

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY
Regular Meeting of Council
Agenda

Monday, January 30, 2023, 6:00 p.m.

Council Chamber

3720 County Road 34

Alexandria, On. K0C 1A0

THE MEETING WILL OPEN WITH THE CANADIAN NATIONAL ANTHEM

- 1. CALL TO ORDER**
- 2. DECLARATIONS OF PECUNIARY INTEREST**
- 3. ACCEPT THE AGENDA (Additions/Deletions)**
- 4. ADOPTION OF PREVIOUS MINUTES**
 - a. Regular Meeting of Council - January 9, 2023
 - b. Special Meeting of Council 2023 Budget - January 26, 2023
- 5. DELEGATION(S)**
 - a. Peter Young - SDG Counties - Bill 23 Implications
- 6. STAFF REPORTS**
 - a. Administrative Department
 1. Appointment of members to Committees of Council
 - b. Treasury Department
 1. By-law 05-2023 amending Users' Fees and Charges By-law
 2. 2023 Operating and Capital Budgets
 - c. Planning/Building & By-law Enforcement Department
 1. By-law No. 03-2023 Exemption from Part Lot Control
 2. Zoning By-law Amendment No. Z-12-2022
 - d. Public Works Department
 1. Regional Waste Management Working Group Commitment
 2. Hazardous Waste Materials Update
- 7. UNFINISHED BUSINESS**
- 8. CONSENT AGENDA**
 - a. RRCA Board Meeting Summary- January 19,2023

- b. Public Meeting of Planning - June 27, 2022
- c. Public Meeting of Planning - July 25, 2022
- d. Public Meeting of Planning - September 26, 2022

9. NEW BUSINESS

- a. South Nation Conservation Storm Recovery Proposal

10. NOTICE OF MOTION

Next Regular Public Meeting of Council

Monday February 13, 2023 at 6:00 p.m. in the Council Chambers 3720 County Road 34, Alexandria, Ontario.

Note: Meeting are subject to change or cancellation.

11. QUESTION PERIOD

(limit of one question per person and subsequent question will be at the discretion of the Mayor/Chair).

12. CLOSED SESSION BUSINESS

13. CONFIRMING BY-LAW

- a. By-Law 06-2023

14. ADJOURN

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY

Special Meeting of Council

2023 Budget

Thursday, January 26, 2023, 9:00 a.m.

Council Chamber

3720 County Road 34

Alexandria, On. K0C 1A0

PRESENT: Mayor: Jamie MacDonald
Deputy Mayor: Carma Williams
Councillor: Jacques Massie
Councillor: Brian Caddell
Councillor: Jeff Manley
Councillor: Michael Madden
Councillor: Gary Martin

ALSO PRESENT: CAO/Clerk: Sarah Huskinson
Deputy Clerk: Jena Doonan
Director of Community Services: Anne Leduc
Treasurer & Director of Finance: Kimberley Goyette
Director of the Building/By-law & Planning Services: Jacob Rhéaume
North Glengarry Fire Chief: Matthew Roy
Director of Public Works: Timothy Wright

- 1. CALL TO ORDER
- 2. DECLARATIONS OF PECUNIARY INTEREST
- 3. ACCEPT THE AGENDA(Additions/Deletions)

Resolution No. 1

Moved By Carma Williams
Seconded By Jacques Massie

That the Council of the Township of North Glengarry accepts the agenda of the Special Budget Meeting of Council on Thursday January 26, 2023.

Carried

- 4. ADOPTION OF PREVIOUS MINUTES
- 5. DELEGATION(S)

Mr. L. Lehtiniemi was present to talk about the road conditions.

6. STAFF REPORTS

a. Treasury Department

1. Proposed 2023 Summaries and Capital Budgets

The Council of the Township of North Glengarry received the 2023 Proposed Operating and Capital Budget for review and consideration. The Director of Finance/Treasurer of the Township, Kim Goyette presented the proposed budget. Based on the direction of Council, changes were made to the proposed 2023 Budget but overall, the proposed 2.29% tax rate increase for this year. The revised budget will be brought forward to the January 30th, 2023 Regular Meeting of Council for approval.

7. UNFINISHED BUSINESS

8. CONSENT AGENDA

9. NEW BUSINESS

10. NOTICE OF MOTION

11. QUESTION PERIOD

12. CLOSED SESSION BUSINESS

13. CONFIRMING BY-LAW

14. ADJOURN

Resolution No. 2

Moved By Jacques Massie

Seconded By Brian Caddell

There being no further business to discuss, the meeting was adjourned at 2:25 p.m.

Carried

CAO/Clerk/Deputy Clerk

Mayor/Deputy Mayor

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY

Regular Meeting of Council

Monday, January 9, 2023, 6:00 p.m.
Council Chamber
3720 County Road 34
Alexandria, On. K0C 1A0

- PRESENT: Mayor: Jamie MacDonald
Deputy Mayor: Carma Williams
Councillor: Jacques Massie
Councillor: Jeff Manley
Councillor: Michael Madden
Councillor: Gary Martin
- REGRETS: Councillor: Brian Caddell
- ALSO PRESENT: CAO/Clerk: Sarah Huskinson
Deputy Clerk: Jena Doonan
Director of Community Services: Anne Leduc
Treasurer & Director of Finance: Kimberley Goyette
Director of Public Works: Timothy Wright

- 1. CALL TO ORDER
- 2. DECLARATIONS OF PECUNIARY INTEREST
- 3. ACCEPT THE AGENDA (Additions/Deletions)

Resolution No. 1

Moved by: Carma Williams
Seconded by: Jacques Massie

That the Council of the Township of North Glengarry accepts the agenda of the Regular Meeting of Council on January 9th 2023, as amended.

Deleted item 6.c.1. By-law 03-2023 Exemption from Part Lot Control.

Carried

- 4. ADOPTION OF PREVIOUS MINUTES

Resolution No. 2

Moved by: Jacques Massie
Seconded by: Jeff Manley

That the minutes of the following meeting be adopted as circulated.

Regular Meeting of Council - December 12, 2022

Carried

5. **DELEGATION(S)**

6. **STAFF REPORTS**

a. Community Services Department

1. Meet Me on Main Street and Summer Experience Funding

Resolution No. 3

Moved by: Jeff Manley

Seconded by: Michael Madden

THAT Council receives Staff Report CS-2023-01; and

THAT Council receives information regarding the proposed Meet Me on Main Street Program; and

THAT Council directs staff to apply for funding to staff one student position through the Government of Ontario's Summer Experience Program.

Carried

2. Confirmation of North Glengarry member for the SDG Accessibility Committee

Resolution No. 4

Moved by: Michael Madden

Seconded by: Gary Martin

THAT Council of the Township of North Glengarry receives Staff Report No. CS-2023-02; and

THAT Council of the Township of North Glengarry authorizes staff to advise the United Counties of Stormont, Dundas and Glengarry that Mr. R. Tyo from Apple Hill will serve as the Township of North Glengarry's representative on the SDG Accessibility Committee.

Carried

b. Treasury Department

1. Temporary Borrowing By-law 01-2023

Resolution No. 5

Moved by: Gary Martin

Seconded by: Carma Williams

THAT By-law 01-2023 being a by-law to authorize temporary borrowing from time to time during the fiscal year ending December 31, 2023, be read a first, second and third time and adopted in open Council this 9th day of January, 2023.

Carried

2. Borrowing Bylaw for 2 tandem trucks

Resolution No. 6

Moved by: Carma Williams

Seconded by: Jacques Massie

THAT Bylaw 02-2023, being a bylaw to authorize the borrowing of funds for financing capital (two tandem trucks), be read a first, second and third time and adopted in open Council.

Deferred

3. Revision of Reserve and Reserve Funds Policy

Resolution No. 7

Moved by: Jacques Massie

Seconded by: Jeff Manley

THAT Council of the Township of North Glengarry approves the Reserve and Reserve Funds Policy revised December 19, 2022.

Carried

- c. Planning/Building & By-law Enforcement Department

1. **REMOVED** - BY-LAW No. 03-2023 Exemption from Part Lot Control

- d. Public Works Department

1. Responsible Road Infrastructure for information purposes

Resolution No. 8

Moved by: Michael Madden

Seconded by: Gary Martin

THAT Council of the Township of North Glengarry receives Staff Report No. PW 2023-01; and

THAT Council considers these recommended public works strategy contained in this report during the 2023 budget exercise.

Public Works Strategy:

- Petition to have the United Counties of Stormont, Dundas and Glengarry (County) take over McCormick Road. \$465,300.00 of the 2023 budget would be set aside to assist the County in taking over that road. This exchange may include taking over a county road with a low traffic count.
- Follow the optimization portion as presented in the 2021 Road Needs Study
- Include modifications resulting from input from councillors and staff (as shown in appendix A)
- Safety assessment of traffic speeds relative to available clear zones, a traffic survey and if warranted a geotechnical

investigation are to be performed prior to future asphaltting of gravel roads over 99m.

- The revised work plan would have summer crews concentrate on tasks instead of regions to remove “between jobs time”. The plan includes the hiring of summer students and efficiency equipment such as a trailer to haul noxious weeds from the harvesting operation and roadside disc mowers.
- Purchase a crack sealing machine to enable the timely sealing of cracks and adequate sealing of water maintenance cuts.
- Alternative options for brushing and ditching on hard-top roads which could include purchasing and/or renting of equipment.

Carried

7. UNFINISHED BUSINESS

8. CONSENT AGENDA

9. NEW BUSINESS

10. NOTICE OF MOTION

11. QUESTION PERIOD

12. CLOSED SESSION BUSINESS

Resolution No. 9

Moved by: Gary Martin

Seconded by: Carma Williams

Proceed "In Closed Session",

Identifiable individual (as this matter deals with personal matters about an identifiable individual, including municipal or local board employees they may be discussed in closed session under sections 239 (2)(b) of the *Ontario Municipal Act*);

And adopt the minutes of the Municipal Council Closed Session meeting of November 28, 2022.

Carried

Resolution No. 10

Moved by: Jacques Massie

Seconded by: Jeff Manley

That we return to the Regular Meeting of Council at 8:14 p.m.

Carried

13. CONFIRMING BY-LAW

Resolution No. 11

Moved by: Jeff Manley

Seconded by: Michael Madden

That the Township of North Glengarry receive By-law 04-2023; and

That Council adopt by-law 04-2023 being a by-law to adopt, confirm and ratify matters dealt with by Resolution and that by-law 04-2023 be read a first, second, third time and enacted in Open Council this 9th day of January 2023.

Carried

14. ADJOURN

Moved by: Michael Madden

Seconded by: Gary Martin

There being no further business to discuss, the meeting was adjourned at 8:15 p.m.

Carried

CAO/Clerk/Deputy Clerk

Mayor/Deputy Mayor

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY

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2023 Budget

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6. STAFF REPORTS

a. Treasury Department

1. Proposed 2023 Summaries and Capital Budgets

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12. CLOSED SESSION BUSINESS

13. CONFIRMING BY-LAW

14. ADJOURN

Resolution No. 2

Moved By Jacques Massie

Seconded By Brian Caddell

There being no further business to discuss, the meeting was adjourned at 2:25 p.m.

Carried

CAO/Clerk/Deputy Clerk

Mayor/Deputy Mayor

To: Mayor & Council
From: Peter Young, MCIP RPP, Municipal Planning Consultant
Subject: **Bill 23 Implications**

BACKGROUND

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

A summary of the Bill 23 changes can be found below:

Issue	Proposed changes	In force date	Impact to North Glengarry
Inclusionary Zoning / Affordable and Attainable Housing	Exempt affordable housing (generally defined as being priced at no greater than 80% of the average price/rent in the year a unit is rented or sold) and inclusionary zoning units from DC, CBCs and parkland dedication	Nov. 28, 2022 / TBD	This could negatively impact finances to local municipalities that currently have or are proposing development charges, including SDG (at the County level) and any potential future by-law considered by North Glengarry. This is only partially in effect as the province still needs to define the price to be considered affordable, and a standard agreement would be required to maintain affordability for 25 years. Given the relatively low development charges in SDG, it is possible this type of long-term restriction would discourage uptake.
	Introduce a category of "attainable housing" which will be defined in future regulations	TBD	This could negatively impact finances to local municipalities that currently have or are proposing development charges, including SDG. The definition of attainable housing and the qualifications for exemptions are still to be defined.
	An upper limit of 5% of the total number of units in a	TBD (regulation)	This generally does not affect North Glengarry as inclusionary

	development that can be required to be affordable as part of inclusionary zoning, and a maximum period of 25 years over which the units would be required to remain affordable (this is a proposed regulation change, not in the legislation itself)	not yet in force)	zoning has not been used by the Township.
Parkland	The maximum amount of land that can be conveyed or paid in lieu is capped at 10% of the land or its value for sites under 5 ha, and 15 % for sites greater than 5 ha	Nov. 28, 2022	This will likely not affect North Glengarry as these types of by-laws (Section 42 of the Planning Act) are generally used in urban areas for large multi-residential developments and the requirements recently introduced by the province make them difficult for small municipalities to implement. There are some municipalities with a Section 42 by-law, but the type of density usually seen would likely not trigger this threshold of parkland dedication.
	Maximum alternative dedication rate reduced to 1 ha/600 units for land and 1 ha/1000 units for cash in lieu	Nov. 28, 2022	This will likely not affect North Glengarry as these types of by-laws (Section 42 of the Planning Act) are generally used in urban areas for large multi-residential developments and the requirements recently introduced by the Province make them difficult for small municipalities to implement. There are some municipalities with a Section 42 by-law but the type of density usually seen would likely not trigger this threshold of parkland dedication.
	Parkland rates frozen as of the date that a zoning by-law or site plan application is filed. Freeze remains in effect for two years following approval. If no building permits are pulled in that time, the rate in place at the time the	Nov. 28, 2022	For municipalities with a Section 42 by-law, there is usually not a large lag between zoning/site plan and building permit approval, since North Glengarry does not have high-rise apartments with more complicated financing and permitting requirements.

	building permit is pulled would apply		
	Encumbered parkland/strata parks, as well as privately owned publicly accessible spaces (POPS) to be eligible for parkland credits	TBD	These are primarily used for large office and condominium tower projects and the change has limited effect on North Glengarry. However, it could be used to exempt parkland for large rental projects.
	Landowners can identify land they intend to provide for parkland, with the municipality able to appeal to the Tribunal if there is a disagreement	TBD	This is contrary to the policies in the County Official Plan which require parkland to be available for development and not incumbered.
	Parks plans to be required prior to the passing of any future parkland dedication by-law (would not apply to by-laws already passed)	Nov. 28, 2022	A future parks plan would need to be prepared if North Glengarry wished to charge parkland for high density multi-residential proposals.
	Parkland dedication will apply to new units only (i.e., no dedication can be imposed for existing units)	Nov. 28, 2022	No major effect anticipated.
	Municipalities will be required to spend or allocate 60% of parkland reserve funds at the start of each year	Nov. 28, 2022	This will be challenging for some municipalities to implement since parkland dedication rates can fluctuate depending on level of development and capital budget planning.
Development Charges	Five-year phase-in of DC rate increases, beginning with a 20% reduction in the first year, with the reduction decreasing by 5% each year until year five when the full new rate applies. This is proposed to apply to all new DC by-laws passed since January 1, 2022	Nov. 28, 2022	This could negatively impact finances to local municipalities that currently have or are proposing development charges, including SDG and North Glengarry.
	Historical service level for DC-eligible capital costs (except transit) extended from 10 to 15 years	Nov. 28, 2022	This will negatively impact growing municipalities where the level of service 15 years ago does not reflect current capital needs.

	DC by-laws will expire every 10 years, instead of every five years. By-laws can still be updated any time	Nov. 28, 2022	This is a positive change that will make it easier to maintain DC by-laws in lower growth municipalities.
	Cap the interest paid on phased DCs for rental, institutional and non-profit housing to prime plus 1%	Nov. 28, 2022	This may influence municipal finances depending on current rates.
	DC/CBC/parkland exemptions for attainable housing, which will be projects designated by future regulations	TBD (attainable housing regulations not yet released)	This could negatively impact finances to local municipalities that currently have or are proposing development charges, including SDG. The definition of attainable housing and the qualifications for exemptions are still to be defined.
	New regulation authority to set services for which land costs would not be an eligible capital cost recoverable through DCs	TBD	This would likely not have a great effect on municipalities as most projects take place within the right-of-way or are expansions of existing facilities. Land for parkland was already exempt as a DC recoverable since there is a separate process to obtain parkland dedication.
	Exclude the cost of studies (including background studies) from recovery through DCs	Nov. 28, 2022	These studies are necessary to inform the servicing required to establish the supply of lands for development; without these servicing studies, additional development cannot proceed. Removing direct funding for these studies will delay the supply of serviced land as they are relatively expensive for rural municipalities to complete based on typical density for smaller communities.
	Municipalities will be required to spend at least 60% of DC reserves for priority services (i.e., water, wastewater and roads).	Nov. 28, 2022	This will be challenging for municipalities with larger long-term projects on their DC list.
	Discount for purpose-built rental units, with a higher discount for larger units, on	Nov. 28, 2022	There is a general shortage of affordable rental housing and while the proposed amendments could

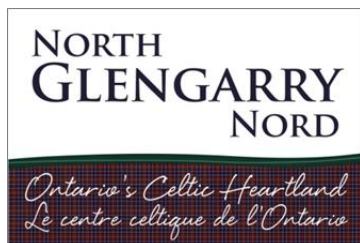
	top of the existing DC freeze and deferral of payments over five years		negatively impact municipal finances, many Ontario municipalities had exemptions or lower costs for this type of development already.
Community Benefit Charges	Maximum CBC payable to be based only on the value of land proposed for new development, not the entire parcel that may have existing development	Nov. 28, 2022	This will not affect North Glengarry as the Township does not have Community Benefit Charges
	Maximum CBC to be discounted by 4% of land value divided by the existing building size, as a proportion to total building square footage	Nov. 28, 2022	This will not affect North Glengarry as the Township does not have Community Benefit Charges
Removal of Upper Tier approval powers	Certain Upper tier municipalities will be removed from the Planning Act approval process for both lower tier official plans and amendments and plans of subdivision	TBD	This only applies to Regional Municipalities and the County of Simcoe and does not affect SDG and other upper-tier municipalities.
	Minister would (unless otherwise provided) therefore become the approval authority for all lower tier OP and OPAs (in affected upper-tiers), and Minister's decisions are not subject to appeal	TBD	This only applies to Regional Municipalities and the County of Simcoe and does not affect SDG and other upper-tier municipalities.
Zoning in MTSA's	Municipalities will be required to update zoning to include minimum heights and densities within approved Major Transit Station Areas (MTSA) and Protected MTSA's within one year of MTSA/PMTSA being approved	Nov. 28, 2022	This does not affect SDG's Official Plan as the current level of commuter transit available in SDG does not qualify under this section.
Third-party appeals eliminated –	No one other than the applicant, the municipality, certain public bodies, and the Minister will be allowed	Nov. 28, 2022	This has a major effect on SDG and North Glengarry as third-party appeals are no longer permitted for severances or minor variances.

minor variances and consents	to appeal minor variance or consent decisions.		Generally, it would be expected that there could be some savings in staff time from the removal of appeal rights, however affected residents may be more forceful in opposition if there is no right to appeal a decision, which may negate time savings. North Glengarry Council can still appeal a decision of a consent.
	Existing third-party appeals where no hearing date has been set. as of October 25, will be dismissed. The scheduling of a case management conference or mediation will not be sufficient to prevent an appeal from being dismissed		This does not affect SDG land division as the only existing appeals are for the County Official Plan and Official Plan Amendments, which are not affected by Bill 23.
Gentle Density /Intensification	As of right zoning to permit up to three residential units per lot (two in the main building and one in an accessory building, or all three in the main building), with no minimum unit sizes and a maximum of one parking space required for the additional units. This applies to lots with single detached, semi-detached and/or rowhouse uses.	Nov. 28, 2022	This will affect the zoning and permitting processes in North Glengarry and the Official Plan will need to be updated. The change is already in effect for “urban residential” properties (fully serviced areas), but other changes and broader permissions may still be coming through a provincial regulation. More specific provisions will be introduced into the North Glengarry zoning by-law in 2023.
	New units built under this permission would be exempt from DC/CBC and parkland requirements, and no more than one additional parking space can be required		This will potentially affect finances in the future if three-unit buildings were previously subject to development charges as a separate land use (triplex), but the additional unit(s) will now be exempt.
Subdivision approvals	Public meetings no longer will be required for applications for approval of a draft plan of subdivision	Nov. 28, 2022	This will affect development throughout SDG as the approval authority for subdivisions. However, County Council has approved the development of a protocol for subdivision consultation in partnership with the local municipalities, and in the meantime will continue to require

			non-statutory public meetings for plans of subdivision / condominium applications.
Site plan control	Developments of up to 10 residential units will be exempted from site plan control	Nov. 28, 2022	Current local site plan control by-law generally require site plan applications for four or more units. This means that many townhome and small apartment projects will no longer be subject to site plan control, along with waterfront development in certain municipalities. This has the potential to negatively impact the environment, municipal infrastructure and neighbouring properties and in particular may cause issues for stormwater management and private servicing. Some development studies may be required early in the zoning stage instead of leaving details to the site plan process.
	Architectural details and landscape design aesthetics will be removed from the scope of site plan control	Nov 28, 2022	Although these tools are not used by all municipalities, this could negatively affect the built environment in areas and municipalities will have challenges negotiating context-sensitive design.
Rental Replacement	Minister to be given the authority to enact regulations related to the replacement of rental housing when it is proposed to be demolished or converted as part of a proposed development	Nov. 28, 2022	This will not affect North Glengarry as no local municipalities in SDG have these types of by-laws and this is not part of the County Official Plan.
Heritage	Municipalities will not be permitted to issue a notice of intention to designate a property under Part IV of the Ontario Heritage Act unless the property is already on the heritage register when the current 90-day requirement for Planning Act applications is triggered	January 1, 2023	This change will prohibit municipalities from preserving heritage buildings that may not have been protected in the past if the lack of protection is identified through a development application. It is difficult for rural municipalities to identify all heritage buildings in the municipalities due to the size and lack of expertise, as typically

			only urban municipalities have heritage planners on-staff.
	Heritage registers to be reviewed and a decision made whether listed properties are to be designated, and if not, removed from the register	January 1, 2023	This will negatively impact municipalities that want to preserve an important heritage building from demolition but do not want to impose any extra permit requirements on the owners. This will affect North Glengarry in the future, as the Township now has two years to review its register and either designate or remove properties by January 1, 2025.
	A process is proposed which will allow Heritage Conservation District Plans to be amended or repealed	January 1, 2023	This will not affect SDG as no municipalities have a Heritage Conservation District in effect.
	Criteria for Heritage Conservation District Plans can be established for regulation	January 1, 2023	This will not affect SDG as no municipalities have a Heritage Conservation District in effect.
Ontario Land Tribunal procedures	The Tribunal will have increased powers to order costs against a party which loses a hearing at the Tribunal	All OLT Act changes not yet in force – date TBD	This could be positive to discourage frivolous appeals but could negatively impact municipal finances when refusing development applications if unsuccessful at the Tribunal.
	The Tribunal is being given increased power to dismiss appeals for undue delay		This is a positive change as the OLT process can be lengthy and delay needed developments.
	The Attorney General will have the power to make regulations setting service standards with respect to timing of scheduling hearings and making decisions		This is a positive change as the OLT process can be lengthy and delay needed developments.
	Regulations can also be made to establish priorities for the scheduling of certain matters		This is a positive change as the OLT process can be lengthy and delay needed developments.
Conservation Authorities	Permits will not be required within regulated areas	TBD	Rural municipalities do not have technical expertise on flooding,

	(including wetlands) for activity that is part of a development authorized under the Planning Act		wetlands and other similar issues. This is a negative change and SDG has submitted comments against the proposal.
	A single regulation is proposed for all 36 Authorities in the province	TBD	Streamlining the regulation would appear to provide greater consistency in the planning approvals framework. The Multi-stakeholder Conservation Authority Working Group should be consulted before finalizing changes to the regulations and should identify types of development that would be exempt from approvals across the province, similar to the Ontario Building Code.
	Clear limits are proposed on what Authorities are permitted to comment on as part of the planning approvals process, which will keep their focus on natural hazards and flooding	January 1, 2023	Focusing conservation authorities' role in reviewing development-related proposals and applications to natural hazards is the most significant concern SDG had with Bill 23 and the proposed regulations. SDG, its local municipalities, and surrounding municipalities have had long-standing positive relationships with the local conservation authorities that provide advice on hazard and resource-related planning matters. Now that conservation authorities are no longer permitted to have involvement in the development review process outside of natural hazards, this will mean increased costs related to hiring consultants or in-house resources. Discussions are taking place with SDG local municipalities on January 27, 2023 to address the effects of the change.
Consumer protection	Proposed increases to penalties under the New Homes Construction Licensing Act, 2017 of up to \$50,000	Nov. 28, 2022	This is a positive change to ensure provincial legislation is followed.



STAFF REPORT TO COUNCIL

Report No: AD-2023-01

January 30, 2023

From: Sarah Huskinson – Chief Administrative Officer

RE: Appointment of members to Committees of Council

Recommended Motion:

THAT Council receives staff report AD-2023-01;

THAT Council approves the appointments of Council Representatives and members of the public to the Committees of Council as listed below:

Arts, Culture and Heritage Committee	
Jeff Manley	Council representative
Carma Williams	Council representative
Elizabeth Caddell	Lay Person
Laura Eustace-Lorimer	Lay Person
Sharon McRae	Lay Person
Nicole Nadeau	Lay Person
Deirdre Hill	Lay Person
Community Development Committee	
Jamie MacDonald	Council representative
Michael Madden	Council representative
Carma Williams	Council representative
Gina Dragone	Lay Person
Rory Levert	Lay Person
Dean MacGillivray	Lay Person
Chris McPherson	Lay Person
Joanne Pratt	Lay Person
Rural Affairs Committee	
Brian Caddell	Council representative
Jeff Manley	Council representative
Jacques Massie	Council representative
Pete Bock	Lay person

Duncan Ferguson	Lay person
Jack Fraser	Lay person
Andrew MacMillan	Lay person
Craig MacMillan	Lay person
Ken Turnbull	Lay person

AND that Council approves the appointments of Council Representatives to the following organizations:

Organization	Council Representative(s)
Friends of the Glengarry Trails	Jeff Manley
Glengarry Archives Board	
Glengarry Pioneer Museum Board	Gary Martin
Maxville Manor Board	Gary Martin
Municipal Recreation Association Committee	Brian Caddell and Gary Martin
Raisin River Conservation Authority	Jacques Massie
United Counties of Stormont Dundas and Glengarry Council Alternate	Jeff Manley

Background / Analysis:

By-law 45-2022 is a by-law to govern and regulate the proceedings of the Municipal Council, the conduct of its members, and the calling of meetings for the Township of North Glengarry (Procedural By-law). This By-law governs the appointment of members to the Committees of Council. Under the provisions of the Procedural By-law, the Council for the Township of North Glengarry may elect to appoint members of Council and members of the public to various committees to consider specific matters or to serve in an advisory capacity.

The listing below contains the names of the Council representatives on the three Committees of Council, as per the discussions held during the November 28, 2022 Council Meeting. From November 29, 2022, to January 3, 2023, members of the public were invited to forward their nomination information to the Township staff for these committees. After review, it is suggested that the following individuals be appointed by Council resolution to the respective committees:

Arts, Culture and Heritage Committee	
Jeff Manley	Council representative
Carma Williams	Council representative
Elizabeth Caddell	Lay Person
Laura Eustace-Lorimer	Lay Person
Sharon McRae	Lay Person
Deirdre Hill	Lay Person
Nicole Nadeau	Lay Person
Community Development Committee	

Jamie MacDonald	Council representative
Michael Madden	Council representative
Carma Williams	Council representative
Gina Dragone	Lay Person
Rory Levert	Lay Person
Dean MacGillivray	Lay Person
Chris McPherson	Lay Person
Joanne Pratt	Lay Person
Rural Affairs Committee	
Brian Caddell	Council representative
Jeff Manley	Council representative
Jacques Massie	Council representative
Pete Bock	Lay person
Duncan Ferguson	Lay person
Jack Fraser	Lay person
Andrew MacMillan	Lay person
Craig MacMillan	Lay person
Ken Turnbull	Lay person

In addition to the Committees of Council noted above, other committees or boards require council representation.

As per the discussions held during the November 28, 2022, Council Meeting, the following Council representatives are to be appointed by Council resolution:

Organization	Council Representative(s)
Friends of the Glengarry Trails	Jeff Manley
Glengarry Archives Board	Jamie MacDonald and Michael Madden
Glengarry Pioneer Museum Board	Gary Martin
Maxville Manor Board	Gary Martin
Municipal Recreation Association Committee	Brian Caddell and Gary Martin
Raisin River Conservation Authority	Jacques Massie
United Counties of Stormont Dundas and Glengarry Council Alternate	Jeff Manley

Alternatives:

Option 1 - Recommended: That Council adopts the appointments as proposed.

OR

Option 2 – Not Recommended: That Council declines the appointments.

Financial Implications:

Attachments & Relevant Legislation:

Others Consulted:

Kimberley Goyette – Director of Finance

Anne Leduc – Director of Community Services

Reviewed and Approved by:

Sarah Huskinson, CAO/Clerk



STAFF REPORT TO COUNCIL

Report No: TR2023-04

January 24, 2023

From: Kimberley Goyette - Director of Finance/Treasurer

RE: Bylaw 05-2023 amending Users' Fees and Charges Bylaw

Recommended Motion:

THAT the Council of the Township of North Glengarry receives staff report TR2023-04; and

THAT the Council of the Township of North Glengarry receives Bylaw 05-2023 being a bylaw to amend the Users' Fees and Charges for the Township; and

THAT Bylaw 05-2023 be read a first, second and third time in open Council this 30th day of January 2023.

Background / Analysis:

The user fees have been amended in By-law 05-2023 to reflect the addition of charges and changes to current charges. Additions are highlighted in green (new charges for services), changes noted in yellow and removals noted in blue on Schedules A – G (attached).

The purpose is to have these more in line with the cost of providing these services.

Alternatives:

1. Council adopts Bylaw 05-2023.
2. Council does not adopt Bylaw 05-2023

Financial Implications:

As noted on the attached schedules and attached to Bylaw 05-2023.

Attachments & Relevant Legislation:

Bylaw 05-2023 and amended schedules.

Others Consulted:

Anne Leduc – Director of Community Services

Jacob Rheaume – Director of Building, Bylaw and Planning

Lise Lavigne – Deputy Clerk

Reviewed and approved by:

Sarah Huskinson, CAO/Clerk

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY

BY-LAW No. 05-2023

A by-law to amend By-law No. 09-2022 to establish user fees and charges administrated by the Corporation of the Township of North Glengarry.

WHEREAS Section 391.(1) of the Municipal Act states that despite any Act a municipality and a local board may pass by-laws imposing fees and charges on any class of persons;

AND WHEREAS the Municipality did adopt By-law No. 09-2022 on February 28, 2022;

AND WHEREAS the Municipality wishes to amend By-law No. 09-2022 as it pertains to 2023 fees and charges rate changes.

NOW THEREFORE the Corporation of the Township of North Glengarry, hereby enacts as follows:

1. That Schedule “A” rates structure be changed for Administrative Services and Recreation Services, Schedule “F” Classes of Permits and Schedule “G” rates structure be changed for Water and Sewer Monthly rates.
2. That By-law No. 09-2022 be amended.

READ a first, second, third time and enacted in Open Council, this 30th day of January, 2023.

CAO/Clerk / Deputy Clerk

Mayor / Deputy Mayor

I hereby certify this to be a true copy of By-law No. 05-2023 and that such by-law is in full force and effect.

Date Certified

CAO/Clerk / Deputy Clerk

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY		
FEES AND CHARGES BY-LAW NO. 05 -2023		
SCHEDULE "A"		
DESCRIPTION	2022	2023
(1) ADMINISTRATIVE SERVICES		
Tax Certificate per roll number	\$40.00	\$40.00
Water/Sewer Certificate	\$20.00	\$20.00
Tax and Water/Sewer written inquiries per property	\$10.00	\$10.00
Interest on tax arrears	1.25%/ month	1.25%/ month
Late Payment Charge Water/Sewer Invoice	5% of the current o/s balance	5% of the current o/s balance
Administrative fees related to tax sale of properties		\$500.00
Administration fees for charge back	25% of invoice to a max of \$200.00. All materials charged out are to be at cost	25% of invoice to a max of \$200.00. All materials charged out are to be at cost
Dumping Station on Leroux St. Alexandria	\$2.00	\$2.00
Marriage Licence	\$125.00	\$125.00
Civil Marriage Solemnization		
Municipal Service Fee		\$250.00 HST incl.
Fee for Performing Ceremony		\$200.00 HST incl.
Fee for Performing Ceremony outside NG		\$70.00 HST incl.
NSF cheques	\$20.00	\$20.00
Entrance Application	\$50.00	\$50.00
Fax Transmission	\$1.00/page	\$1.00/page
First 10 photocopies	\$.50/page	\$.50/page
Additional photocopies	\$.15/page	\$.15/page
Fire Fees Inspections	\$150.00 for original visit & inspection for compliance, any additional visits up to compliance \$150.00 per visit	\$150.00 for original visit & inspection for compliance, any additional visits up to compliance \$150.00 per visit
Fire Guard after fire	Full cost recovery	Full cost recovery
False Alarms within (1) year - 1st False alarm	no charge Notice	no charge Notice
Second false alarm -	advising of possible charges	advising of possible charges
Third false alarm	Full cost recovery	Full cost recovery
Garbage - extra garbage tags	\$3.00 each	\$3.00 each
Recycling blue & grey boxes	\$3.00 each for 1 or 2 boxes, \$10.00 each for 3rd and more.	\$3.00 each for 1 to 3 boxes, \$10.00 each for 4 th and more.
(2) TIPPING FEES - Policies governing the use of the Municipal landfill Sites		
Large items such as fridges, stoves, furniture	\$10.00 per item	\$10.00 per item
Residential loads (excluding contruction, demolition & renovation materials) will be \$25.00/compacted cubic meter.		
(3) ROAD CREW CHARGE OUT RATES		
Operator	35.00/hr	35.00/hr
Foreman	40.00/hr	40.00/hr
Utility Installation Approvals	\$75.00	\$75.00
"Equipment rates will be charged out based on the most recent version of Ontario Provincial Standard Specification #127 as amended from time to time."		
(4) DOGS LICENCE FEES & LIVESTOCK/POUNDKEEPER		
Dog licence	\$25.00 per licence/tag	\$25.00 per licence/tag
Replacement licence	\$10.00 per licence/tag	\$10.00 per licence/tag
Guide or Lead dog	N/C	N/C
Kennel licence	\$280.00 per licence	\$300.00 per licence
Boarding Kennel Licence	\$280.00 per licence	\$300.00 per licence
Release fee: first time	actual expenses	actual expenses
Release fee: second time	\$25.00 plus expenses	\$25.00 plus expenses
Release fee: third time	\$100.00 plus expenses	\$100.00 plus expenses
Release fee: fourth time	\$200.00 plus expenses	\$200.00 plus expenses
Poundkeeper	\$60.00 per hr with min. 3 hrs payable per call	\$60.00 per hr with min. 3 hrs payable per call
Second Poundkeeper	\$30.00 per hr with min. 3 hrs payable per call if required to manage animals at large (determined by Poundkeeper)	\$30.00 per hr with min. 3 hrs payable per call if required to manage animals at large (determined by Poundkeeper)
Poundkeeper vehicle	\$1.25 per kilometers	\$1.25 per kilometers

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY		
FEES AND CHARGES BY-LAW NO. 05 -2023		
SCHEDULE "A"		
DESCRIPTION	2022	2023
Livestock per large animal (ex: cow/horse) feeding/handling	\$20.00 per day	\$20.00 per day
Livestock per medium or small animal (ex: sheep/goat/pig) feeding/handling)	\$10.00 per day	\$10.00 per day
Livestock Notices	\$25.00 per notice to owner, posted notice, sale notice	\$25.00 per notice to owner, posted notice, sale notice
Poundkeeper/Livestock incurred as per By-law 18-2019 and/or Pound Act	Any other expenses	Any other expenses
(4a) PARKING PERMIT FEES		
1 week	\$40.00 + HST	\$40.00 + HST
1 month	\$90.00 + HST	\$90.00 + HST
3 months	\$220.00 + HST	\$220.00 + HST
6 months	\$375.00 + HST	\$375.00 + HST
1 year	\$625.00 + HST	\$625.00 + HST
(5) ICE RENTAL FEES - GLENGARRY SPORTS PALACE & MAXVILLE & DISTRICT SPORTS COMPLEX		
Minor Sports within the Twp (Prime Time)	\$165.00/hr HST incl.	\$168.00/hr HST incl.
(Non Prime Time)	\$138.00/hr HST incl.	\$140.00/hr HST incl.
Regular Rates (Prime Time)	\$199.00/hr HST incl.	\$203.00/hr HST incl.
(Non Prime Time)	\$170.00/hr HST incl.	\$173.00/hr HST incl.
Tournament	\$168.00/hr HST incl.	\$171.00/hr HST incl.
Summer (Aug) Spring (April - May)	\$204.00/hr HST incl.	\$208.00/hr HST incl.
Old Blades (50 years +)	\$10.00/player HST incl.	\$10.00/player HST incl.
Jr. B. Glens - Game	\$193.00/hr HST incl.	\$196.00/hr HST incl.
Jr. B. Glens - Practice	\$159.00/hr HST incl.	\$162.00/hr HST incl.
Hockey School Flat Rate	\$109.00/hr HST incl.	\$111.00/hr HST incl.
School Special Rate	\$90.00/hr HST incl.	\$92.00/hr HST incl.
Minor Shinny (no HST)	\$5.00/player	\$5.00/player
Broomball	\$182.00 /hr HST incl.	\$185.00 /hr HST incl.
(6) ARENA FLOOR RENTAL FEES - GLENGARRY SPORTS PALACE & MAXVILLE & DISTRICT SPORTS COMPLEX		
All Sports Programs:	\$72.00/hr HST incl.	\$73.00/hr HST incl.
Parties-Receptions-Trade Shows-Auctions	Arena floor only - \$377.00 HST incl.	Arena floor only - \$384.00 HST incl.
	Arena floor & hall - \$438.00 HST incl.	Arena floor & hall - \$446.00 HST incl.
(6)(a) ICE & BOARD ADVERTISING - GLENGARRY SPORTS PALACE		
Rink Boards - Yearly	\$363.00 HST incl.	\$370.00 HST incl.
Wall Boards. Yearly	\$185.00 HST incl.	\$188.00 HST incl.
In-ice Logo (Sides) (+ one time set-up fee which is the responsibility of the advertiser average of \$350 depending on size) Yearly	\$518.00 HST incl.	\$527.00 HST incl.
Change-room door (Per door) (+ one time set-up fee which is the responsibility of the advertiser) Yearly	\$208.00 HST incl.	\$212.00 HST incl.
In-ice Logo (Sides) + Change room door (5% Discount) Yearly	\$689.00 HST incl.	\$701.00 HST incl.
In-ice Logo (Sides) + Change room door + rink board (10% Discount) Yearly	\$980.00 HST incl.	\$998.00 HST incl.
Ice Resurfacer Advertising (set-up is the responsibility of the advertiser. Complete	\$2108.00 HST incl.	\$2146.00 HST incl.
Advertizing - In ice Logo, Change room door, Rink Board (15% Discount) Yearly	\$1774.00 HST incl.	\$1806.00 HST incl.
(6)(b) ICE & BOARD ADVERTISING - MAXVILLE & DISTRICT SPORTS COMPLEX		
Rink boards - Yearly	\$363.00 HST incl.	\$370.00 HST incl.
Wall boards. Yearly	\$273.00 HST incl.	\$278.00 HST incl.
In ice Logo (Sides) (+ one time set-up fee which is the responsibility of the advertiser average of \$350 depending on size) Yearly	\$518.00 HST incl.	\$527.00 HST incl.
Change-room door (Per door) (+ one time set-up fee which is the responsibility of the advertiser) Yearly	\$208.00 HST incl.	\$212.00 HST incl.
In-ice Logo (Sides) + Change room door (5% discount) Yearly	\$689.00 HST incl.	\$701.00 HST incl.

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY		
FEES AND CHARGES BY-LAW NO. 05 -2023		
SCHEDULE "A"		
DESCRIPTION	2022	2023
In-ice Logo (Sides) + Change room door + wall board 10% Discount) Yearly	\$899.00 HST incl.	\$915.00 HST incl.
Advertizing - In-ice Logo, Change room door, rink board (15% discount) Yearly	\$1774.00 HST incl.	\$1806.00 HST incl.
(6)(c) ICE RESURFACER ADVERTISING - MAXVILLE & DISTRICT SPORTS COMPLEX		
Ice Resurfacer Advertising Per Side (set-up is the responsibility of the advertiser) Yearly	\$455.00 HST incl.	\$463.00 HST incl.
(7) FIELD RENTAL FEES - GLENGARRY SPORTS PALACE & MAXVILLE & DISTRICT SPORTS COMPLEX		
Baseball Adults	\$19.00/hr HST incl.	\$19.00/hr HST incl.
Baseball Minors (no HST)	\$11.00/hr	\$11.00/hr
Tournaments for one day	\$164.00 HST incl.	\$167.00 HST incl.
Tournaments for a weekend	\$260.00 HST incl.	\$265.00 HST incl.
Soccerfield Adults	\$193.00 HST incl.	\$196.00 HST incl.
Soccerfield Minors	N/C	N/C
Teams outside of GSL (Minor) (no HST)	\$18.00/hr	\$18.00/hr
(8) BOARDROOM RENTAL FEES - GLENGARRY SPORTS PALACE		
All Rentals	\$72.00/day HST incl.	\$73.00/day HST incl.
Non-Profit organizations (Max 5 rentals all facilities combined per/yrs)	N/C	N/C
(9) GONDOLA RENTAL FEES - MAXVILLE & DISTRICT SPORTS COMPLEX		
All Rentals per event	\$83.00 HST incl.	\$84.00 HST incl.
(10) BANQUET HALL RENTAL FEES - GLENGARRY SPORTS PALACE & MAXVILLE & DISTRICT SPORTS COMPLEX		
Hall rental with bar	\$248.00 HST incl.	\$252.00 HST incl.
Hall rental without bar	\$187.00 HST incl.	\$190.00 HST incl.
Meeting	\$157.00 HST incl.	\$160.00 HST incl.
Kitchen rental fees	\$123.00 HST incl.	\$125.00 HST incl.
Community Kitchen Program (No HST)	\$50.00	\$50.00
Minor Sports Programs (1 rental incl. in max 5 rentals all facilities combined per year)	N/C	N/C
Non profit organization (1 rental incl. in max 5 rentals all facilities combined per year)	N/C	N/C
Classes	\$32.00/hr HST incl.	\$33.00/hr HST incl.
(11) ISLAND PARK COMMUNITY BUILDING		
Non profit organization (Max 5 rentals all facilities combined per year)	N/C	N/C
Meetings	\$23.00/hr. HST incl.	\$23.00/hr. HST incl.
Hall rental with bar	\$248.00/day HST incl.	\$252.00/day HST incl.
Hall rental without bar	\$187.00/day HST incl.	\$190.00/day HST incl.
Hall Rental	\$38.00/hr. HST incl.	\$39.00/hr. HST incl.
Campers	\$24.00/night HST incl.	\$24.00/night HST incl.
(12) GLENGARRY INDOOR SPORTS COMPLEX		
Turf - Prime Time hour	\$113.00 HST incl.	\$115.00 HST incl.
Turf - Non Prime Time hour	\$86.00 HST incl.	\$88.00 HST incl.
Turf - School Prime Time Hour	\$80.00 HST incl.	\$81.00 HST incl.
Turf -School-Non Prime Time Hour	\$60.00 HST incl.	\$61.00 HST incl.
Turf - Summer Hourly (May to October)	\$52.00 HST incl.	\$53.00 HST incl.
Turf - After School Monthly pass (no HST)	\$47.00	\$48.00
Turf - After School Daily pass (no HST)	\$6.00	\$6.00
Turf - Adult Daily pass	\$8.00 HST incl.	\$8.00 HST incl.
Track - Adult Season Pass	\$164.00 HST incl.	\$167.00 HST incl.
Track - Senior Season Pass (60 +)	\$99.00 HST incl.	\$101.00 HST incl.
Track - Junior Season Pass (no HST)	\$69.00	\$70.00
Track - Drop in - Daily Pass	\$7.00 HST incl.	\$7.00 HST incl.
Track - Monthly Pass or 8 visit card	\$31.00 HST incl.	\$32.00 HST incl.
Track - Family Season Pass	\$341.00 HST incl.	\$347.00 HST incl.

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY		
FEES AND CHARGES BY-LAW NO. 05 -2023		
SCHEDULE "A"		
DESCRIPTION	2022	2023
Tennis - 1 hr	\$26.00 HST incl.	\$26.00 HST incl.
Tennis - 1.5 hr	\$37.00 HST incl.	\$38.00 HST incl.
Tennis - 2 hr	\$42.00 HST incl.	\$43.00 HST incl.
Tennis Membership- Adult	\$406.00 HST incl.	\$413.00 HST incl.
Tennis Membership Minor (No HST)	\$227.00	\$231.00
Additional guest 1 hr	\$7.00 HST incl.	\$7.00 HST incl.
Lawn Bowling 3 hours	\$41.00 HST incl.	\$42.00 HST incl.
Birthday parties for 12 children (no HST)	\$215.00	\$219.00
Each Additional child (no HST)	\$13.00	\$15.00
SCHEDULE "B"		
DESCRIPTION	2022	2023
LOTTERY LICENCES		
Lottery Licences	3% of value of prize	3% of value of prize
SCHEDULE "C"		
DESCRIPTION	2022	2023
SWIMMING POOL AND FENCES		
Swimming pool & fence	included in schedule "F"	included in schedule "F"
SCHEDULE "D"		
DESCRIPTION	2022	2023
DRAINAGE INSPECTION FEES		
Drainage Inspection	\$75.00	\$75.00
SCHEDULE "E"		
DESCRIPTION	2022	2023
PLANNING FEES		
Official Plan Amendment	\$2,500.00	removed
Zoning By-law Amendment	\$1,500.00	\$1,500.00
Temporary Use By-Law	\$750.00	removed
Minor Variance or Authorization	\$500.00	\$500.00
Land Severance/Consent (review)	\$500.00	\$500.00
Planning Application Inspection		\$300.00
Cash & Lieu of Parkland	\$1000.00 per severance	\$1000.00 per severance
Site Plan Agreement - Residential	\$1000.00 + fee of 2% of the total estimated cost of constructing the facilities. Max \$30,000.00	\$1000.00 + fee of 2% of the total estimated cost of constructing the facilities. Max \$30,000.00
Site Plan Agreement - Residential/Commercial /Institutional	\$2000.00 + fee of 2% of the total estimated cost of constructing the facilities. Max \$30,000.00	\$2000.00 + fee of 2% of the total estimated cost of constructing the facilities. Max \$30,000.00
Plan of Condominium	\$100.00/unit (+)	\$100.00/unit (+)
Draft Plan of Subdivision Application	\$75.00/residential lot, minimum of \$1,000.00, maximum of \$2,200.00	\$75.00/residential lot, minimum of \$1,000.00, maximum of \$2,200.00
Subdivision Agreement	\$5,000.00 Deposit +/-	\$5,000.00 Deposit +/-
Work Surveillance	2% /estimated cost of works	removed
Financial securities	\$75.00	removed
Encroachment	\$200.00 + registration fees	\$200.00 + registration fees
Lifting 0.30 metre reserve	\$150.00 + additional fees	\$150.00 + additional fees
Dedication R.O.W.	\$150.00 + legal eng/survey fees	\$150.00 + legal eng/survey fees
Cash-in-lieu of Parking	\$100.00 + cash-in-lieu	removed
Cash-in-lieu of Parkland	as per Planning Act	removed
Part Lot Control Removal	\$250.00/by-law+legal, eng/survey	\$500.00/by-law+legal+suple./survey

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY

FEES AND CHARGES BY-LAW NO. 05 -2023

SCHEDULE "A"

DESCRIPTION	2022	2023
Zoning Compliance Letter	\$60.00	\$60.00
Written replies to inquiries	\$35.00	removed
Consent under Planning Act (if required)	\$500.00	removed
Zoning/Work Orders Certificate	\$100.00	\$100.00
Agency letter of Approval	\$250.00	\$250.00
Registered Work Orders & Removal of same	Cost + \$300.00	Cost + \$500.00
Zoning By-law	\$45.00	removed
Official Plan	\$30.00	removed
Signs: Permit application fee	\$50.00 per sq. meter	\$50.00 per sq. meter
Minor Variance application for signs	\$150.00	\$150.00
Civic Number Full Kit	\$200.00	\$225.00
White Post Routed 8'	\$110.00	\$125.00
Number Blade (white and blue)	\$100.00	\$125.00
White Post Cap	\$10.00	\$10.00

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY FEES AND CHARGES BY-LAW NO. 05 -2023			
SCHEDULE "F"			
DESCRIPTION		2022	2023
CLASSES OF PERMITS & PERMIT FEES			
	Class of Permit		
Construction			
1	Residential Dwellings Units	\$500. base fee + .65¢/sqft	\$500. base fee + .65¢/sqft
2	Residential Additions	\$100.00 + .67¢/sq.ft.+min.	\$100.00 + .70¢/sq.ft.+min.
3	Residential Renovations and Repairs	\$150.00 +\$ 7.00/ \$1000 of construction value	\$150.00 +\$ 7.00/ \$1000 of construction value
4	New siding and/or exterior foam board insulation	\$100.00	\$150.00
5	Replacement of Insulation only	\$100.00	\$150.00
6	Replacement of roof sheathing	\$125.00	\$150.00
7	Minor Foundation repair	\$125.00	\$150.00
8	Residential Accessory Buildings and Carports	.50¢/sqft min.\$100	.50¢/sqft min.\$100
9	Accessory Apartment and Suites	\$220.00	\$500.00
10	Veranda, Balcony or Gazebo	\$50.00 +.36¢/sqft	\$50.00 +.40¢/sqft
11	Attached or detached deck	\$50.00 +.36¢/sqft	\$50.00 +.40¢/sqft
12	Mobile Home Installation	\$330.00	\$500.00
13	Solid Fuel Burning Appliances	\$100.00	\$150.00
Pools			
14	Private above ground swimming pool	\$110.00	\$150.00
15	Private in-ground swimming pool	\$160.00	\$200.00
16	Deck serving pool	.36¢/sqft	.36¢/sqft + pool
Commercial			
17	Institutional, Commercial and Assembly Buildings & Additions	\$200.00 base fee + .62¢/sq.ft.	\$200.00 base fee + .65¢/sq.ft.
18	Industrial Buildings & Additions	\$200.00 base fee + .59¢/sq.ft.	\$200.00 base fee + .65¢/sq.ft.
19	Accessory Buildings to Commercial/Industrial/Institutional	\$150.00 base fee + .62¢/sq.ft.	\$200.00 base fee + .65¢/sq.ft.
20	Commercial/Industrial/Institutional Renovations/Repairs	\$150.00 +\$13.80/\$1000 of construction value	\$150.00 +\$13.80/\$1000 of construction value
21	Restaurant or Takeout Installation	\$500.00	\$500.00
Farming			
22	Farms Buildings	.33¢/sq.ft.	.35¢/sq.ft.
23	Accessory Farm Buildings (other than those listed bellow) & Additions	.33/sqft min. \$150	.35/sqft min. \$150
24	Fabric Covered Structures	.33¢/sq.ft.	.35¢/sq.ft.
25	Greenhouses	.27¢/sq.ft.	.35¢/sq.ft.
26	Agricultural Renovations/Repairs	\$ 100.00 +\$ 7.00/ \$1000 of construction value	\$ 100.00 +\$ 7.00/ \$1000 of construction value
27	Lagoons /Manure pit	\$ 245.00 per structure	\$ 300.00 per structure
28	Silos	\$ 245.00 per structure	\$ 300.00 per structure
Plumbing			
29	Residential		
	Up to 5 fixtures	\$60.00	removed
	Each additional fixtures	\$12.00	removed
	Building drains	\$25.00	removed
	Stacks	\$20.00	removed
30	Other Building		
	Up to 5 fixtures	\$80.00	removed
	Each additional fixtures	\$14.00	removed
	Building drains	\$30.00	removed
	Stacks	\$25.00	removed
Other Types			
31	Tents greater than 60 meter square	\$100.00	\$100.00
32	Change of Use Permit	\$250.00	\$250.00
33	Transfer of Permit	\$100.00	\$100.00
34	Conditional Permit Agreement	\$265.00	\$300.00
35	Communications Tower	\$500.00	\$500.00
Demolition			
36	Demolition - Residential Accessory Building	\$65.00/structure	\$75.00
37	Demolition - Residential	\$125.00	\$150.00
38	Demolition - Farm	\$65.00/Structure	\$100.00/Structure
39	Demolition - Commercial/Institutional Accessory	\$150.00/structure	\$150.00/structure
40	Demolition - Commercial/Institutional	\$300.00	\$300.00

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY FEES AND CHARGES BY-LAW NO. 05 -2023			
SCHEDULE "F"			
DESCRIPTION		2022	2023
Permit Renewal			
41	Renewal of Residential permit where permit is \$100 or less (no deposit)	\$75.00	\$75.00
42	Renewal of Residential permit where permit is \$100 or more (no deposit)	40% of permit fee min. \$100	40% of permit fee min. \$100
43	Renewal of Agricultural permit where permit is \$100 or less (no deposit)	\$50.00	\$50.00
44	Renewal of Agricultural permit where permit is \$100 or more (no deposit)	35% of permit fee min. \$100	35% of permit fee min. \$100
45	Renewal of other permit (no deposit)	30% of permit fee min. \$200	30% of permit fee min. \$200
46	Renewal of old septic permit	\$185 up to a max. of 2 yrs. renewal	\$185 up to a max. of 2 yrs. renewal
Septic			
New Construction / Replacement			
47	Class 4 & 5 sewage system, less than 4,000 liters/day:	\$850.00	\$850.00
	**System requiring annual maintenance		
	**Other		
48	Repeat Class 4 & 5 (less than 4,000 liters) Inspections	\$185.00	\$185.00
49	Class 4 & 5 sewage system, 4,000 liters or more/day:	\$1,200.00	\$1,200.00
	**System requiring annual maintenance		
	**Other		
50	Tank replacement		\$525.00
51	Class 2 (Grey water) & Class 3 (Cesspool) Septic	\$400.00	\$400.00
52	Septic System on Site Inspection	\$200.00	\$300.00
Treatment Unit Alterations (no changes to disposal field)			
53	Replacement/Enlargement/Relocation	\$400.00	\$400.00
54	Repeat Inspections	\$200.00	\$200.00
55	Adding Tertiary Treatment	\$400.00	\$400.00
56	Repeat Inspections	\$200.00	\$200.00
57	Tertiary Treatment Unit Repair	\$185.00	\$185.00
Disposal System Alterations			
58	Adding Pumping /Dosing System	\$370.00	\$370.00
59	Repeat Inspections	\$200.00	\$200.00
60	Repair Pumping/Dosing System	\$185.00	\$185.00
61	Material Alteration	\$735.00	\$735.00
62	Minor repair (ie. Level header	\$200.00	\$200.00
63	Installation of Filters/Risers	\$200.00	\$200.00
Permit Revisions (Cetificate of Change)			
64	Change of tertiary treatment unit type	\$185.00	\$185.00
65	Pipes and Stone to Chambers (equal area)	\$370.00	\$370.00
66	Chambers to Pipes and Stone (increase)	\$370.00	\$370.00
67	Pipes and Stone to Chambers (reduction)	\$370.00	\$370.00
68	Additional of Fixtures or Living Area (no design flow increase)	\$185.00	\$185.00
69	Increased design flow and/or elevations changes	\$200.00	\$200.00
70	Change in type of system (ie. Conventional to Tertiary)	\$400.00	\$400.00
71	Different locations on property (site evaluation)	\$185.00	\$185.00
72	Septic inspection for Consent	\$200.00	\$300.00
Permit Cancellation and Transfers			
75	Administrative Revision	\$100.00	\$100.00
76	Owner cancels application (no inspection done)	80%	80%
77	Owner cancels application (no permit done)	50%	50%
	Owner cancels application (permit issued)	33%	33%
78	Owner changes designer or contractor	\$370.00	\$400.00
Renovations / Change of Use Permit			
79	File Search / Review (no letter provided)	\$50.00	\$50.00
80	File Search / Review (letter provided)	\$160.00	\$160.00
File Searches			
81	File Searches (images only)	\$50.00	\$50.00
82	Images and Legal report	\$70.00	\$70.00
Additional fees			
83	Building without a permit (single storey deck)	75% cost of permit + % of Order issued - min. \$50	removed

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY FEES AND CHARGES BY-LAW NO. 05 -2023			
SCHEDULE "F"			
DESCRIPTION		2022	2023
84	Building without a permit	75% cost of permit + % of Order issued - min. \$150	100% cost of permit + order issued
85	Installing a sewage system without a permit	50% cost of permit + % of Order issued - min. \$200	100% cost of permit + order issued
86	Order to comply issued	20%	\$100.00
87	Unsafe Order issued	25%	\$250.00
88	Stop Work Order issued	40%	\$100.00
89	Emergency Order issued	100%	\$250.00
90	Order not to cover issued	\$80.00	\$100.00
91	Order to uncover issued	\$150.00	\$100.00
92	Order Prohibiting Occupancy	\$100.00	\$250.00
93	Property Standards Order Issued	35% additional fee to permit	\$100.00
94	Property Standards Appeal	\$100.00	\$100.00
95	Repeat Inspection	\$50.00	\$50.00
Labour			
96	Where the Township undertakes to complete to work required to comply with any order	Cost of the work + 30% adm. fee	Cost of the work + 50% adm. fee
97	Where the Township undertakes to complete to work required to comply with a by-law		
Certificates			
98	Register Order on Title	Legal fees plus \$150.00	Legal fees plus \$150.00
98	File search for Certificate of approval and use permit	\$70.00	\$100.00
99	Removal of non-compliance notice registered against property	\$500.00 (plus lawyer fees)	\$500.00 (plus lawyer fees)
100	Miscellaneous Inspections	\$125.00	\$100.00

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY		
FEES AND CHARGES BY-LAW NO. 05 -2023		
SCHEDULE "G"		
DESCRIPTION	2022	2023
1) WATERWORKS MONTHLY RATE STRUCTURE		
WATER RATES		
Residential/Commercial/Large Users	First 15m ³ - \$68.03	First 15m ³ - \$69.39
	Balance \$1.94/m ³	Balance \$1.94/m ³
SANITARY SEWER RATES		
Residential/Commercial/Large Users	First 15m ³ - \$34.81	First 15m ³ - \$35.51
	Balance 1.10/m ³	Balance 1.10/m ³
SANITARY SEWER RATES (for those without meters)		
Residential/Commercial/Large Users	\$34.81 Flat Rate	\$35.51 Flat Rate
2) WATERWORKS FEES ASSOCIATED WITH BILLING		
Re-connection fee due to non payment	during regular hours \$60.00	during regular hours \$60.00
	after regular hours \$150.00	after regular hours \$150.00
Re-connection fee due to plumbing	no charge	no charge
	after regular hours \$150.00	after regular hours \$150.00
deposit water/sewer for tenants	\$250.00	\$250.00
deposit water for tenants	\$150.00	\$150.00
deposit sewer for tenants	\$150.00	\$150.00
Water works staff charge out rate	\$35.00/hr	\$35.00/hr
Foreman charge out rate	\$40.00/hr	\$40.00/hr
Water works Manager charge out rate	\$55.00/hr	\$55.00/hr
3) SERVICE CONNECTION FEES / Residential - Commercial		
¾" water service connection (per connection)	\$2500.00*	\$3500.00*
1" or above water service connection (per connection)	\$3000.00*	\$4500.00*
each additional unit	\$1000.00*	\$1000.00*
*Water service connection package includes: water meter and back flow preventor.		
3) SANITARY SERVICE CONNECTION FEES		
100 mm sanitary sewer connection (per connection)	\$3,500.00	\$3,500.00
125 mm or above sanitary sewer connection (per connection)	\$4,500.00	\$4,500.00
each additional unit	\$1,000.00	\$1,000.00
4) WATER RATES FOR TANKERS		
service charge for fill ups 1-5m; 6m +	\$4.06/m ³ + \$10.00 filling time	\$4.14/m ³ + \$10.00 filling time
	\$4.06/m ³ + \$40.00 filling time	\$4.14/m ³ + \$40.00 filling time
After regular hours	\$4.06/m ³ + \$120.00 filling time	\$4.14/m ³ + \$120.00 filling time

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY
FEES AND CHARGES BY-LAW 05 -2023
SCHEDULE "H"

2023 - \$5,000,000 limits of liability revised					
Sporting Event Insurance Rates					
SPORT ACTIVITIES	# OF PARTICIPANTS	RATE PER HOUR	RATE PER DAY	RATE PER SEASON	INSURANCE LIMIT
LOW RISK Badminton; Baton Twirling; Bocce; Curling; Dance; Dance Lessons; Horseshoes; Lawn Bowling;; Shuffleboard; Table Tennis; Tai Chi; Tennis;	1 – 25 26 – 50 51 – 100 101 – 250 251+	\$ 0.83 \$ 1.65 \$ 2.20 \$ 2.75 Refer to Broker	\$ 22.00 \$ 27.50 \$ 49.50 \$ 82.50 Refer to Broker	\$ 110.00 \$ 137.50 \$ 165.00 \$ 192.50 Refer to Broker	\$5 MILLION
MEDIUM RISK Baseball; Basketball; Broomball; Cheerleading; Cricket; Dodgeball; Dry Land Training; Field Hockey; Figure Skating; Fitness; Handball; Kangou Fitness; Net Ball; Pickleball; Racquetball; Ringette; Skating (drills); Skating (pleasure/power/speed); Slo-Pitch; Soccer; Softball; Squash; Swimming; Synchro Swimming: T-ball; Track & Field; Ultimate Frisbee; Volleyball; Yoga	1 – 25 26 – 50 51 – 100 101 – 250 251 +	\$ 1.65 \$ 3.30 \$ 5.50 \$ 8.80 Refer to Broker	\$ 40.00 \$ 45.00 \$ 60.00 \$ 100.00 Refer to Broker	\$ 165.00 \$ 192.50 \$ 275.00 \$ 330.00 Refer to Broker	\$5 MILLION
HIGH RISK (NON-CONTACT) Ball Hockey; Floor Hockey; Football(touch/flag); Ice Hockey; Lacrosse; Martial Arts (soft touch); Roller/Inline Skating; Roller/Ball/Inline Hockey; Scuba Diving; Sledge Hockey; Speed Skating (long blades)	1 – 25 26 – 50 51 – 100 101 – 250 251 +	\$ 2.20 \$ 4.40 \$ 6.60 \$ 11.00 Refer to Broker	\$ 55.00 \$ 66.00 \$ 82.50 \$ 165.00 Refer to Broker	\$ 220.00 \$ 247.50 \$ 302.50 \$ 385.00 Refer to Broker	\$5 MILLION
HIGH RISK (CONTACT) Broomball; Bubble Soccer; Floor Hockey; Football; Ice Hockey; Kabaddi; Lacrosse; Quidditch (touch/flag); Roller Hockey; Sledge Hockey;)	1 – 25 26 – 50 51 – 100 100+	Refer to Broker	Refer to Broker	Refer to Broker	\$5 MILLION
MUNICIPAL SPORT LEAGUES			# OF PARTICIPANTS	RATE PER TEAM PER SEASON	INSURANCE LIMIT
LEAGUES USING MUNICIPAL FACILITIES ONLY			Up to 30 Players per Team Up to 25 teams	\$ 192.50	\$5 MILLION
SPORT TOURNAMENTS			# OF TEAMS	RATE PER TOURNAMENT	INSURANCE LIMIT
HIGH RISK ONLY Use definitions as outlined above. Up to 18 players per team. 1-3 days.			1 – 8 9 - 16 17-21 22 +	\$ 550.00 \$ 770.00 \$ 1,100.00 Refer to Broker	\$5 MILLION
SPORT CAMPS/SCHOOLS			MINIMUM RATE	RATE PER ADDITIONAL PLAYER	INSURANCE LIMIT
LOW AND MEDIUM RISK CAMP/SCHOOL			\$ 310.00	\$ 2.48	\$5 MILLION
HOCKEY CAMP/SCHOOL (NON-CONTACT)			\$ 275.00	\$ 5.50	\$5 MILLION
HOCKEY CAMP/SCHOOL (CONTROLLED CONTACT)			\$ 660.00	\$ 11.00	\$5 MILLION
SPORT EVENT NOTES:					
EXCLUDES SPORT ACTIVITIES – Alpine Skiing, BMX Biking, Boxing, Climbing Walls, Contact Martial Arts, Cycling, Equestrian, Gymnastics, Hockey (Contact), Hockey Schools					
2022 - \$5,000,000 limits of liability revised					
Non-Sporting Event Insurance Rates					
TYPE/DESCRIPTION	# OF PARTICIPANTS	RATE PER HOUR			INSURANCE LIMIT
		NO ALCOHOL	ALCOHOL WITH LICENCED CATERER SERVING	ALCOHOL WITHOUT LICENCED CATERER	
SOCIAL GATHERING, EVENT/THEATRE PERFORMANCES Bachelor/Bachelorette; Birthday Party (Adult); Jack & Jill; Dance; Wedding, Art shows and exhibits, auctions, bazaars, craft shows, health fairs, fashion shows, dance recitals, music recitals, sports & wellness clinic, seasonal markets, talent shows, trade shows. Excludes Professional Performers or Members of the Actors Guild who have their own liability and can provide proof & a certificate adding the Township & organizer.	1 – 50 51 – 100 101 – 150 151 – 200 201 – 250 251 – 350 351 – 500 501 +	\$ 1.10 \$ 2.20 \$ 4.40 \$ 8.80 \$ 11.00 \$ 13.20 \$ 16.50 Refer to Broker	\$ 1.10 \$ 2.20 \$ 4.40 \$ 8.80 \$ 11.00 \$ 13.20 \$ 16.50 Refer to Broker	\$ 11.00 \$ 13.20 \$ 15.40 \$ 17.60 \$ 19.80 \$ 22.00 \$ 27.50 Refer to Broker	\$5 MILLION
TYPE/DESCRIPTION	# OF PARTICIPANTS	RATE PER DAY			INSURANCE LIMIT
		NO ALCOHOL	ALCOHOL WITH LICENCED CATERER SERVING	ALCOHOL WITHOUT LICENCED CATERER	
SOCIAL GATHERING, EVENT/THEATRE PERFORMANCES Bachelor/Bachelorette; Birthday Party (Adult); Jack & Jill; Dance; Wedding, Art shows and exhibits, auctions, bazaars, craft shows, health fairs, fashion shows, dance recitals, music recitals, sports & wellness clinic, seasonal markets, talent shows, trade shows. Excludes Professional Performers or Members of the Actors Guild who have their own liability and can provide proof & a certificate adding the Township & organizer.	1 – 50 51 – 100 101 – 150 151 – 200 201 – 250 251 – 350 351 – 500 501 +	\$ 11.00 \$ 16.50 \$ 22.00 \$ 27.50 \$ 33.00 \$ 38.50 \$ 44.00 Refer to Broker	\$ 11.00 \$ 16.50 \$ 22.00 \$ 27.50 \$ 33.00 \$ 38.50 \$ 44.00 Refer to Broker	\$ 55.00 \$ 66.00 \$ 77.00 \$ 88.00 \$ 99.00 \$ 110.00 \$ 121.00 Refer to Broker	\$5 MILLION
TYPE/DESCRIPTION			# OF PARTICIPANTS	RATE PER HOUR	INSURANCE LIMIT
MEETING/GATHERING Baby/Bridal Shower; Baptism; Bingo; Birthday Party (Child); Cards, Chess Club; Choir Practice; Church/Mass; Cooking Class; Funeral; Keno; Meeting; Prayer Meeting; Seminar; Seniors Meeting; Weight Loss Clinic; Workshop			1 – 100 101– 250 251 – 500 501 +	\$ 1.65 \$ 2.75 \$ 5.78 Refer to Broker	\$5 MILLION
TYPE/DESCRIPTION			# OF PARTICIPANTS	RATE PER DAY	INSURANCE LIMIT
POP-UP EVENTS No Alcohol outdoor permitted locations – up to 500 capacity			Max 500 500 +	\$ 44.00 Refer to Broker	\$5 MILLION
TYPE/DESCRIPTION		PER TIME PERIOD	RATE PER TIME PERIOD		INSURANCE LIMIT
CONCESSIONS, KIOSK AND VENDORS Must be certified and approved by the Health Unit with proof of certificate if selling food and beverage		DAY WEEK MONTH 3-6 MONTHS	\$ 27.50 \$ 55.00 \$ 99.00 \$ 495.00		\$ 52.80 \$ 137.50 \$ 275.00 \$ 687.50 \$5 MILLION
NOTE: WHERE AN EVENT HAS ALCOHOL BEING SERVED BY A LICENCED CATERER AND THE CATERER PROVIDES CERTIFICATE OF INSURANCE TO THE TOWNSHIP, USE *WITH					



STAFF REPORT TO COUNCIL

Report No: TR2023-05

January 25, 2023

From: Kimberley Goyette – Director of Finance/Treasurer

RE: 2023 Operating and Capital Budgets

Recommended Motion:

THAT the Council of the Township of North Glengarry receives staff report TR2023-05; and

THAT the Council of the Township of North Glengarry adopts the 2023 Operating and Capital Budgets, as amended at the January 26, 2023 budget meeting, with a net municipal tax levy requirement of \$ 6,523,845 as noted in the attached document.

