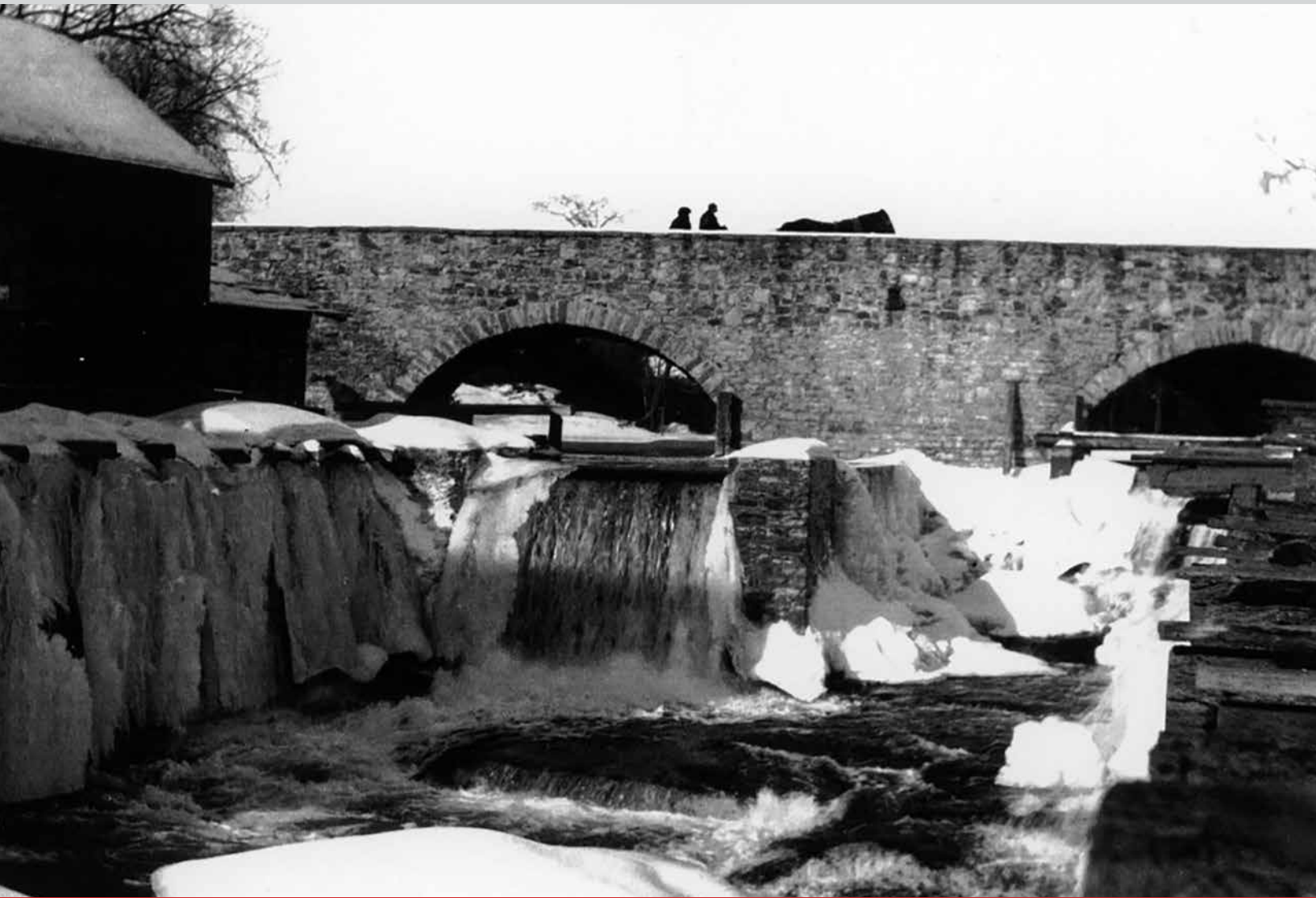




ANNUAL MUNICIPAL REPORT | 2016

Township of Leeds and the Thousand Islands



Township of
Leeds and the
Thousand Islands



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COVER PHOTO

Lyndhurst Bridge, photo provided by Leeds Thousand Islands Archives.

