THE CORPORATION OF THE TOWNSHIP OF NORTH GLENGARRY

Committee of the Whole

Agenda

Wednesday, October 29, 2025, 10:00 am

Council Chambers

3720 County Road 34

Alexandria, On, K0C 1A0

1. CALL TO ORDER

2. DECLARATION OF PECUNIARY INTEREST THERE OF

3. ACCEPT THE AGENDA (Additions/Deletions)

4. DELEGATIONS

5. STAFF REPORTS

a. Treasury Department

   i. TR-205-22 2026 Budget Planning and Key Considerations

   ii. TR-2025-23 2026 Capital Requests

b. Fire Department

   1. FD 2025-06: Fire Department Duty Shift Pilot – Review

6. CONSENT AGENDA

7. UNFINISHED BUSINESS

8. OTHER BUSINESS

2026 and future Conferences

9. MATTERS OF STANDING COMMITTEES

a. Raisin Region Conservation Authority update by Councillor Jacques Massie

b. Maxville Manor update by Councillor Gary Martin

c. Glengarry Pioneer Museum update by Councillor Gary Martin

d. Glengarry Archives update by Mayor Jamie MacDonald

e. Arts, Culture & Heritage update by Councillor Jeff Manley

f. County Council update by Deputy Mayor Carma Williams

g. Friends of the Trails update by Councillor Jeff Manley

h. Community Development Committee by update by Mayor Jamie MacDonald

i. Rural Affairs update by Councillor Brian Caddell

10. NOTICE OF MOTION

Next Committee of the Whole Meeting

April 2026 at 3:00 p.m in the Council Chambers, 3720 County Road 34, Alexandria On.

11. ADJOURNMENT

NORTH GLENGARRY NORD
Ontario's Celtic Heartland
Le centre celtique de l'Ontario

STAFF REPORT TO COMMITTEE OF THE WHOLE **Report No: TR-2025-22**

October 29, 2025

From: Zoe Bougie – Director of Finance/Treasurer

RE: 2026 Budget Planning and Key Considerations

Recommended Motion:
THAT the Council of the Township of North Glengarry receives staff report TR-2025-22 2026 Budget Planning and Key Considerations for information purposes only.

Background / Analysis:
The purpose of this report is to provide Council with an overview of the proposed 2026 budget process and timeline. The report also includes known and anticipated factors that may impact the development of the budget, ensuring Council is aware of potential pressures and considerations prior to more formal deliberations.

Budget Timeline
Staff have begun internal meetings to prepare the 2026 budget. The following draft timeline is proposed:

Timing	Description
September – November	Internal departmental reviews and preliminary budget preparation
November 1, 2025	Operating and Capital budgets due
November 10, 2025	Compilation of the draft budget
Mid-November	Review and finalization of the draft budget
November 24, 2025	Q3 Variance report and budget variance update
Beginning to Mid-December	Circulation of the draft budget to Council
January 8, 2025	2026 Budget Meeting

Timing

When 2026 allocations, rates and pricing information are released impacts the budget process. Many budget line items, such as insurance, benefits, and utilities, cannot be finalized until updated rates are received. While this can delay the completion of the draft budget, waiting for accurate and confirmed figures helps ensure the final documents reflect the most current information available.

Known Challenges and Considerations

While staff are working to ensure a complete and balanced draft budget, there are several known factors that will impact/influence the 2026 budget.

1. Funding Changes: The Ontario Community Infrastructure Fund (OCIF) allocation has been announced, and North Glengarry will see a decrease in the allocation. This reduction will place greater reliance on the tax base. In 2026, the Township will receive $669,326 whereas in 2025, the Township received $743,696 representing a decrease of $74,370, roughly 1% of the budget.

2. Interest Revenue: Interest revenue is also anticipated to be down considerably in 2026, reflecting changes in market conditions and investment returns.

3. Capital Projects: The lagoon project is underway, with an overall project cost of approximately $39M. The Township's share of this project is 28%, which will continue to place significant financial pressure on capital and long-term financing plans. The Township/County Main Street/CR 34 Project is also moving forward. Additional capital projects will be presented to Council following this report.

4. Staffing Costs: Staffing changes will result in additional salary and benefit obligations. This will have a material impact on the 2026 salaries and benefits budget. A comprehensive review of the Township's HR policies and procedures, as well as structure is recommended. If approved, the cost of this review will depend on the amount of work completed internally vs. outsourced to an external service provider.

