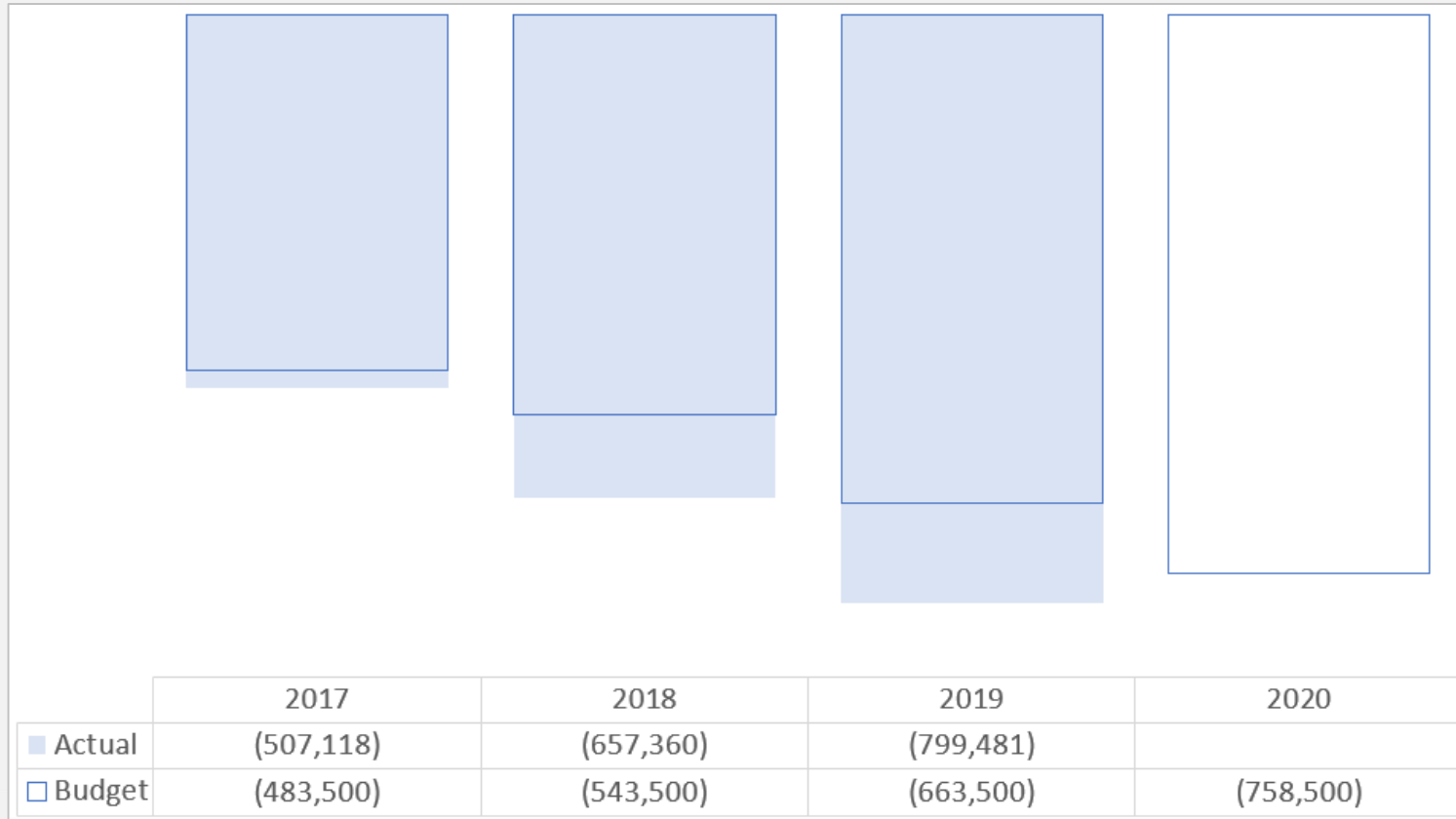
- A change in how we allocate shared costs has decreased the burden to Lancaster
- We had expected a reserve transfer of \$104,000
- Under budget \$150,000 to \$200,000

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# Water & Sewer (p.15 & 17-18)

## Lancaster Revenues



### 2019 Note

- Revenue estimates overly cautious
- Estimates typically based on minimums

### 2020 Highlights

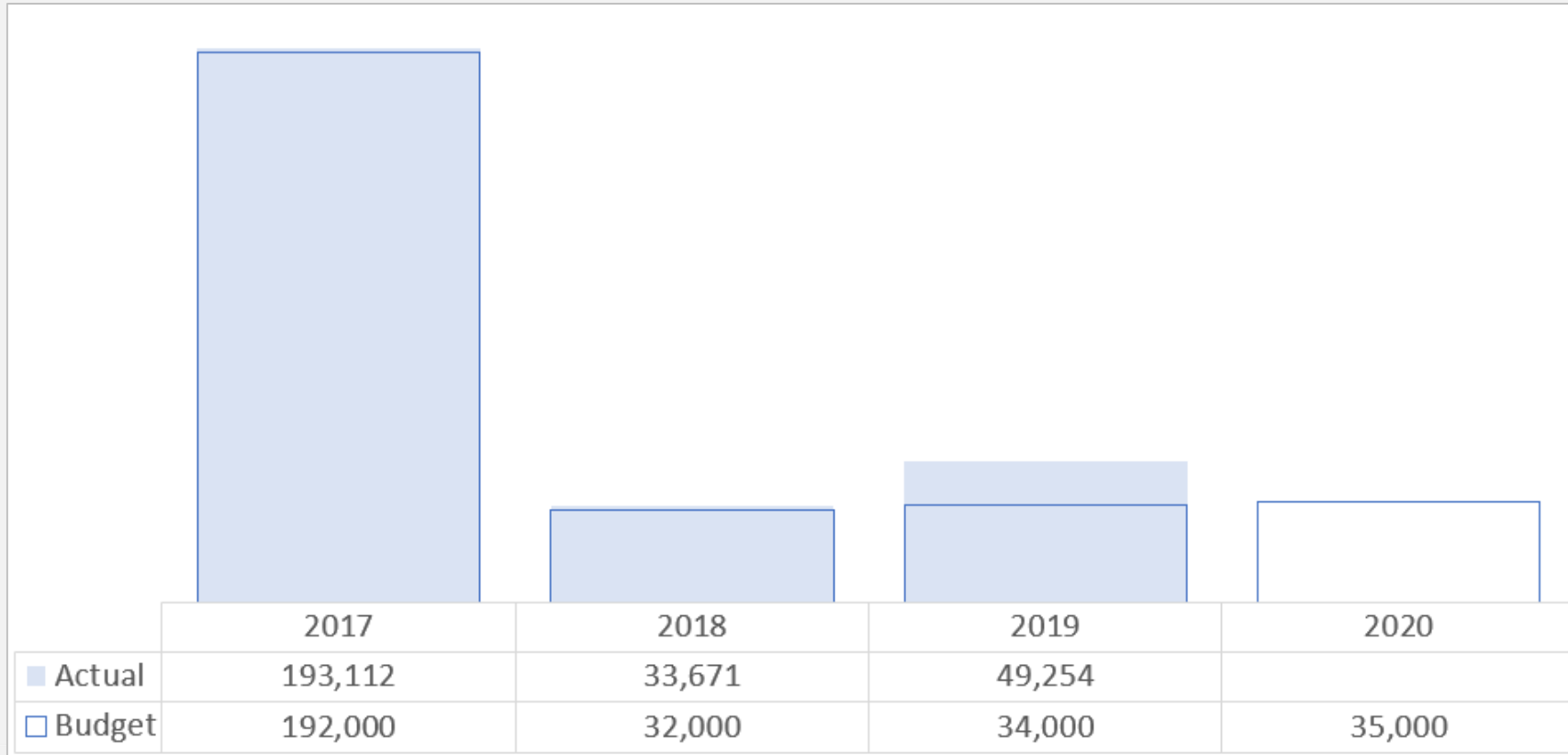
- Less cautious on revenue estimates
  - Still lower vs. 2019 because we can't guarantee usage over minimum

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# Water & Sewer (p.15 & 19)

## Kennedy Redwood Expenses



In 2017 we upgraded the facility (with grant assistance)

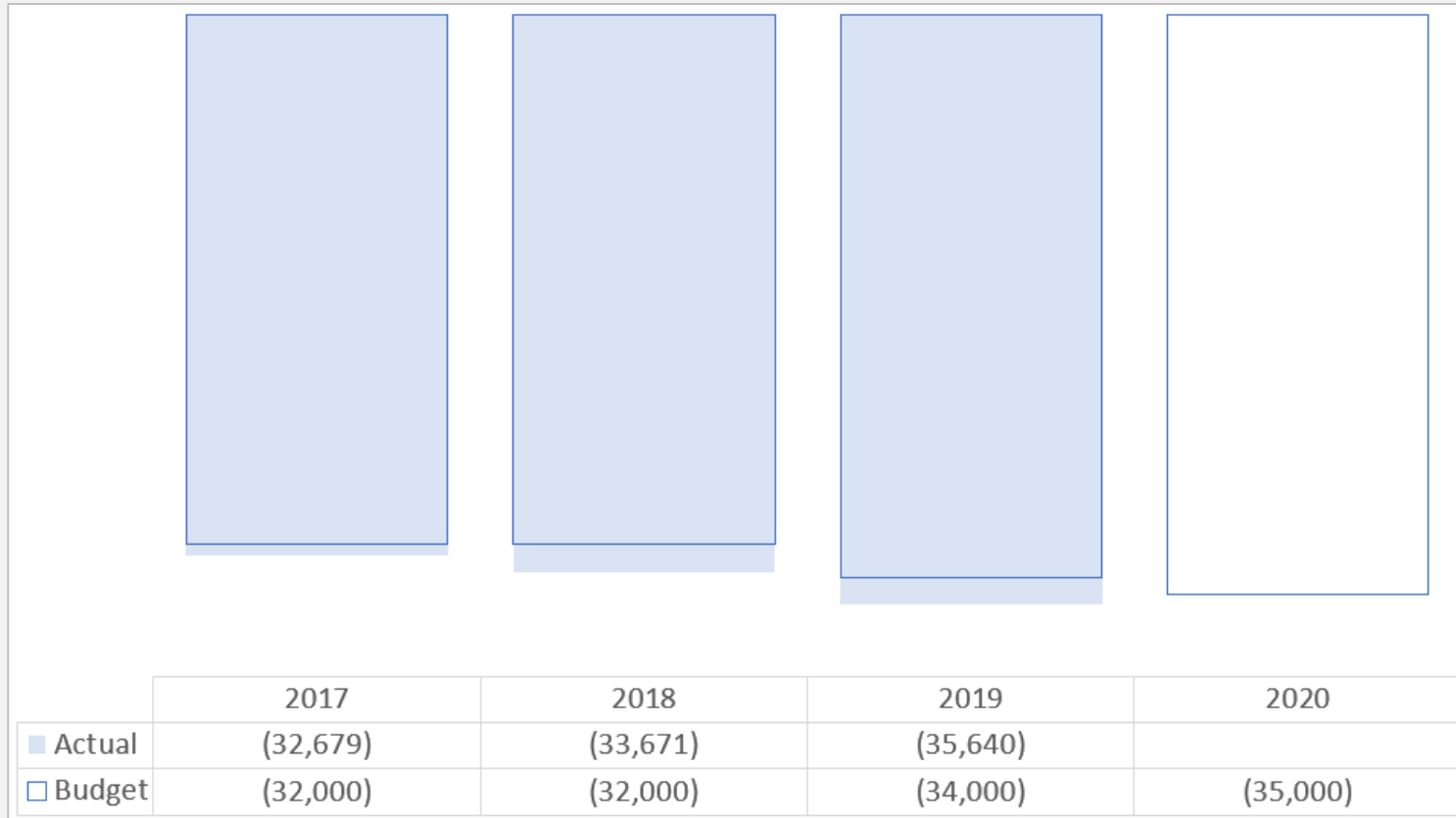
From 2018 onward, it has been capital only

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# Water & Sewer (p.15 & 19)