Background / Analysis:

A special meeting of Council was held on January 26, 2023. During the discussion, the following items were adjusted:

- A reallocation of \$25,000 to 1-4-3101-4010 Roads contracted services for ditching and brushing, from 1-4-3046-5190 Hardtop patching and washouts
- A reduction of \$2,000 to 1-4-2100-2035 CBO – conferences and training
- A separate account for the tree program to be created with \$5,000 moved from 1-4-1950-2034 Economic Development sponsorship to this new account
- A reduction of \$4,000 to 1-4-4030-2160 RARE repairs to baler
- A reduction of \$2,000 to 1-4-4030-2367 RARE shop equipment inventory
- A reallocation from Water capital to reflect \$208,109 for the water relining project Alexandria and \$41,891 for a North Glengarry Water Master Plan
- A reallocation from Wastewater capital to reflect \$156,767 for the relining project to Main Station and \$102,233 for a North Glengarry Wastewater Master Plan
- Remove the Rubber tired excavator and brushing head from Fleet capital
- \$50,000 taken from General Capital reserve to be used for Roads Capital, thus reducing the funding from the tax base

Alternatives:

1. Council adopts the 2023 Operating and Capital budgets as amended above.
2. Council does not adopt the 2023 Operating and Capital budgets.

Financial Implications:

The approved budget would provide a 2.29% tax rate increase to the municipal portion of taxation. Education rates remain the same as 2022 but the County rates won't be available until some time in February which could change the over tax rate.

A tax rate bylaw will be coming shortly pending the passing of the County rates.

Attachments & Relevant Legislation:

2023 Approved Operating and Capital Budget
Municipal Act, 2001, S.O. 2001, c. 25; section 290

Others Consulted:

Senior Management Team
Chief Administrative Officer
Council

Reviewed and approved by:
Sarah Huskinson, CAO/Clerk



NORTH
GLENGARRY
NORD

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

2023

APPROVED

OPERATING AND CAPITAL BUDGETS

Prepared by Kimberley Goyette
January 2023



TABLE OF CONTENTS

Item	Page Number
Executive Summary	2
Key Assumptions and Rationale	3
Summary of Key Changes from 2022 to 2023	7
Historical Data for Capital, Debt and Reserves	8
Assessment and Taxation	12
Departmental Proposed Total Budget Summary	13
Departmental Proposed Capital Budget Summary	14
Total and Capital Budget Graph Summary by Function	15
Governance	17
General Administration and Other	18
Building, Bylaw Enforcement and Planning	25
Community Services	34
Economic Development	40
Recreation	45
Fire Services	54
Corporate Fleet	58
Public works	61
Water Works	76

EXECUTIVE SUMMARY

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

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

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

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

The 2023 Operating and Capital Budgets for each of the departments are presented in this document for Council consideration. In the preparation of the 2023 budgets, staff have analyzed expenditure trends, referenced various Council approved plans, and consulted with all levels of staff. Council approved some of the changes for the Fees and Rates By-law for the Township for 2023 specifically related to recreation.

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

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

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

KEY ASSUMPTIONS AND RATIONALE

Operating Budget

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

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

Capital Budget

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

The following are metrics to consider when prioritizing capital projects:

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

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

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

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

A 10-year capital plan was introduced in 2020 which provides planning estimates for future year expenditures. This plan has been updated for 2023. Estimated unspent dollars for tax supported capital have been transferred to the appropriate reserves for year end 2022. In 2023, incomplete projects will be added back to the capital budget and funded through these reserves to ease the tax burden.

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

Cost of Living Allowance, Union Contracts and Wages

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

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

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

Statutory and Non-Statutory Benefits

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

Employee Benefits

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

Rates for Dental and Extended Health benefits are based on current year experience. This budget has incorporated at 4.3% overall increase in benefit rates as indicated by our provider.

Insurance

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

Assessment and Taxation

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

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

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

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

A summary of the 2023 assessment is noted below:

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

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

There are two components of the tax rate calculation:

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

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

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

To calculate the taxes owing, the tax rate is multiplied by the assessment of the property. The education portion is sent to the school boards directly, and the County invoices the Township for their portion. The municipal tax rate represents approximately 40% of the total tax rate.

Based on the proposed budget being presented to Council, the municipal portion of the tax rate for the Township will increase by 2.29%. Education rates are remaining the same and County rates for taxation

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

Reserves

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

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

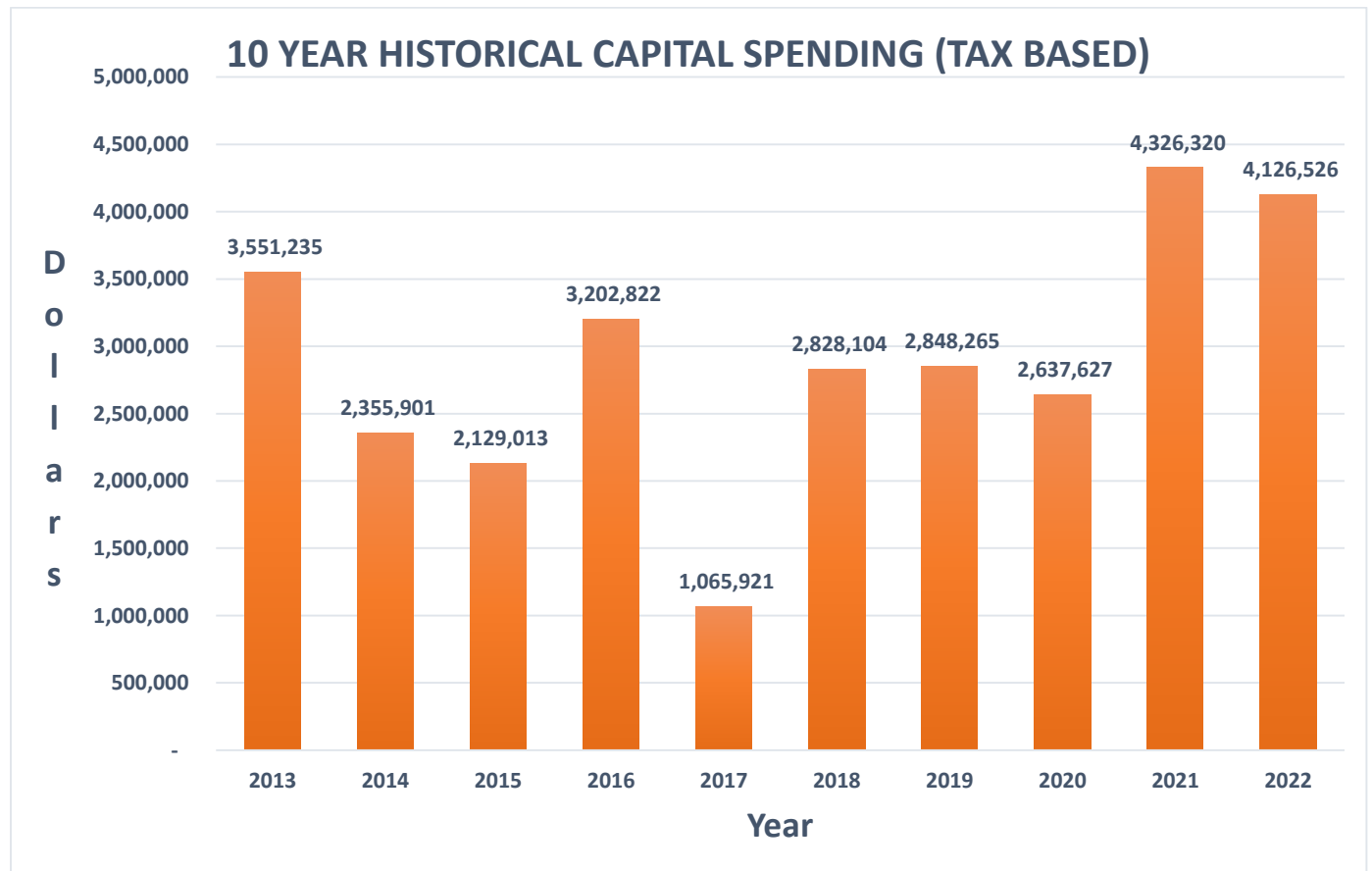
Further Challenges

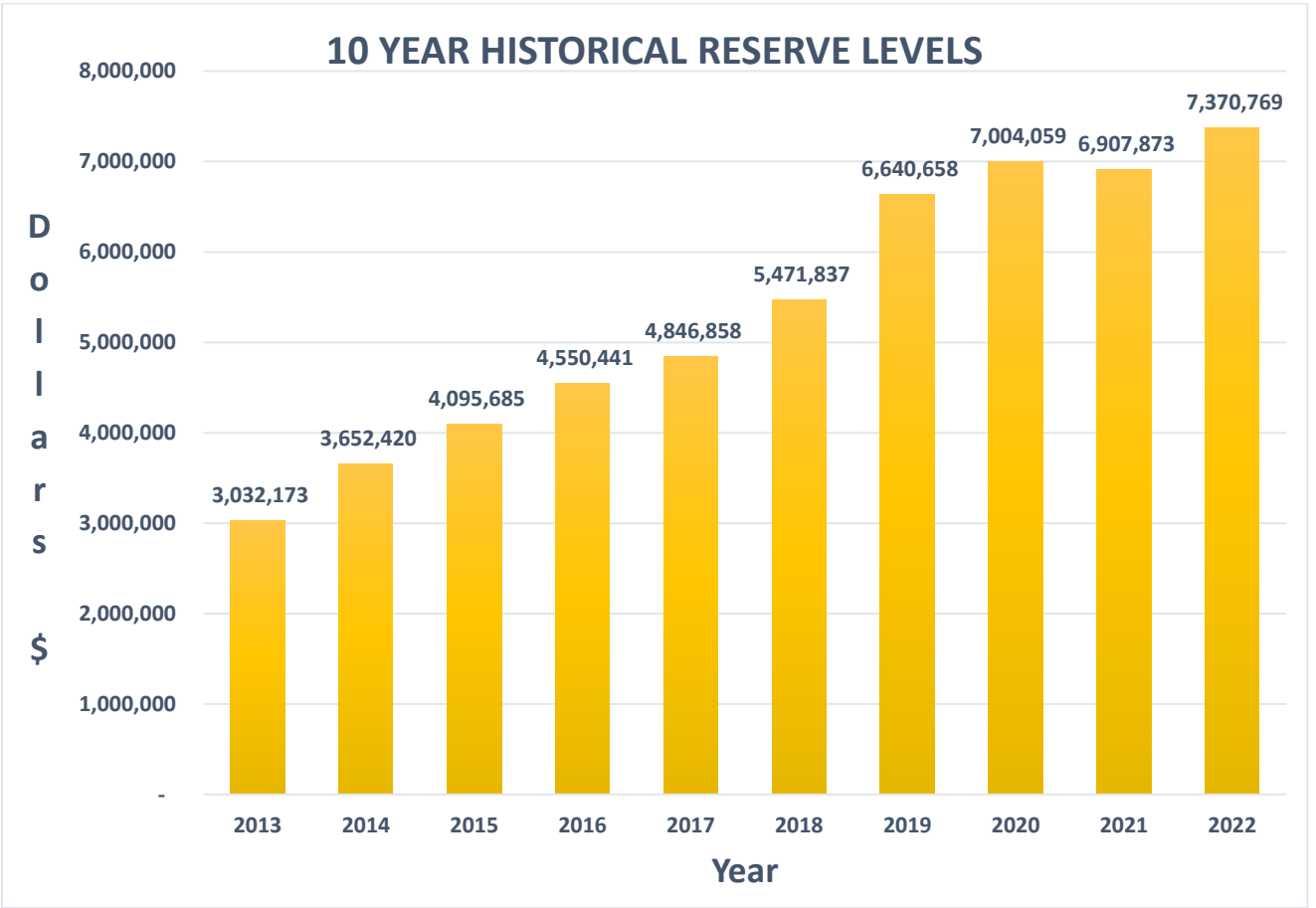
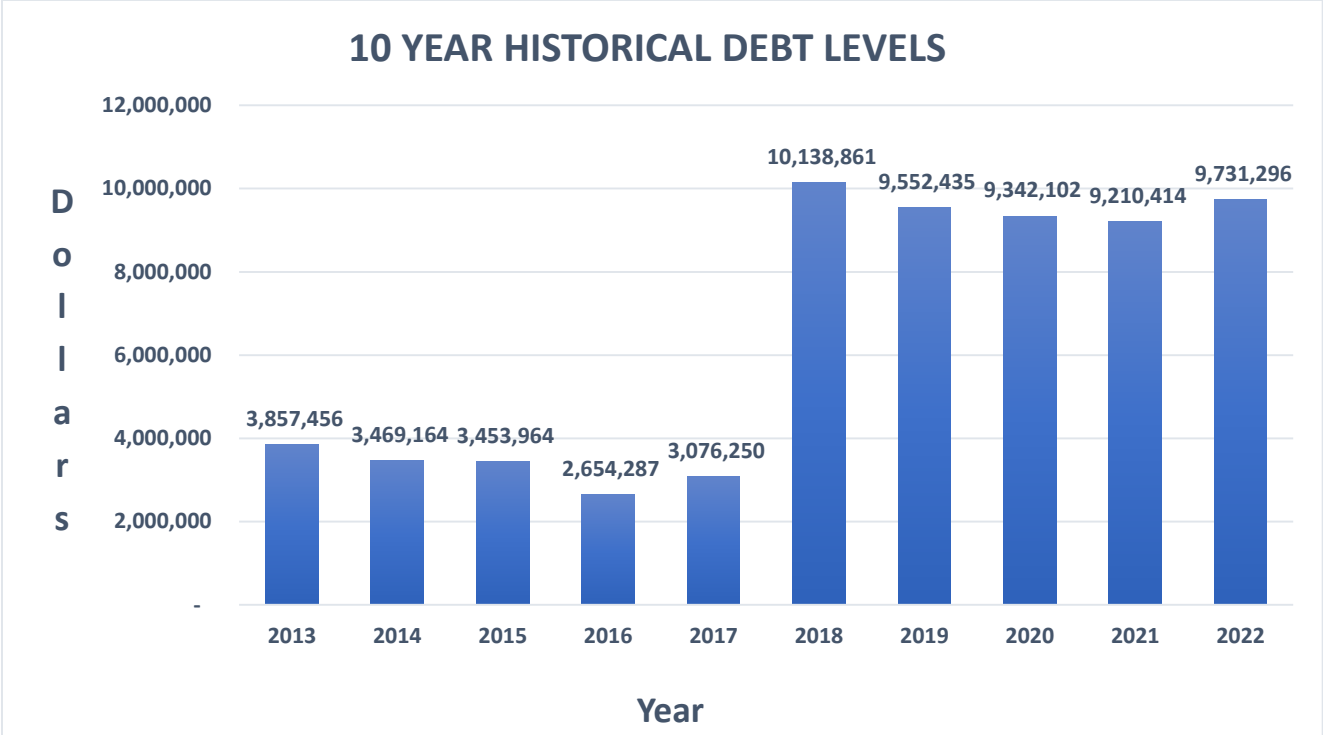
Based on the Consumer Price Index, the current economy has put additional pressures on the budget with an overall change of 6.9% for all categories of items. The main concerns are an increase of 5% for the costs of goods and services and gasoline at a 13% increase. Individual line items for fuel have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

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

HISTORICAL DATA FOR CAPITAL, DEBT AND RESERVES

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





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

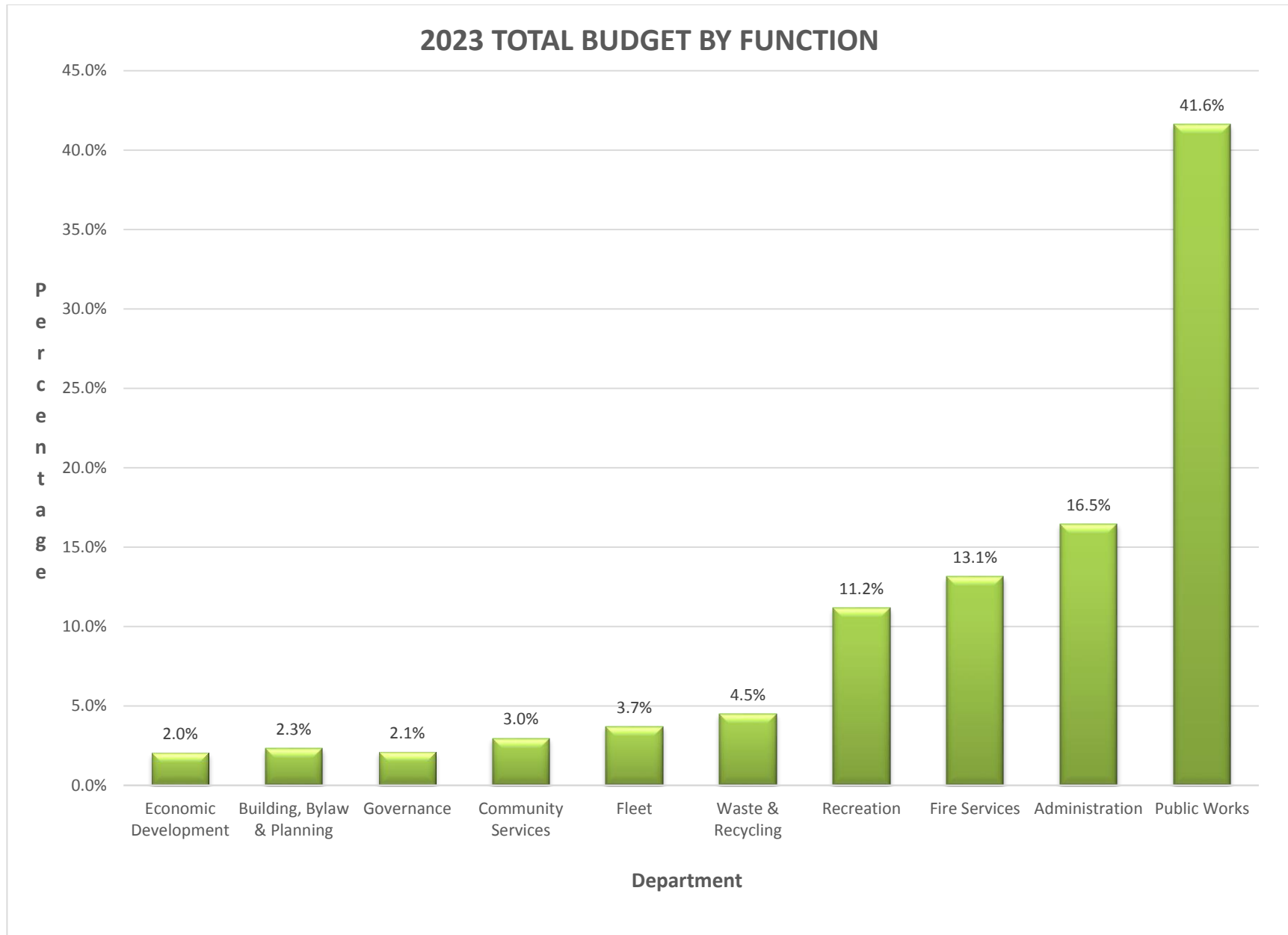
The Corporation of the Township of North Glengarry 2023 Tax Rates														
Property Class		2023 Rate			2023 - not set			2023 Confirmed			2023 Proposed			Percentage
		Current Value Assessment	Tax Rate Municipal	Municipal Tax Dollars	% Change	Upper Tier Rate	Upper Tier Tax Dollars	% Change	Education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

DEPARTMENTAL 2023 TOTAL BUDGET SUMMARY

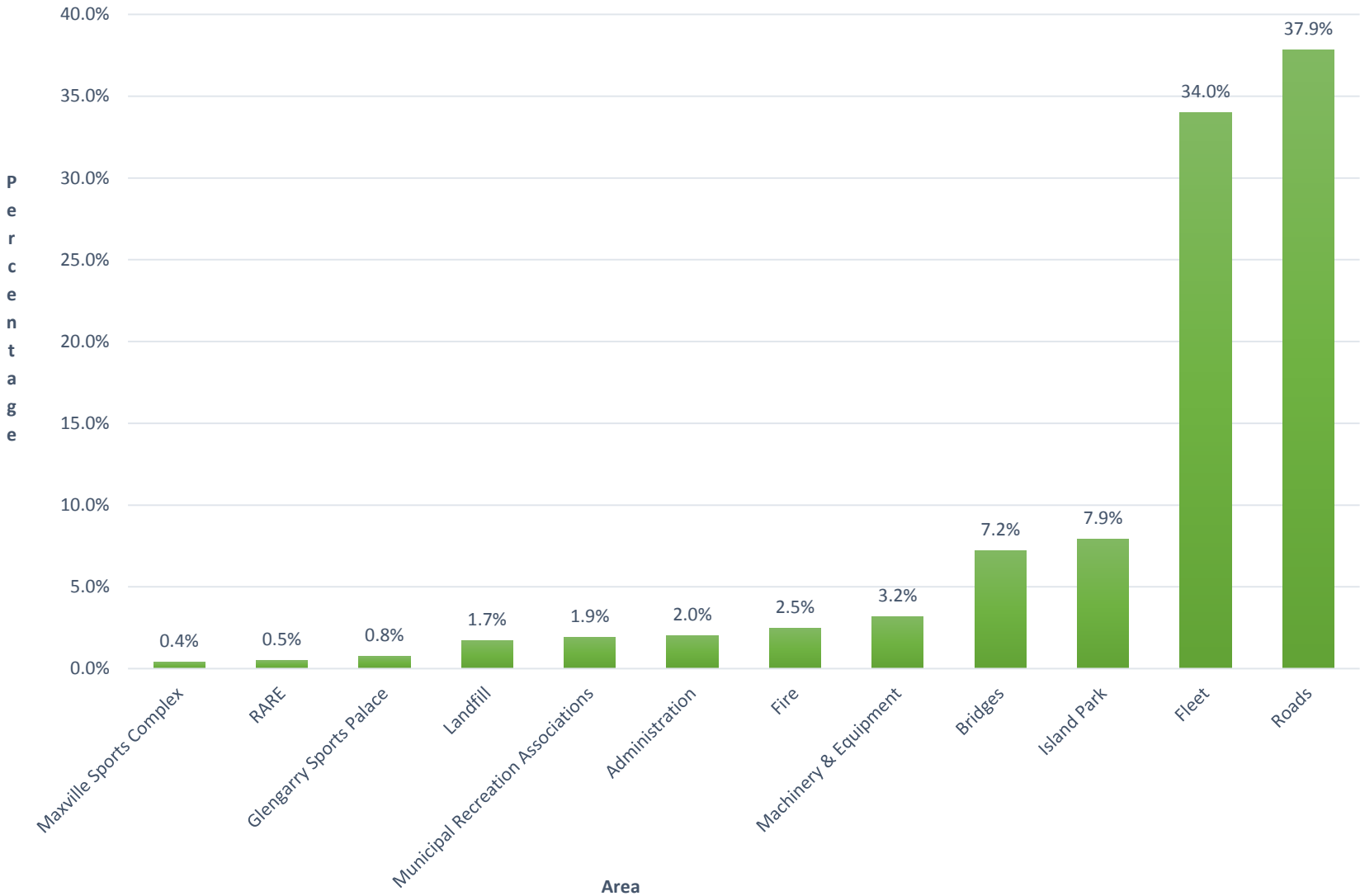
2023 BUDGET					As At Dec 8/22	
DEPARTMENT	AREA	2020 - ACTUAL VALUES	2021- ACTUAL VALUES	2022 BUDGET	2022 - ACTUAL VALUES	2023 BUDGET
Governance		152,767	158,303	195,219	165,552	198,640
Administration	Administration	(1,646,316)	(1,886,334)	(1,873,619)	(2,447,439)	(1,485,912)
	Other Services	105,136	102,262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

DEPARTMENTAL 2023 CAPITAL BUDGET SUMMARY

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



2023 CAPITAL BUDGET BY AREA



GOVERNANCE

Departmental Overview

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

2023 Budget Initiatives and Challenges

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

2023 Budget Details

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

GENERAL ADMINISTRATION AND OTHER

Departmental Overview

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

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

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

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

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

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

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

2022 Accomplishments

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

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

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

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

2023 Goals

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

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

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

Treasury will continue with aggressively collecting tax arrears.

2023 Budget Initiatives and Challenges

Ontario Municipal Partnership Fund (OMPF)

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

In 2023, OMPF allotment has increased by \$147,700 with the Township to receive \$2,242,900. The OMPF calculation is quite complex, with multiple thresholds and indicators set by the Province. It is also dependent on how the Township's assessment changes in relation to the County.

Ontario Community Infrastructure Fund (OCIF)

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

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

Canada Community Building Fund (CCBF)

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

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

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

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

Payments in Lieu of Taxes (PILT)

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

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

Assessments

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

Contractor Costs and Availability of Products

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

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

2023 Budget Details

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

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

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

2023 Budget Details

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

BUILDING, BY-LAW AND PLANNING DEPARTMENT

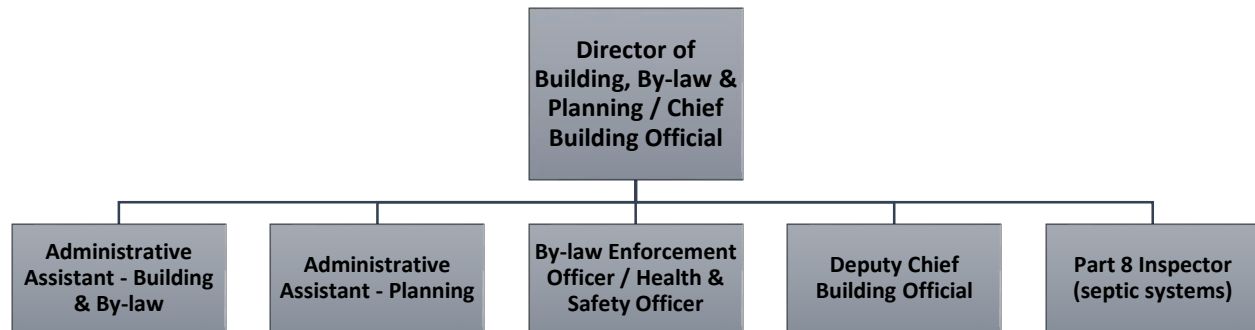
Departmental Overview

The Township's Building Department authorizes all building construction and demolition in North Glengarry. The Department is provincially mandated to administer and enforce the Ontario Building Code (OBC), and provincial legislation requires staff to maintain certification to meet provincial standards, perform mandatory inspections, and issue permits within mandated time frames. The Township's Building Department provides the following public services associated with the administration and enforcement of the OBC; pre-permit consultation, plans examination, technical reviews and application processing, issuing of permits within mandated time frames to ensure conformity to the OBC, on-site inspections to ensure conformity with approved permit drawings, specifications, the OBC Act and regulations, response to all technical inquiries throughout building projects, provision of enforcement and initiation of legal proceedings as required, etc. The Building Department also administers and enforces other municipal By-laws such as the Property Standards By-Law, the Pool By-law, the Sign By-law, and the Outdoor Appliance By-law. The Department is also responsible for assigning urban Civic addresses and rural Emergency 911 numbers, and to co-ordinate for the issuance of permits and inspection of all sewage systems.

The Township's By-law Enforcement Department creates safe, clean, and vibrant communities throughout the Township of North Glengarry. The purpose of the By-law Department is to assist with providing public safety, maintaining community standards dealing with the Township's nuisance issues. The most common problems the department deals with are animal control, parking, clean yards, property standards and noise infractions. By-law enforcement officers for the department respond to requests for service and inquiries on private property related to business licensing, lot maintenance, noise and nuisances, property standards, zoning bylaw regulations, etc. The By-law Department is responsible for the enforcement of the Yard Maintenance By-Law, the By-law for the licensing, regulating, and keeping of dogs, the Animal at Large By-law, the Nuisance By-law, the Parking, and the Property Standards By-law. The department responds to issues on a complaint basis except for parking, which is patrolled on an as needed basis. At times enforcement and prosecution is required.

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

Departmental Organizational Chart



2022 Accomplishments

The Building Department issued a total of:

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

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

The Planning Department managed a total of:

Year	Site Plan Agreements	Severances / Consent	Zoning Amendments	Minor Variances	Work Orders / Certificates
2022	3	23	20	7	96
2021	4	18	14	16	105
2020	2	15	15	9	102
2019	2	25	14	6	98
2018	2	18	10	12	100
2017	2	20	11	15	n/a
2016	1	27	11	10	n/a

The Planning Department addressed hundreds of inquiries from the public. These inquiries are the most demanding aspect of the Administrative Assistant's role in the department. All planning applications are reviewed and processed by the Administrative Assistant which includes meetings with applicants, approvals, public notices, etc. All reports to Council are done by the department director, along with the Administrative Assistant who also arranges and schedules public meetings required under the Planning Act.

The Bylaw Enforcement Department managed:

Year	Property Standards	Complaints	Dog / Kennel Licenses	Building / Planning issues
2022	7	62	1340 / 15	12
2021	4	55	1336 / 15	6
2020	3	47	1209 / 13	10
2019	7	82	1181 / 14	3
2018	13	61	172 (new dogs)	3

The By-law Enforcement Department is managed by the department director, who mostly deals with Property Standards issues. All other complaints, questions, and follow-ups such as dog issues, noise, clean yards, parking, etc. are all dealt with by the By-law Enforcement Officer. The Administrative Assistant oversees all the receiving of complaints and follow up process.

2023 Goals

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

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

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

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

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

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

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

2023 Budget Challenges and Initiatives

Challenges

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

Also, the Department is still facing challenges with the new updated Official Plan which was approved with modifications by the Minister of Municipal Affairs on February 4, 2018, but for which final approval on all appeals was just completed. This represents a challenge as the new consolidated Zoning By-law will have to reflect those changes, especially for the properties in Rural and General Agricultural zones that saw a change in designation as per the SDG Official Plan. The Official Plan provides goals, objectives, policies, and procedures for development based on the social, economic, and environmental goals of our County. The Official Plan guides growth, infrastructure improvements, protects and enhances natural resources, and conserves cultural heritage. Official plans are implemented locally through tools like zoning by-laws, site plans, and plans of subdivision. It provides policy framework for planning decisions and development in the County and local municipalities, and it designates lands for uses like residential, employment, commercial, etc. among other things.

The Ministry of Municipal Affairs and Housing is currently looking into updating the Ontario Building Code with lots of major changes. Those major changes will include everything from the service delivery for building permits to things like “Two-Unit Houses” (In-law suites) rules, so some of the changes may also create some Zoning issues. Planning documents such as the Comprehensive Zoning By-law would also have to be implemented. The Ministry encourages secondary homes on properties, but our Zoning By-law does not reflect that goal. A “joint” Comprehensive Zoning By-law will be done by the United Counties of SDG soon to have a more similar document across the Counties. That new document will reflect new changes proposed by the province.

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

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

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

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

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

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

2023 Budget Initiatives

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

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

Building permit income was much higher in 2022 compared to the last few years, but the actual number of permits is very similar, with an increase in inspections mostly due to the higher number of permits,

and the Maxville Water Project. The 2023 building permit income will depend largely on growth and is expected to remain constant. The village of Maxville “Water Project” and the imminent upgrades in the Alexandria sanitary system and lagoon should create some growth in Maxville and Alexandria in the next few years, hence the staffing evaluation.

Income from Planning Applications such as Severances, Minor Variances, Zoning Amendments, etc. is expected to remain the same or very similar to the past few years. Salary decreases in the budget was seen this year as no “Planner” was hired, we have opted to go with a second administrative assistant to help with all the paper work, and along with the director, the SDG Planner is ensure planning services are as per the *Planning Act*.

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

2023 Budget Details

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

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

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

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

COMMUNITY SERVICES DEPARTMENT

Departmental Overview

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

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

The Municipal Recreation Associations' budget contains funding for the space needs of the various Community Centres located in Apple Hill, Glen Robertson, Dunvegan, Dalkeith, and Maxville, as well as the Maxville Library and Dalkeith Plus facilities which receives rent-free and utilities-paid use of the former Dalkeith library.

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

Accessibility renovations to municipal facilities are also captured under this department. The table below captures the various organizations/activities that receive funding or support through the Township of North Glengarry. This table excludes any contributions to the Glengarry Sports Palace which now belongs to the Township of North Glengarry.

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

2022 Accomplishments

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

Accessibility

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

Alexandria Library

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

Maxville Library

- Installation of the HVAC Unit for the arena surface.

Events

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

Community Grants

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

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

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

2023 Goals

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

2023 Budget Challenges and Initiatives

Challenges:

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

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

2023 Budget Initiatives:

- Obtain funding for 2023 Canada Day activities.

2023 Budget Details

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

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

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

ECONOMIC DEVELOPMENT

Departmental Overview

The Economic Development and Communications Department offers business retention and expansion support to existing and prospective businesses wishing to call North Glengarry their home. Staff members include the Economic Development & Communications Officer and the Development and Marketing Coordinator. The Director of Community Services supports this department.

The Economic Development and Communications Officer provides detailed and current information to companies wanting to make informed decisions on the area. Local and potential businesses can take advantage of the Department's resources and expertise to source the information and contacts necessary to succeed in today's competitive global economy. This includes information on grants and services, as well as a "concierge" style service designed to assist them through periods of change and growth.

In alignment with the Township's Communications Plan, the Economic Development & Communications Officer coordinates various communications pieces such as the What's New in North Glengarry Ads, the annual SDG/North Glengarry tax flyer, press releases for the Township's various departments, joint advertisements in the WinterGreen Magazine, Glengarry News and Discover Ontario Guide with South Glengarry, and website and social media updates.

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

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

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

The Director of Community Services and the Economic Development and Communications Officer work closely with the Community Development Committee and the Arts, Culture and Heritage Committee (ACHC) members as well as on timely projects such as the Development Charges Study. The Development and Marketing Coordinator is part of the administrative support for the Community Development Committee.

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

2022 Accomplishments

Economic Development

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

Development & Marketing

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

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

2023 Goals

Economic Development

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

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

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

2023 Budget Challenges and Initiatives

Challenges

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

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

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

2023 Budget Initiatives

Economic Development

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

2023 Budget Details

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

There are no capital requests for 2023.

RECREATION DEPARTMENT

Departmental Overview

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

2022 Accomplishments

Administration

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

Island Park

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

Tim Hortons Dome

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

Maxville & District Sports Complex

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

GSP

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

2023 Goals

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

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

2023 Budget Challenges and Initiatives

Challenges

Repairs to buildings and equipment increase as they age and several of the Township's recreation facilities are approaching the half-century mark. The Building Condition Assessment Plan has identified that significant funding will be required to upkeep or retrofit the buildings that are reaching the end of their lifecycles. As always, several projects are reliant on provincial or federal funding.

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

COVID-19 has greatly impacted the facilities revenue streams.

2023 Budget Initiatives

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

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

2023 Budget Details

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

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

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

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

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

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

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

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

FIRE DEPARTMENT

Departmental Overview

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

- Public Fire Safety
- Fire Safety Standards
- Emergency Response

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

2022 Accomplishments

Training Program

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

Communication System

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

2023 Goals

The Fire department will continue to modernize and strive to meet all provincial and national standards. Our members will continue to be trained to NFPA standards at our new training facility, while continuing to strive to ensure our members are equipped with the proper health and safety equipment and procedures.

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

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

2023 Budget Challenges and Initiatives

Challenges

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

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

In 2021 our department fleet experienced many challenges in ensuring we meet safety standards. A proper maintenance program was implemented to ensure our fleet remains in overall good condition, to meet NFPA standards for the life expectancy and maintenance of our front-line emergency vehicles. The state of our fleet is key to the service level we provide the Township, and the ability of our department to function effectively.

Initiatives

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

2023 Budget Details

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

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

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

CORPORATE FLEET AND MACHINERY & EQUIPMENT

Department Overview

The Township should look at its total Fleet needs versus looking at only current year needs. The following shows the impact on the tax base and provides a 10-year capital projection of fleet needs. Machinery and Equipment needs have been added to align with the Asset Management Plan categories.

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

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

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

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

10 YR CAPITAL BUDGET - 2023

Department: Machinery & Equipment

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

PUBLIC WORKS DEPARTMENT

Departmental Overview

The Public Works Department maintains infrastructure and services within the Township of North Glengarry. Some elements that the Public Works Department is responsible for include roads, water, wastewater, waste management, the RARE Recycling Facility and the bulk of the capital maintenance and improvement projects. The Public Works Department also plays an active role in supporting other areas of the Township and community groups wherever possible.

2022 Accomplishments

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

2023 Goals and Budget Initiatives

Roads

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

Water

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

R.A.R.E.

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

2023 Budget Challenges and Initiatives

Challenges

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

2023 Budget Details

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

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

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

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

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

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

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

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

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

10 YR CAPITAL BUDGET - 2023

Department: Bridges

Structure	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1	Bishop Street Bridge	72,000									
2	Concession 8 Bridge							36,000			
3	Athol Road Bridge	5,000	24,000								
4	Concession 21 Bridge	2,500	-	20,000	114,850						
5	Scotch River Bridge		5,000	24,000							
6	Laggen Road Culvert		5,000	24,000							
7	Laggen Road Arch Culvert		5,000	24,000							
8	Laggen Road Bridge			-				5,000	24,000		
9	Laggen Road Bridge			-				20,000	5,000		
10	Kenyon Concession Road 4 Culvert			-							
11	Concession 8 Bridge		107,000	-							
12	Concession 8 Culvert		-	20,000	126,500						
13	Skye Road Culvert		5,000	24,000							
13-B	Skye Road Culvert		5,000	60,000							
13-C	Skye Road Culvert		-	60,000							
14	Auld McMillan Road Bridge		10,000	-	107,400						
15	Kenyon Concession 4 Bridge		-	-	30,500	164,000					
16	Concession Road 4 Bridge		27,500	227,500							
17	Fraser Road Bridge										
18	Lochnivar Road Culvert										
19	Lochinvar Road Bridge						20,000	53,000			
20	Lochinvar Road Bridge		5,000		88,000						
21	Lochinvar Road Bridge		5,000		83,000						
22	Lochinvar Road Bridge		5,000		83,000						
23	Seventeenth Bridge		189,000		-						
24	Creek Road Culvert		5,000		60,000						
25	Macleod Road Culvert		5,000		24,000						
26	Creek Road Bridge		-								
27	Macks Corners Road Bridge	27,500	213,000								
28	Ranger Bridge		5,000		24,000						
29	Binette Road Culvert		5,000	52,000							
30	Blind Road Bridge							27,500	44,000		
32	Blind Road Bridge	64,000									
33	Blind Road Bridge										
34	Blind Road Bridge			20,000	24,000						
36	Wylie Road Bridge			5,000	-						
38	Green Road Culvert			5,000	65,000						
39	Hope Ouimet Road Bridge			5,000	52,000						
40	Hope Ouimet Road Bridge			5,000	52,000						
41	McIntee Road Bridge	2,500		5,000	65,000						
42	Power Dam Road Bridge			5,000	36,000						
43	McCormick Road Culvert			5,000	36,000						
44	McPhee Road Bridge			-			5,000	61,000			
45	Bourcier Bridge			5,000		36,000					
46	Concession 16 Road Culvert			-		-					
47	Kenyon Concession 19 bridge	20,000	107,250	-		-					
49	Irvine Road Bridge			5,000		65,000					
50	Glen Sandfield Road Culvert			5,000		65,000					
51	Glen Sandfield Road Culvert			5,000		53,000					
52	Aberdeen Road Culvert		20,000	-		-	312,000				
53	Old Military Road Culvert			5,000		36,000					
54	Blind Road Bridge			5,000		102,000					
56	Power Dam Road Culvert			-				20,000	20,000		
57	Centre Street Bridge	27,500	123,000	-							
58	Sanfield Avenue Pedestrian Bridge										
59	Dominion Street South Bridge	200,000	615,000								
62	Lochiel Street West culvert			5,000		65,000					
63	Kenyon Concession Road 6 Bridge			5,000		47,000					
64	Old Military Road Culvert			5,000		60,000					
65	Kenyon Concession Road 7 Culvert	2,500		5,000		65,000					
Placeholder for future years										339,011	339,011
Total Before Inflation		423,500	1,495,750	640,500	1,071,250	758,000	337,000	222,500	93,000	339,011	339,011
Inflation		1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
Total with Inflation		423,500	1,525,665	666,376	1,136,819	820,484	372,075	250,571	106,828	397,205	405,150
Funding Sources		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Reserves - FGT reserve			627,300								
Grants		320,000	320,000	320,000	320,000	320,000	320,000	250,571	106,828	320,000	320,000
Tax Base		103,500	578,365	346,376	200,000	500,484	52,075	-		77,205	85,150
Long Term Debt					616,819						
Total Funding		423,500	1,525,665	666,376	1,136,819	820,484	372,075	250,571	106,828	397,205	405,150

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

Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Athol Road (Kenyon Conc. 20)		-	403,200	-	-	-	-	-	-	
Front Street		-	11,100	-	-	-	-	600	-	
Loch Garry Road		-	136,500	-	-	-	-	23,100	-	
Loch Garry Road		-	312,000	-	-	-	-	52,800	-	
Stewart's Glen Concession 21		-	378,000	-	-	-	-	-	-	
Boundary Road, E.		-	-	255,500	-	-	-	-	-	
Boundary Road, E.		-	-	73,000	-	-	-	-	-	
Front Street		-	-	36,500	-	-	-	-	-	
Industrial Blvd.		-	-	176,400	-	-	-	-	-	
Kincardine Street, W.		-	-	226,000	-	-	-	2,400	-	
McCormick Road		-	-	97,500	-	-	-	-	-	
McCormick Road (Golf Course)		-	-	154,500	-	-	-	9,000	-	
St. Paul Street		-	-	226,000	-	-	-	2,400	-	
Center Street		-	-	-	169,500	-	-	-	1,800	
Skye Road		-	-	-	429,000	-	-	-	-	
Skye Road		-	-	-	487,500	-	-	-	-	
Skye Road		-	-	-	234,000	-	-	-	-	
Boundary Road, E.		-	-	-	-	39,200	-	-	-	
Breadalbane Road, E.		-	-	-	-	428,400	-	-	-	
Breadalbane Road, E.		-	-	-	-	123,600	-	-	-	
Concession 5		-	-	-	-	409,500	-	-	-	
Dominion Street		-	-	-	-	11,100	-	-	-	
Kincardine Street		-	-	-	-	56,500	-	-	-	
Kincardine Street, E.		-	-	-	-	56,500	-	-	-	
Power Dam Road		-	-	-	-	30,900	-	-	-	
Viau Street		-	-	-	-	36,500	-	-	-	
Concession 4, Kenyon		-	-	-	-	-	487,500	-	-	
Concession 4, Kenyon		-	-	-	-	-	247,200	-	-	
Concession 5		-	-	-	-	-	175,500	-	-	
Concession II		-	-	-	-	-	-	195,000	-	
Concession 5		-	-	-	-	-	-	75,600	-	
Dominion Street		-	-	-	-	-	-	56,500	-	
Dominion Street		-	-	-	-	-	-	56,500	-	
Dominion Street		-	-	-	-	-	-	282,500	-	
Loch Garry Road		-	-	-	-	-	-	351,000	-	
Loch Garry Road		-	-	-	-	-	-	214,500	-	
Lochinvar Road (paved)		-	-	-	-	-	-	-	579,600	
MacMillan Road		-	-	-	-	-	-	-	430,950	
Tannery Road		-	-	-	-	-	-	-	25,200	
Tannery Road		-	-	-	-	-	-	-	453,600	
Placeholder for future work										1,500,000
Total Before Inflation	2,225,708	1,910,200	1,685,800	1,709,600	1,730,000	1,694,000	1,580,900	1,797,100	1,901,150	1,870,000
Inflation	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	1.20
Total with Inflation	2,225,708	1,948,404	1,753,906	1,814,241	1,872,608	1,870,313	1,780,350	2,064,303	2,227,500	2,234,823
Funding Sources	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Reserves - Infrastructure	487,000									
Grants	232,264									
Tax Base	1,506,444	1,948,404	1,753,906	1,814,241	1,872,608	1,870,313	1,780,350	2,064,303	2,227,500	2,234,823
Long Term Debt										
Total Funding	2,225,708	1,948,404	1,753,906	1,814,241	1,872,608	1,870,313	1,780,350	2,064,303	2,227,500	2,234,823

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

WATER WORKS DEPARTMENT

Departmental Overview

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

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

2023 Budget Details

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

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

Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
CAPITAL						-
1-5-9200-8000	CAPITAL - NGWD - WATER DISTRIBUTION	164,593	29,080	422,000	157,565	496,900
1-5-9300-2223	NWWT - PROJECT ENGINEERING	1,343	-	-		-
1-5-9300-8000	CAPITAL - NGWT - WATER TREATMENT	39,876	14,156	137,500	60,360	-
	TOTAL CAPITAL	205,812	43,236	559,500	217,925	496,900
	Total Water Works	396,087	122,832	-	(378,962)	-
Maxville Water Project						
Account Code	Account Description	2020 - ACTUAL VALUES	2021 - ACTUAL VALUES	2022 - FINAL BUDGET	2022 ACTUAL TO DECEMBER 8	2023 BUDGET
REVENUES						
1-3-9500-1001	MAXVILLE - CWWF FUNDING	(2,063,172)	(44,741)	-		-
	TOTAL REVENUES	(2,063,172)	(44,741)	-	-	-
						-
EXPENSES						
1-5-9500-2223	MDS - PROJECT ENGINEERING	45,867	3,751	-		-
1-5-9500-4010	MDS - CONTRACTED SERVICES	115,382	39,114	-		-
1-4-9550-4010	NGT - CONTRACTED SERVICES	-	3,800	-		-
1-5-9550-2223	MWT - PROJECT ENGINEERING	59,491	-	-		-
1-5-9550-2300	MWT - ADV	70	-	-		-
1-5-9550-4010	MWT - CONTRACTED SERVICES	(49,226)	1,603	-		-
1-5-9600-2065	AMTM - PERMITS & APPROVALS	2,442	-	-		-
1-5-9600-2223	AMTM - PROJECT ENGINEERING	34,559	-	-		-
1-5-9600-4010	AMTM - CONTRACTED SERVICES	56,453	-	-		-
1-5-9650-2223	BS - PROJECT ENGINEERING	35,231	339	-		-
1-5-9650-4010	BS - CONTRACTED SERVICES	17,225	734	-		-
1-5-9700-2080	AWPU - INELIGIBLE COSTS	5,118	-	-		-
1-5-9700-2223	AWPU - PROJECT ENGINEERING	597,556	2,351	-		-
1-5-9700-4010	AWPU - CONTRACTED SERVICES	3,207,065	134,513	-		-
	TOTAL EXPENSES	4,127,233	186,205	-	-	-
	Total Maxville Water Project	2,064,061	141,464	-	-	-
	TOTAL WATER WORKS	2,460,148	264,296	-	(378,962)	-

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

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

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



STAFF REPORT TO COUNCIL

Report No: BP-2023-01

January 30, 2023

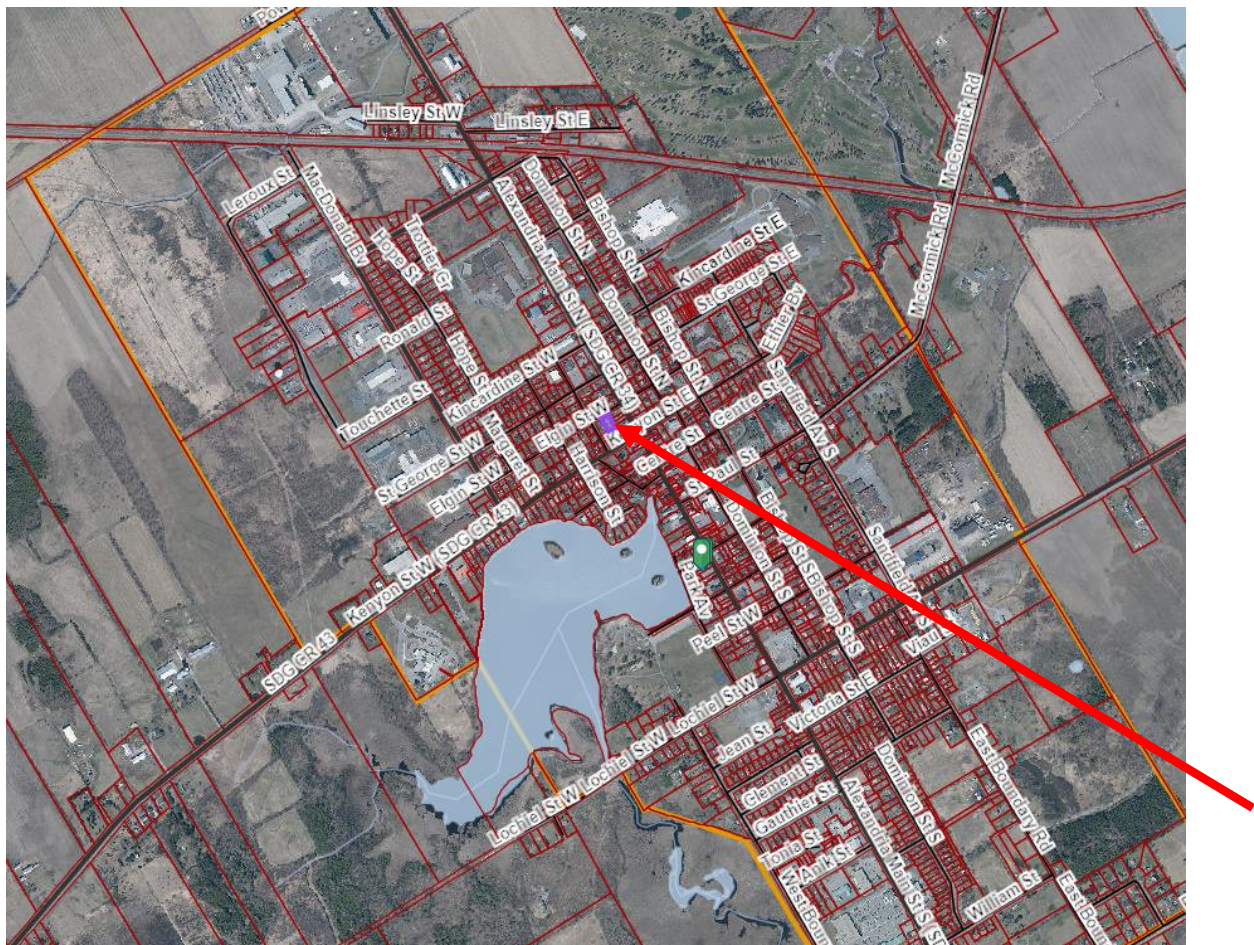
From: Chantal Lapierre – Planning Department &
Jacob Rheaume – Chief Building Official / Director of Building, By-law & Planning

RE: BY-LAW No. 03-2023 Exemption from Part Lot Control

Owner: DTR Holdings Corp.

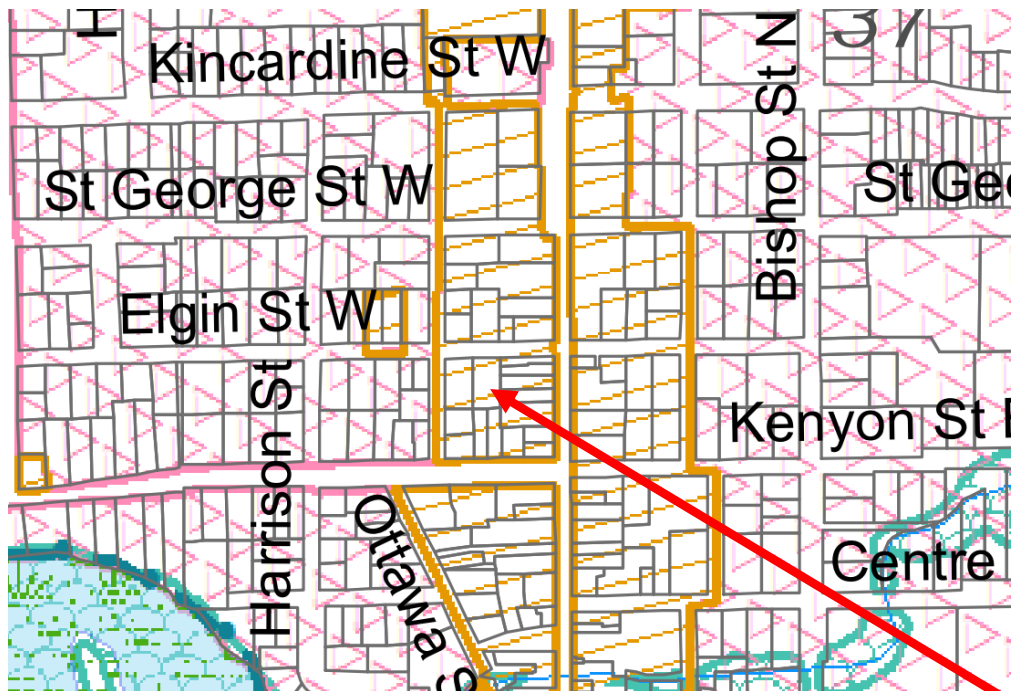
Agent: Nickolas Semanyk (Urban Keios Design Inc.)

Location: 12 Elgin Street West, Alexandria, ON, K0C 1A0
Lot 5 West of Main Street & South of Elgin Street & North of River Garry Plan 5

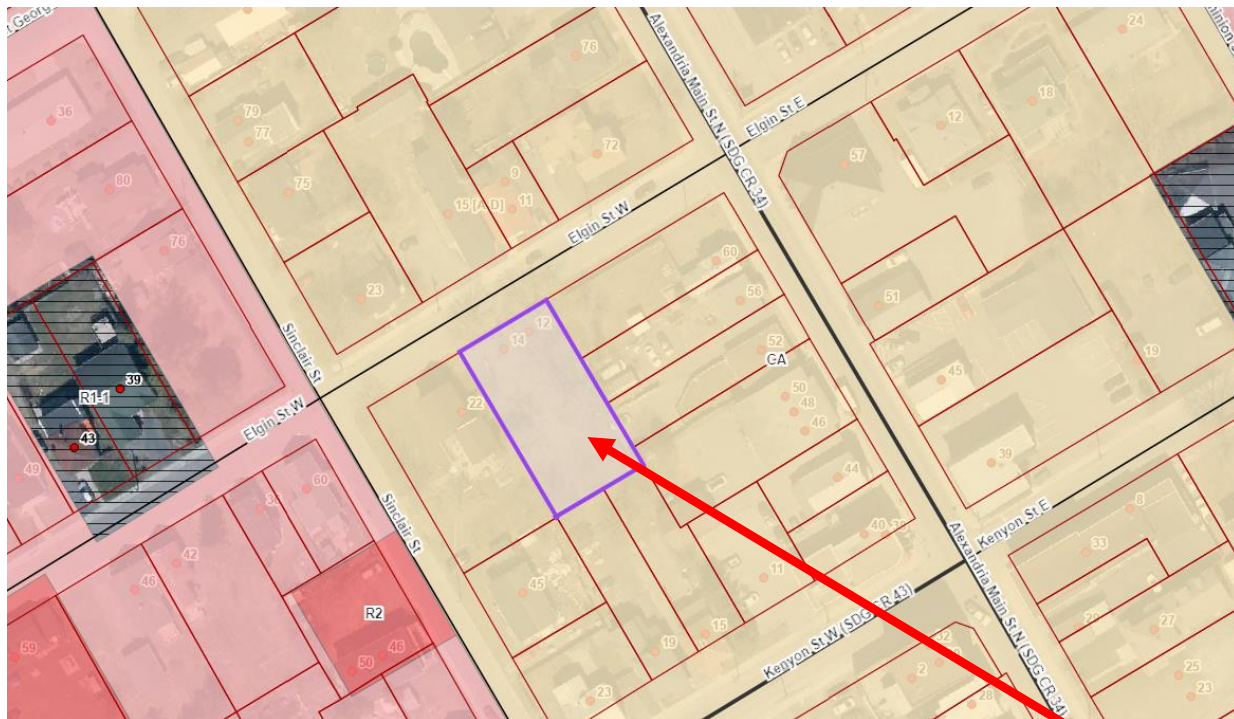




Official Plan designation: Commercial District



Zoning: Village Core Area (CA)



Recommended Motion:

THAT the Council of the Township of North Glengarry adopt By-Law No. 03-2023; and

THAT By-law 03-2023 be read a first, second and third time and enacted in Open Council this 30th day of January 2023.

Background / Analysis:

A request to lift Part Lot Control for Lot 5 West of Main Street & South of Elgin Street & North of River Garry Plan 5, in the former town of Alexandria, now in the Township of North Glengarry, has been made by Nickolas Semanyk, agent on file representing the property owner, DTR Holdings Corp.

Once a plan of subdivision has been registered, a landowner may sell any complete lot within that plan. However, a landowner may not sell a piece of a lot in that registered plan without further approvals under the Ontario Planning Act. Section 50(28) of the *Planning Act, R.S.O. 1990, c.P13*, provides that part of a lot on a registered plan of subdivision cannot be transferred or sold without the approval of the municipality. This is referred to as part lot control. The *Planning Act* permits municipalities to pass By-Laws to exempt any or all lots or blocks within registered plans of subdivision from part-lot control, so further subdivision of individual lots or blocks can take place.

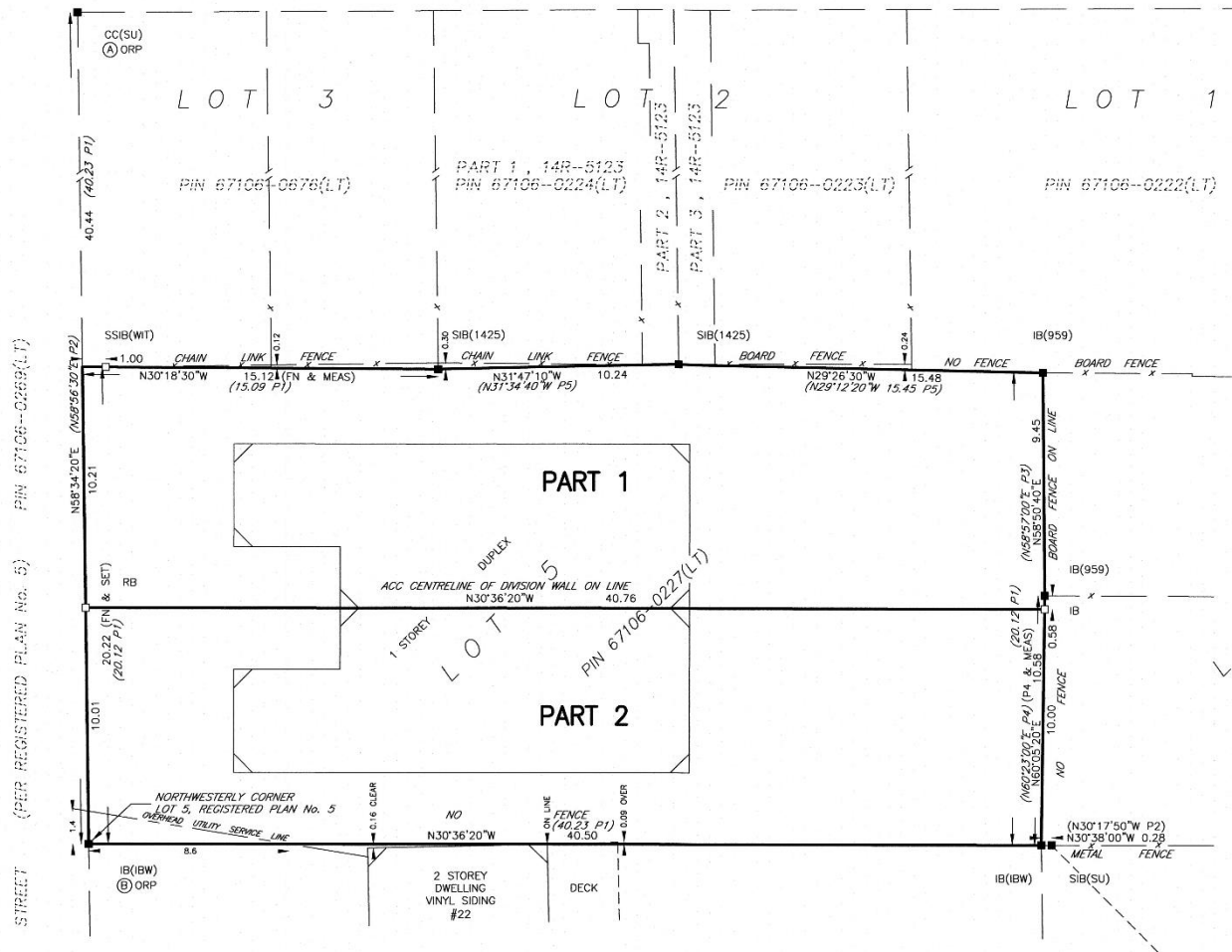
The part-lot control provisions of the *Planning Act* allows a municipality to pass By-Laws to remove part-lot control from all or any parts of a registered plan of subdivision. This allows landowners to further subdivide their lot. Such a By-Law has the effect of allowing the conveyance of a portion of a lot without requiring a consent (severance). Exemption from part-lot control can be used when several land transactions are involved but the resulting changes will not affect the nature or character of the subdivision.

The application facilitates the separation of an existing semi-detached dwelling into two properties without having to go through the severance application process with the land division department of the United Counties of Stormont Dundas & Glengarry. This process is cost effective for the property owner and can be done quicker. It enables each dwelling to be eligible for individual ownership.

The lands are designated Urban Settlement Area - Commercial District in the United Counties of Stormont, Dundas and Glengarry Official Plan. The commercial district designation permits residential uses, mixed and standalone uses (Table 3.5). The proposed use conforms to the relevant policies of the United Counties of Stormont, Dundas and Glengarry Official Plan 2018.

The Township of North Glengarry Zoning By-law (2000) Village Core (CA) zone permits residential buildings. The proposed complies with the intent and purpose of the zoning by-law.

The surrounding area is mostly residential in all directions. The proposed application will have minimal impact on adjacent lands and dwellings and should be considered desirable and appropriate, as it meets the intent and purpose of the Zoning By-law and the objectives and policies of the *Official Plan*.



The application is being presented this evening to the Council of The Township of North Glengarry for further discussion and adoption.

Options & Discussion:

Option #1 That Council adopt the by-law as presented- recommended. Once approved, the by-law will be sent to the United Counties for stamping.

OR

Option #2 Council does not adopt the by-law – not recommended.

Financial Implications:

There is no financial implications to the Township

Attachments & Relevant Legislation:

- By-Law 03-2023
- Reference Plan 14R-6681

Others Consulted:

N/A

Reviewed and approved by:
Sarah Huskinson, CAO/Clerk

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY
BY-LAW NO. 03-2023

A By-law to exempt lands legally described as Lot 5, West of Main St., and South of Elgin St. and North of River Garry on Registered Plan No 5 in the former town of Alexandria, in the Township of North Glengarry, from Part Lot Control.

WHEREAS the *Municipal Act, 2001*, as amended, provides that the powers of every Council are to be exercised by By-law;

WHEREAS the *Planning Act, R.S.O. 1990*, as amended states that all lands located within a registered plan of subdivision are subject to part lot control;

AND WHEREAS the *Planning Act, R.S.O. 1990*, as amended, authorises the Council of a local Municipality to enact by-laws to exempt lands located within a registered plan of subdivision from part lot control;

AND WHEREAS the Council of the Township of North Glengarry deem it expedient to exempt from part lot control the lands legally described as Lot 5, West of Main St., and South of Elgin St. and North of River Garry on Registered Plan No 5 in the former town of Alexandria, in the Township of North Glengarry, in the United Counties of Stormont, Dundas and Glengarry.

NOW THEREFORE the Council of the Corporation of the Township of North Glengarry enacts as follows:

1. That Lot 5, West of Main St., and South of Elgin St. and North of River Garry on Registered Plan No 5, in the former town of Alexandria, in the Township of North Glengarry, in the United Counties of Stormont, Dundas and Glengarry is hereby exempt from Part Lot Control pursuant to Subsection 50 (7) of the *Planning Act*;
2. The lands may only be conveyed as a maximum of two parcels which shall be described as:
 - Parcel 1: LT 5, W OF MAIN ST AND S OF ELGIN ST AND N OF RIVER GARRY PL 5; NORTH GLENGARRY, designated as part 1 on Reference Plan 14R- 6681(part of PIN 67106-0227)
 - Parcel 2: LT 5, W OF MAIN ST AND S OF ELGIN ST AND N OF RIVER GARRY PL 5; NORTH GLENGARRY, designated as part 2 on Reference Plan 14R- 6681(part of PIN 67106-0227)
3. That the Part Lot Control exemption pursuant to Subsection 50 (7) of the *Planning Act, R.S.O. 1990*, as amended, described in Section 1 shall expire January 30th, 2025.
4. That this By-law comes into force upon approval thereof by the United Counties of Stormont, Dundas and Glengarry, in accordance with the requirements of the *Planning Act*.

READ and passed, signed and sealed in open Council this 30th day of January, 2023.

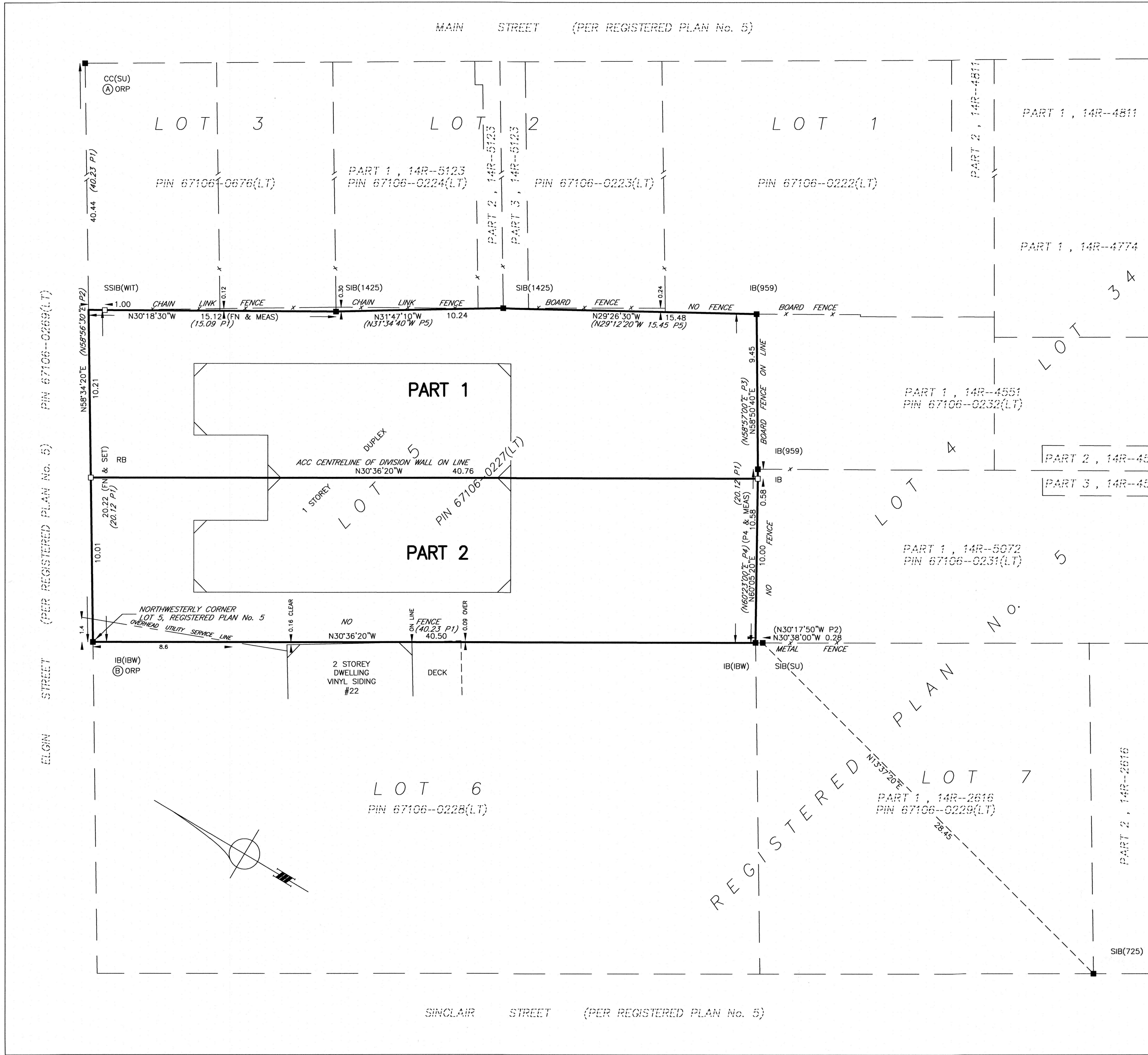
CAO/Clerk/Deputy Clerk

Mayor/Deputy Mayor

I, hereby certify that the forgoing is a true copy of By-Law No. 2023-03, duly adopted by the Council of the Township of North Glengarry, on the 30th day of January, 2023.

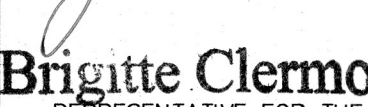
Date Certified

Clerk/Deputy Clerk



I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE LAND TITLES ACT.
DATE January 5, 2023

RON M. JASON
ONTARIO LAND SURVEYOR

PLAN 14R 6681
RECEIVED AND DEPOSITED
DATE Jan 9 2023

Brigitte Clermont
REPRESENTATIVE FOR THE LAND REGISTRAR FOR THE LAND TITLES DIVISION OF GLENGARRY (No. 14)

SCHEDULE				
PART	LOT	PLAN	PIN	AREA
1	5			0.042 ha
2	WEST OF MAIN ST. SOUTH OF ELGIN ST. NORTH OF RIVER GARRY	5	ALL OF 67106-0227(LT)	0.041 ha

PLAN OF SURVEY OF
LOT 5
WEST OF MAIN STREET
SOUTH OF ELGIN STREET
NORTH OF RIVER GARRY
REGISTERED PLAN No. 5
FORMERLY THE TOWN OF ALEXANDRIA
TOWNSHIP OF NORTH GLENGARRY
COUNTY OF GLENGARRY
SCALE: 1:150



LEGEND

□	DENOTES PLANTED MONUMENT
■	DENOTES FOUND MONUMENT
SIB	DENOTES STANDARD IRON BAR
SSIB	DENOTES SHORT STANDARD IRON BAR
IB	DENOTES IRON BAR
CM	DENOTES CONCRETE MONUMENT
CC	DENOTES CUT CROSS
CP	DENOTES CONCRETE PIN
RB	DENOTES ROCK BAR
SU	DENOTES SOURCE UNKNOWN
Ø	DENOTES ROUND
WIT	DENOTES WITNESS
ACC	DENOTES ACCEPTED
MEAS	DENOTES MEASURED
INST	DENOTES INSTRUMENT
x-x	DENOTES FENCE
P1	DENOTES REGISTERED PLAN No. 5
P2	DENOTES PLAN 14R-2616
P3	DENOTES PLAN 14R-4551
P4	DENOTES PLAN 14R-5072
P5	DENOTES PLAN 14R-5123
FN	DENOTES (IBW) FIELD NOTES DATED JUNE 22, 2021

BEARING NOTES

BEARINGS ARE UTM GRID, DERIVED FROM OBSERVED REFERENCE POINTS A AND B, BY REAL TIME NETWORK OBSERVATIONS, UTM ZONE 18, NAD83(CSRS)(2010).