5. Benefits: Per Mosey and Mosey, SDG Benefits Consortium broker, the current estimated increase is 9%. As the Township's renewal date is March 2026, the Township will not receive the exact pricing in time for the 2026 budget and will include 9% as an estimate.

6. Insurance: The Township has not yet received the quote for the 2026 insurance rates; however, it is expected that the rates will increase.

7. Asset Retirement Obligations: The Township must also begin to account for Asset Retirement Obligations (AROs), as required by the Public Sector Accounting Board (PSAB). These obligations represent the future costs of retiring or remediating tangible capital assets. To ensure compliance, the Township will need to engage a qualified company to help with valuation and documentation.

8. Utilities: Utility costs have been understated in the budget in prior years causing departments to exceed their budget. Each department will review their utilities including electricity, heating, internet, water and sewer and ensure the 2026 budget is updated to reflect a more realistic amount. Utilities are a cyclical cost and can vary greatly due to several factors which may still cause variances moving forward.

Additional Considerations – Community Donation Requests

At various times throughout each year, the Township receives requests from community organizations for financial contributions. To ensure fairness and consistency, staff recommend Council consider the development of a Donations Policy, in line with practices in other municipalities, to provide clear guidelines for evaluating and responding to requests.

Accepting community donation requests can be challenging as the Township faces increasing pressures and limited flexibility within the annual budget. With a continued focus on maintaining service levels while keeping tax rates as low as possible, it is not always feasible to approve all requests received from community groups and organizations.

Next Steps

Unless directed otherwise, staff will prepare the budget in line with the proposed timeline. Council will be provided with updates if any factors arise that significantly impact the schedule or financial outlook as described above.

These items are being presented to Council to seek direction on the parameters for the 2026 tax rate increase, allowing staff to further refine the budget prior to formal presentations in January.

Alternatives:

N/A

Financial Implications:

The items identified within this report will be considered during the preparation of the 2026 budget.

Attachments & Relevant Legislation:

Others Consulted:

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Reviewed and approved by:
Timothy J. Simpson, Interim CAO/Clerk

STAFF REPORT TO COMMITTEE OF THE WHOLE **Report No: TR-2025-23**

October 29, 2025

From: Zoe Bougie – Director of Finance/Treasurer

RE: 2026 Capital Requests

Recommended Motion:
THAT the Council of the Township of North Glengarry receives staff report TR-2025-23 2026 Capital Requests **for information/discussion purposes only.**

Background / Analysis:
The purpose of this report is to provide Council with a preliminary overview of anticipated departmental capital requests for the 2026 budget. Each department has been asked to submit their proposed capital projects and purchases for consideration. This process allows Council to gain early insight into the upcoming capital budget and to provide direction or feedback prior to the formal budget deliberations scheduled for January 2026. This report should be read in tandem with Report '*TR-2025-22 2026 Budget Planning and Key Considerations'.*

As part of the 2026 budget process, staff have initiated internal discussions to identify capital needs across all departments. Early review of proposed projects supports transparency, improves long-term financial planning, and ensures Council priorities are reflected in the final budget submissions.

Administration:

In previous years, the Administration Department has included a capital budget request of $20,000 for computer upgrades and replacements across all Township departments. Moving forward, this expense will be incorporated into each department's operating budget based on individual equipment needs. This change follows discussions during the 2024 audit, which identified that the cost of these items does not meet the Township's capitalization threshold.

As a result, there are no capital expenditures anticipated for the Administration Department in 2026.

Building, By-Law and Planning:

There are no capital expenditures anticipated for the Building, By-Law, and Planning Department in 2026.

Community Services:

The Community Services Department has identified several capital projects to prioritize in 2026.

Glengarry Sports Palace:

As presented to Council earlier in 2025, the **elevator** at the Glengarry Sports Palace (GSP) has exceeded its useful life. The elevator requires modernization before a connection to the generator can be made. Staff have applied for the 2025-2026 'Enhancing Access to Spaces for Everyone (EASE)' grant, in hopes of receiving funding up to the amount of $60,000.00 to help offset the costs. The elevator modernization is expected to cost approximately $200,000 and will provide an additional 25-30 years of service.