Township Fast Facts



264 Building Permits

\$2.8 Million in OPP Costs



\$2 Billion in Property Tax Assessment

1200 Facebook Page Likes



44,308 Library Visits

\$90,500 in Community Grants Awarded



\$33 Million of Capital Assets



19,000 Tax Bills

318 Fire Calls



60 km of Gravel Road Converted to Limestone



Message from the Mayor and CAO

In 2016, the vibrant communities of the Township of Leeds and the Thousand Islands have seen the successful engagement of residents in many community events and planning exercises. Over the decades, permanent and seasonal residents along with day-trip visitors have created life-long memories of the spectacular beauty Mother Nature has blessed us with. The many vistas from the mighty St Lawrence River to the historic Rideau Canal System and the abundance of inland lakes and rivers have been enjoyed by Canadians and International visitors alike.

2016 has been an eventful year for the Township administration. Council is at the mid-point of its four-year term of office and continues to implement the community vision for the Township. The senior leadership team welcomed a new Chief Administrative Officer (CAO) this year and the Township hosted many successful events.

Infrastructure investment in roads, facilities, bridges and parks has continued with the input of residents and community groups. Exciting plans were undertaken by Council, residents and staff for the celebration of Canada's 150th birthday.

It is a pleasure to serve the residents and visitors on a day-to-day basis. Council and staff are proud of the many accomplishments achieved, and appreciate the investment of the dedicated community volunteers and groups who collectively help make our communities the best places to live and raise a family. The dedication and professionalism of our employees should be recognized and heralded in moving our community forward and engaging the residents to meet the challenging and changing times in which we live.



Joe Baptista
Mayor



Greg Borduas
Chief Administrative Officer



2016 EVENTS

- Teeny Tiny Summit
- Seniors Expo
- Agricultural Summit
- OLG Community Recognition



STUDIES REPORTS AND PLANS

- Facilities Master Plan
- Asset Management Plan
- Parks Master Plan
- Fire Master Plan



2017 INITIATIVES

- Canada 150 Celebrations
- 2nd Annual Seniors Expo
- 2nd Annual Parkway Challenge
- Tourism Summit

2014 - 2018 Municipal Council

The Mayor and Council of Leeds and the Thousand Islands encourages residents to contact them to discuss issues, make suggestions or share good news.



Harold Emmons
Councillor - Ward 1
hemmons@townshipleeds.on.ca
613-659-2451



Joseph Baptista
Mayor
jbaptista@townshipleeds.on.ca
613-561-4980



Liz Huff
Councillor - Ward 2
lhuff@townshipleeds.on.ca
613-387-3936



John Paul Jackson
Councillor - Ward 2
jackson@townshipleeds.on.ca
613-659-3156



Jeff Lackie
Councillor - Ward 1
jlackie@townshipleeds.on.ca
613-583-3679



Vicky Leakey
Councillor - Ward 1
vleakey@townshipleeds.on.ca
613-382-4015



Gerry Last
Councillor - Ward 3
glast@townshipleeds.on.ca
613-900-6493



Municipal Committees

There are five committees each with specific mandates.

Economic Development Committee

- Advise Council on matters and help implement approved actions.
- Develop a unified vision with goal setting/ action items for endorsement by Council.
- Liaise with existing businesses and facilitate the development of new enterprises through the support and provision of opportunities for new economic growth.
- Seek out and identify opportunities to help the Township achieve economic sustainability.

Environmental Advisory Committee

- Examine matters and issues pertaining to environmental health and sustainability.
- Provide comments, recommendations and specific motions to Township staff and/or Council on matters and issues.
- Make scientifically informed and evidence-based comments in areas such as ecology, biology, hydrogeology, hydrology, forestry, environmental education, waste management and geography.
- Comment on the potential impact that human activity or development could have on the natural environment.

Partnership for Economic Enhancement and Revitalization Committee

- Advise Council on community matters and help implement approved actions.
- Develop a unified vision with goal setting/ action items for endorsement by Council.
- Ensure two-way communication by each member sharing information with PEER and reporting back to their organization and membership.

Municipal Heritage Committee

- Advise Council regarding matters pertaining to Ontario Heritage Act.
- Assist Council and staff in the preparation of municipal legislation and policies to conserve heritage properties and areas.
- Establish criteria for the evaluation of properties of cultural heritage significance interest.
- Prepare, evaluate and maintain a list of properties and areas of conservation.
- Advise Council on means of conserving heritage properties and areas.

Committee of Adjustment

- A quasi-judicial body appointed by Council.
- Reviews and considers minor variance applications.
- Considers requests for enlargements or extensions of existing legal non-conforming buildings or structures.