## Kennedy Redwood Revenue



No surprises

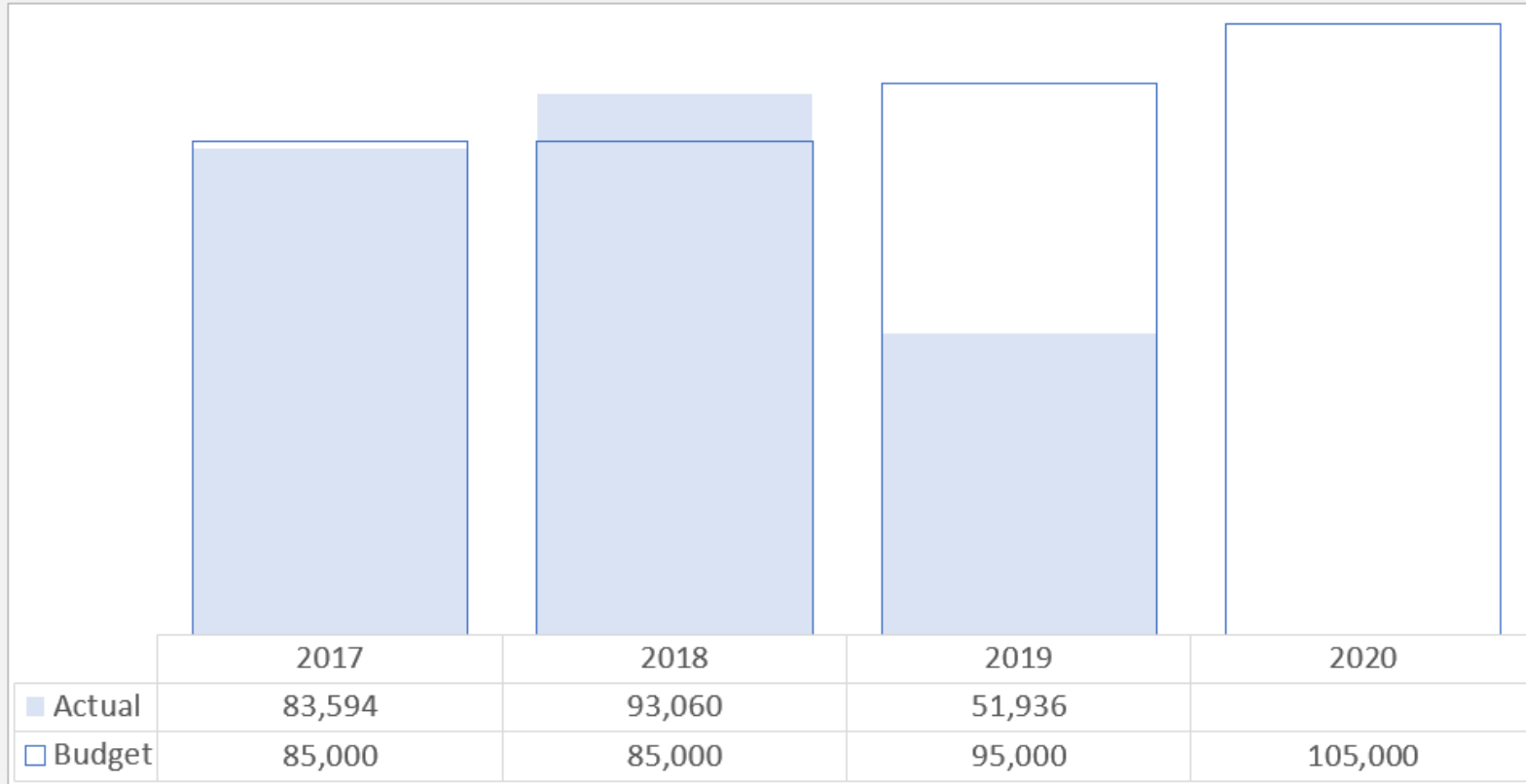
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# Water & Sewer (p.15 & 18-19)

## Green Valley Expenses



### 2019 Note

- Under budget will result in a transfer to reserves

### 2020 Highlights

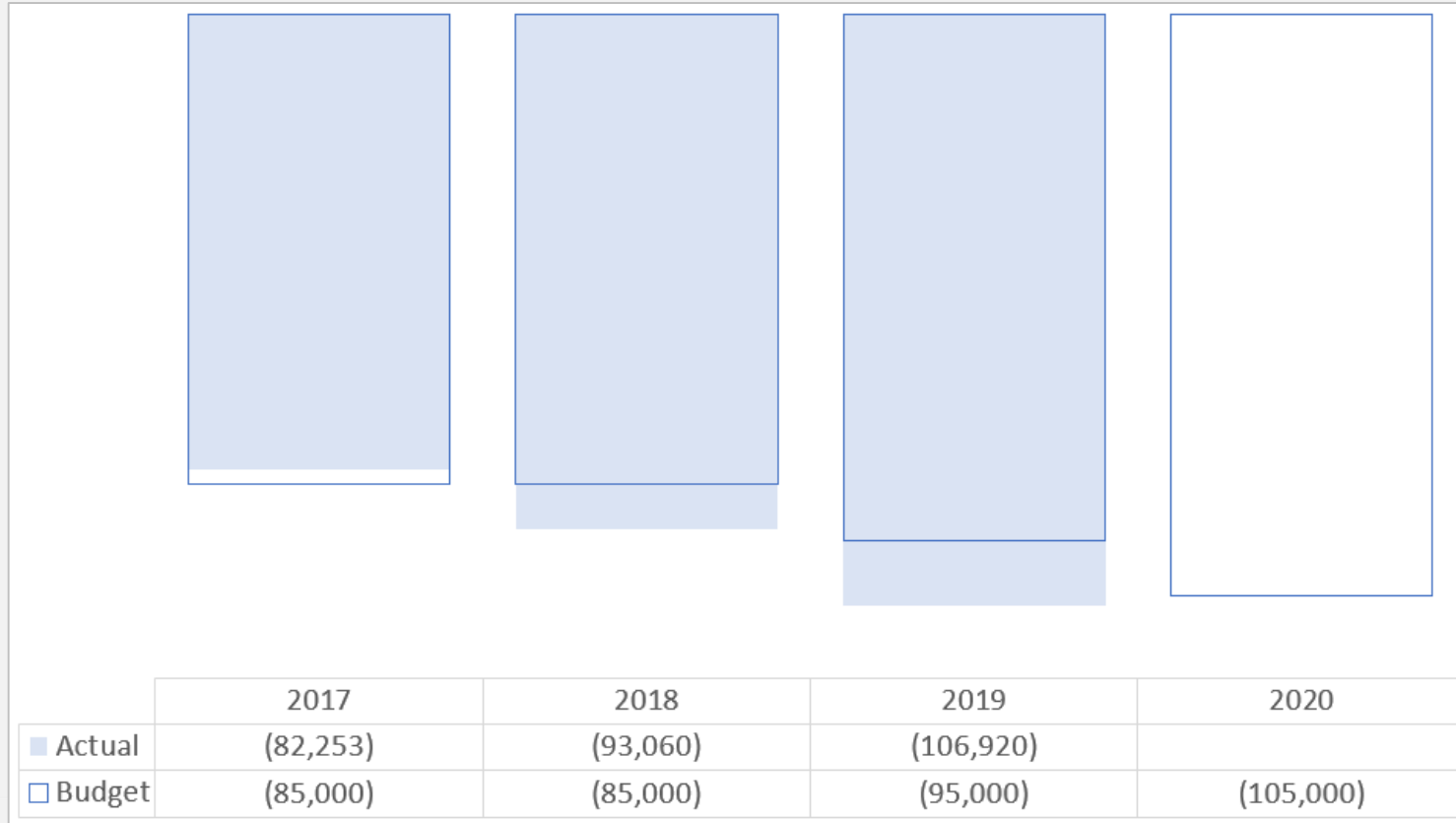
- Haul Sludge (\$20,000)

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# Water & Sewer (p.15 & 18-19)

## Green Valley Revenues

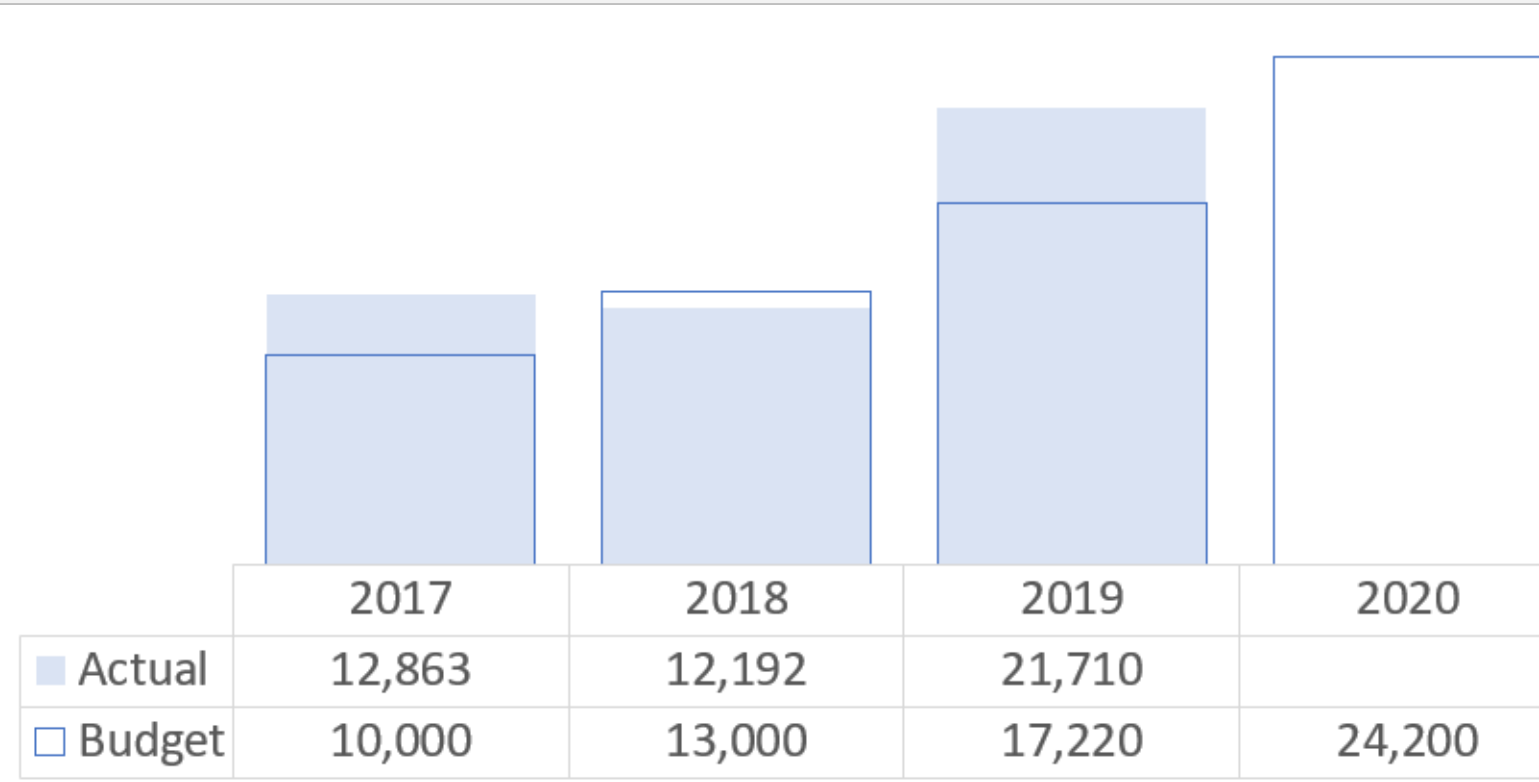


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# Airport (p.30)