BEARING COMPARISONS SHOWN ARE WITH UNDERLYING PLANS.

DISTANCE NOTES – METRIC

DISTANCES AND COORDINATES ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

DISTANCES ARE GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.9996017.

SURVEYOR'S CERTIFICATE

I CERTIFY THAT:

- THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT, THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
- THE SURVEY WAS COMPLETED ON DECEMBER 28, 2022.

January 5, 2023 
DATE RON M. JASON, O.L.S.

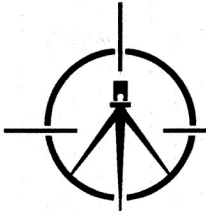
THIS PLAN OF SURVEY RELATES TO AOLS PLAN SUBMISSION FORM NUMBER A-41016

INTEGRATION DATA

OBSERVED REFERENCE POINTS DERIVED FROM GPS OBSERVATIONS USING A REAL TIME NETWORK AND ARE REFERRED TO UTM ZONE 18 (75° WEST LONGITUDE) NAD83(CSRS)(2010).

URBAN ACCURACY PER SEC. 14(2), O.REG. 216/10.		
POINT ID	NORTHING	EASTING
A	5017654.490	528431.798
B	5017622.862	528380.042

CAUTION: COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.



MELDRUM-JASON
SURVEYORS
A division of IBW Surveyors Ltd.
IBWSURVEYORS.COM | 1.800.667.0696

PARTY CHIEF: ZF	DRAWN BY: BM	CHECKED BY: RJ	PLOT DATE: *
FILE NAME: A-038791-V1		copies available at LandSurveyRecords.com	



STAFF REPORT TO COUNCIL

Report No: BP-2023-02

January 30, 2023

From: Chantal Lapierre – Planning Department &
Jacob Rheaume, Director of Building, By-law & Planning

RE: ZONING BY-LAW AMENDMENT No. Z-12-2022

Owner: Heinrich & Getruda Bartsch

Location: 20221 Kenyon Conc Road 5, Alexandria, ON, K0C 1A0
CON 5, PART LOTS 2 & 3

Recommended Motion:

THAT the Council of the Township of North Glengarry adopt Zoning By-Law No. Z-12-2022; and

THAT By-law Z-12-2022 be read a first, second and third time and enacted in Open Council this 30th day of January 2023.

Background / Analysis:

A proposed Zoning Amendment and Official Plan amendment were presented during a public meeting of planning on November 28, 2022.

The purpose of the applications:

Official Plan

- To remove the Salvage Yard District designation on the severed portion of Consent No. B-38-22, whereby re-designating the land to Rural District.
- To re-designate the retained portion of Consent No. B-38-22, to a Special Land Use District to address the rural industrial use related to the owner's existing garden shed construction business, in addition to the Salvage Yard District policies.

Zoning By-law:

- To re-zone the severed portion of Consent No. B-38-22 from “Wrecking Yard (WY)” to “Rural (RU)”
- To re-zone the retained portion of Consent No. B-38-22 from “Wrecking Yard (WY)” to “Wrecking Yard – Special Exception 2 (WY-2)” to permit the landowner’s existing garden shed construction business.

Both applications were circulated as per the *Planning Act*, being by regular mail, advertised in the Glengarry News and posted on the subject lands. No questions or concerns from the public or other agencies have been brought forward.

On December 19th 2022, By-law No. 5381 being Official Plan Amendment No. 16, was passed by the Council of the Corporation of the United Counties of Stormont, Dundas and Glengarry.

The Township of North Glengarry can now proceed with the Zoning Amendment application.

Therefore, the application is being presented this evening to the Council of The Township of North Glengarry for further discussion and adoption.

Alternatives: Option #1 That Council adopt the by-law as presented (Recommended)

OR

Option #2 Council does not adopt the by-law

Financial Implications:

No financial implications to the Township

Attachments & Relevant Legislation:

- By-Law Z-12-2022
- Public Meeting of Planning Staff report from November 28, 2022
- By-law No. 5381 (Official Plan Amendment No. 16)

Others Consulted:

N/A

Reviewed and approved by:
Sarah Huskinson, CAO/Clerk

THE CORPORATION OF THE UNITED COUNTIES

OF STORMONT, DUNDAS AND GLENGARRY

BY-LAW NO. 5381

A BY-LAW to adopt Official Plan Amendment No. 16 to the Official Plan of the United Counties of Stormont, Dundas and Glengarry.

WHEREAS the Official Plan of the United Counties of Stormont, Dundas and Glengarry was adopted by Council on July 17, 2017, and approved by the Minister of Municipal Affairs and Housing on February 4, 2018.

AND WHEREAS Section 17 (22) of the Planning Act, R.S.O., 1990 provides for the adoption of an official plan (or amendment) by a municipal council.

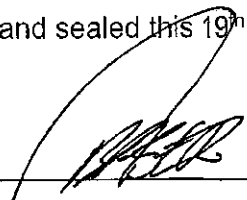
AND WHEREAS Official Plan Amendment No. 16 is a site-specific amendment which will remove the Salvage Yard District designation on Part 1 of Plan 14R6670 in the Township of North Glengarry, the severed portion of Consent No. B-38-22, whereby re-designating the land to Rural District.

Official Plan Amendment No. 16 will also permit a Special Land Use District on Part of Lots 2 & 3, Concession 5, in the Township of North Glengarry, the retained portion of Consent No. B-38-22 to permit a garden shed construction business in addition to the Salvage Yard District policies.

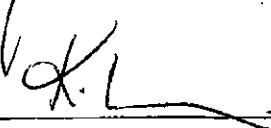
NOW THEREFORE the Council of the Corporation of the United Counties of Stormont, Dundas and Glengarry enacts as follows:

1. That Official Plan Amendment No. 16 to the Official Plan of the Corporation of the United Counties of Stormont, Dundas and Glengarry, attached hereto as Schedule "A" to this By-law, is hereby adopted.
2. That this By-law come into force and effect on the final passing thereof.

READ and passed in Open Council, signed and sealed this 19th day of December 2022.



WARDEN



CLERK

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY

BY-LAW NO. Z-12-2022

BEING A BY-LAW TO AMEND ZONING BY-LAW NO. 39-2000

WHEREAS By-Law No. 39-2000 regulates the use of land and erection of buildings and structures within the Township of North Glengarry, United Counties of Stormont, Dundas & Glengarry;

AND WHEREAS the Council of the Corporation of the Township of North Glengarry deems it advisable to amend By-Law 39-2000 as hereinafter set forth;

NOW THEREFORE the Council of the Corporation of the Township of North Glengarry enacts as follows:

1. Notwithstanding the provisions of Section 12.1 and 13.1 to the contrary, on the lands described as being “Concession 5, Part Lots 2, 3” (20221 Kenyon Concession Road 5, Alexandria, ON) Township of North Glengarry zoned Rural (RU) and Wrecking Yard Special Exception 2 (WY-2) on Schedule “A” attached hereto, the following provisions shall apply:
 - i) RU: To re-zone the severed portion of Consent No. B-38-22 from “Wrecking Yard (WY)” to “Rural (RU)”
 - ii) To re-zone the retained portion of Consent No. B-38-22 from “Wrecking Yard (WY)” to “Wrecking Yard – Special Exception 2 (WY-2)” to permit a garden shed construction business.
2. That Schedule “A” of By-Law 39-2000 is hereby amended by changing the “WY” zone Symbol of the lands to “RU” and “WY” Symbol of the lands to “WY-2” as per Schedule “A” hereto.
3. That Schedule “A” attached hereto is hereby made fully part of the By-Law.

This By-Law shall come into effect on the date of passing hereof subject to the provisions of the Planning Act.

READ a first, second, third time and enacted in Open Council, this 30th day of January, 2023.

CAO/Clerk/Deputy Clerk

Mayor/Deputy Mayor

I, hereby certify that the forgoing is a true copy of By-Law No. Z-12-2022, duly adopted by the Council of the Township of North Glengarry, on the 30th day of January, 2023.

Date Certified

Clerk / Deputy Clerk

**SCHEDULE “A”
TO BY-LAW NUMBER Z-12-2022**

**Legend
Subject Property
Zone Change from WY to RU
&
Zone Change from WY to WY-2**

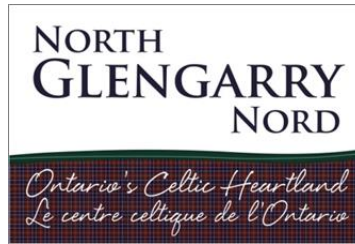


CONC 5 PART LOTS 2, 3
(20221 Kenyon Conc Rd 5, Alexandria, ON)
Township of North Glengarry
United Counties of Stormont, Dundas & Glengarry

This is Schedule “A” to By-Law Z-12-2022
Passed this 30th day of January, 2023.

Mayor/Deputy Mayor

CAO/Clerk/Deputy Clerk



STAFF REPORT PUBLIC MEETING OF PLANNING

November 28, 2022

TO: Mayor and Council Members

FROM: Stephanie Morin, Municipal Planning Consultant
Jacob Rheume, Director of Building, By-law & Planning

RE: Z-12-2022 Public Meeting of Planning Staff Report AND OPA 16 - Bartsch.docx

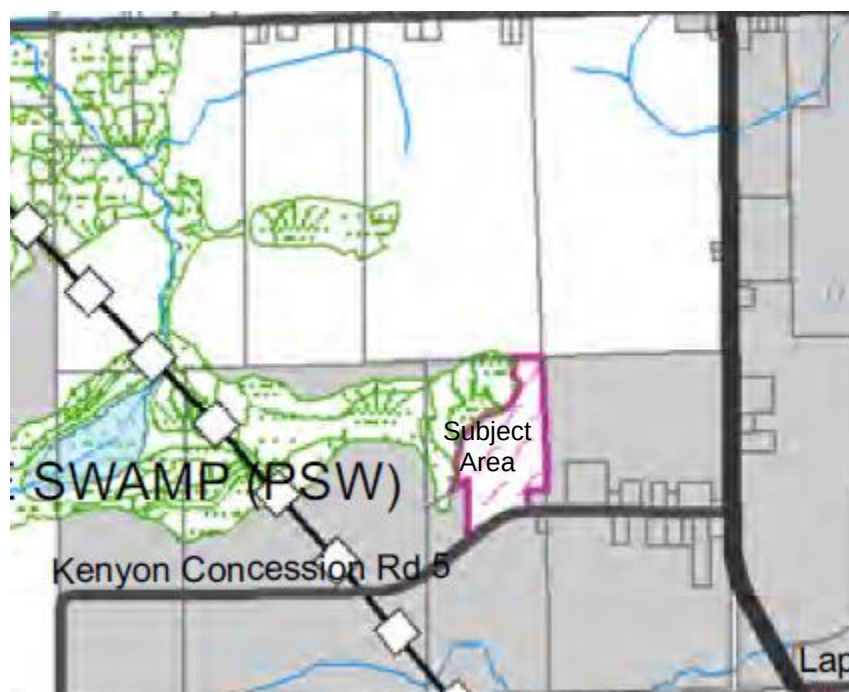
Owner: Heinrich Bartch & Gertruda Bartch

Location: 20221 Kenyon Concession Rd 5, Alexandria, ON
Con 5, Part Lots 2 & 3, geographic Township of Kenyon
Severed and Retained portions of Consent No. B-38-22

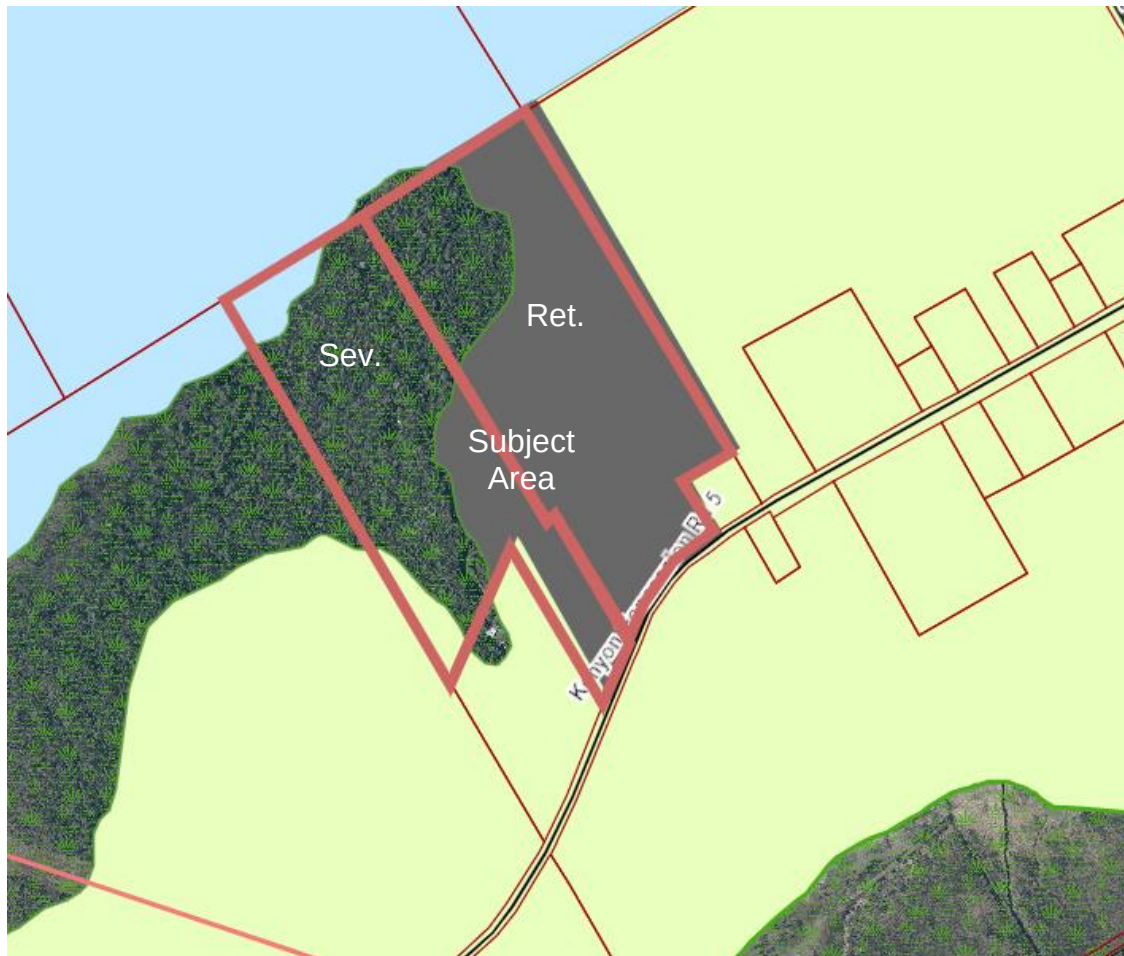




Official Plan designation: “Salvage Yard District” and “Provincially Significant Wetland”



Zoning designation: “Wrecking Yard” and “Provincially Significant Wetland”



Purpose of the Applications:

Official Plan

- To remove the Salvage Yard District designation on the severed portion of Consent No. B-38-22, whereby re-designating the land to rural district.
- To re-designate the retained portion of Consent No. B-38-22, to a Special Land Use district to address the rural industrial use related to the owner's existing garden shed construction business, in addition to the salvage yard district policies.

Zoning By-law:

- To re-zone the severed portion of Consent No. B-38-22 from “Wrecking Yard (WY)” to “Rural (RU)”
- To re-zone the retained portion of Consent No. B-38-22 from “Wrecking Yard (WY)” to “Wrecking Yard – Special Exception 2 (WY-2)” to permit the landowner's existing garden shed construction business.

Background:

A consent application on the subject land was submitted to the County to add land, previously used as a salvage yard, to a neighbouring rural residential property. The retained lands are also currently not used as a salvage yard, though a garden shed construction business and residential use remain on the retained lands of the consent application. Together with a supporting Record of Site, the application received conditional approval from the County. The applicant submitted a concurrent Official Plan Amendment and Zoning By-law Amendment to remove a salvage yard use on the severed portion, and permit an existing garden shed construction business on the retained portion to satisfy a condition of Consent approval for Application No. B-38-22.

The subject property is described as being Part of Lots 2 & 3, Concession 5, in the former Township of Kenyon, now the Township of North Glengarry, located at 20221 Kenyon Concession Road 5, Alexandria. The severed lands include approximately 72.24 m of frontage on Kenyon Concession Road 5 and measures approximately 20.03 acres in size. The retained lands include approximately 146.3 m of frontage on Kenyon Concession Road 5 and measures approximately 23.91 acres in size. The property is located on the north side of Kenyon Concession Road 5, south-west of the intersection of Kenyon Concession Road 5 and County Road 34. Surrounding land uses include rural residential uses and Provincially Significant Wetlands. Part of the subject lands are designated Provincially Significant Wetlands as well and are not proposed to change.

To permit the existing uses on both the benefitting lot and the retained lot, amendments to the United Counties Official Plan and Township of North Glengarry Zoning By-law are required, as the designation and zoning of the lands do not allow for the proposed and existing uses.

In accordance with the *Planning Act*, a public meeting is being held, and notice was circulated by regular mail, e-mail, advertised in the Glengarry News and posted at the property. As of the writing of this report, no public or agency comments (aside from RRCA, see below) were received by the Township or United Counties.

We have received a comment from RRCA as Provincially Significant Wetlands are mapped within 120m of the subject lot. The wetland is known as Mud Lake Swamp. Development or site alterations within and setback 120m from the Provincially Significant Wetlands shall require permission from the Raisin Region Conservation Authority, as per O. Reg. 175/06.

The process of concurrently filling an Official Plan Amendment and Zoning Amendment application includes the public meeting being held this evening at the lower-tier municipality (Township), a resolution of support will be issued by Council and sent to the United Counties. This is required prior to County Council considering the Official Plan Amendment to ensure the Township and County are both in favor of this amendment. The Zoning By-law Amendment is to be brought back to Council at a later date, only after the County made their decision on the amendment. The reason for this order of process is simply because in this case, as the proposed ZBA would not be compliant with the OP, it would not be “recommended” until the OP is amended. The zoning by-law amendment will be passed by Council subsequently.

Policy Considerations:

The following is a summary of the agency roles in the approvals process:

- The **United Counties of Stormont, Dundas, and Glengarry** is the administrator and approval authority for official plan amendments (OPAs). Notwithstanding this, local municipalities often host public meeting and assist in facilitating the OPA process, given that the County OP also acts as the local OP. The United Counties also is reviewing the concurrent consent application for a lot addition to an adjacent residential lot.
- The **Township of North Glengarry** is the administrator and approval authority for zoning by-law amendments. Zoning amendments cannot be passed unless they conform to the OP.

Planning Act

The Ontario Planning Act gives municipal Councils the authority to pass zoning by-laws, and make amendments to existing zoning by-laws, under Section 34 of the Act. The Planning Act also requires that in making planning decisions Council must have regard for matters of Provincial Interest. The Planning Act requires that Council's decisions must be consistent with the Provincial Policy Statement, and conforms with the Stormont, Dundas and Glengarry Official Plan which apply to the lands.

Provincial Policy Statement (PPS)

The Provincial Policy Statement, also known as the "PPS", provides policy directions on matters of provincial interest related to land use planning and development. It aims to provide for appropriate development while protecting resources of provincial interest, public health and safety, and the quality of the natural and built environment.

The subject lands are located within the "Rural Area" and "Rural Lands" as defined in the PPS.

Section 1.1.1 supports healthy, livable and safe communities by promoting efficient development and land use patterns which sustain the financial well-being of the province and municipalities over the long term and avoiding development and land use patterns which may cause environmental or public health and safety concerns.

Section 1.1.4.1 goes on to suggest that rural areas should be supported by building on rural character, leveraging rural amenities and assets, as well as promoting a diverse economic base through goods and services. While Section 1.1.5 speaks of permitted uses on rural lands of which include, residential development that is locally appropriate, home occupations and home industries, and that such development be compatible with the rural landscape.

United Counties of SDG Official Plan (OP)

The Official Plan contains a number of goals and strategic objectives; growth is the goal to direct most forms of development to support the efficient use of land. The strategic objective is to encourage infilling, intensification, and development in appropriate locations and with appropriate built form and design.

The Official Plan also seeks to protect and enhance the character of existing urban areas and the stability of existing and well-established residential neighborhoods by ensuring that development and redevelopment is compatible with the scale and density of existing development.

The subject property is currently designated as “Salvage Yard District” and “Provincially Significant Wetland.”

The severed portion of Consent No. B-38-22 is proposed to be re-designated as “Rural District” and maintain the area currently designated as “Provincially Significant Wetlands.”

The retained portion of Consent No. B-38-22 is proposed to be re-designated as “Special Land Use District” to include the existing garden shed construction business in addition to the uses permitted in the salvage yard district. The areas of the land that are currently designated as “Provincially Significant Wetlands” will continue to be designated as such.

“3.4.6 Rural District

The Rural District contains a variety of land uses, such as farms, forests, small industries, golf courses, and in many places, small clusters of residential and commercial development. The intent of this designation is to accommodate a variety of land uses that are appropriate for a rural location and a limited amount of residential development where such development will not preclude continued agricultural and non-residential uses”...

“When considering an application to amend the zoning By-law to permit a new use identified above, the following matters must be considered:

- a. The use would not be better located in a Settlement Area or the urban area;*
- b. The volume and pattern of traffic flow anticipated from the development will not interfere with the proper functioning of the local road network;*
- c. The privacy of adjacent landowners or the mitigation of potential adverse impacts from lighting, noise, odour, dust or traffic can be achieved by separating the land uses, buffering or other measures as part of the development;*
- d. The potential for reducing possible impacts on neighbouring agricultural uses or nearby rural residential or settlement areas, where relevant;*
- e. The development is in keeping with the surrounding rural character and landscape;*
- f. All relevant servicing, design and compatibility and environmental protection policies of this plan;*
- g. Noxious uses will only be considered where suitable screening and buffering can be provided and generally these uses will not be considered in vulnerable drinking water protection areas, immediately adjacent to residential areas, or in waterfront areas; and,*
- h. The impact that the development will have on the protection of tree cover as result of proposed site clearing and grading, fencing, security lighting, and other similar site plan matters.”*

Table 3.5 of the Official Plan highlights the generalized list of permitted uses in the rural district and salvage yard district. Rural district uses include low density housing (severed portion), whereas the salvage yard district explicitly permits only salvage-related activities. The salvage

yard district does not permit rural industrial uses, such as the existing garden shed construction business.

The proposed uses are best situated in the rural area. An Official Plan amendment is required to change the designation of the subject lands.

Township of North Glengarry Zoning By-law

The subject lands are zoned “Wrecking Yard” and “Provincially Significant Wetland” in the Township’s zoning by-law. The proposed, more sensitive land uses do not fall into the permitted uses of the “Wrecking Yard” zone. A zoning amendment is required to change the zoning of the subject lands.

Analysis:

Considering the analysis provided herein and the supporting Record of Site Condition (RSC) submitted with the Consent application, staff are of the opinion that the Official Plan Amendment and Zoning Amendment:

- are consistent with the Provincial Policy Statement;
- would be in conformity with the applicable policies of the United Counties of SDG Official Plan; and,
- represents good planning, having had regard for matters of Provincial interest outlined in Section 2 of the Planning Act.

Therefore, staff recommend that Council support by way of resolution, the proposed Official Plan Amendment and at a future Council meeting, approve the Zoning By-law amendment on the subject lands to remove the “Wrecking Yard” zone and replace with “Rural” on the severed portion of Consent No. B-38-22, and amend the “Wrecking Yard (WY)” zone to “Wrecking Yard – Special Exception 2 (WY-2)” to permit the existing garden shed construction business in addition to the other “Wrecking Yard (WY)” uses on the retained lands of Consent No. B-38-22.

Environmental Considerations:

The applicant has provided an adequate Record of Site Condition (RSC) to address the proposed sensitive land use on the subject land. No additional negative impacts to the environment are anticipated by the proposal.

Recommended Conditions:

None.



STAFF REPORT TO COUNCIL

Report No: PW 2023-02

January 30, 2023

From: Timothy Wright, Director of Public Works

RE: Regional Waste Management Working Group Commitment

Recommended Motion:

THAT Council of the Township of North Glengarry receives Staff Report No. PW 2023-02, Regional Waste Management Working Group Commitment; and

THAT the Council of the Township of North Glengarry endorses the actions identified in the Executive Summary of the Regional Waste Management Executive Summary; and

THAT the Council of the Township of North Glengarry directs the Director of Public Works to represent the Township of North Glengarry, by participating wholly, as part of the Regional Waste Management Working Group.

Background / Analysis:

1. Solid waste management within the United Counties of Stormont, Dundas and Glengarry (SDG) is individually managed by the six local municipalities. Each municipality faces different challenges and opportunities. Due to these continued challenges, SDG, in partnership with its municipalities, engaged a consultant to provide a review and comparison of the waste management programs, and recommend short, medium, and long-term opportunities that could improve efficiencies, propose solutions and increase collaboration between the partners.
2. The resulting report was extensive, with many recommended items requiring a further level of analysis, not contemplated in the original scope of work. A further challenge with some recommended items was that each local municipality has varying levels of service, investments and expectations associated with waste collection and disposal, and rightfully wishes to ensure that their respective taxpayers remain well-served.

3. To continue to move forward with this work, the steering committee authored the attached executive summary and action plan, which summarizes the highlights from the DFA report and contains four action items that are deemed to be achievable near-term goals for regional collaboration.
4. County Council endorsed the Regional Waste Management Action Plan (attached) on October 17, 2022 which included the following four actions:
 - a. Obtain a commitment from the six local Councils to pursue a regional approach to solid waste management through the creation of a Regional Waste Management Working Group
 - b. Focus efforts on a collaborative transition strategy during the IPR transition instead of active involvement
 - c. Annually summarize and compare financial data on local solid waste management activities
 - d. Adopt a regional 'base' level of service for solid waste management
5. The Director of Public Works participated in the steering committee and provided staff-level support in seeking endorsement by County Council.
6. The action plan strongly advocates for the creation of a formal Regional Waste Management Working Group consisting of a staff member from each local municipality. It is proposed that this working group meet on a bi-monthly basis and report back to their respective local Councils on the progress of the working group and what collaboration efforts are underway.
7. Administration recommends that Township Council endorse the Action Plan and formally commit the Director of Public Works, or their delegate, to represent and fully participate in the Regional Waste Management Working Group.

Alternatives:

1. Council approves the recommended motion.
2. Council does not approve the recommended motion.

Financial Implications:

N/A

Attachments & Relevant Legislation:

Regional Waste Management Executive Summary and Roadmap

Others Consulted:

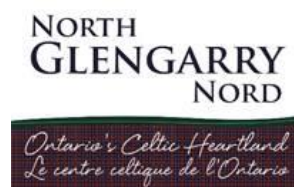
Ben Dehaan, Director of Transportation Services, SDG Counties

Reviewed and approved by:
Sarah Huskinson, CAO/Clerk



REGIONAL WASTE MANAGEMENT: A ROADMAP TO COLLABORATION

Executive Summary & Action Plan



Regional Waste Management: A Roadmap to Collaboration

Executive Summary & Action Plan

A. Executive Summary

Solid waste management within the United Counties of Stormont, Dundas and Glengarry (SDG) is individually managed by the six local municipalities. Each municipality faces different challenges and opportunities resulting from changing waste diversion regulations, the need for modernization, organizational capacity and diminishing landfill space. Due to these continued challenges, SDG, in partnership with its municipalities, engaged *DFA Infrastructure International Inc.* (DFA) to provide a review and comparison of the waste management programs, and recommend short-, medium- and long-term opportunities that could improve efficiencies, increase collaboration, and provide potential solutions to the challenges facing each municipality.

As a result of the COVID-19 pandemic, shifting local waste management priorities and changing personnel, it proved challenging to complete the report within the original project timeframe. A further challenge is that each local municipality has varying levels of service, investments and expectations associated with waste collection and disposal, and rightfully wish to ensure that their respective taxpayers remain well-served. These competing interests create challenges in recommending changes to delivery of local services within a common regional model.

In response to these local concerns, some of the recommendations within DFA's report require further detailed financial analysis and business plans to demonstrate that they are viable alternatives when compared to current practices. This level of analysis was not considered in DFA's scope of work, and, given the continued changing landscape of waste management, should only be undertaken on a case-by-case basis when deemed appropriate by the affected parties.

A copy of the complete report prepared by DFA is attached. This executive summary and action plan, authored by the current *Steering Committee* (SDG, North Glengarry and South Glengarry) is intended to provide a high-level synopsis of the substantial findings and offer an implementation plan on actions which are both consistent with the direction advocated within the report and achievable by our local municipalities in the short to medium term.

The Steering Committee is recommending four immediate actions by the County and six local municipalities. The four actions are:

1. Obtain a commitment from the six local Councils to pursue a regional approach to solid waste management through the creation of a Regional Waste Management Working Group
2. Focus efforts on a collaborative transition strategy during the IPR transition instead of active involvement
3. Annually summarize and compare financial data on local solid waste management activities
4. Adopt a regional 'benchmark' level of service for solid waste management

B. Existing Conditions in Local Solid Waste Management

Existing Levels of Service

The local municipalities within SDG have varying levels of service for solid waste management. A summary of key service levels is provided in **Table 1**.

Table 1. Existing Levels of Service within each Municipality (From Appendix D, DFA Report)

Item	NG	SG	ND	SD*	NS	SS
Collection Frequency	Weekly (out by 6am)	Weekly (out by 7am) Special large item collection in spring	Weekly	Weekly (out by 7am)	Weekly (out by 7am)	Weekly (out by 7am)
Bag/ Container Waste Limit	Res – 2 bags, 50lbs max. Tags required for extra	Res – 3 bags ¹ Farm – 5 bags Extra bags can be purchased	Res – 2 bags Active Farm – 4 bags Bus – 6 bags	Res – 2 bags Farm – 4 bags Extra bags can be purchased	Res – 2 bags Farm – 10 bags	Res – 2 bags Farm – 6 bags
Bag/ Tag Fee	\$3.00	N/A	N/A	\$2.00	\$2.50	\$1.50
Collected By	Contract	Contract	In-House	Contract	In-House	In House
To Private or Public Landfill?	Private	Public	Public	Public	Private	Both
No. Curbside Stops (2020)	3650	5965	4300	4957	2700	5600
Waste Disposed (t) (2020)	3385	3000	Curbside 2400 Landfill 760	5666	1700	3200
Unacceptable Materials	List varies significantly between Municipalities					
Curbside Recycling						
Collection Frequency	Weekly (Alt. stream each week)	Weekly ¹	Weekly (Alt. stream each week)	Weekly (Alt. stream each week)	Bi-Weekly	Bi-Weekly
Single/ Dual Stream	Dual	Single	Dual	Dual	Single	Single
Collected By	Contract	Contract	In House	Contract	Contract	In House
Collected Separate from Waste?			Split back truck (60/40)			
MRF?	Alexandria RARE	Cornwall	WMI Brockville (transfer at Boyne)	Cornwall	Cornwall	Cornwall
No. Curbside Stops (2020)	3650	5965	4300	4957	2700	5600
Waste Diverted (t) (2020)	770	700	600	535	400	800
Acceptable Materials	Differing lists/ detail between each municipality					

Item	NG	SG	ND	SD*	NS	SS
Bulk Waste, Hazardous Waste & Composting						
Collection Frequency	Bulk (Landfill 2 pass) HW (Transfer Station 1/y)	Collected	Landfill Drop off	Landfill Drop off	Landfill Drop off (500kg pass provided)	Landfill Drop-off
Leaf and Yard	2 times/ year for bulk	Spring and Fall	Spring and fall pickup in villages and hamlets	Drop off at facilities	2/year (spring & fall)	Biweekly in October and November Free drop off at Trillium
IC&I Accepted	No	Yes (Limited)	Yes	Yes	N/A	no
Tipping Fees	2 free passes provided	Free access 3 times / year	Yes – varies per material	Yes – varies by vehicle	No fee at Municipal yard, free pass to GFL up to 500kg	Yes -varies by vehicle. 2 free passes provided
Composting	None	Backyard subsidized food cyclor	Refer people to local suppliers for backyard composters	Subsidized food cyclor (\$150 plus HST), plus 6 Compost Depot Days (3 Morrisburg/3 Iroquois) plus free at Matilda Landfill Site	None	Backyard subsidized food cyclor

* Updated data not provided

Local Landfills

There are six active landfills within SDG that are owned and operated by local municipalities:

- Township of North Dundas: Boyne Road Landfill (at capacity, expansion underway)
- Township of South Dundas: Matilda Landfill (at capacity in 7.5 years)
- Township of North Glengarry: Glen Robertson Landfill (at capacity in 2056)
- Township of South Glengarry: North Lancaster Landfill (at capacity in 2028 and Beaverbrook Landfill (at capacity in 2033)
- Township of South Stormont: Trillium landfill (at capacity in 2029)
- Township of North Stormont: no active landfill

There are seven closed landfills within SDG which continue to be managed by the local municipalities (one in each municipality and two in North Stormont). The closed landfills are ongoing liabilities.

The Township of North Stormont is the geographic home of the Eastern Ontario Waste Handling Facility (EOWHF) - a state-of-the-art waste disposal facility that is owned and operated by a Canadian corporation. The location of the EOWHF is strategically favorable for municipalities within SDG and there is an opportunity to collaboratively engage the EOWHF to secure long term disposal contracts for regional waste. The City of Cornwall is also facing the same municipal landfill capacity issues and would benefit from being part of the discussion.

Existing Staffing Levels

The municipalities also have a varying level of human resource capacity available to support solid waste management services. Staff resources could include directors, supervisors, administrative support, and equipment operators that are involved in broader public works, infrastructure or

environmental services functions that also include solid waste. Only one municipality in SDG has a separate waste management Department (North Dundas). A summary of current full-time-equivalent staff persons responsible for waste management is provided in **Table 2**.

Table 2. Waste Management Staff Resources

Municipality	Contracted Collection? (Y/N)	Operate Landfill Facility (Y/N)	Shared Staff		Dedicated SW staff		Total
			Non-Union	Union	Non-Union	Union	
North Dundas	N	Y			6		6
South Dundas*			1		1.5		2.5
North Glengarry	Y	Y	3	2	10		10
South Glengarry	Y	Y	2	1			3
North Stormont*	N	N	2				2
South Stormont	Y	Y	4	3.5			7.5

*Updated data not provided

Municipal Cost Comparisons

The information contained in the cost-comparisons is a best-attempt by DFA to provide a equivalent costing for the various services offered by each municipality (2020 dollars). Given the varied services, accounting and other factors which differ between the local municipalities (e.g. staff time allotments), reasonable assumptions were made. Details on how the costing was derived is provided in Appendix E of DFA's report.

Table 3. Current Assets Held by Each Municipality (2020 Value)

Solid Waste Component	ND	SD	NG	SG	NS	SS	Total
Waste Collection Assets	\$271,400					\$560,000	\$831,400
Disposal Assets ¹	\$1,445,846	\$1,471,544	\$5,218,163	\$1,081,499	\$291,100	\$369,200	\$9,877,353
Recycling Collection Assets	\$242,477				\$168,000	\$280,000	\$690,477
MFR & Other Diversion Assets	\$25,488		\$4,693,640				\$4,665,128
Total	\$1,985,210	\$1,471,544	\$9,857,804	\$1,081,499	\$459,100	\$1,209,200	\$16,064,358

¹ Excludes the value of landfill capacity

Table 4. Annual Gross Operating Cost Estimates (2021, rounded)

Solid Waste Component	ND	SD	NG	SG	NS	SS	Total
Waste Collection Costs (in house)	\$271,000					\$400,000	\$671,268
Waste Collection Costs (contract)		\$327,000	\$262,000	\$503,000	\$179,000		\$1,270,000
Waste Disposal Costs (own landfill)	\$209,000	\$363,000	\$239,000	\$273,000		\$167,000	\$1,252,000
Waste Disposal Costs (contract landfill)			\$198,000		\$115,000	\$172,000	\$485,000
Recycling collection costs (in house)	\$317,000				\$100,000	\$207,000	\$624,000
Recycling collection costs (contract)		\$327,000	\$174,000	\$237,000			\$738,000
Recycling processing & other waste diversion costs	\$128,000	\$202,000	\$792,000	\$271,000	\$137,000	\$264,000	\$1,794,000
Landfill closure & post closure costs	\$15,000	\$111,000	\$26,000	\$2,600	\$37,000	\$34,000	\$225,000
Total	\$941,000	\$1,330,000	\$1,700,000	\$1,286,000	\$567,000	\$1,245,000	\$7,060,000
Total Tonnage Disposed (2020)	2,100	4,300	3,400	3,000	1,700	3,200	17,700
Total Tonnage Diverted (2020)	600	530	770	700	400	400	3400

Due to the delay between drafts of the DFI report, the gross operating numbers presented above are estimates based on 2020 actuals and information derived from known operational changes. They are provided for information and comparison purposes only.

C. Legislative Landscape

The Resource Recovery and Circular Economy Act (RRCEA) is placing the responsibility for the life cycle of products on individual producers. They will be required to perform waste reduction activities in accordance with provincial policy. The transition from current practice, to making producers fully responsible for the life cycle of the products they produce is known as Individual Producer Responsibility (IPR). **It is anticipated that all municipalities within SDG will transition to IPR on January 1, 2025;** at which time municipalities will no longer have authority to operate a recycling program.

Local municipalities may choose to provide collection and/or processing services as a contractor within the IPR framework. The decision to operate as a contractor providing collection and/or processing services remains a local decision; however, from a cost and liability perspective, there is a significant risk that municipalities that elect to operate in this manner may be challenged in recovering the full cost of these services; meaning that taxpayers will be subsidizing a service which is intended to be fully paid by producers themselves.

D. Recommendations and Action Plan

Recommendation		Rationale / Additional Information	Implementation Plan
1	Obtain a commitment from the six local Councils to pursue a regional approach to solid waste management through the creation of a Regional Waste Management Working Group	The 2022 Municipal elections and impending blue box transition to producer responsibility will provide local municipalities an opportunity to increase collaboration across the region. Without a formal framework and direction from each individual Council, it is likely that the status quo will continue and opportunities to improve efficiencies and meet common goals will remain unrealized. The Steering Committee recommends that formal direction be secured from local municipalities to provide staff with clear direction that they are to participate in a RWMWG and regularly report back to their local Councils. To support this working group, the County can function as a non-voting secretary of the working group and provide support for all regional initiatives (e.g. coordinating and managing joint purchasing efforts). The chair position can annually rotate. It is suggested that the RWMWG meet every other month, with each member reporting progress of the working group quarterly to their respective Councils. The City of Cornwall, City of Ottawa and other neighboring municipalities should be invited to participate as deemed appropriate by the working group.	1) Present the findings of the implementation plan to local Councils and County Council. Request formal commitment from local municipalities to identify which staff person will be a member of the RWMWG and if there are other staff that can provide resource/ support to the <i>Working Group</i>. Action: All local Municipal Council and SDG Council Complete by: November 1, 2022 2) Develop a draft <i>Terms of Reference (ToR)</i> for the working group Action: SDG Complete by: November 30, 2022 3) Host inaugural meeting of the RWMWG. Agenda to include: a. Review and acceptance of the ToR b. Identify of immediate (less than 1 year) short (1-2 year), medium (2-5 year) and long term (5+ year) strategic collaboration goals (refer to DFA report for specific items which could be considered by the committee) c. Create implementation plan and strategy for identified collaboration goals Action: SDG and Local Staff Complete by: December 30, 2022
2	Focus efforts on a collaborative transition strategy during the IPR transition instead of active involvement	Given the liability associated with maintaining municipal control / responsibility for recycling after the transition to the individual producer responsibility regime, it is recommended that all local municipalities abandon their programs when legislation permits. Although this is recommended, it is ultimately up to each local municipality to make the final decision in this regard. To keep residents well informed of the transition and advised of the potential change of service associated with this provincial initiative, it is important that local municipalities adopt a common, efficient and effective communications strategy. Fortunately, SDG will be transitioning towards the end of the shift, and our region will be able to leverage the “lessons learned” from other areas within Ontario. Regardless, it is likely that external communications support will be necessary. Given that this change is occurring regionally, subject to concurrence from the RWMWG, it is expected that the County will financially support this communications plan to ensure that efforts are equitably shared across the local municipalities.	1) Report on the status of the transition to IPR for those transitioning January 1, 2023 Action: TBD Complete by: Q2 2023 2) Identify challenges / successes of those that have transitioned and examples of desired communication templates Action: TBD Complete by: Q3 2023 3) Create a communications strategy and implementation plan for residents of SDG Action: TBD Complete by: Q4, 2023. Roll out strategy in 2024.

Recommendation		Rationale / Additional Information	Implementation Plan
3	Provide local financial data on solid waste management activities annually	One of the most important outcomes of the Regional Waste Management report prepared by DFA Infrastructure was that it provided local municipalities within SDG an opportunity to truly compare the cost of waste management services they provide to their residents. This information ultimately allows municipalities with the opportunity to identify areas where they can work with neighbouring municipalities (and others) to create efficiencies and reduce costs.	1) Create a standard form for local municipalities to update on an annual basis Action: SDG Complete: Q4 2022 2) Update the standard form based on year-end actuals Action: Local Municipalities Complete: End of Q1 2023 (and annually thereafter) 3) Report financial cost comparisons to RWMWG Action: SDG Complete End of Q2 2023 (an annually thereafter)
4	Adopt a regional 'benchmark' level of service for solid waste management	Although there is no obligation for local municipalities to implement a regional level of service; normalizing waste management activities to the 'benchmark' level of service (see Section E), would allow for collaboration across boundaries within a fair and equitable framework (e.g. joint waste collection contracts, regional household hazardous waste drop offs). Accordingly, it is recommend that the RWMWG formally recognize a 'benchmark' regional level of service. A 'benchmark' level of service supported by the RWMWG may also compel local municipalities to gradually amend their existing levels of service to move towards the common benchmark.	1) Review the regional 'benchmark' level of service and agree to the standards identified therein Action: RWMWG Complete by: Q2 2023 2) Regularly review the regional 'benchmark' level of service and amend the standards based on waste management best practices Action: RWMWG Complete: Annually, in conjunction with the review of the RWMWG Strategic Plan

E. Proposed Regional Benchmark Level of Service

For continued reference by the RMMWG, the following is the proposed regional benchmark level of service.

Service	Proposed Benchmark Level of Service
Curbside Waste Collection	
Frequency	Weekly
Set-out Time	7am & no earlier than 7pm the day prior
Container Limits	Residential – 2 Commercial – 2 Maximum weight of 23kg
Bag Tag Fees	Tags required for extra bags/ containers Fee - \$2.00
Recycling	
Transition to producer responsibility and recommendation to not participate means local municipalities will no longer be involved in recycling (collection and processing). Maintain current levels of service until transition is complete.	
Bulky Waste/ White Goods	
Curbside Collection	Allow drop off at landfill for all residents Municipalities can implement a tag system or roadside collection as an enhanced service (cost-recovery)
Leaf and Yard Waste	
Curbside Collection	Two roadside collections per year (spring and fall) Municipalities can implement more frequent collection as an enhanced service

Service	Proposed Benchmark Level of Service
Separated Organics	
Curbside Collection	None recommended pending Provincial direction
Backyard Composter	Available for sale (common price) at local municipalities
In-kitchen composter	Provide common subsidy for <i>Food Cycler</i> if local trials confirm cost-benefit of this program
Residential Drop Off	
Location/ Operating Hours	At open landfill sites 8am-4pm on weekdays and Saturday Closed Sunday and Holidays
IC&I Waste	Accept at open landfills. Consider cost-benefit in future
Tipping Fees	2 free disposals per year (max 500kg. or 'vehicle equivalent') after which tipping fees apply
Household Hazardous Waste and E-Waste	
Frequency	Year round drop off at open landfills during operating hours
Landfill Sites	
Number	Minimize number of operating landfills and pursue a long-term contract with GFL
Public Education & Public Service	
Education and Communication	Implement uniform plan to optimize resources and technology without duplicating efforts
Customer Service	Establish one-call system and response tracking

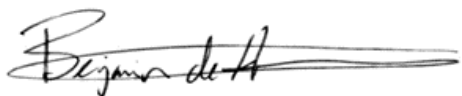
F. Conclusions

All municipalities within SDG face unique challenges and opportunities related to solid waste management. **These challenges cannot be solved in isolation.** Ongoing and improved collaboration will benefit all our residents and, ultimately, will facilitate service harmonization across boundaries along with the ability to cooperate and work with larger regional players (e.g. GFL, City of Cornwall, City of Ottawa, Prescott Russell and Leeds and Grenville).

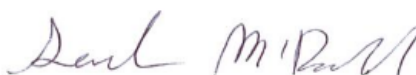
The attached report from DFA Infrastructure provides a summary of the research completed over the past several years. It also includes detailed examples of potential collaboration activities which will require further consideration and analysis by all stakeholders to confirm that they are universally palatable. Those collaboration activities which may not suit all municipalities have the potential to be considered by willing partners and can be implemented with the appropriate legislative mechanisms.

The lack of a formal process to compel local municipalities to work together to find common solutions to issues they each face is a strategic failing of our regional waste management process. There are many opportunities when municipalities commit to formally collaborating. Possibilities such as the communications, bulk purchase of blue boxes or countertop composting units, landfill monitoring services, securing long-term waste disposal rights with private landfills or cross-boundary collection can happen when we collectively work towards common goals; regardless if each respective municipality wants to benefit from the service or not. To that end, this *Steering Committee* strongly recommends that, at a minimum, all local Councils support our Recommendation #1 **to pursue a regional approach to solid waste management through the creation of a Regional Waste Management Working Group.** This working group would have regular reporting responsibility to each individual municipality and, subject to County Council approval, SDG can continue to provide support to this working group subject to the terms of reference.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Benjamin de Haan".

Benjamin de Haan, P.Eng.
Dir. of Transportation Services

A handwritten signature in black ink, appearing to read "Sarah McDonald".

Sarah McDonald, P. Eng.
Gen. Manager – Infrastructure

A handwritten signature in black ink, appearing to read "Timothy Wright".

Timothy Wright, B.Eng.
Dir. Of Public Works

Appendix A:
DFA Consolidated Waste Management Report (Phases 1-4)

**THE UNITED COUNTIES OF
STORMONT DUNDAS AND GLENGARRY (SDG)**

**Regional Waste Management
A Roadmap to Collaboration**

**PHASES 1 to 4
CONSOLIDATED REPORT
DRAFT FINAL**

APRIL 27 2022



DFA Infrastructure International Inc.



DFA Infrastructure International Inc.

664-B Vine Street St. Catharines Ontario Canada L2M 7L8

Telephone: (905) 321-9874 Email: dfa@dfainfrastructure.com

April 27, 2022

Benjamin De Haan, P.Eng.
Director Transportation Services
United Counties of SDG
26 Pitt Street, Suite 223
Cornwall, ON, K6J 3P2

Dear Mr. De Haan:

**Re: United Counties of Stormont Dundas and Glengarry (SDG)
Regional Waste Management - A Roadmap to Collaboration
Phases 1 to 4 Consolidated Report - Draft Final**

We are pleased to submit the Consolidated Report (Draft Final version) which includes all phases of the study for presentation to and review by SDG and the Local Municipalities. Comments received will be incorporated into the final report.

Please let us know if you have any questions.

Respectfully Submitted by:

DFA Infrastructure International Inc.

A handwritten signature in black ink, appearing to read 'Derek Ali', is written over a horizontal line.

Derek Ali, MBA, P.Eng.
President

Table of Contents

Letter of Transmittal

1	Background.....	5
1.1	Study Objectives	5
2	Phase 1 - Background Data Collection.....	6
2.1	Current Issues and Challenges.....	7
2.2	Staff Resources	7
2.3	Legislative & Regulatory Review.....	8
2.4	Existing and Future Customer Growth & Tonnages	15
2.5	Landfill Sites	17
2.6	Level of Service Inventory.....	18
2.7	Asset Inventory	19
2.8	Existing Contracts	20
2.9	Gross Operating Cost Analysis & Projections	20
2.10	Capital Cost Projections	21
2.11	Full Costs of Waste Management Services.....	22
3	Phase 2- Cost Analysis.....	23
3.1	Projected 2021 Unit Costs	24
3.2	NPV Unit Costs.....	25
4	Phase 3- Collaboration Opportunities.....	27
4.1	Stakeholder Input	28
4.1.1	Council and Staff Input.....	28
4.1.2	City of Cornwall Staff Input	30
4.1.3	Senior SDG 7 LM Staff Input on Phases 3 & 4	31
4.2	Recycling Transition Regulation.....	31
4.2.1	Producer Responsibilities	32
4.2.2	Local Municipal Role	33
4.2.3	Transitioning to Producer Responsibility	34
4.3	Regional Level of Service	34
4.3.1	Current Levels of Service.....	35
4.3.2	Level of Service Best Practices	37
4.3.3	Base Level of Service (Proposed)	39
4.4	Collaboration	41
4.4.1	Collaboration Principles	41
4.4.2	Collaboration Opportunities	42
4.5	Responsibility for Collaboration	46
4.5.1	Options Analysis	48
5	Phase 4 - Implementation Strategy.....	49
5.1	Implementation Principles.....	49
5.2	Waste Management Advisory Group (WMAG)	51
5.2.1	WMAG Composition	51
5.2.2	WMAG Role and Responsibilities	51

5.2.3	SDG Role and Responsibilities	52
5.3	Resource Capacity.....	52
5.3.1	Waste Management Planning Coordinator (WMPC) Responsibilities	53
5.4	Implementation Activities	53
6	Recommendations	62

Appendix A – Issues List

Appendix B – Staff Positions Roles and Responsibilities

Appendix C – 2020-2044 Population Curbside Stops and Tonnage Projections

Appendix D – Current Levels of Service

Appendix E – Asset Inventory

Appendix F – Existing Contracts

Appendix G – Gross Operating & Capital Cost Projections (2020-2044) & 2021 NPV Calculations

Appendix H – Annual Unit Cost Projections (2020- 2044)

Appendix I – Municipal Responses to Questions

Appendix J – Blue Box Recycling Regulation 391/21 - Summary

Appendix K – Comparison of Proposed Base and Current Levels of Service

Appendix L – Collaboration Opportunities Analysis

Appendix M – SDG vs. Local Municipal Responsibility

Appendix N – Conceptual Organizational Structure

Appendix O – Implementation Schedule (Gantt Chart)

Disclaimer:

The information and statements contained in this report are based on the best available information at the time of preparation and intended use solely by the United Counties of SDG (SDG) and its Local Area Municipalities (LMs). The statements shall not have any meaning other than those intended by the author. The author is not in any way liable for use and/or interpretation of the information contained in the document.

1 Background

The United Counties of Stormont Dundas and Glengarry (SDG) is assisting its six (6) partner local municipalities (LM) with coordinating a review of their solid waste management services. The LMs are facing a variety of challenges with delivering their respective services including changing waste diversion regulations, high levels of recycling contamination, declining landfill capacities, different service levels and limited organizational capacities to sustain services at desired levels into the future. Accordingly DFA Infrastructure International Inc. was retained by SDG to calculate the LMs' cost of service for their respective solid waste functions and identify opportunities for changes and collaboration among the LMs including possible roles for SDG and the City of Cornwall, to improve efficiencies and overall service delivery for all LMs.

1.1 Study Objectives

The main objectives of the review include the following:

- Identify the current levels of solid waste service delivered by each LM for each component and any potential changes that each LM may be considering in the future, and the differences among the LMs;
- Identify and assess the respective staffing levels and the roles and responsibilities of the respective staff involved in solid waste including any cross-functional duties that are unrelated to solid waste;
- Identify the services that are outsourced, the service provider and the contract expiry dates and costs;
- Identify the current status of the LMs' respective landfill sites (where applicable) and issues, any plans for extensions, etc.
- Consider all current and impending regulatory requirements and guidelines related to solid waste and particularly the impending policies and regulations under the Waste-Free Ontario Act, 2016 which is comprised of the Resource Recovery and Circular Economy Act (RRCEA), 2016 and the Waste Diversion Transition Act, 2016 and the Food and Organic Waste Framework, released on April 30, 2018;
- Identify and quantify the current and future cost of service for each LM by system component (waste collection, recycling collection, recycling processing, landfilling, etc.) to determine funding requirements for financial sustainability. This includes direct and indirect operating costs to support current and future service levels, capital costs (including asset replacement) associated with each component and landfill closure and post closure care costs. The study period is 2020 to 2044 inclusive (25 years) using 2020 as the baseline year for cost information and projections beginning in 2021;
- Develop a simple "tool" in MS Excel to assess and compare the cost of service by solid waste function and use the tool to evaluate the costs across all six (6) LMs and develop the "roadmap";
- Based on the cost assessment, an analysis of the levels of service and other relevant information:
 - Identify changes that may result in cost reduction and efficiencies;

- Develop opportunities for one or more of the LMs to work collaboratively to reduce costs, achieve efficiencies and improve services;
- Develop “regional” levels of service for each component and options for a region wide approach to solid waste management that may include roles for SDG and/ or the City of Cornwall;
- Identify possible changes to the recycling program to reduce contamination as part of developing the regional level of service and positioning the LMs for transitioning to producer responsibility;
- Develop and assess the collaboration opportunities to identify a preferred option(s) for implementation based on:
 - potential cost savings and efficiencies;
 - long-term financial sustainability for solid waste services
 - ability to deal with the transition of recycling (2023 to 2025) and household hazardous waste (HHW) (2020 to 2021) from municipal to producer responsibility;
 - other benefits that may be realized
 - input from the Steering Committee and County Council
 - importance and achievability
- Develop and recommend an implementation strategy for the preferred option(s) indicating key activities budgets, responsible party and timelines over the short-term (1 year) medium-term (2-3 years) and long-term (beyond 3 years);
- Ensure transparency and defensibility of the review based on factual baseline information, reasonable assumptions and input from the Steering Committee;
- Utilize this study as a template that may be used by rural municipalities in other regional settings to assess current conditions, costs and options for cross jurisdictional collaboration and how to go about undertaking such reviews to implement ‘regional’ plans;
- Undertake the study with participation and input from the appropriate staff and Steering Committee to ensure that the best available information is used and acceptance of the results of the study; and
- Seek input from County Council and Local Municipal Councils on the assessment of the options for collaboration and the possible roles and responsibilities for SDG and Cornwall prior to making final recommendations.

2 Phase 1 - Background Data Collection

This phase involved collecting and reviewing available data from the LMs and developing baseline information by LM to determine current and future levels of service and the full cost of services over the study period. Meetings were also held with each LM to review current data and obtain an understanding of each LM's current operations and unique circumstances. These form the basis for the review including costs analyses and development and analysis of collaboration opportunities for service delivery.

2.1 Current Issues and Challenges

The current issues and challenges are based on telephone interviews with LM staff. These are tabulated in Appendix A, which is a 'living' document that will be modified as additional issues are identified and discussions occur. It will be used to inform development of the options for collaboration. Some of the main issues include:

- Waste management costs are increasing.
- Diminishing landfill capacity - need to secure future capacity sooner rather than later.
- Is sharing landfill capacity among the LMs acceptable?
- How should the LMs work together? The Municipal Act allows options.
- If SDG were to be involved, should all or only some waste management components be transferred?
- How should compensation for landfill capacity be addressed?
- There are limited staff and equipment resources at the LMs.
- Do any of the LMs wish to have a role in recycling after the transition to producers to maintain a particular level of service to customers?

2.2 Staff Resources

Information on the staff involved in delivering solid waste services for each LM is presented in Appendix B. This identifies the positions with shared roles between solid waste management and other departments for each LM. It also identifies the positions that are fully dedicated to solid waste management, the number of staff in each position and whether or not the positions are union or non-union. Brief descriptions of the roles and responsibilities for each position are also provided based on a review of current job descriptions (as available).

There are 18.5 full and part-time positions across the six (6) municipalities that have shared roles in solid waste management. These generally include directors, supervisors, administrative support and equipment operators that are involved in broader public works, infrastructure or environmental services functions that also include solid waste responsibilities. Twelve (12) positions are non-union and the remaining 6.5 are union positions.

There are 16.7 full and part-time positions across the six (6) municipalities that are fully dedicated to solid waste management functions. Most of these (16.2 positions) are non-union positions and 0.5 being a union position. Most of these are in North Dundas which has a dedicated solid waste department of 6.5 staff positions and at the North Glengarry's RARE facility with 8.2 positions, all being non-union. The remaining 2 positions are in North Glengarry's Public Works Department (0.5 union position) and South Dundas' Environmental Services Department (1.5 non-union).

This information is summarized in Table 2-1 and will be used to inform development of the options for regional collaboration particularly those that may require staff sharing or transfers from the LMs to SDG should a transfer of jurisdiction be the preferred option to achieve a regionalized approach.

Table 2-1: Current Staff Resources

Local Municipality	Shared Staff		Dedicated Solid Waste Staff		Total
	Non-Union	Union	Non-Union	Union	
North Dundas			6.5		6.5
South Dundas	1		1.5		2.5
North Glengarry	3	2	8.2	0.5	13.7
South Glengarry	2	1			3
North Stormont	2				2
South Stormont	4	3.5			7.5
Total	12	6.5	16.2	0.5	35.2

2.3 Legislative & Regulatory Review

The relevant legislation and regulations that affect waste management in the LMs that comprise the United Counties of Stormont Dundas and Glengarry (SDG) and how services might be delivered in a collaborative fashion include the following:

- Environmental Assessment Act, 1990 (EAA);
- Environmental Protection Act (EPA);
- Waste-Free Ontario Act, 2016;
- Waste Diversion Transition Act, 2016;
- Municipal Act, 2001;
- Local by-laws; and
- Requirements of existing Landfill Licences.

Waste-Free Ontario Act, 2016

The Waste-Free Ontario Act, 2016 is comprised of the Resource Recovery and Circular Economy Act (RRCEA), 2016 and the Waste Diversion Transition Act, 2016 (WDTA) and sets the policies and rules for waste reduction in Ontario. The intent of the "circular economy" is for products and packaging to be designed such that they can be recovered, reused, recycled and brought back into production instead of going to waste. Under the RRCEA individual producers will become fully responsible for the life cycle of their products and be required to perform waste reduction activities in accordance with provincial policy. Producers will be required to meet mandatory material collection and recycling targets under Individual Producer Responsibility (IPR) using in-house resources or contracted services supplied by Producer Responsibility Organizations (PROs). The Resource Productivity and Recovery Authority (RPRA) established under the RRCEA has responsibility for overseeing the transition to the circular economy and IPR enforcement. Producers must register with and report to RPRA on meeting the targets.

The transfer of responsibility from municipalities to IPR will be phased in to minimize any impacts to current programs as the transition occurs.

1. The Municipal Hazardous or Special Waste Program involves the recycling and proper disposal of materials such as batteries, antifreeze, fertilizers and other hazardous or special materials. Batteries transitioned to producer responsibility on July 1, 2020, while the remaining materials will transition on July 1, 2021. Batteries include single-use and rechargeable batteries weighing 5kg or less.

All battery producers are required to register with RPRA between November 1 and November 30, 2020 and must begin submitting annual reports by April 30, 2021.

2. The Waste Electrical and Electronic Equipment Program deals with recycling and reusing electronics such as televisions, stereos and computers. This program will transition to the producer responsibility on January 1, 2021.
3. The current Blue Box Program provides recycling and reuse of printed paper, packaging and containers such as plastics, glass, aluminum and steel. First Nations and an initial group of municipalities will transition the Blue Box Program to producer responsibility on January 1, 2023. All municipalities across the province will transition by December 31, 2025.

The remaining programs, the Ontario Deposit Return Program (alcoholic and beverage containers) and the Used Tires Program have not been given transition windows; the Ontario Deposit Return Program has already been established for many years under the producer responsibility model. The last significant change occurred when liquor and wine bottles were added to the program. The Province's Used Tires Program was discontinued on December 31, 2018 and replaced by the Tire Collection Network, which already follows the producer responsibility model.

Proposed Individual Producer Responsibility (IPR) Regulation

On October 19, 2020, the Ontario government released a proposal detailing the transition of the Blue Box Program from municipalities to IPR. The proposal was open for public comment for a 45-day period until December 2, 2020. The stated goal of the transition is to improve recycling abilities province-wide and address various environmental issues associated with the current model, such as plastic pollution. The proposal includes that the transition to IPR will not disrupt current blue box services and allows for existing programs to be expanded. This will include allowing additional materials to be collected in the blue box (i.e. single-use items such as straws, stir-sticks, single-use packaging, etc.) and extending the blue box services to locations that do not have access under the current model. Overall, the objective is that under IPR producers will be able to develop more innovative solutions to reduce costs and increase diversion rates. This will aid in improving the environment while also supporting economic growth.

The proposal also states that producers with less than \$2 million in annual sales will not be required to register with RPRA or provide collection/management services for their products. Producers with \$2 million or more in annual sales will be required to register with RPRA, report and keep records, though they would be exempt from management requirements if they supply less than the following amounts for specific materials:

- 9 tonnes of paper
- 2 tonnes of rigid plastic
- 2 tonnes of flexible plastic
- 1 tonne of glass
- 1 tonne of metal
- 1 tonne of non-alcoholic beverage containers

The Blue Box Program is set to transition to the IPR model between 2023 and 2025 province wide, however registration with RPRA would begin as early as April 1, 2021. The proposed regulations contain a “Blue Box Transition Schedule” which indicates that the municipalities that make up SDG ***will transition on January 1, 2025.***

Once the transition to producer responsibility is implemented, it will be the sole responsibility of producers to manage their products and packaging throughout their respective life cycles (i.e. from production to disposal). Municipalities will no longer be required to operate a recycling program under Environmental Protection Act, O.Reg.101/94, which will become obsolete.

A Transition Plan is currently being reviewed by the RPRA which will, presumably, offer more details on the transition to full producer responsibility. The regulations detailing the transition requirements are discussed further in Section 4.2.

Food and Organic Waste (Green Bin) Framework

The Food and Organic Waste Framework, released on April 30, 2018, consists of two complementary components:

- Food and Organic Waste Action Plan, which outlines strategic commitments to be taken by the province to address food and organic waste, and
- Food and Organic Waste Policy Statement, which provides direction on increasing waste reduction and resource recovery of food and organic waste.

Ontario’s Food and Organic Waste Policy Statement (2018) states that select municipalities in Southern Ontario are required to develop a food and organic waste collection program with a target of achieving “50% waste reduction and resource recovery of food and organic waste generated by single-family dwellings in urban settlement areas by 2025”. The criteria set out in Policy 4(i) and Policy 4(ii) determine the type of program that municipalities must implement as follows:

- Policy 4(i) - Local municipalities with a population greater than 50,000 and population density greater than 300 persons/km² must provide curbside green bin collection to single-family dwellings in an urban settlement.
- Policy 4(ii) - Local municipalities with a population greater than 50,000 and a population density lower than 300 persons/km² or a population greater than 20,000 but less than 50,000 and a population density of 100 persons/km² or more must provide collection options for green bin waste to single-family dwellings in an urban settlement.

Table 2-2 summarizes the populations and population densities of each of the six (6) LMs and all of SDG as indicated by the 2016 census.

Table 2-2.: Population and Density by Municipality

Municipality	Population	Density (Persons per km ²)
North Dundas	12,152	24.1
South Dundas	11,450	21.9
North Glengarry	10,595	16.5
South Glengarry	13,879	22.9
North Stormont	7,347	14.2
South Stormont	14,140	31.6
SDG Total	69,563	21.4

Based on the 2020 populations and densities, the six (6) LMs on their own would not be required to provide green bin collection options, as they do not individually meet the population or density requirements stated in Policy 4(ii). However, SDG as a whole meets the criteria with a combined population of 69,563 which exceeds the 50,000 threshold and a population density of less than 300 persons/km². The Statistics Canada 2016 Census Profile states SDG's population as 113,429. However, this is because Cornwall and the Mohawk Nation of Akwesasne are included as part of a larger census division used by Statistics Canada.

The criteria refer to the population and population density of local municipalities. However, if responsibility were to be transferred to the upper-tier municipality, then SDG would likely be required to provide green bin collection options to single-family dwellings in urban settlements (i.e. no curbside pickup would be necessary). However, the term "collection options" is not defined in the policy statement. These could potentially include having backyard composting program, drop off locations or other alternatives and technologies. ***The policy does not preclude the LMs or SDG from implementing a green bin curbside collection program for higher density areas if there is a desire to align with environmental stewardship and industry best practices and there is a supporting cost benefit analysis.***

Policy Amendments

Amendments to the Policy Statement are being considered to clarify the types of food and organic wastes to be collected while considering the current challenges facing processing facilities. The overall intent is to give the public businesses and municipalities clarity on the effort required to meet the targets and make better decisions about their respective programs. Proposed changes include:

- *"efforts **shall** be made with respect to food waste, inedible parts of plants and animals resulting from food preparation and pet food waste"*
- *efforts **should** also be made with respect to several types of organic wastes, such as soiled paper and food packaging, coffee filters, tea bags, compostable coffee pods and compostable bags*
- *efforts are **encouraged** to be made with respect to several types of harder to manage organic wastes, such as diapers and pet waste"*

Other changes include requiring continuation of efforts after targets are met, making information available to the public, and encouraging pilot projects and new technology to improve the processing and recovery of compostable materials. The proposed changes are more fully described on the Environmental Registry of Ontario.

New Landfill Legislation

Bill 197, which was passed in July 2020, includes a new section that requires the approval of new landfill proposals by all impacted local municipalities. This includes obtaining approval from the municipality within which the landfill is proposed to be constructed, as well as any municipalities located within 3.5 kilometers of any of the property proposed for a landfill. This has implications to public sector and private sector landfill proposals.

There is no mention of what this means for two-tier municipalities such as SDG. This may be interpreted as meaning that a new landfill development proposed on land within one of the six (6) LMs, but that is within 3.5 kilometers of another Township's border, would require the approval of both the host Township and the Township within 3.5 kilometers. Further, if the upper-tier municipality (SDG) is recognized as a separate municipal entity, then under this new legislation, a new landfill proposed anywhere in the six (6) local municipalities would also require the approval of the upper-tier municipality as well as any bordering municipalities if the proposed landfill site is within 3.5 kilometers.

This legislation states that it only applies to new landfill proposals; however some interpret this to mean that landfill expansions are also included. These interpretations remain unclear due to limited available information at this time.

The Municipal Act, 2001

The Municipal Act, 2001 identifies the authority that the LMs and SDG may have to facilitate collaboration or a transfer of jurisdiction of some or all components of waste management to SDG from the LMs. The latter will require specific resolutions of the various Councils.

Currently, the LMs hold the power to manage solid waste as set out in the Municipal Act, 2001, Section 11 (4). The Municipal Act, 2001 also provides for two (2) or more municipalities to work together to deliver waste management services to its residents:

- LMs may offer services located in another LM provided that the other LM agrees (Section 19(2) and Section 74);
- LMs may have agreements with one another to provide joint waste management services anywhere within the participating municipalities (Section 20(1)); and
- LMs may delegate authority by by-law to a joint committee or board with representation from the participating Councils for the purpose providing a waste management service, subject to restrictions (Section 23.1(1) and(2))

Therefore, LMs may work together through a single or multiple agreements to use their collective authority under the Municipal Act, 2001 and share their assets to deliver waste management services to their residents.

The Council of SDG may, alternatively, pass a by-law under the Municipal Act, Section 189 to transfer the power to manage some or all of components of the waste management system to SDG. The transfer may be from one or more LMs. However, before the by-law can take effect, the support of the LMs would be required through resolution of their respective Councils. A "triple majority" of approval must be attained:

- A majority of SDG Council approves the transfer (Section 189 (2) (a));
- A majority of the Councils of the LMs that make up SDG approve the transfer (Section 189 (2)(b)); and
- The LMs that approve the transfer must represent a majority of the population within SDG. The respective LM populations shown in Table 2-2 suggest that any four (4) municipalities approving the transfer would provide this majority (Section 189 (2)(c).

The by-law may also provide for transitional issues to be addressed (e.g. interim operating arrangements such as waste collection, landfill operations, etc. until the transfer can be fully implemented). Once the by-law transferring power takes effect it cannot be repealed (i.e. the decision to transfer jurisdiction is irrevocable) and enables the following:

- All LM by-laws would remain in force under SDG for a maximum period of 2 years or until SDG established its own by-law for waste management and repeals the LMs by-laws whichever comes first (Section 190(1))
- Any works, initiatives, programs etc. in progress by the LMs may continue under SDG
- Existing contracts between an LM and a service provider must be assumed by SDG
- SDG can designate facilities to be used by each LM

The Municipal Act, 2001, R.R.O. 1990, REGULATION 815 - Waste management, Section 2 addresses the protection of employees and financial adjustments for assets and liabilities. However Regulation 815 which is still in force relates to the former Section 209 of the Municipal Act that was repealed in 2002. Because of this any transfer by-laws passed after December 31, 2002 are not subject to Regulation 815. Notwithstanding this view, the issues of staff transfers and compensation related to asset and liabilities must be addressed as if Regulation 815 is applicable, as evidenced in the transfer of powers between tiers in other municipalities. This can be accomplished through negotiation and agreement between SDG and the LMs.

Under Regulation 815 SDG would be required to offer employment to waste management staff currently employed by the LMs. The requirements include the following.