Strategic Plan 2015 - 2019

VISION

Leeds and the Thousand Islands is situated in a very unique and special part of the world. Blessed with natural environmental assets, a rich and well documented history, as well as a desire to remain a very special place, this close knit, friendly community is working together to ensure the Township will continue to be the rural community that is valued for its:

- richness in natural beauty;
- respect for the historical and heritage significance of the region; and
- friendliness and welcoming nature of the people living in the community.

Sustaining the Natural Environment

- Accessing the natural environment
- Protecting the natural environment
- Managing waste
- Advocating for the environment

Sustainable Community Development

- Creating a culture of customer service
- Enhancing the Township's built environment
- Partnership development
- Continuing to build community pride
- Advocating for the community

Creating a More Sustainable Economy

- Assessing investment readiness
- Preparing for investment
- Strategizing for the future



2016 Progress

Sustaining the Natural Environment

- An inventory of publicly accessible lands has been created, website mapping to follow
- Annual report submitted to Council for on-site sewage management
- A contractor's list is available online and in print for septic installation and maintenance
- Draft septic inspection program expansion report and source water protection planning policies drafted
- Website updates included safe boating practices, importance of and access to parks, green space and water
- Tree planting at Bay of St. Lawrence and Furnace Falls
- Engaged the County in discussions regarding waste reduction and diversion and extended producer responsibilities

Sustainable Community Development

- Free Wi-Fi locations promoted
- Tracking system implemented for planning and development inquiries
- Communication tools and processes were improved, and an interactive, search-based website was launched
- A Youth Advisory Committee and an Age-Friendly Working Group were created
- Heritage mapping was initiated
- Sign policy was adopted by Council
- The Partnerships for Economic Enhancements and Revitalization (PEER) committee was established to increase partnerships, reduce duplication, clarify roles
- Lobbying for increased access to broad-band services continued

Creating a More Sustainable Economy

- Training was completed on investment readiness and assessment, a subcommittee was created to update the Township Investment Readiness Plan
- A new Community Profile was created and uploaded to the website
- The Development Approval Process was reviewed and promoted on the website
- Building fees were reviewed for cost recovery
- A customer service policy was authorized
- A 'Report It' form was launched on the website to help enforce community standards

Fire Services Department Overview



The Fire Services department has four stations:

- Station #1 - Lansdowne
- Station #2 - Seeley's Bay
- Station #3 - County Road 32
- Station #4 - Lyndhurst

PRIMARY GOVERNANCE

Ontario Fire Code
Fire Protection and Protection Act
Municipal Act, 2001
Township Bylaws

RESPONSIBILITIES

- Automatic Aid
- Burn Permits
- By-law Enforcement
- Carbon Monoxide Education
- Community Support and Engagement
- Emergency Management
- Emergency Services Training
- Fire Prevention
- Fire Suppression
- Fire Rescue
- Inspections
- Hazardous Material Response
- Medical Assistance Response
- Mutual Aid
- Pre-incident Planning
- Public Education
- Smoke Alarm Education
- Water and Ice Rescue



Fire Services Department Achievements

MORE THAN MUTUAL AID

When a disaster strikes, fire departments come together to provide assistance to each other regardless of municipal boundaries.

Firefighters provided support to Front of Yonge in the summer of 2016 when a brush fire spread quickly.



Council approved 26 firefighters to be on-call for the wildfires in Fort McMurray, Alberta.

Firefighters also manned stations in Loyalist Township while their members attended a funeral for one of their fallen firefighters.

FIRE MASTER PLAN

The Fire Master Plan for 2016 - 2020 was approved by Council. The report describes the current state of the department and provides recommendations to improve service delivery.

It also proposes strategic improvements that will make the operation of the Fire Services more efficient.

It focuses on prevention, advancements in technology and staff training.



WHO'S THE FITTEST?

In August, a team of Firefighters participated in the Scott FireFit Championships in Napanee, a competition based on fire-fighting tasks commonly performed in emergency situations. A team of ten firefighters from both the Township and Gananoque competed.



TRAINING - A PRIORITY

Steve Day joined the Emergency Services Training Centre as a Marketing Coordinator. In a short time, the training centre rebranded, embarked on a marketing campaign, introduced new programming and set up a new online calendar.



OUR TEAM

Congratulations to Wayne Shields on his retirement! Wayne continues to offer his experience as a volunteer firefighter at Station 1. Chief Fire Prevention Officer, Alex Bennett, filled the vacancy.

At year end, the firefighter complement was 85 personnel.