## Taxation Requirement



### 2020 Highlights

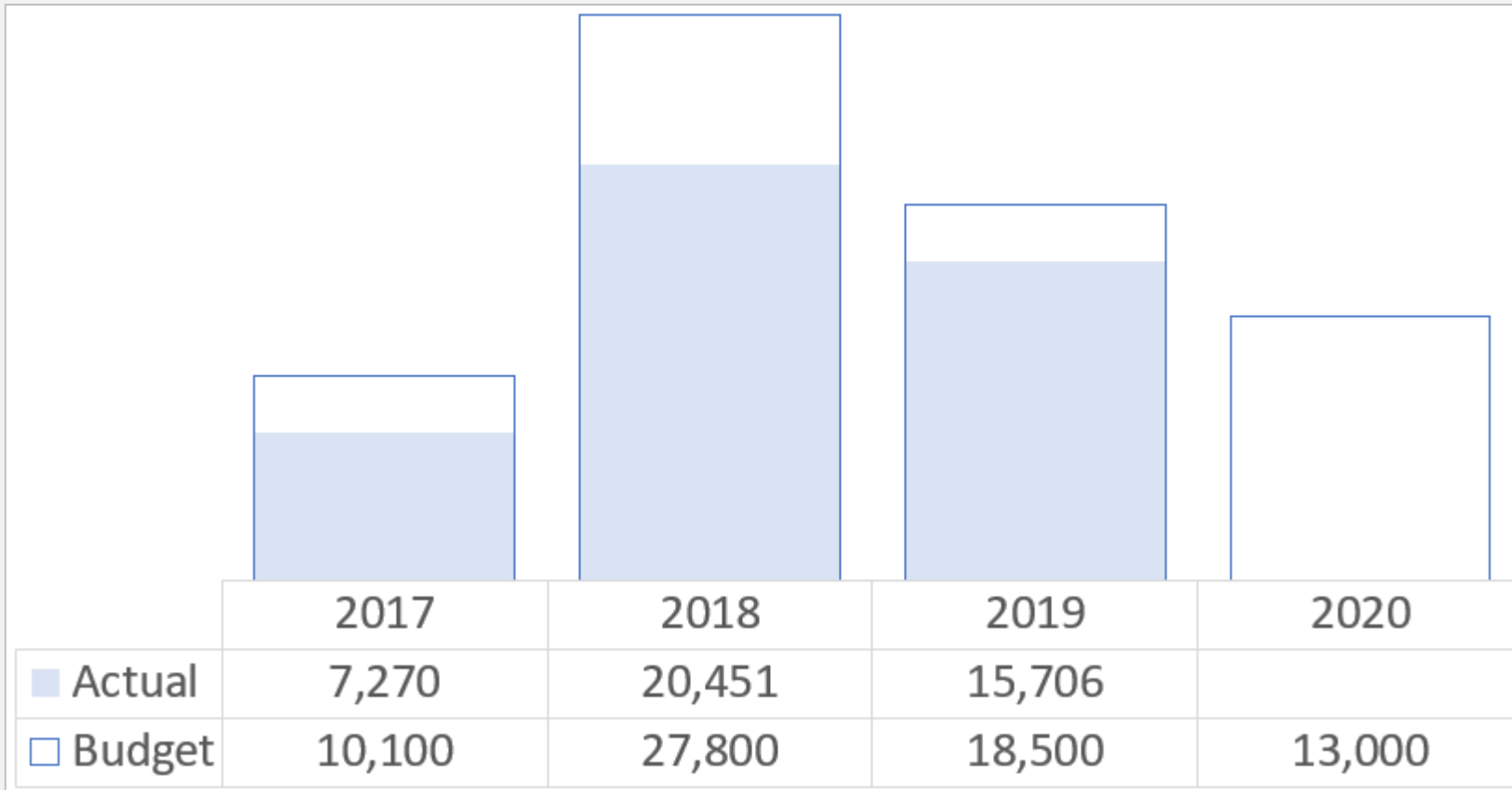
- Business Development Plan (funded from Airport Accumulated Reserve)
- Operating Deficit \$121,234.00
  - 85% - City of Cornwall
  - 15% - Township of South Glengarry

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# Lan Char Centre (p.31)

## Taxation Requirement



### 2020 Budget

- Space Leased to Dentist
- Maintained by Staff

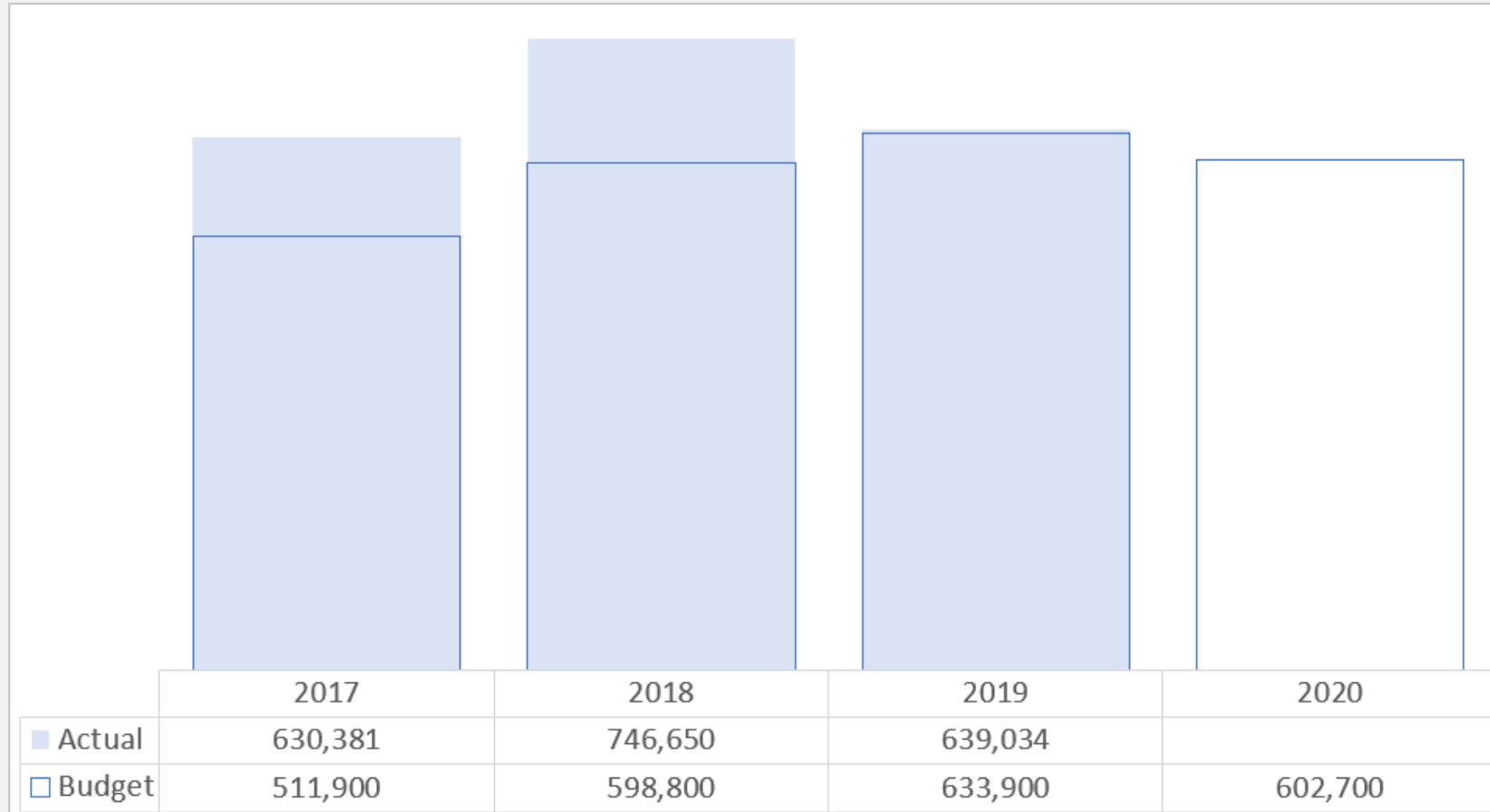
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# Roads Fleet (p.32-41)

## Taxation Requirement

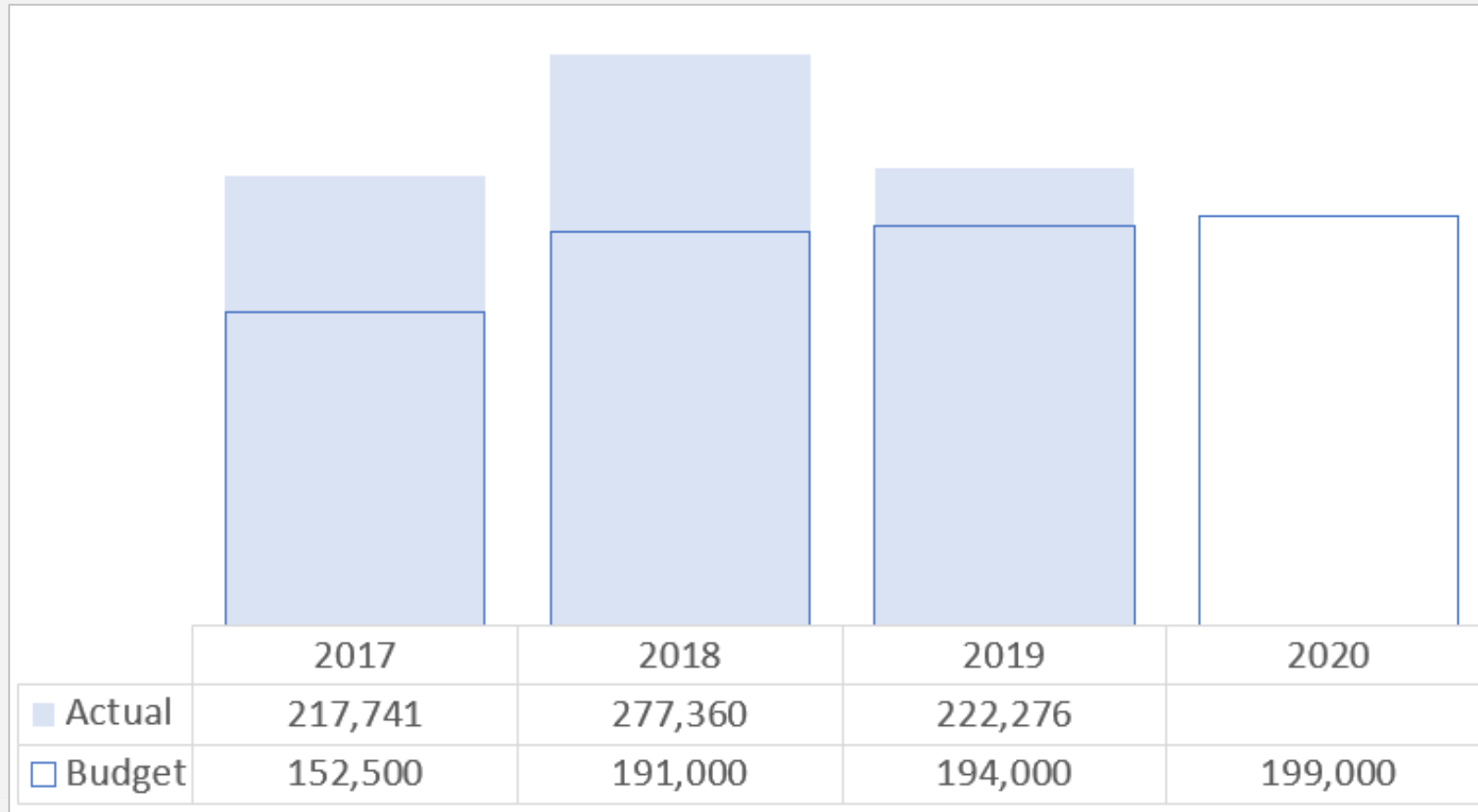


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# Roads Fleet (p.32-41)

Parts

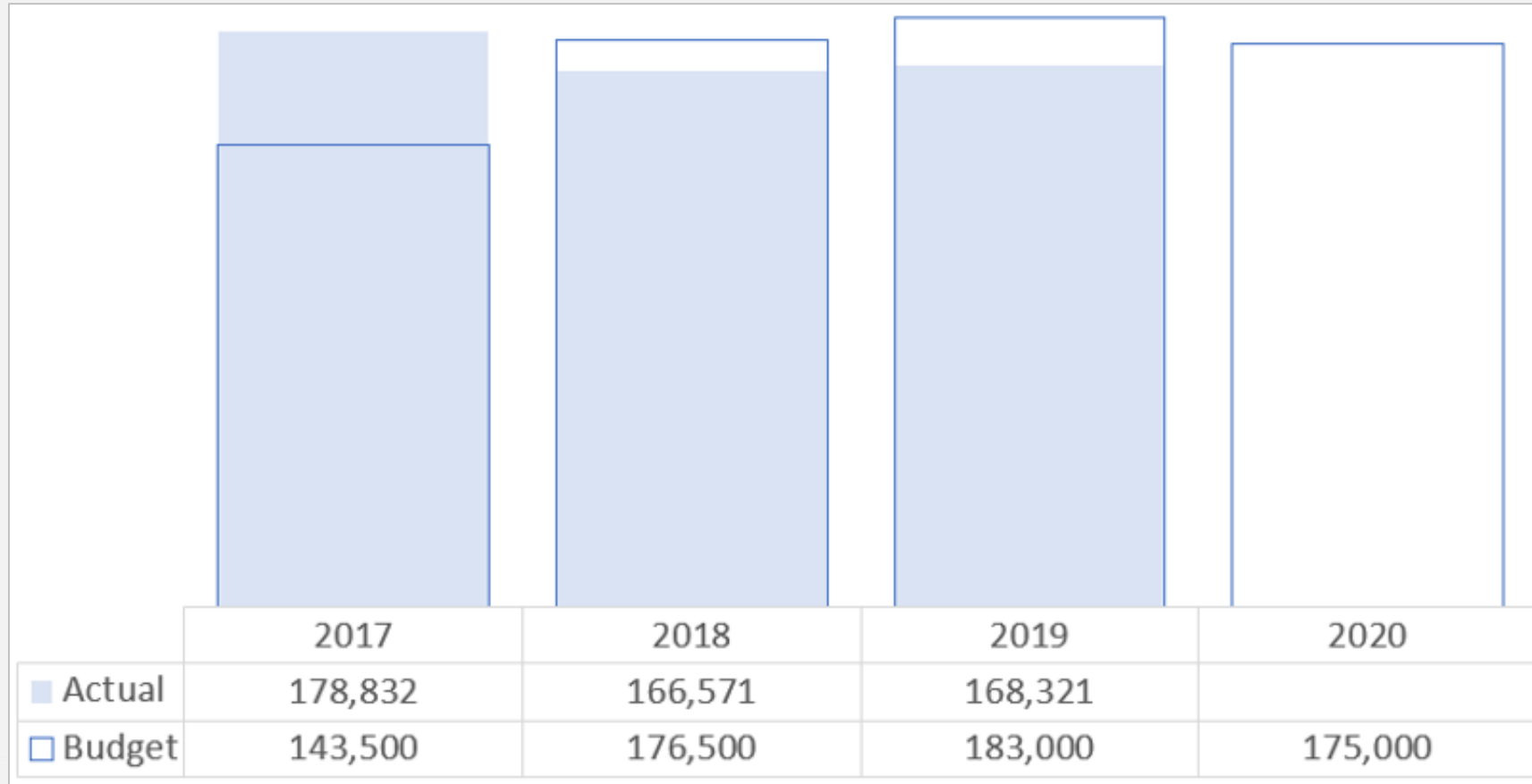


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# Roads Fleet (p.32-41)