$60,000 in capital funding is also being requested towards the **replacement of the dehumidifier** at the GSP. The dehumidifier remains original to the building, and has exceeded its expected useful life. Further, the cost of coolant has significantly increased and this coolant will likely become obsolete as there is a transition to newer, more environmentally friendly models.

Maxville Sports Complex:

Staff are requesting that Council consider adding dollars to the existing reserve for the **Maxville Sports Complex slab replacement project**. This amount can be determined at a later date in concert with other financial considerations.

Staff are also requesting an amount of $10,000 be carried over from the 2025 capital budget into 2026 for the **Maxville Sign Project**. Despite efforts to complete this project in 2025, staff are working with partners on the project to finalize the design and return it to Council for final approval. This project is expected to be completed in 2026.

There are no capital expenditures anticipated for Island Park, the Tim Horton's Dome or the Economic Development Department in 2026.

Municipal Recreation Associations:

Council approves an annual amount of $63,500 in capital funding for the **Municipal Recreation Associations**. This funding is typically used to support the various Associations with building maintenance or enhancements, equipment, or other larger projects. The Municipal Recreation Association Committee meets in the fall to review and determine their respective capital projects and how the funding will be divided among the associations. This meeting is scheduled to take place later in November.

The Community Services Department would like Council to be aware of several identified capital projects that are not being requested at this time due to budget constraints.

- Island Park Tennis Court Renewal - $200,000
- Island Park Picnic Tables - $10,000
- Netting at Maxville Sports Complex Outdoor Recreation Area - $20,000
- Maxville Generator

Fire:

Self-Contained Breathing Apparatus (SCBAs)

These units are an essential component **in** protecting the health and safety of firefighters, providing firefighters with the ability to breathe and communicate in hazardous atmospheres. The Fire Department's current inventory of SCBAs has been subject to increasingly frequent failures during routine inspections. Currently, the department owns 38 SCBAs and 150 cylinders manufactured by MSA Safety that were purchased in 2012. The Fire Department is requesting $750,000 for the replacement of SCBAs.

Fire well tank in Dalkeith

$100K is being requested for a 30,000-gallon fire well tank to improve fire protection services in the rural area of Dalkeith, where there is currently an insufficient water supply for fire protection.

Replacement of the training prop burn container

Due to the success of the fire training facility, $150,000 is being requested to replace the live burn unit. The live burn unit has been in operation since 2012, where it's been exposed to multiple burns and requires upgrading or replacement. This will ensure that the department is able to continue to meet requirements and complete all required firefighter certifications.

Air lifting bags

Thes bags are utilized for rescue incidents and are beyond the 15-year lifespan set by NFPA 1936. All the current lift bags have been placed out of service across all 3 stations. The department recommends replacing this rescue tool to ensure it can continue to provide the level of service required for extrication. The recommendation is to purchase one set of rescue lifting bags for $25,000 that can be deployed from one apparatus for all of North Glengarry.

The Fire Department is also requesting $30,000 towards **station renovations**.

Public Works:

The Public Works Department has several significant projects anticipated for 2026, in addition to regular annual capital requests that are typically included each year.

Roads:

An allocation of $60,000 is proposed for **bridge engineering**, supporting a rotating schedule of structural rehabilitation. Each year, the Roads Department conducts structural assessments, hydraulic analysis, and construction contract preparation for the Township's bridges and culverts.

The 2026 work advances planning for Seventeenth Bridge reconstruction while conducting preliminary investigations for future projects.

An additional $60,000 is requested for **Road and Stormwater Engineering** to complete planning, design, and contract preparation. This biennial program ensures detailed designs are ready for construction years, with 2027 focused on construction inspection rather than new design.

The **Sidewalk Reconstruction Program** proposes a budget of $150,000 to reconstruct deteriorated concrete sidewalks in Alexandria, Maxville, Glen Robertson, and Apple Hill. Priority locations include safety hazards, accessibility deficiencies, and senior/school pedestrian routes.

The **Asphalt Reconstruction Program** represents the largest capital request for the Roads Department at $1,100,000, funding rehabilitation of hard-surface roads. At $100,000 per kilometre, the program can complete 10 to 11 kilometers per year with the aim of transitioning all roads within the township to HCB by 2032.