Library Services Overview & Achievements

“The Leeds and the Thousand Islands Public Library, connecting people, places and possibilities.”

MISSION

The Leeds and the Thousand Islands Public Library empowers the community through freely shared resources.

VISION

Leeds and the Thousand Islands Public Library will enrich lives by adding value to the community.

At the close of 2016, the Library had three branches in the Township: Lansdowne, Lyndhurst, and Seeley’s Bay.

PRIMARY GOVERNANCE

Public Libraries Act
Municipal Act, 2001
Township By-laws

ACHIEVEMENTS

- The library had 44,308 in-person visits.
- 4,547 people participated in programming.
- In 2016 users read over 4,500 e-books.
- 52,000+ materials were borrowed, a savings of \$1,348,334 to our community vs personal purchases.
- The library’s catalogues were searched on our website 12,843 times.
- Youth stepped into our virtual gaming worlds over 6,000 times.
- Over 42,000 guests took advantage of our free Wi-Fi.
- Staff answered over 1,000 questions.
- Volunteers donated 732 hours in 2016.
- In partnership with the Township of Leeds and the Thousand Islands, materials were borrowed from our recreation library over 9,000 times.



Community Grants Program

FESTIVALS AND EVENTS

The Township supported many festivals and events in 2016 that are important to the economic viability of businesses in the area. Support was given to the 1000 Islands Nickel Cup Regatta for their inaugural event; the Canadian Cancer Society for Kites Against Cancer; the Downtown BIA for their Tastes of Gananoque event; Sounds like the 1000 Islands; and, the Thousand Islands Festivals and Events. The total contributed to these initiatives was \$19,500.



HEALTHY LIVING

The Rear of Leeds and Lansdowne (ROLL) Aid Centre was given a grant for the Community Garden to be located behind the Jessie Street building in Lansdowne. Space was allocated to the group through a memorandum of understanding and the grant monies were applied to start-up expenses.

SUPPORTING OUR VETERANS

Funds were given for the Lansdowne Community Veterans Memorial Arch located at Thousand Islands Elementary School. The Royal Canadian Legion Branch 491 in Seeley's Bay requested a donation toward the purchase of a generator for their building and the Royal Canadian Legion Branch 504 in Lyndhurst was granted funds for the purchase of chairs and a furnace.

INFORMATION TECHNOLOGY

Grants were also given for information technology and social media promotions. Child Care United received monies for computers and the Lansdowne Association for Revitalization received funds for creating a new website.



OUTDOOR LIVING

Outdoor trails were a priority to Council in 2016 with funding being allocated to the Algonquin Park to Adirondacks Collaborative (A2A) for planning hike routes, and to the Frontenac Arch Biosphere for computers to be used for trail mapping. These initiatives were in line with the Strategic priority of Sustaining the Natural Environment.



ACCESSIBILITY

The St. Lawrence District Medical Centre applied for funding for an elevator at the Medical Centre building in Lansdowne. The funds were part of a fundraising campaign with the Township's contribution being \$10,000.



SPORTS AND REC

The Gananoque Curling Club was awarded funds toward a fundraising campaign to replace their aging curling rocks.

Courtney Spratt was given a grant to assist with attending an Olympic Hopes Regatta.

Planning & Development Department Overview

The Planning and Development department is responsible for Building, Planning, Economic Development and Heritage.



PRIMARY GOVERNANCE

Planning Act
Provincial Policy Statement
Official Plan
Source Water Protection Plan
Ontario Building Code
Ontario Heritage Act

RESPONSIBILITIES

- Building Permit Review
- Building Permit Issuance
- Building Inspections
- Consent Applications
- Economic Development
- Enforcement of Building Code
- Investment Readiness
- Heritage-based programs and services
- Land-Based Inquiries
- Minor Variance Applications
- Official Plan Amendments
- Planning Advice to Council
- Septic System Re-Inspection Program
- Site Plan Control
- Subdivision Agreements
- Zoning By-Law & Amendments



Planning & Development Department Achievements

ARE WE AGE FRIENDLY?

The Township prepared an inventory of Age-Friendly Community Dimensions with funding from the Government of Ontario. The report was presented and adopted by Council. Age-friendly inventories focus on eight dimensions of daily living and identify gaps and opportunities for improvement. As a result, the inaugural Seniors' Expo was held with approximately 80 guests, 16 exhibitors and a series of presentations geared to seniors. Next steps are the development of a five-year action plan.