## Outside Mechanical Repair



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# Roads (p.42–55)

## Items Included:

- Roadside Mowing
- Ditching and Drainage
- Brushing
- Debris & Litter
- Culverts
- Hardtop Patching
- Hardtop Sweeping
- Hardtop Shouldering
- Hardtop Crack Sealing
- Hardtop Line Painting
- Sidewalk Maintenance
- Loose-top Grading
- Loose-top Dust Control
- Loose-top Resurfacing
- Signs & Safety Devices
- Guiderails
- Railway Crossings
- Community Services
- Winter Control – Plowing & Sanding
- Winter Control – Sidewalk Snow Removal
- Winter Control – Ice Blading
- Winter Control – Snow Removal
- Winter Control – Flood Control

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# Roads (p.42–55)

## Capital Projects

2020	Maple	3.9	Double Surface Treat & Fog Seal	\$ 195,000.00
2020	Cedar Grove	5.3	Double Surface Treat & Fog Seal	\$ 250,000.00
2020	67th Ave/2nd Line Road	0.6	Double Surface Treat & Fog Seal	\$ 27,000.00
2020	William Street	0.7	Reconstruction with Storm Sewers	\$ 1,300,000.00
2020	St. Mary's	0.3	Overlay	\$ 26,544.00
	Glen Road	1.0	Pulverize & Pave	\$ 100,000.00
				\$ 1,898,544.00

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# Roads (p.42–55)

## 2020 Highlights:

- Roads Garage (\$1,320,000)
  - Reserve Transfer Offset (\$1,240,000)
- William Street (\$1,300,000)
  - AMO Gas Tax Offset (\$1,219,000)
- Tandem (\$250,000)
  - Reserve Transfer Offset (\$250,000)
  - Replacing 2002 Tandem

## Estimated Reserves Remaining (2020)

- Roads Structures (none)
- Roads Equipment (\$910,000)
- Roads Bridges & Structures (\$335,000)
- Roads Winter Maintenance Reserve (none)

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# Roads (p.42–55)

## Budgeted Reserve Transfers

- 2018 – \$940,000
  - Transfer to Equipment (\$230,000)
  - Transfer to Roads Structures (\$165,000)
  - Transfer to Roads Buildings (\$520,000)
- 2019 – \$395,000
  - Transfer to Equipment (\$230,000)
  - Transfer to Roads Structures (\$165,000)
- 2020 – \$395,000
  - Transfer to Equipment (\$230,000)
  - Transfer to Roads Structures (\$165,000)

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# Roads (p.42–55)

## Budgeted Capital Expenses (not including roads or bridges)

- 2018 - \$300,000
  - Tandem
- 2019 - \$1,499,000
  - Mower, P/U Truck, N. Lancaster Roof
  - Outstanding – Roads Garage
- 2020 - \$1,570,000
  - Tandem, Roads Garage

## Budgeted operating expenses

- 2018 - \$4,109,000
- 2019 - \$3,651,000
- 2020 - \$3,670,500

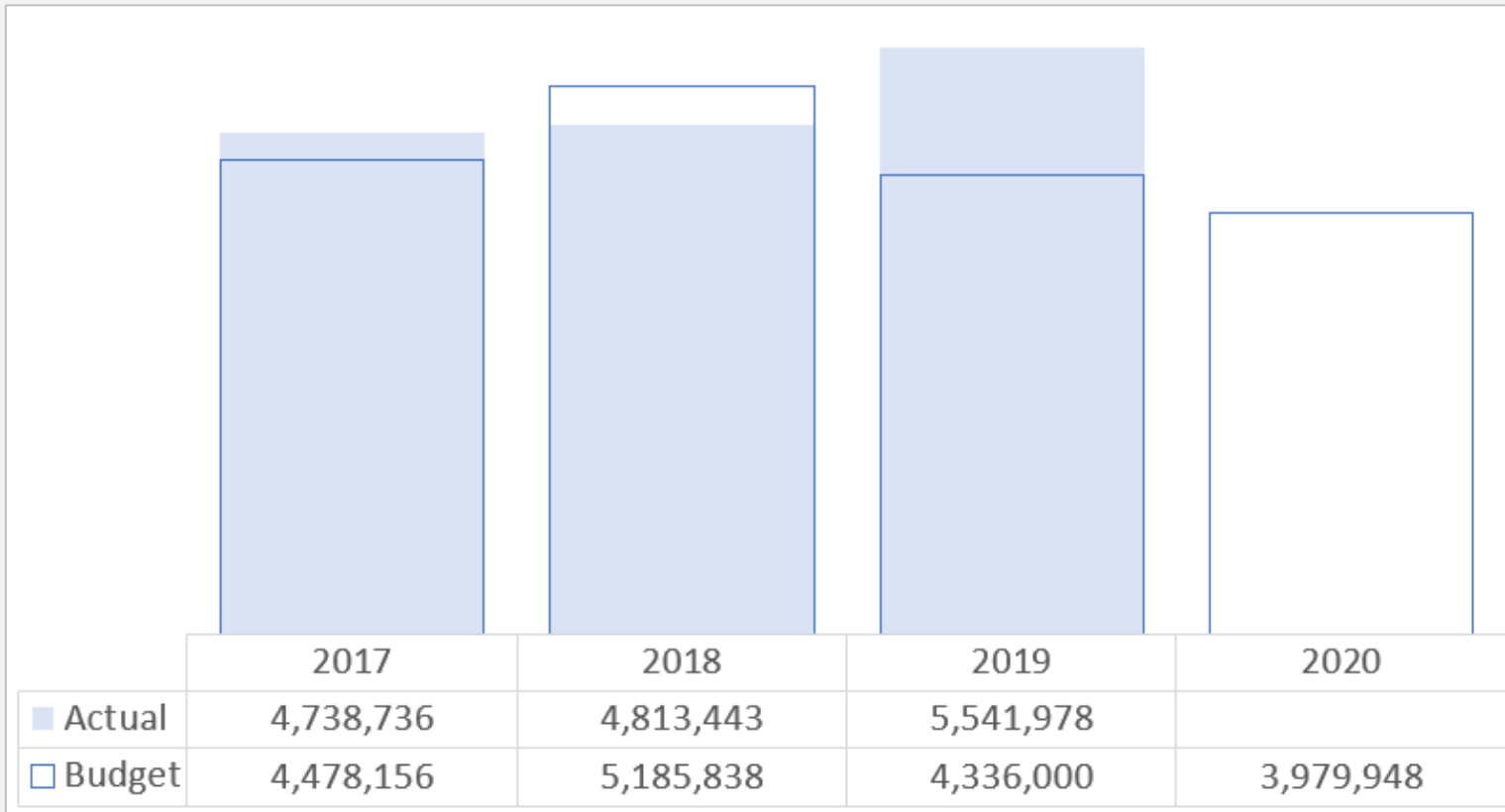
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# Roads (p.42–55)

## Taxation Requirement



### 2019 Notes:

#### Decrease Actual

- \$191,000 – Salt Inventory to 2020

#### Items Over Budget

- \$53,000 – Misc. Roads Construction
- \$71,000 – Nine Mile Road
- \$158,000 – Plowing & Sanding
- \$56,000 – Culvert Replacement
- \$71,000 – Ditching & Drainage
- \$819,000 – Transfer to Reserves

#### Items Under Budget

- \$38,000 – Kraft Road
- \$21,000 – Buildings and Yards
- \$15,000 – Hardtop Shouldering

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# Garbage and Recycling (p.56-59)

## 2020 Highlights:

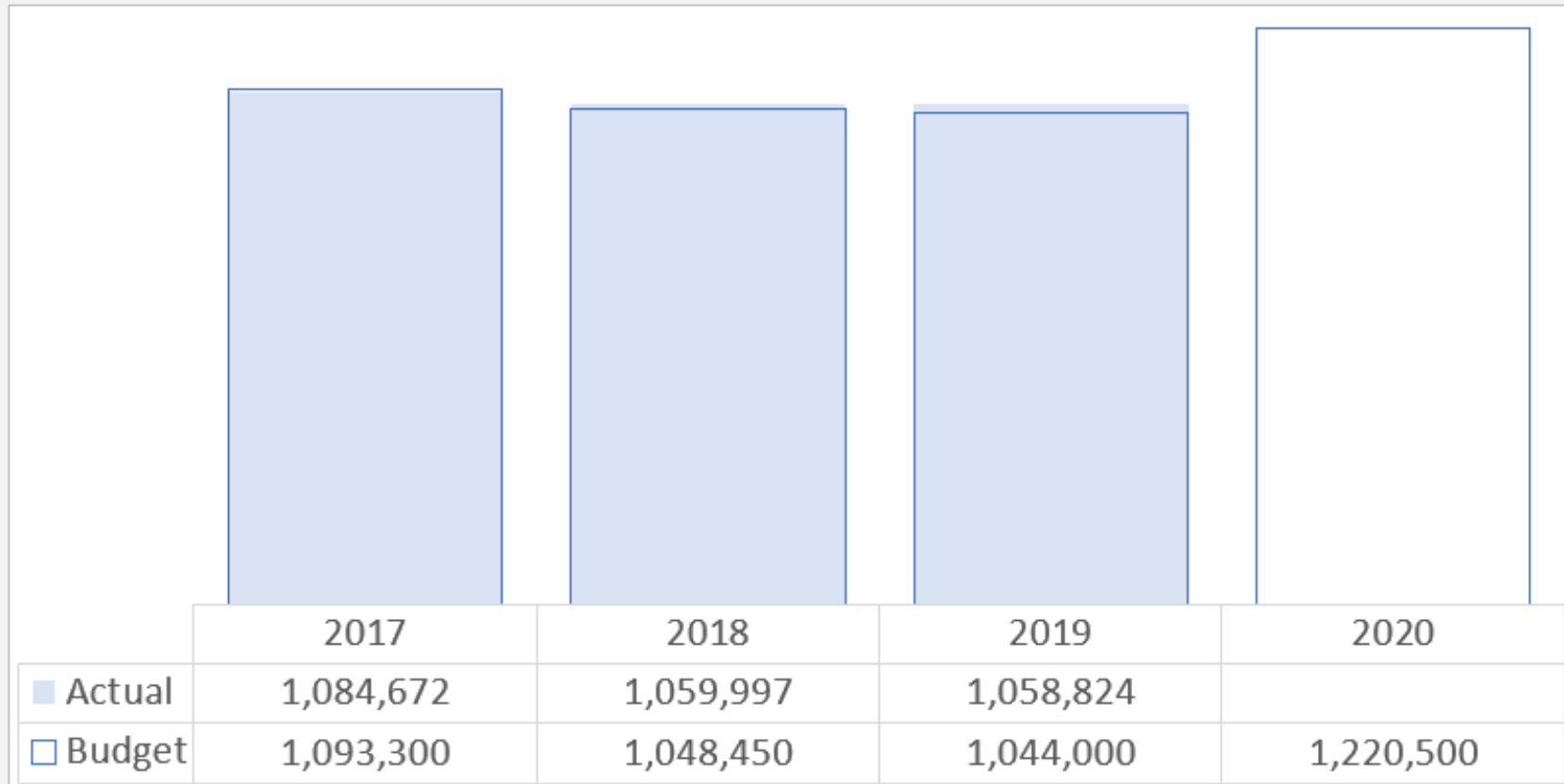
- Service Delivery Review of Waste Management (Completion date - Spring of 2020)
- Existing Collection Contracts end November 30, 2020
- Material Recovery Facility Costs have increased
  - \$55 / tonne to \$301 / tonne
  - Budget Impact \$185,000