- Employees of the LM primarily involved in waste management for six (6) months or more prior to the transfer of jurisdiction must be offered employment by SDG
- Employees are not obligated to accept employment at SDG but if they do will be entitled to:
 - ✓ guaranteed employment for at least 1 year
 - ✓ at least the same salary as under the LM
 - ✓ the same seniority

- ✓ continuation of service (i.e. seamless uninterrupted employment)
 - ✓ enrollment in OMERS
 - ✓ sick leave credits accumulated
 - ✓ equivalent vacation with pay
- Employees may be terminated or the above noted entitlements reduced for just cause

Regulation 815 also addresses the matter of compensation for assets and liabilities through Sections (3)(1) to (3)(5):

- If an asset is transferred to SDG from an LM then SDG would be required to pay compensation to the LM based on the market value of the asset.
- Similarly, if the market value of the asset is less than zero (i.e. a liability exists) then the LM would pay compensation to SDG an amount equal to the liability.

SDG and the LMs may agree on the list of assets and liabilities to be transferred and the terms of payment of the compensation. In the case of compensation for a liability, if there is no agreement then the compensation to SDG would be in equal installments over a 5-year period maximum.

Regardless of whether or not Regulation 815 is legally applicable the transfer of powers between the LMs and SDG must be based on fairness regarding the protection of staff and compensation for assets and liabilities. This can be achieved through discussion and agreement. There are examples of jurisdictional transfers that occurred in Ontario after Section 209 of the Municipal Act was repealed, that addressed staffing and asset and liability transfers. These are:

- Durham (Regional Municipality) v. Oshawa, [2012] O.J. No. 1558, (Court of Appeal). Although this deals with the transfer of responsibility for public transit services from lower tier municipalities to the Region, the by-law addresses staffing, asset and liabilities.
- Dufferin County transfer of waste management from local municipalities in 2010.

In summary, transferring waste management powers from the LMs to SDG must address staffing, asset and liabilities which can be accomplished through agreement by the parties.

The Environmental Protection Act, 1990 (EPA)

Regulation 347, Section 2 under the EPA addresses changes to the geographical service areas and rate of filling for landfill sites. Section 2(2) indicates that:

"a municipality that owns or operates a landfill site is exempt from section 27 of the Act with respect to increasing the service area of the site if the additional area from which the site will receive municipal waste is, (a) within the boundaries of the local municipality in which the site is located or, if the upper tier municipality in which the local municipality is located is exercising the power to provide landfilling sites for the local municipality, within the boundaries of that upper tier municipality"

This allows SDG to expand the service area for the landfill sites to within its own boundaries should it assume jurisdiction for waste disposal. Any increase in the rate of fill due to the service area expansion would be exempt from a hearing under Section 2(5). However, approvals would likely be required to address operational issues such as incremental traffic etc. LMs would require section 27 approval to expand its landfill site service area beyond its boundary.

Regulation 101/94 under the EPA sets out the requirements for municipalities regarding recycling and composting. The requirements for recycling would become obsolete once the responsibility shifts from the municipalities to producers. Municipalities will no longer be mandated to provide and report on recycling services. Regulation 101/94 Part II stipulates that all municipalities with populations of at least 5,000 must provide backyard composter to residents at or below cost. Public education and awareness relevant to backyard composting is also required. Municipalities with populations of 50,000 or more must provide leaf and yard waste collection or drop-off facilities. Regardless of population, any municipality that has a leaf and yard waste program must ensure the materials are transported to an approved compost site, composted to meet required standards and available for use directly on land. Part V sets out the standards for compost quality and how the material may be used. Parts III and IV deal with recycling depots and sorting facilities respectively.

2.4 Existing and Future Customer Growth & Tonnages

The number of customers currently serviced and tonnages were estimated using available 2019 and 2020 data from each LM. These were categorized by LM and component. Customer growth was estimated using SDG's Official Plan, recent building starts for each LM and input received from SDG and LM staff. The information was used to project the annual increase in the number of customers (by LM) and the annual increase in tonnage by program over the study period. The historical per capita or per household tonnages were used while having regard for increase in waste diversion targets as follows:

- The annual number of customers (collection stops) expected to be serviced each year was forecasted based on a review of customer growth information as noted;
- The 2018 and 2019 historical and the 2020 projected tonnages were categorized by program to determine the average per stop and per capita; and
- Using the historical average with consideration to future waste diversion targets, demand for the various services (e.g. curbside collection) was projected.

Table 2-3 summarizes the 2020 population, collection stops and tonnages disposed and diverted by LM. The 2020 information is the baseline for the future projections. Table 2-3 shows that approximately 61% of the waste disposed by the municipalities is at municipally owned landfill sites. The remaining 39% is disposed at a private landfill site.

Table 2-4 shows the increase in population, collection stops and tonnages disposed and diverted by LM over the 25-year study period (2020 to 2044 inclusive). This assumes that waste will continue to be generated at the current per capita rates and no new programs would be implemented to significantly reduce waste generation. The assumption is that South Glengarry would redirect disposal from North Lancaster Landfill Site to Beaverbrook and subsequently expand Beaverbrook. North Dundas and South Dundas are seeking capacity expansions beyond the current approved capacities of their respective land fill sites. The North Dundas landfill site is over its approved capacity and is currently operating under an emergency licence pending the outcome of an ongoing environmental assessment process to obtain the expansion. Although waste diversion tonnages are projected to 2044 the cost analysis is based on a transitioning recycling from the municipalities to producers on January 1, 2025.

Table 2-3: 2020 Population Curbside Stops and Tonnes Disposed & Diverted

Municipality	Population	Curbside Stops	Waste Disposed (tonnes)		Waste Diverted (tonnes)
			Municipal Landfill	Private Landfill	
North Dundas	12,152	4,300	2,087	-	609
South Dundas	11,450	4,830	4,284	-	530
North Glengarry	10,595	3,650	1,100	2,284	765
South Glengarry	13,879	5,965	3,000	-	706
North Stormont	7,347	2,700	-	1,666	400
South Stormont	14,140	5,602	358	2,853	800
SDG Total	69,563	27,047	10,829	6,803	3,810

**Table 2-4: 2020 to 2044 Increase in
Population Curbside Stops and Tonnes Disposed & Diverted**

Municipality	Population	Curbside Stops	Waste Disposed (tonnes)		Waste Diverted (tonnes)
			Municipal Landfill	Private Landfill	
North Dundas	3,283	1,342	564	-	165
South Dundas	939	400	351	-	43
North Glengarry	399	168	41	86	29
South Glengarry	1,952	792	422	-	99
North Stormont	382	146	-	87	21
South Stormont	4,030	1,584	(358)	1,273	228
SDG Total	10,984	4,431	1,020	1,446	585

Table 2-5 shows the projected 2044 information by LM. The increases contribute to future demand for services and the costs related to each component of the solid waste management system. By 2044 approximately 41% of the waste will be disposed at the private landfill site compared to 39% in 2020. The portion of waste to be disposed at municipal landfill sites by 2044 would decline slightly from approximately 61% in 2020 to 59%. This projected shift is due to the anticipated redirection of waste to a private landfill site following closure of South Stormont's Trillium Landfill Site. The annual projections over the study period are provided in Appendix C.

Table 2-5: Projected 2044 Population Curbside Stops and Tonnes Disposed & Diverted

Municipality	Population	Curbside Stops	Waste Disposed (tonnes)		Waste Diverted (tonnes)
			Municipal Landfill	Private Landfill	
North Dundas	15,435	5,642	2,651	-	774
South Dundas	12,390	5,230	4,635	-	573
North Glengarry	10,993	3,818	1,141	2,370	794
South Glengarry	15,831	6,757	3,422	-	805
North Stormont	7,729	2,846	-	1,753	421
South Stormont	18,170	7,186	-	4,126	1,028
SDG Total	80,548	31,478	11,849	8,249	4,395

2.5 Landfill Sites

There are six (6) municipal landfill sites within SDG that are currently in use by the respective LMs for waste disposal. The closure dates for three (3) of these are within the next five (5) years based on the conditions of their Environmental Certificates of Approval (ECA). Two (2) others are due to close in 2029 and 2033. Table 2-6 shows the anticipated closure date and estimated remaining capacity for each landfill site.

The collective remaining capacity (2021) is approximately 114,800 tonnes. However, efforts are underway to obtain approval to expand the capacity and extend the use of the Boyne Road Landfill Site in North Dundas and the Matilda Landfill Site in South Dundas. Based on feedback from South Glengarry during the review process the assumption is that waste currently disposed at North Lancaster would be redirected to the Beaverbrook Landfill Site which would then be expanded for use beyond 2033. South Glengarry has not yet confirmed this approach but the assumption was made for the purposes of this review. If these expansions receive approval then the collective remaining capacity would be approximately 306,000 tonnes as noted in Table 2-6. The cost calculations assume that the expansions would be approved. ***However, the expansion costs are expected to increase for each landfill site as additional issues are addressed during the approval process.***

Table 2-6: Active Municipal Landfill Sites - Closure Dates and Remaining Capacities

Municipality	Landfill Site	Under Current Licences (ECAs)			With Approved Expansions		
		Closure Date	Remaining Years	Remaining Capacity (tonnes)	Closure Date	Remaining Years	Remaining Capacity (tonnes)
North Dundas	Boyne Road	December 31, 2022	2	4,300	December 31, 2047	27	62,700
South Dundas	Matilda	December 31, 2023	3	13,000	December 31, 2038	18	80,500
North Glengarry	Glen Robertson	December 31, 2056	36	40,600	December 31, 2056	36	40,600
South Glengarry	North Lancaster	December 31, 2025	5	6,400	December 31, 2025	5	6,400
	Beaverbrook	December 31, 2033	13	47,100	December 31, 2057	37	112,400
North Stormont	No Active Site	NA	NA	-	NA	NA	-
South Stormont	Trillium	December 31, 2029	9	3,400	December 31, 2029	9	3,400
SDG Total				114,800			306,000

There are seven (7) closed landfill sites as listed in Table 2-7 by municipality. These require perpetual care which includes annual ground and surface water monitoring, site maintenance, etc. The related costs are included in the closure and post closure care costs calculated for this study. These are liabilities that are only partially funded by some LMs.

Table 2-7: Closed Landfill Sites

Municipality	Closed Landfill Site
North Dundas	Mountain
South Dundas	Williamsburg
North Glengarry	Alexandria
South Glengarry	County Road 27
North Stormont	Finch
	Roxborough
South Stormont	County Road 29

2.6 Level of Service Inventory

The existing waste management by-laws, website information and discussions with municipal staff on current services and possible changes were used to determine the current services/ programs and the level of service offered each LM. An inventory of the level of service (e.g. waste and curbside blue box collection frequency, drop off depot operating hours, etc.) is provided in Appendix D. The services and level to which they are offered are quite similar among the municipalities. However, there are some differences/variations as noted in Table 2-8. There are opportunities to harmonize the services including those related to recycling in preparation for the transition to producer responsibility. These include consistency in the frequency of collection and materials collected. Public outreach and customer service could be a singular approach that services all the municipalities. There is also sharing the use of landfill resources including drop-off locations. These are areas that require further consideration to identify service levels that might be appropriate on a broader scale in the future.

Table 2-8: Level of Service Harmonization Opportunities

Service	Harmonization Opportunities
Waste Collection	• Container limits range from 2 to 8 bags per week • Exemptions from container limits • Use of bag tags and fees • Acceptable container size and weight • Materials not accepted at the curb • Large item collection
Recycling Collection	• Weekly vs. bi-weekly collection • Single vs. dual stream • Acceptable blue box materials • Sale of blue boxes including price
Leaf and Yard Waste Collection	• Curbside collection vs. drop-off • Frequency of curbside collection (no. of times per year) • Set out limits and restrictions

Service	Harmonization Opportunities
Landfill Sites	- Operating hours vary - IC&I waste acceptable at three (3) landfill sites. Residential waste only at others. - Drop-off / tipping fees - Acceptable materials
HHW & E-waste Collection	- Frequency of events - Location of events
Backyard Composting	- Availability of backyard composters - Fees for backyard composters
Public Education/ Customer Service	- Tactics to generate awareness - Communication methods - One-call approach to customer service

2.7 Asset Inventory

Appendix E provides a listing of the tangible solid waste management assets held by each LM categorized by service component - waste collection, waste disposal, recycling collection and other diversion. The information was derived from each LM's PSAB-3150 TCA data, landfill monitoring reports to identify the number of monitoring wells and supplemented by discussions with the respective municipal staff to obtain any additional information on undocumented assets and plans for renewals replacements or new additions to the inventory. Reasonable assumptions were made where information gaps exist based on industry best practices regarding age and useful life. Table 2-9 summarizes the asset values by service component and LM. This does not include the value of existing approved landfill capacity.

Table 2-9: Current Assets - 2020 Value

Solid Waste Component	North Dundas	South Dundas	North Glengarry	South Glengarry	North Stormont	South Stormont	SDG Total	%
WASTE COLLECTION ASSETS	271,400	-	-	-	-	560,000	831,400	5%
WASTE DISPOSAL ASSETS	1,445,846	1,471,544	5,218,163	1,081,499	291,100	369,200	9,877,353	61%
RECYCLING COLLECTION ASSETS	242,477	-	-	-	168,000	280,000	690,477	4%
MRF & OTHER WASTE DIVERSION ASSETS	25,488	-	4,639,640	-	-	-	4,665,128	29%
Total	1,985,210	1,471,544	9,857,804	1,081,499	459,100	1,209,200	16,064,358	100%
Percentage of Assets by Municipality (%)	12%	9%	61%	7%	3%	8%	100%	

The total value of the current assets (excluding the value of landfill capacity) is approximately \$16.1 million. Approximately 61% is related to waste disposal and 29% to recycling processing and other diversion assets. The majority of the disposal assets are the monitoring wells and some buildings. The diversion assets are mostly the RARE MRF assets. There are also waste and recycling collection trucks which account for 9% of the total asset value. These include three (3) garbage trucks and three (3) recycling trucks. North Glengarry's assets account for 61% of the total value. This includes the RARE

equipment and machinery and a building at the landfill site. Appendix E gives a more detailed breakdown of the asset descriptions and values.

2.8 Existing Contracts

An inventory of the major contracts is included in Appendix F. The main services that are outsourced by the six (6) LMs are listed below.

- *Curbside Waste Collection* - four (4) contracts with different expiry dates. Some also include leaf and yard waste collection.
- *Curbside Recycling Collection* - three (3) contracts with different expiry dates. Some of these are included with waste collection as a single contract for both services.
- *Landfill Disposal at Private Landfills* - three (3) contracts with different expiry dates. Two (2) expire in 2021 (one in November 2021) and the other in May 2022.
- *Landfill Site Monitoring* - six (6) contracts that are awarded each year with potentially different consultants for each LM
- *Recycling Processing* - five (5) contracts four (4) of which are with the City of Cornwall and these are negotiated annually. The other contract is with a private facility on a month-to-month basis. In this case there is also another month-to month contract with different service provider for delivery of recyclable materials from the LM's transfer location to the private MRF.

There are opportunities to rationalize some of these contracts to achieve economies of scale and perhaps better pricing.

2.9 Gross Operating Cost Analysis & Projections

This task involved the following activities for each LM:

- Reviewing the 2020 operating budgets to quantify annual costs and allocating the gross operating costs to the following solid waste components:
 - ✓ waste collection
 - ✓ recycling collection
 - ✓ waste disposal
 - ✓ recycling processing and other waste diversion costs
 - ✓ landfill closure and post closure care costs

These were further broken down into in-house and contracted costs as appropriate to identify any differences between the two (2) operational approaches. Landfill post closure care operating costs were estimated to the extent possible to 2044. These costs would be incurred for many years beyond landfill site closure. However, for the purposes of this study, costs were considered up to 2044 and not beyond. Therefore these costs are an underestimate of the true liability.

- Projecting operating costs for the study period (2020-2044) based on the 2020 budgets, changes to annual operating costs (e.g. due to switching from in-house to contracted waste collection services or vice versa, etc.) and annual inflationary increases of 2%. ***The costs related to recycling collection and processing were projected to December 31, 2024 given the date for the transition to producer responsibility is January 1, 2025. The assumption is that the***

municipalities will not be responsible for the blue box program costs beyond this date.

Similarly, LM responsibility for the Household Hazardous Waste (HHW) program costs would end in 2021.

Many of the municipalities provide solid waste operations as part of another department's functions (e.g. Public Works, Infrastructure Services or Environmental Services and share some of the costs with those non-solid waste functions). In these cases, the annual budgets were assumed to provide an accurate allocation of costs to solid waste. Table 2-10 summarizes the projected 2021 gross operating cost by component for each LM. The 2021 costs are Gross before revenues are considered. The revenue information was not discrete to be able to allocate revenues to specific services (e.g. recycling collection, processing, waste disposal etc.) for all LMs. Therefore the gross 2021 costs are presented for consistency across all LMs. However, the 2021 net present value (NPV) of costs over the 25 years as presented in Table 2-13 is after revenues and reserve balances are deducted. The NPV is representative of each LM's future costs.

The 2021 projected costs are presented instead of 2020 costs to account for operational changes that were made by some municipalities during 2020. Accordingly, 2021 would be more reflective of current operations and related costs compared to 2020. The total 2021 gross operating costs for the six (6) municipalities is estimated to be \$7.1 million. Approximately 25% is related to disposal and 28% to waste collection. Recycling collection processing and other diversion account for 44% of the costs. Appendix G provides the gross operating cost projections for the study period for each LM.

Table 2-10: 2021 Gross Operating Costs Estimates

Solid Waste Component	North Dundas	South Dundas	North Glengarry	South Glengarry	North Stormont	South Stormont	SDG Total	%
WASTE COLLECTION COSTS (INHOUSE)	271,459	-	-	-	-	399,809	671,268	28%
WASTE COLLECTION COSTS (CONTRACT)	-	326,786	261,621	502,565	178,883	-	1,269,855	
WASTE DISPOSAL COSTS (OWN LANDFILL)	209,308	362,983	239,160	272,821	-	167,356	1,251,628	25%
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	-	-	198,139	-	114,720	172,386	485,245	
RECYCLING COLLECTION COSTS (INHOUSE)	316,944	-	-	-	99,805	207,417	624,165	19%
RECYCLING COLLECTION COSTS (CONTRACT)	-	326,786	173,733	237,170	-	-	737,688	
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	127,592	202,276	791,885	270,637	136,742	264,257	1,793,389	25%
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	15,300	110,759	25,500	2,550	36,720	33,770	224,598	3%
Total	940,604	1,329,590	1,690,037	1,285,742	566,870	1,244,994	7,057,836	100%

2.10 Capital Cost Projections

The current and future gross capital cost projections were developed for each LM as follows:

- Reviewing the 2020 capital budgets and approved forecasts and allocating these costs into the solid waste components (same as the operating costs allocations);
- Estimating future capital costs (high level) related to landfill capacity expansions and landfill closure and post closure care as needed to complement existing available information;
- Developing 2020 asset replacement costs through a combination of inflating historical costs using the historical construction price indices or current market prices as available;
- Estimating the timing for asset replacement based on the life expectancies of each asset type and including these needs in the study projections

- Projecting capital costs for the study period (2020-2044) based on the above and annual increases of 3% to reflect the construction price index. The capital costs identified were assumed to be incurred in the year needed (i.e. without debt financing).

A limitation of the capital projections is that the capital forecasts and assets were not available to the same level of detail and consistency across the six (6) municipalities. Therefore, estimates were made to the extent possible where specific costs were not available. Landfill post closure care requirements would extend for 50-years or more beyond landfill closure. Closure and post closure care costs are included in this study to 2044 and are an underestimate of the true costs.

Table 2-11 summarizes the projected 2021 gross capital cost by component for each LM. The total 2021 gross capital cost for the six (6) municipalities is approximately \$2.5 million. Most (98%) of the capital needs is for waste disposal. Appendix G also provides the gross capital cost projections including asset management needs for the study period for each LM.

Table 2-11: 2021 Gross Capital Costs Estimates

Solid Waste Component	North Dundas	South Dundas	North Glengarry	South Glengarry	North Stormont	South Stormont	SDG Total	%
WASTE COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	0%
WASTE DISPOSAL ASSETS/ PROJECTS	799,345	744,932	328,176	-	-	520,150	2,392,604	98%
RECYCLING COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	0%
OTHER WASTE DIVERSION ASSETS/ PROJECTS	-	-	-	-	-	-	-	0%
CLOSURE & POST CLOSURE CARE CAPITAL	-	-	49,131	-	-	-	49,131	2%
Total	799,345	744,932	377,307	-	-	520,150	2,441,735	100%

2.11 Full Costs of Waste Management Services

Based on the gross operating and capital cost projections developed as described the full cost of managing each component of the waste management system was established. All costs associated with the waste management operations, program changes, replacement and/ or rehabilitation of existing assets, landfill capacity expansions, customer growth were projected over the study period by component. These estimates identify the full cost of waste management services (i.e. annual revenue requirements for waste management each year over the study period). Appendix G provides the annual cost projections for the period 2020 to 2044.

Table 2-12: 2021 Gross Operating & Capital Costs Estimates

Solid Waste Component	North Dundas	South Dundas	North Glengarry	South Glengarry	North Stormont	South Stormont	SDG Total	%
WASTE COLLECTION COSTS (INHOUSE)	271,459	-	-	-	-	399,809	671,268	20%
WASTE COLLECTION COSTS (CONTRACT)	-	326,786	261,621	502,565	178,883	-	1,269,855	
WASTE DISPOSAL COSTS (OWN LANDFILL)	1,008,654	1,107,915	567,336	272,821	-	687,506	3,644,232	43%
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	-	-	198,139	-	114,720	172,386	485,245	
RECYCLING COLLECTION COSTS (INHOUSE)	316,944	-	-	-	99,805	207,417	624,165	14%
RECYCLING COLLECTION COSTS (CONTRACT)	-	326,786	173,733	237,170	-	-	737,688	
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	127,592	202,276	791,885	270,637	136,742	264,257	1,793,389	19%
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	15,300	110,759	74,631	2,550	36,720	33,770	273,729	3%
Total	1,739,949	2,074,522	2,067,344	1,285,742	566,870	1,765,144	9,499,570	100%

Table 2-12 summarizes the projected 2021 gross operating and capital cost by component for each LM. The total gross cost for the six (6) municipalities is estimated to be approximately \$9.5 million in 2021. Approximately 43% is related to waste disposal, 20% to waste collection and 33% to recycling collection and processing and other waste diversion. Landfill closure and post closure account for only 3%-4% of the estimated gross 2021 costs.

The Net Present Values (2021 NPV) of the costs to be incurred over the period 2021-2044 are presented in Table 2-13. They represent the full cost of service (in 2021 dollars) for each LM over the 25-year study period using a 4% discount rate. This takes into account annual revenues and reserve amounts available to municipalities to offset the gross cost of service. The annual revenues were allocated to disposal and recycling as appropriate based on the 2020 budget information available from each LM. Therefore the 2021 NPVs shown are "net" of revenues and available reserves and represent the baseline "do nothing" costs. The NPV before deduction of revenues and reserves are shown in Appendix G Table G3. The Revenue projections are presented in Appendix G Table G4 and the NPV after revenues and reserves are deducted are shown in Appendix Table G5.

The total cost for SDG as a whole is estimated at approximately \$93.6 million (NPV 2021). The majority of the costs relate to waste collection (39%) and waste disposal (35%). The costs related to recycling are relatively low (9%) due to the proposed transition to producer responsibility for recycling on January 1, 2025. Landfill closure and post closure care costs represent approximately 16%.

Table 2-13: 2021 to 2044 Operating & Capital Costs (2021 NPV "Net")

Solid Waste Component	North Dundas	South Dundas	North Glengarry	South Glengarry	North Stormont	South Stormont	SDG Total	%
WASTE COLLECTION COSTS (INHOUSE)	5,608,873	-	-	-	-	7,443,427	13,052,300	39%
WASTE COLLECTION COSTS (CONTRACT)	-	6,072,156	4,872,704	9,358,088	3,332,044	-	23,634,991	
WASTE DISPOSAL COSTS (OWN LANDFILL)	5,238,965	5,042,905	7,329,248	5,354,595	-	1,087,880	24,053,593	35%
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	-	-	3,690,413	-	2,132,579	3,232,088	9,055,080	
RECYCLING COLLECTION COSTS (INHOUSE)	1,185,859	-	-	-	372,703	775,280	2,333,843	5%
RECYCLING COLLECTION COSTS (CONTRACT)	-	1,220,399	649,171	886,194	-	-	2,755,764	
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	(209,814)	595,446	1,839,245	910,636	18,934	534,534	3,688,981	4%
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	1,810,414	5,935,669	1,957,216	2,711,706	853,717	1,773,542	15,042,264	16%
Total	13,634,296	18,866,576	20,337,997	19,221,219	6,709,977	14,846,752	93,616,817	100%

3 Phase 2- Cost Analysis

This phase involved developing unit costs (i.e. cost per capita, cost per curbside stop and cost per tonne) as appropriate for each solid waste component. A review of the unit costs across the six (6) municipalities is intended to identify differences and/ or similarities in costs having regard for the major differences and similarities in service levels (e.g. weekly versus bi-weekly collection, etc.). It is also intended to identify areas with the potential for cost reductions and greater efficiency for consideration in developing collaborative options going forward. Appendix H provides the unit costs for each year over the study period.

3.1 Projected 2021 Unit Costs

The unit costs presented in this section were developed using the estimated 2021 cost of service and the respective units based on the projections of population, curbside stops and tonnes presented in Section 2.4 for each LM. Table 3-1 shows the waste collection unit costs per capita and per curbside stop. Costs range from \$62 to \$72 per curbside stop with the in-house collection at the lower and upper ends of the range. Contracted services cost between \$67 and \$72 per curbside stop except for South Glengarry at \$84 per curbside stop. All municipalities provide a weekly waste collection service.

Table 3-1: 2021 Gross Waste Collection Unit Costs

Solid Waste Component	North Dundas	South Dundas	North Glengarry	South Glengarry	North Stormont	South Stormont
Waste Collection Costs per Capita						
WASTE COLLECTION COSTS (INHOUSE)	22	-	-	-	-	28
WASTE COLLECTION COSTS (CONTRACT)	-	28	25	36	24	-
Waste Collection Costs per Curbside Stop						
WASTE COLLECTION COSTS (INHOUSE)	62	-	-	-	-	71
WASTE COLLECTION COSTS (CONTRACT)	-	67	72	84	66	-
Waste Collection Level of Service	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly

Table 3-2 shows the recycling collection unit costs per capita and per curbside stop. Weekly 2-stream collection costs are approximately \$67 to \$72 per curbside stop with North Glengarry's cost lower at \$48 per curbside stop. The cost of bi-weekly single stream collection is lower than weekly collection at \$37 to \$40 per curbside stop. Collection costs appear to be driven more by the level of service (weekly 2-stream vs. bi-weekly single stream) than by contracted versus in-house services.

Table 3-2: 2021 Gross Recycling Collection Unit Costs

Solid Waste Component	North Dundas	South Dundas	North Glengarry	South Glengarry	North Stormont	South Stormont
Recycling Collection Costs per Capita						
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	26	-	-	-	14	14
RECYCLING COLLECTION COSTS (CONTRACT)	-	28	16	17	-	-
Recycling Collection Costs per Curbside Stop						
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	72	-	-	-	37	37
RECYCLING COLLECTION COSTS (CONTRACT)	-	67	48	40	-	-
Recycling Collection Level of Service	Weekly 2-Stream	Weekly 2-Stream	Weekly 2-Stream	Bi-Weekly 1-Stream	Bi-Weekly 1-Stream	Bi-Weekly 1-Stream

Table 3-3 shows the gross waste disposal and waste diversion costs per tonne. The cost of waste disposal using private a sector landfill ranges between \$60 and \$87 per tonne. Disposal by three (3) municipalities at their respective in-house landfills is more costly at \$257 to \$515 per tonne. South Glengarry's cost is more consistent with the high end of contracted disposal cost at \$90 per tonne. The South Stormont in-house disposal cost is very high and skewed by a one-time capital cost of \$430,000 targeted for 2021.

Table 3-3: 2021 Gross Waste Disposal & Diversion Unit Costs

Solid Waste Component	North Dundas	South Dundas	North Glengarry ¹	South Glengarry ²	North Stormont	South Stormont ³
Waste Disposal Costs per Tonne						
WASTE DISPOSAL COSTS (OWN LANDFILL)	473	257	515	90	-	1,898
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	-	-	87	-	69	60
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	7	26	22	1	22	10
Recycling Processing & Diversion Costs per Tonne						
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	205	379	1,034	381	340	326
Recycling Processing Facility (MRF) Used	WMI	Cornwall	RARE	Cornwall	Cornwall	Cornwall

1. North Glengarry operates the RARE MRF

2. Landfill post closure costs begin later in the period hence a low cost in 2021

3. Own landfill cost includes a one time \$430,000 capital cost in 2021

Landfill closure and post closure care costs for three (3) of the municipalities range between \$22 and \$26 per tonne disposed. The costs to the other three (3) municipalities range from \$1 to \$7 per tonne. The 2021 cost do not fully capture the true closure and post closure care costs as some of these costs will be incurred in later years.

The waste diversion costs to those municipalities that use the Cornwall MRF range between \$326 and \$381 per tonne. The 2021 tipping fee at Cornwall's MRF is \$305 per tonne. The cost variations are due to the extent to which other diversion programs are provided (leaf & yard waste composting, scrap metal, etc.). North Dundas' cost of \$205 per tonne includes the additional cost to assemble the recyclable materials at its former MRF at the landfill site and ship to Brockville. North Glengarry's cost includes the full cost of managing and operating the RARE MRF.

3.2 NPV Unit Costs

Table 3-4 shows the unit costs for each solid waste component based on the 2021 NPV of the costs projected to be incurred between 2021 and 2044 inclusive. These reflect the full cost of service over the study period and are more representative of the long-term costs net of revenues and reserve funds currently available for use. The unit costs for recycling are to December 31, 2024. Appendix G Table G5 shows the NPV calculations including revenues and reserve balances.

Waste Collection Unit Costs

The waste collection unit costs per curbside stop range from \$73 to \$97 per curbside stop with the in-house collection at the lower end of the range at \$73 to \$77 per curbside stop.

Recycling Collection Unit Costs

The weekly 2-stream collection costs are approximately \$56 to \$58 per curbside stop with North Glengarry's cost lower at \$40 per curbside stop. The cost of bi-weekly single stream collection is lower at \$30 to \$33 per curbside stop. Recycling collection costs are driven by the collection frequency and streams compared to contracted versus in-house services.

Table 3-4: 2021-2044 Unit Costs Based on NPV (Net)

Solid Waste Component	North Dundas	South Dundas	North Glengarry	South Glengarry	North Stormont	South Stormont
<i>Waste Collection Costs per Capita</i>						
WASTE COLLECTION COSTS (INHOUSE)	26	-	-	-	-	31
WASTE COLLECTION COSTS (CONTRACT)	-	33	30	42	29	-
<i>Waste Collection Costs per Curbside Stop</i>						
WASTE COLLECTION COSTS (INHOUSE)	73	-	-	-	-	77
WASTE COLLECTION COSTS (CONTRACT)	-	79	86	97	79	-
<i>Recycling Collection Costs per Capita</i>						
RECYCLING COLLECTION COSTS (INHOUSE)	21	-	-	-	11	12
RECYCLING COLLECTION COSTS (CONTRACT)	-	24	14	14	-	-
<i>Recycling Collection Costs per Curbside Stop</i>						
RECYCLING COLLECTION COSTS (INHOUSE)	58	-	-	-	31	30
RECYCLING COLLECTION COSTS (CONTRACT)	-	56	40	33	-	-
<i>Waste Disposal Costs per Tonne</i>						
WASTE DISPOSAL COSTS (OWN LANDFILL)	144	74	430	110	-	387
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	-	-	104		82	62
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	50	87	37	56	33	32
<i>Recycling Processing & Diversion Costs per Tonne</i>						
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	(73)	248	538	285	11	145

Waste Disposal Unit Costs

The cost of waste disposal using private a sector landfill ranges between \$62 and \$104 per tonne over the long-term. The in-house landfills are more costly with three (3) ranging between \$144 and \$430 per tonne. South Dundas' cost is more consistent with the lower end of contracted disposal cost at \$74 per tonne. South Glengarry's in-house disposal cost is estimated at \$110 per tonne over the period.

Landfill closure and post closure care costs range between \$32 and \$87 per tonne disposed. These unit costs are more reflective of the true closure and post closure care costs compared to the 2021 unit costs. However, they do not fully represent the true landfill liability for closed sites as those costs would extend well beyond 2044 which is the last year of the study period for this review.

Waste Diversion Unit Costs

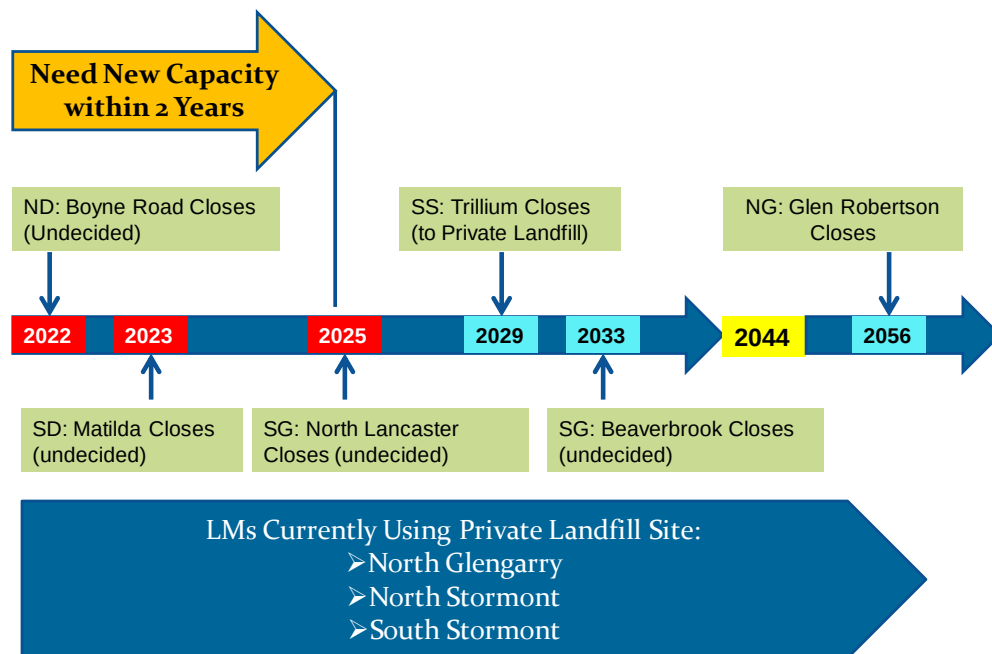
The waste diversion and processing unit costs are based on the NPV of the costs from 2021 to December 31, 2024 for recycling services and net of available reserves and expected annual revenues. Therefore, for North Dundas there is a unit revenue due mainly to the available cash is reserve. Otherwise, the cost per tonne ranges from \$145 to \$245 with North Glengarry higher at \$538 per tonne.

4 Phase 3- Collaboration Opportunities

This section presents Phase 3: Collaboration Opportunities which discusses the options available to the six (6) local municipalities (LMs) and the United Counties of SDG (SDG) to work together to address the current waste management challenges, enhance service delivery and create efficiencies. The LMs are facing a variety of challenges with delivering their respective services:

- Diminishing landfill capacities in the short-term (2-8 years). Figure 4-1 shows the timelines for landfill closures.
- Increasing cost of service and financial sustainability
- Landfill liability that is mostly unfunded (for some LMs)
- Transitioning to producer responsibility for blue box recycling on January 1, 2025 under O.Reg. 391/21
- Stagnant waste diversion. Considering organics (food waste) collection would increase diversion but is relatively expensive
- Lack of weigh scales to accurately measure waste disposed
- Limited organizational capacities to plan and sustain services at desired levels into the future.

Figure 4-1: Landfill Closures Timeline



The options presented are based on the information contained in the Draft Phases 1 & 2 Report dated March 12, 2021, industry best practices, latest recycling regulations (O.Reg. 391/21), input received from local municipal (LM) and SDG staff and Councils, and preliminary discussions with City of Cornwall staff. The fundamentals for successful collaboration include:

- Providing services across municipal boundaries to benefit from economies of scale and sharing resources to reduce costs.
- Greater alignment of service levels for consistency and facilitating collaboration
- Establishing a robust management structure to plan, implement, operate and finance waste management programs in the future.

Assessment of alternative and new technologies such as incineration is beyond the scope of this review. However, collaboration between the LMs and SDG and other jurisdictions will create greater economies of scale when these are considered in a broader geographical context.

4.1 Stakeholder Input

4.1.1 Council and Staff Input

The Draft Phases 1&2 Report was distributed to all members of SDG and Local Municipal Councils and staff for review. The results were discussed with senior staff and presented to SDG Council on March 25, 2021. Individual presentations were also made to the respective Local Municipal Councils and the South Glengarry Environmental Committee on request.

- SDG Council - March 25, 2021
- Meeting with CAOs and Senior Staff - April 22, 2021
- South Stormont Council - April 26, 2021
- South Glengarry Environment Committee - April 27, 2021
- South Glengarry Council - May 3, 2021
- North Dundas Council - May 12, 2021
- South Dundas Council - July 13, 2021

Each Council was also presented with four (4) questions to obtain their views on collaboration. The responses received are provided in Appendix I and summarized in Table 4-1.

Table 4-1: Summary of Local Municipal Responses to Questions

Questions & Responses
1. Which waste management collaboration opportunities interest your Municipality the most?
Support for collaboration on the following:
✓ Public education and communication
✓ Blue box transitioning to producers

Questions & Responses
✓ Leaf and yard waste composting ✓ Organics collection and processing ✓ Procurement of waste collection and engineering services ✓ Investigating innovative diversion opportunities ✓ Sharing of resources ✓ Improving disposal efficiencies
2. What information does your Council need to be able to decide whether to support regional and/or inter-municipal collaboration efforts?
Information required include: ✓ Comparison of Service Levels ✓ Service Levels to be same or better across all LMs ✓ The implications of O.Reg. 391/21 ✓ Cost of landfill expansions ✓ Cost of private sector disposal ✓ Cost benefit analysis of waste management over the long-term (10+ years) ✓ Costs if SDG assumes responsibility ✓ Industry best practice and technology advancements
3. Does your Council have any input or preference regarding who should lead the coordination of collaboration efforts going forward (e.g. A specific municipality, a group of municipalities, SDG, joint committee or board)
Support for the following: ✓ Joint Committee with representatives from each LM & Cornwall ✓ Representatives may be Councillors and staff ✓ SDG to lead the collaboration
4. Does your municipality have any other items or issues that need to be considered within the analysis of collaboration opportunities?
The following should be considered in the analysis of collaboration opportunities ✓ Collaborating with Cornwall ✓ The future of North Glengarry's MRF ✓ Alternative / innovative technologies for waste management including incineration

Questions & Responses
✓ Impending closure of existing landfill sites means closure of the residential drop-off program. This is a concern. ✓ The future of existing landfill sites given the challenges of expansions.

There is support for collaboration not only among the six (6) LMs and SDG but also with the City of Cornwall subject to approval by City Council. One challenge is the relatively long travel distance between Cornwall and the western municipalities. This may be addressed through transfer stations as appropriate and if cost effective. Collaboration on a broader scale outside of SDG would also be supported by the LMs if there is an opportunity to access programs and facilities that may otherwise be unaffordable. There is also support for establishing a committee with SDG as the lead to coordinate the collaboration activities. Other feedback received from the municipalities include the following.

- Collaboration that can be easily implemented should be given priority
- North Glengarry's RARE MRF has sufficient capacity to process additional materials by adding another processing line and sorters. A building and equipment condition review of the MRF is in progress to assess its viability as a processing facility under producer responsibility for blue box recycling.
- South Glengarry may decide to seek extensions to one or both of its landfill sites (North Lancaster and Beaverbrook) instead of closing them as indicated in the Phases 1&2 Report. However this would depend on the potential environmental impacts and availability of alternative disposal capacity.
- South Dundas is also undecided on whether or not to continue to pursue the Matilda Landfill Site expansion and would consider alternative disposal opportunities depending on costs.

4.1.2 City of Cornwall Staff Input

Preliminary discussions were held with City of Cornwall (City) staff on May 4 and July 30, 2021 to:

- gauge whether or not there is a desire to collaborate with the LMs and SDG;
- identify potential opportunities for collaboration; and
- obtain background information on the City's current initiatives particularly its renewable natural gas (RNG) project underway at its wastewater treatment plant (WWTP).

The feedback from these discussions indicates that the City is willing to collaborate, in principle, and work with SDG and the LMS to develop specific collaboration arrangements for further consideration by City staff and Council. The primary opportunities are in leaf and yard waste and green bin organics (food waste) processing as part of the City's renewable natural gas (RNG) project. The City would accept both leaf and yard waste and green bin organics on a full cost recovery and revenue sharing basis. This would be similar to the current blue box materials processing contracts between the City and some LMs. The City is in the process of obtaining approvals from the Ministry of Environment Conservation and Parks (MECP) to receive waste at the WWTP from a broad geographical area including SDG and the LMs.

Efforts are also underway to design and construct modifications to the WWTP to receive a blend of feedstock including leaf and yard waste and organics, for the production of RNG.

Regarding waste disposal the City has approximately 12 to 14 years of capacity remaining at its landfill site. The RNG project is expected to divert the City's organics from the landfill site thereby extending its remaining life. Collaboration on waste disposal is not a priority at this time but the City would be open to holding discussions.

4.1.3 Senior SDG 7 LM Staff Input on Phases 3 & 4

Draft versions of Phases 3 and 4 were presented to senior staff from SDG and the LMs on the following dates to obtain input:

- Draft Phase 3 Review Meeting with CAOs and Public Works Officials - November 2, 2021
- Draft Phase 4 Review Meeting with CAOs and Public Works Officials - February 24, 2022

Input from both meetings has been incorporated into this report.

4.2 Recycling Transition Regulation

Municipalities have been the drivers of blue box recycling in Ontario over the past few decades in terms of implementing and developing programs for the collection, processing and sale of blue box materials to end users. These programs are mature and well accepted by tax payers. However the end markets for many blue box materials have softened in the last few years resulting in lower revenues to offset the cost of service and redirection of some materials to disposal. Accordingly, a fundamental change to blue recycling is occurring in Ontario shifting the responsibility from municipalities to the producers of packaging materials. The producers would have full responsibility and accountability for design, collection, processing, reuse and reintegration of packaging materials into production to minimize waste. This is referred to as a "circular economy".

On June 3, 2021 O.Reg. 391/21 (Blue Box Regulation) filed under the Resource Recovery and Circular Economy Act, 2016 became effective. It sets out the requirements for transitioning responsibility for blue box recycling in Ontario from municipalities to the producers of packaging. The transition date for transferring responsibility from the LMs and Cornwall to the producers is January 1, 2025. It is important to note that municipalities will no longer be responsible or have the authority to deliver recycling programs after this date. O. Reg. 392/22 filed under the Environment Protection Act which also took effect on June 3, 2021 amends the existing O.Reg.101/94 by removing the requirement for municipalities to be responsible for recycling after the transition date. This means that municipalities would no longer have the legal obligation or authority for blue box recycling. It would allow municipalities to redirect their efforts and resources (including annual budgets) from blue box recycling to other forms of waste diversion such as leaf and yard waste composting and organics collection and processing.

The Resource Productivity and Recovery Authority (RPPRA) is the Authority to enforce the requirements of the Blue Box Regulation, the Electrical and Electronic Equipment Regulation, Batteries Regulation and Tires Regulation. The Authority is also responsible for providing information and supporting businesses

in understanding and complying with the regulatory requirements. A summary of the Blue Box Regulation requirements is presented in Appendix J.

On April 14, 2022, amendments to the Blue Box Regulation were made through O.Reg. 349/22: Blue Box. These changes are to clarify the process for establishing the province-wide system and are summarized below as stated in a news release issued by RPRA:

- *"Each producer is responsible for providing Blue Box collection to every eligible source in Ontario.*
- *Rule creators and the rule creation process, including the allocation table, have been removed.*
- *PROs that, either on their own or with another PRO, represent producers that supply more than 66% of Blue Box material tonnage are required to submit a report on how they will operate the Blue Box system. The report must be submitted to RPRA by July 1, 2022.*
- *Newspaper producers whose newspaper supply accounts for at least 70% of their total Blue Box supply are exempt from collection, management, and promotion and education requirements. Newspapers, however, are still an obligated material under the regulation and will continue to be collected in the Blue Box system."*

4.2.1 Producer Responsibilities

The Blue Box Regulation requires producers of products and packaging supplied to consumers in Ontario to do the following:

- Register with RPRA by April 1, 2022
- Establish and operate systems to collect and manage blue box materials discarded by consumers. This includes:
 - ✓ providing blue boxes to consumers;
 - ✓ collection and processing of blue box materials;
 - ✓ providing drop-off service at existing depots and landfill sites; and
 - ✓ undertaking public education about the blue box program
- Report annually on performance to RPRA

A key issue to be addressed by the LMs as part of the transition is the collection of blue box materials from small commercial properties that currently receive curbside blue box collection. Producers are not required to collect materials from commercial properties under the Blue Box Regulation so it is uncertain how these properties would be handled after the transition. Another potential issue is the blue box collection frequency. There is currently a mix of weekly and bi-weekly collection by the LMs. Producers are required by regulation to maintain these collection frequencies until December 31, 2025 when the transition period ends province wide. Afterwards the regulations allow for bi-weekly collection as a minimum so it is possible that LMs currently providing weekly collection may change to bi-weekly collection.

4.2.2 Local Municipal Role

Municipalities will not be responsible for blue box materials recycling after the transition date nor will they have the authority to continue to provide recycling services. However, they may choose to operate as service providers (Producer Responsibility Organizations) to the producers to provide collection or processing services by negotiating contracts on the open market with one or more producers. In such cases municipalities would be contractors to the producers with the inherent risk of not recovering the full cost of service depending on the contractual arrangements. Those municipalities will be required to register with RPRA and meet specific reporting obligations. Municipally owned and operated processing facilities that choose to work with producers will be legally responsible for reporting on materials processed by type and by producer. This may require a change to their operations to segregate materials by producer to be able to accurately report to RPRA in accordance with the regulation. This would be the case for RARE and Cornwall's recycling facility should those facilities continue to operate beyond January 1, 2025.

Table 4-2 highlights the items that must be prepared by the LMs and Cornwall and submitted to RPRA by the dates shown, as part of the transition.

Table 4-2: Items to be Submitted by LMs to RPRA

Item	Deadline
Each LM to submit an Initial Report on its current blue box collection system to the Authority	September 30, 2021
Registration of Processors of blue box materials with the Authority. This applies to RARE and Cornwall's MRF	April 1, 2022
Each LM to submit a Transition Report with further information about its current blue box collection system to the Authority ahead of their transition date of January 1, 2025	August 31, 2023
Change Report is required if there are changes to an Initial Report or a Transition Report	Within 30 days of the change

The RARE and Cornwall's recycling facilities must register with RPRA by April 1, 2022 whether or not these facilities would be operating after the transition date of January 1, 2025.

The overall purpose of the transition to producer responsibility is to bring accountability for the life cycle of packaging materials, consistency across the province in materials collected, benefit from economies of scale and improve efficiencies. The transition will occur between 2023 and 2025 inclusive to allow producers and municipalities sufficient time to prepare for and manage the transfer in an orderly fashion. This is intended to reduce the risks and costs to both sides and minimize disruption of the blue box services. Following transition the producers would be fully responsible for recycling under the RRCEA. The LMs would no longer be bound by O.Reg.101/94 which mandates municipalities to have curbside programs. However, the municipalities would need to decide on the future role they wish to

play, if any, after the transition as they would be allowed to bid on collection and/ or processing services if they so wish.

4.2.3 Transitioning to Producer Responsibility

The factors to be considered in addressing potential risks and identifying key steps to be taken by the LMs and/or SDG in preparation for the transition are noted below.

- Existing contractual obligations that the LMs may have the related costs and the timing of the expiry of these contracts.
- Existing equipment and their potential for re-purposing or continued use in recycling. This would include consideration of the North Glengarry (RARE) MRF.
- Consistency in the materials currently collected by each LM.
- The public education that would be necessary to advise residents of the changes due to transitioning from municipal to producer responsibility.
- The potential triggers for service disruption.
- The risk of LMs no longer having direct control over blue box collection and link with residents
- The possible criteria that producers may use to prioritize the municipalities to be transitioned. These may include:
 - ✓ Cost effectiveness and efficiencies
 - ✓ Geographical location and grouping of municipalities
 - ✓ Readiness to transfer (e.g. expiry of or ability to end existing contracts, decisions on future role and use of existing assets, preference of the LMs regarding timing of the transfer, etc.)
- ✓ The need for staff resources to facilitate the transition including liaison and coordination with producers and RPRA. Registration with RPRA may be required if the LM or collaboration group plans to have a future role in the recycling service.
- ✓ The possible roles the LMs may have based on staff capacity and equipment availability and the need to make the RPRA and producers aware of these.

4.3 Regional Level of Service

The “regional” level of service presented in this section is based on the analysis and results from phases 1 and 2 and considers the following:

- Current differences in service levels by solid waste component among the LMs.
- Desired service levels and potential future changes being contemplated by each LM.
- Industry best practices.
- Customer expectations and convenience

- The question of equity and ‘cross subsidization’ among LMs in “regional setting”. To address this a “base” level of service across the six (6) LMs is proposed with the opportunity to add enhanced services in specific LMs as appropriate upon request
- Requirements for transitioning to producer responsibility

4.3.1 Current Levels of Service

The existing waste management by-laws, website information and discussions with municipal staff were used to determine the current services and programs and the level of service offered by each LM. An inventory of the level of service (e.g. waste and curbside blue box collection frequency, drop off depot operating hours, etc.) is provided in Appendix D. The services and level to which they are offered are similar among the municipalities. However, there are some differences as noted in Table 4-3. Each LM provides its own services with differing waste/recycling collection schedules, types of materials and quantity allowed for curbside collection, waste drop-off locations and materials acceptable for drop-off, operating hours and fees, etc. Some services are provided in-house while others are outsourced. Each LM manages its own contracts for waste and recycling collection and processing. These contracts have different expiry dates.

Table 4-3: Current Levels of Service Summary

Differences in Levels of Service
Curbside Waste Collection • All LMs provide weekly curbside collection. • Slight variations in schedule changes due to holidays. • Set out times vary slightly between 6am and 7am. • Some LMs specify the earliest the previous day that set out can occur. • Residential container limits are generally consistent at 2 containers/bags except for one (1) LM that allows 8 containers/bags. • Wider variation in container limits for commercial and agricultural sectors ranging from 4 containers/bags to 10 containers/bags. • Variations in bag tag limit and costs. Some municipalities do not offer additional set out. Where offered, bag tag fees range from \$1.25 to \$3.00 per bag/container. • Some variation in size and weight of bag/container allowed. • Variation in definitions of unacceptable waste. • Most LMs outsource collection of residential waste. Two municipalities provide waste collection services with in-house resources.

Differences in Levels of Service
Curbside Blue Box Collection
- Three (3) LMs provide weekly collection with alternating streams each week. Three (3) LMs provide bi-weekly, single-stream collection. - Some variation in types of material acceptable for collection. - No LM has a limit to amount of recyclables that can be set out. - Some variation in bin types that can be used/not used and use of clear/blue recycling bags. - Some variation in ability/cost to get new blue boxes. - Three (3) LMs that outsource waste collection also outsource recyclables collection. The two (2) LMs that collect waste in-house also collect recyclables in-house. One (1) LM that outsources waste collection collects recyclables in-house.
Blue Box Materials Processing
- Four (4) LMs have annual contracts with the City of Cornwall facility - One (1) LM utilizes a private sector facility. - One (1) LM has its own MRF with in-house staff (RARE)
Bulky Waste/ White Goods Collection
Most LMs require bulky items/white goods to be dropped off at the landfill. Only one (1) LM has an annual curbside pickup which is free to residents.
Leaf and Yard Waste Collection
- No regular weekly collection offered by LMs - Five (5) LMs offer curbside collection but it varies between 1 and 2 annual events - Some variation in the areas of each LM where the annual curbside program is provided. - Most LMs accept unlimited leaf and yard material at the annual curbside collection events. Two (2) LMs have 20 bag/bundle limits. - Of the five (5) LMs that offer the annual curbside leaf and yard material collection, three (3) collect in-house and two (2) outsource.
Source Separated Organics Collection
- There are no organics collection or processing programs in any LM. - Some LMs promote use of/sell backyard composters.

Differences in Levels of Service
Residential Drop-off Depots
• Located at the active landfill sites. • Some variation in operating hours. • Some accept I, C & I waste, while others do not. • Definitions of acceptable and unacceptable waste vary. • Varies on whether tipping fee charged, and where tipping fees are charged, the manner in which the tipping fee is determined. Some LMs provide residents limited free disposal per year (2 loads). Where tipping fees charged, varies by volume or vehicle type.
Household Special Waste (HSW) & Electronic (E-waste) Collection
• Programs vary, with 2 LMs having a single, annual event, 2 others having one monthly drop-off over 6 months per year, and 1 LM with 2 drop-off days/month over 8 months. • Drop-off locations vary. • Some electronic waste drop-off locations also provided at some, but not all landfills.
Landfill Sites
• Four (4) LMs have one active landfill. One LM has two (2) active landfills. One (1) LM uses a private sector landfill and has no active landfill. • Two (2) LMs that have active landfills also use a private sector landfill for disposal of curbside collected residential waste. • All municipal landfill operations, including container stations are in-house • Monitoring is generally outsourced. Some in-house staff used to assist with monitoring at one LM in conjunction with contractors.
Public Education/ Customer Service
• Public education information/materials and contact resources varies significantly among the municipalities.

4.3.2 Level of Service Best Practices

One of the main goals in waste management is to divert waste from landfill disposal through the use of best practices in waste collection, enhanced recycling programs, organics collection and educational programs that build awareness about the programs and importance of increasing waste diversion. Best practices that are currently employed by municipalities in Ontario include:

- Expanded leaf and yard waste collection programs

- Curbside bulky/ large item waste collection
- A dedicated green bin collection program to collect organic materials curbside.
- Dual-stream recycling that offers weekly collection of both streams. This increases the convenience for residents and encourages participation. It removes the need to store materials for a 2-week period as required under a bi-weekly collection program and the temptation to dispose of recyclables in the regular weekly garbage.
- Every-Other-Week (EOW) waste collection to encourage more recycling and organics collection. EOW waste collection encourages residents to place appropriate recycling and organic materials out for weekly collection so that the residual waste does not create odour over a 2-week period.

Given the current differences in levels of service across the LMs, it is acknowledged that implementing some of the best practices may not be feasible without some changes being made. For example, it would be difficult for the LMs to individually introduce an organics program with curbside collection and begin supporting dual-stream recycling, because the infrastructure to do so does not currently exist and is expensive to implement. Shifting to EOW waste collection would be difficult without an established weekly organics program in place to remove the waste that would decay and result in odours, as residents would need to keep their waste at their homes for two weeks at a time. Most municipalities that implement EOW waste collection usually do so in support of successful weekly organics and recycling programs to make it more convenient for residents to use the organics and recycling diversion programs than the curbside waste collection disposal program, thus leading to increased waste diversion. It would take time and careful consideration to prepare for the shift to such programs and contracts would need to be reviewed and updated to ensure that collection of the waste, recycling and organics is possible.

One possible program change would be to expand leaf & yard waste collection. Currently, one municipality does not offer collection, some municipalities offer one collection per year (spring), others two collections (spring and fall) and one municipality offers curbside collection monthly from May to November. Most leaf and yard waste production occurs in the spring when residents clean up their properties and plant and again during fall clean-up. Therefore, a minimum of two collections per year would be appropriate to meet these demands.

Any changes to the current curbside blue box recycling program should be held for now due to the transitioning of the blue box recycling program to producer responsibility. The change to producer responsibility of the blue box program could have implications to the manner in which collection programs will be undertaken, what materials will be collected and where and how materials will be processed. Until these details are available, significant changes to the existing recycling programs should not be made.

Another opportunity to increase level of service and convenience for residents is to provide a curbside “Bulky Item/White Goods” collection program. Bulky items can include furniture, mattresses, carpet and white goods (e.g. washers, dryers, etc.). Currently, only one (1) LM offers a curbside bulky item collection program. Residents of the other LMs must transport their bulky items/white goods to a landfill for disposal. Provision of curbside services can assist those residents who do not have access to a

vehicle for hauling these oversized items to a landfill site. One annual collection day can be provided as is currently offered by the one LM. Other program options may include:

- More frequent collection than once per year
- A call-in collection service possibly with a limit on the number of pick-ups per address
- Free service or a nominal cost per item

4.3.3 Base Level of Service (Proposed)

Implementing a "base" level of service that can be applied region wide would bring consistency across the LMs to facilitate joint programs and eliminate need to account for variations in service levels when designing collection programs. For example, the base level of service would establish a uniform set of expectations/ deliverables of contractors who may be interested in bidding on joint tenders between two or more LMs for waste collection.

The base level of service is comprised of:

- The current programs and service levels that are most common among the LMs; and
- Additional services and service level changes to improve customer convenience and align with best practices.

In addition, enhanced services over and above the base service level could be made available to LMs upon request on a user pay basis specific to that LM. This offers flexibility to LMs (e.g. to provide more frequent leaf and yard waste collection, etc. compared to the base service). This approach is consistent with maintaining the current service levels as a minimum as noted in the feedback received from the LM Councils. Table 4-4 identifies the "base" level of service. Appendix K includes a comparison with the current level of service offered by each LM.

Table 4-4: Regional Base Level of Service (Proposed)

Service	Proposed Base Level of Service
Curbside Waste Collection	
Frequency	• Weekly
Set-Out Time	• 7am • No earlier than 7pm on previous day
Container Limits	• Residential - 2 containers/bags • Commercial - 6 containers/bags²
Bag Tag Fees	• Tags required for extra bags/containers • Range from \$1.25 to \$3.00 per tag • Tag fee of \$2.00

Service	Proposed Base Level of Service
Container Size	Maximum weight of 23 kg (50 lb)
Curbside Blue Box Collection	
Frequency	No change due to transition to producer responsibility
Set-Out Time	Same as waste collection
Container Limits	No limit
Containers	Blue Boxes
New Blue Boxes	\$5.00 per blue box - Available for sale at all LMs
Blue Box Materials Processing	
Facility used	No change due to transition to producer responsibility
Bulky Waste/ White Goods Collection	
Collection	- Drop off at landfill/ residential depot - Curbside service could be offered as an <i>enhanced service</i> at any municipality's discretion (at an additional cost over the base service). - Enhanced curbside could be offered to residents for free or at a nominal fee (e.g. a tag system)
Leaf and Yard Waste Collection	
Curbside Collection	- Two (2) collections per year (spring and fall) is proposed - More frequent collection could be an enhanced services
Source Separated Organics Collection	
Curbside Collection	None pending cost/ benefit analysis
Backyard Composter	Available for sale at LM offices
Residential Drop-off Depots	
Location	- At land fill sites - Offer convenient alternative locations as landfill sites close
Operating Hours	8 am to 4 pm during weekdays 8 am to 4 pm on Saturdays - Closed Sundays and holidays

Service	Proposed Base Level of Service
Acceptance of IC&I waste	Accept IC&I waste but reconsider policy to preserve landfill capacity vs. potential loss in revenue
Tipping Fees	2 free disposals per year (max. 500 kg), after which tipping fees apply
Household Special Waste (HSW) & Electronic (E-waste) Collection	
Frequency	Year round Drop-off
Landfill Sites	
Number of Operating Sites	Minimize the number of operating sites to reduce costs
Public Education/ Customer Service	
Education & Communication Program	Develop and implement a uniform plan that optimizes existing resources and technologies
Customer Service	Establish a one-call system and response tracking

4.4 Collaboration

4.4.1 Collaboration Principles

The principles noted below were established to guide development of the collaboration opportunities. These are based on the information and feedback received from Phases 1 and 2, industry best practices, having a uniform regional level of service and the recycling transition regulations (O.Reg. 391/21).

- *Ease of Implementation*. The opportunities that are easier to implement should be prioritized over those that would require greater effort and approvals.
- *Support Transition to Producer Responsibility*. The opportunity should position the LMs for a smooth transition to producer responsibility including consistency in levels of services, meeting O.Reg. 391/21 requirements and public education on the transition.
- *Enhancing Waste Diversion*. The opportunity should facilitate increasing waste diversion beyond current levels to extend current landfill site capacities
- *Efficiencies*. The opportunity should create efficiencies between two (2) or more LMs and on a regional basis. To facilitate this a “regional” level of service is required.
- *Cost Reduction*. The opportunity should lead to cost reductions to the extent possible for each solid waste program component
- *Disposal Capacity*. The opportunity should facilitate securing new capacity to address the landfill site closures expected in the next 2 to 8 years, optimize remaining landfill capacity and minimize disposal costs.

- *Management Capacity.* The opportunity should provide a robust management structure with adequate staff and resource capacity including financing, to manage the respective solid waste programs and meet regulatory requirements in a sustainable fashion in the future
- *SDG and Cornwall Roles.* SDG should lead the collaboration effort on behalf of the municipalities and partnerships with the City of Cornwall should be pursued as appropriate.
- *Municipal Act, 2001 Requirements.* The collaboration opportunities must be achievable under the Municipal Act, 2001.

4.4.2 Collaboration Opportunities

Opportunities for the LMs, SDG and Cornwall to collaborate are described below. These were identified in accordance with the above noted guiding principles. They are not mutually exclusive but rather complement or can be blended with one another. An analysis of the advantages and disadvantages of each opportunity is provided in Appendix L. The responsibility for leading these collaboration opportunities is reviewed in Section 7 and the timelines for implementation presented in Phase 4 - Implementation Strategy.

4.4.2.1 Planning & Communications Opportunities

1. Public Education & Communications

- Develop and distribute educational materials about the waste management services delivered to customers by the LMs
- Use of various communication methods and appropriate technologies - print, websites, social media, customer service software
- Track and respond to customer queries in a timely fashion

2. Waste Management Planning

- Investigating new waste disposal technologies (including incineration) and options for long-term waste disposal through partnerships with others
- Implementing the regional level of service that supports collaboration, offers LMs option to select enhanced services if desired and offers convenience to customers
- Seeking MECP approvals as required
- Facilitating/ negotiating with Producers or Producer Responsible Organizations (PROs) as they set-up blue box drop-off depots as part of the waste drop off service at landfill sites as required under the new regulation

These activities are relatively easy to jointly undertake and would reduce duplication of effort. Dedicated resources would be required.

4.4.2.2 Waste Diversion Opportunities

3. Transitioning to Producer Responsibility

- Meeting the reporting requirements of RPRA under O.Reg. 391/21 prior to the transition date

- Liaising with RPRA as needed
- Liaising with producers to ensure that the public is made aware of services they will receive after the transition
- Addressing any issues that may arise
- Aligning current blue box collection contracts with transition date

This is more immediate as the first reporting deadline was September 30, 2021. The LMs would continue to be individually responsible for their submissions to RPRA but the identification and resolution of issues and liaising with producers would be a joint coordinated effort. This may be a function of the Waste Management Planning and Communications staff

4. Collaborate with Cornwall

- This collaboration will focus on holding further discussions with the City of Cornwall regarding processing services to the LMs for an organics collection program and leaf and yard waste.

An organics program is discretionary as it is not required under Provincial Policy 4(i) but would increase waste diversion if implemented. Discussions can begin immediately to develop the terms and conditions that would apply and used to assess the costs and benefits of implementing an organics program.

5. Food Cycler Organics Composting

- This collaboration will focus on assessing and sharing the results of Food Cycle Science's pilot program for organics home composting with a view to expanding the program if it is successful.

South Dundas, South Glengarry and South Stormont have partnered with Food Cycle Science to undertake home composting pilot studies using the Food Cycler. These units offer an economical alternative to the green bin organics program depending on the uptake and participation by residents and the amount of waste diverted. Under the pilot program South Dundas and South Glengarry will offer 100 units available to residents at a subsidized price in 2022. 200 units will be available in South Stormont. Depending on the results of the pilot the program can be expanded across the LMs as an alternative to shipping organics to a centralized processing facility.

6. Sharing existing leaf and yard waste composting facilities

- Two or more LMs may share the use of existing or planned new leaf and yard waste composting facilities. This option would avoid the cost of establishing and operating multiple facilities but would require MECP approval to move waste across municipal boundaries. There would also be additional drive time and related costs to be considered.

7. Joint purchase and distribution of backyard composters and possibly Food Cyclers

This would reduce duplication and increase the likelihood of volume discounts from suppliers. SDG's purchasing department may facilitate the purchase and distribution.

4.4.2.3 Waste Collection Opportunities

8. Joint waste collection between 2 or more LMs

- Identify LMs where joint collection would be feasible and align contracts as needed.

- Decide on outsourcing vs. in-house collection, develop tender documents and obtain bids.

Joint collection would be limited by the in-house resources available to share between municipalities and exposure to liability due to regular operations in another municipality. The benefits of route and equipment optimization, potential reduced costs and liability limitation would best be realized if adjacent LMs were to outsource collection services. Decisions would be required on reassigning collection staff to other functions and reallocating or selling collection vehicles.

4.4.2.4 Waste Disposal Opportunities

9. IC&I Waste Disposal Policy

- Establish a policy to limit the disposal of non-residential waste at existing landfill sites that are approaching closure to preserve capacity

Some LMs currently accept IC&I waste at their respective landfill sites. Changing this practice to accepting residential waste only would reduce the amount of waste received annually and potentially extend the use of the landfill sites. Assuming that 15% of the waste disposed is from the IC&I sector, high level estimates indicate that use of some landfill sites may be extended by few months (Matilda and Boyne Road) to 1 to 2.5 years (Beaverbrook and North Lancaster). However, the tipping fee revenue would decrease. IC&I customers would also be required to make alternative disposal arrangements. This policy would also be appropriate for transfer station operations to minimize the quantity of waste to be hauled and costs.

10. Conceptual Disposal Option A: Expansion and Sharing Waste Disposal Capacity at Landfill Sites

- North Dundas would continue with expansion at Boyne Road and share disposal capacity with South Dundas when Matilda closes
- SD would directly haul curbside waste to Boyne Road
- South Glengarry (SG) would close North Lancaster when it is at capacity (Dec 2025) and operate Beaverbrook year round
- SG would initiate work in 2022 seeking approval to expand the Beaverbrook Landfill for use beyond 2033 when the site is expected to close.
- NS, SS and NG would continue to dispose waste at GFL under existing individual contracts
- An agreement with GFL would be negotiated for disposal of all curbside waste from ND and SD starting in 2034
- Establish a transfer station at Boyne Road by the end of 2033 to transfer residential waste only to GFL for disposal. (IC&I would make own disposal arrangements)

This option is conceptual and would require further investigation and analysis to confirm its feasibility due to the number of variables and assumptions. However, it would allow ND and SD to share landfill capacity at Boyne Road for approximately 10 years while reducing the cost of the planned expansion and future operation at Matilda beyond 2023. After closure in 2033 a transfer station would be required at Boyne Road to collect and haul waste for disposal at GFL. Note that GFL is in the process of completing an Environmental Assessment (EA) to increase disposal capacity by approximately 15 million

cubic metres so there should be sufficient capacity to accommodate the LMs' long-term disposal needs. Beaverbrook would also be expanded to provide SG with capacity beyond the estimated closure in 2033.

High level estimates suggest that the disposal costs over the next 23 years for the three (3) LMs would be approximately \$18.8 million (NPV \$2022) compared to approximately \$23.4 million (NPV \$2022) under the current approach resulting in a potential savings of approximately \$4.6 million. The assumptions made regarding costs and tonnages are provided in Appendix L. A major drawback of this option is that approval of the expansion at Boyne Road is uncertain and may not be obtained by the estimated closure at the end of 2022. This is also the need for MECP approvals to redirect and dispose SD's waste at Boyne Road which may be a protracted process. Further discussion with and input from the MECP is required to better assess the timing of approvals. Further details on the pros and cons of this option are presented in Appendix L.

11. Conceptual Disposal Option B: Negotiate Contract for Long-term (20 years) Disposal at GFL

- Establish a transfer station at Boyne Road (ND) by the beginning of 2023. This will be used by ND starting in 2023 followed by SD in 2024 when Matilda closes.
- SD would directly haul curbside waste to Boyne Road
- Waste to be hauled from the Boyne Road Transfer Station to GFL
- South Glengarry to close North Lancaster when it is at capacity (Dec 2025) and operate Beaverbrook year round
- Establish a transfer station at Beaverbrook by the end of 2032
- Would include residential drop-off depots at both Boyne Road and Beaverbrook for transfer to GFL.
- The agreement with GFL would include:
 - all curbside waste from ND, SD and SG
 - allowing residents from any LM at GFL (except for North Stormont which already has residential drop-off included in its contract with GFL).

This option is also conceptual and would require further investigation and analysis to confirm its feasibility due to the number of variables and assumptions. It is premised on negotiating long-term (20+ years) a contract for disposal of residential waste from ND, SD and SG at GFL and subject to discussions with GFL. In this case expansions at Boyne Road, Matilda and Beaverbrook and related environmental impacts would be avoided. Transfer stations would be required instead. High level estimates suggest that the disposal costs over the next 23 years for the three (3) LMs would be approximately \$15.8 million compared to approximately \$23.4 million (both NPV \$2022) under the current approach resulting in a potential savings of approximately \$7.6 million. The assumptions made regarding costs and tonnages are provided in Appendix L. One of the key benefits of this option is the relatively immediate access to long-term disposal capacity especially for those LMs facing landfill closures within the next 2 years (ND and SD). Approval of transfer stations are expected to be less involved but confirmation of the approval requirements from the MECP would be required. There may also be the opportunity include

Cornwall and increase the waste quantity for negotiations with GFL. Further details on the pros and cons of this option are presented in Appendix L.

12. Sharing drop-off facilities

- Continue to offer residential drop-off at Boyne Road after 2022.
- Allow residents from all 6 LMs to use any residential drop-off facility within the 6 municipalities

The main advantage of this opportunity is that residents would continue to have access to waste drop-off depots in other LMs as their respective landfill sites close. There is also the added opportunity to close NG's Glen Robertson landfill site to preserve its capacity (as disposal security) for future use. NG's residents could be re-directed to Beaverbrook in SG or other convenient locations. This opportunity would require MECP approval to move waste across municipal boundaries.