A NOT SO TEENY TINY SUMMIT

The Seeley's Bay Community Hall was packed with over 125 guests for the Teeny Tiny Summit in partnership with OMAFRA. Doug Griffiths, President and CEO of 13 Ways, walked through an animated presentation of 13 Ways to Kill Your Community, which highlighted the effects of not painting buildings to ignoring the needs of youth and seniors.

ECONOMIC PARTNERSHIPS

An agreement was signed with seven neighbouring municipalities to form the St. Lawrence Corridor Economic Development Commission. Funding was approved to be included in the 2017 operating budget. The Commission will be a Board comprised of two members from each municipality; a member of Council and a business or industrial representative.

PLANNING FOR THE FUTURE

The Planning department made policy and procedural changes in 2016; the marine facility provisions of the Zoning By-Law were amended; and a procedural change to the approval process now allows Public meetings on the same night as the Committee of the Whole if no public concerns are received.



LANSLOWNE IRON WORKS

A unique opportunity to own a part of Canada's history arose with the auction of the 405 Lyndhurst Road property where the first iron smelter in Upper Canada was located. The Township successfully acquired the property and plans began for archaeological research at the site.



BRINGING IT IN HOUSE

Council voted to hire one full time Chief Building Official and maintain a contracted, part-time Building Inspector. Paul Nixon was hired to fill the full time position and brings a wealth of knowledge and experience to the Township.



AGRICULTURAL SUMMIT

The first Agricultural Summit was held in Fall of 2016 with more than 100 participants and 18 exhibitors. There were a variety of speakers, including local farmers, as well as food producers. The focus of the Summit was food tourism and growing the rural economy.

Public Works Department Overview

The Public Works department is comprised of roads, parks, facilities, recreation, utilities (water/sewer), drainage, environmental services, and energy management.



PRIMARY GOVERNANCE

Minimum Maintenance Standards
Highway Traffic Act
Drainage Act
Waste Diversion Act
Clean Water Act
Ontario Green Energy Act

RESPONSIBILITIES

- 330 km of Municipal Roads
- Bay of St. Lawrence Park
- Boat Docks and Ramps
- Centennial Park
- Energy Management
- Facilities Management
- Furnace Falls Park
- Haskin's Point
- Horticultural Maintenance
- Jerry Park
- Kendrick's Park
- Municipal Drains
- Recreation and Leisure Services for Children, Youth and Seniors
- Road Maintenance
- Seeley's Bay Harbour
- Signage
- Source Water Protection
- Three Landfill Sites
- Two Wells, Standpipe, Lagoon
- Water and Wastewater
- Winter Maintenance



Public Works Department Achievements

INFRASTRUCTURE FOCUS

Investment in roads, facilities, bridges and parks continued with input from residents and community groups.

Council approved a three-year capital budget, including an investment of 6 million dollars in road improvements. All roads, surface-treated, paved, and gravel will see upgrades.



STAFFING OPTIMIZATION

An internal restructuring and staffing analysis was conducted in the Public Works department. This resulted in new lead hand positions for both facilities and roads operations, as well as the conversion of some part time hours to full time.

LOOKING AHEAD

A comprehensive master plan discussion, which encompassed facilities, parks, fire and recreation began in 2016 with the goal of developing a long term plan for Township assets, as well as committing to capital spending.

PARKWAY CHALLENGE

The Recreation department teamed up with our neighbour Front of Yonge to host the first annual Parkway Challenge. Participants were encouraged to run, walk, or cycle the courses set up along the parkway near Rockport. Approximately 40 participants enjoyed the challenge, activities and BBQ.



SHORELINE REVITALIZATION

More than 700 trees and shrubs were planted in the Furnace Falls and Bay of St. Lawrence Parks as part of the Council's commitment to revitalize the Township's green spaces. A waterfront path was also built in Lyndhurst.



ROADS AND DRAINS

The roads crew resurfaced 16 km of roads, with many other roads receiving gravel and regular maintenance. A clean out of the Smith Bolger drain was also completed.



PRIVATE LANE SUPPORT

Private Road Grant applications were received from 19 lane associations and a total of \$14,000 was distributed. These dollars will be used to maintain and improve 44 km of private roads as a result of Council's commitment to improving all roads for emergency services and resident travel.

Treasury Department Overview

The Treasury department is comprised of taxation, water and wastewater billing, accounts payable, accounts receivable, information technology, payroll, clerks department and by-Law department.