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# Garbage and Recycling (p.56-59)

Net Requirement



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# Community Services

Joanne Haley, General Manager of Community Services

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# Community Services

- GM- Joanne Haley (Planner & CEMC)
- Building
  - Chief Building Official
  - Deputy Chief Building Official
  - Building Information Officer
- By-Law Enforcement
  - Municipal Law Enforcement Officer
- Economic Development
  - Economic & Tourism Coordinator

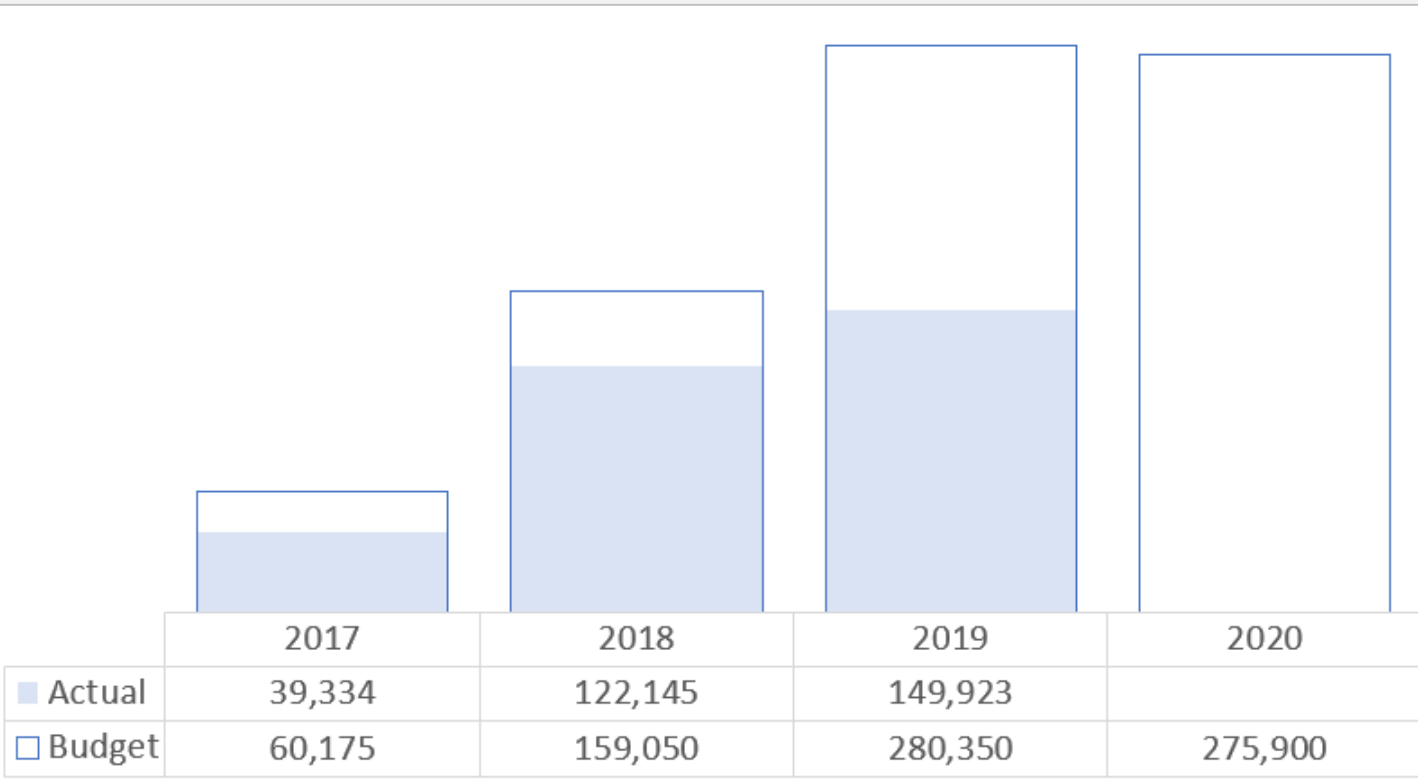
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# Economic Development

## 2020 Highlights

- Includes 2 summer students
- Advertising & Promotion
  - \$15,000 (2018)
  - \$25,000 (2019 & 2020)
- \$50,000 – Regional Incentive Plan (County)
  - In revenues and expenses (we funnel the money)
- \$25,000 – Allocated to Projects/Initiatives
  - Subject to Council approval
- \$0 – Budgeted for hamlet signs (for discussion)



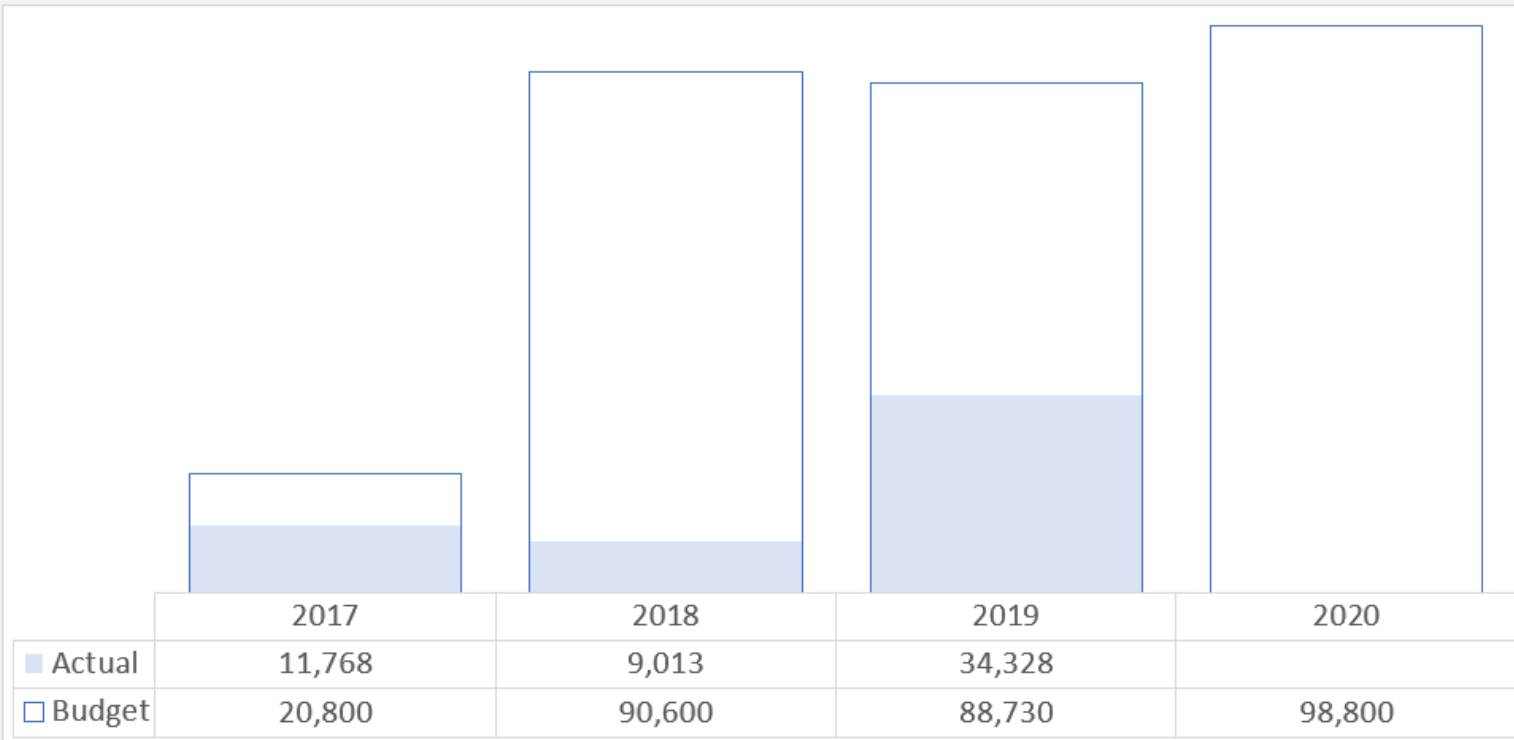
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# Municipal Law Enforcement (p.63-65)

## Taxation Requirement



### 2020 Highlights

- Increased salary and training due to restructuring
- Now includes animal control costs
- No proposed changes to animal control

### 2019 Note

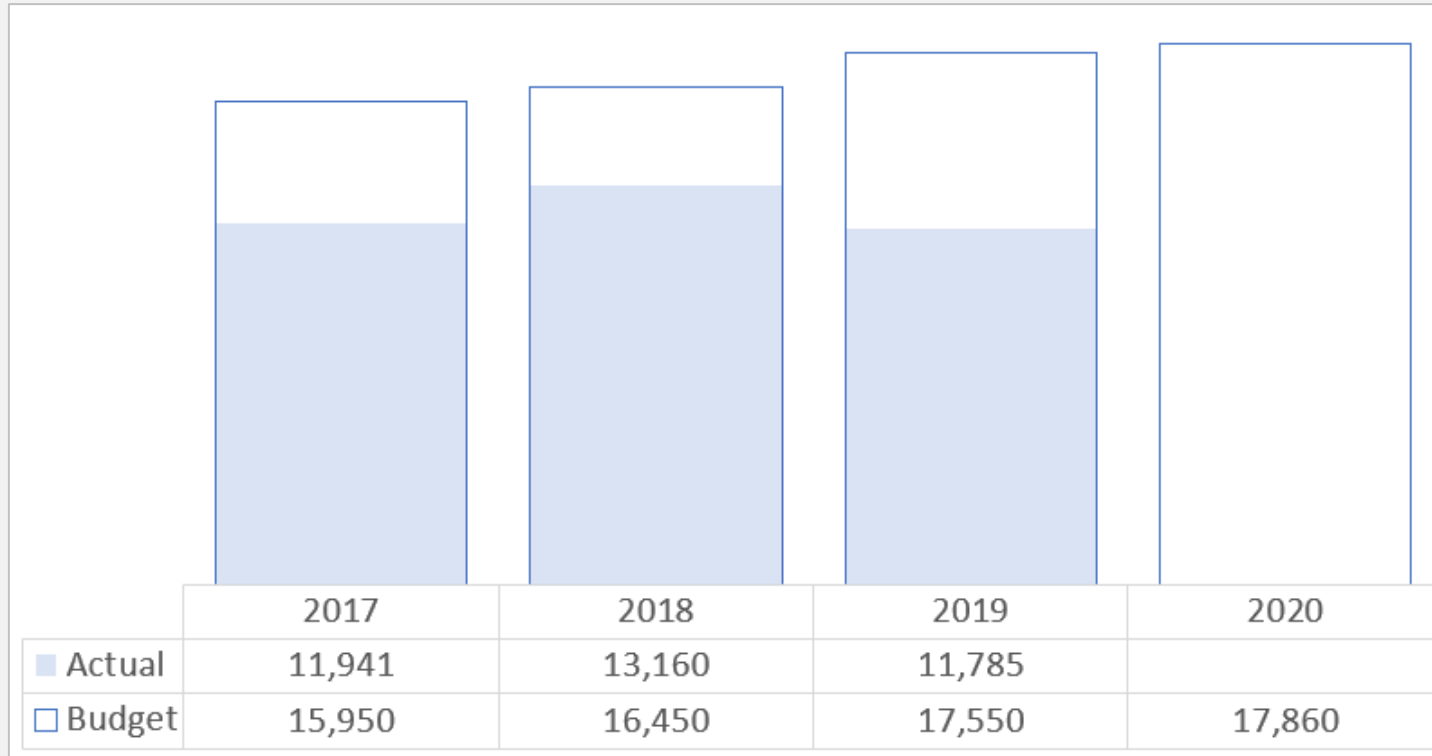
- Staffing changes accounted for the difference (some items coded to building)

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# Emergency Planning (p.66)