13. Joint procurement

- Obtain landfill site monitoring and lab-testing services through joint tenders/ quotations

The benefit would be potential economies of scale and lower landfill monitoring costs and would require a plan to bundle landfill sites into service packages.

4.5 Responsibility for Collaboration

This section reviews the options available to the LMs and SDG regarding the responsibility for moving the collaboration forward. It addresses the following two (2) collaboration principles:

- Management Capacity. The opportunity should provide a robust management structure with adequate staff and resource capacity including financing, to manage the respective solid waste programs and meet regulatory requirements in a sustainable fashion in the future.
- Municipal Act, 2001 Requirements. The collaboration opportunities must be achievable under the Municipal Act, 2001.

Currently the LMs are responsible for their respective waste management systems and enjoy the control and oversight of the services offered to their respective taxpayers. However, they are faced with limited financial and staff resources to address increasing costs and other challenges including diminishing landfill capacity. Collaboration is intended to improve service delivery and minimize costs in the future for all LMs. The collaboration opportunities discussed in Section 6 can only be achieved if there is the management capacity and authority to implement the actions required. There are three (3) options available:

- A: LMs may work with one another as and when necessary through a series of agreements.
- B: Establishing a Board of Management with equal representation from each LM; or
- C: Transferring responsibility for some or all of the waste management components to SDG

All the options are acceptable under the Municipal Act, 2001 regarding the authority for waste management. However there are significant management capacity differences. Option A is fragmented, cumbersome and does not support a cohesive approach to collaboration that would maximize

efficiencies and cost reductions. It also does not address the current capacity limitations of the individual LMs and is therefore not considered further in the analysis. Options B and C are both viable options.

A review of other jurisdictions across Ontario indicates that there is a mix of responsibility for waste management as summarized in Table 4-5. The local municipalities are responsible for waste management in 11 Counties (including SDG). There are 10 upper tier municipalities with responsibility and five (5) with split jurisdiction between the upper tier and local municipalities. There are three (3) counties with Boards of Management. Two (2) are specific to a component of waste - one specific to waste disposal and the other for recycling processing.

Table 4-5: Responsibility for Waste Management in Ontario

Responsibility	Practices in Ontario
Local Municipalities	• 11 Counties with Local Municipal responsibility • Mostly smaller Local Municipal Landfill Sites • Municipalities in 4 Counties use Private Landfill Sites • Some Transfer Stations
Region/County/ District	• 5 Regions 4 Counties and 1 District with responsibility • 6 have 1 large Landfill Site with Transfer Stations • 2 use Private Landfill Sites only • 1 uses 2 Owned and 1 Private Landfill Site • 1 uses 1 large Incineration Facility and 1 Private Landfill
Split Responsibility	• 1 Region and 4 Counties with split responsibility • Planning - All 5 Regions/Counties responsible • Collection - Municipalities in all 5 responsible • Diversion Processing - 3 Regions/ Counties responsible • Landfill Disposal: ➤ Municipalities in 2 Counties responsible (use municipal landfills) ➤ 2 Regions/ Counties responsible (1 shares Incinerator with Durham the other uses own and private landfill sites) ➤ 1 County with joint landfill site (County & 1 City)
Board of Management	• 3 Counties with Board of Management ➤ 1 Board has responsibility for all waste management ➤ 2 Boards with Local Municipalities responsible for all waste

Responsibility	Practices in Ontario
	management. All use municipal landfill sites

4.5.1 Options Analysis

Appendix M details the advantages and disadvantages of the two (2) options B and C. The main advantage having a Board of Management is that the LMs would maintain control of waste management budgets and major approvals. However the Board would require its own structure, management procedures and resource capacity (staff, office space, computers, etc.) to function effectively creating another organization and level of bureaucracy. Depending on the agreement there could be a significant reliance on one of the LMs or SDG to provide the administrative support to the Board.

The Municipal Act does not allow the LMs to transfer authority to the Board for finance and property related decisions. These decisions would still be subject to the approval of the individual municipalities which can lead to delays in implementing the joint activities. Approvals from the MECP to move waste across municipal boundaries may also be more involved and time consuming.

Transferring responsibility to SDG for some of all waste management components requires a major decision by the LMs but has significant advantages particularly regarding waste disposal. The landfill sites would become SDG sites and require only administrative approvals for the ownership change. SDG would be allowed to redirect waste within the Counties and thereby more easily implement the disposal and other collaboration options discussed in Section 6. The organization structure, management policies and procedures, resources and decision-making authority already exists. These can be extended to include waste management and provide the capacity required to address the challenges and manage waste in the future, including implementing the collaboration activities described in Section 6. SDG also has equal representation from the 6 LMs on Council discounting the need for a separate Board of Management to provide equal representation. It also mitigates the loss of waste management control by the LMs

The financial sustainability is key to ensuring that the waste management service delivery and financial obligations can be met over the long-term. Currently SDG has the authority to raise the revenue required for the services it delivers, through its taxes. Waste management would be funded in the same manner if transferred to SDG. This means that waste management would be funded from SDG taxes and removing the need for the LMs to continue to fund waste management through their respective taxes thereby creating tax "room" and flexibility to fund other services at each Council's discretion. Note that residents would still pay for waste management through taxes albeit through SDG. The waste management tax may also be requisitioned on a "user pay" basis according to number of properties that receive collection, tonnes of waste disposed by municipality, etc. This would enhance fairness and equity among the LMs and allow SDG to assign costs for enhanced services specifically to LMs requesting the service. This methodology has been used by Niagara Region for many years. SDG also has the authority to issue debt if required to finance major capital investments such as landfill expansions. Currently LMs rely of SDG for debt issuances which would continue under the Board option.

Responsibility for recycling will be transitioned from the LMs to producers on January 1, 2025. Therefore switching to management by a Board or SDG at this time is not necessary. The LMs would continue to be individually responsible for recycling and submitting the reports to RPRA until the transition date. However, collaboration on monitoring the transition and collectively addressing transition issues would be beneficial.

The LMs have indicated a preference for a Committee with representation from the LMs and SDG as the lead to implement the collaboration. This approach can work well as a preliminary step to begin the collaboration with a view to transferring responsibility to SDG. A Waste Management Advisory Committee (WMAG) led by SDG would be appropriate to initiate implementing the collaboration options and guide the decision to transfer responsibility to SDG under an approved Terms of Reference. Phase 4 will address the timing of the activities of the WMAG and implementation of the collaboration activities.

5 Phase 4 - Implementation Strategy

The Implementation Strategy sets out how the collaboration opportunities presented in Phase 3 might be implemented. ***The strategy is guided by the principles described below and considers the timing of the municipal elections to be held in October 2022 as it relates to decision-making by the LMs and SDG required for implementation.*** The strategy identifies the key the actions and decisions to be undertaken, completion timelines and the responsible parties.

5.1 Implementation Principles

The implementation strategy considers the immediate challenges facing the LMs, the input by the Steering Committee and feedback from consultations with the Public Works Officials, CAOs, senior staff and SDG and LM Councils to date, and applicable legislation and regulations. The implementation principles include the following:

Priority Activities

- Prioritizing collaboration opportunities that:
 - ✓ can be more easily implemented;
 - ✓ enhance waste diversion (excluding blue box recycling which will be transitioned to producer responsibility on January 1, 2025); and
 - ✓ investigate innovative technologies and solutions that support a higher level of environmental stewardship.
- Urgently addressing the waste disposal capacity shortfall in North Dundas and South Dundas within the next 2 years and in South Glengarry within 5 years.

Blue Box Recycling

- Ensuring a smooth transition to producer responsibility for the blue box program on January 1, 2025 and meeting RPRA's reporting requirements during the transition period in accordance with the regulation.

- Municipalities will no longer have legal responsibility or jurisdiction over blue box recycling after the transition date. The regulation places this responsibility on the producers of packing materials.

Partnerships

- Seeking partnerships with other jurisdictions and service providers to:
 - ✓ investigate long-term innovative solutions to waste management; and
 - ✓ access approved technical solutions for waste disposal and enhancing waste diversion in the short-term.

Responsibility for Implementation

- Strengthening the relationship among the LMs and SDG is essential to successful implementation. A Waste Management Advisory Group (WMAG) comprised of LM and SDG representatives, headed by SDG would be established to lead the implementation. This will be through an agreement between the LMs and SDG.

Organization Capacity

- SDG's leadership role would require building the resource capacity to support implementation. This would include appropriate staffing, funding and a reporting structure to support the collaboration activities and coordinate with the WMAG. Funding would be shared among the LMs and SDG.

Responsibility for Waste Management

- ***The ownership and responsibility for all waste management programs, operations and facilities will remain vested in the respective LMs.*** Phase 3 indicates the benefits of managing waste on a region wide scale and transferring responsibility to SDG particularly for waste disposal. SDG ownership and responsibility would allow movement of waste across the Counties, sharing of facilities and potentially significantly reduce future disposal costs. ***The implementation strategy includes development of further information to inform decisions on whether or not to transfer responsibility to SDG*** and the key decision points. This approach to implementation acknowledges the complexities of waste management and would facilitate a phased transfer of responsibility to SDG should that be the eventual collective decision of the LMs and SDG.

Existing staff

- The collaboration opportunities may potentially impact the existing staff e.g. due to combining collection contracts, outsourcing services currently completed by staff, etc. The anxiety and stress this may cause must be acknowledged and properly addressed. It is important to develop information to support staffing decisions and ensure that all existing staff who may be impacted would be treated fairly.

5.2 Waste Management Advisory Group (WMAG)

5.2.1 WMAG Composition

It is recommended that the WMAG with SDG as the lead, have full representation from each LM and SDG to capture the collective technical and political input as the implementation progresses. A possible composition includes fourteen (14) members:

- The Public Works Official from each LM (6 members)
- One (1) member of Council from each LM (6 members)
- The Director of Transportation from SDG
- One (1) member of Council from SDG

This is a relatively large group. However, given the complexity of waste management services and current challenges, there is a fundamental need to give each LM and SDG the opportunity to fully participate in discussions and decision-making during implementation and further explore the options. The composition and Terms of Reference for the WMAG would require further discussion following the October 2022 municipal elections once the new Councils are in place.

5.2.2 WMAG Role and Responsibilities

The WMAG's mandate would be to guide the implementation of the collaboration opportunities identified in Phase 3. Its key roles and responsibilities would include:

- Reviewing information developed to support the implementation.
- Identifying additional information requirements.
- Engaging the following:
 - ✓ Ministry of the Environment Conservation and Parks (MECP) as required to obtain information respecting approvals required.
 - ✓ Potential partners including other jurisdictions and service providers as necessary to obtain further information required for implementation.
 - ✓ Environmental groups, other stakeholders including businesses and residents as necessary to obtain their input.
- Monitoring the status of implementation.
- Addressing any issues raised during process.
- Keeping the respective senior staff and Councils apprised of progress.
- Providing information and guidance to the respective senior staff and Councils to support decision making related to implementing the collaboration opportunities and whether or not responsibility for one or more waste management components should be transferred to SDG.
- Holding monthly meetings

Appendix N shows conceptual organization structure for implementation. The precise reporting lines would require further discussion prior to formation of the WMAG and included in the WMAG's Terms of Reference. Reliance on the WMAG structure is not a sustainable long-term solution for waste management. A more robust structure would be required for the long-term as partnerships with other jurisdictions and service providers begin to materialize. However, WMAG is an appropriate arrangement

for advancing collaboration in the short-term and developing the information necessary to assist the LMs and SDG in making informed decisions regarding future programs and the responsibility for waste management. Its role may shift to transitioning waste management to SDG if that is the eventual decision, and subsequently becoming an advisory committee to SDG. Its composition may also change to include representation from other stakeholders such as environmental groups, businesses and the public as programs are implemented. The role of the WMAG should be reviewed annually and adjusted accordingly.

5.2.3 SDG Role and Responsibilities

SDG's leadership role would be action based and include the following key elements to support the WMAG and assist with the implementation:

- Information gathering, research and investigations
- Communication and liaison with the MECP, service providers, other jurisdictions and stakeholders
- Developing information for WMAG review to support the implementation efforts
- Implementing the collaboration opportunities related to waste management planning and communications
- Facilitating WMAG meetings (agendas, meeting notes and follow-up actions) through the Director of Transportation
- Monitoring and advancing the implementation activities

The LMs would be responsible for implementing opportunities related to waste collection, waste diversion collection and disposal operations.

5.3 Resource Capacity

Staff resources to research, plan and implement changes required to take waste management forward are limited in many LMs and is one of the major challenges facing most LMs as noted in Phase 3. Each LM would need to add its own staff resource to enhance its capacity related to communication and planning for the future.

SDG is currently leading this study through its Transportation Department but also has limited capacity to assist with the implementation of collaboration opportunities. The single new position would eliminate the need for each LM to have its own resources and thereby improve efficiencies and costs due to sharing of the single resource. Additional staff, funding, office accommodations and computers would be required for SDG to facilitate its role noted in Section 5.2.3. The following resources would be required as a start and additional needs gauged as the implementation progresses.

- one (1) FTE to fill the position of Waste Management Planning Coordinator (WMPC) to report the Director of Transportation. ***The annual cost of this position is estimated to be between \$64,000 and \$74,000 including benefits based on SDG's salary grid.***
- work space and computer for one (1) FTE

- administrative support of half (0.5) FTE which may be provided through existing SDG Transportation Department staff. Support would also be required as needed from SDG's communications staff for website and social media postings and communications.
- Funding for the resources to be cost shared among the LMs and SDG. The apportionment of costs would be subject to further discussion and agreement among the parties.

SDG's resource needs should be confirmed prior to establishing the WMAG in 2023.

5.3.1 Waste Management Planning Coordinator (WMPC) Responsibilities

In general, the WMPC would be responsible for all waste management planning activities on behalf of the LMs to take waste management forward. This would include coordinating communication activities and public education on waste management programs and latest initiatives. Responsibilities would include the following under the direction of the Director Transportation Services and input from the WMAG:

- Information gathering, research and investigations related to waste collection, waste disposal and waste diversion.
- Working with the MECP to identify approval requirements for the movement of waste within SDG, sharing of landfill capacity and implementation of waste diversion programs including organics.
- Preparing the region wide waste management by-law that incorporates the region wide level of service and enhanced services for adoption by the LMs.
- Confirming the enhanced services that each LM would like to offer its residents.
- Reviewing the current waste collection contracts to identify expiry dates and timing for combining contracts, for review by WMAG and implementation by the LMs.
- Liaison with the individual LM Public Works Officials as necessary
- Coordinating discussions with and gathering information from Cornwall, GFL and others on potential partnerships
- Working with LMs to prepare and distribute communication and public education materials including website postings
- Coordinating efforts with LMs to address any gaps in service that may result from the transition of blue box recycling to producer responsibility. A key issue to be addressed is the blue box collection from small commercial and mixed use properties that currently receive curbside collection but may not under producer responsibility.

This could be a 1-year contract position with the option to renew annually as needed. The role of the WMPC would require further discussion and refinement following establishment of the WMAG.

5.4 Implementation Activities

Table 5-1 identifies the key activities required to implement the collaboration opportunities, the responsible parties and approximate timelines for completion. It is expected that other activities would be identified and added as the implementation progresses. The activities cover the immediate to medium term from:

- ✓ Immediate: April 1, 2022 to December 31, 2022

✓ Medium Term: January 1 2023 to December 31, 2025

The long-term from January 1, 2026 onward is not covered as the activities during this period would depend on the outcomes and decisions made during the short and medium terms.

The timing also recognizes that the incoming Councils would need to be part of the discussions and decision-making related to implementing the major collaboration efforts. Therefore much of the work during 2022 would be geared towards information gathering for decision-making by the Councils starting in 2023.

The activities indicated under **"19. Waste Management Responsibility"** would apply only if the LMs and SDG approve the transfer of waste management responsibility to SDG and are at a high level to guide the implementation. A more detailed list of activities would be required at that time.

Appendix O presents a Gantt chart showing the activities timelines and decision points.

Table 5-1: Implementation Activities (April 1, 2022 to December 31, 2025)

Activity	Target Completion	Responsibility
Immediate: April 1, 2022 to December 31, 2022		
1. Blue Box Transition to Producer Responsibility - Reporting to RARE		
▪ Each LM to submit an <i>Initial Report</i> on its current blue box collection system to RPRA	▪ September 30, 2021 (Past Due)	▪ Each LM
▪ Registration of Processors of blue box materials with the RPRA. This applies to RARE	▪ April 1, 2022 (Past Due)	▪ North Glengarry
▪ Liaise with RARE to keep up-to-date on the latest transition developments	▪ April 2022- December 2024	▪ Each LM
2. Waste Diversion - Organics Composting Food Cycler Pilot		
▪ Assemble results of the Food Cycler pilot and summarize the findings on costs, quantities diverted, participation rates, issues identified by residents, etc. for sharing with other LMs	▪ 3rd Quarter 2022	▪ LMs undertaking the Pilot Studies
▪ Prepare a cost benefit analysis of the Food Cycler Pilot for consideration by LMs	▪ 4th Quarter 2022	▪ LMs undertaking the Pilot Studies
3. Waste Diversion - Sharing Leaf & Yard Waste Composting Facilities		
▪ Identify existing L&Y waste composting facilities and approved capacities	▪ 2nd Quarter 2022	▪ LMs
▪ Identify LMs interested in sharing L&Y waste composting facilities	▪ 3rd Quarter 2022	▪ LMs
▪ Liaise with MECP to determine approval requirements for sharing L&Y waste composting facilities	▪ 3rd Quarter 2022	▪ LMs

Activity	Target Completion	Responsibility
4. Waste Diversion - Joint Purchase of Backyard Composters & Blue Boxes		
▪ Confirm the type and number of composters required by each municipality for 2023	▪ 2nd Quarter 2022	▪ LMs
▪ Prepare joint tender documents for supply of composters & issue tender call	▪ 3rd Quarter 2022	▪ 1 LM or SDG on behalf of all LMs
▪ Review bids and award contract	▪ 3rd Quarter 2022	▪ 1 LM or SDG Purchasing
▪ Direct delivery to LMs	▪ 1st Quarter 2023	▪ 1 LM or SDG Purchasing
5. Waste Disposal: Expansion and Sharing Waste Disposal Capacity at Landfill Sites		
▪ Confirm status of landfill site expansions in North Dundas, South Dundas and South Glengarry	▪ 2nd Quarter 2022	▪ ND, SD & SG
▪ Confirm period for which MECP would extend use of the landfill sites in North Dundas and South Dundas under emergency approvals	▪ 2nd Quarter 2022	▪ ND & SD
▪ Confirm environmental issues to be addressed as part of expansion approvals	▪ 3rd Quarter 2022	▪ ND, SD & SG
▪ Confirm future costs and anticipated timeline to receive approvals	▪ 3rd Quarter 2022	▪ ND, SD & SG
Medium Term: January 1, 2023 to December 31, 2025		
6. Establish the WMAG		
▪ Prepare WMAG Terms of Reference	▪ 1st Quarter 2023	▪ LMs and SDG
▪ Prepare working agreement between LMs and SDG	▪ 1st Quarter 2023	▪ LMs and SDG
▪ Prepare staff report to Councils for approval of working agreement and WMAG Terms of Reference and appointments	▪ 1st Quarter 2023	▪ LMs and SDG
▪ Approval of agreement and WMAG appointments	▪ 1st Quarter 2023	▪ LMs and SDG
7. Establish Resource Capacity		
▪ Prepare job description for Waste Management Planning Coordinator	▪ 2nd Quarter 2023	▪ SDG
▪ Arrange office accommodation, computer, etc.	▪ 2nd Quarter 2023	▪ SDG
▪ Fill the position of Waste Management Planning & Communications Coordinator	▪ 2nd Quarter 2023	▪ SDG
8. Region Wide Base Level of Service		
• Prepare options for enhanced curbside leaf and	▪ 3rd Quarter 2023	▪ WMPC

Activity	Target Completion	Responsibility
waste collection.		
Prepare options for enhanced bulky waste collection including options for limits and charges	3rd Quarter 2023	WMPC
Prepare new waste management by-law for region wide base level of service	3rd Quarter 2023	WMPC
Review and recommend new by-law, preferred bulky waste collection option, and enhanced leaf and yard waste collection for implementation	3rd Quarter 2023	WMAG
Approve new by-law for region wide level of service, leaf and yard waste collection and bulk waste collection	4th Quarter 2023	LMS
Implement region wide level of service, leaf and yard waste collection and bulk waste collection	1st Quarter 2024	LMS
9. Public Education & Communications		
Amend SDG customer service system to accommodate waste management	3rd Quarter 2023	WMPC with SDG Communications Staff
Assemble program information from each LM for communication to the public	3rd Quarter 2023	WMPC
Develop educational materials and web content about the waste management services delivered to customers by the LMS	3rd Quarter 2023	WMPC with SDG Communications Staff
WMAG review of educational materials and web content about the waste management services delivered to customers by the LMS	3rd Quarter 2023	WMAG
Disseminate information through various communication methods and appropriate technologies - print, websites, social media, etc.	4th Quarter 2023	WMPC with SDG Communications Staff
Track and respond to customer queries in a timely fashion	4th Quarter 2023	SDG Communication Staff with LMS
Prepare quarterly reports on customer queries	4th Quarter 2023	WMPC
10. Blue Box Transition to Producer Responsibility		
Each LM to submit a Transition Report with further information about its current blue box collection system to RPRA	August 31, 2023	Each LM
Negotiating with Producers or Producer	3rd Quarter 2023 to	Each LM

Activity	Target Completion	Responsibility
Responsible Organizations (PROs) as they set-up blue box drop-off depots at landfill sites as required under the new regulation	4th Quarter 2024	
▪ Liaise with producers to ensure that the public is made aware of services they will receive after the transition	▪ 3rd Quarter 2023 to 4th Quarter 2024	▪ WMPC & LMs
▪ Address any issues that may arise including collection frequency, IC&I collection and establishing depots	▪ 3rd Quarter 2023 to 4th Quarter 2024	▪ WMPC & LMs
▪ Identify Blue Box Collection contracts where alignment to coincide with the transition date to producer responsibility (Jan 1, 2025) would be required. This may require negotiation with existing contractors to extend or terminate contracts earlier if they expire after the transition date.	▪ 3rd Quarter 2023	▪ WMPC & LMs
▪ Provide summary report to WMAG for review	▪ 3rd Quarter 2023	▪ WMPC
▪ WMAG review and recommendations on contract alignment	▪ 3rd Quarter 2023	▪ WMAG
▪ Negotiate with existing contractors to extend or terminate contracts earlier if they expire after the transition date Align current blue box collection contracts with transition date	▪ 4th Quarter 2023	▪ LMs
▪ Extend contracts or negotiate to remove blue box collection if they expire after the transition date. Align current blue box collection contracts with transition date and joint waste collection services	▪ 4th Quarter 2023	▪ LMs
11. Waste Diversion - Organics Composting		
▪ Liaise with Cornwall to confirm the organics and leaf and yard waste processing services they can offer and the principles regarding acceptable materials, cost, potential revenue sharing, quantities, etc. that may form the basis of an agreement.	▪ 3rd Quarter 2023	▪ WMPC
▪ Prepare a cost benefit analysis of organics composting through Cornwall's facility for consideration by WMAG	▪ 3rd Quarter 2023	▪ WMPC
▪ Review the cost benefit analysis and	▪ 4th Quarter 2023	▪ WMAG

Activity	Target Completion	Responsibility
recommend next steps		
Make recommendation regarding whether or not waste diversion processing responsibility should be transferred to SDG	4th Quarter 2023	WMAG
Implement preferred option	1st Quarter 2024	LMs
12. Waste Diversion - Sharing Leaf & Yard Waste Composting Facilities		
Determine if there is a role for Cornwall and/or GFL to provide leaf and yard waste composting and the costs.	4th Quarter 2023	WMPC
Prepare report identifying facilities, user LMs, logistics, approvals required and costs	4th Quarter 2023	WMPC
Review by WMAG	1st Quarter 2024	WMAG
Implement sharing L&Y waste composting facilities and / or pursuing processing services with Cornwall	1st Quarter 2024	LMs
13. Joint Waste Collection		
Prepare inventory of existing collection contracts, expiry dates, services provided and in-house collection services	3rd Quarter 2023	WMPC with LMs
Identify any liability, insurance and other issues with sharing in-house collection resources (staff and equipment) between 2 or more municipalities	3rd Quarter 2023	WMPC with LMs
Liaise with MECP regarding any approval requirements for joint collection using in-house resources	3rd Quarter 2023	WMPC
Identify LMs where joint collection would be feasible	3rd Quarter 2023	WMPC with LMs
Identify in-house collection staff and where they might be re-deployed to work in other non-solid waste functions	3rd Quarter 2023	WMPC with LMs
Identify in-house collection equipment that would be affected and how they might be re-purposed or sold as the case may be	3rd Quarter 2023	WMPC with LMs
Determine where collection services may be in-house and outsourced	3rd Quarter 2023	WMPC with LMs
Prepare a summary report on joint waste collection including outsourcing vs. in-house collection for review by WMAG	4th Quarter 2023	WMPC

Activity	Target Completion	Responsibility
Make recommendations on outsourcing vs. in-house collection and joint collection	4th Quarter 2023	WMAG
Develop scope and prepare joint tender documents. Time the contracts to coincide with the transition date for blue box (Jan 1, 2025) after which blue box collection services will not be required	4th Quarter 2023	LMs
Obtain bids for waste collection services & implement new contracts	1st Quarter 2025	LMs
14. Waste Disposal: Landfill Monitoring		
Review existing landfill monitoring activities and contracts to identify how landfill sites might be bundled to promote economies of scale.	1st Quarter 2023	LMs
Implement bundled contracts.	1st Quarter 2023	LMs
15. Waste Disposal: IC&I Waste Disposal Policy		
Prepare a policy to limit the IC&I waste disposal at landfill sites due to close within the next 5 years. The benefit of extended use may not be significant at sites that are due to close within 1 or 2 years. This would be an appropriate policy to reduce transfer costs if waste were to be transferred to another landfill site for disposal	1st Quarter 2023	ND, SD & SG
Consider policy and decide whether or not to implement	2nd Quarter 2023	ND, SD & SG
16. Waste Disposal: Expansion and Sharing Waste Disposal Capacity at Landfill Sites		
Liaise with MECP to confirm approval requirements under LM ownership and SDG ownership, to move waste across municipal boundaries for disposal at a neighbouring municipal landfill site (curbside and drop-off waste).	3rd Quarter 2023	WMPC with LMs
Confirm costs of direct haul of curbside waste from South Dundas to North Dundas considering joint tendering if feasible	3rd Quarter 2023	WMPC with LMs
17. Waste Disposal: Long-term (20 years) Disposal at GFL		
Review an existing agreement between GFL and one of their client LMs to determine potential terms and conditions.	3rd Quarter 2023	WMPC
Liaise with GFL to identify potential costs, terms	3rd Quarter 2023	WMPC with ND,

Activity	Target Completion	Responsibility
and conditions should a decision be made to dispose waste from the three (3) LMs at GFL's facility		SD & SG
▪ Liaise with MECP to determine the approval requirements for establishing a transfer station in North Dundas	▪ 3rd Quarter 2023	▪ WMPC with ND & SD
▪ Determine the potential capital and annual operating costs of a transfer station at North Dundas	▪ 3rd Quarter 2023	▪ WMPC with ND & SD
18. Waste Disposal: Strategy to Address Impending Capacity Shortfall		
▪ Confirm if Cornwall would be interested in being a party to the agreement with GFL for waste disposal	▪ 3rd Quarter 2023	▪ WMPC
▪ Identify existing residential drop-off facilities that can be shared for use by neighbouring residents	▪ 3rd Quarter 2023	▪ WMPC with LMs
▪ Based on the latest information, undertake a cost benefit analysis (costs and well as qualitative factors) to confirm which is the preferred option - expansion of existing landfill sites or use of GFL's facility for disposal	▪ 4th Quarter 2023	▪ WMPC with ND, SD & SG
▪ Identify the pros and cons of transferring waste disposal to SDG in order to execute the strategy	▪ 4th Quarter 2023	▪ WMPC
▪ Prepare a summary report outline the preferred strategy for consideration by WMAG	▪ 4th Quarter 2023	▪ WMPC with LMs
▪ Review and recommend preferred strategy	▪ 1st Quarter 2024	▪ WMAG
▪ Recommend whether or not waste disposal should be transferred to SDG	▪ 1st Quarter 2024	▪ WMAG
▪ Present recommendations to LM and SDG CAOs	▪ 1st Quarter 2024	▪ LM and SDG staff
▪ Present recommendations to LM and SDG Councils for information and feedback subject to public input	▪ 1st Quarter 2024	▪ LM and SDG staff
▪ Prepare public communications and stakeholder consultation strategy to solicit feedback on the preferred waste disposal option including transferring responsibility to SDG (if recommended)	▪ 2nd Quarter 2024	▪ WMPC with LMs
▪ Review public communications and stakeholder	▪ 2nd Quarter 2024	▪ WMAG

Activity	Target Completion	Responsibility
consultation strategy and recommend for implementation		
▪ Facilitate stakeholder information and feedback sessions	▪ 2nd Quarter 2024	▪ WMAG
▪ Prepare report on feedback and any changes to the disposal recommendations to address issues raised	▪ 3rd Quarter 2024	▪ WMPC
▪ Review public consultation report and confirm preferred recommendation for waste disposal with adjustments to address stakeholder issues	▪ 3rd Quarter 2024	▪ WMAG
▪ Initiate MECP approvals for preferred waste disposal strategy	▪ 3rd Quarter 2024	▪ WMPC with LMs
19. Waste Management Responsibility: (If WMAG recommends transferring responsibility to SDG)		
▪ Discuss and confirm if waste collection should also be transferred to SDG depending on the realignment of collection services	▪ 1st Quarter 2024	▪ WMAG
▪ Discuss and confirm the staff to be transferred to SDG	▪ 2nd Quarter 2024	▪ WMAG
▪ Discuss and confirm the assets to be transferred to SDG	▪ 2nd Quarter 2024	▪ WMAG
▪ Discuss and confirm the liabilities to be transferred to SDG	▪ 2nd Quarter 2024	▪ WMAG
▪ Discuss and confirm if there should be compensation for assuming responsibility for assets and liabilities	▪ 2nd Quarter 2024	▪ WMAG
▪ Discuss and identify the possible transfer dates for each waste management component	▪ 3rd Quarter 2024	▪ WMAG
▪ Prepare a transition plan capturing the WMAG discussions and recommendations	▪ 3rd Quarter 2024	▪ WMPC
▪ Review and confirm transition plan for presentation to CAOs for feedback	▪ 3rd Quarter 2024	▪ WMAG
▪ Present transition plan to LM and SDG Councils for approval. Require triple majority for transfer to occur.	▪ 4th Quarter 2024	▪ WMAG
▪ Prepare the by-law transferring waste management responsibility to SDG (for the components identified in the transition plan)	▪ 4th Quarter 2024	▪ WMPC & SDG Legal Counsel
▪ Review the by-law and recommend approval	▪ 4th Quarter 2024	▪ WMAG
▪ By-law approval by SDG	▪ 4th Quarter 2024	▪ SDG Council

Activity	Target Completion	Responsibility
Transfer responsibility to SDG as outlined in Transition Plan	January to December 2025	SDG & LMs
20. Collaboration with Others		
Investigate new waste diversion and waste disposal technologies (including incineration)	1st Quarter 2024	WMPC
Identify potential partnership opportunities with other jurisdictions	1st Quarter 2024	WMPC with Director of Transportation
Identify potential benefits that may be derived and the role for LMs & SDG	1st Quarter 2024	WMPC with Director of Transportation
Identify key agreement principles	1st Quarter 2024	Director of Transportation with WMPC
Prepare summary report on findings and next steps for review by WMAG	2nd Quarter 2024	WMPC
Review by WMAG with recommendations for proceeding	2nd Quarter 2024	WMAG
Initiate collaboration next steps	3rd Quarter 2024	Director of Transportation with WMPC

6 Recommendations

The review suggests that while the LMs have been successfully delivering solid waste programs and services to their respective communities, there are benefits to collaborating and having SDG as a key partner to take waste management forward. The benefits include, but are not necessarily limited to, potential cost savings especially for waste disposal; enhanced organizational capacity to support future planning, communications and transitioning of the blue box program; improved coordination and efficiencies to enhance waste diversion and other programs; and development of partnerships with service providers and other jurisdictions beyond the SDG border. The following are the main recommendations for consideration by the LMs and SDG:

1. Pursuing the collaboration options described in Section 4.4.2;
2. Further investigating the sharing of landfill capacity or alternatively accessing available private sector disposal capacity in lieu of individual landfill site expansions;
3. Further investigating the benefits of transferring waste management responsibility from the LMs to SDG especially for waste management planning, communications and disposal; and
4. Undertaking the activities described in the Implementation Strategy presented in Section 5.4.

Appendix A

Issues List

Issues	Relevant Information	Possible Resolution(s)
Collaboration		
How should the LMs work together - through agreements, a board of management or involve SDG	- The Municipal Act allows the LMs to: - work together through agreements to share their resources - delegate to a board with representation from the participating municipalities - transfer one or more waste management components to SDG from one or more LMs provided there is a "triple majority"	
If a board of management is preferred which LM or would SDG act as agent to the board for all administrative and operational functions	The Municipal Act allows the LMs to have agreements regarding delegation to a board	
If SDG were to be involved, should all components of solid waste or only some be transferred to SDG?	- LMs have the capacity to service own needs at the moment- will require additional resources and/or adjustments to current services to facilitate collaboration depending on the component. - Waste management costs are high for the LMs and expected to increase	
Should closed landfill sites be transferred to SDG if the SDG were to take on waste management or should that responsibility remain with the respective LMs?	- Landfill closure and post closure care costs for all 6 LMs are estimated to be at least \$15 million (in \$2021) over the next 25 years (i.e. a liability) - This liability is currently under funded.	
The LMs have limited capacity to undertake the functions of waste management planning and public relations/ education. How should they best work together?	- LMs have limited capacity/ staff to do proper planning and development of waste management programs e.g. reuse etc. going forward. - The transition to producer responsibility will require proactive public education to build customer awareness of the change in responsibility and any adjustments to the program. - The transition to producer responsibility will occur at the same time for the 6 LMs requiring coordination.	
Is sharing landfill capacity acceptable in principle?	- There are currently 6 active landfill sites with 4 due to be at full capacity within 8 years. Initiatives are underway to expand capacity at two landfill sites at significant cost to the respective LMs? - No scales at some landfill sites making it difficult to have true user pay system at these landfill sites - Opportunity to reduce some landfill related costs or achieve economies of scale e.g. for annual monitoring	
What approvals would be necessary to expand service areas for landfill sites under collaboration options or transfer to SDG?	- SDG allowed to expand the service area for the landfill sites to within its own boundaries should it assume jurisdiction for waste disposal. Only an administrative change to the licence. However, The MECP would likely ask that operational issues such as incremental traffic etc. be addressed. - MECP approvals would be required if 2 or more municipalities to share a landfill site. Need to confirm the scope of the approvals with the MECP.	
Should residential drop off currently available in some municipalities be consolidated and be made	Opportunity to reduce costs	

Issues	Relevant Information	Possible Resolution(s)
available to residents from other municipalities	MECP approvals would be required if 2 or more municipalities to share a landfill site. Need to confirm the scope of the approvals with the MECP	
Compensation/ Equity		
Should compensation for existing landfill capacity be established and applied if capacity is shared by 2 or more LMs through agreement?	The Municipal Act allows LM to work together through negotiated agreements. The matter of compensation would be at the participating LMs' discretion and negotiated accordingly	
How should compensation for existing landfill capacity be established and applied if SDG were to assume responsibility?	- Regulation 815 of the Municipal Act indicates that compensation should be made by SDG to the LMs for the transfer of assets and by the LMs to SDG for any liabilities assumed. - Identification and valuation of assets and liabilities to be transferred would be required e.g. trucks, equipment, buildings etc. - Agreement between SGD and the LMs would be required.	
Are there other areas where compensation should apply?		
Should waste management be transferred to SDG are there any assets that the LMs would prefer to keep for use in other areas e.g. trucks, etc.?	2 municipalities provide in-house waste and recycling collection. 1 other municipality provides in-house recycling only - Trucks bodies are typically designed for waste and recycling collection. However these can be removed and replaced with bodies suitable for other functions.	
Staffing		
Is there the staff capacity available to coordinate/ deliver services under a collaboration agreement between 2 or more LMs?	Current LM staffing levels are sufficient to service own needs	
If LMs decide to establish a board or transfer to SDG is there any staff currently involved in waste management that the respective LMs would prefer to retain for service in other areas?	- There are currently 18.5 staff positions across the 6 LMs that are shared between waste management and other departments. 12 are non-union and 6.5 union. - There are 16.7 positions with 100% waste management responsibilities. 16.2 are non-union and 0.5 union. - SDG would be required to transfer in the dedicate solid waste staff from the LM should SDG assume waste management responsibility	
Recycling / Diversion		
What role, if any, do the municipalities wish to play in recycling after the transition to producer responsibility?	- Producers may not support recycling collection from the IC&I sector - LMs would no longer have the direct contact with its residents and control of recycling to address any impact on level of service - LM would have to register with RPRA and become contractors to producers under a fee for service arrangement	
Is there a role for the RARE MRF after transition to producer responsibility?	- RARE would require a capacity expansion and more staff to handle materials from all SDG municipalities - RARE is aging and in need of work	

Issues	Relevant Information	Possible Resolution(s)
Should blue box collection be bi-weekly or weekly and single stream or dual stream?	3 LMs have 2- stream weekly collection and 3 have single stream bi-weekly collection - Producers will become responsible from 2026 onward at the latest but will be required to maintain the going level of service at that time.	
Should LMs participate in the organics collection (green bin) program with Cornwall?	- There is no regulatory or Provincial requirement for the LMs or SDG to provide curbside collection of organics because their respective populations and densities are below the threshold required by Provincial policy. - Provincial policy does not preclude LMs and SDG from implementing a green bin curbside collection program for higher density areas if there is a desire to align with environmental stewardship and industry best practices. This would support the working relationship since the LMs / SDG may also wish to work with Cornwall on other aspects of waste management including waste disposal - Waste diversion levels in the LMs are currently stagnant. An organics program would help to boost waste diversion and extend use of available landfill capacity but at a relatively high cost.	
Should leaf and yard waste collection be included in the standard level of service or should this be at the discretion of each municipality	LM s have different levels of service for leaf and yard waste - different number of days per year or drop off only at the landfill site (i.e. no curbside collection), etc.	
Challenges		
There are no weigh scales at some of the landfill sites to accurately weigh vehicles and bill according to the tipping fees.	Weigh scales are expensive and require maintenance and periodic calibration	
Waste management costs are increasing	- high and increasing cost of service being experience by municipalities based on discussions with staff - There are multiple contracts for landfill site monitoring and lab testing that could perhaps be rationalized to achieve economies of scale and reduce costs - High cost of truck maintenance - limited available of back up trucks in case of breakdowns, etc.	
Diminishing landfill capacity - need to secure new capacity sooner while capacity is still available rather than later	Closure of 4 landfill site within next 8 years (expansion applications in progress at significant costs at 2 landfill sites)	
Increasing liability as landfill sites close – mostly unfunded	- Under PSAB 3280 municipalities are required to account for the liability resulting from closed landfill sites and their perpetual care and demonstrate how this might be funded - Currently this liability is underfunded by municipalities	

Appendix B

Staff Positions Roles and Responsibilities

North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
Department Responsible for Solid Waste Services					
- Public Works - Waste management is blended with other public works functions - the municipal landfill operations are overseen by the Environmental Services Manager with dedicated landfill staff - The recycling facility - RARE is a stand-alone solid waste facility overseen by the General Manager, RARE & Solid Waste with dedicated facility staff. The Administrative Clerk also does the Water QMS Internal Audits	- Infrastructure Services - All solid waste functions done by Infrastructure services staff are part of the regular routine integrated with other roads and infrastructure functions/ duties. This seems to work well. - Roads division does the transfer of materials from the drop-off area at the landfill site to the face using rented equipment - Roads staff also operates the compactor at the landfill face	- Waste Management - Only municipality with a stand-alone solid waste management department - All staff 100% dedicated to waste management under the Director of Waste Management - Lead-hand (1) coordinates waste and recycling collection and landfill operations - Curbside recycling material transferred to roll off bins at the former MRF located at the landfill site, for transfer to a contracted MRF by a private hauler. - In-house landfill operations - Minor equipment maintenance done by staff - Major equipment maintenance done by Town's garage staff	- Environmental Services - This department also responsible for drainage and parks and recreation - Waste management is blended with other environmental services functions - Director Environmental Services coordinates the recycling and waste collection contract - Coordinate the L&Y waste composting operations at Morrisburg and Iroquois - Staff operate the drop off activities and compaction at the landfill site	- Public Works - Waste management is blended with other public works functions - The Public Works Superintendent oversees solid waste services and handles all customer issues. - Recycling collection is done by public works staff	- Public Works - Waste management is blended with other public works functions - Waste and recycling collection by staff - Public Works Coordinator handles all customer queries and contract for disposal - Public works staff operate grader that buries waste delivered to landfill site by residents - Other non-solid waste staff would cover on regular staff days off
Staff with Shared Roles Between Solid Waste and Other Non-Solid Waste Functions					
Public Works Director (1) Environmental Services Manager (1) ✓ Responsible for Landfill Site operations Administrative Assistant (1) ✓ Handles public enquiries/calls including those related to solid waste. However this is minimal as most calls are handled at RARE Public Works Equipment Operators (2) - Union Position	General Manager Infrastructure (1) Roads Manager (1) – Oversees landfill site operations Compactor Operator (1) - Outside staff is unionized (CUPE)	All staff dedicated to solid waste management	Director of Environmental Services (1) ✓ Responsible for management of environmental infrastructure including parks, waste management facilities, and municipal drains. <u>Waste Management</u> ✓ Develop and implement a sustainable business plan for the municipality's waste management assets including the landfill ✓ Assist in the development and monitoring of a sustainable reserve	Public Works Superintendent (1) Recycling Collector (0.5) – Public Works staff	Director of Public Works (1) ✓ Oversee the operation and maintenance of the Town's water system, roads, storm water management systems, streetlights, equipment and machinery. ✓ Participate with CAO in strategic planning and member of Senior Management Team ✓ Provide support to CAO in staff relations and promoting health and safety ✓ Prepare and submit annual business plan and operating and capital budgets

North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
✓ Compactor operation ✓ Waste transfer to landfill face Other public works functions			for the landfill’s operational and capital requirements ✓ Assist in the development of a Regional Waste Management plan that considers the efficiencies of handling all waste regionally with the United Counties of Stormont, Dundas, and Glengarry. ✓ Prepare Provincially mandated annual reports for disposal and diversion ✓ Work closely with Provincial agencies to ensure compliance with environmental regulations. ✓ Read and interpret environmental monitoring information and determine appropriate actions to control potential hazards as required. ✓ Develop and implement techniques for disposing of waste in sanitary landfills that provide human health and environmental protection while maximizing airspace utilization and complying with regulatory requirements associated with gas and leachate collection and treatment. ✓ Recommend and enforce techniques for applying cover material to waste to reduce leachate generation, odours, vermin, and eliminate wind-blown litter. ✓ Oversee and direct employees on diversion related programming at the landfill such as removal of Freon from appliances, tire storage and processing, handling of yard trimmings and composting, recovered materials storage and		✓ Review and approve contracts and change orders ✓ Lead the management of capital projects ✓ Develop and recommend new or improved policies for Public Works ✓ Provide oral presentations and reports to Council and other stakeholders from the Public Works Department ✓ Participate in the corporate-wide program and promote the services provided by the Public Works Department ✓ Develop and maintain contact network with peers in other municipalities and industry ✓ Represent the department on all business related matters ✓ Identify and track best practices and trends ✓ Review and approve operations and maintenance procedures and standards and specifications ✓ Undertake regular inspections and implement QA/QC ✓ Monitor operating performance make adjustments as needed and provide periodic reports to CAO ✓ Implement preventative maintenance and Integrate life cycle management into the Town's Asset Management Program ✓ Monitor legislative and regulatory requirements and monitor Town's department's compliance • Administrative Coordinator, Public Works (1) ✓ Administrative and technical support to Public Works under direction of Director ✓ Coordinate appointments and

North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
			processing, electronics, and other diversion activities. ✓ Develop and implement a public education campaign which promotes reduction, reuse and recycling of waste and highlights the environmental benefits of participating in the waste diversion programs available. ✓ Develop procurement documents (tenders, RFP, RFQ) that ensure high levels of customer satisfaction for curbside collection of garbage and recycling. ✓ Liaise with contractors as required on the level of service, customer satisfaction, and anticipated changes to service due to legislation or Council direction. ✓ Participate in stakeholder discussions regarding the municipal blue box		meetings for the department including prepare and distribute minutes ✓ Project management support to Director including maintaining the project tracking system ✓ Process and route incoming communications & customer queries ✓ Assists with the development and distribution of Department communications. ✓ Maintain water and wastewater customer accounts and process billing ✓ Maintain and update meter supplies and inventory & coordinate meter reading ✓ Update and maintain employee training files for the Department. ✓ Prepare and submit routine and special reports ✓ Prepare Department purchasing documents ✓ Conduct research as required ✓ Maintain the records management (hard copy and electronic) and archiving systems for the Directors, ✓ Perform other administrative support duties and tasks ✓ Support and assist other employees as appropriate • Public Works Supervisor (1) ✓ • Public Works Coordinator (1) ✓

North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
					<i>Equipment Operator/ Truck Driver/ Labourer (3)</i> ✓ Assist in all public works operations. ✓ Daily collection and transportation of curbside waste and recycling materials. ✓ Assist in the repair, construction and maintenance of municipal roads, equipment, property and other assets. ✓ Operate trucks utilized by the public works department in a safe, effective and efficient manner to maintain township roads and properties; ✓ Operate heavy construction equipment utilized by the public works department; equipment may be owned, leased or rented by the Town; ✓ Repair and maintain water and wastewater infrastructure; ✓ Complete other duties as required by the Director of Public Works or Supervisor. <i>Landfill Attendant (Part-time) (0.5)</i> ✓ General duties at Landfill site including load inspections and directing customers

North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
Staff with 100% Solid Waste Management Roles					
General Manager, R.A.R.E. & Solid Waste (1) - 35hr/ week ✓ Reports to the Township's senior management ✓ Responsible for all aspect of the MRF operations including regulatory compliance, public education, materials marketing, grant applications ✓ Administration of the solid waste collection contract(s) ✓ Administration of agreements with other municipalities under contract to the recycling plant Administrative Clerk (1) 35 hrs/ week ✓ Reports to the GM RARE ✓ Maintain all incoming materials production and sales records ✓ Procure weekly quotes from commodity customers ✓ Handles all customer queries ✓ All bookkeeping duties including shipping bills and revenue reconciliation ✓ Help organize special events e.g. HHW days etc. ✓ Prepare all reports as needed. <u>Non-Solid Waste Responsibilities</u> ✓ Responsibility for the QMS Internal Audit Procedure for the Waterworks Department Operations Supervisor, R.A.R.E. (1) - 40hrs/week. ✓ Reports to the GM RARE	• No dedicated Solid Waste Division or staff	Director of Waste Management (1) ✓ Reports to the CAO ✓ Ensure compliance with the rules and regulations of the Ministry of Environment Conservation and Parks (MECP) ✓ Ensure all municipal programs goals objectives and policies are implemented ✓ Ensure all waste management capital projects are designed in accordance with professional engineering standards ✓ Work with the Waste Diversion Organization of Ontario to obtain grants and other available funding for waste reduction programs ✓ Attend Council meetings and provide regular reports and information o pertinent matters ✓ Manage day to day operations of all waste management facilities including scheduling of employees and related payroll issues ✓ Negotiate contracted services and oversee day to day operations ✓ Responsible for all facility and equipment maintenance ✓ Ensure appropriate record keeping ✓ Provide compliance reports as required ✓ Act as liaison with MECP ✓ Provide support to and liaise with CAO and other departments as needed	Landfill compactor operator (1) ✓ Operate the compactor at the landfill site Part-time landfill site attendant (0.5) - Operates compactor as necessary ✓ Conduct load inspections as per Waste Screening Protocol ✓ Determine appropriate disposal fees in accordance with Rate Schedule, collect fees and direct customer to appropriate area of disposal site. ✓ Answer customer questions related to policies and regulations governing landfill ✓ Compact waste using Cat 816F Compactor ✓ Oversee contractors completing work on-site ✓ Ensure that the waste remains in the identified zones and meets requirements set out in the sites ECA ✓ Other duties as assigned	• No dedicated Solid Waste Division or staff	No dedicated Solid Waste Division or staff

North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
✓ Ensure that the production line is in full working order and prepare the final product for shipment. ✓ Create and implement a maintenance plan and maintain detailed records on each piece of facility equipment. ✓ Responsible for the labour of the equipment operators in all the work areas in and out of the plant. ✓ All training Production Supervisor (1) - 40 hrs/ week. ✓ Reports to the GM RARE ✓ Supervise overall production of the material sorting lines, including direction and coaching of the staff ✓ Ensure the continuous operation of the mechanical equipment. ✓ Responsible for the labour and production of the sorting staff at all work stations: pre-sort, Mezzanine, back belt ✓ Production planning and reports ✓ Participate in or help organize Township events such as MSHW (Hazardous waste Day), etc. MRF Equipment Operator (1) - 40 hrs/week ✓ Reports to Operations Supervisor ✓ Move recycling material using the skid steer loaders, load vans and containers. ✓ Safely operate the balers and keep records of baled material. ✓ Work as a recycling sorter as needed. ✓ Maintain accurate records of the		✓ Prepare and monitor waste management budget and approve expenditures and tenders according to purchasing policy ✓ Member of Management Team to meet regularly to share information on daily operations and long range planning ✓ Prepare all motions related to waste management for approval by Council ✓ Work with Management Team to draft annual budget and new or amended personnel policies for Council consideration ✓ Communicate with public, media, boards and agencies on waste management issues ✓ Develop policies procedures and systems as they related to waste management ✓ other duties as assigned Lead-hand (1) ✓ Perform the duties of the Director of Waste Management in his/her absence. ✓ Supervision and training of full and part-time employees ✓ Assist with collection and sorting of curbside recycling. ✓ Assist with truck and equipment maintenance including pre-trip inspections which includes reporting issues to Township mechanic. ✓ Assist in the safe operation of specialized equipment. ✓ Responsible for handling and shipping of recyclables. ✓ Assist with the handling, sorting,			

North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
material loaded on vans ✓ Assist with set up of events such as MHSW (Hazardous Waste Day), Electronics Waste Depot, or similar. MRF Recycling Sorter (3.5) - 3 x 40hrs/ week and 1 x 17.5 hrs /week ✓ Reports to Production Supervisor ✓ Manually capture recyclable material (plastic, metal cans, paper, cardboard, and aluminum cans) from household blue box recycling and sort them into the correct chute or barrel. ✓ Work in front of a conveyor belt and pick out the type of material needed at his/her workstation. Toss the items into a chute or a barrel. Regularly lift and empty sorting barrels. ✓ Rotate to all workstations, including the sorting room (mezzanine), the pre-sort area, and occasionally from the tipping area. ✓ Provide labour at, or may be required to help set up, Township events such as MHSW, etc. Janitor at RARE (0.2) - 8 hrs/week ✓ Overall facility clean-up. Landfill Site Attendant (0.5 contract) - Union Position ✓ General duties at Landfill site including load inspections and directing customers		storing and shipping of household hazardous waste. ✓ Assist with collecting tipping fees and issuing receipts. ✓ Responsible for snow removal at facility in winter months. ✓ Responsible for the Opening and Closing of Facility on a daily basis. ✓ Responsible for promoting and ensuring good communication with staff and the Director of Waste Management. ✓ Promote a positive, professional image to the public. ✓ Maintain department records as assigned. ✓ Understand health and safety requirements, emergency procedures and Township policies with the responsibility to promote to the staff and to ensure compliance. ✓ Other duties as assigned. Waste & Recycling Truck Driver/ Labourer (2) ✓ Engage in a variety of indoor and outdoor tasks as it relates to the day to day operation of the Township of North Dundas Waste Management Facilities and associated curb-side pick-up. ✓ Responsible for pick-up and sorting of curbside recycling. ✓ Responsible for truck and equipment maintenance including pre-trip inspections. ✓ Responsible for the safe operation of specialized equipment. ✓ Responsible for handling, sorting, baling and shipping of recyclables. ✓ Responsible for handling, sorting, storing and shipping of household			

North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
		hazardous waste. ✓ Responsible for collecting tipping fees and issuing receipts. ✓ Promote a positive, professional image to the public. ✓ Some weekend work required ✓ Other duties as assigned. Landfill Attendant (1) ✓ General duties at Landfill site including load inspections and directing customers Landfill Compactor Operator (1) ✓ Operates the compactor at the landfill site Part-Time Truck Driver /Floater(0.5) ✓ Responsible for pick-up and sorting of curbside recycling. ✓ Responsible for handling, sorting and baling of recyclables ✓ Responsible for the safe operation of specialized equipment. ✓ Promote a positive, professional image in public.			
Number of Solid Waste Positions (FTEs)					
• Number of Staff with Shared Roles = 5. All non-union Union = 2; Non-union = 3 • 100% Solid Waste Staff = 8.7 FTEs Union = 0.5 Non-union = 8.2	• Number of Staff with Shared Roles = 3. Union = 1; Non-union = 2	• All staff 100% solid waste roles = 6.5 all non-union	• Number of Staff with Shared Roles = 1 non-union • 100% Solid Waste Staff = 1.5 FTEs both non-union	• Number of Staff with Shared Roles = 2 both non-union • 100% Solid Waste Staff = 0	• Number of Staff with Shared Roles = 7.5. All non-union Union = 4; Non-union = 3.5 • 100% Solid Waste Staff = 0
Anticipated Retirements in Next 5 Years					
•	•	•	•	•	• Possibly 2 staff

Appendix C

2020-2044 Population Curbside Stops and Tonnage Projections

United Counties of SDG
Regional Waste Management – A Roadmap to Collaboration
APPENDIX C: 2020-2044: POPULATION CURBSIDE STOPS TONNAGE PROJECTIONS

Municipality	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
North Dundas																	
Residential Population	12,152	12,410	12,666	12,923	13,179	13,435	13,542	13,649	13,756	13,862	13,969	14,075	14,181	14,287	14,392	14,498	14,603
Curbside Stops	4,300	4,403	4,507	4,610	4,714	4,817	4,860	4,904	4,947	4,991	5,034	5,077	5,121	5,164	5,208	5,251	5,294
Waste Disposed at Municipal Landfill Site(Tonnes)	2,087	2,131	2,175	2,219	2,263	2,307	2,326	2,344	2,362	2,381	2,399	2,417	2,435	2,454	2,472	2,490	2,508
Waste Disposed at Private Landfill Site (Tonnes)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste Diverted (Tonnes)	609	622	635	648	660	673	679	684	689	695	700	705	711	716	721	727	732
South Dundas																	
Residential Population	11,450	11,519	11,578	11,638	11,697	11,756	11,816	11,868	11,920	11,971	12,023	12,075	12,099	12,124	12,148	12,172	12,196
Curbside Stops	4,830	4,859	4,884	4,909	4,934	4,959	4,984	5,006	5,028	5,050	5,072	5,094	5,104	5,115	5,125	5,135	5,146
Waste Disposed at Municipal Landfill Site(Tonnes)	4,284	4,310	4,332	4,354	4,376	4,398	4,421	4,440	4,460	4,479	4,498	4,518	4,527	4,536	4,545	4,554	4,563
Waste Disposed at Private Landfill Site (Tonnes)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste Diverted (Tonnes)	530	533	536	539	541	544	547	549	552	554	557	559	560	561	562	563	565
North Glengarry																	
Residential Population	10,595	10,611	10,628	10,644	10,661	10,677	10,694	10,710	10,727	10,743	10,760	10,776	10,793	10,809	10,826	10,842	10,859
Curbside Stops	3,650	3,657	3,664	3,671	3,678	3,685	3,692	3,699	3,706	3,713	3,720	3,727	3,734	3,741	3,748	3,755	3,762
Waste Disposed at Municipal Landfill Site(Tonnes)	1,100	1,102	1,103	1,105	1,107	1,109	1,110	1,112	1,114	1,115	1,117	1,119	1,121	1,122	1,124	1,126	1,127
Waste Disposed at Private Landfill Site (Tonnes)	2,284	2,288	2,291	2,295	2,298	2,302	2,305	2,309	2,313	2,316	2,320	2,323	2,327	2,330	2,334	2,337	2,341
Waste Diverted (Tonnes)	765	766	767	769	770	771	772	773	775	776	777	778	779	781	782	783	784
South Glengarry																	
Residential Population	13,879	13,962	14,044	14,127	14,209	14,292	14,374	14,456	14,538	14,620	14,702	14,784	14,865	14,946	15,028	15,109	15,190
Curbside Stops	5,965	5,998	6,031	6,064	6,097	6,130	6,163	6,196	6,229	6,262	6,295	6,328	6,361	6,394	6,427	6,460	6,493
Waste Disposed at Municipal Landfill Site(Tonnes)	3,000	3,018	3,036	3,054	3,071	3,089	1,802	1,812	1,823	1,833	1,843	1,853	1,864	1,874	-	-	-
Waste Disposed at Private Landfill Site (Tonnes)	-	-	-	-	-	-	1,305	1,312	1,320	1,327	1,335	1,342	1,350	1,357	3,248	3,266	3,283
Waste Diverted (Tonnes)	706	710	714	719	723	727	731	735	740	744	748	752	756	760	764	769	773
North Stormont																	
Residential Population	7,347	7,378	7,403	7,428	7,453	7,478	7,502	7,523	7,545	7,566	7,587	7,608	7,617	7,626	7,636	7,645	7,654
Curbside Stops	2,700	2,712	2,721	2,730	2,740	2,749	2,759	2,767	2,775	2,783	2,791	2,799	2,802	2,806	2,809	2,813	2,817
Waste Disposed at Municipal Landfill Site(Tonnes)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste Disposed at Private Landfill Site (Tonnes)	1,666	1,673	1,679	1,684	1,690	1,696	1,701	1,706	1,711	1,716	1,720	1,725	1,727	1,729	1,731	1,734	1,736
Waste Diverted (Tonnes)	400	402	403	404	406	407	408	410	411	412	413	414	415	415	416	416	417
South Stormont																	
Residential Population	14,140	14,310	14,479	14,649	14,819	14,989	15,158	15,327	15,496	15,665	15,835	16,002	16,170	16,338	16,506	16,674	16,840
Curbside Stops	5,602	5,668	5,734	5,800	5,866	5,932	5,998	6,064	6,130	6,196	6,262	6,328	6,394	6,460	6,526	6,592	6,658
Waste Disposed at Municipal Landfill Site(Tonnes)	358	362	367	371	375	380	384	388	392	397	-	-	-	-	-	-	-
Waste Disposed at Private Landfill Site (Tonnes)	2,853	2,887	2,922	2,956	2,990	3,024	3,058	3,093	3,127	3,161	3,596	3,634	3,672	3,710	3,748	3,786	3,824
Waste Diverted (Tonnes)	800	810	819	829	838	848	858	867	877	886	896	905	915	924	934	943	953

United Counties of SDG
Regional Waste Management – A Roadmap to Collaboration
APPENDIX C: 2020-2044: POPULATION CURBSIDE STOPS TONNAGE PROJECTIONS

Municipality	2037	2038	2039	2040	2041	2042	2043	2044
North Dundas								
Residential Population	14,707	14,812	14,916	15,021	15,125	15,228	15,332	15,435
Curbside Stops	5,338	5,381	5,425	5,468	5,511	5,555	5,598	5,642
Waste Disposed at Municipal Landfill Site(Tonnes)	2,526	2,544	2,562	2,580	2,597	2,615	2,633	2,651
Waste Disposed at Private Landfill Site (Tonnes)	-	-	-	-	-	-	-	-
Waste Diverted (Tonnes)	737	742	748	753	758	763	768	774
South Dundas								
Residential Population	12,220	12,245	12,269	12,293	12,317	12,341	12,366	12,390
Curbside Stops	5,156	5,167	5,177	5,188	5,198	5,209	5,219	5,230
Waste Disposed at Municipal Landfill Site(Tonnes)	4,572	4,581	4,590	4,599	4,608	4,617	4,626	4,635
Waste Disposed at Private Landfill Site (Tonnes)	-	-	-	-	-	-	-	-
Waste Diverted (Tonnes)	566	567	568	569	570	571	572	573
North Glengarry								
Residential Population	10,876	10,893	10,909	10,926	10,943	10,960	10,977	10,993
Curbside Stops	3,769	3,776	3,783	3,790	3,797	3,804	3,811	3,818
Waste Disposed at Municipal Landfill Site(Tonnes)	1,129	1,131	1,133	1,134	1,136	1,138	1,140	1,141
Waste Disposed at Private Landfill Site (Tonnes)	2,345	2,348	2,352	2,355	2,359	2,363	2,366	2,370
Waste Diverted (Tonnes)	785	787	788	789	790	791	793	794
South Glengarry								
Residential Population	15,270	15,351	15,431	15,512	15,592	15,672	15,751	15,831
Curbside Stops	6,526	6,559	6,592	6,625	6,658	6,691	6,724	6,757
Waste Disposed at Municipal Landfill Site(Tonnes)	-	-	-	-	-	-	-	-
Waste Disposed at Private Landfill Site (Tonnes)	3,301	3,318	3,335	3,353	3,370	3,387	3,405	3,422
Waste Diverted (Tonnes)	777	781	785	789	793	797	801	805
North Stormont								
Residential Population	7,664	7,673	7,682	7,692	7,701	7,710	7,720	7,729
Curbside Stops	2,820	2,824	2,827	2,831	2,835	2,838	2,842	2,846
Waste Disposed at Municipal Landfill Site(Tonnes)	-	-	-	-	-	-	-	-
Waste Disposed at Private Landfill Site (Tonnes)	1,738	1,740	1,742	1,744	1,746	1,748	1,751	1,753
Waste Diverted (Tonnes)	417	418	418	419	419	420	420	421
South Stormont								
Residential Population	17,006	17,172	17,339	17,505	17,671	17,837	18,003	18,170
Curbside Stops	6,724	6,790	6,856	6,922	6,988	7,054	7,120	7,186
Waste Disposed at Municipal Landfill Site(Tonnes)	-	-	-	-	-	-	-	-
Waste Disposed at Private Landfill Site (Tonnes)	3,862	3,900	3,937	3,975	4,013	4,051	4,088	4,126
Waste Diverted (Tonnes)	962	972	981	990	1,000	1,009	1,019	1,028

Appendix D

Current Levels of Service

APPENDIX D: CURRENT LEVEL OF SERVICE (DRAFT MARCH 12 2021)

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
Curbside Waste Collection						
Collection Frequency	- Weekly - No holiday collection – shifted to 1 day before or after holiday - Earth day/ Pitch In week (in April)	- Weekly - Large items, including furniture, mattresses, box springs, plastic lawn furniture, toilets, and carpeting ONLY collected during Large Item Pick-Up day in May. NOT be collected during weekly curbside collection.	Weekly	- Weekly - Christmas collection deferred by 1 day - No campgrounds will be collected under new by-law approved for implementation in May 2021	Weekly	Weekly (Tuesday to Friday)
Waste Collection Set-out Time (Based on By-law)	Set out by 6:00 a.m. on collection day	Set out by 6:00 a.m. on collection day	Not specified	Set out by 7:00 a.m. on collection day, but no earlier than 6:00 p.m. the previous day	Set out by 7:00 a.m. on collection day, but no earlier than 7:00 p.m. the previous day	Set out by 7:00 a.m. on collection day, but no earlier than 7:00 p.m. the previous day
Container Limit (Based on By-laws)	2 Containers/ bags – Max. weight 23 kg (or 50lbs) - Tags required for extra bags/containers - Exemptions from limits: -Families with special needs (medical) -Special events - Bags must be placed in a covered container	8 Containers/ bags	- Residential - 2 Containers/ Bags - Commercial – 6 Bags/ Containers - Farm - 4 Bags / Containers - No bag tags. Extra bags left at curb or collected at collector's discretion depending on the size and weight (e.g. if it is a small grocery bag) - Excess IC&I waste is collected by private collector under separate contracts with individual properties	- Residential & Businesses - 2 Containers/ Bags - Farm - 4 containers - must register with Township annually - Additional bags (must be purchased from the Township are required for set out exceeding 2 containers/bags) - Households may apply for extension of limits (up to a maximum of 26 additional bags per year) through annual completion of a Home Healthcare Waste Application - for diapers/incontinence products - No issues from public except that current contractor uses older trucks so collection is sometimes delayed	- Residential - 2 bags per unit - Commercial, agricultural, and industrial - 10 bags per occupied address - Tags required for extra bags/containers - Residents may apply for a conditional extra bag pick up in the following situations: - Someone who lives in the home has a medical condition that requires them to set out more waste - Residents have been away for an extended period of time - New residents of the Township who have excess waste left by the previous home owner may, with the approval of the Public Works Superintendent, be granted	- Residential -2 containers/bundles per dwelling - Commercial, agricultural, and industrial - 6 containers/bundles per address - Tags required for extra bags/containers

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
					an extra landfill pass	
Tag Fee & Availability	• Purchase tags for \$3.00 each at: R.A.R.E. or Municipal Office	• No Tag system	• No Tag system	• Purchase tags for \$1.25 each at: South Dundas Municipal Centre (Morrisburg) Mustard’s Variety (Iroquois) Brinston General Store (Brinston) SDG County Library- Morrisburg Branch, Iroquois Branch and Williamsburg Branch •	•	• Purchase tags for \$1.50 each at: Ingleside - Foodland Long Sault - Town Hall St. Andrews West - Crossroads Convenience
Container Size & Weight (Based on By-laws)	• Maximum size of garbage containers is 80 cm high by 50 cm (width or diameter) • Maximum size of garbage bags is 80 cm high by 65 cm wide • Bags must be placed in a covered container • Max. weight 23 kg (or 50lbs)	• Container with capacity not larger than 30 gallons, not higher than 71 cm (28”), and diameter no bigger than 45.7 cm (18”) with watertight lid and 2 handles • Plastic bag with capacity not more than 0.09 cubic metres and made from a minimum of 1 ½ mil. gauge material that can hold 27 kg (60 lb) of material without tearing	• Container/bags must have a maximum width of 66 cm (26”) and maximum height of 91 cm (36”), and not exceed 22.5 kg (50 lb) when full (no 45 gallon drums accepted)	• Set out in plastic bags not exceeding 0.08 cubic metres and strong enough (not less than 1-1/2 mil. gauge material) to hold 23 kg of material without tearing • Households may apply for extension of limits (up to a maximum of 26 additional bags per year) through annual completion of a Home Healthcare Waste Application - for diapers/incontinence products	• Garbage bags must be between 60 cm x 90 cm (24 in x 36 in) and 106 cm x 120 cm (42 in x 48 in), and weigh 50 lb. maximum. • Any receptacle that is already broken or that breaks while being lifted will not be collected.	• Container must be waterproof, durable, rust resistant, non-absorbent with watertight cover and two handles. Container may not exceed 22 kg (50 lb.) when full • Capacity of container may not exceed 82 L (22 gallons) and must be specifically designed for garbage
Unacceptable Materials (from By-laws)	• Any items that are in Schedule "A" Acceptable "Blue Box" Recyclable Material • Any plastic item with the recycling symbol on the bottom of container with a	• E-waste • Tree stumps • Building supplies • Broken glass • Hardware	• Recyclable material • Tires • Demolition and construction material • Animal feces	• Any explosive or highly combustible materials of any nature whatsoever • Construction debris • Sawdust and/or shavings	• Bio-Medical Waste • Building Waste • Bulk Waste • Carcasses of dogs, cats, fowl, and other creatures, or parts	• Bio-Medical Waste • Building Waste • Bulk Waste • Carcasses of dogs, cats, fowl, and other creatures, or parts

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
	number 3 or 6. - Electronic and Electric Equipment Waste (WEEE waste) - Hazardous Waste - Pathological Waste - Trade Waste - Automotive wastes, discarded vehicle parts, tires, tire rims and other accessories - Liquid wastes, including liquid in sealed containers Used deposit-return beverage containers - Sod, soil, dirt, manure, sand, root balls, stumps, aggregates, concrete products, bricks or stones; - Sharp-edged material such as broken glass, broken crockery, cut metal or anything of a similar nature unless such material is placed in separate, secure container and whose contents are clearly marked - Glass plate windows, mirrors, doors, table tops, shower doors - Carcasses of any animal (including animal parts) or fowl or live animal or fowl with the exception of bonafide Household Organic Waste - Ashes(warm or hot) - Swill or any other organic not properly drained or wrapped - Celluloid cuttings, including moving picture film	- Tires - Fences - Construction materials - Loose garbage - Loose branches	- Liquids - Furniture and appliances - Paints - Oils - Batteries - Propane tanks - Other hazardous material	- Liquid or semi-liquid garbage - Hay, straw and manure - Carcass of any animal, or thereof - Grass clippings, garden material, tree limbs, branches and trunks, brush, clean lumber and stones (“Environmentally Friendly Landfill Material,” as per MOE - Major appliances and/or large household furnishings, appliances - Any material that is frozen or otherwise stuck to a container that cannot be removed by shaking - Tires - Biomedical waste - Automobiles, vehicles, or any parts thereof - Fences, Fence posts, page wire - Hazardous material - Propane tanks - Crates or packing material	thereof - Earth, brick, and stone - Hazardous Waste - Household Hazardous Waste - Human and animal excrement (except for Household Pet Waste and diapers - Industrial, Commercial, and Trade Waste - Leaf and Yard Waste - Liquid Waste - Recyclable Materials - Sawdust, Shavings, and Vermiculite - Steel Barrels - Car Parts - Wood in excess of 0.9 M (3 feet) in length, Wooden boxes and barrels - Wire, wire mesh and fencing - White Goods	thereof - Earth, brick, and stone - Hazardous Waste - Household Hazardous Waste - Human and animal excrement (except for Household Pet Waste and diapers - Industrial, Commercial, and Trade Waste - Leaf and Yard Waste - Liquid Waste - Recyclable Materials - Sawdust, Shavings, and Vermiculite - Steel Barrels - Car Parts - Wood in excess of 0.9 M (3 feet) in length, Wooden boxes and barrels - Wire, wire mesh and fencing - White Goods