PRIMARY GOVERNANCE

Municipal Act, 2001

Assessment Act

MIFPPA

Generally Accepted Accounting Principles

Public Sector Accounting Board

Township Bylaws

RESPONSIBILITIES

- Accounts Payable
- Accounts Receivable
- Animal Control
- Annual Audit
- Annual Budget
- Banking
- By-Law Enforcement
- Commissioner of Oaths
- Grant Reporting
- Information Technology
- Insurance
- Legislative Advice to Council
- Maintain By-laws
- Municipal Elections
- Municipal Lottery Licenses
- Payroll and Benefits
- Property Tax Billing
- Records Management
- Statutory Duties
- Tangible Capital Assets
- Tax Rate Calculations
- Vital Statistics
- Water & Sewer Billing



Treasury Department Achievements

POLICIES, PLEASE

The Treasury and Clerk's departments continued to develop and update policies in 2016. The Code of Ethics policy for staff was approved, as was the Accountability and Transparency Policy. The Notice Policy was adopted and Council debated and voted against ranked balloting. Treasury focused on Financial Statement Policies with the Reserve and Reserve Fund, Investment, and Tangible Capital Asset policies. The Procurement By-Law was also updated to include electronic bidding on tenders.

2016 BUDGET PROCESS

The Operating Budget and a three year Capital Budget were approved in December of 2015, the earliest in the history of the Township. The total tax levy of \$7,193,815 was 4.8% higher than the 2015 amount with the majority of the impact being the OPP Billing. The approval of the three year capital budget was a first for the Township, and will allow for long term planning and bulk purchasing.

CELEBRATIONS

The Township hosted the annual OLG Recognition event in partnership with Gananoque at the Rockport Recreation Hall pavilion, which was built in part with dollars from the community grant program. The event was well attended with OLG dignitaries, representation from Shorelines Casino, staff, Council, and our local MP and MPP.



RETIREMENT

Tax Clerk Barb Moore retired in early 2016 after 20+ years of service.

Michelle Fleurie joined the accounting team to provide customer service and taxation information to residents.



WEBSITE LAUNCH

The Township website was launched in May 2016 with interactive features, recreation and event calendars, keyword search features, online payments for water and tax bills, online applications and permits, and quick access to information that matters to our residents and visitors.



REORGANIZATION

The By-Law Enforcement department was moved to the Treasury department to report directly to the Clerk.

Nicole Shorts was hired permanently at the end of the summer to fill the By-Law Enforcement and Education Officer position.



RECORDS RETENTION

The records retention project continued in 2016 with the scanning, indexing, and shredding of over 300 boxes of files. Staff now have electronic records available to be searched, stored, and organized with ease.

Property Taxes

WHAT IS PROPERTY TAX?

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 among residents proportionately based on the values of their properties (homes, businesses, land).

HOW IS THE TAX RATE CALCULATED?

There are two components to the tax rate calculation

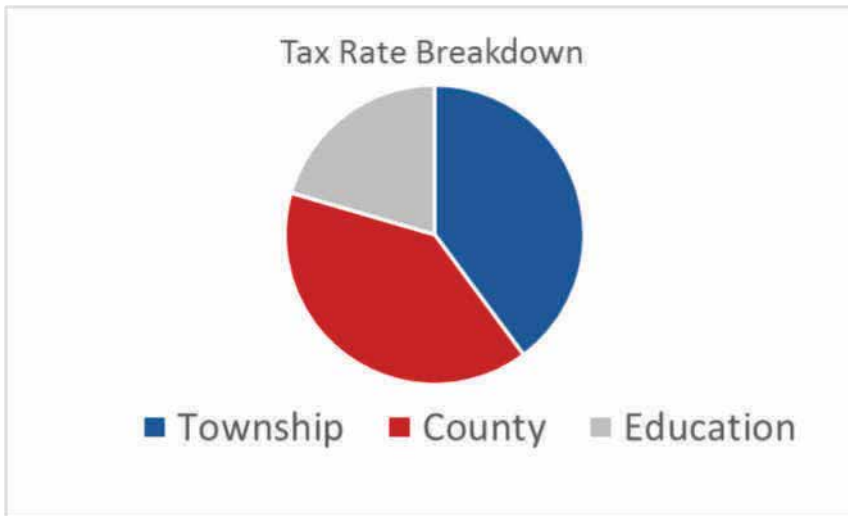
1. How much does the Township need to collect from residents to cover the net tax levy (net tax levy is revenue minus expenditures of the Township)?
2. What is the total of all the property values in the Township?