## Taxation Requirement



### 2020 Highlights

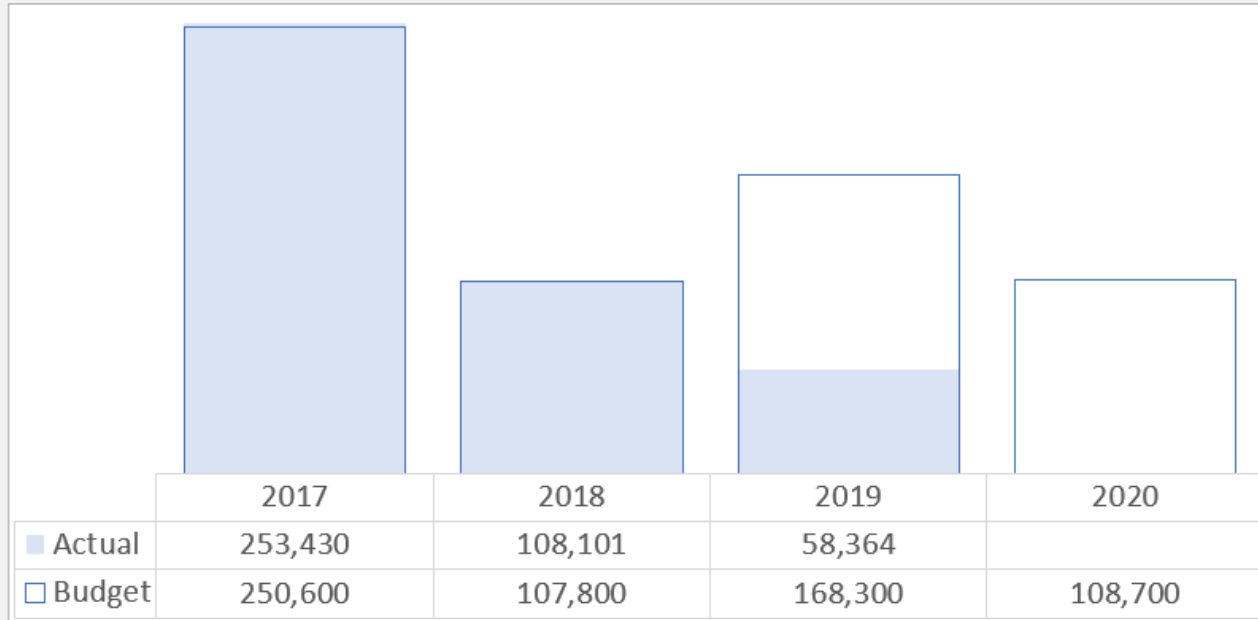
- Status Quo Budget

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# Land Use Planning (p.67-69)

## Taxation Requirement



### 2020 Highlights

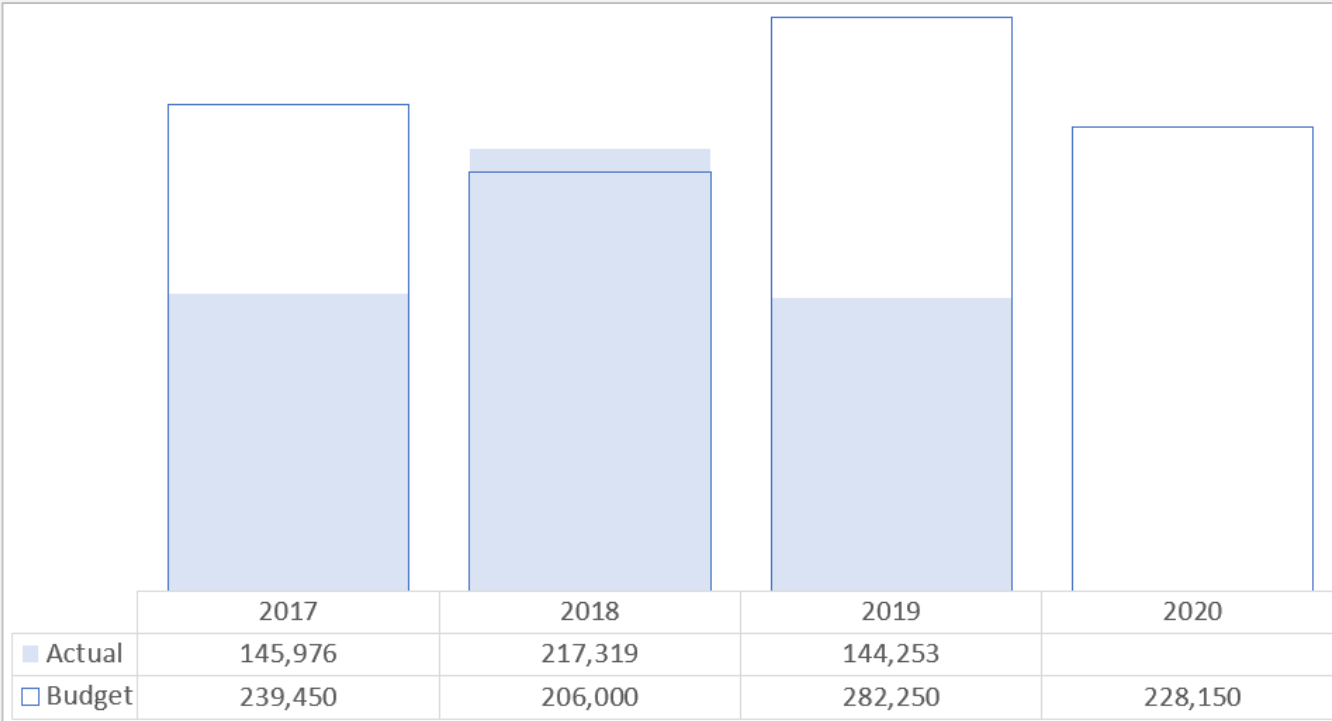
- Planning student (included)
- \$40,000 in Legal for Official Plan appeal
  - Offset by \$25,000 transfer from reserve
- \$70,000 for NDMP Floodplain Mapping Project
  - Offset by \$70,000 transfer from reserve

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# Building Department (p.70-72)

## Taxation Requirement



### 2020 Highlights

- Adjusted Salaries to accommodate restructuring
- \$10,000 reserve transfer for future vehicle
- Consultant fees include:
  - Part 3 review (when required)
  - Building inspection services (when required)

### 2019 Notes

- \$25,000 – Revenues greater than budget
- \$31,000 – Consultant Expense under budget
- \$28,000 – Salaries moved to By-law Enforcement

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# Recreation and Facilities Services

Rick Ladouceur, Director of Recreation and Facilities

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# Recreation and Facilities (p.73-82)

Budget 2020

## Administration

- Recreation – Administration (\$493,500)
- Recreation – Levy to GSP (\$50,000)
- Recreation – Programs (\$67,100)

## Community Centres

- Char-Lan Community Centre (CC) (\$919,400)
- Martintown CC (\$83,200)
- Green Valley (Knights of Columbus) CC (\$20,800)
- North Lancaster (Optimist) CC (\$11,000)
- Glengarry Nor'Westers and Loyalist Museum (\$108,000)

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# Recreation and Facilities (p.73-82)

## Parks (Budget 2020)

- Parks Maintenance – General Admin (\$83,000)
- Danaher Park (\$9,000)
- North Lancaster Park (\$10,500)
- Smithfield Park (\$324,000)
- Empey Poirier Park (\$4,500)
- Martintown Community Park (\$4,500)
- Paul Rozon Park (\$31,000)
- Glen Walter Park (\$20,000)
- Charlottenburgh Park (\$0)
- South Lancaster Wharf (\$8,000)
- Peanut Line Trail (\$104,000)
- Cairnview Park (\$10,000)

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# Recreation and Facilities (p.73-82)

## 2020 Highlights

- New Director of Recreation and Facilities
- \$75,000 - Recreation Master Plan
  - Offset by \$75,000 (Modernization Funding)
- \$100,000 – Ice Resurfacer
  - Offset by \$74,000 from Reserves
- \$300,000 – To Reserves (Ice Slab)
  - Grant Application Submitted for project
- \$80,000 – Arena Expansion Plan (new to budget)
  - Offset by \$80,000 (Modernization Funding)

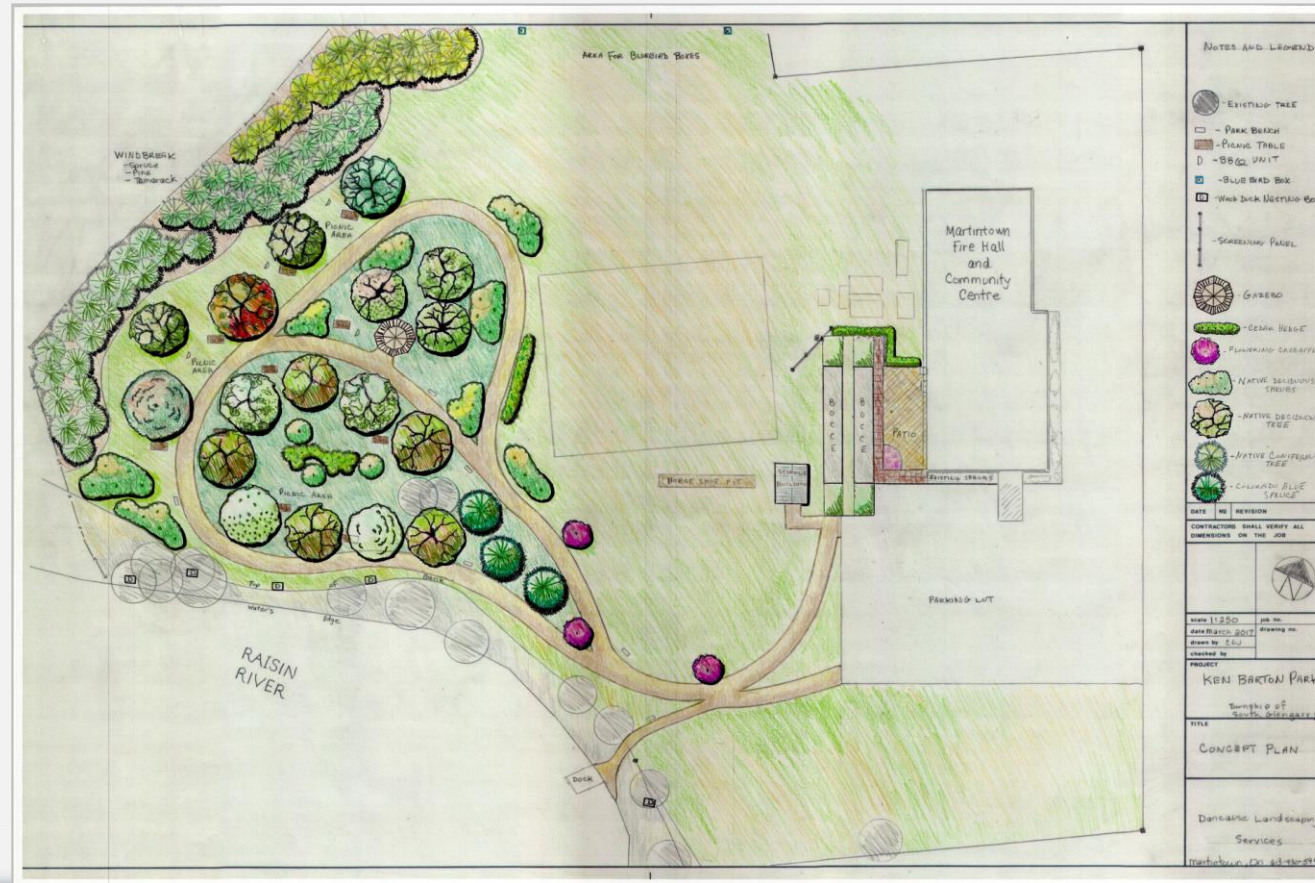
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# Recreation and Facilities (p.73-82)

Recreation – Ken Barton Park Phase II (\$40,000)