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
	- Sewage - Any other material or item designated as Non-Collectible Waste by the Township - Any other materials designated as "designated waste" by the Waste Diversion Act or other applicable legislation					
Curbside Recycling Collection						
Collection Frequency	- Weekly - Alternate Stream each week	Bi-Weekly	- Weekly (as of July 13 2020) - Alternate Stream each week - Collect from driveways (instead of curb) in special cases	- Weekly - Alternate Stream each week	Bi-Weekly	Bi-Weekly
Single Stream or Dual Stream?	Dual Stream	Single Stream	Dual Stream	Dual Stream	Single Stream	Single Stream
Acceptable Materials (from By-laws)	<i>Plastic</i> - Food Grade Plastic, plastic grocery bags - Plastic items with the recycling symbol on the bottom of container with the numbers 1, 2, 4, 5, & 7 only (3 & 6 not accepted) <i>Glass</i> - Glass food and beverage bottles and jars <i>Metal</i> - Aluminum foils, plates and trays - Metal aerosol and paint cans (emptied and lid removed)	<i>Containers</i> - Clear glass containers - Coloured glass containers - Plastic containers including PET, HDPE, mixed plastics, tubs and lids (generally numbers 1, 2, 5) - Plastic clam shell packages - Aerosol cans (empty, no propane or butane containers) - Metal paint cans (empty, dry, lids removed) - Frozen juice containers, cartons (milk, juice, cream) - Steel cans and containers - Newspaper, mixed paper,	<i>Containers</i> - Glass bottles & jars - Metal cans (steel and aluminum) - Plastic bottle, jars & jugs - Aluminum trays & foil (clean) <i>Paper</i> - Box board (cereal boxes, rolls from paper towels, toilet tissue, shoe boxes, tissue boxes) - Soft cover books (telephone books) - Corrugated cardboard (flattened/bundled/tied) - Detergent boxes - Egg cartons (paper)	<i>Blue Box (containers):</i> - Glass food and beverage bottles and jars - Metal food and beverage cans - Clean empty paint cans (lids removed) - Aerosol cans and Styrofoam packaging - Plastic bottles - Plastic containers marked with recycling symbol and numbers 1, 2, 3, 4, or 5 - Aluminum pie plates and foil - Rigid foil containers and trays - Margarine and yogurt tubs Green Box (paper):	<i>Containers</i> - Aseptic containers (drinking boxes) - Dry empty metal paint and empty aerosol cans - Gable-top containers (juice and milk cartons) - Glass bottles, jars and containers - Metal beverage and food containers, foil and plates - Plastics #1-#7, packaging and containers from food, beverage and household products, including: - Plastic bottles and jugs - Plastic soft drink and water containers - Tubs and lids	<i>Containers</i> - Aseptic containers (drinking boxes) - Dry empty metal paint and empty aerosol cans - Gable-top containers (juice and milk cartons) - Glass bottles and jars and containers - Metal beverage and food containers, foil and plates - Plastics #1-#7, packaging and containers from food, beverage and household products, including: - Plastic bottles and jugs - Plastic soft drink and water containers - Tubs and lids

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
	- Steel / aluminum food and beverage cans <i>Paper</i> - Beverage cartons and boxes & polycoat containers - Aseptic containers (tetra pak) containers for juice, soup, wine - Gable top cartons for juice, milk - Polycoat containers for ice cream - Corrugated cardboard - Newspapers - Boxboard and household papers - Books - hard or soft cover (plastic slip covers removed, hard cover- front and back covers, while recyclable, must be removed - Cereal boxes (liners removed) - Fibre egg cartons and takeout trays - Flour and sugar bags - Kraft paper - Magazines - Paper plates - Pizza boxes - All remaining paper and paper products generated by households - Any other item defined as recyclable by the Township from time to time	boxboard, magazines, catalogues, household fine paper - Books, soft cover or hard cover (hard cover must be removed), telephone books - Brown bags, wrapping paper, corrugated cardboard - Aseptic cartons - Aluminum cans, containers, plates, and foil - Egg cartons	- Kraft (brown) paper bags - Magazines, catalogues, junk mail and office paper - Newspapers and flyers (plastic bags removed) - Pizza boxes (clean) - Gable end milk and juice cartons - Juice and soup boxes (tetra-pak)	- Newspaper and flyers (glossy or plain) - Popsicle wrappers - Paper potato bags - Flour bags - Sugar bags - Paper cups - Fine paper - Boxboard such as cereal, cracker, and cookie boxes - Detergent/laundry cartons - File folders - Shoe and tissue boxes - Apple baskets - Over the counter drug boxes (i.e. toothpaste, toiletries, cough syrups, medicine, and cosmetics) - Paper egg cartons - Toilet and paper towel rolls and pizza boxes - Magazines, catalogues, telephone directories and greeting cards - Cardboard and corrugated cardboard	- Frozen juice containers <i>Paper</i> - Boxboard (cereal and cracker boxes) - Corrugated cardboard - Envelopes, direct mail advertising, paper egg cartons, greeting cards and all remaining paper and paper products (except tissue, paper towels, napkins, waxed paper, laminated, lined and metalized paper and contaminated paper) - Fine paper - Magazines - Newsprint - Telephone books - Soft cover books and hard cover books (cover removed) - Hot beverage paper cups	- Frozen juice containers <i>Paper</i> - Boxboard (cereal and cracker boxes) - Corrugated cardboard - Envelopes, direct mail advertising, paper egg cartons, greeting cards and all remaining paper and paper products (except tissue, paper towels, napkins, waxed paper, laminated, lined and metalized paper and contaminated paper) - Fine paper - Magazines - Newsprint - Telephone books - Soft cover books and hard cover books (cover removed) - Hot beverage paper cups

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
Recycling Collection Limits/ Restrictions (from By-laws)	- No limit to number of Blue Boxes (can also be placed in clear plastic bags) - Weight (container and materials) not to exceed 20 kg (44 lb.) - Cardboard/boxboard/other “large fibre” material must be flattened, tied with string, placed beside Blue Box, and not exceed 1 M by 0.3 M	- No limit to number of containers set out for collection - Large recycling bins (35 gallons) are not permitted	No limit to number of containers set out for collection	No limit to number of containers set out for collection	- No limit to number of containers set out for collection - May be set out in blue or black plastic boxes with a lip for handling to contain Recyclable Materials without spilling and 130 litres (35 gallons) and shall be specifically designed for recycling collection - May be placed in clear or blue plastic bags, maximum 22 kilograms (approximately 50 lb.) - Fibres and other waste paper tied in bundles not larger than 1 M X 1 M X 0.5 m (approx. 3 feet by 3 feet by 12 inches), maximum 22 kilograms (approximately 50 lb.)	- No limit to number of containers set out for collection - May be set out in blue or black boxes with lip (for handling) with capacity not exceeding 60.5 L (16 gallons), and must be specifically designed for recycling collection - May be placed in clear plastic bags not exceeding 22 kg (50 lb.) when full - Fibres and other waste paper must be tied securely in bundles not exceeding 1 M x 1 M x 0.5 M (3 feet x 3 feet x 1 foot) and weigh no more than 22 kg (50 lb.)
Obtain Blue Boxes			No charge	\$7.00 per box - Available at the Municipal Building at 34 Ottawa, Morrisburg		2 free for new homes \$5 each - Available at Town Hall
Curbside Bulk Waste Collection						
Bulk Waste Collection Frequency	Drop off at Landfill Site	Bulk waste collected once per year in May at no cost to customers	Drop off at Landfill Site	Drop off at Landfill Site	500kg Free Landfill Passes - Drop off at Landfill Site	Drop off at Landfill Site
Bulk Waste Materials Collected		Large items, include furniture, mattresses, box springs, plastic lawn furniture, toilets, and carpeting				

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
Curbside Leaf & Yard Waste Collection						
L&Y Collection Frequency	2 times per year – once in May and once in November - No collection in small hamlets rural areas and along County roads	- L&Y Waste collection in spring and fall only - Christmas Trees collected by Township staff during January	1 pick-up in fall in Village of Winchester and Chesterville. 5 depots set up for Christmas trees	- No curbside collection – drop off facilities provided - Iroquois Composting Site 10 Bouck Street Iroquois, ON K0E 1K0 Hours: Saturdays: 10:00am – 12:00pm, April – November - Compost site not an official compost site- no ECA for the facility	- One collection day in May - Christmas Trees collected one day in January	- Once per month from May to November - Curbside delivered to GFL N/C - Drop off at Trillium Landfill Site at no charge every Friday and Saturday - Built up areas only (more than 20 homes either side of road in a 1km stretch) - Upon request
Limits/Restrictions	Not specified	- No limit - No shrubs, large branches, or bundles collected - Sticks and branches up to 4 feet are accepted, as long as they are bundled - Must be in paper bags or reusable containers such as garbage bins or recycling bins	Not specified	Not specified	- Limit of 20 bags/bundles per dwelling/unit - Must be placed in paper bags with the tops folded - Boughs, twigs, and cuttings must be securely tied in bundles not exceeding 1 M by 1 M by 0.5 M (3 feet x 3 feet x 1 foot) and weigh no more than 22 kg (50 lb.) - Receptacles already broken or broken while being lifted will not be collected - Leaf and yard waste placed in plastic bags is not accepted - Collection is for residents inside villages and hamlets only	- Limit of 20 bags/bundles per dwelling/unit - Must be placed in paper bags with the tops folded - Boughs, twigs, and cuttings must be securely tied in bundles not exceeding 1 M by 1 M by 0.5 M (3 feet x 3 feet x 1 foot) and weigh no more than 22 kg (50 lb.) - Receptacles already broken or broken while being lifted will not be collected - Leaf and yard waste placed in plastic bags is not accepted
Unacceptable Materials				NA	Use only compost bags (no plastic bags)	Use only compost bags (no plastic bags)

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
Residential Drop-Off Stations						
Location(s)	At the active – accepts residential waste only	At 2 Municipal Landfill Sites North Lancaster - 4580 2nd Line Road Beaver Brook Road Landfill site - 19281 Beaver Brook Road, east of Chapel Road	- At Municipal Landfill Site - Boyne Road landfill site 5 depots set up for Christmas trees	- At Municipal Landfill Site – Matilda - 10815 Seibert Road Iroquois, ON K0E 1K0 <u>The following locations for Compost:</u> - Drop-off only at compost facilities in Morrisburg and Iroquois - Morrisburg Composting Site 70 Prospect Road Morrisburg, ON K0C 1X0 Hours: 24 hours, 7 days a week, year-round - Iroquois Composting Site 10 Bouck Street Iroquois, ON K0E 1K0 Hours: Saturdays: 10:00am – 12:00pm, April – November	- At Private (GFL) - At both Public Works Patrol Yards (Scrap metal, Tires and E-waste only)	At Trillium Landfill Site – residential waste only
Operating Hours	Alexandria Landfill - Monday, Tuesday, Thursday, Friday - 8:00 a.m. to 4:00 p.m. in summer, Wednesday & Saturday - 8:00 a.m. to 12:00 p.m. in winter	- North Lancaster Landfill Site Thursday and Saturday 9:00 A.M. to 5:00 P.M. from June 1st, 2017 to September 30th, 2017 - Beaver Brook Road Landfill Site October 1st to May 31st on Tuesdays and Saturdays from 9:00 am to 5:00 pm.	8 am to 4 pm Monday to Friday. - Saturdays - First Sat in May till last Sat in October - 8 am till 11:30 am. - Open first Sat in November, December, January, February, March and April 8 am till 11:30 am.	- Matilda Disposal Site - Wednesday & Friday, 8:00 a.m. to 1:00 p.m.; Saturday, 1:00 p.m. to 4:00 p.m. - Williamsburg Disposal Site is closed	Insert hours for all locations	8am to 4pm every Friday and Saturday
IC&I Waste Accepted?	No	Yes	Yes	Yes	NA	No
Unacceptable Materials at	Kitchen waste not accepted	Car parts and motors	Concrete and large tree	Any explosive or highly combustible materials of any	Not specified	Bio Medical Waste

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
Landfills	Commercial construction materials not accepted		stumps	nature whatsoever - Liquid or semi-liquid garbage - Manure - Carcass of any animal, or thereof - Grass clippings, garden material, tree limbs, branches and trunks, brush, clean lumber and stones (“Environmentally Friendly Landfill Material,” as per MOE - Biomedical waste - Automobiles, vehicles, or any parts thereof - Hazardous material - Propane tanks		- Building Waste as a result of a house or structure fire - Commercial waste - Industrial waste - Condemned or dead animals or their carcasses - Hazardous Waste - Household Hazardous Waste - Explosives or highly flammable materials or chemicals - Motor vehicles or parts of motor vehicles - Waste oil or petroleum products
Customer Drop Off Station	Drop off areas depending on material	- Customers can drop off waste at both landfill sites - There are containment areas for waste and bins for e-waste and recyclables	- There are containers at the bottom of the landfill site for those who have difficulty in backing up to the face. - Recyclables are dropped off at MRF located at the landfill site - HHW also received at site from both North Dundas and South Dundas - No safety issues - There is site surveillance	- No station. A new drop off container station will be established in October 2020 and operated in-house. Roads department will transport bins to face - Residents currently drop off at the face	- Township has 3 “depots” for drop-off at its 2 municipal patrol yards, as follows: - White Goods & Scrap Metal Bin - Electronic Waste Bin - Tire - designated area, tires must be rubber and removed from rims - There are signs and cameras - Scrap metal hauled away by GFL at no cost - E-waste is hauled away as part of provincial program - Tires are hauled away at no cost - Property owners also entitled to 500kg free disposal at GFL. Could be used for bulk waste	- Yes at Trillium - There are concrete bunkers for designated materials

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
					items	
Acceptable Materials		- Large items, including furniture, mattresses, box springs, plastic lawn furniture, toilets - Construction and demolition materials - Household waste - E-Waste (Bins available)	- Household waste - Tires - E-waste - Metal - Recyclables - Household Hazardous waste(specific days) - Leaf and yard waste - Soil (contaminate and Non) - White goods (Freon removal)	- Household waste - Tires - E-waste - Metal - Recyclables - Burnable wood - White appliances - Construction and demolition materials. However considering program to divert waste to a C&D recycling facility near Ottawa - Mattresses	- Scrap metal - Tires - E-Waste	- Household waste - Tires - E-waste - Metal - Recyclables - L&Y Waste - White appliances
Tipping Fees Charged	- Free pass that covers 2 loads is sent out annually with tax bill Proof of residency must be provided - Proof of residency must be provided - Certified Freon-free refrigerators, freezers, and air conditioners accepted - Tires accepted free of charge - Leaf and yard waste accepted free of charge	- Yes by type of vehicle and waste - Free access 3 times per year - 2 in May (Beaver Brook) and 1 in June (North Lancaster) for residents non-hazardous waste only. Registration required for a \$10 fee - Vehicle used for disposal must be registered	\$15 per cubic yard \$25 per cubic yard for shingles - Leaf and yard waste free - Freon removal- \$20 per item - Contaminated soil \$25/tonne	- Yes by type of vehicle and waste - Tipping fee schedule (for October 2020 in drop box)	- No fee at yard - Free pass that covers 2 free loads per year (up to 500kg) - Fees apply at GFL after free 500kg certificate is used - One free landfill pass (to GFL Environmental Inc. site) per dwelling unit (property owner, or with permission of owner, lessee of the property) - Landfill passes are issued on an as-requested basis - Landfill pass may only be used by spouse or member of household/dwelling unit with knowledge of pass owner - Person who landfill pass is issued to may be held responsible for misuse of pass - Township may suspend, terminate or restrict use of	- Yes by type of vehicle and waste - Landfill Pass for 2 free disposals per year

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
					landfill site pass for any misuse, or continued contravention of this by-law	
Recycling Processing						
Processing Facility (MRF) Used	- Own Facility – RARE (opened in 1990) 265 Industrial Blvd. Alexandria, Ontario K0C 1A0 - Also processes recyclables from other municipalities - Limited capacity to handle SDG materials - Conveyor and other equipment in need of replacement/ upgrades	City of Cornwall 2590 Cornwall Centre Road	- Former MRF at Boyne Road Landfill site is now a transfer station for recyclables - Recyclables shipped to WMI Brockville for processing on a month-to month contract - Town has access to weigh scale within 5km	- City of Cornwall 2590 Cornwall Centre Road - Option included in new tender set to begin May 2021	- City of Cornwall 2590 Cornwall Centre Road	City of Cornwall 2590 Cornwall Centre Road
Household Hazardous Waste & E-Waste Collection						
HHW & E-Waste Collection Frequency	Collection (drop-off) once per year during Township’s Hazardous and Electronic Waste Collection Program	- HHW Collection once per year in September 8:00am to noon - E-waste bins at landfills	- HHW Once per month drop off from 8 am till 12 noon between May and October inclusive - E-waste during open Landfill hours	- Drop Off at North Dundas’ Boyne Road landfill site - On the following dates from 8 am to Noon: May 18, 2019 June 15, 2019 July 13, 2019 August 10, 2019 September 7, 2019 October 5, 201	- HHW Drop Off once per year (June) at west patrol yard - E-Waste ongoing drop off	- Drop Off - April to November 1 Sat and 2 Wed per Month
Collection Location		- Smithfield Park, 119 Military Road, Lancaster - South Glengarry has an agreement with the City of Cornwall. South Glengarry residents can dispose of HHW at the City of Cornwall Landfill Site free of charge, as long as	- E-waste drop off on designated days at Cornwall Landfill site, may be dropped off during regular hours for free at Boyne Road Landfill Site - HHW may be dropped off on designated days at Cornwall	- Arrangement to use the North Dundas Hazardous Waste Facility. Boyne Landfill 12620 Boyne Rd. Winchester, ON K0C 2K0 (613) 774-2105 - E-Waste accepted at Matilda	- HHW at West Patrol Yard - E-waste bin at municipal both Patrol Yards	Cornwall Landfill Site

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
		they have valid I.D. The Township pays a \$35.00 Tipping Fee for all residents who dispose of HHW at the City of Cornwall Landfill	Landfill Site and North Dundas Landfill Sites	and Williamsburg Landfill Sites		
Restrictions		E-Waste not collected at HHW Day – availability of E-Waste bins year round at landfill sites				Paints prior to 1977, PCBs, flares, fireworks, ammunition
Composting						
Backyard Composting		Promotes Backyard composting on Website	Can purchase at two locations in North Dundas	N/A	Composters available at Town Hall	Composters available at Town Hall for \$30 each
Source Separated Organics Collection (SSO)	None	None	None	None	None	None
Public Education/ Customer Service						
Main Types of Communication		- Annual Collections Calendar mailed in June - Web brochure with information on all programs	Recycle coach on website	- Face book - Newspaper - Website - Community Guide - Recycle Coach	Recycle coach on website	
Frequency of Communication				Once a month		
Customer Service Software?				Access E11		
First Point of Contact for Customers	Administrative staff RARE or Municipal Office	Administrative Staff	Boyne Road Landfill	Administrative Staff at the Municipal Office		
Responsibility for Follow-up on Customer Issues	Recycling Supervisor	General Manager Infrastructure or Roads Manager	Director of Waste Management	Administrative Staff (depends on level of customer issue)		

Appendix E

Asset Inventory

United Counties of SDG
Regional Waste Management – A Roadmap to Collaboration
APPENDIX E: ASSET INVENTORY

TABLE E-1: WASTE COLLECTION ASSETS

Asset ID	Asset Description	Asset Historical Cost	2020 Asset Value	Asset In-Service Year	Asset Life Expectancy (Years)
NORTH DUNDAS					
VH077	2012 International 4300 Roll-off Truck Vin #	\$ 91,391	\$ 112,400	2013	15
VH038	2020 International Truck #1, SN: TBD	\$ 159,000	\$ 159,000	2020	7
Subtotal		\$ 250,391	\$ 271,400		
SOUTH DUNDAS					
-	-	\$ -	\$ -	0	0
Subtotal		\$ -	\$ -		
NORTH GLENGARRY					
-	-	\$ -	\$ -	0	0
Subtotal		\$ -	\$ -		
SOUTH GLENGARRY					
-	-	\$ -	\$ -	0	0
Subtotal		\$ -	\$ -		
NORTH STORMONT					
-	-	\$ -	\$ -	0	0
Subtotal		\$ -	\$ -		
SOUTH STORMONT					
13-01	Garbage Truck	\$ 280,000	\$ 280,000	0	0
13-02	Garbage Truck	\$ 280,000	\$ 280,000		
Subtotal		\$ 560,000	\$ 560,000		
Total Assets		\$ 810,391	\$ 831,400		

NOTE: The South Stormont trucks are not included as capital items because the costs are included in the operating rate as part of the operating budget.

TABLE E-2: WASTE DISPOSAL ASSETS

Asset ID	Asset Description	Asset Historical Cost	2020 Asset Value	Asset In-Service Year	Asset Life Expectancy (Years)
NORTH DUNDAS					
EQ213	CAT 252B2 Ma8 SSL With heat	\$ 59,582	\$ 82,475	2009	15
EQ212	Fab roll-off container	\$ 5,346	\$ 7,400	2009	15
VH061	2009 Chevrolet Silverado, SN:	\$ 18,735	\$ 25,934	2009	8
EQ448	Landfill Compactor CAT 816K	\$ 604,913	\$ 623,060	2019	30
BD017	Landfill Office/Storage Building/Blue box	\$ 143,428	\$ 318,596	1993	50
BD017	Unit Heater	\$ 2,785	\$ 3,425	2013	20
BD047	Cameron Road Landfill Office	\$ 5,983	\$ 11,465	1998	50
BD016	Cover-All Shed (Landfill Site)	\$ 18,030	\$ 31,616	2001	50
PL025	Landfill Office/Storage Building/Blue box	\$ 14,356	\$ 29,184	1996	25
LI139	Monitoring Wells Installed in 2016, Golder	\$ 11,733	\$ 13,206	2016	40
LI088	Well, Bedrock Aquifer Monitoring Well # 07-	\$ 3,173	\$ 7,100	2007	40
LI087	Well, Overburden Monitoring Well #07-25,	\$ 2,115	\$ 7,100	2007	40
LI086	Well, Overburden Monitoring Well #07-24,	\$ 2,115	\$ 7,100	2007	40
LI085	Well, Overburden Monitoring Well #07-23,	\$ 2,115	\$ 7,100	2007	40
LI084	Well, Overburden Monitoring Well #06-22,	\$ 1,982	\$ 7,100	2006	40
LI083	Well, Overburden Monitoring Well #06-21,	\$ 1,982	\$ 7,100	2006	40
LI082	Well, Overburden Monitoring Well #06-20,	\$ 1,982	\$ 7,100	2006	40
LI042	Screens A,B, & C installed on BW1 (open	\$ 9,518	\$ 13,977	2007	40
LI041	Multilevel Monitoring Well, Monitoring Well	\$ 2,115	\$ 7,100	2007	40
LI040	Multilevel Monitoring Well, Monitoring Well	\$ 2,115	\$ 7,100	2007	40
LI039	Multilevel Monitoring Well, Monitoring Well	\$ 2,115	\$ 7,100	2007	40
LI038	Multilevel Monitoring Well, Monitoring Well	\$ 2,115	\$ 7,100	2007	40
LI037	Multi Level Well, Overbuden Monitoring Well	\$ 1,596	\$ 7,100	2002	40
LI036	Multi Level Well, Overbuden Monitoring Well	\$ 1,596	\$ 7,100	2002	40
LI035	Multi Level Well, Overbuden Monitoring Well	\$ 1,596	\$ 7,100	2002	40
LI034	Multi Level Well, Overbuden Monitoring Well	\$ 1,596	\$ 7,100	2002	40
LI033	Multi Level Well, Overbuden Monitoring Well	\$ 1,596	\$ 7,100	2002	40
LI032	Multi Level Well, Overbuden Monitoring Well	\$ 1,596	\$ 7,100	2002	40
LI031	Multi Level Well, Overburden Monitoring	\$ 1,394	\$ 7,100	1999	40
LI030	Multi Level Well, Overburden Monitoring	\$ 1,394	\$ 7,100	1999	40
LI029	Multi Level Well, Overburden Monitoring	\$ 1,394	\$ 7,100	1999	40
LI028	Multi Level Well, Overburden Monitoring	\$ 1,394	\$ 7,100	1999	40
LI027	Well, Overburden Monitoring Well # 3, 10891	\$ 1,213	\$ 7,100	1993	40
LI026	Well, Overburden Monitoring Well # 2, 10891	\$ 1,213	\$ 7,100	1993	40
LI025	Well, Overburden Monitoring Well # 1, 10891	\$ 1,213	\$ 7,100	1993	40
LI024	Well, Bedrock Aquifer Monitoring Well # 3,	\$ 1,820	\$ 7,100	1993	40
LI023	Well, Bedrock Aquifer Monitoring Well # 2,	\$ 1,820	\$ 7,100	1993	40
LI021	Well, Overburden Monitoring Well # 19,	\$ 1,596	\$ 7,100	2002	40
LI020	Well, Overburden Monitoring Well # 18,	\$ 1,596	\$ 7,100	2002	40
LI019	Well, Overburden Monitoring Well # 17,	\$ 1,596	\$ 7,100	2002	40
LI018	Well, Overburden Monitoring Well # 16,	\$ 1,596	\$ 7,100	2002	40
LI017	Well, Overburden Monitoring Well # 15,	\$ 1,568	\$ 7,100	2001	40
LI016	Well, Overburden Monitoring Well # 14,	\$ 1,568	\$ 7,100	2001	40
LI015	Well, Overburden Monitoring Well # 13,	\$ 1,213	\$ 7,100	1993	40
LI014	Well, Overburden Monitoring Well # 12,	\$ 1,213	\$ 7,100	1993	40
LI013	Well, Overburden Monitoring Well # 10,	\$ 1,213	\$ 7,100	1993	40
LI012	Well, Overburden Monitoring Well # 9, 12620	\$ 1,205	\$ 7,100	1992	40
LI011	Well, Overburden Monitoring Well # 7, 12620	\$ 1,205	\$ 7,100	1992	40

TABLE E-2: WASTE DISPOSAL ASSETS

Asset ID	Asset Description	Asset Historical Cost	2020 Asset Value	Asset In-Service Year	Asset Life Expectancy (Years)
LI010	Well, Overburden Monitoring Well # 5, 12620	\$ 1,212	\$ 7,100	1991	40
LI009	Well, Overburden Monitoring Well # 4, 12620	\$ 1,212	\$ 7,100	1991	40
LI008	Well, Overburden Monitoring Well # 1, 12620	\$ 1,212	\$ 7,100	1991	40
EQ412	Security Cameras	\$ 1,421	\$ 1,508	2018	5
Subtotal		\$ 961,390	\$ 1,445,846		
SOUTH DUNDAS					
	4021 County Rd 8/Church Rd - Building	\$ 4,317	\$ 9,309	1994	50
	Purchase of Used 2014 Compactor	\$ 193,000	\$ 193,000	2020	10
	3 Roll Offs	\$ 49,000	\$ 49,000	2020	10
	Land Acquisition 62.89 Acres	\$ 723,235	\$ 723,235	2021	
	<i>Williamsburg (Existing Wells)</i>		\$ -		
	97-2s	\$ 3,598	\$ 7,100	1997	40
	97-2d	\$ 3,598	\$ 7,100	1997	40
	97-1s	\$ 3,598	\$ 7,100	1997	40
	97-1d	\$ 3,598	\$ 7,100	1997	40
	97-3d	\$ 3,598	\$ 7,100	1997	40
	97-3s	\$ 3,598	\$ 7,100	1997	40
	97-4d	\$ 3,598	\$ 7,100	1997	40
	97-4s	\$ 3,598	\$ 7,100	1997	40
	99-1d	\$ 3,817	\$ 7,100	1999	40
	99-1BR	\$ 3,817	\$ 7,100	1999	40
	99-1s	\$ 3,817	\$ 7,100	1999	40
	99-2s	\$ 3,817	\$ 7,100	1999	40
	99-2d	\$ 3,817	\$ 7,100	1999	40
	99-2BR	\$ 3,817	\$ 7,100	1999	40
	99-3s	\$ 3,817	\$ 7,100	1999	40
	99-3d	\$ 3,817	\$ 7,100	1999	40
	99-3BR	\$ 3,817	\$ 7,100	1999	40
	4a	\$ 4,424	\$ 7,100	2004	40
	4b	\$ 4,424	\$ 7,100	2004	40
	4c	\$ 4,424	\$ 7,100	2004	40
	4d	\$ 4,424	\$ 7,100	2004	40
	5a	\$ 4,557	\$ 7,100	2005	40
	5b	\$ 4,557	\$ 7,100	2005	40
	12-1s	\$ 5,605	\$ 7,100	2012	40
	12-1d	\$ 5,605	\$ 7,100	2012	40
	12-1BR	\$ 5,605	\$ 7,100	2012	40
	14-3s	\$ 5,946	\$ 7,100	2014	40
	14-3d	\$ 5,946	\$ 7,100	2014	40
	14-3BR	\$ 5,946	\$ 7,100	2014	40
	14-1s	\$ 5,946	\$ 7,100	2014	40
	14-1d	\$ 5,946	\$ 7,100	2014	40
	14-1BR	\$ 5,946	\$ 7,100	2014	40
	14-2s	\$ 5,946	\$ 7,100	2014	40
	14-2d	\$ 5,946	\$ 7,100	2014	40
	14-2BR	\$ 5,946	\$ 7,100	2014	40
	17-1s	\$ 6,498	\$ 7,100	2017	40
	17-2d	\$ 6,498	\$ 7,100	2017	40

TABLE E-2: WASTE DISPOSAL ASSETS

Asset ID	Asset Description	Asset Historical Cost	2020 Asset Value	Asset In-Service Year	Asset Life Expectancy (Years)
	17-1BRS	\$ 6,498	\$ 7,100	2017	40
	17-1BRD	\$ 6,498	\$ 7,100	2017	40
	<i>Matilda (Existing Wells)</i>		\$ -		
	91-1	\$ 3,013	\$ 7,100	1991	40
	91-2	\$ 3,013	\$ 7,100	1991	40
	91-3	\$ 3,013	\$ 7,100	1991	40
	93-4	\$ 3,196	\$ 7,100	1993	40
	93-5	\$ 3,196	\$ 7,100	1993	40
	93-6	\$ 3,196	\$ 7,100	1993	40
	93-7	\$ 3,196	\$ 7,100	1993	40
	98-10	\$ 3,705	\$ 7,100	1998	40
	98-11d	\$ 3,705	\$ 7,100	1998	40
	98-11s	\$ 3,705	\$ 7,100	1998	40
	98-12d	\$ 3,705	\$ 7,100	1998	40
	98-12s	\$ 3,705	\$ 7,100	1998	40
	00-01d	\$ 3,931	\$ 7,100	2000	40
	00-01s	\$ 3,931	\$ 7,100	2000	40
	00-02	\$ 3,931	\$ 7,100	2000	40
	00-03d	\$ 3,931	\$ 7,100	2000	40
	00-03s	\$ 3,931	\$ 7,100	2000	40
	00-04	\$ 3,931	\$ 7,100	2000	40
	07-03d	\$ 4,835	\$ 7,100	2007	40
	07-03s	\$ 4,835	\$ 7,100	2007	40
	07-04	\$ 4,835	\$ 7,100	2007	40
	07-05	\$ 4,835	\$ 7,100	2007	40
	20-01d	\$ 7,100	\$ 7,100	2020	40
	20-01s	\$ 7,100	\$ 7,100	2020	40
	20-02s	\$ 7,100	\$ 7,100	2020	40
	20-02d	\$ 7,100	\$ 7,100	2020	40
	20-03d	\$ 7,100	\$ 7,100	2020	40
	20-03br	\$ 7,100	\$ 7,100	2020	40
	20-03s	\$ 7,100	\$ 7,100	2020	40
	20-04s	\$ 7,100	\$ 7,100	2020	40
	20-05s	\$ 7,100	\$ 7,100	2020	40
Subtotal		\$ 1,302,990	\$ 1,471,544		
NORTH GLENGARRY					
	Land Improvements	\$ 90,473	\$ 114,609	2012	40
	Buildings	\$ 1,417,025	\$ 4,230,141	1983	48
	Vehicles	\$ 60,000	\$ 80,635	2010	10
	Equipment	\$ 67,817	\$ 214,779	1981	40
	Leachate Solution	\$ 200,000	\$ 200,000	2030	
	<i>Glen Robertson Wells</i>		\$ -		
	A1	\$ 3,763	\$ 7,000	1999	40
	A2	\$ 3,763	\$ 7,000	1999	40
	B1	\$ 3,763	\$ 7,000	1999	40
	B2	\$ 3,763	\$ 7,000	1999	40
	C1	\$ 3,763	\$ 7,000	1999	40
	C2	\$ 3,763	\$ 7,000	1999	40
	D2	\$ 3,763	\$ 7,000	1999	40

TABLE E-2: WASTE DISPOSAL ASSETS

Asset ID	Asset Description	Asset Historical Cost	2020 Asset Value	Asset In-Service Year	Asset Life Expectancy (Years)
	E1	\$ 4,767	\$ 7,000	2007	40
	E2	\$ 4,767	\$ 7,000	2007	40
	F1	\$ 4,767	\$ 7,000	2007	40
	F2	\$ 4,767	\$ 7,000	2007	40
	P1-1	\$ 6,219	\$ 7,000	2016	40
	P1-1-16	\$ 6,219	\$ 7,000	2016	40
	P1-2	\$ 6,219	\$ 7,000	2016	40
	P1-2-16	\$ 6,219	\$ 7,000	2016	40
	P2	\$ 6,219	\$ 7,000	2016	40
	P3	\$ 6,219	\$ 7,000	2016	40
	P4	\$ 6,219	\$ 7,000	2016	40
	P5-1	\$ 6,219	\$ 7,000	2016	40
	P5-1-16	\$ 6,219	\$ 7,000	2016	40
	P5-2	\$ 6,219	\$ 7,000	2016	40
	P5-2-16	\$ 6,219	\$ 7,000	2016	40
	P6	\$ 6,219	\$ 7,000	2016	40
	G-S	\$ 6,219	\$ 7,000	2016	40
	G-D	\$ 6,219	\$ 7,000	2016	40
	H-S	\$ 6,219	\$ 7,000	2016	40
	H-D	\$ 6,219	\$ 7,000	2016	40
	<i>Alexandria Wells</i>		\$ -		
	MW-2	\$ 2,970	\$ 7,000	1991	40
	MW-6A	\$ 2,970	\$ 7,000	1991	40
	MW-6B	\$ 2,970	\$ 7,000	1991	40
	MW-7A	\$ 2,970	\$ 7,000	1991	40
	MW-7B	\$ 2,970	\$ 7,000	1991	40
	MW-8	\$ 3,343	\$ 7,000	1995	40
	MW-9	\$ 3,343	\$ 7,000	1995	40
	MW-10	\$ 3,343	\$ 7,000	1995	40
	MW-11	\$ 3,343	\$ 7,000	1995	40
	MW-12	\$ 3,343	\$ 7,000	1995	40
	MW-13	\$ 3,343	\$ 7,000	1995	40
	MW-14	\$ 3,343	\$ 7,000	1995	40
	MW-15A	\$ 3,547	\$ 7,000	1997	40
	MW-15B	\$ 3,547	\$ 7,000	1997	40
	MW-16	\$ 3,876	\$ 7,000	2000	40
	MW-17	\$ 3,876	\$ 7,000	2000	40
	MW-18	\$ 3,876	\$ 7,000	2000	40
	MW-19A	\$ 5,862	\$ 7,000	2014	40
	MW-19B	\$ 5,862	\$ 7,000	2014	40
	MW-20	\$ 5,862	\$ 7,000	2014	40
	MW-21	\$ 5,862	\$ 7,000	2014	40
	MW-22	\$ 5,862	\$ 7,000	2014	40
	MW-23D	\$ 5,862	\$ 7,000	2014	40
	MW-23S	\$ 5,862	\$ 7,000	2014	40
	MW-24D	\$ 5,862	\$ 7,000	2014	40
	MW-24S	\$ 5,862	\$ 7,000	2014	40
	MW-25	\$ 5,862	\$ 7,000	2014	40
Subtotal		\$ 2,095,832	\$ 5,218,163		

TABLE E-2: WASTE DISPOSAL ASSETS

Asset ID	Asset Description	Asset Historical Cost	2020 Asset Value	Asset In-Service Year	Asset Life Expectancy (Years)
SOUTH GLENGARRY					
	Compactor (Kitty)	\$ 300,000	\$ 300,000	2020	10
	<i>North Lancaster Monitoring Wells</i>		\$ -		
	96-1s;96-1d;96-3s;96-3d;96-2d	\$ 17,464	\$ 35,500	1996	40
	97-1s;97-4d;97-3d;97-2s	\$ 14,390	\$ 28,400	1997	40
	99-1sBR;99-3sBR;99-7s;99-7sBR;99-5sBR;99-00-1s;00-4s;00-1dBR;00-2s;00-2sBR;00-06-2s;06-2d;06-3dBR;06-4d;06-4dBR;06-1s;06-Beaverbrook Monitoring Wells	\$ 57,249	\$ 106,500	1999	40
		\$ 47,173	\$ 85,201	2000	40
		\$ 42,245	\$ 63,900	2006	40
			\$ -		
	3;11-I;11-II;14-A;14-II;14-III;15-I;15-II;15-III;16-8-I;8-IIOLD;8-II;9-I;9-II;10-I;10-II	\$ 49,026	\$ 119,000	1990	40
		\$ 19,599	\$ 49,000	1989	40
	17-SBR;99-1SBR;99-1D;99-1S;99-2BR;99-19-I;19-II;21-I;21-II;22-II;23-I;23-II;24-I;24-12-3S;12-4S;12-4D;12-5S;12-5D;12-6S;12-08-1;	\$ 48,917	\$ 91,000	1999	40
		\$ 44,556	\$ 105,000	1991	40
		\$ 71,836	\$ 91,000	2012	40
		\$ 4,910	\$ 7,000	2008	40
Subtotal		\$ 717,366	\$ 1,081,499		
NORTH STORMONT					
	Finch GW Monitoring Well A7	\$ 2,925	\$ 7,100	1990	40
	Finch GW Monitoring Well A-10	\$ 2,925	\$ 7,100	1990	40
	Finch GW Monitoring Well A-12	\$ 5,773	\$ 7,100	2013	40
	Finch GW Monitoring Well A-14	\$ 3,013	\$ 7,100	1991	40
	Finch GW Monitoring Well A-16	\$ 3,013	\$ 7,100	1991	40
	Finch GW Monitoring Well 09-17	\$ 6,498	\$ 7,100	2017	40
	Finch GW Monitoring Well A-18s	\$ 6,692	\$ 7,100	2018	40
	Finch GW Monitoring Well A-19s	\$ 6,893	\$ 7,100	2019	40
	Finch GW Monitoring Well A-18d	\$ 6,692	\$ 7,100	2018	40
	Finch GW Monitoring Well A-19d	\$ 6,893	\$ 7,100	2019	40
	Finch GW Monitoring Well OB-1d	\$ 2,925	\$ 7,100	1990	40
	Finch GW Monitoring Well OB-2	\$ 2,925	\$ 7,100	1990	40
	Finch GW Monitoring Well OB-3	\$ 3,013	\$ 7,100	1991	40
	Finch GW Monitoring Well OB-4	\$ 3,013	\$ 7,100	1991	40
	Finch GW Monitoring Well BR-1	\$ 2,925	\$ 7,100	1990	40
	Finch GW Monitoring Well 17-1	\$ 6,498	\$ 7,100	2017	40
	Roxborough Lechate Monitor 95-2.0	\$ 3,391	\$ 7,100	1995	40
	Roxborough Lechate Monitor 17-3	\$ 6,498	\$ 7,100	2017	40
	Roxborough Monitoring Well 90-4.2	\$ 2,925	\$ 7,100	1990	40
	Roxborough Monitoring Well 90-5.2	\$ 2,925	\$ 7,100	1990	40
	Roxborough Monitoring Well 93-2.3	\$ 2,925	\$ 7,100	1990	40
	Roxborough Monitoring Well 90-1.1	\$ 2,925	\$ 7,100	1990	40
	Roxborough Monitoring Well 90-1.2	\$ 2,925	\$ 7,100	1990	40
	Roxborough Monitoring Well 93-1.0	\$ 3,196	\$ 7,100	1993	40
	Roxborough Monitoring Well 93-1.1	\$ 3,196	\$ 7,100	1993	40
	Roxborough Monitoring Well 93-1.2	\$ 3,196	\$ 7,100	1993	40
	Roxborough Monitoring Well 93-2.1	\$ 3,196	\$ 7,100	1993	40
	Roxborough Monitoring Well 93-2.2	\$ 3,196	\$ 7,100	1993	40
	Roxborough Monitoring Well 08-1s	\$ 4,980	\$ 7,100	2008	40
	Roxborough Monitoring Well 93-1.3	\$ 3,196	\$ 7,100	1993	40
	Roxborough Monitoring Well 90-4.1	\$ 2,925	\$ 7,100	1990	40
	Roxborough Monitoring Well 95-1.0	\$ 3,391	\$ 7,100	1995	40

TABLE E-2: WASTE DISPOSAL ASSETS

Asset ID	Asset Description	Asset Historical Cost	2020 Asset Value	Asset In-Service Year	Asset Life Expectancy (Years)
	Roxborough Monitoring Well 95-2.0	\$ 3,391	\$ 7,100	1995	40
	Roxborough Monitoring Well 95-3.0	\$ 3,391	\$ 7,100	1995	40
	Roxborough Monitoring Well 95-4.0	\$ 3,391	\$ 7,100	1995	40
	Roxborough Monitoring Well P3	\$ 3,196	\$ 7,100	1993	40
	Roxborough Monitoring Well P4	\$ 3,196	\$ 7,100	1993	40
	Roxborough Monitoring Well 17-1	\$ 6,498	\$ 7,100	2017	40
	Roxborough Monitoring Well 17-2	\$ 6,498	\$ 7,100	2017	40
	Roxborough Monitoring Well 91-3.2	\$ 3,013	\$ 7,100	1991	40
	Roxborough Monitoring Well 91-2.1	\$ 3,013	\$ 7,100	1991	40
Subtotal		\$ 163,191	\$ 291,100		
SOUTH STORMONT					
3.0748	3 wells	\$ 6,927	\$ 21,300	1982	40
2.3566	6 wells	\$ 18,077	\$ 42,599	1991	40
2.2879	3 wells	\$ 9,310	\$ 21,300	1992	40
2.2213	6 wells	\$ 19,178	\$ 42,600	1993	40
1.8061	6 wells	\$ 23,587	\$ 42,600	2000	40
1.4685	12 wells	\$ 58,018	\$ 85,202	2007	40
1.1941	6 wells	\$ 35,675	\$ 42,598	2014	40
1.1255	10 wells	\$ 63,083	\$ 71,001	2016	40
Subtotal		\$ 233,856	\$ 369,200		
Total Assets		\$ 5,474,624	\$ 9,877,353		

TABLE E-3: RECYCLING COLLECTION ASSETS

Asset ID	Asset Description	Asset Historical Cost	2020 Asset Value	Asset In-Service Year	Asset Life Expectancy (Years)
NORTH DUNDAS					
VH038	2020 International Truck #2, SN: TBD	\$ 159,000	\$ 159,000	2020	8
EQ351	Roll-off Bin	\$ 7,276	\$ 8,435	2015	15
EQ332	Roll-off Box	\$ 6,920	\$ 8,262	2014	15
EQ271	Roll-off Bins	\$ 11,194	\$ 14,605	2011	15
EQ242	Roll-off box for recycling	\$ 5,940	\$ 7,983	2010	15
EQ241	Roll-off box for recycling	\$ 5,940	\$ 7,983	2010	15
BD031	Recycling Unloading Area	\$ 6,035	\$ 10,275	2002	50
VH061	2009 Chevrolet Silverado, SN: 1GCEC14C89Z247539, Bill of Sale Attached	\$ 18,735	\$ 25,934	2009	8
Subtotal		\$ 221,040	\$ 242,477		
SOUTH DUNDAS					
-	-	\$ -	\$ -	0	0
-	-	\$ -	\$ -	0	0
Subtotal		\$ -	\$ -		
NORTH GLENGARRY					
-	-	\$ -	\$ -	0	0
Subtotal		\$ -	\$ -		
SOUTH GLENGARRY					
-	-	\$ -	\$ -	0	0
Subtotal		\$ -	\$ -		
NORTH STORMONT					
-	Recycling truck replacement	\$ 168,000	\$ 168,000	2019	7
Subtotal		\$ 168,000	\$ 168,000		
SOUTH STORMONT					
14-06	Recycling truck	\$ 280,000	\$ 280,000	2026	0
Subtotal		\$ 280,000	\$ 280,000		
Total Assets		\$ 669,040	\$ 690,477		

NOTE: The South Stormont trucks are not included as capital items because the costs are included in the operating rate as part of the operating budget.

TABLE E4: RECYCLING PROCESSING & DIVERSION ASSETS

Asset ID	Asset Description	Asset Historical Cost	2020 Asset Value	Asset In-Service Year	Asset Life Expectancy (Years)
NORTH DUNDAS					
BD018	Hazardous Waste Facility	\$ 11,474	\$ 25,488	1993	50
Subtotal		\$ 11,474	\$ 25,488		
SOUTH DUNDAS					
-	-	\$ -	\$ -	0	0
Subtotal		\$ -	\$ -		
NORTH GLENGARRY					
-	Buildings	\$ 1,669,947	\$ 2,525,384	2006.007495	40.00000024
-	Vehicles	\$ 174,354	\$ 241,346	2009	10
-	Equipment	\$ 687,030	\$ 1,812,909	1987.17358	37.9692446
-	RARE Material	\$ 60,000	\$ 60,000	2022	0
Subtotal		\$ 2,591,331	\$ 4,639,640		
SOUTH GLENGARRY					
-	-	\$ -	\$ -	0	0
Subtotal		\$ -	\$ -		
NORTH STORMONT					
-	-	\$ -	\$ -	0	0
Subtotal		\$ -	\$ -		
SOUTH STORMONT					
-	-	\$ -	\$ -	0	0
Subtotal		\$ -	\$ -		
Total Assets		\$ 2,602,805	\$ 4,665,128		

Appendix F

Asset Inventory

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
Waste Collection Contracts						
Waste Collection Contract Terms	• Outsourced • GRS Sanitation Inc. to collect and deliver waste to GFL. Contract expires in 2021 and includes recycling collection	• Contract expires November 30 2020 • Will be extended by 1 year to consider outcome of this study	• NA • Contract terminated as of July 12th, 2020 • In-House as of July 13, 2020	• Co-collection with recycling Contract extended by 1 year to April 20, 2021 • New contract begins May 2021 (new contractor and expiry date?)	• Outsourced effective July 2020 (obtain contract for actual date) 2-year contract	• NA • In-House Since 2007 – better accountability of service and extra resources to cover other public works functions
Recycling Collection Contracts						
Recycling Collection Contract Terms	• Outsourced • GRS Sanitation Inc. to collect recycling and deliver to RARE. Contract expires in 2021 and includes waste collection	• Included under Waste Collection Contract	• NA - In-house	• Co-collection with garbage using 2 vehicles • Extended with garbage collection by 1 year to April 30, 2021 • Extension requires South Dundas to have a separate direct agreement with Cornwall regarding processing fees and revenues from recycling • Contractor has right to negotiate additional fees if Town changes processing to another location • New contract begins May 2021- submitting an in-house bid for recycling collection	• NA - In-house	• NA - In-house
Leaf & Yard Waste Collection						
L&Y Waste Collection Contract Terms	• Out sourced under waste collection contract	• Out sourced under waste collection contract	• NA – In-house	• NA – Drop off only	• NA – In-house	• NA – In-house

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
Landfill Sites						
Municipal or Private Landfill Site Used for Disposal?	1 active – accepts residential waste only delivered by residents to the site. Operated in-house - Private landfill (GFL) used for curbside waste. Contract expires in 2021	2 Municipal Landfill Sites - North Lancaster - 4580 2nd Line Road - Beaver Brook Road Landfill site - 19281 Beaver Brook Road, east of Chapel Road	1 Municipal Landfill Site - Boyne Road landfill site - Environmental Compliance Approval (ECA) No.A482101 issued December 4, 1989 1 closed landfill site (monitored annually)	- Municipal (Matilda) 10815 Seibert Road Iroquois, ON K0E 1K0 1 closed landfill site – Williamsburg	Private (GFL)	- Both private and municipally owned (Trillium) landfill sites are used - GFL – curbside - Trillium – residents only
Landfill Operations Contract Terms	NA - In-house (for Municipal landfill site)	NA - In-house	Landfill operations by Township employees-2020 816K waste compactor	NA - In-House	NA (uses GFL)	In-house (for Municipal landfill site)
Private Waste Disposal Contract Terms	Private landfill (GRS Sanitation Inc./GFL) used for curbside waste. Contract expires in 2021. Contract also includes curbside waste and recycling collection	NA – In-house operations	NA – In-house operations	NA – In-house operations	- Private landfill (GFL) 20 year contract expires Nov 1, 2021	- Private landfill (GFL) used for curbside waste. 20 year contract that expires May 31,2023
Container Station Operations Contract Terms		- NA - In-house	- NA - In-house	New drop off container station will be operated in-house. Roads department will transport bins to face	- NA - In-house	NA - (uses GFL)
Landfill Monitoring Contract Terms		- In-house & Consultant - Annual	- Outsourced(Golder) - Annual	- Outsourced (WSP) - Annual	- Outsourced for 2 closed sites (Morison Hershfield) - Annual	- Outsourced (EVB) - Annual
Recycling Processing Contracts						
Processing Facility (MRF) Used	- Own Facility – RARE (opened in 1990) 265 Industrial Blvd. Alexandria, Ontario K0C 1A0 - Also processes recyclables from other SDG municipalities and elsewhere	City of Cornwall 2590 Cornwall Centre Road	- WMI in Brockville. Month to month contract - Separate contract with another contractor to deliver recyclables to WMI's facility. Month to month.	- City of Cornwall 2590 Cornwall Centre Road - An alternative to Cornwall included in new tender set to begin May 2021	- City of Cornwall 2590 Cornwall Centre Road	City of Cornwall 2590 Cornwall Centre Road

Item	North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
MRF Contract Terms	• NA	• Annual • Processing fee is \$301/tonne gross • Revenue based on share of tonnes processed	• NA	• Annual • Direct contract with Cornwall for recycling processing and revenues. Previously part of collection contractor’s contract. • Expires Dec 31 2020 • Max 1000 tonnes per year can be processed • Processing fee is \$301/tonne gross • Revenue based on market price received and municipality’s share of tonnes processed	• Annual • Processing fee is \$301/tonne gross • Revenue based on share of tonnes processed	• Annual • Processing fee is \$301/tonne gross • Revenue based on share of tonnes processed
Household Hazardous Waste & E-Waste Collection Contracts						
Collection Contract Terms	•	•	•	•	•	• Agreement with City of Cornwall
Other Waste Diversion Contracts						
Scrap Metal	•	•	•	•	•	•
Supply of Backyard Composters/ Blue Boxes	•	•	•	•	•	•
Public Education/ Customer Service Contracts						
Public Education/ Customer Service Contracts	•	•	•	•	•	•

Appendix G

Gross Operating & Capital Cost Projections (2020-2044) and NPV 2021 Calculations

United Counties of SDG
Regional Waste Management – A Roadmap to Collaboration
APPENDIX G: GROSS OPERATING AND CAPITAL COSTS (2020-2044)

TABLE G1:GROSS OPERATING COSTS BY MUNICIPALITY		INFLATED										
Municipality	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
North Dundas												
WASTE COLLECTION OPERATING COSTS (INHOUSE)	259,887	271,459	276,888	282,274	287,768	293,375	295,371	301,219	307,218	313,338	319,580	325,947
WASTE COLLECTION OPERATING COSTS (CONTRACT)	187,289	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL OPERATING COSTS (OWN LANDFILL)	200,950	209,308	213,488	217,659	221,915	226,257	228,144	232,667	237,302	242,030	246,852	251,771
WASTE DISPOSAL OPERATING COSTS (CONTRACT LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	274,137	316,944	324,016	330,335	336,765	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION OPERATING COSTS	67,333	127,592	119,911	122,038	124,419	2,463	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE OPERATING COSTS	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926	18,285	18,651
TOTAL	1,004,596	940,604	949,908	968,224	987,103	538,656	540,407	551,116	562,095	573,294	584,717	596,369
South Dundas												
WASTE COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION OPERATING COSTS (CONTRACT)	315,000	326,786	333,082	339,734	346,519	353,441	360,500	367,480	374,821	382,310	389,949	397,740
WASTE DISPOSAL OPERATING COSTS (OWN LANDFILL)	453,153	362,983	369,331	376,701	352,170	359,035	366,204	373,291	380,746	388,350	396,107	404,019
WASTE DISPOSAL OPERATING COSTS (CONTRACT LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (CONTRACT)	315,000	326,786	333,082	339,734	346,519	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION OPERATING COSTS	202,100	202,276	206,128	210,242	214,440	26,060	25,585	26,075	26,596	27,127	27,669	28,222
LANDFILL CLOSURE & POST CLOSURE CARE OPERATING COSTS	39,345	110,759	112,974	115,233	157,604	160,756	163,971	167,251	170,596	174,008	177,488	190,242
TOTAL	1,324,598	1,329,590	1,354,597	1,381,644	1,417,253	899,292	916,260	934,096	952,758	971,795	991,212	1,020,223
North Glengarry												
WASTE COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION OPERATING COSTS (CONTRACT)	256,000	261,621	266,853	272,189	277,632	283,184	288,846	294,622	300,513	306,523	312,652	318,904
WASTE DISPOSAL OPERATING COSTS (OWN LANDFILL)	234,105	239,160	243,943	248,821	253,797	258,872	264,049	269,329	274,715	280,209	285,812	291,528
WASTE DISPOSAL OPERATING COSTS (CONTRACT LANDFILL)	193,951	198,139	202,101	206,143	210,265	214,470	218,759	223,134	227,596	232,147	236,789	241,525
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (CONTRACT)	170,000	173,733	177,207	180,751	184,365	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION OPERATING COSTS	775,149	791,885	761,945	777,110	792,650	-	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE OPERATING COSTS	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877	30,475	31,084
TOTAL	1,654,205	1,690,037	1,678,060	1,711,544	1,745,770	784,128	799,808	815,802	832,116	848,756	865,729	883,041
South Glengarry												
WASTE COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION OPERATING COSTS (CONTRACT)	490,000	502,565	512,616	522,853	533,294	543,944	554,806	565,886	577,187	588,714	600,472	612,464
WASTE DISPOSAL OPERATING COSTS (OWN LANDFILL)	280,800	272,821	278,184	283,736	289,399	295,176	152,414	154,583	157,663	160,810	164,019	167,293
WASTE DISPOSAL OPERATING COSTS (CONTRACT LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (CONTRACT)	231,240	237,170	241,913	246,744	251,671	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION OPERATING COSTS	263,760	270,637	239,634	244,198	249,070	-	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE OPERATING COSTS	2,500	2,550	2,601	2,653	2,706	57,964	59,124	60,306	61,512	62,742	63,997	65,277
TOTAL	1,268,300	1,285,742	1,274,948	1,300,183	1,326,141	897,084	766,344	780,775	796,362	812,266	828,488	845,034
North Stormont												
WASTE COLLECTION OPERATING COSTS (INHOUSE)	52,200	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION OPERATING COSTS (CONTRACT)	87,500	178,883	182,703	186,355	190,080	193,879	197,755	201,605	205,635	209,746	213,939	218,216
WASTE DISPOSAL OPERATING COSTS (OWN LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL OPERATING COSTS (CONTRACT LANDFILL)	112,000	114,720	116,921	119,257	121,640	124,071	126,551	129,016	131,595	134,225	136,907	139,644
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	97,429	99,805	101,718	103,751	105,825	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION OPERATING COSTS	133,500	136,742	123,239	125,646	128,157	-	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE OPERATING COSTS	36,000	36,720	37,454	38,203	38,968	39,747	40,542	41,353	42,180	43,023	43,884	44,761
TOTAL	518,629	566,870	562,035	573,213	584,669	357,698	364,847	371,974	379,409	386,994	394,730	402,621
South Stormont												
WASTE COLLECTION OPERATING COSTS (INHOUSE)	363,500	399,809	408,098	416,208	424,476	432,909	441,511	450,286	459,236	468,365	477,677	487,175
WASTE COLLECTION OPERATING COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL OPERATING COSTS (OWN LANDFILL)	112,720	167,356	162,974	170,362	173,795	177,247	180,760	184,351	188,015	191,752	-	-
WASTE DISPOSAL OPERATING COSTS (CONTRACT LANDFILL)	167,000	172,386	175,834	179,326	182,887	186,520	190,216	193,995	197,850	201,783	208,624	212,786
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	191,500	207,417	211,681	215,887	220,176	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION OPERATING COSTS	256,000	264,257	257,057	262,011	267,212	15,269	12,564	12,779	13,032	13,291	17,090	17,468
LANDFILL CLOSURE & POST CLOSURE CARE OPERATING COSTS	33,108	33,770	34,445	35,134	35,837	36,553	37,284	38,030	38,791	39,567	138,826	141,602
TOTAL	1,123,828	1,244,994	1,250,089	1,278,927	1,304,382	848,498	862,335	879,441	896,924	914,757	842,217	859,031

United Counties of SDG
Regional Waste Management – A Roadmap to Collaboration
APPENDIX G: GROSS OPERATING AND CAPITAL COSTS (2020-2044)

TABLE G1:GROSS OPERATING COSTS BY MUNICIPALITY													
Municipality	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
North Dundas													
WASTE COLLECTION OPERATING COSTS (INHOUSE)	332,442	339,066	345,822	352,714	359,743	366,913	374,226	381,685	389,293	397,054	404,969	413,043	421,278
WASTE COLLECTION OPERATING COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL OPERATING COSTS (OWN LANDFILL)	256,787	261,904	267,122	272,446	277,875	283,414	289,063	294,824	300,701	306,696	312,810	319,047	325,408
WASTE DISPOSAL OPERATING COSTS (CONTRACT LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION OPERATING COSTS	-	-	-	-	-	-	-	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE OPERATING COSTS	19,024	19,404	19,792	20,188	20,592	21,004	21,424	21,852	22,289	22,735	23,190	23,653	24,127
TOTAL	608,252	620,373	632,737	645,347	658,210	671,330	684,712	698,362	712,284	726,485	740,969	755,743	770,813
South Dundas													
WASTE COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION OPERATING COSTS (CONTRACT)	404,763	412,855	421,110	429,531	438,120	446,882	455,820	464,936	474,235	483,720	493,394	503,262	513,327
WASTE DISPOSAL OPERATING COSTS (OWN LANDFILL)	411,160	419,378	427,762	436,314	445,036	453,935	463,012	461,486	470,692	480,104	489,705	499,497	509,485
WASTE DISPOSAL OPERATING COSTS (CONTRACT LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION OPERATING COSTS	28,720	29,294	29,880	30,477	31,087	31,708	32,342	32,989	33,649	34,322	35,008	35,708	36,422
LANDFILL CLOSURE & POST CLOSURE CARE OPERATING COSTS	194,047	197,928	201,887	205,924	114,989	117,288	119,634	132,812	135,468	138,177	140,941	143,760	146,635
TOTAL	1,038,691	1,059,455	1,080,639	1,102,246	1,029,231	1,049,814	1,070,809	1,092,223	1,114,044	1,136,323	1,159,047	1,182,226	1,205,869
North Glengarry													
WASTE COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION OPERATING COSTS (CONTRACT)	325,281	331,785	338,420	345,187	352,090	359,130	366,311	373,636	381,108	388,729	396,502	404,430	412,518
WASTE DISPOSAL OPERATING COSTS (OWN LANDFILL)	297,358	303,304	309,370	315,556	321,867	328,311	334,877	341,574	348,404	355,371	362,478	369,727	377,120
WASTE DISPOSAL OPERATING COSTS (CONTRACT LANDFILL)	246,355	251,281	256,306	261,432	266,660	271,999	277,438	282,986	288,645	294,418	300,305	306,311	312,436
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION OPERATING COSTS	-	-	-	-	-	-	-	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE OPERATING COSTS	31,706	32,340	32,987	33,647	34,320	35,006	35,706	36,420	37,149	37,892	38,649	39,422	40,211
TOTAL	900,699	918,711	937,082	955,822	974,935	994,447	1,014,333	1,034,617	1,055,306	1,076,409	1,097,935	1,119,890	1,142,285
South Glengarry													
WASTE COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION OPERATING COSTS (CONTRACT)	624,696	637,173	649,899	662,879	676,119	689,623	703,398	717,447	731,778	746,394	761,303	776,510	792,021
WASTE DISPOSAL OPERATING COSTS (OWN LANDFILL)	170,632	174,037	177,511	181,054	184,667	188,353	192,113	195,948	199,859	203,849	207,918	212,069	216,302
WASTE DISPOSAL OPERATING COSTS (CONTRACT LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION OPERATING COSTS	-	-	-	-	-	-	-	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE OPERATING COSTS	66,583	132,595	135,247	137,952	140,711	143,525	146,395	149,323	152,310	155,356	158,463	161,632	164,865
TOTAL	861,911	943,805	962,656	981,884	1,001,497	1,021,501	1,041,906	1,062,718	1,083,946	1,105,599	1,127,685	1,150,211	1,173,189
North Stormont													
WASTE COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION OPERATING COSTS (CONTRACT)	222,229	226,672	231,205	235,829	240,545	245,356	250,263	255,269	260,374	265,581	270,893	276,311	281,837
WASTE DISPOSAL OPERATING COSTS (OWN LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL OPERATING COSTS (CONTRACT LANDFILL)	142,219	145,063	147,964	150,922	153,940	157,018	160,158	163,361	166,628	169,960	173,359	176,826	180,362
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION OPERATING COSTS	-	-	-	-	-	-	-	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE OPERATING COSTS	45,657	46,570	47,501	48,451	49,420	50,409	51,417	52,445	53,494	54,564	55,655	56,768	57,904
TOTAL	410,105	418,305	426,670	435,203	443,906	452,783	461,839	471,075	480,496	490,106	499,907	509,905	520,103
South Stormont													
WASTE COLLECTION OPERATING COSTS (INHOUSE)	496,864	506,746	516,826	527,107	537,594	548,291	559,202	570,331	581,683	593,261	605,071	617,118	629,405
WASTE COLLECTION OPERATING COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL OPERATING COSTS (OWN LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL OPERATING COSTS (CONTRACT LANDFILL)	217,017	221,333	225,736	230,226	234,783	239,455	244,220	249,081	254,038	259,095	264,253	269,515	274,881
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION OPERATING COSTS	17,815	18,170	18,531	18,900	19,274	19,657	20,049	20,448	20,855	21,270	21,693	22,125	22,566
LANDFILL CLOSURE & POST CLOSURE CARE OPERATING COSTS	144,434	147,323	150,269	153,275	156,340	159,467	162,657	165,910	169,228	172,612	176,065	179,586	183,178
TOTAL	876,131	893,572	911,362	929,508	947,992	966,870	986,127	1,005,769	1,025,804	1,046,239	1,067,083	1,088,344	1,110,030

United Counties of SDG
Regional Waste Management – A Roadmap to Collaboration
APPENDIX G: GROSS OPERATING AND CAPITAL COSTS (2020-2044)

TABLE G2: GROSS CAPITAL COSTS BY MUNICIPALITY		INFLATED										
Municipality	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
North Dundas												
WASTE COLLECTION ASSETS/ PROJECTS	159,000	-	-	-	-	-	-	195,550	142,385	-	-	-
WASTE DISPOSAL ASSETS/ PROJECTS	267,000	799,345	1,202,009	28,966	390,248	59,047	29,851	530,873	33,579	32,619	33,598	64,090
RECYCLING COLLECTION ASSETS/ PROJECTS	164,000	-	-	-	-	-	-	-	-	-	-	-
OTHER WASTE DIVERSION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
CLOSURE & POST CLOSURE CARE ASSETS REPLACEMENT & OTHER PROJECTS	87,000	-	164,065	721,200	-	-	-	-	-	453,777	-	-
TOTAL	677,000	799,345	1,366,074	750,166	390,248	59,047	29,851	726,423	175,964	486,396	33,598	64,090
South Dundas												
WASTE COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL ASSETS/ PROJECTS	242,000	744,932	-	546,364	-	-	-	-	-	-	325,228	-
RECYCLING COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
OTHER WASTE DIVERSION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
CLOSURE & POST CLOSURE CARE ASSETS REPLACEMENT & OTHER PROJECTS	63,900	-	-	-	1,350,611	82,308	-	-	-	-	-	1,690,565
TOTAL	305,900	744,932	-	546,364	1,350,611	82,308	-	-	-	-	325,228	1,690,565
North Glengarry												
WASTE COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL ASSETS/ PROJECTS	218,306	328,176	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619	410,748	5,890,110
RECYCLING COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
OTHER WASTE DIVERSION ASSETS/ PROJECTS	25,582	-	222,789	-	-	-	-	-	-	-	-	-
CLOSURE & POST CLOSURE CARE ASSETS REPLACEMENT & OTHER PROJECTS	47,700	49,131	442,554	52,123	53,687	55,297	56,956	58,665	60,425	62,238	64,105	114,476
TOTAL	291,588	377,307	691,866	79,441	81,824	84,279	86,808	89,412	92,094	94,857	474,853	6,004,586
South Glengarry												
WASTE COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL ASSETS/ PROJECTS	300,000	-	-	286,294	812,482	551,006	-	-	-	63,934	563,101	145,345
RECYCLING COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
OTHER WASTE DIVERSION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
CLOSURE & POST CLOSURE CARE ASSETS REPLACEMENT & OTHER PROJECTS	-	-	-	-	-	463,710	-	-	-	-	-	-
TOTAL	300,000	-	-	286,294	812,482	1,014,715	-	-	-	63,934	563,101	145,345
North Stormont												
WASTE COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
OTHER WASTE DIVERSION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
CLOSURE & POST CLOSURE CARE ASSETS REPLACEMENT & OTHER PROJECTS	-	-	-	-	-	-	-	-	-	-	104,960	58,968
TOTAL	-	-	-	-	-	-	-	-	-	-	104,960	58,968
South Stormont												
WASTE COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL ASSETS/ PROJECTS	-	520,150	21,218	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
OTHER WASTE DIVERSION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-
CLOSURE & POST CLOSURE CARE ASSETS REPLACEMENT & OTHER PROJECTS	30,000	-	-	-	-	-	-	-	-	-	252,421	58,967
TOTAL	30,000	520,150	21,218	-	-	-	-	-	-	-	252,421	58,967

United Counties of SDG
Regional Waste Management – A Roadmap to Collaboration
APPENDIX G: GROSS OPERATING AND CAPITAL COSTS (2020-2044)

TABLE G2: GROSS CAPITAL COSTS BY MUNICIPALITY													
Municipality	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
North Dundas													
WASTE COLLECTION ASSETS/ PROJECTS	-	-	240,502	-	-	-	-	-	-	295,787	-	221,831	-
WASTE DISPOSAL ASSETS/ PROJECTS	57,176	761,306	37,815	38,949	40,118	42,812	45,128	962,712	45,153	121,169	185,675	681,092	50,820
RECYCLING COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER WASTE DIVERSION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
CLOSURE & POST CLOSURE CARE ASSETS REPLACEMENT & OTHER PROJECTS	-	-	-	541,833	-	-	-	-	-	646,977	-	-	-
TOTAL	57,176	761,306	278,317	580,783	40,118	42,812	45,128	962,712	45,153	1,063,933	185,675	902,923	50,820
South Dundas													
WASTE COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	437,079	-	-	-	18,924
RECYCLING COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER WASTE DIVERSION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
CLOSURE & POST CLOSURE CARE ASSETS REPLACEMENT & OTHER PROJECTS	101,229	41,706	-	-	-	93,882	60,436	2,216,256	76,940	-	-	-	57,731
TOTAL	101,229	41,706	-	-	-	93,882	60,436	2,216,256	514,019	-	-	-	76,655
North Glengarry													
WASTE COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL ASSETS/ PROJECTS	35,644	36,713	37,815	38,949	40,118	41,321	42,561	129,759	190,789	46,507	47,903	49,340	50,820
RECYCLING COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER WASTE DIVERSION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
CLOSURE & POST CLOSURE CARE ASSETS REPLACEMENT & OTHER PROJECTS	68,009	70,049	72,151	150,655	76,544	101,981	81,206	83,642	124,080	88,736	91,398	94,140	96,964
TOTAL	103,653	106,762	109,965	189,605	116,662	143,302	123,767	213,402	314,868	135,243	139,301	143,480	147,784
South Glengarry													
WASTE COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL ASSETS/ PROJECTS	1,505,241	-	-	-	-	670,636	-	159,569	1,274,656	-	-	800,775	-
RECYCLING COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER WASTE DIVERSION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
CLOSURE & POST CLOSURE CARE ASSETS REPLACEMENT & OTHER PROJECTS	-	204,292	-	-	28,024	23,784	592,076	100,386	113,257	646,977	-	686,378	-
TOTAL	1,505,241	204,292	-	-	28,024	694,421	592,076	259,955	1,387,913	646,977	-	1,487,153	-
North Stormont													
WASTE COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER WASTE DIVERSION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
CLOSURE & POST CLOSURE CARE ASSETS REPLACEMENT & OTHER PROJECTS	-	83,413	-	55,308	-	-	-	-	-	-	-	-	-
TOTAL	-	83,413	-	55,308	-	-	-	-	-	-	-	-	-
South Stormont													
WASTE COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER WASTE DIVERSION ASSETS/ PROJECTS	-	-	-	-	-	-	-	-	-	-	-	-	-
CLOSURE & POST CLOSURE CARE ASSETS REPLACEMENT & OTHER PROJECTS	30,369	62,559	-	-	-	-	-	-	76,941	-	-	-	-
TOTAL	30,369	62,559	-	-	-	-	-	-	76,941	-	-	-	-