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



Assessment Roll	
Property Type	Value in Dollars
Residential	1,830,931,635
Multi-residential	1,351,000
Commercial	50,219,635
Industrial	5,621,200
Pipeline	25,437,000
Farm	56,655,000
Managed Forest	3,068,400

Property Taxes



WEIGHTED ASSESSMENT

How do we calculate the weighted assessment? And how does the Township know what the assessed value is of a property?

The Municipal Property Assessment Corporation (MPAC) is responsible for assessing and classifying each property in the Township. This assessment is based on five factors which account for 85% of the property's value: location, living area, age of property, lot dimensions, quality of construction. MPAC is required to provide the Township an assessment roll in December, which has each property and the assessed value listed. The Township does not have control over the assessed values of properties.

Each property type (residential, commercial, industrial, farmland) has a tax ratio that is set by the County, which creates a weighted assessment. For the Township, residential is 1.0000, farmland is 0.25, commercial is 1.3464, and industrial is 1.8114. Each assessment type is multiplied by the tax ratio to calculate the weighted assessment.



TOTAL TAX RATE

The Township's tax rate is only one piece of the total tax bill. The total tax rate charged to residents is made up of the Township tax rate, County tax rate and Education tax rate.



RATE DISTRIBUTION

The Township tax rate represents 40% of the total tax rate paid by residents. The remaining 40% is collected and paid to the County, and 20% is collected and paid to each school board for the education tax.

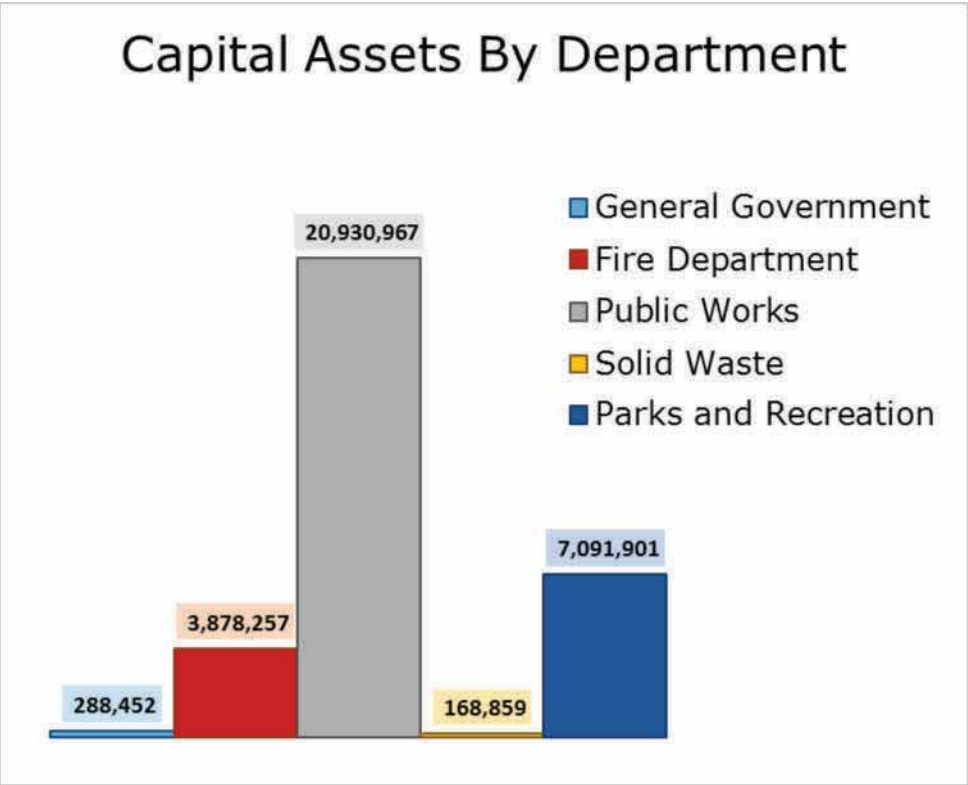


HOW MUCH DO I OWE?