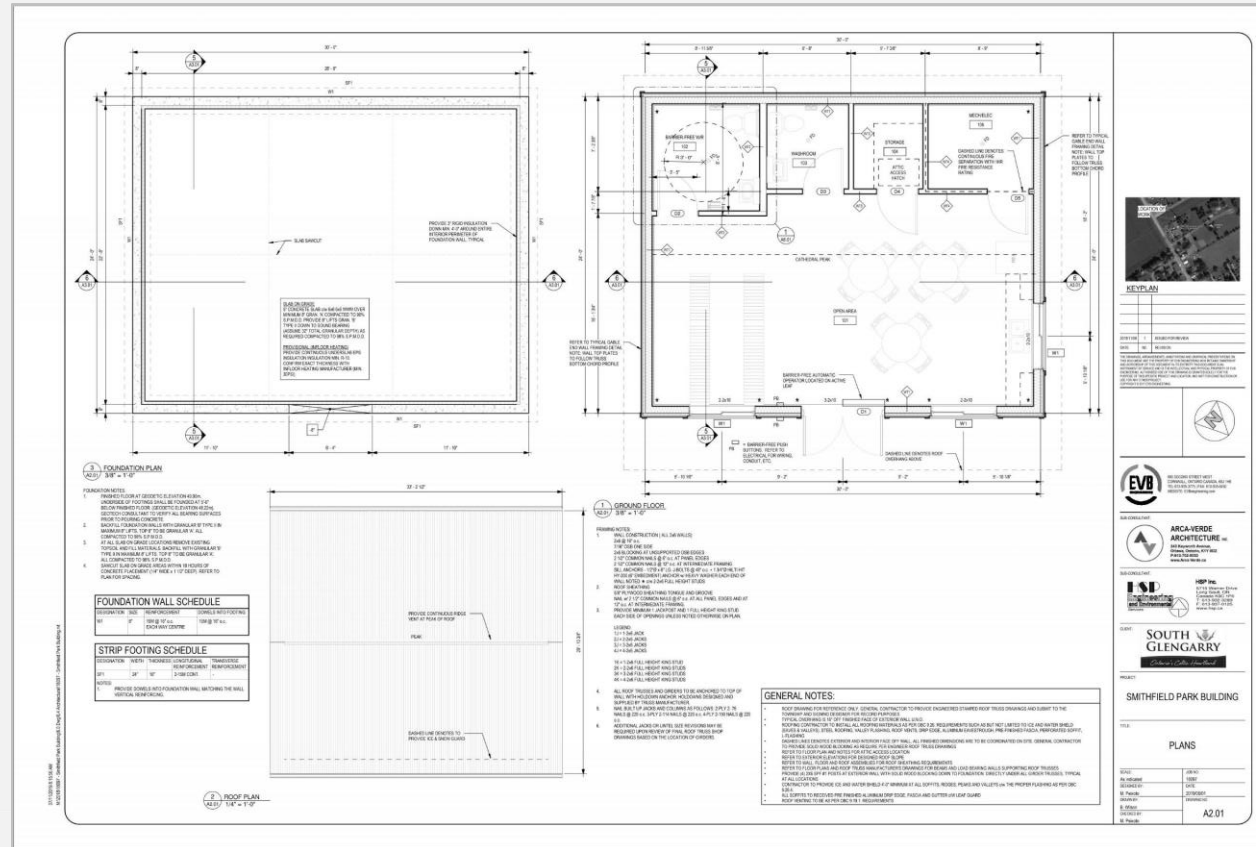


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# Recreation and Facilities (p.73-82)

## Recreation – Smithfield Park Building & Site Work (\$300,000)



- Tender Closed Yesterday
  - Increase Budget by \$80,000 to \$380,000

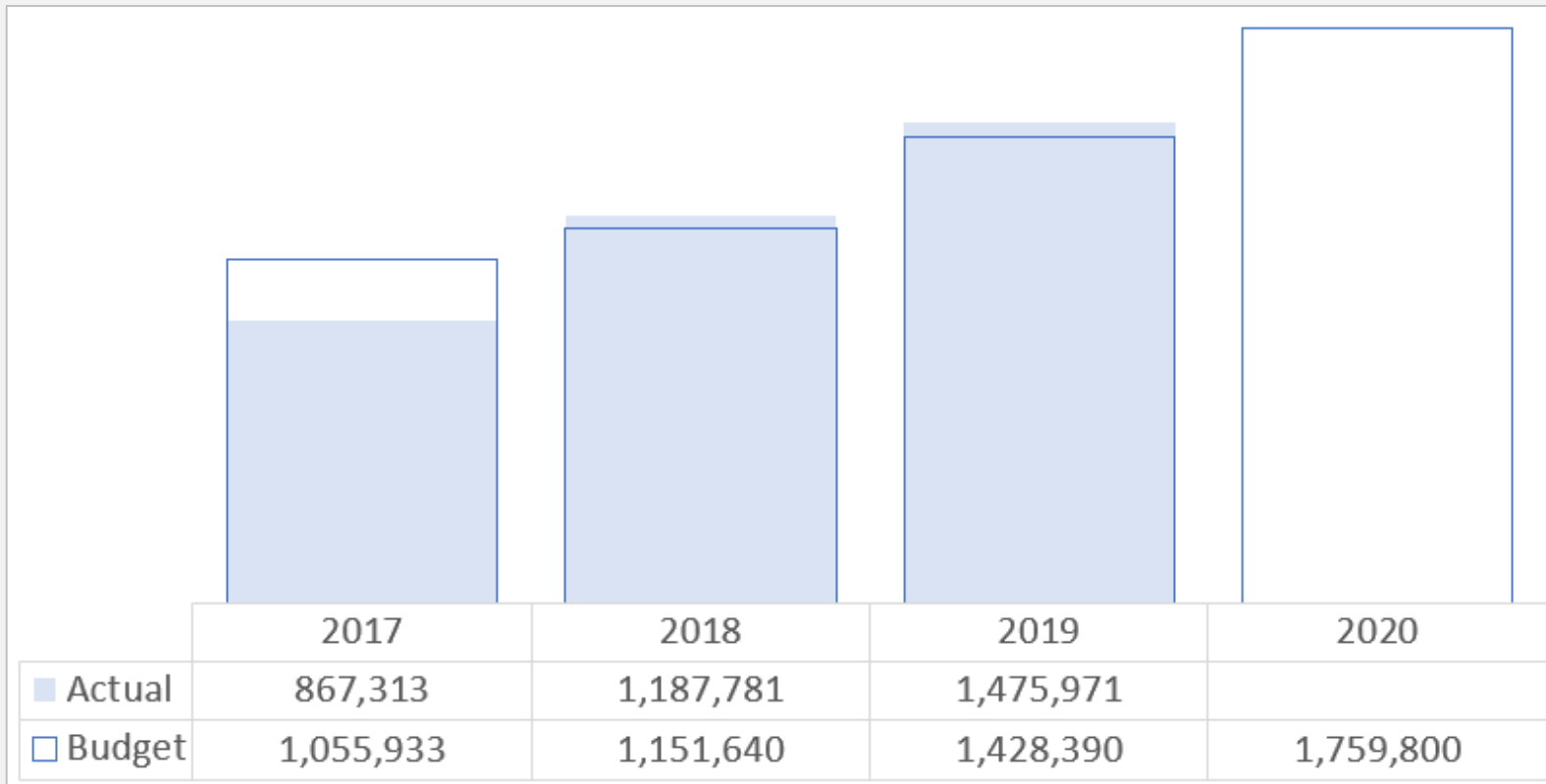
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# Recreation and Facilities (p.73-82)

## Taxation Requirement



### 2020 Increases over 2019

- \$70,000 increase to Peanut Line
  - Bridge deck
- \$60,000 increase to Smithfield
  - Offset from Reserves
- \$62,000 increase to Museum
- \$37,000 increase to MCC
- \$100,000 increase for Zamboni
  - Offset from Reserves
- \$50,000 increase for GSP
- Additional staff

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# Recreation and Facilities (p.73-82)

## South Glengarry Expected Budget Costs

<u>Item</u>	<u>Description</u>	<u>Estimated cost</u>
6	2 Way Radio's	3,000
2	TV's	2,000
3	TV Brackets	400
10 + 1	Conference Table & Chairs	3,000
1	TV	1,000
1	White Board	400
1	Server	500
TBA	Medco Key System	10,000
1	Backhoe	15,000
1	Brush Cutter	20,000
1	Tool Trailer	13,000
1	Sweeper	5,000
Sub-Total		73,300
5% Contingency		\$3,665.00
Total costs		76,965

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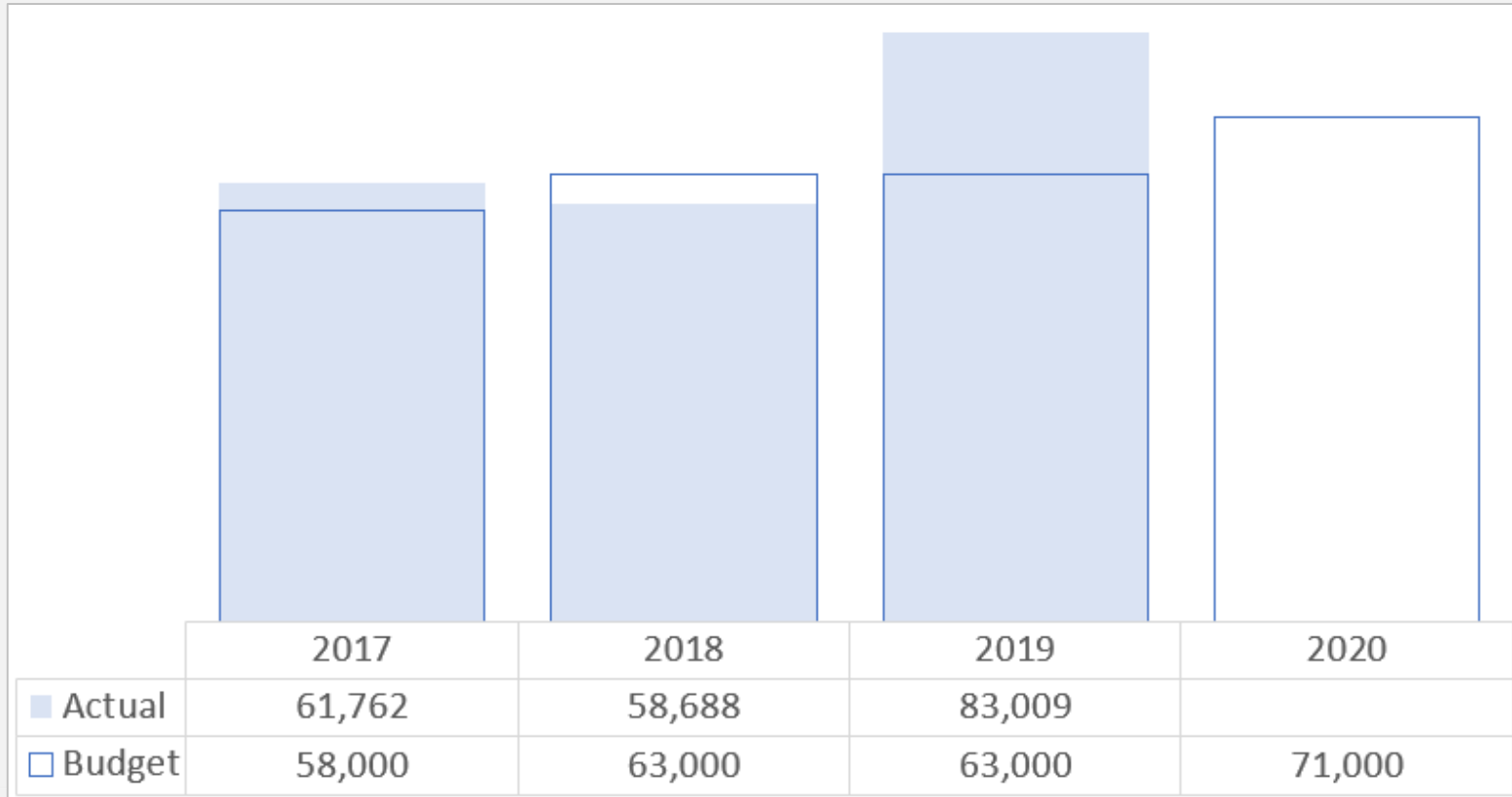
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# Corporate Services

Lachlan McDonald, General Manager of Corporate Services

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# Drainage (p.84)



## 2020 Highlights

- Municipal Drains
  - Increasing \$7,500
- Tile Drainage Loans

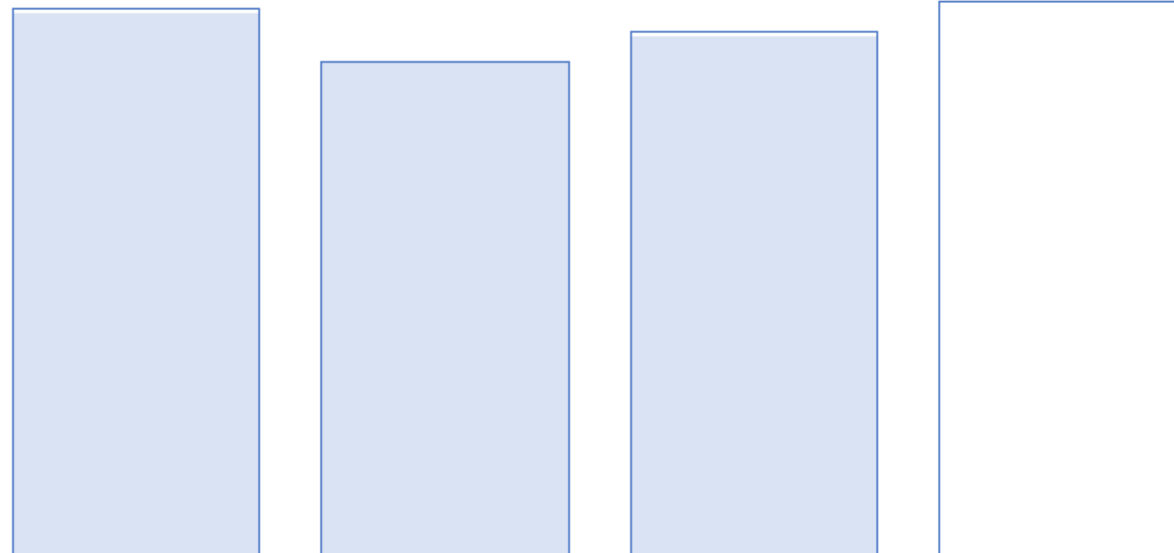
## 2019

- Outstanding Year End Entry

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# Raisin Region Conservation Authority