APPENDIX G: GROSS OPERATING AND CAPITAL COSTS (2020-2044) and 2021 NPV

TABLE G3: GROSS CAPITAL & OPERATING COSTS and 2021 NPV												
Municipality	2020	NPV at Start of 2021	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
North Dundas												
WASTE COLLECTION COSTS (INHOUSE)	418,887	5,608,873	271,459	276,888	282,274	287,768	293,375	295,371	496,769	449,603	313,338	319,580
WASTE COLLECTION COSTS (CONTRACT)	187,289	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL COSTS (OWN LANDFILL)	467,950	8,192,465	1,008,654	1,415,497	246,625	612,162	285,304	257,995	763,540	270,881	274,649	280,450
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	438,137	1,185,859	316,944	324,016	330,335	336,765	-	-	-	-	-	-
RECYCLING COLLECTION COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	67,333	450,418	127,592	119,911	122,038	124,419	2,463	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	102,000	1,981,399	15,300	179,671	737,118	16,236	16,561	16,892	17,230	17,575	471,703	18,285
TOTAL	1,681,596	17,419,014	1,739,949	2,315,983	1,718,390	1,377,351	597,703	570,259	1,277,539	738,059	1,059,690	618,315
South Dundas												
WASTE COLLECTION COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION COSTS (CONTRACT)	315,000	6,072,156	326,786	333,082	339,734	346,519	353,441	360,500	367,480	374,821	382,310	389,949
WASTE DISPOSAL COSTS (OWN LANDFILL)	695,153	7,854,032	1,107,915	369,331	923,064	352,170	359,035	366,204	373,291	380,746	388,350	721,335
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION COSTS (CONTRACT)	315,000	1,220,399	326,786	333,082	339,734	346,519	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	202,100	1,100,349	202,276	206,128	210,242	214,440	26,060	25,585	26,075	26,596	27,127	27,669
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	103,245	5,935,669	110,759	112,974	115,233	1,508,215	243,065	163,971	167,251	170,596	174,008	177,488
TOTAL	1,630,498	22,182,605	2,074,522	1,354,597	1,928,008	2,767,864	981,601	916,260	934,096	952,758	971,795	1,316,440
North Glengarry												
WASTE COLLECTION COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION COSTS (CONTRACT)	256,000	4,872,704	261,621	266,853	272,189	277,632	283,184	288,846	294,622	300,513	306,523	312,652
WASTE DISPOSAL COSTS (OWN LANDFILL)	452,411	9,443,832	567,336	270,465	276,139	281,935	287,854	293,900	300,076	306,384	312,828	696,560
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	193,951	3,690,413	198,139	202,101	206,143	210,265	214,470	218,759	223,134	227,596	232,147	236,789
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION COSTS (CONTRACT)	170,000	649,171	173,733	177,207	180,751	184,365	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	800,731	3,040,279	791,885	984,734	777,110	792,650	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	72,700	1,957,216	74,631	468,564	78,653	80,748	82,899	85,110	87,382	89,716	92,115	94,580
TOTAL	1,945,793	23,653,615	2,067,344	2,369,926	1,790,985	1,827,594	868,407	886,616	905,214	924,210	943,613	1,340,581
South Glengarry												
WASTE COLLECTION COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION COSTS (CONTRACT)	490,000	9,358,088	502,565	512,616	522,853	533,294	543,944	554,806	565,886	577,187	588,714	600,472
WASTE DISPOSAL COSTS (OWN LANDFILL)	580,800	7,371,921	272,821	278,184	570,030	1,101,881	846,181	152,414	154,583	157,663	224,744	727,120
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION COSTS (CONTRACT)	231,240	886,194	237,170	241,913	246,744	251,671	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	263,760	911,780	270,637	239,634	244,198	249,070	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	2,500	2,711,706	2,550	2,601	2,653	2,706	521,674	59,124	60,306	61,512	62,742	63,997
TOTAL	1,568,300	21,239,689	1,285,742	1,274,948	1,586,477	2,138,623	1,911,799	766,344	780,775	796,362	876,200	1,391,589
North Stormont												
WASTE COLLECTION COSTS (INHOUSE)	52,200	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION COSTS (CONTRACT)	87,500	3,332,044	178,883	182,703	186,355	190,080	193,879	197,755	201,605	205,635	209,746	213,939
WASTE DISPOSAL COSTS (OWN LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	112,000	2,132,579	114,720	116,921	119,257	121,640	124,071	126,551	129,016	131,595	134,225	136,907
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	97,429	372,703	99,805	101,718	103,751	105,825	-	-	-	-	-	-
RECYCLING COLLECTION COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	133,500	466,672	136,742	123,239	125,646	128,157	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	36,000	873,954	36,720	37,454	38,203	38,968	39,747	40,542	41,353	42,180	43,023	148,844
TOTAL	518,629	7,177,952	566,870	562,035	573,213	584,669	357,698	364,847	371,974	379,409	386,994	499,690
South Stormont												
WASTE COLLECTION COSTS (INHOUSE)	363,500	7,443,427	399,809	408,098	416,208	424,476	432,909	441,511	450,286	459,236	468,365	477,677
WASTE COLLECTION COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL COSTS (OWN LANDFILL)	112,720	1,832,106	687,506	184,192	170,362	173,795	177,247	180,760	184,351	188,015	191,752	-
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	167,000	3,232,088	172,386	175,834	179,326	182,887	186,520	190,216	193,995	197,850	201,783	208,624
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	191,500	775,280	207,417	211,681	215,887	220,176	-	-	-	-	-	-
RECYCLING COLLECTION COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	256,000	1,156,044	264,257	257,057	262,011	267,212	15,269	12,564	12,779	13,032	13,291	17,090
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	63,108	1,803,542	33,770	34,445	35,134	35,837	36,553	37,284	38,030	38,791	39,567	391,247
TOTAL	1,153,828	16,242,488	1,765,144	1,871,807	1,871,807	1,278,927	1,304,382	848,498	862,335	879,441	896,924	1,094,638

APPENDIX G: GROSS OPERATING AND CAPITAL COSTS (2020-2044) and 2021 NPV

TABLE G3: GROSS CAPITAL & OPERATING COSTS
and 2021 NPV

Municipality	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043
North Dundas													
WASTE COLLECTION COSTS (INHOUSE)	325,947	332,442	339,066	586,324	352,714	359,743	366,913	374,226	381,685	389,293	692,841	404,969	634,874
WASTE COLLECTION COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL COSTS (OWN LANDFILL)	315,861	313,963	1,023,210	304,937	311,395	317,993	326,226	334,191	1,257,536	345,854	427,864	498,485	1,000,139
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	-	-	-	-	-	-	-	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	18,651	19,024	19,404	19,792	562,021	20,592	21,004	21,424	21,852	22,289	669,712	23,190	23,653
TOTAL	660,459	665,428	1,381,680	911,053	1,226,130	698,328	714,142	729,840	1,661,074	757,437	1,790,418	926,644	1,658,667
South Dundas													
WASTE COLLECTION COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION COSTS (CONTRACT)	397,740	404,763	412,855	421,110	429,531	438,120	446,882	455,820	464,936	474,235	483,720	493,394	503,262
WASTE DISPOSAL COSTS (OWN LANDFILL)	404,019	411,160	419,378	427,762	436,314	445,036	453,935	463,012	461,486	907,771	480,104	489,705	499,497
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	28,222	28,720	29,294	29,880	30,477	31,087	31,708	32,342	32,989	33,649	34,322	35,008	35,708
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	1,880,807	295,276	239,634	201,887	205,924	114,989	211,170	180,071	2,349,068	212,408	138,177	140,941	143,760
TOTAL	2,710,788	1,139,920	1,101,162	1,080,639	1,102,246	1,029,231	1,143,696	1,131,245	3,308,479	1,628,063	1,136,323	1,159,047	1,182,226
North Glengarry													
WASTE COLLECTION COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION COSTS (CONTRACT)	318,904	325,281	331,785	338,420	345,187	352,090	359,130	366,311	373,636	381,108	388,729	396,502	404,430
WASTE DISPOSAL COSTS (OWN LANDFILL)	6,181,638	333,002	340,018	347,184	354,505	361,984	369,633	377,438	471,333	539,193	401,879	410,381	419,066
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	241,525	246,355	251,281	256,306	261,432	266,660	271,999	277,438	282,986	288,645	294,418	300,305	306,311
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	-	-	-	-	-	-	-	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	145,560	99,715	102,389	105,137	184,302	110,864	136,987	116,912	120,063	161,229	126,628	130,048	133,563
TOTAL	6,887,627	1,004,352	1,025,473	1,047,048	1,145,426	1,091,598	1,137,748	1,138,100	1,248,018	1,370,175	1,211,653	1,237,235	1,263,370
South Glengarry													
WASTE COLLECTION COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION COSTS (CONTRACT)	612,464	624,696	637,173	649,899	662,879	676,119	689,623	703,398	717,447	731,778	746,394	761,303	776,510
WASTE DISPOSAL COSTS (OWN LANDFILL)	312,638	1,675,873	174,037	177,511	181,054	184,667	858,990	192,113	355,517	1,474,515	203,849	207,918	1,012,844
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	-	-	-	-	-	-	-	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	65,277	66,583	336,887	135,247	137,952	168,734	167,309	738,471	249,709	265,567	802,333	158,463	848,010
TOTAL	990,379	2,367,152	1,148,097	962,656	981,884	1,029,521	1,715,922	1,633,982	1,322,673	2,471,859	1,752,576	1,127,685	2,637,364
North Stormont													
WASTE COLLECTION COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE COLLECTION COSTS (CONTRACT)	218,216	222,229	226,672	231,205	235,829	240,545	245,356	250,263	255,269	260,374	265,581	270,893	276,311
WASTE DISPOSAL COSTS (OWN LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	139,644	142,219	145,063	147,964	150,922	153,940	157,018	160,158	163,361	166,628	169,960	173,359	176,826
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	-	-	-	-	-	-	-	-	-	-	-	-	-
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	103,730	45,657	129,983	47,501	103,759	49,420	50,409	51,417	52,445	53,494	54,564	55,655	56,768
TOTAL	461,590	410,105	501,718	426,670	490,510	443,906	452,783	461,839	471,075	480,496	490,106	499,907	509,905
South Stormont													
WASTE COLLECTION COSTS (INHOUSE)	487,175	496,864	506,746	516,826	527,107	537,594	548,291	559,202	570,331	581,683	593,261	605,071	617,118
WASTE COLLECTION COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL COSTS (OWN LANDFILL)	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	212,786	217,017	221,333	225,736	230,226	234,783	239,455	244,220	249,081	254,038	259,095	264,253	269,515
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING COLLECTION COSTS (CONTRACT)	-	-	-	-	-	-	-	-	-	-	-	-	-
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	17,468	17,815	18,170	18,531	18,900	19,274	19,657	20,049	20,448	20,855	21,270	21,693	22,125
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	200,570	174,803	209,882	150,269	153,275	156,340	159,467	162,657	165,910	246,169	172,612	176,065	179,586
TOTAL	917,999	906,500	956,131	911,362	929,508	947,992	966,870	986,127	1,005,769	1,102,744	1,046,239	1,067,083	1,088,344

Table G4: 2021 NPV of ANNUAL REVENUES													
Municipality	2020	NPV to Start of 2021	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
North Dundas													
WASTE DISPOSAL REVENUES	(136,500)	(2,593,257)	(139,230)	(142,015)	(144,855)	(147,752)	(150,707)	(153,721)	(156,796)	(159,932)	(163,130)	(166,393)	(169,721)
WASTE DIVERSION REVENUES	(145,965)	(502,869)	(147,456)	(132,719)	(135,373)	(138,080)	-	-	-	-	-	-	-
TOTAL	(282,465)	(3,096,125)	(286,686)	(274,733)	(280,228)	(285,832)	(150,707)	(153,721)	(156,796)	(159,932)	(163,130)	(166,393)	(169,721)
South Dundas													
WASTE DISPOSAL REVENUES	(135,000)	(2,564,760)	(137,700)	(140,454)	(143,263)	(146,128)	(149,051)	(152,032)	(155,073)	(158,174)	(161,337)	(164,564)	(167,856)
WASTE DIVERSION REVENUES	(98,604)	(504,903)	(100,576)	(102,588)	(104,639)	(106,732)	(9,385)	(9,572)	(9,764)	(9,959)	(10,158)	(10,361)	(10,569)
TOTAL	(233,604)	(3,069,663)	(238,276)	(243,042)	(247,902)	(252,860)	(158,436)	(161,604)	(164,836)	(168,133)	(171,496)	(174,926)	(178,424)
North Glengarry													
WASTE DISPOSAL REVENUES	(16,500)	(313,471)	(16,830)	(17,167)	(17,510)	(17,860)	(18,217)	(18,582)	(18,953)	(19,332)	(19,719)	(20,113)	(20,516)
WASTE DIVERSION REVENUES	(328,260)	(1,201,034)	(332,785)	(323,835)	(330,312)	(336,918)	-	-	-	-	-	-	-
TOTAL	(344,760)	(1,514,505)	(349,615)	(341,002)	(347,822)	(354,778)	(18,217)	(18,582)	(18,953)	(19,332)	(19,719)	(20,113)	(20,516)
South Glengarry													
WASTE DISPOSAL REVENUES	(97,500)	(1,852,326)	(99,450)	(101,439)	(103,468)	(105,537)	(107,648)	(109,801)	(111,997)	(114,237)	(116,522)	(118,852)	(121,229)
WASTE DIVERSION REVENUES	(300)	(1,143)	(306)	(312)	(318)	(325)	-	-	-	-	-	-	-
TOTAL	(97,800)	(1,853,470)	(99,756)	(101,751)	(103,786)	(105,862)	(107,648)	(109,801)	(111,997)	(114,237)	(116,522)	(118,852)	(121,229)
North Stormont													
WASTE DISPOSAL REVENUES	(10,000)	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DIVERSION REVENUES	(104,000)	(447,738)	(106,080)	(101,959)	(103,998)	(106,078)	(4,968)	(5,068)	(5,169)	(5,272)	(5,378)	(5,485)	(5,595)
TOTAL	(114,000)	(447,738)	(106,080)	(101,959)	(103,998)	(106,078)	(4,968)	(5,068)	(5,169)	(5,272)	(5,378)	(5,485)	(5,595)
South Stormont													
WASTE DISPOSAL REVENUES	(271,400)	(501,553)	(26,928)	(27,467)	(28,016)	(28,576)	(29,148)	(29,731)	(30,325)	(30,932)	(31,550)	(32,181)	(32,825)
WASTE DIVERSION REVENUES	(161,625)	(616,010)	(164,858)	(168,155)	(171,518)	(174,948)	-	-	-	-	-	-	-
TOTAL	(433,025)	(1,117,563)	(191,786)	(195,621)	(199,534)	(203,524)	(29,148)	(29,731)	(30,325)	(30,932)	(31,550)	(32,181)	(32,825)

Table G4: 2021 NPV of ANNUAL REVENUES													
Municipality	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
North Dundas													
WASTE DISPOSAL REVENUES	(173,115)	(176,577)	(180,109)	(183,711)	(187,385)	(191,133)	(194,956)	(198,855)	(202,832)	(206,888)	(211,026)	(215,247)	(219,552)
WASTE DIVERSION REVENUES	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	(173,115)	(176,577)	(180,109)	(183,711)	(187,385)	(191,133)	(194,956)	(198,855)	(202,832)	(206,888)	(211,026)	(215,247)	(219,552)
South Dundas													
WASTE DISPOSAL REVENUES	(171,213)	(174,637)	(178,130)	(181,692)	(185,326)	(189,033)	(192,813)	(196,670)	(200,603)	(204,615)	(208,707)	(212,881)	(217,139)
WASTE DIVERSION REVENUES	(10,780)	(10,996)	(11,216)	(11,440)	(11,669)	(11,902)	(12,140)	(12,383)	(12,631)	(12,883)	(13,141)	(13,404)	(13,672)
TOTAL	(181,993)	(185,633)	(189,345)	(193,132)	(196,995)	(200,935)	(204,953)	(209,052)	(213,233)	(217,498)	(221,848)	(226,285)	(230,811)
North Glengarry													
WASTE DISPOSAL REVENUES	(20,926)	(21,345)	(21,771)	(22,207)	(22,651)	(23,104)	(23,566)	(24,037)	(24,518)	(25,008)	(25,509)	(26,019)	(26,539)
WASTE DIVERSION REVENUES	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	(20,926)	(21,345)	(21,771)	(22,207)	(22,651)	(23,104)	(23,566)	(24,037)	(24,518)	(25,008)	(25,509)	(26,019)	(26,539)
South Glengarry													
WASTE DISPOSAL REVENUES	(123,654)	(126,127)	(128,649)	(131,222)	(133,847)	(136,524)	(139,254)	(142,039)	(144,880)	(147,777)	(150,733)	(153,748)	(156,823)
WASTE DIVERSION REVENUES	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	(123,654)	(126,127)	(128,649)	(131,222)	(133,847)	(136,524)	(139,254)	(142,039)	(144,880)	(147,777)	(150,733)	(153,748)	(156,823)
North Stormont													
WASTE DISPOSAL REVENUES	-	-	-	-	-	-	-	-	-	-	-	-	-
WASTE DIVERSION REVENUES	(5,707)	(5,821)	(5,938)	(6,056)	(6,178)	(6,301)	(6,427)	(6,556)	(6,687)	(6,820)	(6,957)	(7,096)	(7,238)
TOTAL	(5,707)	(5,821)	(5,938)	(6,056)	(6,178)	(6,301)	(6,427)	(6,556)	(6,687)	(6,820)	(6,957)	(7,096)	(7,238)
South Stormont													
WASTE DISPOSAL REVENUES	(33,482)	(34,151)	(34,834)	(35,531)	(36,242)	(36,966)	(37,706)	(38,460)	(39,229)	(40,014)	(40,814)	(41,630)	(42,463)
WASTE DIVERSION REVENUES	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	(33,482)	(34,151)	(34,834)	(35,531)	(36,242)	(36,966)	(37,706)	(38,460)	(39,229)	(40,014)	(40,814)	(41,630)	(42,463)

United Counties of SDG
Regional Waste Management – A Roadmap to Collaboration
APPENDIX G: CAPITAL AND OPERATING COSTS and 2021 NPV

Table G5: COSTS OVER STUDY PERIOD - NET PRESENT VALUE (NPV) AT START OF: 2021								
Municipality	NPV GROSS COSTS	LESS NPV REVENUES	LESS CURRENT RESERVES	NPV COSTS	NPV COST PER CAPITA	NPV COST PER STOP	NPV COST PER TONNE DISPOSED	NPV COST PER TONNE DIVERTED
North Dundas								
WASTE COLLECTION COSTS (INHOUSE)	5,608,873			5,608,873	26	73		
WASTE COLLECTION COSTS (CONTRACT)	-			-	-	-		
WASTE DISPOSAL COSTS (OWN LANDFILL)	8,192,465	(2,593,257)	(360,244)	5,238,965			144	
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	-			-				
RECYCLING COLLECTION COSTS (INHOUSE)	1,185,859			1,185,859	21	58		
RECYCLING COLLECTION COSTS (CONTRACT)	-			-	-	-		
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	450,418	(502,869)	(157,364)	(209,814)				(73)
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	1,981,399		(170,985)	1,810,414			50	
TOTAL	17,419,014	(3,096,125)	(688,592)	13,634,296				
South Dundas								
WASTE COLLECTION COSTS (INHOUSE)	-			-	-	-		
WASTE COLLECTION COSTS (CONTRACT)	6,072,156			6,072,156	33	79		
WASTE DISPOSAL COSTS (OWN LANDFILL)	7,854,032	(2,564,760)	(246,367)	5,042,905			74	
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	-			-				
RECYCLING COLLECTION COSTS (INHOUSE)	-			-	-	-		
RECYCLING COLLECTION COSTS (CONTRACT)	1,220,399			1,220,399	24	56		
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	1,100,349	(504,903)	-	595,446				248
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	5,935,669		-	5,935,669			87	
TOTAL	22,182,605	(3,069,663)	(246,367)	18,866,576				
North Glengarry								
WASTE COLLECTION COSTS (INHOUSE)	-			-	-	-		
WASTE COLLECTION COSTS (CONTRACT)	4,872,704			4,872,704	30	86		
WASTE DISPOSAL COSTS (OWN LANDFILL)	9,443,832	(313,471)	(1,801,113)	7,329,248			430	
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	3,690,413			3,690,413			104	
RECYCLING COLLECTION COSTS (INHOUSE)	-			-	-	-		
RECYCLING COLLECTION COSTS (CONTRACT)	649,171			649,171	14	40		
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	3,040,279	(1,201,034)	-	1,839,245				538
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	1,957,216		-	1,957,216			37	
TOTAL	23,653,615	(1,514,505)	(1,801,113)	20,337,997				
South Glengarry								
WASTE COLLECTION COSTS (INHOUSE)	-			-	-	-		
WASTE COLLECTION COSTS (CONTRACT)	9,358,088			9,358,088	42	97		
WASTE DISPOSAL COSTS (OWN LANDFILL)	7,371,921	(1,852,326)	(165,000)	5,354,595			110	
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	-			-				
RECYCLING COLLECTION OPERATING COSTS (INHOUSE)	-			-	-	-		
RECYCLING COLLECTION COSTS (CONTRACT)	886,194			886,194	14	33		
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	911,780	(1,143)	-	910,636				285
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	2,711,706		-	2,711,706			56	
TOTAL	21,239,689	(1,853,470)	(165,000)	19,221,219				
North Stormont								
WASTE COLLECTION COSTS (INHOUSE)	-			-	-	-		
WASTE COLLECTION COSTS (CONTRACT)	3,332,044			3,332,044	29	79		
WASTE DISPOSAL COSTS (OWN LANDFILL)	-	-	-	-				
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	2,132,579			2,132,579			82	
RECYCLING COLLECTION COSTS (INHOUSE)	372,703			372,703	11	31		
RECYCLING COLLECTION COSTS (CONTRACT)	-			-	-	-		
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	466,672	(447,738)	-	18,934				11
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	873,954		(20,237)	853,717			33	
TOTAL	7,177,952	(447,738)	(20,237)	6,709,977				
South Stormont								
WASTE COLLECTION COSTS (INHOUSE)	7,443,427			7,443,427	31	77		
WASTE COLLECTION COSTS (CONTRACT)	-			-	-	-		
WASTE DISPOSAL COSTS (OWN LANDFILL)	1,832,106	(501,553)	(242,673)	1,087,880			387	
WASTE DISPOSAL COSTS (CONTRACT LANDFILL)	3,232,088			3,232,088			62	
RECYCLING COLLECTION COSTS (INHOUSE)	775,280			775,280	12	30		
RECYCLING COLLECTION COSTS (CONTRACT)	-			-	-	-		
RECYCLING PROCESSING & OTHER WASTE DIVERSION COSTS	1,156,044	(616,010)	(5,500)	534,534				145
LANDFILL CLOSURE & POST CLOSURE CARE COSTS	1,803,542		(30,000)	1,773,542			32	
TOTAL	16,242,488	(1,117,563)	(278,173)	14,846,752				

Appendix H

Annual Unit Cost Projections (2020- 2044)

TABLE H1: WASTE COLLECTION UNIT COSTS													
Municipality	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Waste Collection In-House Cost per Capita													
North Dundas	34	22	22	22	22	22	22	36	33	23	23	23	23
South Dundas	-	-	-	-	-	-	-	-	-	-	-	-	-
North Glengarry	-	-	-	-	-	-	-	-	-	-	-	-	-
South Glengarry	-	-	-	-	-	-	-	-	-	-	-	-	-
North Stormont	7	-	-	-	-	-	-	-	-	-	-	-	-
South Stormont	26	28	28	28	29	29	29	29	30	30	30	30	31
Waste Collection In-house Cost per Curbside Stop													
North Dundas	97	62	61	61	61	61	61	101	91	63	63	64	65
South Dundas	-	-	-	-	-	-	-	-	-	-	-	-	-
North Glengarry	-	-	-	-	-	-	-	-	-	-	-	-	-
South Glengarry	-	-	-	-	-	-	-	-	-	-	-	-	-
North Stormont	19	-	-	-	-	-	-	-	-	-	-	-	-
South Stormont	65	71	71	72	72	73	74	74	75	76	76	77	78
Waste Collection Contract Cost per Capita													
North Dundas	15	-	-	-	-	-	-	-	-	-	-	-	-
South Dundas	28	28	29	29	30	30	31	31	31	32	32	33	33
North Glengarry	24	25	25	26	26	27	27	28	28	29	29	30	30
South Glengarry	35	36	36	37	38	38	39	39	40	40	41	41	42
North Stormont	12	24	25	25	26	26	26	27	27	28	28	29	29
South Stormont	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste Collection Contract Cost per Curbside Stop													
North Dundas	44	-	-	-	-	-	-	-	-	-	-	-	-
South Dundas	65	67	68	69	70	71	72	73	75	76	77	78	79
North Glengarry	70	72	73	74	75	77	78	80	81	83	84	86	87
South Glengarry	82	84	85	86	87	89	90	91	93	94	95	97	98
North Stormont	32	66	67	68	69	71	72	73	74	75	77	78	79
South Stormont	-	-	-	-	-	-	-	-	-	-	-	-	-

TABLE H1: WASTE COLLECTION UNIT COSTS												
Municipality	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
Waste Collection In-House Cost per Capita												
North Dundas	24	41	24	25	25	25	26	26	46	27	41	27
South Dundas	-	-	-	-	-	-	-	-	-	-	-	-
North Glengarry	-	-	-	-	-	-	-	-	-	-	-	-
South Glengarry	-	-	-	-	-	-	-	-	-	-	-	-
North Stormont	-	-	-	-	-	-	-	-	-	-	-	-
South Stormont	31	31	32	32	32	33	33	33	34	34	34	35
Waste Collection In-house Cost per Curbside Stop												
North Dundas	66	113	67	68	69	70	70	71	126	73	113	75
South Dundas	-	-	-	-	-	-	-	-	-	-	-	-
North Glengarry	-	-	-	-	-	-	-	-	-	-	-	-
South Glengarry	-	-	-	-	-	-	-	-	-	-	-	-
North Stormont	-	-	-	-	-	-	-	-	-	-	-	-
South Stormont	78	79	80	81	82	82	83	84	85	86	87	88
Waste Collection Contract Cost per Capita												
North Dundas	-	-	-	-	-	-	-	-	-	-	-	-
South Dundas	34	35	35	36	37	37	38	39	39	40	41	41
North Glengarry	31	31	32	32	33	34	34	35	36	36	37	38
South Glengarry	43	43	44	45	45	46	46	47	48	49	49	50
North Stormont	30	30	31	31	32	33	33	34	34	35	36	36
South Stormont	-	-	-	-	-	-	-	-	-	-	-	-
Waste Collection Contract Cost per Curbside Stop												
North Dundas	-	-	-	-	-	-	-	-	-	-	-	-
South Dundas	81	82	84	85	87	88	90	91	93	95	96	98
North Glengarry	89	90	92	94	95	97	99	101	102	104	106	108
South Glengarry	100	101	103	104	106	107	109	110	112	114	115	117
North Stormont	81	82	84	85	87	89	90	92	94	95	97	99
South Stormont	-	-	-	-	-	-	-	-	-	-	-	-

TABLE H2: RECYCLING COLLECTION UNIT COSTS						
Municipality/ Collaboration Option	2020	2021	2022	2023	2024	2025
Recycling Collection In-House Cost per Capita						
North Dundas	36	26	26	26	26	-
South Dundas	-	-	-	-	-	-
North Glengarry	-	-	-	-	-	-
South Glengarry	-	-	-	-	-	-
North Stormont	13	14	14	14	14	-
South Stormont	14	14	15	15	15	-
Recycling Collection In-house Cost per Curbside Stop						
North Dundas	102	72	72	72	71	-
South Dundas	-	-	-	-	-	-
North Glengarry	-	-	-	-	-	-
South Glengarry	-	-	-	-	-	-
North Stormont	36	37	37	38	39	-
South Stormont	34	37	37	37	38	-
Recycling Collection Contract Cost per Capita						
North Dundas	-	-	-	-	-	-
South Dundas	28	28	29	29	30	-
North Glengarry	16	16	17	17	17	-
South Glengarry	17	17	17	17	18	-
North Stormont	-	-	-	-	-	-
South Stormont	-	-	-	-	-	-
Recycling Collection Contract Cost per Curbside Stop						
North Dundas	-	-	-	-	-	-
South Dundas	65	67	68	69	70	-
North Glengarry	47	48	48	49	50	-
South Glengarry	39	40	40	41	41	-
North Stormont	-	-	-	-	-	-
South Stormont	-	-	-	-	-	-

TABLE H3: WASTE DISPOSAL UNIT COSTS													
Municipality/ Collaboration Option	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Waste Disposal (OWN LANDFILL) Cost per Tonne													
North Dundas	224	473	651	111	270	124	111	326	115	115	117	131	129
South Dundas	162	257	85	212	80	82	83	84	85	87	160	89	91
North Glengarry	411	515	245	250	255	260	265	270	275	280	624	5,525	297
South Glengarry	194	90	92	187	359	274	49	49	50	71	229	98	522
North Stormont	-	-	-	-	-	-	-	-	-	-	-	-	-
South Stormont	315	1,898	502	459	463	467	471	475	479	483	-	-	-
Waste Disposal (CONTRACT LANDFILL) Cost per Tonne													
North Dundas	-	-	-	-	-	-	-	-	-	-	-	-	-
South Dundas	-	-	-	-	-	-	-	-	-	-	-	-	-
North Glengarry	85	87	88	90	91	93	95	97	98	100	102	104	106
South Glengarry	-	-	-	-	-	-	-	-	-	-	-	-	-
North Stormont	67	69	70	71	72	73	74	76	77	78	80	81	82
South Stormont	59	60	60	61	61	62	62	63	63	64	58	59	59

TABLE H3: WASTE DISPOSAL UNIT COSTS												
Municipality/ Collaboration Option	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
Waste Disposal (OWN LANDFILL) Cost per Tonne												
North Dundas	417	123	125	127	129	131	491	134	165	191	380	142
South Dundas	92	94	96	98	99	101	101	197	104	106	108	114
North Glengarry	303	309	315	321	327	334	416	475	354	361	368	375
South Glengarry	54	55	55	56	260	58	107	440	60	61	297	63
North Stormont	-	-	-	-	-	-	-	-	-	-	-	-
South Stormont	-	-	-	-	-	-	-	-	-	-	-	-
Waste Disposal (CONTRACT LANDFILL) Cost per Tonne												
North Dundas	-	-	-	-	-	-	-	-	-	-	-	-
South Dundas	-	-	-	-	-	-	-	-	-	-	-	-
North Glengarry	108	110	112	114	116	118	120	123	125	127	129	132
South Glengarry	-	-	-	-	-	-	-	-	-	-	-	-
North Stormont	84	85	87	89	90	92	94	96	97	99	101	103
South Stormont	60	60	61	61	62	63	63	64	65	65	66	67

TABLE H4: WASTE DIVERSION UNIT COSTS												
Municipality	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Recycling Processing & Other Diversion Costs per Tonne												
North Dundas	111	205	189	188	188	4	-	-	-	-	-	-
South Dundas	381	379	385	390	396	48	47	47	48	49	50	50
North Glengarry	1,047	1,034	1,283	1,011	1,030	-	-	-	-	-	-	-
South Glengarry	374	381	335	340	345	-	-	-	-	-	-	-
North Stormont	334	340	306	311	316	-	-	-	-	-	-	-
South Stormont	320	326	314	316	319	18	15	15	15	15	19	19

TABLE H4: WASTE DIVERSION UNIT COSTS													
Municipality	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
Recycling Processing & Other Diversion Costs per Tonne													
North Dundas	-	-	-	-	-	-	-	-	-	-	-	-	-
South Dundas	51	52	53	54	55	56	57	58	59	60	61	62	64
North Glengarry	-	-	-	-	-	-	-	-	-	-	-	-	-
South Glengarry	-	-	-	-	-	-	-	-	-	-	-	-	-
North Stormont	-	-	-	-	-	-	-	-	-	-	-	-	-
South Stormont	19	20	20	20	20	20	21	21	21	21	21	22	22

TABLE H5: LANDFILL CLOSURE & POST CLOSURE CARE UNIT COSTS												
Municipality	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Landfill Closure & Post Closure Care Costs per Tonne												
North Dundas	49	7	83	332	7	7	7	7	7	198	8	8
South Dundas	24	26	26	26	345	55	37	38	38	39	39	416
North Glengarry	21	22	138	23	24	24	25	26	26	27	28	42
South Glengarry	1	1	1	1	1	169	19	19	20	20	20	20
North Stormont	22	22	22	23	23	23	24	24	25	25	87	60
South Stormont	20	10	10	11	11	11	11	11	11	11	109	55

TABLE H5: LANDFILL CLOSURE & POST CLOSURE CARE UNIT COSTS													
Municipality	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
Landfill Closure & Post Closure Care Costs per Tonne													
North Dundas	8	8	8	226	8	8	8	9	9	258	9	9	9
South Dundas	65	53	44	45	25	46	39	512	46	30	31	31	44
North Glengarry	29	30	30	53	32	39	34	34	46	36	37	38	39
South Glengarry	21	104	42	42	51	51	223	75	79	238	47	249	48
North Stormont	26	75	27	60	28	29	30	30	31	31	32	32	33
South Stormont	48	57	40	40	41	41	42	42	62	43	43	44	44

Appendix I

Municipal Responses to Questions

North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont	Summary & Comments
1. Which waste management collaboration opportunities interest your Municipality the most?						
- Joint communication efforts – to allow for consistent messaging across SDG - Waste diversion projects such as organics, composters, electronic waste - Joint tendering, i.e. Collection and recycling contracts; engineering and studies	Currently, our waste collection is via third-party contract. As we have minimal resources in-house, we would certainly benefit from opportunities for collaboration in order to develop stronger control and communications, as well as the opportunity to share resources.	- Leaf & Yard waste possibly leading to organics - Shared Compost Site - Public Education - Brochures/ Recycling website - Bulk Purchases - blue boxes - Shipping and processing recyclables	- Public Education - Innovative opportunities for recycling (looking at neighbouring municipalities i.e. City of Cornwall recycled wrapping paper) - Dedicated customer service line for garbage and recycling inquiries - composting opportunities - waste disposal and collection (Public vs. Private)	Open to all opportunities for collaboration with the exception of waste disposal. The Township has a new 20-year agreement with GFL for waste disposal	- Public Education - Curbside collection/disposal efficiencies - Leaf and yard waste disposal - Decisions required for Recycling transition.	- Support for joint: ✓ public education / communication ✓ transitioning of blue box program to producers ✓ L&Y waste composting and organics programs ✓ purchasing/tendering for collection and engineering services ✓ investigating innovative waste diversion opportunities ✓ use (sharing) of resources - Some support for improving disposal efficiencies (consideration of public vs. private). North Stormont already has a new 20-year agreement with GFL.
2. What information does your Council need to be able to decide whether to support regional and/or inter-municipal collaboration efforts?						
- Service levels and price – service levels cannot be reduced. Joint tendering “should” reduce costs. - Individual municipalities will remain responsible for their services, i.e. landfills, collection, and must ensure they are an active participant in any discussions which impact the environmental requirements or service to taxpayers.	We are concerned about impending changes to legislation regarding producer responsibility and what that is going to look like moving forward. It is challenging to make decisions when we are seemingly at a fork in the road, with a lot of questions up in the air, as our current contracts for waste collection services are nearing expiration.	- Expansion Approval for Boyne Roads Landfill - Yes/No - Cost to North Dundas to Implement - Separate Cost for Commercial	- Diversion program available - Advancements in technology (comparison with other countries) - Providing costing scenarios i.e. if Counties were to take over garbage the cost of the capital purchase - Collaboration interest from lower and upper tier government (how many are on board) - Comparison of service levels - Long-term costing for	No specific information indicated	Reliable financial information, including strong financial plan that includes cost benefit over long term (+10yrs)	- Information required: ✓ Comparison of service levels (already provided in Phases 1&2 Report -Appendix D) ✓ Levels of service to be same or better across all municipalities ✓ The implications of O.Reg. 391/21 (Recycling transition to producers) ✓ Cost of landfill expansions ✓ Cost of private sector disposal ✓ Cost benefit analysis of waste management options over long-term (10+ years)

North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont	Summary & Comments
			options/ recommendations Current practices/ models			✓ Costs if SDG assumes responsibility for waste management ✓ Industry best practices ✓ technology advancements
3. Does your Council have any input or preference regarding who should lead the coordination of collaboration efforts going forward (e.g. A specific municipality, a group of municipalities, SDG, joint committee or board)						
A joint committee made up of representatives from each municipality. The committee should have terms of reference and mandate. They should report back to the CAO group and/or Council.	Since our current waste management services are contracted out to a third-party, our residents are not attached to who is collecting waste or coordinating waste management strategies so long as the level of service remains the same (or improved).	Working group consisting of one individual from each municipality with the Counties as lead	A committee that consists of Counties, Cornwall and representation from each lower tier municipality	Open to all options	Joint Committee or Board comprised of local municipal staff; it would be beneficial to have a couple of political representatives from SDG County Council should the effort move beyond public education initiatives.	- Support for joint committee with representation from each municipality and Cornwall (subject to approval by Cornwall). Representatives may be staff and Councillors - Support for SDG as lead - Terms of Reference required - Service levels must be same or better under joint committee
4. Does your municipality have any other items or issues that need to be considered within the analysis of collaboration opportunities?						
- The City of Cornwall should be included in the collaboration efforts. - Alternative methods for waste management and waste diversion should be explored (i.e. Incineration) - An analysis of North Glengarry's recycling plant should be conducted to determine how the new regulations will impact the future of RARE.	Regardless of whether or not collaboration amongst the region moves forward, we need to gain a better understanding and develop a plan for the future of our landfills (potential for expansion at the North Lancaster site, greater challenge for expansion at Beaver Brook site).	- Ongoing landfill expansion - Presently share HHW Facility with South Dundas - Possibility of sharing compost site - Private Industry - Presently Waste Management Processing of recyclables - Want autonomy to pick collaboration initiatives	- Innovative and creative opportunities should be explored - any diversion programs	The Township has a new 20-year agreement with GFL for waste disposal	Current landfill has short remaining useful life. No local drop-off for homeowner delivering residential waste once closed. Should Council have additional thoughts or comments they will be forwarded as well.	- Items to consider include: ✓ collaborating with Cornwall ✓ the future of North Glengarry's MRF given O.Reg. 391/21 ✓ alternative / innovative technologies for waste management including incineration ✓ impending closure of existing landfill sites means closure of residential drop-off program. This is a concern. ✓ The future of existing landfill sites given the challenges of expansions. - Comment - Sharing of facilities may be a solution

Appendix J

Blue Box Recycling Regulation 391/21 - Summary

APPENDIX J: BLUE BOX REGULATION (O.REG. 391/21) - SUMMARY (October 4, 2021)

1 Background

This summary is intended to capture the requirements of the regulations that are of importance to the SDG municipalities and Cornwall and does not include all aspects of the regulation.

O. Reg. 391/21 (Blue Box Regulation) filed under the Resource Recovery and Circular Economy Act, 2016 became effective on June 3, 2021. The Resource Productivity and Recovery Authority (RPRA) is the Authority to enforce the requirements of the Blue Box Regulation, the Electrical and Electronic Equipment Regulation, Batteries Regulation and Tires Regulation. The Authority is also responsible for providing information and supporting businesses in understanding and complying with the regulatory requirements.

The Blue Box Regulation requires producers of products and packaging supplied to consumers in Ontario to:

- Register with RPRA
- Establish and operate systems to collect and manage blue box materials discarded by consumers
- Report annually on performance to RPRA

In general Producers may be:

- the brand holder of a product (for the portion of packaging added by the brand holder in Ontario)
- the importer (for the portion added by the importer)
- the retailer (if not the brand-holder or importer)

There are more details identifying the producers of various types of materials in Part II of the regulation. Producers may enter into agreements with persons called "Producer Responsibility Organizations" (PROs) to represent the producer is meeting these requirements.

Municipalities no longer responsible for recycling after transition date

O. Reg. 392/22 under the Environment Protection Act also took effect on June 3, 2021. This new regulation amends the existing O.Reg. 101/94 by removing the requirement for municipalities to be responsible for recycling after the transition date (January 1, 2025 for SDG municipalities and Cornwall)

2 Key Dates for Producers

Item	Deadline
Register with the Authority (excel based format)	October 1, 2021
Establish and begin to operate blue box materials recycling systems	July 1, 2023
Report annually on performance	Starting 2024

3 Key Submission & Dates for SDG Municipalities & Cornwall

Item	Deadline
Transition Date for transferring recycling responsibility to Producers	January 1, 2025
Submit Initial Report on their respective current blue box collection systems to the Authority	September 30, 2021
Registration of Processors of blue box materials (RARE) with the Authority	April 1, 2022

APPENDIX J: BLUE BOX REGULATION (O.REG. 391/21) - SUMMARY (October 4, 2021)

Item	Deadline
Submit a Transition Report with further information about their current blue box collection systems to the Authority ahead of their transition date	August 31, 2023
Change Report if there are changes to an Initial Report or a Transition Report	Within 30 days of the change

Contents of Initial Report (Section 54 of Regulation)

1. The number of residents and residences (defined as single-unit dwelling including seasonal) in the municipality.
2. The municipality or other entity that provides the blue box program and garbage collection.
3. The contact information of the person responsible for waste management.
4. The number of residences that received blue box collection services.
5. The criteria or conditions used to determine which facilities (*see definition below) were included in the blue box program as of August 15, 2019.
6. The number of facilities* in the municipality that received collection services.
7. The number of blue box receptacles in a public space (park, playground, sidewalk, transit station/stop) in the municipality that receive collection.

Contents of Transition Report (Section 55 of Regulation)

1. The location of residences that receive curbside garbage collection.
2. The location of residences that receive depot garbage collection.
3. The location of every garbage depot collection site.
4. The location of residences that receive blue box curbside collection.
5. The location of residences that receive depot collection.
6. The location of facilities* in the eligible community that receive recycling collection services.
7. A description of a method pursuant to which additional information about the addresses of residences and facilities* in the municipality that receive collection under its garbage collection program and blue box program can be provided.
8. The location of each blue box receptacle in a public space that received collection.
9. A list of materials that are collected under the blue box program.
10. The frequency at which residences in the municipality receive collection.
11. The number of blue box collection streams.
12. The location of every blue box materials depot collection site in the municipality.
13. The languages used for communications about the blue box program in the municipality.

*** Facilities Definition**

Facilities mean the following types of buildings:

1. a building that contains *more than one dwelling unit*, including an apartment building and a condominium. Does not include a building used for temporary accommodation (e.g. hotel)
2. a municipal or non-profit retirement home or one that was included in the blue box program on August 15, 2019.
3. a non-profit long-term care home or one that was included in the municipal blue box program on August 15, 2019.
4. a building that contains a school or private school

APPENDIX J: BLUE BOX REGULATION (O.REG. 391/21) - SUMMARY (October 4, 2021)

Note: RPRA has defined any property that has 2 to 5 units as a single family residence and eligible for collection. Multi-residential properties are those with 6 or more units. Further clarification from RPRA confirmed that mixed use properties with up to 5 units are eligible to receive blue box collection under the regulation. However the commercial units in those properties are not eligible.

4 Definition and Categories Blue Box Materials

The Regulation defines blue box materials as:

1. product packaging
2. paper products
3. packaging-like products

Blue Box Material	Description
1. Product Packaging	
Primary Packaging	➤ Used for containment, protection, handling, delivery and presentation of a product at the point of sale (e.g., film and cardboard used to package a 24-pack of water bottles and the label on the water bottle) ➤ Does not include convenience packaging or transport packaging
Transportation Packaging	➤ In addition to primary packaging to facilitate the handling or transportation of one or more products (e.g. a pallet, bale wrap or box) ➤ Does not include a shipping container designed for transporting things by road, ship, rail or air.
Convenience Packaging	➤ Service packaging that is used in addition to primary packaging to facilitate end users' handling or transportation of one or more products. ➤ Includes packaging that is supplied at the point of sale by food-service or other service providers whether or not there is a separate fee for these items. (e.g. bags and boxes that are supplied to end users at check out)
Service Accessories	➤ Products supplied with a food or beverage product and facilitate the consumption of that food or beverage product and are ordinarily disposed of after a single use, whether or not they could be reused (e.g., a straw, cutlery or plate).
Ancillary Elements	➤ Integrated into packaging (directly hung or attached to packaging and are intended to be consumed or disposed of with the primary packaging. ➤ Ancillary elements help the consumer use the product (e.g. caps for measuring dosage that form part of a detergent container cap)
2. Paper Products	➤ Printed and unprinted paper (e.g. newspaper, magazine, greeting cards, calendars, notebooks and daily planners, promotional material, directory, catalogue or paper used for copying, writing or any other general use) ➤ Does not include hard or soft cover books and hardcover periodicals
3. Packaging-Like Products	➤ Ordinarily used for the containment, protection, handling, delivery, presentation or transportation of things ➤ Ordinarily disposed of after a single use ➤ Not used as packaging when it is supplied to the consumer (e.g. aluminum foil, a metal tray, plastic film, plastic wrap, wrapping

APPENDIX J: BLUE BOX REGULATION (O.REG. 391/21) - SUMMARY (October 4, 2021)

Blue Box Material	Description
	paper, a paper bag, beverage cup, plastic bag, cardboard box or envelope) ➤ Does not include a product made from flexible plastic that is ordinarily used for the containment, protection, or handling of food (e.g. cling wrap, sandwich bags, or freezer bags)

The Regulation requires all blue box materials to be placed into the following seven (7) categories:

1. Beverage containers (includes all beverage containers regardless of material)
2. Glass
3. Flexible plastic
4. Rigid plastic
5. Metal
6. Paper
7. Certified compostable products and packaging (includes all certified compostable products regardless of material - paper or plastic). *Note: Compostable products are only defined in the Regulation for the purpose of certifying certain materials as compostable. There is no requirement for producers to collect compostable waste.*

5 Residences & Facilities Eligible to Receive Collection

The residences and facilities in the SDG municipalities and Cornwall that would be eligible to receive collection from January 1, 2025 (the transition date) are:

1. All residences (defined as single-unit dwelling including seasonal) and facilities (as defined above) that received collection prior to January 1, 2025 will receive collection. *(Further clarification is required on eligibility of existing small commercial, mixed use, etc. that currently receive collection and how these would be handled)*
2. Any residence that did not receive collection prior January 1, 2025 would not be eligible for collection after January 1, 2025 but would become eligible on January 1, 2026. *(Further clarification was obtained from RPRA regarding the eligibility of new residences in 2025 and how they would be handled during 2025. All new residences added as a result of natural growth of the community will be eligible for collection)*
3. Any facility that did not receive collection prior January 1, 2025 would not be eligible for collection after January 1, 2025 but would become eligible on January 1, 2026 if the facility's representative registers the facility with RPRA.

6 Producer Obligations - Collection from Residences

Producer obligations take effect on January 1, 2025 for the SDG municipalities and Cornwall.

During Transition Period (January 1, 2025 to December 31, 2025)

1. All residences must be provided with blue boxes at least one (1) week before January 1, 2025. These must be large enough to store materials
2. Curbside collection frequency will be the same as provided by the municipalities on August 15, 2019
3. Operate the same number of blue box material depots as there were on August 15, 2019, if all residences receive curbside collection.

APPENDIX J: BLUE BOX REGULATION (O.REG. 391/21) - SUMMARY (October 4, 2021)

4. Collect the same materials as collected by the municipalities on August 15, 2019 but may collect additional materials (curbside and depot)

After Transition Period (January 1, 2026)

5. Must provide curbside blue box collection services - If an eligible residence receives curbside garbage collection.
6. Must provide curbside or depot collection - If an eligible residence does not receive curbside garbage collection.
7. Curbside collection from residences:
 - ✓ Collection must be every other week (bi-weekly) minimum
 - ✓ All materials must be collected in a single day
 - ✓ Damaged blue boxes must be repaired or replaced within one (1) week when requested.
8. Depot collection from residences:
 - ✓ Must operate the same number of recycling depots as waste depots
 - ✓ Must operate depots year-round
 - ✓ Operating hours must be equal to waste depot hours (as minimum)
 - ✓ Ensure bins are sufficiently sized, emptied before they become full and replaced as needed
 - ✓ May be operated by one or more producers (including producer responsible organizations that act on behalf of producers through agreements - PROs)

7 Producer Obligations - Collection from Facilities

Producer obligations take effect on January 1, 2025 for the SDG municipalities and Cornwall.

During and After the Transition Period (i.e. from January 1, 2025 onward)

1. Only facilities registered with RPRA will be collected. This must be done by the facility's representative and gives permission to producers or their representatives to collect materials from that facility. The facility may revoke its registration at any time.
2. All registered facilities must be provided with blue boxes at least one (1) week before collection from the facility is due to begin. These must be large enough to store materials
3. Collection frequency is not stated - only that producers must collect materials before the receptacles are full.
4. Only materials generated at the facility would be collected.
5. During the transition period producers must collect the same materials that were collected by the municipalities on August 15, 2019 but may choose to collect additional materials.

(Further clarification is required on whether or not those "facilities" currently receiving curbside collection would continue to receive curbside service and/ or how often would collection occur).

8 Producer Obligations - Collection from Public Spaces

Producers must provide the recycling receptacles in public spaces each year starting on January 1, 2026. Section 48 of the regulations provides a formula for calculating the number of containers based on population and weight of blue box materials.

9 Producer Obligations - Alternative Collection by Mail

Under Section 35 of the Regulation, producers may set up alternative material collection by mail. In such cases the producers must:

- ✓ Provide the service in all municipalities
- ✓ Operate the mail collection year-round
- ✓ Pay the postage for the consumer

10 Producer Obligations - Promotion and Education

Under Part VIII of the Regulation, producers (and PROs) must undertake a promotion and education program including:

- ✓ list of acceptable blue box materials for collection
- ✓ list of unacceptable materials
- ✓ replacement of blue boxes
- ✓ curbside collection schedule
- ✓ depot locations and operating hours
- ✓ materials collected through an alternative collection system (e.g. by mail)
- ✓ a description of how the alternative collection would operate (date and time of collection events; arranging for pick up of materials; return-to-retail locations and operating hours
- ✓ contact telephone and email address

During Transition Period (January 1, 2025 to December 31, 2025)

- ✓ a description of significant changes from the municipal program including changes to acceptable materials, sorting procedures, etc.
- ✓ preparation of materials for collection (rinsing, flattening etc.)
- ✓ a description of how to sort or bag materials

Forms of Promotion

- ✓ Publicly accessible website
- ✓ Print delivered by mail at least annually
- ✓ Information to be in both English and French
- ✓ During the transition period - In any other languages used by the municipalities

11 Blue Box Processors

The requirements for processors under the regulation would apply to North Glengarry's RARE facility and Cornwall's recycling facility. These are the two (2) municipally owned and operate recycling processing facilities that serve the six (6) SDG municipalities.

Registration with RPRA

Blue Box Processors are required to register with RPRA by April 1, 2022. The information to be submitted for registration includes:

- ✓ The name and contact information for the processor
- ✓ Any unique identifier assigned by RPRA
- ✓ The name and contact information of the person registering the processor

APPENDIX J: BLUE BOX REGULATION (O.REG. 391/21) - SUMMARY (October 4, 2021)

- ✓ The name, contact information and unique identifiers assigned by RPRA of the producers and PROs that have agreements with the processor to process blue box materials

Changes to the information must be submitted to RPRA within 15 days of the change.

The following are noted based on discussion with RPRA:

1. RARE and Cornwall must register their processing facilities by April 30th 2022 whether or not they intend to offer processing services after the transition
2. Any processing facility may de-register at anytime.
3. RPRA will be preparing a registry of producers, PROs and processors etc. This will be shared so that they can negotiate agreements among themselves in the open market. This means that RARE and Cornwall will need to do the following should they wish to continue to operate after the transition:
 - ✓ Identify relevant producers/ PROs for material types to be processed
 - ✓ Negotiate with the producers/ PROs and enter into agreements
 - ✓ Report to RPRA as noted above
 - ✓ Maintain records as noted above

Note that there is no obligation for municipalities to continue to operate MRFs or any part of the recycling program after the transition date.

Annual Reports to RPRA

Blue Box Processors are required to submit annual reports by April 30 each year beginning in 2024. The information to be reported is identified in Section 53 (1) of the regulation and includes:

- ✓ Weights of materials received, processed and recovered by material type
- ✓ Weights of materials recovered listed by producers and PROs
- ✓ Weights of materials recovered that a producer could account for and report on to RPRA
- ✓ Weights of recovered materials marketed for re-use (for original purpose) and for use in new products
- ✓ Weights of materials recovered that was collected from curbside and depot programs and alternative collection programs

No reporting of compostable materials is required.

Record Keeping

Blue Box Processors are required to maintain either paper or electronic records (weights, agreements, information submitted to RPRA, etc.) for a period of five (5) years from date of creation.

Appendix K

Comparison of Proposed Base and Current Levels of Service

Service	Proposed Base Level Program/Service Based on Most Common Program/Service	Difference Between Proposed Base Level Program/Service and Existing Level of Service					
		North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
1. Curbside Waste Collection							
• Frequency	• Weekly	• Weekly	• Weekly	• Weekly	• Weekly	• Weekly	• Weekly
• Set-out Time	• 7:00 AM & no earlier than 7:00 PM the previous day	• 6:00 AM on collection day	• 6:00 AM on collection day	• Not specified	• 7:00 AM & no earlier than 6:00 PM the previous day	• 7:00 AM & no earlier than 7:00 PM the previous day	• 7:00 AM & no earlier than 7:00 PM the previous day
• Container Limit ○ Residential¹ ○ Commercial/Agricultural²	• 2 containers/bags ¹ • 6 containers/bags ²	• 2 containers/bags	• 8 containers/bags	• 2 containers/bags ¹ • 6 containers/bags ²	• Residential & Businesses – 2 containers/bags	• 2 containers/bags ¹ • Commercial, agricultural and industrial – 10 containers/bags per address	• 2 containers/bags ¹ • 6 containers/bags ²
• Bag Tags/Fees	• Tags required for extra pick-ups • Range from \$1.25 to \$3.00 • Propose a common bag tag cost of \$.2.00	• Tags required for extra pick-ups • \$3.00 each	• Not specified	• No bag tags. Extra bags left at curb or collected at collector’s discretion depending on the size and weight	• Tags required for extra pick-ups • \$1.25 each	• Tags required for extra pick-ups • Price not specified	• Tags required for extra pick-ups • \$1.50 each
• Container Size	• No consistency in container/bag size • 23 kg (50 lb) maximum most common	• Maximum container size 80 cm high by 50 cm (width or diameter) • 23 kg (50 lb) maximum	• Container with capacity not larger than 30 gallons, not higher than 71 cm (28”), and diameter no bigger than 45.7 cm (18”) with watertight lid and 2 handles • 27 kg (60 lb) maximum weight	• Container/bags must have a maximum width of 66 cm (26”) and maximum height of 91 cm (36”) • 23 kg (50 lb) maximum	• Maximum bag size must not exceed 0.08 cubic metres • 23 kg (50 lb) maximum	• Garbage bags must be between 60 cm x 90 cm (24 in x 36 in) and 106 cm x 120 cm (42 in x 48 in) • 23 kg (50 lb) maximum	• Container must not exceed 82 L (22 gallons) and must be waterproof, durable, rust-resistant, non-absorbent with watertight lid and 2 handles. Must be specifically designed for garbage • 23 kg (50 lb) maximum
• Service Delivery	• Contracted	• Contracted	• Contracted	• In-house	• Contracted	• Contracted	• In-house
2. Recycling Collection							
• Frequency	• Even between weekly (alternating streams) and bi-weekly (single-stream) • At this time, no changes to recycling collection program proposed due to impending legislative changes to producer responsibility	• Weekly (alternating streams)	• Bi-weekly (single stream)	• Weekly (alternating streams)	• Weekly (alternating streams)	• Bi-weekly (single stream)	• Bi-weekly (single stream)
• Collection Limits	• No limit	• No limit	• No limit	• No limit	• No limit	• No limit	• No limit
• Collection Containers	• Blue boxes	• Blue boxes	• Blue boxes	• Blue boxes	• Blue boxes	• Blue boxes	• Blue boxes
• New Blue Boxes	• Range from free to \$5.00-\$7.00.	• Not specified	• Not specified	• No charge	• \$7.00 per box	• Not specified	• 2 free per new home • \$5.00 per additional box

Service	Proposed Base Level Program/Service Based on Most Common Program/Service	Difference Between Proposed Base Level Program/Service and Existing Level of Service					
		North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
Service Delivery	- Even between in-house and contract - At this time, no changes to recycling collection program proposed due to impending legislative changes to producer responsibility	Contracted	Contracted	In-house	Contracted	In-house	In-house
3. Recyclables Processing							
Facility Used	- City of Cornwall MRF - At this time, no changes to recycling collection program proposed due to impending legislative changes to producer responsibility	In-house	City of Cornwall MRF	In-house	City of Cornwall MRF	City of Cornwall MRF	City of Cornwall MRF
4. Bulky Waste/White Goods							
Collection	Drop-off at landfill	Drop-off at landfill	Bulk waste collected once per year in May at no cost to customers	Drop-off at landfill	Drop-off at landfill	Drop-off at landfill	Drop-off at landfill
5. Leaf & Yard Material							
Curbside Collection	- Even between 1 collection per year (spring or fall) or 1-2 per year (spring and fall) - Proposed two collections per year (spring and fall)	2 collections per year (spring and fall)	2 collections per year (spring and fall)	1 collection per year (fall)	No curbside collection – drop-off facilities available	1 collection per year (spring)	Once per month from May to November
Container Limits	No limit	No limit	No limit	Not specified	Not specified	20 bags/bundles per unit	20 bags/bundles per unit
6. Source Separated Organics							
Curbside Collection	None	None	None	None	None	None	None
Other Programs	Sell backyard composters	Not specified	Sell backyard composters	Sell backyard composters	N/A	Sell backyard composters	Sell backyard composters
7. Residential Drop-off							
Operating Hours	- No consistency in operating hours and days - Operating hours mostly 8 am to 4 pm during weekdays and varies on Saturdays - Propose that consistent hours be established for all sites if possible	Monday, Tuesday, Thursday, Friday - 8:00 a.m. to 4:00 p.m. in summer, Wednesday & Saturday - 8:00 a.m. to 12:00 p.m. in winter	- North Lancaster Landfill – Thursday and Saturday 9:00 A.M. to 5:00 P.M. from June 1st, 2017 to September 30th, 2017 - Beaver Brook Road Landfill – October 1st to May 31st on Tuesdays and Saturdays from 9:00 am to 5:00 pm	8 am to 4 pm Monday to Friday. - Saturdays -First Sat in May till last Sat in October- 8 am till 11:30 am. - Open first Sat in November, December, January, February, March and April 8 am till 11:30 am.	Wednesday & Friday, 8:00 a.m. to 1:00 p.m.; Saturday, 1:00 p.m. to 4:00 p.m.	Not Specified	8am to 4pm every Friday and Saturday

Service	Proposed Base Level Program/Service Based on Most Common Program/Service	Difference Between Proposed Base Level Program/Service and Existing Level of Service					
		North Glengarry	South Glengarry	North Dundas	South Dundas	North Stormont	South Stormont
I, C & I Waste Accepted	Yes	No	Yes	Yes	Yes	N/A	No
Tipping Fees	2 free disposals per year (max. 500 kg), after which tipping fees apply	2 free disposals per year (max. 500 kg), after which tipping fees apply	3 free disposals per year (2 in May, 1 in June), after which tipping fees apply	Tipping fees always apply	Tipping fees always apply	2 free disposals per year (max. 500 kg), after which tipping fees apply	2 free disposals per year (max. 500 kg), after which tipping fees apply
8. Household Hazardous Waste and Electronic Waste							
Frequency	1 drop-off day per year	1 drop-off day per year	1 drop-off day per year	1 drop-off per month between May and October	Several drop-offs per year on select dates between May and October	1 drop-off day per year	3 drop-offs per month between April and November
E-waste	E-waste bins at Cornwall landfills	E-waste bins at Cornwall landfills	E-waste bins at Cornwall landfills	E-waste bins at Cornwall landfills	- HHW – Boyne Landfill - E-waste – Matilda and Williamsburg Landfills	- HHW – West Patrol Yard - E-waste – both patrol yards	E-waste bins at Cornwall landfills
9. Landfills							
Location	1 active landfill within the municipality	1 active landfill (municipal) - Private landfill also used	2 active landfills (municipal)	1 active landfill (municipal)	1 active landfill (municipal)	Private landfill used	2 active landfills (1 municipal, 1 private)
Operation	In-house	In-house at municipal landfill	In-house	In-house	In-house	N/A	In-house at municipal landfill
Monitoring	Contracted	Not specified	In-house & Consultant	Contracted	Contracted	Contracted	Contracted

Appendix L

Collaboration Opportunities Analysis

Collaboration Opportunities	Advantages	Disadvantages	Comments
Waste Management Planning & Communications			
1. Public Education & Communications - Develop and distribute educational materials about the waste management services delivered to customers by the LMs - Use of various communication methods and appropriate technologies - print, websites, social media, customer service software - Track and respond to customer queries in a timely fashion	- Reduced duplication of effort and improved economies of scale e.g. production of information materials, staffing, etc. - Consistent tactics and messaging across all LMs - Facilitates a one-call system for residents to obtain waste management information or file complaints - Facilitates a streamlined and effective system to document and respond to customer queries and inform service improvements - Addresses gap that currently exists in those LMs with limited resources to dedicate to public education and communications - Possibility to leverage latest communication and customer service technologies - Support the transition of blue box recycling to producer responsibility across all LMs	Smaller service providers may be at a theoretical disadvantage due to limited capacity to handle larger contracts	- Dedicated resources (i.e. staff, office space, computers, funding, etc.) would be required to undertake these activities. - An agreement among all 6 LMs (and SDG as lead) would be required to address cost sharing, roles and responsibilities of each LM and SDG, and accommodations for staff
2. Waste Management Planning - Investigate new waste disposal technologies (including incineration) and options for long-term waste disposal in partnership with others - Implementing a regional level of service that supports collaboration, offers LMs option to select enhanced services if desired and offers convenience to customers - Seek MECP approvals as required - Facilitating/ negotiating with Producers or Producer Responsible Organizations (PROs) as the set-up blue box drop-off depots as part of the waste drop off service at landfill sites as required under the new regulation.	- Reduced duplication of effort and improved economies of scale (e.g. collective review and decisions on new disposal technologies; a single by-law template for all LMs) - Facilitates consistency in implementing and adjusting future service levels offered to customers - A larger cohesive voice in discussions with the MECP - Will position the LMs to negotiate agreements with Producers and PROs who are required by the regulation to provide blue box drop off depots where waste depots exist. This would be on municipal property.		- Dedicated resources (i.e. staff, office space, computers, funding, etc.) would be required to undertake these activities. - An agreement among all 6 LMs (and SDG as lead) would be required to address cost sharing, roles and responsibilities of each LM and SDG, and accommodations for staff. - Development of the new by-law for the regional level of service would be required for adoption by each municipality

Collaboration Opportunities	Advantages	Disadvantages	Comments
Waste Diversion			
3. Transitioning from LMs to producer responsibility for blue box recycling - Meeting the reporting requirements of RPRA under O.Reg. 391/21 prior to the transition date - Liaising with RPRA as needed - Liaising with producers to ensure that the public is made aware of services they will received after the transition - Addressing any issues that may arise - Aligning current blue box collection contracts with transition date	The LMs and Cornwall will be transitioned on the same date (January 1, 2025). Collaboration will allow the LMs to collectively liaise with RPRA and address transition issues.		- Results of the ongoing analysis of North Glengarry’s recycling plant (RARE) would be taken into account in deciding whether or not to operate RARE beyond the transition date. - A key issue to be addressed is the blue box collection from small commercial and mixed use properties that currently receive curbside collection. Producers are not required to collect from commercial properties according to the regulation. RPRA's role does not include addressing this issue - only enforcement of the regulation as written. - Aligning blue box collection contract to coincide with the transition date to producer responsibility (Jan 1, 2025). This may require negotiation with existing contractors to extend or terminate contracts earlier if they expire after the transition date. - Coordination of the transition would be included in the roles and responsibilities of the Waste Management Planning & Communications staff noted above.
4. Potentially work with the City of Cornwall - Collaborating with Cornwall will focus on providing processing services to the LMs for: ✓ an organics collection program for the LMs ✓ leaf and yard waste	- Leverages existing good working relationships between 4 LMs and Cornwall for blue box material processing - Provides access to an organics processing facility that is based on green energy technology - Provides access to another location for leaf and yard waste composting that may be may be more convenient for some LMs - Supports increasing waste diversion and preserving capacity at existing landfill sites. Approximately 10,500 tonnes of curbside waste is collected annually by the LMs for disposal. Organics comprise at least 40%. Assuming only 25% is captured by an organics program approximately 2,600 tonnes would be diverted annually.	Additional cost for organics program (collection and processing) which can be expensive.	- Provincial policy does not require the municipalities to provide organics collection. An organic program would be at the discretion of the LMs. - Discussions with Cornwall are required to fully assess the costs and benefits of implementing an organics program. - Discussion with Cornwall may be included in the roles and responsibilities of the Waste Management Planning & Communications staff noted above.