$600,000 is being requested for **Bridge and Culvert construction.** Projects include the Seventeenth Bridge and MacPhee bridge. OSIM inspections for 2025 are currently underway, and this will help to determine how the funds are allocated.

The **Parking Lot Reconstruction Program** includes $106,546 to resurface Fire Station 1 in Alexandria and Island Park in Alexandria. This project also includes stormwater improvements. Both parking lots have minimal to no remaining service life.

The **Gravel Road Reconstruction Program** receives $395,000 annually for the Township's 223.37 kilometer gravel road network.

A request of $50,000 for the **Small Culverts Program** allocates funds annually to replace approximately 10 drainage structures. The consistent annual allocation provides predictable workload for Township staff.

A combined total of $293,435 is requested for investments in the the Road’s Department **Facilities** including the Alexandria, Kenyon, and Lochiel garages and yards. Projects in Alexandria include window replacements ($2,150), a main gate ($7,500), overhead doors ($24,375), a perimeter fence ($11,700), and salt dome maintenance ($200,000). All costs, except the salt dome maintenance, will be shared equally with the Waterworks Department as both departments share the facility. Projects in Kenyon include flat roofing ($74,007) and HVAC replacement ($43,596). The sole project proposed for Lochiel is the secondary building roofing ($29,603).

There are no capital expenditures anticipated for railway grade crossings in 2026. Work is anticipated for 2031 and 2035 based on condition assessments and railway coordination.

Water:
Hydraulic engineering is anticipated at $100,000, shared equally with the Roads Department, including storm water design. This work supports water system planning and the 2027 water main refurbishment program. There are no capital expenditures anticipated for water main refurbishments and water meter replacements in 2026. Water main refurbishments are a biennial program, and work is anticipated for 2027.

Non-linear water assets will require $300,000 to address the treatment plants, pumping stations, storage tanks, and distribution components beyond linear mains.

Process equipment refurbishments are anticipated at $60,000 for the treatment plant mechanical systems including pumps, valves, chemical feeders, and filtration components at Alexandria and Glen Robertson facilities. Typical refurbishments include pump impeller and bearing replacement, motor rebuilds, chemical feed pump components, filter media replacement, and valve actuators. An additional $20,000 is needed for **control equipment refurbishment**. This will allow for systematic upgrades based on obsolescence and failure history, providing improved efficiency, regulatory compliance, reduced operator workload, and cybersecurity improvements.

Hydrant and valve replacements are anticipated at $30,000 for fire protection and isolation component replacement throughout the distribution network. This work will allow for approximately 6-8 hydrant replacements or 10-15 valve replacements.

Wastewater:
$15M is anticipated for the first year of the two-year **Alexandria Lagoon Project**. The total project cost is estimated at $38,000,000. This project addresses critical infrastructure needs at the Township's main treatment facility. An additional $50,000 is requested to complete the Environmental Assessment for the **Maxville Lagoon**.

There are no capital expenditures anticipated for the pumping stations or wastewater linear assets in 2026. Wastewater Linear assets are a biennial program, and work is anticipated for 2027.

Landfill:
For the landfills, $60,000 is requested to maintain regulatory compliance and environmental protection. This includes $10,000 for **landfill monitoring wells** and $50,000 for **landfill cover material**.

Resource Planning for Joint Main Street/CR 34 Project – NG and UCSDG:
It is anticipated that the Main St./CR 34 Reconstruction project will commence in 2027. Any funds allocated for road and stormwater engineering ($60K as noted above) could possibly be used to design the Township's portion of the project. Furthermore, Council could consider pausing the road foundation program and reallocate funds towards funding a reserve for this project.

Fleet:
The Community Services Department is requesting the replacement of a 2011 **½ ton pickup truck** valued at $65,000. This vehicle has reached the end of its useful life and is necessary to tow various equipment, including the stage trailer, mowing equipment and more.

The Roads Department is requesting the replacement of two 2011 **½ ton pickup trucks** that have reached the end of their useful life valued at $65,000 and $80,000 respectively. The Roads Department is also requesting the replacement of a 2008 **tandem truck** for $435,000. The Township currently has three 2008 tandem trucks. Council should consider replacing one truck per year for the next three (3) years to ensure that no vehicle exceeds 20 years of age while at the same time spreads out replacement costs over three (3) consecutive years. This reduces increased maintenance and operating costs while maintaining the safety and reliability of vehicles.