## 2020 Highlights

- \$7,000 estimated increase
- \$25,000 reserve transfer from Township to Raisin Region Conservation Authority

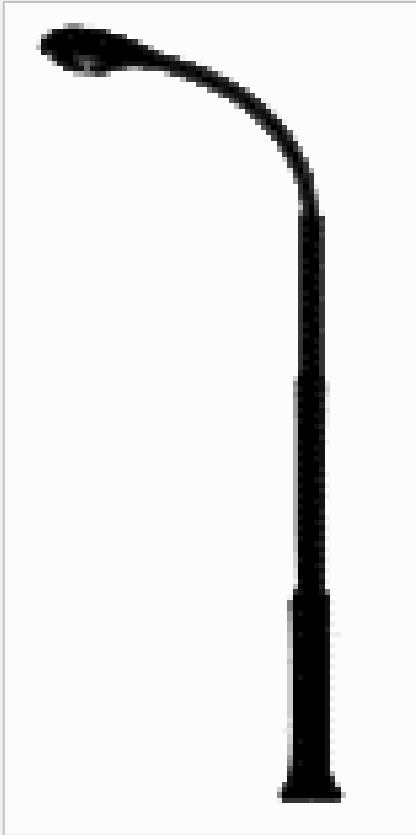
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# Corporate Services (p.86)

## Street Lights



Budget set to 0 as surplus will be put to the street light reserves and not the general reserve

The LED retrofit appears to be saving money in the timeline identified

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# General Government (p.87-93)

## Revenues Include:

- Administrative Fees
  - Miscellaneous Revenues
  - Provincial and Federal Grants
  - Transfers from Reserves
- Taxation Requirement  
= Expenses - Revenues

## Expenses Include:

- Council
- Administration
- IT Technologies
- 6 Oak Street (Building)
- Legion (Building)
- Celtic Music Hall of Fame (Building)
- Lancaster Library (Building)
- Special Projects (including Election)
- Grants and Donations
- Glengarry County Archives

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# General Government (p.87-93)

## Revenues

### 2019 Highlights

- \$120,000 – Sale of Land
- \$90,000 – Bank Interest > Expected
- \$250,000 – Outstanding Payment-in-Lieu Transfer
- \$600,000 – One-time Modernization Funding
- \$70,000 – Supplementary Taxation

### 2020 Highlights

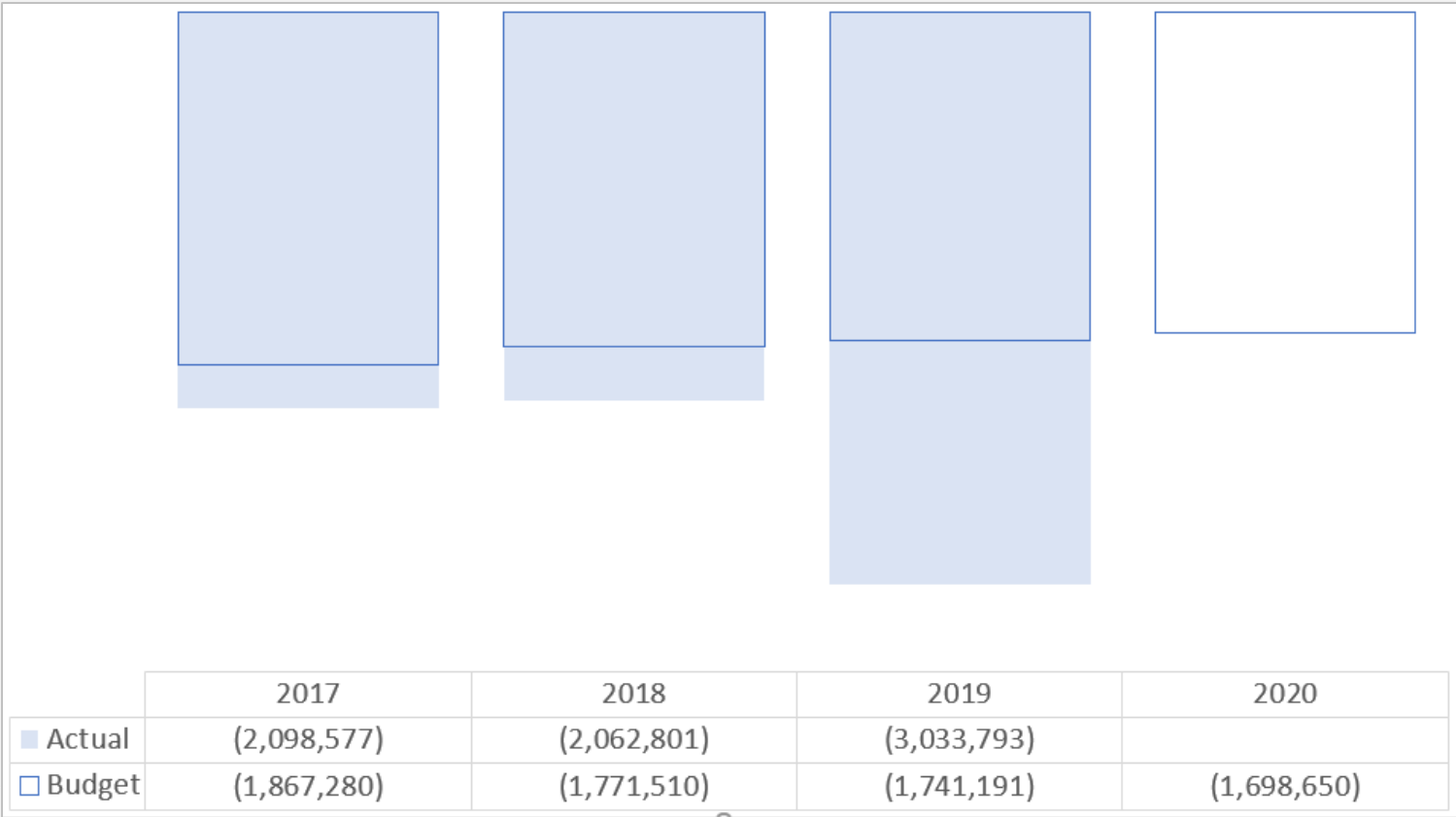
- Mostly Status Quo
  - Expected Decrease in Bank Interest (Capital Projects Proceed)
  - Expected Decrease in Tax Arrears Interest Collected

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# General Government (p.87-93)

## Revenues



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# General Government (p.87-93)

## Expenses

### 2019 Highlights

- \$145,000 – Salary Placeholder
- \$20,000 – Increase in Council Participation
- \$600,000 – Transfer to Reserves (Modernization)
- Budgeted capital expenses
  - 2018 - \$37,000 (Legion & Library)
  - 2019 – none
  - 2020 - \$70,000 (6 Oak Roof)

### 2020 Highlights

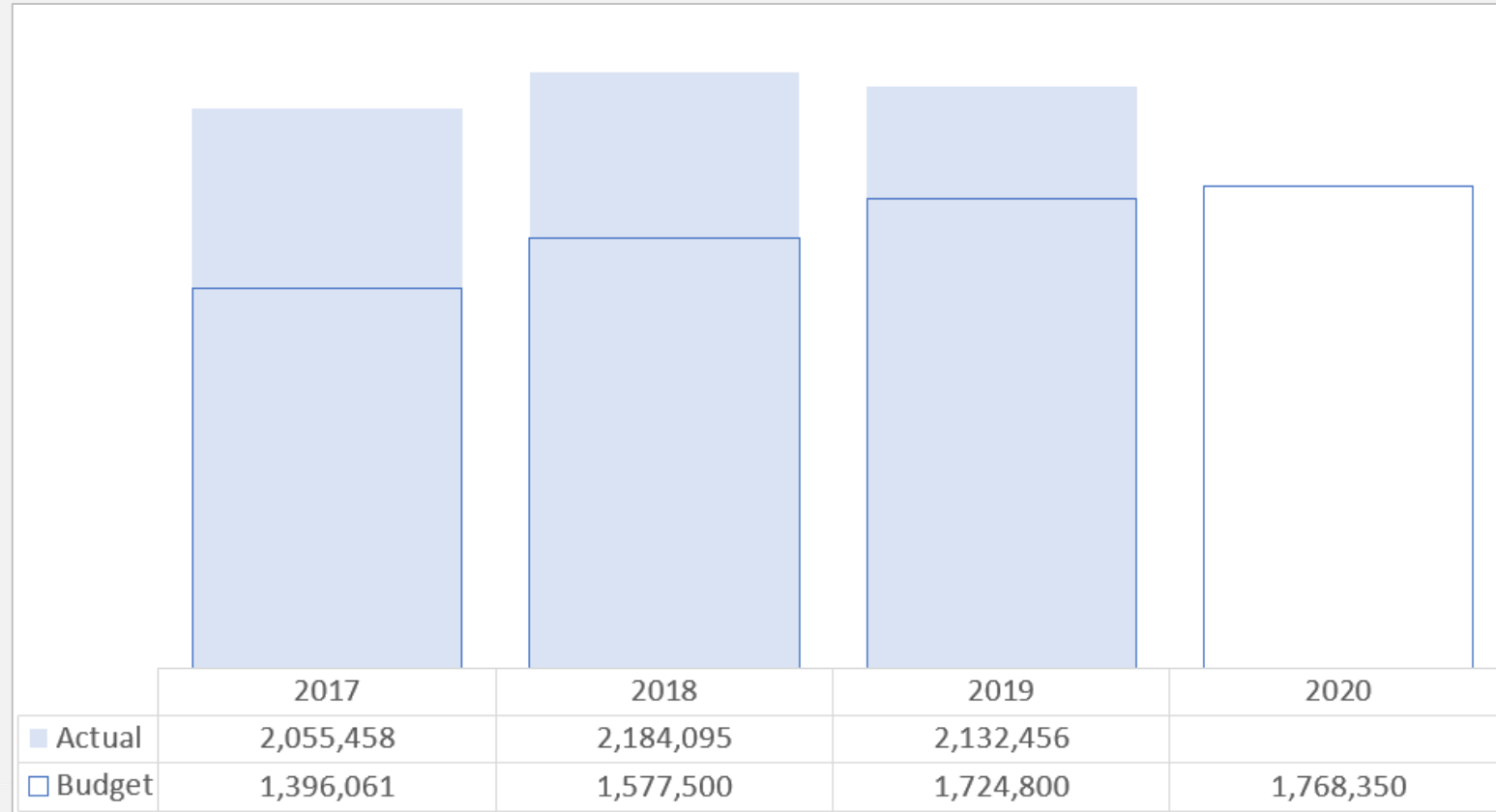
- Expected Decrease in Bank Interest (Capital Proceed)
- Expected Decrease in Tax Arrears Interest Collected
- Executive Assistant & Communications Coordinator
- Budgeted operating expenses
  - 2018 - \$1,530,500
  - 2019 - \$1,724,800
  - 2020 - \$1,698,350

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# General Government (p.87-93)

## Expenses



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# General Government (p.87-93)

Grants and Donations (\$57,500 – Budget)

Requests to Date (\$74,000)

- \$4,000 – Cooper's Marsh
- \$4,000 – Friends of the Summerstown Trails
- \$4,000 – Glengarry Fencibles Trust (Bishop's House)
- \$3,000 – Glengarry Highland Games
- \$4,000 – Lancaster Optimist – Canada Day
- \$4,000 – South Glengarry Pipe Band
- \$1,000 – St. Raphael's Ruins (Platinum Sponsor)
- \$30,000 – Beyond 21
- \$15,000 – Cornwall Hospital Foundation
- \$5,000 – Glen Walter (Canada Day)
- Consideration – Martintown Cenotaph

\* Expect \$13,000 to \$15,000 of requests throughout the year

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# Ideas (p.87-93)

- How do you want to use modernization funding?
  - Delivery of Strat. Plan
    - Airport
    - Economic Development
  - Online Portal for Taxes

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# Next Steps (p.87-93)

- Do you want to incur debt?
- Do you want to consider more withdrawals from reserves?
- How do you want to proceed with water & waste water?

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