Collaboration Opportunities	Advantages	Disadvantages	Comments
5. Food Cycler Organics Composting at Home Leveraging the results of recently initiated pilot program organics home composting: ✓ Assess and share results from 3 pilot LMs ✓ Possibly expand across all LMs if successful as an alternative to curbside organics collection and centralized composting	• Leverages new technology • Offers an economical alternative to curbside organics collection especially in less densely populated areas • Supports increasing waste diversion and preserving capacity at existing landfill sites. • Organics composting would be available to residents in rural areas where curbside organics collection would not be otherwise available due to high collection cost	• The durability and life expectancy of the units are relatively untested over the long-term. • Requires ongoing commitment by residents to use and maintain units for program to be successful	• Provincial policy does not require the municipalities to provide organics collection. An organic program would be at the discretion of the LMs. • The results of the pilot need to be fully reviewed to gauge the long-term viability of this program • Units are more expensive than green bins for residents to purchase and will need to be subsidized by the LMs to encourage uptake and participation
6. Sharing existing leaf and yard waste composting facilities • Two or more LMs may share the use of existing or planned new facilities	• Optimizes use of existing facilities • Lower costs due to fewer facilities • Provides access to residents from more than one LM	• Additional drive distance and related costs	• Capacity of existing L&Y waste composting facilities to handle additional material to be confirmed • MECP approval to move L&Y waste across municipal boundaries to be confirmed. • These may be included in the roles and responsibilities of the Waste Management Planning & Communications staff noted above.
7. Joint purchase and distribution of backyard composters and possibly Food Cyclers	• Potential for volume discounts due to economies of scale • Allows customers from all 6 municipalities to purchase composters in any LM (greater flexibility and convenience) • Reduces administration of the procurement from 6 processes to 1	•	• SDG would take the lead on procurement of composters on behalf of the municipalities • These may be included in the roles and responsibilities of the Waste Management Planning & Communications staff noted above.
Waste Collection			
8. Joint waste collection between 2 or more LMs • Identify LMs where joint collection would be feasible and align contracts • Decide on outsourcing vs. in-house collection • Develop tender documents and obtain bids	• Potential for cost reduction through joint tendering of collection services. ➢ Larger service areas may attract interest from more service providers and increase competition ➢ More efficient route optimization and utilization of collection vehicles • Sharing of collection vehicles and staff between municipalities • Opportunity to streamline waste collection as of January	• May discourage smaller service providers from bidding due to low service capacity	• Alignment of existing contracts would be required so that collection in two or more LMs could be combined into a single contract. • Timing the alignment of contracts to coincide with the transition date for blue box (Jan 1, 2025) would allow the new contracts to be for waste collection only and not include blue box collection. • Liability and insurance regarding cross municipal boundary service need to be confirmed if collection will be done by LM staff and vehicles

Collaboration Opportunities	Advantages	Disadvantages	Comments
	1, 2025 when recycling collection would no longer be a municipal responsibility		• Municipalities currently do not have the resources to extend in-house collection services to other LMs so moving to contract services may be more appropriate. • Decisions on sale or re-purposing of existing in-house vehicles would be required if there is a switch from in-house to contracted collection • Decisions on allocating existing waste collection staff to other functions would also be required
Waste Disposal			
9. IC&I Waste Disposal Policy • Establish a policy to limit the disposal of non-residential waste at existing landfill sites that are approaching closure to preserve capacity	• Will preserve capacity and extend use of landfill sites. High level estimates suggest the following capacity savings and additional years of use starting 2022: ➤ Boyne Road - 300 tonnes; 2 months extended use ➤ Matilda Landfill Site - 1,300 tonnes; 4 months extended use ➤ Beaverbrook Landfill Site - 4,200 tonnes, 2.5 years extended use ➤ North Lancaster Landfill Site - 1,100 tonnes; 1 year extended use • Less waste to be managed resulting in lower costs to establish a transfer station and haul waste to another landfill site (if expansion is not pursued)	• Reduction in annual tipping fee revenues generated from IC&I customers ➤ Boyne Road - \$101,000 ➤ Matilda -\$97,000 ➤ Beaverbrook - \$34,000 ➤ North Lancaster - \$35,000 • IC&I customers would need to make alternative disposal arrangements	• Limiting the disposal of IC&I waste at municipal landfill sites is a strategy that has been used by many municipalities to preserve landfill capacity for residential waste. • The benefit of extended use may not be significant at sites that are due to close within 1 year. • This is a policy change that will require further discussion and decisions by the LMs • This would be an appropriate policy to reduce transfer costs if waste were to be transferred to another landfill site for disposal

Collaboration Opportunities	Advantages	Disadvantages	Comments
10. Conceptual Disposal Option A: Expansion and Sharing Waste Disposal Capacity at Landfill Sites: - North Dundas would <u>continue with expansion at Boyne Road</u> and share disposal capacity with South Dundas when Matilda closes - SD would directly haul curbside waste to Boyne Road - South Glengarry (SG) would close North Lancaster when it is at capacity (Dec 2025) and operate Beaverbrook year round - SG would initiate work in 2022 seeking approval to expand the Beaverbrook Landfill for use beyond 2033 when the site is expected to close. - NS, SS and NG would continue to dispose waste at GFL under existing individual contracts - Negotiate an agreement with GFL for disposal of all curbside waste from ND and SD starting in 2034 - Establish a transfer station at Boyne Road by the end of 2033 to transfer residential waste only to GFL for disposal. (IC&I would make own disposal arrangements)	- Provides approximately 11 years of disposal capacity (to 2033) for North Dundas and South Dundas beyond the current closure date of their respective landfill sites. Use could be longer by approximately 2 years (to 2035) if IC&I waste is not accepted for disposal. - Expansion of Beaverbrook will provide capacity for SG beyond 2033. - Residential waste drop-off would continue to be available to ND residents at Boyne Road. SD residents would have access to a drop off location after Matilda closes - Residential waste drop-off would continue to be available to SG residents at Beaverbrook - Economies of scale (lower cost per tonne) by having more waste disposed at the Boyne Road landfill site. Estimated to be 50% lower due to doubling of the waste to be disposed - Cost savings. ➤ Avoids the need to expand Matilda (which is the current plan) and the capital costs related to the expansion ➤ Avoids the operating costs at Matilda if it were to be expanded. ➤ Overall savings estimated to be \$4.6 million over a 23-year period from 2022 to 2044 (\$18.8 million vs.\$23.4 million if both sites were to be expanded) - Potential environmental impacts from the expansion and operation of Matilda would be avoided - Environmental impacts due to current operations would be reduced when North Lancaster (SG) is closed - Reduces the need to replace existing landfill operating equipment at Matilda and North Lancaster - Buys time to consider alternative disposal technologies - Provides a hybrid disposal system of municipal and private landfill sites to mitigate dependency on a single private sector landfill site for all LMs	- Additional drive distance for SD waste collection vehicles to drive to Boyne Road landfill site. This would increase collection costs related to SD but may be offset by cost reductions from joint tendering. - Cost of expansions at the Boyne Road Beaverbrook Landfill Sites. However these would be offset by the savings. - Obtaining approval to expand Beaverbrook would be a lengthy process (6 to 10 years approximately) - Potential additional environmental impacts due to expansion of and continuing operations at Beaverbrook - Securing disposal capacity for ND and SD beyond 2033 would still be required - Obtaining MECP approval to expand the service area for Boyne Road may: ➤ be more difficult. ➤ also require further analysis of increased truck traffic to Boyne Road may require redoing work already completed by ND for the expansion to address the additional waste from SD ➤ be difficult to obtain in time for 2023 - ND residents may not support disposal of waste from another municipality at the Boyne Road landfill site - Will need to complete closure works sooner rather than later due to earlier closure of Boyne and Matilda compared to current scenario if both sites are expanded. However, the closure and post closure care costs are legal obligations that cannot be avoided and would be required under all scenarios. Incurring these costs sooner would reduce the municipalities' liability related to landfill sites.	- North Dundas (ND), South Dundas (SD) and South Glengarry (SG) are the three (3) municipalities with landfill sites approaching closure. These are the municipalities that will require alternative disposal starting in 2023 for curbside waste. - North Glengarry (NG), South Stormont (SS) and North Stormont (NS) have long-term disposal contracts with GFL. Only waste dropped off by residents are disposed at Glen Robertson (NG) and Trillium (SS). - North Dundas and South Dundas are adjacent municipalities so sharing disposal is a feasible option. - South Glengarry's neighbouring municipalities all use GFL so there is no opportunity to share municipally owned landfill capacity for disposal of curbside waste - Will require MECP approval to move waste across municipal boundaries specifically from SD to ND. Further discussion with MECP will be required to establish approval requirements and timelines. - May require public outreach to gauge public approval and determine if there are any issues with disposal of SD's waste at Boyne Road. - Will require an agreement between ND and SD including cost sharing of the expansion and development of a tipping fee that would apply to all curbside waste disposed at Boyne Road. This would ensure that each municipality would pay for its fair share (tonnage) of waste disposed (user pay). - Will require weighing of collection vehicles to determine the quantity of waste from ND and SD for billing and/ or cost sharing purposes - Decisions on sale or re-purposing of existing Matilda landfill equipment would be required - Decisions on allocating existing waste disposal staff to other functions would also be required by SD

Collaboration Opportunities	Advantages	Disadvantages	Comments
11. Conceptual Disposal Option B: Negotiate Contract for Long-term (20 years) Disposal at GFL - Establish a transfer station at Boyne Road (ND) by the beginning of 2023. This will be used by ND starting in 2023 followed by SD in 2024 when Matilda closes. - SD would directly haul curbside waste to Boyne Road - Waste to be hauled from the Boyne Road Transfer Station to GFL - South Glengarry to close North Lancaster when it is at capacity (Dec 2025) and operate Beaverbrook year round - Establish a transfer station at Beaverbrook by the end of 2032 - Would include residential drop-off depots at both Boyne Road and Beaverbrook for transfer to GFL. - The agreement with GFL would include: ➤ all curbside waste from ND, SD and SG ➤ allowing residents from any LM at GFL (except for North Stormont which already has residential drop-off included in its contract with GFL).	- Gives LMs immediate access to approved disposal capacity for 20 years, especially those with landfill sites due to close within the next 2 years. 3 LMs already have long-term (20-year) individual contracts with GFL for waste disposal. Opportunity for the other 3 LMs and Cornwall to negotiate a single contract with GFL. - Buys time to consider other disposal technologies and options beyond 20 years - Residential waste drop-off would continue to be available to ND residents. SD residents would have access to a drop off location (Boyne Road) after Matilda closes - Residential waste drop-off would continue to be available to SG residents at Beaverbrook - Potentially easier, less costly and faster to obtain MECP approval for transfer station vs. expansion. Transfer station approval estimated to take 1 year. - ND residents may be more receptive to a transfer station vs. on-site disposal regarding waste from SD. - Cost savings. ➤ Avoids expansions at Boyne Road, Matilda and Beaverbrook (which is the current plan) and the associated capital costs ➤ Avoids the operating costs at Boyne Road, Matilda and Beaverbrook beyond their current closure dates. ➤ Overall savings estimated to be \$7.6 million over a 23-year period from 2022 to 2044 (\$15.8 million vs.\$23.4 million if both sites were to be expanded) - Potential environmental impacts from the expansion and operation of the three (3) landfill sites would be avoided - Potentially reduces the need to replace existing landfill operating equipment at the landfill sites - Opportunity to include transfer station operations as part of waste disposal contract with GFL. - Including direct drop-off at GFL's landfill site by residents	- Additional drive distance for SD waste collection vehicles to drive to Boyne Road landfill site. This would increase collection costs related to SD but may be offset by cost reductions from joint tendering. - Additional costs, including approvals, to establish transfer stations at Boyne Road (2022) and Beaverbrook (2033). However these would be offset by the savings. - Additional cost to hauls waste from Boyne Road (starting in 2023) and Beaverbrook (starting in 2033) to GFL. However these would be offset by the savings. - Will need to complete closure works sooner rather than later due to earlier closures compared to current scenario if the sites are expanded. However, the closure and post closure care costs are legal obligations that cannot be avoided and would be required under all scenarios. Incurring these costs sooner would reduce the municipalities' liability related to landfill sites	- North Dundas, South Dundas and South Glengarry are the municipalities with landfill sites approaching closure. These are the municipalities that will require alternative disposal starting in 2023. - North Glengarry (NG), South Stormont (S) and North Stormont (NS) have long-term disposal contracts with GFL. Only waste dropped off by residents are disposed at Glen Robertson (NG) and Trillium (SS). - North Dundas and South Dundas are adjacent to each other so sharing a transfer station is an option. - South Glengarry's neighbouring municipalities' curbside collection vehicles all directly haul curbside waste to GFL so there is no opportunity to share disposal capacity - Will require MECP approval to move waste across municipal boundaries. Further discussion with MECP will be required to establish approval requirements and identify the precise plan for redirection of waste across the LMs - Will require MECP approval to amend the existing licences (ECAs) to establish Waste Transfer Stations at both Boyne and Beaverbrook. (EPA Section 27). It may be possible to obtain interim approval from the District Manager to begin transfer operation while the application is being processed (EPA Section 157.1) - Will require review of the terms and conditions of the existing 3 contracts (NS, SS, and NG)with GFL - Will require initiating discussions with GFL for waste disposal from the ND, SD, SG and possibly Cornwall to establish agreement terms and costs - Will require weighing of <u>collection</u> vehicles to determine the quantity of waste shipped to GFL from ND and SD for billing and/ or cost sharing purposes. SG's waste will be hauled separately and weighed at GFL. - GFL is currently in the EA process for capacity expansion of 15.1 million m3 of additional capacity.

Collaboration Opportunities	Advantages	Disadvantages	Comments
	as part of the agreement would give residents another location for drop-off at their convenience		
12. Sharing drop-off facilities - Continue to offer residential drop-off at Boyne Road after 2022. - Allow residents from all 6 LMs to use any residential drop-off facility within the 6 municipalities	- Will continue to offer residents drop off facilities that are reasonably convenient after existing landfill sites close. Gives residents a broader choice and flexibility on which facility to use. - Will leverage the expansions and use of transfer stations noted in Conceptual Disposal Options A and B. - The municipality operating the residential drop-off depot will realize additional revenue from additional waste dropped off by residents - Will offer alternatives to South Stormont's residents when Trillium closes. - Potential to redirect NG's residents to Beaverbrook and GFL to drop off waste. This would allow operations at Glen Robertson to temporarily cease thereby reducing operating costs and preserving the remaining capacity for future use. Approximately 40,000 tonnes of capacity would be available.	More traffic can be expected and improved operations of the drop-off facility will be required at the site.	- Will require MECP approval to move waste across municipal boundaries. Further discussion with MECP will be required to establish approval requirements and identify the precise plan for redirection of waste across the LMs - Drop-off facility operations could be outsourced
13. Joint procurement Obtain landfill site monitoring and lab-testing services through joint tenders/ quotations	- May generate more competition with larger contracts that include multiple landfill sites and possible lower professional fees - Possible economies of scale with respect to lab testing costs	Smaller service providers may be at a theoretical disadvantage due to limited capacity to handle larger contracts	Will need to review existing landfill monitoring activities and bundle landfill sites to promote economies of scale.

Appendix M

SDG vs. Local Municipal Responsibility

Item	SDG	Local Municipalities	Comments
1. Legal Authority for Waste Management	SDG does not have the legal authority for waste management services. Under the Municipal Act, 2001 responsibility for one or more waste management components may be transferred to SDG with approval from the respective LM and SDG Councils (triple majority)	The LMs have responsibility for waste management and may establish agreements under the Municipal Act, 2001 to work together, including establishing a Board of Management or having an agreement with SDG to coordinate collaboration or may alternatively transfer responsibility to SDG	- An agreement among all 6 LMs (and SDG as lead) would be required to address cost sharing, roles and responsibilities of each LM and SDG, and accommodations for staff as a minimum - Alternatively SDG and the LMs may agree to transfer responsibility to SDG
2. Organization Structure & Capacity	- SDG has a robust organization structure that already supports a range of services across all six (6) LMs and relationships with other organizations outside the Counties including the City of Cornwall. - It would be relatively easy to add waste management services to the organization. Decisions on where the service should reside within the organization structure would be required. - The management processes and policies (e.g. related to finance, human resources, information technology, purchasing, etc.) are already well established to support the services delivered. These are readily available for waste management services. - Staff with waste management expertise will be required as SDG is currently not responsible for waste management and does not carry this expertise. This would be accomplished through transfers of existing local municipal waste management staff supplemented by new hires as needed over time. - Office space would be relatively easy to accommodate	- Each LM has a robust organization structure and management processes and policies that support a range services delivered within its jurisdiction. However, the structure, processes and policies do not currently support inter-municipal collaboration - An agreement among all 6 LMs would be required to address the additional organizational structure and management process requirements to facilitate collaboration. This may include creating a Board of Management with representation from each LM. One of the LMs (or SDG) may act as the "agent" for the Board to provide all support services including staff and accommodations. - Each municipality has sufficient staff and equipment to manage waste. However, the LMs do not have the staff and equipment capacity to share under a collaborative arrangement. Only North Dundas has dedicated waste management staff. The waste management staff in the other LMs is shared with other services. Additional staff would be required by the "agent" to implement the collaboration options. - The Board agreement would also need to address cost sharing, roles and responsibilities and accommodations for staff. A dedicated manager and office space would be required as a minimum to coordinate the operations and handle the Board's business - The Board arrangement would be affected if one LM decides to withdraw	- The Board approach would add another organization and layer of bureaucracy. The Board would be subject to the ongoing participation of all the LMs. SDG offers a more robust and stable approach with less duplication - Dedicated resources (i.e. staff, office space, computers, funding, etc.) would be required to undertake waste management activities.
3. Decision-Making	- SDG has region wide jurisdiction - SDG has well established legislative procedures for decision-making by Council - SDG Council is comprised of two(2) Councillors from each LM (Mayor and Deputy Mayor) i.e. equal representation from each LM - All decisions related to waste management would be by Council as it does for other services that SDG provides within its boundaries. Council decisions would likely consider the input from the LMs and the best	- The Board would have region wide jurisdiction for waste management to the extent that the authority can be given by the municipalities under the Municipal Act i.e. mainly administrative. The Board will not have powers to make decisions on property and finance - The Board agreement will need to address representation from each LM and identify the decision-making processes to be employed. - Board decisions will require approval from each LM Council before major programs can be implemented. Accordingly Board decisions may	- More streamlined and faster decision-making under SDG vs. Board - SDG already has equal representation from each municipality on its Council. Representation through a Board is not necessary.

Item	SDG	Local Municipalities	Comments
	interest of the Counties as a whole.	be more tenuous if there is difficulty reaching agreement or delays in obtaining approval from one or more LM.	
4. Waste Management Financing	- SDG already has legal mechanisms and timelines for generating revenues through taxes. These would be utilized for waste management. - Taxes related to waste management can be requisitioned on a "user pay" basis according to number of properties receiving waste collection, tonnes of waste disposed by municipality, etc. This method would achieve fairness and equity across the local municipalities. It has been employed by Niagara Region since 1996. - SDG has the authority to issue debt if required for waste management - Waste management would become a service funded by the Counties taxes. The LMs would no longer be required to fund waste management through their taxes thereby creating tax room to fund other services.	- Budgets approved by the Board would require approval by each LM before spending can occur. Each LM's respective share of the budget can be included in its tax bill. - Separate procedures and accounting between the "agent" and each municipality would be required to facilitate cost sharing - The Board would not be authorized to issue debt. Each municipality would need to approve debt financing of its share then include the amount in its overall debt request to the Counties. SDG being the upper tier has the authority to issue debt. - All funding for waste management would continue to be included in each LM's taxes.	SDG is better positioned to fund the joint waste management system over the long-term.
5. Waste Management Operations	SDG would be fully responsible for all operations	The Board would be responsible for operations and accountable to each LM.	
6. Customer Communications and Education	- SDG already has communication mechanisms and tactics in place that reach customers across the Counties. This would be leveraged to meet the waste management communication and education needs - A one-call system for waste management information or filing complaints would exist by default (SDG is a single entity) - A streamlined and effective system to document and respond to customer queries and inform service improvements can be easily established - SDG already has the communications expertise and resources and well positioned to leverage latest communication and customer service technologies - Greater clarity for customers regarding who to call for waste management matters	- Many LMs have limited resources to dedicate to public education and communications. Additional resources would be required by the Board. - A region wide communication system would need to be developed and implemented. - A decision on where the one-call system and coordination of the responses to customers should reside (agent's staff or direct Board staff and accommodations) - Customers may not fully understand role of the Board vs. the roles of the LMs regarding waste management. Can be addressed through education	
7. Waste Management Planning & Approvals	- SDG would offer the centralized planning that is required to ensure an efficient, integrated waste management system for the region over the long-term. - Reduced duplication of effort and less complication (e.g. review and decisions on new disposal technologies; a single waste management by-law, etc.)	- Would offer the centralized planning that is required for the region over the long-term but may be more complicated and subject to approval by the LMs based on their individual preferences - Reduced duplication of effort related to planning but would still require individual waste management by-laws albeit the same template. - A single voice in discussions with the MECP subject to approval by the	- Development of the new by-law for the regional level of service would be required for adoption by each municipality or SDG as they case may be - Approval to redirect waste to various sites across municipal boundaries would be required. This would be best accomplished under SDG jurisdiction. Only

Item	SDG	Local Municipalities	Comments
	- A single voice and accountable entity in discussions with the MECP - Facilitates consistency in implementing a uniform region wide level of service and adjusting future service levels offered to customers. Enhanced services (e.g. more frequent leaf and yard waste collection) can be offered to municipalities upon request. - Facilitates investigating new waste diversion and disposal technologies (including incineration) and options for long-term waste disposal that would be appropriate for the region as a whole	LMs - Facilitates consistency in implementing a uniform region wide level of service and adjusting future service levels offered to customers. Enhanced services (e.g. more frequent leaf and yard waste collection) can be offered to municipalities upon request. - Facilitates investigating new waste diversion and disposal technologies (including incineration) and options for long-term waste disposal that would be appropriate for the region as a whole	administrative approvals would be required
8. Transitioning Blue Box Recycling from LMs to Producers	This activity is temporary with a finite end date (transition date of January 1, 2025 for all LMs and Cornwall). Collaboration will allow the LMs to collectively liaise with RPRA and address transition issues. This can be facilitated by SDG if required by the LMs but does not require a transfer of responsibility to SDG	Does not require collaboration agreements or a Board of Management to complete the transition	Each LM would continue to be responsible for blue box recycling and all the transition requirements until the transition date.
9. External Partnerships	- SDG has a strong track record of partnering with other municipalities including the City of Cornwall and other external parties to provide region wide services to residents in the following areas: long-term care; health, paramedics; and social services. Specifically, SDG and Cornwall established a Joint Liaison Committee since 1999 to oversee some of these partnership arrangements. - This can be leveraged to advance discussions with Cornwall on organics and leaf and yard waste processing and GFL on waste disposal - SDG's is well positioned also pursue potential partnership opportunities for the region as a whole on a broader geographical area (e.g. with the City of Ottawa which is currently preparing its 30-year waste management master plan)	- There are existing good working relationships between 4 LMs and Cornwall for blue box material processing. 3 LMs also have long-term disposal contracts with GFL. However these are all individual agreements with each LM. - There is limited experience working as a group of municipalities with a single voice and entity on partnerships. Although the Board would represent all the local municipalities on potential partnership opportunities, its authority would be limited as all major decisions would require approval by the individual LMs.	SDG has the resources available, a sound track record and the authority to negotiate external partnerships on a broader scale on behalf of the region as a whole
10. Waste Disposal and Sharing Landfill Site Capacity & Drop-off Facilities	- SDG would become the owner of all active landfill sites if responsibility for waste disposal is transferred. This would allow SDG to move waste throughout the Counties with minor administrative approvals to reflect the new ownership on the licences - Greater flexibility to optimize use of active landfill sites in the short-term for region wide disposal needs and minimize costs due to fewer operating landfill sites - SDG ownership would allow residents to use any landfill site within the Counties to drop off waste - SDG would be responsible for all the waste to be disposed increasing the ability to create a partnership with Cornwall and/or negotiate disposal at	- LMs would retain ownership of their respective landfill sites. Approval to move waste across municipal boundaries for disposal at another LM's landfill site would be more complex and protracted. - Ability to move waste across municipal boundaries may be limited especially in the short-term - Would be in a good position to partner with Cornwall and negotiate waste disposal at private sector facilities but may be limited by preferences of each LM - May also continue with seeking landfill expansion approvals	SDG offers greater flexibility in implementing waste disposal options in both the short and long term.

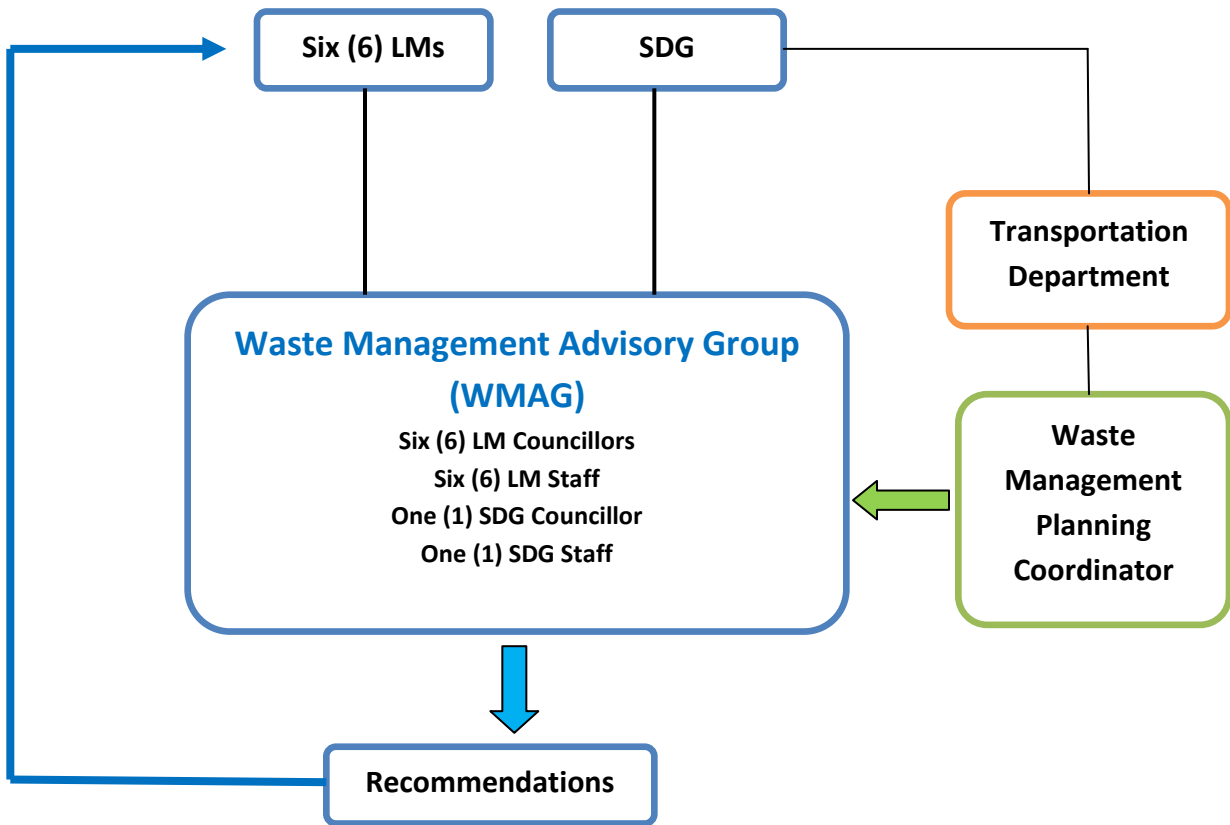
Item	SDG	Local Municipalities	Comments
	private sector facilities. - Improves opportunity to consolidate existing disposal agreements between 3 LMs and GFL into a single contract with SDG, if beneficial. - Flexibility to continue with seeking landfill expansion approvals if deemed to be beneficial		
11. Joint purchase and distribution of backyard composters	- Potential for volume discounts due to economies of scale - Allows customers from all 6 municipalities to purchase composters in any LM (greater flexibility and convenience) - Reduces administration of the procurement from 6 processes to 1 - SDG already has a procurement process /system that can be utilised and works yards in addition to LM offices for distribution	- Potential for volume discounts due to economies of scale - Allows customers from all 6 municipalities to purchase composters in any LM (greater flexibility and convenience) - Would utilize the procurement process of the agent or develop a separate process for the Board - Distribution would be at all LM offices and possibly at SDG works yards	
12. Waste Collection	- Potential for cost reduction through: ➤ Larger service areas which may attract interest from more service providers and increase competition ➤ More efficient route optimization across municipal boundaries ➤ More efficient use/ rationalization of collection vehicles across multiple routes on different days - No change in collection service provided to non-residential sector - Flexibility to add collection services as needed on a region wide basis	- Potential for cost reduction through: ➤ Combining municipalities into larger service areas which may attract interest from more service providers and increase competition ➤ More efficient route optimization across municipal boundaries - Use of collection vehicles owned by LMs would be limited to use within home municipality due to liability reasons. Switching to contracted service would remove this limitation. - No change in collection service provided to non-residential sector - Flexibility to add services as needed on a region wide basis	
13. Staffing	- Dedicated waste management staff currently employed by the LMs would be transferred to SDG - Opportunity for transferred staff to grow within SDG's organization - Would require and assessment of staff by LMs to decide which staff would continue to have a role at the respective LM - Collective agreement requirements would need to be met or negotiated	- Existing waste management staff may continue to be LM staff but work under Board direction - Existing staff may be transferred as direct employees of the Board - Collective agreement requirements would need to be met or negotiated	Decisions by LMs on which staff members they would retain vs. transfer would be required.
14. Assets & Liabilities	- All waste management assets and liabilities would be transferred to SDG should waste management responsibility be transferred to the Counties from the LMs - Assets may also include remaining landfill capacity and liabilities mainly the closure and post closure care costs	All assets and liabilities (including closed landfill sites) would remain with the respective local municipalities.	

Item	SDG	Local Municipalities	Comments
	- Assets such as collection vehicles could be reassigned to other local municipal functions or sold instead of transfer to SDG - Compensation for assets and liabilities would need to be discussed and negotiated between SDG and the LMs. - Closed landfill sites could be excluded from a transfer of responsibility to SDG to avoid any compensation for the liability		
15. Public Acceptance	SDG responsibility for waste management is likely to be acceptable to customers as long as they receive an acceptable level of service at a reasonable price (taxes).	Board responsibility for waste management is likely to be acceptable to customers as long as they receive an acceptable level of service at a reasonable price (taxes)	- No difference to customers as long as the service levels are acceptable and the costs are reasonable - Transferring waste management to SDG should consider public input prior to making any decisions

Appendix N

Conceptual Organizational Structure

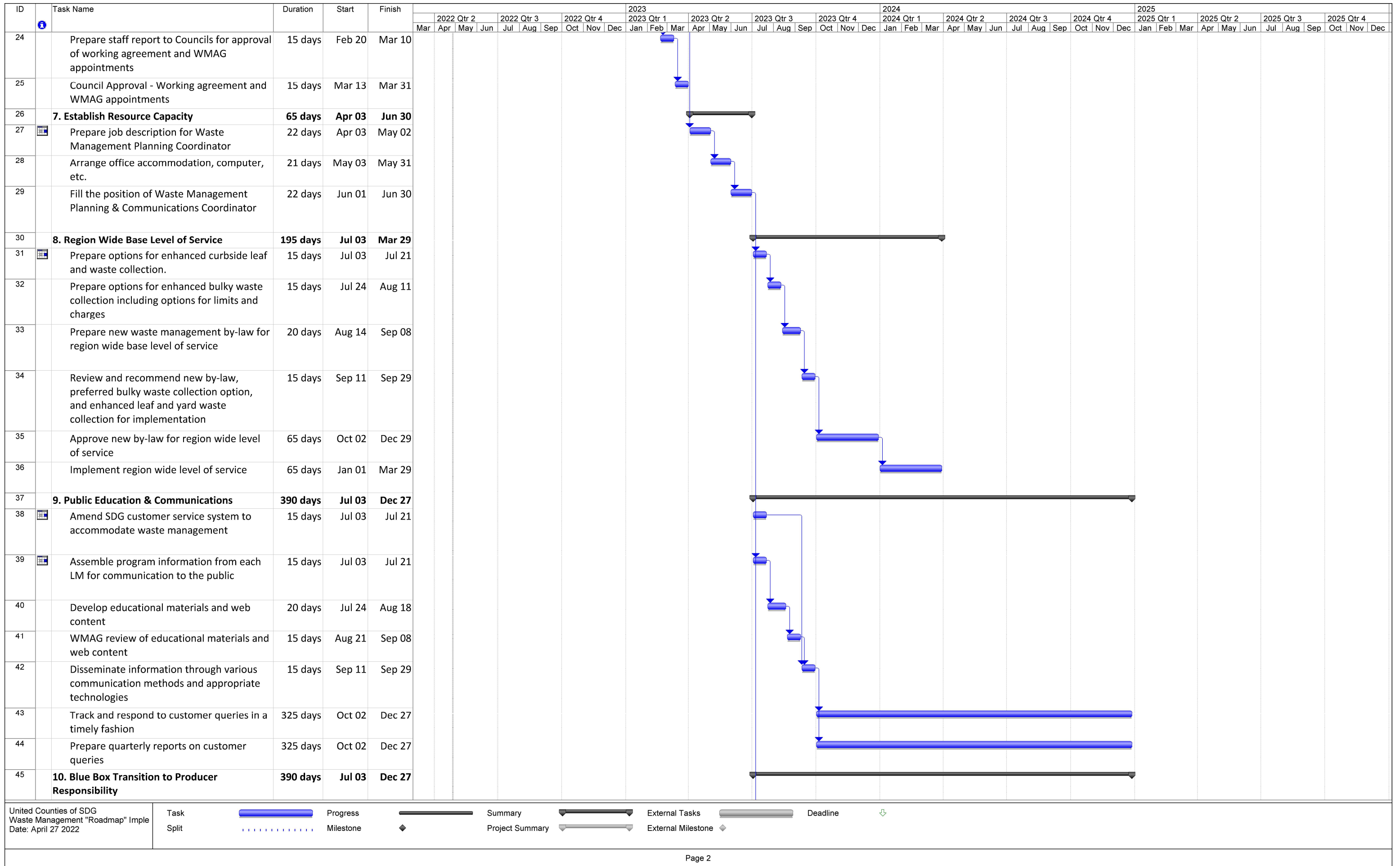
APPENDIX N: CONCEPTUAL ORGANIZATIONAL STRUCTURE



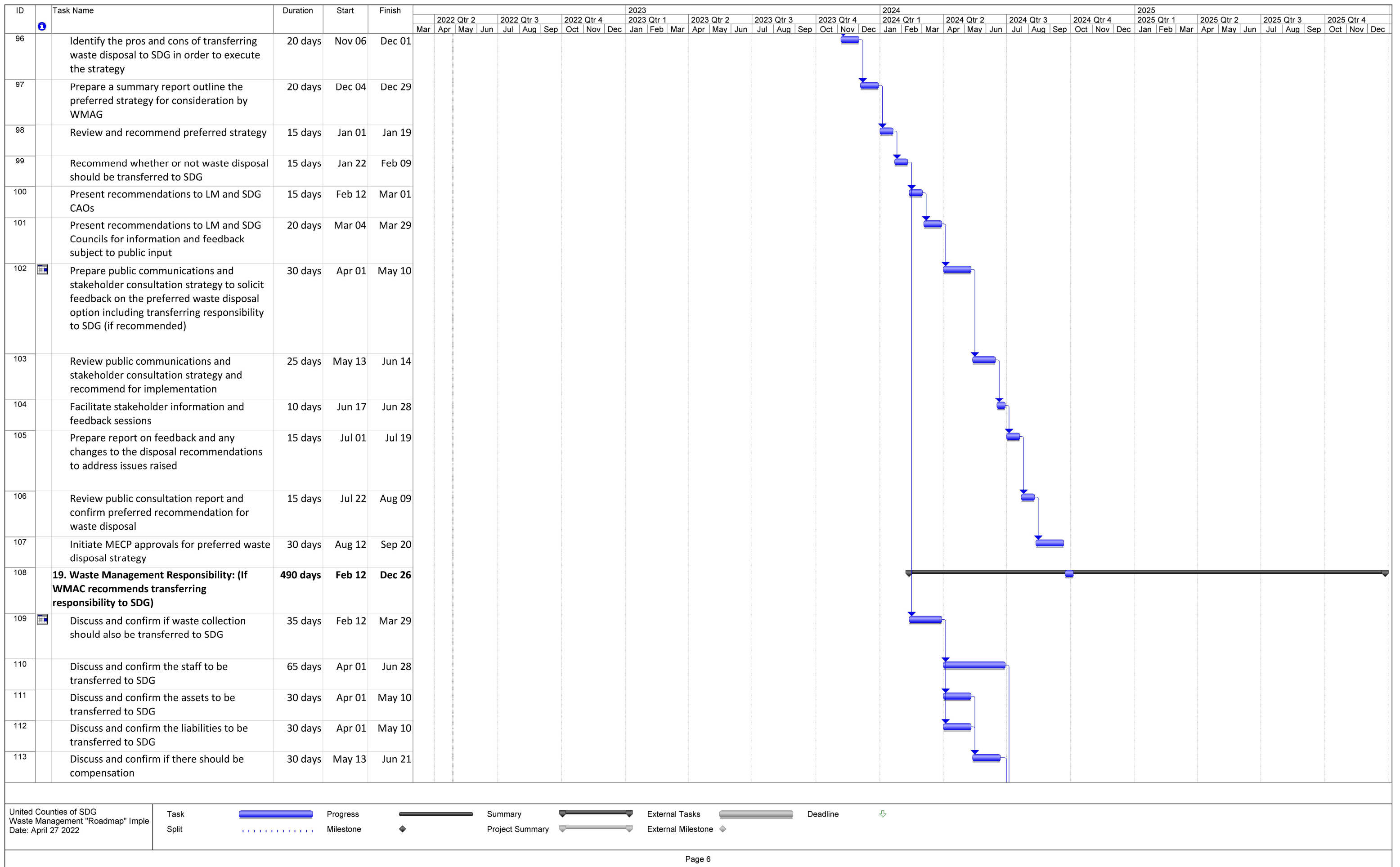
Appendix O

Implementation Schedule Gantt Chart

ID	Task Name	Duration	Start	Finish	2022												2023												2024												2025																							
					2022 Qtr 2				2022 Qtr 3				2022 Qtr 4				2023 Qtr 1				2023 Qtr 2				2023 Qtr 3				2023 Qtr 4				2024 Qtr 1				2024 Qtr 2				2024 Qtr 3				2024 Qtr 4				2025 Qtr 1				2025 Qtr 2				2025 Qtr 3				2025 Qtr 4			
					Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec														
1	 1. Blue Box Transition to Producer Responsibility	196 days	Apr 01	Dec 30																																																												
2	 Registration of Processors of blue box materials with the RPRA. This applies to RARE	0 days	Apr 01	Apr 01	 04-01																																																											
3	 Liaise with RARE to keep up to date on transition developments	196 days	Apr 01	Dec 30																																																												
4	2. Waste Diversion - Organics Composting Food Cyclers Pilot	130 days	Jul 04	Dec 30																																																												
5	 Assemble results of the Food Cyclers pilot	65 days	Jul 04	Sep 30																																																												
6	Prepare a cost benefit analysis of Food Cyclers Pilot for considerations by LMs	65 days	Oct 03	Dec 30																																																												
7	3. Waste Diversion - Sharing Leaf & Yard Waste Composting Facilities	131 days	Apr 01	Sep 30																																																												
8	 Identify existing L&Y waste composting facilities and approved capacities	65 days	Apr 01	Jun 30																																																												
9	 Identify LMs interested in sharing L&Y waste composting facilities	65 days	Jul 04	Sep 30																																																												
10	 Liaise with MECP to determine approval requirements for sharing facilities	65 days	Jul 04	Sep 30																																																												
11	4. Waste Diversion - Joint Purchase of Backyard Composters	261 days	Apr 01	Mar 31																																																												
12	 Confirm the type and number of composters required by each municipality for 2023	65 days	Apr 01	Jun 30																																																												
13	 Prepare tender documents for supply of composters & issue tender call	33 days	Jul 01	Aug 16																																																												
14	 Review bids and award contract	33 days	Aug 17	Sep 30																																																												
15	 Direct Delivery to LMs	65 days	Jan 02	Mar 31																																																												
16	5. Waste Disposal: Expansion and Sharing Waste Disposal Capacity at Landfill Sites	131 days	Apr 01	Sep 30																																																												
17	 Confirm status of landfill site expansions in North Dundas, South Dundas and South Glengarry	33 days	Apr 01	May 17																																																												
18	Confirm period for which MECP would extend use of the landfill sites in North Dundas and South Dundas under emergency approvals	32 days	May 18	Jun 30																																																												
19	 Confirm environmental issues to be addressed as part of expansion approvals	33 days	Jul 01	Aug 16																																																												
20	Confirm future costs and anticipated timeline to receive approvals	33 days	Aug 17	Sep 30																																																												
21	6. Establish the WMAG	65 days	Jan 02	Mar 31																																																												
22	 Prepare WMAG Terms of Reference	15 days	Jan 02	Jan 20																																																												
23	Prepare working agreement between LMs and SDG	20 days	Jan 23	Feb 17																																																												
United Counties of SDG Waste Management "Roadmap" Imple Date: April 27 2022										Task Progress Split Milestone  Summary Project Summary External Tasks External Milestone  Deadline 																																																						
Page 1																																																																



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STAFF REPORT TO COUNCIL

Report No: PW2023-03

January 30, 2023

From: Timothy Wright, Director of Public Works

RE: Hazardous Waste Materials Update

Recommended Motion:

THAT Council of the Township of North Glengarry receives report PW2023-03 for information purposes only.

Objective:

- To provide Council with an update on the Hazardous and Special Waste (HSW) collection program, including:
 - o New regulatory requirements under [O. Reg 449/21](#) for producers that take effect on January 1, 2023
 - o Commercial arrangements with producers currently do not fully cover municipal costs to manage these materials on their behalf

Background:

- Municipalities collect Household Hazardous Waste (HHW) to ensure these products and containers are safely managed to avoid environmental impacts and to meet disposal requirements.
- Many HHW materials collected have been designated under a producer responsibility program since 2008 (i.e., producers are responsible to collect and manage these materials at end-of-life)
- Historically, municipalities have only partially been compensated for collection services as:
 - o Not all of the materials collected and deemed as household hazardous waste are designated under the producer responsibility regulation (see Appendix A);
 - o Producers have not covered all collection-related costs; and
 - o The compensation provided has not kept pace with inflationary, supply chain and other financial pressures

As a result, producers have relied on taxpayer funding to subsidize their responsibilities

- O. Reg. 449/21: HAZARDOUS AND SPECIAL PRODUCTS was passed by the Province in June 2021 under the *Resource Recovery and Circular Economy Act, 2016*
 - o While this Regulation made producers of designated products responsible to manage their materials at end-of-life, the regulation is flawed in a number of ways:
 - It does not designate all of the products collected and deemed hazardous at municipal collection sites/events e.g., pharmaceuticals and sharps, automotive

- additives and cleaners, automotive additives and cleaner containers, fuels, miscellaneous flammable materials, oxidizers, corrosives – acids, corrosives – caustics, fuels, reactive chemicals, and lubricating oil
- It does not include collection or recycling targets for the designated materials; only accessibility targets (i.e., numbers of collection sites required in each local municipality)
- The accessibility targets are complex and problematic to quantify as they can be reduced/supplemented/augmented by producers based on a combination of depots, events, collections and use of return-to-retail locations
- O. Reg. 449/21 has two accessibility targets:
 - Producers are required to maintain the current collection system up to December 31, 2022
 - New accessibility targets come into effect as of January 1, 2023 as described in Section 13-24 of the Regulation
- North Glengarry has signed agreements with the two producer responsibility organizations that represent producers of these materials:
 - Product Care Association (PCA) for paint, coatings, some pesticides, solvents and non-refillable propane containers
 - Automotive Material Stewardship (AMS) for antifreeze, empty oil containers and oil filters
- These agreements were signed on an interim basis for the first year of the program under the new Regulation and do not fully cover the costs to collect the designated materials on the producer's behalf.
- Municipal governments have been in discussions with PCA to address concerns with the current agreement since August of this year, however little progress has been made to date to ensure municipalities are fairly compensated.
- There is a benefit to the municipality providing this service as it provides easy access to residents and helps to ensure these materials are not improperly disposed of (e.g., garbage, down the sink, or littered), however, the provincial government's intention is to move this responsibility onto the producer
- With new requirements coming into force, there is an opportunity to renegotiate commercial terms and eliminate/reduce the amount of taxpayer subsidy for these programs
- Producers will likely need municipal collection sites and events given the considerable environmental, health and safety precautions and approvals that are required to manage these materials

Implications for North Glengarry:

- Last year, North Glengarry collected 19,860 kg of household hazardous waste during our annual event (April 30, 2022). The table below shows what portion of materials received belong to producer responsibility programs and non-designated materials as well as a cost allocation for each category:

Analysis of Hazardous Waste Producer Responsibility

Township: North Glengarry
Year: 2022

Description	Kg received last year	% of total kg received	Cost
Drain-all upfront cost	19860	100%	\$ 30,377.00
Additional Transportation Cost			\$ 1,750.00
Additional Collection Cost			\$ 5,500.00
Event staff required by Drain-all			\$ 1,100.00
Total			\$ 38,727.00

Description	Kg received last year	% of total kg received	Cost allocation by % of kg	Funding Received last year	Subsidy
PCA (after lab pack)	10581.3	53%	\$ 20,633.56	\$ 11,113.00	\$ 9,520.56
AMS	675.0	3%	\$ 1,316.25	\$ 743.00	\$ 573.25
Non- Designated	8603.7	43%	\$ 16,777.19	\$ -	
TOTAL	19860.0	1.0	\$ 38,727.00	\$ 11,856.00	

This cost allocation method shows that:

- PCA is leaving taxpayers to subsidize a cost of **\$9,520**
- AMS is leaving taxpayers to subsidize a cost of **\$573.**
- Materials that are deemed HHW and accepted at our collection sites but not designated under the regulation is costing taxpayers **\$16777.19**
- Total event cost*: **\$38,727** *Total event cost excludes values for batteries which is a separate program.
- Based on last year's data North Glengarry would need to procure a rate of \$1.95/kg to have the producers pay for their portion they are responsible for
- Given the lack of progress in sector-wide discussions with PCA, staff provided correspondence in December to both PCA and AMS requesting:
 - Details on the number of collection sites/events they were planning to deploy in our community
 - If they wanted to utilize municipal sites/events to facilitate this collection
 - Proposal to address current funding shortfalls

Conclusion:

- The Public Works Director and RARE Manager met with PCA in January and had a preliminary meeting to see what PCA would accept in terms of rates and if they would offer a higher rate if we went with a depot service, in that meeting PCA offered a rate just over the \$1.20 per kg that we received in 2022 and confirmed that they would have to make their own arrangements to hold an event in North Glengarry this year if we were to opt out of our agreement with PCA.
- Public Works wished to highlight this situation to Council and discuss amount of taxpayer subsidy required to collect these materials on behalf of producers

Alternatives:

Staff are looking for feedback on options going forward. Public Works plans to take this feedback to the regional waste management committee to try and leverage our greater numbers to negotiate a better rate. Some of the options open to the municipality are:

- Continue to subsidize with taxpayer funding
- Only proceed with events if the PROs pay for all of the costs associated with the event
- Cancel agreements with PROs and direct residents to producer-operated collection sites and events
- Cease collecting materials not designated at municipal sites/events
- Cut back on non-designated materials during events
- Only accept designated materials moving forward.
 - Could explore a continued collection of designated materials for some period of time to enable producers to ramp up their own collection network
- Advocate to the Province for broadening of HSP program to include 8603 kg of material we collected last year that is not designated under the program
- Other options?

Financial Implications:

In 2022 by our calculation there is \$21,950.00 that should have been paid for by producers judging by the intent of the latest legislation. There is an additional \$ 16,777.19 that the province has left with no producer responsible.

Attachments & Relevant Legislation:

O. Reg. 449/21

Others Consulted:

RARE Manager: Jessica MacDonald

Reviewed and approved by:
Sarah Huskinson, CAO/Clerk



MEMORANDUM

To: Township of North Glengarry, CAO, and Clerk
From: Lisa Van De Ligt, Team Lead, Communications and Stewardship
Date: January 24, 2023
Subject: RRCA Board of Directors meeting highlights (January 19, 2023)

The Raisin Region Conservation Authority (RRCA) Board of Directors consists of 8 representatives from the RRCA's 5 member municipalities: City of Cornwall and Townships of North Glengarry, South Glengarry, South Stormont and North Stormont.

Following every Board meeting, councils, CAOs and clerks of the RRCA's 5 member municipalities are sent meeting highlights and the date of the next meeting. The RRCA Board meets monthly (except for July, August, and December).

January 19, 2023 RRCA Board of Directors Meeting Highlights:

- Approved minutes from the October 20, 2022 Board of Directors meetings can be found at <http://www.rrca.on.ca/page.php?id=15>.
- Annual Chair and Vice-Chair elections took place:
 - RRCA Chair: Martin Lang, Councillor for the Township of South Glengarry, was acclaimed and re-elected as the Chair
 - RRCA Vice-Chair: Bryan McGillis, Mayor for the Township of South Stormont, was acclaimed as the new Vice-Chair
- Board reviewed the Preliminary RRCA 2023 Operating and Capital Budgets.
- Board received an update on Bill 23, *More homes Built Faster Act, 2022* and impacts to Conservation Authorities.
- Board awarded contracts for the Pointe-Mouillée Restoration – Remedial Action Plan Project.
- Board approved the submission of 2 funding applications to the provincial government to support water and erosion control infrastructure projects:
 1. Fly Creek Pumping Station maintenance (City of Cornwall)
 2. Garry River System enhancements (Township of North Glengarry)
- Board approved the submission of 2 additional funding applications for summer youth employment and Conservation Area enhancements.

Next RRCA Board meeting date: February 14, 2023

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY

PUBLIC MEETING OF PLANNING

Monday, June 27th, 2022

Council Chambers

Centre Sandfield Centre

102 Derby Street West, Alexandria, ON

A Public Meeting of Planning was held in the Council Chamber on Monday, June 27th, 2022 at 6:15 p.m.

COUNCIL MEMBERS PRESENT: Mayor: Jamie MacDonald

Deputy Mayor: Carma Williams
Councillor (At Large) - Jacques Massie
Councillor (Lochiel Ward) - Brenda Noble
Councillor (Kenyon Ward) - Jeff Manley
Councillor (Maxville Ward) - Johanne Wensink
Councillor (Alexandria Ward) - Michael Madden

MUNICIPAL STAFF PRESENT: CAO/Clerk - Sarah Huskinson

Director of Building, By-law & Planning - Jacob Rhéaume
Planning Department - Chantal Lapierre

PUBLIC MEETING CALLED TO ORDER

The chair of the Committee called the meeting to order at 6:15pm

1. DISCLOSURE OF CONFLICT OF INTEREST

- There were no declarations of interest.

2. ACCEPT THE AGENDA (Additions/Deletions)

Resolution No. 1

Moved By: Jacques Massie

Seconded By: Jeff Manley

That the Council of the Township of North Glengarry accepts the Public Meeting of Planning agenda of Monday, June 27th, 2022.

Carried

3. RATIFY MINUTES

Resolution No. 2

Moved By: Michael Madden

Seconded By: Brenda Noble

That the Council of the Township of North Glengarry accepts the minutes of the Public Meeting of Planning of **Monday, April 25th, 2022.**

Carried

The Meeting was then turned over to the Planning Department
- **Director of Building, By-law & Planning** - Jacob Rhéaume

4. ZONING AMENDMENTS

a) **No. Z-06-2022**

Owner: Ferme Mivoline Inc.

Location: 22325 County Road 10, Glen Robertson

Purpose of Amendment:

To re-zone both the severed and retained portion subject to consent application B-188-21 condition No. 3, 4 & 9 as follows;

The **retained** portion of the property (48.55 acres) from General Agricultural (AG) (*North of railway tracks*) to General Agricultural Special Exception (AG-204) and from Rural (RU) (*South of railway tracks*) to Rural Special Exception (RU-19) to:

- prohibit residential development;
- acknowledge the minimum lot frontage deficiency from the required 200m to the proposed 100m and;
- acknowledge the minimum lot area deficiency from the required 74 acres to the proposed 48.55 acres; and

The **severed** portion of the property (2.33 acres) from Rural (RU) to Rural Special Exception (RU-20) to:

- prohibit agricultural uses.

The clerk asked 3 times for comments from Council and from members of the public.

No comments were received.

b) **No. Z-07-2022**

Owner: Luc Papineau

Location: 2614 County Rd 30, Alexandria

Purpose of Amendment: to re-zone the Restricted Agricultural (AR) portion of the property from Restricted Agricultural to Restricted Agricultural Special Exception (AR-3) to permit a secondary dwelling (single detached home) on the subject lands.

The clerk asked for comments from Council and from members of the public.

Deputy Mayor: Carma Williams – If both dwellings are sharing a well, can that be problematic in the future?

Director of Building, By-law & Planning - Jacob Rhéaume – The owner, has confirmed that each dwelling will have a separate well.

The clerk asked 2 additional times for comments from Council and from the public, no other comments were made.

c) **No. Z-08-2022**

Owner: Simon & Nancy Jeurond

Location: 19524 Kenyon Conc Rd 8, Dunvegan

Purpose of Amendment: to re-zone both the severed and retained portion subject to consent application B-189-21 condition No. 3 as follows;

The **retained** portion of the property (156.82 acres) from General Agricultural (AG) to General Agricultural Special Exception (AG-206) to:

- prohibit residential development; and

The **severed** portion of the property (2.43 acres) from General Agricultural (AG) to General Agricultural Special Exception (AG-207) to:

- prohibit agricultural uses.

The clerk asked for comments from Council and from members of the public.

Deputy Mayor: Carma Williams – Was inquiring if the current owners were selling the land?

Director of Building, By-law & Planning - Jacob Rhéaume – Responded by saying that the owners intent is to keep the land and sell the house.

The clerk asked 2 additional times for comments from Council and from the public, no other comments were made.

d) No. Z-09-2022

Owner: Glendalk Farms Ltd.

Location: 21205 Crooked Rd, Ddalkeith

Purpose of Amendment: to re-zone both the severed and retained portion subject to consent application B-219-21 condition No. 5 & 6 as follows;

The **retained** portion of the property (80.84 acres) from General Agricultural (AG) to General Agricultural Special Exception (AG-208) to:

- prohibit residential development;
- acknowledge the reduction in the interior yard setback for agricultural buildings from the required 9m to the proposed 6m and;

The **severed** portion of the property (1.35 acres) from General Agricultural (AG) to General Agricultural Special Exception (AG-209) to:

- prohibit agricultural uses;
- acknowledge the reduction in the interior yard setback for storage buildings from the required 12m to the proposed 1m;
- acknowledge the reduction in the rear yard setback for storage buildings from the required 12m to the proposed 1m;
- acknowledge the reduction in the front yard setback for the existing single-family dwelling from the required 15m to the proposed 6m;
- permit the existing secondary dwelling on the property and;
- permit residential storage buildings to have a height at mid span of more than 5m.

The clerk asked for comments from Council and from members of the public.

Councillor (Kenyon Ward) – Jeff Manley – Was inquiring if there was access to the farm land?

Director of Building, By-law & Planning - Jacob Rhéaume – Yes, the farm land has a separate entrance to the fields and buildings.

Councillor (Lochiel Ward) - Brenda Noble – Was verifying that all agricultural buildings were staying and not being demolished.

Director of Building, By-law & Planning - Jacob Rhéaume – Confirmed that no buildings were being demolished at this time, which is the reason the applicant was requesting reductions for setbacks in this zoning amendment proposal.

The clerk asked 2 additional times for comments from Council and from the public, no other comments were made.

b) No. Z-10-2022
Owner: Marc Lacombe & Keely Ryan
Location: 21735 Seven Hills Rd, Vankleek Hill

Purpose of Amendment: to re-zone the property from General Agricultural (AG) to General Agricultural Special Exception (AG-210) to permit a secondary dwelling (single detached home) on the subject lands.

The clerk asked for comments from Council and from members of the public.

Councillor (Kenyon Ward) – Jeff Manley – Was asking if the new dwelling would have a separate well and septic system?

Director of Building, By-law & Planning - Jacob Rhéaume – Yes, the new dwelling will have its own well and septic system.

Councillor (Lochiel Ward) - Brenda Noble – Wanted to confirm that the two dwellings could not be split into two parcels and was asking if there will be two driveways?

Director of Building, By-law & Planning - Jacob Rhéaume – At this time, no severance can be done and the plan is to use the same driveway for both dwellings.

- 5. OLD BUSINESS**
- 6. NEW BUSINESS**
- 7. NOTICE OF MOTION**

- 8. ADJOURNMENT**

Resolution No. 3

Moved By: Jeff Manley
Seconded By: Johanne Wensink

There being no further business to discuss, the **Public Meeting of Planning** was adjourned at **7:04pm**.

Carried

CAO/Clerk/Deputy Clerk	Mayor/Deputy Mayor
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THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY

PUBLIC MEETING OF PLANNING

Monday, July 25th, 2022
Council Chambers
Centre Sandfield Centre
102 Derby Street West, Alexandria, ON

A Public Meeting of Planning was held in the Council Chamber on Monday, July 25th, 2022 at 6:30 p.m.

COUNCIL MEMBERS PRESENT: Mayor: Jamie MacDonald
Deputy Mayor: Carma Williams
Councillor (Lochiel Ward) - Brenda Noble
Councillor (Kenyon Ward) – Jeff Manley
Councillor (Maxville Ward) - Johanne Wensink
Councillor (Alexandria Ward) – Michael Madden

COUNCIL MEMBERS REGRETS: Councillor (At Large) - Jacques Massie

MUNICIPAL STAFF PRESENT: CAO/Clerk - Sarah Huskinson
Director of Building, By-law & Planning - Jacob Rhéaume
Planning Department – Chantal Lapierre

PUBLIC MEETING CALLED TO ORDER

The chair of the Committee called the meeting to order at 6:30pm

1. DISCLOSURE OF CONFLICT OF INTEREST

- There were no declarations of interest.

2. ACCEPT THE AGENDA (Additions/Deletions)

Resolution No. 1

Moved By: Michael Madden

Seconded By: Brenda Noble

That the Council of the Township of North Glengarry accepts the Public Meeting of Planning agenda of **Monday, July 25th, 2022.**

Carried

3. RATIFY MINUTES

Resolution No. 2

Moved By: Jeff Manley

Seconded By: Johanne Wensink

That the Council of the Township of North Glengarry accepts the minutes of the Public Meeting of Planning of **Monday, June 27th, 2022.**

Carried

The Meeting was then turned over to the Planning Department
- **Director of Building, By-law & Planning** - Jacob Rhéaume

4. ZONING AMENDMENTS

- a) **No. Z-11-2022**
Owner: Tyler & Jennifer Wray
Location: 20340 Laggan Glenelg Rd, Dalkeith

Purpose of Amendment: To re-zone the property from General Agricultural (AG) to General Agricultural Special Exception (AG-211) to permit a secondary dwelling (single detached home) on the subject lands.

The clerk asked for comments from Council and from members of the public.

Councillor (Alexandria Ward) – Michael Madden – Asked if the applicant measured for setbacks? And if there would be two civic address numbers?

Director of Building, By-law & Planning - Jacob Rhéaume – Explained that he was there on site with the owners and based on their site plan, their measurements should be ok to comply with all setback requirements. However, they may have to contact the RRCA during the permit process. The septic system will be situated on the west side of the house and there will be two separate civic numbers, one for each dwelling.

The clerk asked 2 additional times for comments from Council and from the public, no other comments were made.

- b) **No. Z-13-2022**
Owner: Blaney Farms Inc.
Location: 18491 County Rd 20, Maxville

Purpose of Amendment: To re-zone both the severed and retained portion subject to Consent Application B-58-22, as followed;

The **retained** portion of the property (24.83 acres) from General Agricultural (AG) to General Agricultural Special Exception (AG-212) to:

- prohibit residential development; and

The **severed** portion of the property (1.33 acres) from General Agricultural (AG) to General Agricultural Special Exception (AG-213) to:

- prohibit agricultural uses,
- permit a residential storage building to have a height at mid span of more than 5m.

The clerk asked three times for comments from Council and from members of the public, no comments were made.

5. SITE PLAN DEVELOPMENT AGREEMENT

- a) **By-law No. 32-2022**
Owner: Universal Storage Solutions (Garret Munro)
Location: 3910 County Rd 34, Alexandria

Purpose of Application: To enter into a Site Plan Control Development Agreement between Universal Storage Solutions and the Corporation of the Township of North Glengarry for a mini-storage buildings complex (each approximately 30' x 150') with various storage accommodations and for an outdoor recreational vehicle storage such as boats, trailers, RV's, etc.

Comments/Questions from Council

Deputy Mayor: Carma Williams – Was commenting that if there was no hydro on site that it would be difficult to see at night.

Director of Building, By-law & Planning - Jacob Rhéaume – Responded by saying that there would be some lighting provided by solar lighting and that people could use flashlights.

No additional Comments/Questions

- 5. OLD BUSINESS
- 6. NEW BUSINESS
- 7. NOTICE OF MOTION
- 8. ADJOURNMENT

Resolution No. 3

Moved By: Johanne Wensink
Seconded By: Jeff Manley

There being no further business to discuss, the **Public Meeting of Planning** was adjourned at **6:56pm**.

Carried

CAO/Clerk/Deputy Clerk

Mayor/Deputy Mayor

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY

Public Meeting of Planning

Monday, September 26th 2022

Council Chambers

Township of North Glengarry

3720 County Road 34, Alexandria, ON

A Public Meeting of Planning was held in the Council Chamber on Monday, September 26th 2022 at 6:30pm.

COUNCIL MEMBERS PRESENT: Mayor – Jamie MacDonald
Deputy Mayor – Carma Williams
Councillor (Lochiel Ward) – Brenda Noble
Councillor (At Large) – Jacques Massie
Councillor (Kenyon Ward) – Jeff Manley
Councillor (Maxville Ward) – Johanne Wensink
Councillor (Alexandria Ward) – Michael Madden

MUNICIPAL STAFF PRESENT: CAO/Clerk – Sarah Huskinson
Director of Building, By-law & Planning – Jacob Rhéaume

PUBLIC MEETING OF PLANNING CALLED TO ORDER

The chair of the Committee called the Meeting to order at 6:30pm.

1. DISCLOSURE OF CONFLICT INTEREST

- There were no declarations of interest.

2. ACCEPT THE AGENDA (Additions/Deletions)

Resolution No. 1

Moved By: Jeff Manley

Seconded By: Johanne Wensink

That the Council of the Township of North Glengarry accepts the Public Meeting of Planning agenda of Monday, September 26th/2022.

Carried

3. RATIFY MINUTES

Resolution No. 2

Moved By: Brenda Noble

Seconded By: Michael Madden

That the Council of the Township of North Glengarry accepts the minutes of the Public Meeting of Planning of Monday, June 27th/2022.

Carried

The meeting was then turned over to the Planning Department

- Director of Building, By-law & Planning – Jacob Rhéaume

4. ZONING AMENDMENTS

a) Z-14-2022

Owner: Elizabeth MacGillivray

Location: 20869/20865 Laggan-Glenelg Rd., Dalkeith

Purpose of application: To re-zone both the severed and retained portion subject to consent application B-217-21 as follows;

The **retained** portion of the property (103.68 acres) from General Agricultural (AG) to General Agricultural Special Exception (AG-214) to:

- Prohibit “future additional” residential development; and
- acknowledge the deficient lot frontage from the required 200m to the proposed 124.35m; and

The **severed** portion of the property (1.61 acres) from General Agricultural (AG) to General Agricultural Special Exception (AG-215) to:

- prohibit agricultural uses.

The clerk asked for comments from the public in attendance and from members of Council.

Councillor (Lochiel Ward) – Brenda Noble – Questioned if there was a third dwelling on the same lot?

Director of Building, By-law & Planning – Jacob Rhéaume – Clarified that no, there was no third dwelling. Currently two dwellings on one lot, one being severed and one dwelling on the adjacent farm land.

Deputy Mayor – Carma Williams – Can the owners of the retained land apply for a zoning amendment to permit a secondary dwelling?

Director of Building, By-law & Planning – Jacob Rhéaume – Not in this case as the current septic system could not support a secondary dwelling and this zoning amendment is prohibiting any additional dwelling. Also, the lot is not big enough to accommodate a secondary dwelling.

The clerk asked two additional times for comments from the public in attendance and from members of Council.

No other comments were received.

b) Z-15-2022

Owner: Lynn MacNab

Location: 21879 Laggan-Glenelg Rd., Dalkeith

Purpose of application: To temporarily re-zone the property from Residential Hamlet (RH) to Residential Hamlet Special Exception 3T (RH-3T) to permit the construction of accessory structures (2) on site prior to the development of a single family dwelling. The effect of the passing of this by-law amendment will permit the accessory structures to remain on the subject property for the duration of up to three years.

The clerk asked for comments from the public in attendance and from members of Council.

Deputy Mayor – Carma Williams – Was asking if the Township was dealing with this situation after the fact, as the structures are already there and wanted to know who tracts the temporary by-laws?

Director of Building, By-law & Planning – Jacob Rhéaume – Confirmed that yes, the structures were there as the owner was not aware that building permits were required and explained that the building & planning department receives annual reminders for follow ups on temporary zoning by-laws.

Councillor (Alexandria Ward) – Michael Madden – Wanted to clarify that when the building permit is issued, the temporary status goes away? Sometimes permits get issued and nothing happens.

Director of Building, By-law & Planning – Jacob Rhéaume – Responded by saying yes, the temporary zoning designation goes away once a building permit is issued. Informing everyone in attendance that if nothing happens (meaning no development) within six months of the permit being issued, the Township would have the authority to revoke the building permit.

The clerk asked two additional times for comments from the public in attendance and from members of Council.

No other comments were received.

c) Z-16-2022

Owner: Denise Bourcier

Location: 19382 County Road 43, Alexandria

Purpose of application: To re-zone the property from Rural (RU) to Rural Special Exception (RU-21) to permit a secondary dwelling (single detached home) on the subject lands.

The clerk asked three times for comments from the public in attendance and from members of Council.

No comments were received.

5. OLD BUSINESS

6. NEW BUSINESS

7. NOTICE OF MOTION

8. ADJOURNMENT

Resolution No. 3

Moved by: Jeff Manley

Seconded by: Johanne Wensink

There being no further business to discuss, the **Public Meeting of Planning** was adjourned at 6:59pm.

Carried

CAO/Clerk/Deputy Clerk

Mayor/Deputy Mayor



Memorandum

To: Mayor Jamie MacDonald, Council, CAO Sarah Huskinson
From: John Mesman, Managing Director, Conservations Lands and Community Outreach
Date: January 19, 2023
RE: **Federal Application to Support May 2022 Private Woodlot Storm Recovery**

On May 21st, 2022, the Derecho storm swept across the region, causing extensive damage to woodlots in South Nation Conservation's (SNC) jurisdiction in Eastern Ontario.

SNC, the United Counties of Prescott-Russell, the City of Ottawa, and local municipalities suffered extensive damage to public woodlots where salvage operations are still ongoing.

Due to the challenges with market and contractor availability, along with safety, access, financing, and environmental concerns, over 100 private woodlot owners also requested support from SNC and its partners.

SNC supported partner woodlot organizations, including the Ontario Woodlot Association, the Eastern Ontario Maple Syrup Producers Association and Bois  s Est in making requests to the provincial government for disaster recovery assistance support and hosting workshops for property owners. Staff also completed visits through the Woodlot Advisory Service to help offer free management advice.

At this time, the Province of Ontario has not enacted a recovery program for the region and woodlot organizations have continued to emphasize that support is needed to help property owners restore privately-owned forests.

Through meetings with partner organizations, politicians, and Natural Resources Canada, SNC has prepared a recovery program proposal through the Government of Canada's 2 Billion Tree Program. Should it be accepted, SNC would be able to administer a cost-share program for private woodlot owners to help restore and replant damaged woodlots.

The program proposal is due February 16, 2023 and notification is expected by August 2023.

SNC is requesting that member municipalities provide a letter of support for the application, sample attached for consideration.

For more information, please feel free to contact Caroline Goulet, SNC Forester, at cgoulet@nation.on.ca or 1-877-984-2948.

Sincerely,

John Mesman,
Managing Director, Property, Conservation Lands and Community Outreach





Mémoire

Destinataires : Maire Jamie MacDonald, Conseil, DG Sarah Huskinson
De : John Mesman, directeur général, Terres protégées et sensibilisation communautaire
Date : Le 19 janvier 2023
Objet : **Demande fédérale pour soutenir le rétablissement des boisés privés à la suite de la tempête de mai 2022**

Le 21 mai 2022, une tempête Derecho a balayé la région, causant d'importants dommages aux boisés situés sur le territoire de la Conservation de la Nation Sud (CNS) dans l'Est de l'Ontario.

La CNS, les Comtés unis de Prescott et Russell, la Ville d'Ottawa et les municipalités locales ont subi des dommages importants dans les boisés publics où les opérations de récupération sont toujours en cours.

En raison des difficultés liées à la disponibilité du marché et des entrepreneurs, ainsi que des préoccupations en matière de sécurité, d'accès, de financement et d'environnement, plus de 100 propriétaires de boisés privés ont également demandé l'aide de la CNS et de ses partenaires.

La CNS a aidé les organisations de boisés partenaires, notamment l'Ontario Woodlot Association, l'Association des producteurs de sirop d'érable de l'Est de l'Ontario et Boisés Est à présenter des demandes d'aide au rétablissement après sinistre au gouvernement provincial, et à organiser des ateliers pour les propriétaires. Notre personnel a également effectué des visites dans le cadre du Programme de ressources pour les boisés afin d'offrir gratuitement des conseils de gestion.

À l'heure actuelle, la province de l'Ontario n'a pas adopté de programme de rétablissement pour la région, et les organismes de gestion des boisés continuent de souligner qu'un soutien est nécessaire pour aider les propriétaires à restaurer les forêts privées.

Après avoir rencontré des organismes partenaires, des politiciens et le personnel de Ressources naturelles Canada, la CNS a préparé une proposition de programme de rétablissement dans le cadre du Programme 2 milliards d'arbres du gouvernement du Canada.

Si elle est acceptée, la CNS sera en mesure d'administrer un programme de partage des coûts pour les propriétaires de boisés privés afin de les aider à restaurer et à replanter les boisés endommagés.

La proposition de programme doit être soumise au plus tard le 16 février 2023 et la notification est prévue pour août 2023.

La CNS demande aux municipalités membres de fournir une lettre d'appui à la demande, dont vous trouverez un exemple ci-joint.

Pour de plus amples renseignements, n'hésitez pas à communiquer avec Caroline Goulet, forestière de la CNS, à cgoulet@nation.on.ca ou au 1-877-984-2948.

Sincèrement,

John Mesman
Directeur général, Propriétés, terres protégées et sensibilisation communautaire

January 23, 2023

South Nation Conservation
38 Victoria Street. P.O. Box 29
Finch, Ontario
K0C 1K0

RE: Municipal Support of SNC's Storm Recovery Proposal – 2 Billion Tree Program

Attention: John Mesman, Managing Director, Conservations Lands and Community Outreach

Due to the extensive damage from the May 21st, 2022 Derecho Storm to public and private woodlots throughout South Nation Conservation's (SNC) watershed jurisdiction in Eastern Ontario, our municipality would like to support SNC's program proposal to the Government of Canada's 2 Billion Tree Program.

Due to challenges with market and contractor availability, along with safety, access, financing, and environmental concerns, recovery operations are still ongoing and stalled in certain areas with the lack of resources available to public organizations and private woodlot owners.

Forest cover studies in 2014 found that the region is already well below Environment and Climate Change Canada's minimum 30% threshold for a healthy environment and our municipality recognizes the value of forest restoration, afforestation, and reforestation in the region.

SNC is well positioned to lead a forestry program to help replant forests lost as a result of the May Storm considering their success delivering several tree planting programs that help plant over 200,000 trees each year.

The program proposal is designed to help cost-share the costs of restoration and replanting efforts with property owners and would provide the much needed technical skills and resources needed to replant lost forests.

Please feel free to contact our municipality should you require further information.

Sincerely,

THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY

**BY-LAW 06 - 2023
FOR THE YEAR 2023**

BEING A BY-LAW TO ADOPT, CONFIRM AND RATIFY MATTERS DEALT WITH BY RESOLUTION.

WHEREAS s. 5(3) of the *Municipal Act, 2001*, provides that the powers of municipal corporation are to be exercised by its Council by by-law; and

WHEREAS it is deemed expedient that the proceedings, decisions and votes of the Council of the Corporation of the Township of North Glengarry at this meeting be confirmed and adopted by by-law;

THEREFORE, the Council of the Corporation of the Township of North Glengarry enacts as follows:

1. **THAT** the action of the Council at its regular meeting of January 30, 2023 in respect to each motion passed and taken by the Council at its meetings, is hereby adopted, ratified and confirmed, as if each resolution or other action was adopted, ratified and confirmed by its separate by-law and;
2. **THAT** the Mayor and the proper officers of the Township of North Glengarry are hereby authorized and directed to do all things necessary to give effect to the said action, or to obtain approvals where required, and except where otherwise provided, The Mayor and the Clerk are hereby directed to execute all documents necessary in that behalf and to affix the corporate seal of the Township to all such documents.
3. **THAT** if due to the inclusion of a particular resolution or resolutions this By-law would be deemed invalid by a court of competent jurisdiction then Section 1 to this By-law shall be deemed to apply to all motions passed except those that would make this By-law invalid.
4. **THAT** where a “Confirming By-law” conflicts with other by-laws the other by-laws shall take precedence. Where a “Confirming By-Law” conflicts with another “Confirming By-law” the most recent by-law shall take precedence.

READ a first, second and third time, passed, signed and sealed in Open Council this 30th day of January 2023.

CAO/Clerk / Deputy Clerk

Mayor / Deputy Mayor

I, hereby certify that the forgoing is a true copy of By-Law No. 06-2023, duly adopted by the Council of the Township of North Glengarry on the 30th day of January 2023.

Date Certified

CAO/Clerk / Deputy Clerk