The Waterworks Department is requesting one **½ ton pickup truck** valued at $65,000.

Machinery & Equipment:
The Community Services Department is seeking the purchase of two new **lawn mowers** in the amount of $10,000.00 each, to replace one that has been stolen and one that is at the end of its useful life. The department is also seeking a new **trailer** to transport the mowers, as one of the remaining trailers has reached the end of its useful life.

The Roads Department is requesting a **slip-in water tank** valued at $40,000.

Alternatives:
N/A

Financial Implications:
The estimates for the anticipated capital projects outlined herein may be incorporated into the draft 2026 budget to be presented to Council. These figures are preliminary and may change as staff continues to develop the budget and obtain updated quotes. Adjustments to both project costs and priorities may occur over the coming months as additional information becomes available.

As the capital budget is closely linked to the operating budget, further refinements may be necessary to ensure that overall expenditures align with Council's expectations for the 2026 tax rate. As noted, this report is provided for information purposes only. **Final approval of all budget allocations and capital projects will take place during the 2026 budget meeting**.

Attachments & Relevant Legislation:

Others Consulted:
Senior Management Tean
Timothy J. Simpson, Interim CAO/Clerk

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Reviewed and approved by:
Timothy J. Simpson, Interim CAO/Clerk

STAFF REPORT TO THE COMMITTEE OF THE WHOLE Report No: FD 2025-06

October 29, 2025

From: Matthew Roy – Fire Chief

RE: Fire Department Duty Shift – Pilot Program Review

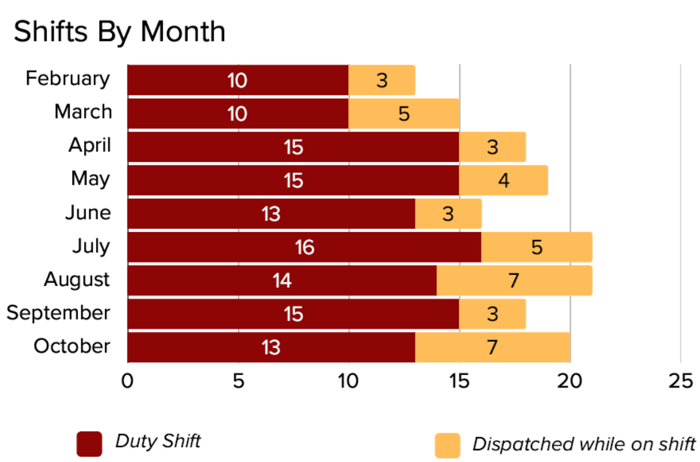
Recommended Motion:

THAT the Committee of the Whole receives Staff Report No. FD 2025-06 Fire Department Duty Shift Pilot Program Review for information purposes.

Background / Analysis:

A pilot program of weekday duty shift was introduced to Council in January 2025. The pilot program was initiated in February 2025, as part of an effort to meet growing service demands and improve operational efficiency. The pilot project introduced two shifts available to the department's current volunteer members, Monday to Friday from 8am to 4pm.

As part of the pilot program, the on-duty shift was responsible for regular maintenance of apparatus, fire prevention activities, and responding to incidents. Since implementation, there have been 344 available shifts, of which, 159 shifts were scheduled.



The pilot program enhanced our department's maintenance program for equipment and apparatus, and the duty shift completed all the weekly and monthly maintenance requirements. This meant that the evening and weekend requirements of other members were decreased. The on-duty shift also assists our fire prevention division in inspections, door-to-door campaigns and school programs. Lastly, the pilot program has provided our department the ability to continue to meet our service requirements for incident response during daytime hours of Monday to Friday.

Operational highlights

Fire Department personnel assisted with Carefor meal delivery programs to connect with senior residents and discuss fire safety and test smoke and carbon monoxide alarms.

Fire Department personnel facilitated school programs from JK – Grade 6 to discuss home fire safety, smoke alarms, and home escape planning.

Alternatives:

None.

Financial Implications:

The duty shift is currently included in the 2025 budget, to be continued into 2026.

Attachments & Relevant Legislation:

None.

Others Consulted:

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Reviewed and Approved by:
Timothy Simpson, Interim CAO