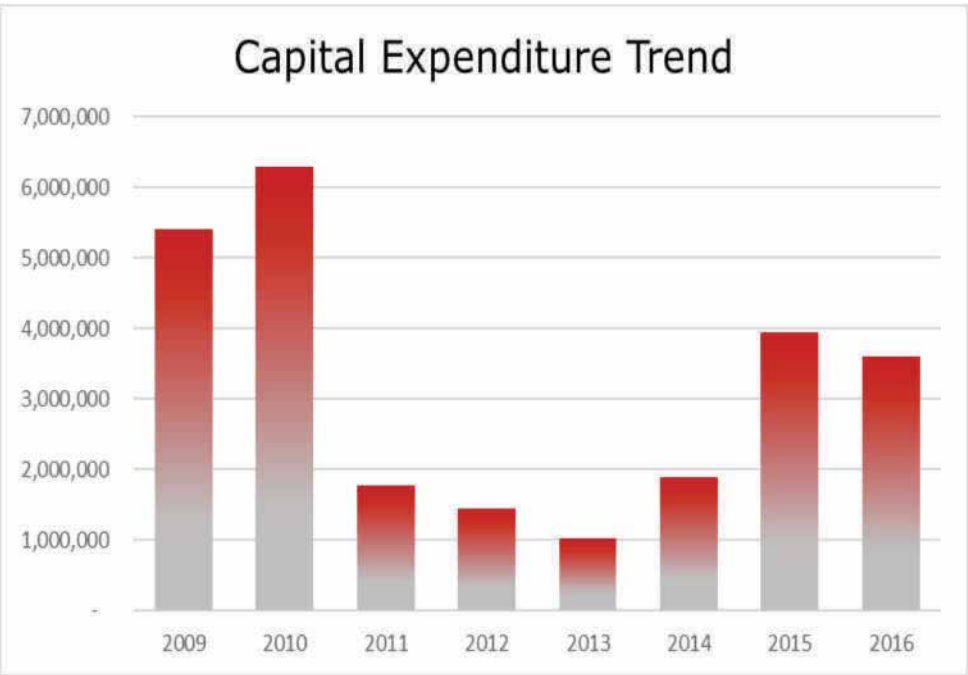
To calculate your taxes for the year, the total tax rate is multiplied by the assessment of your property. In 2016, if your property was worth \$200,000 you would have paid \$1,834 in taxes.

Financial Highlights

Capital Assets By Department

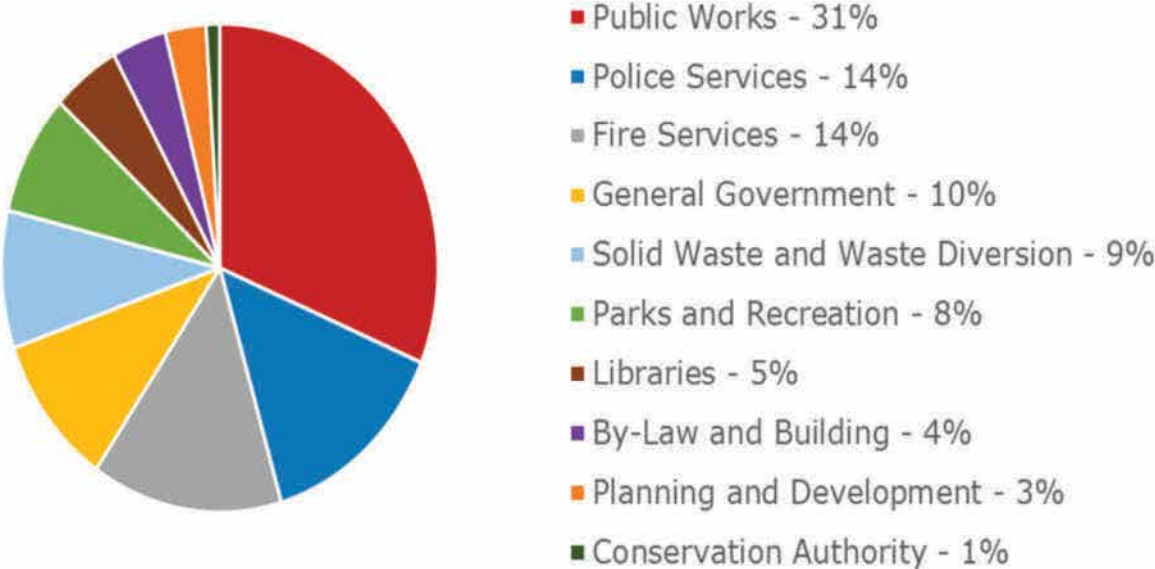


Capital Expenditure Trend



Financial Highlights

Expenditure Breakdown



Reserve Balances (Millions)

