



MINUTES
Special Council Meeting
Thursday, November 26, 2015
Council Chambers 6:05 p.m.

COUNCIL PRESENT: All members of Council were present this evening with the exception of Councillor MacKenzie who arrived at 6:07 p.m.

STAFF PRESENT: Lindsey Parkes, CAO/Clerk
Angela Young, Deputy Clerk
Angela Lochtie, Treasurer
David Hartwick, Fire Chief (6:25 p.m.)

MEDIA PRESENT: Nil.

1 Call to Order and Roll Call

2 Disclosure of Pecuniary Interest and the General Nature Thereof

No disclosures of pecuniary interest were declared at this time.

3 Adoption of the Agenda

3.1 Agenda dated November 26, 2015

It was requested that the following item be added under Closed Meeting Session:
Section 239.2 (c) a proposed or pending acquisition or disposition of land by the municipality or local board.

RESOLUTION - SM 1-2015

Moved by Deputy Mayor Armsden, seconded by Councillor Brum

THAT the agenda dated November 26, 2015, be adopted as amended.

CARRIED.

4 Special Meeting Notice

4.1 Notice of Special Meeting

The Clerk read the Notice of the Special Meeting. The Notice of the Special Meeting was posted in the Township Times, on the Township website calendar, and on the front door and front counter of the Municipal office as well as on the door to the Council Chambers.

5 Delegations and Presentations

Nil.

6 Matters Arising out of Delegations Heard

Nil.

7 Items of Business

- 7.1 2016 Draft Budget
- 2016 Draft Capital spending
- 2015-16 Forecasted Reserve Balances
- 2015-16 Lot Development Forecasted Revenue
- Reserve Fund Spending Parameters
- [2016 Draft Budget Presentation \(65 Slides\)](#)

Ms. Lochtie provided an overview of the status of the 2016 budget. Ms. Lochtie presented a slide show presentation identifying the wishes of Protection Services, Health & Social Services, Planning & Development and General Government. Ms. Lochtie stated that this meeting is to go over the wish list, however, cuts will be made, where necessary, at a future Budget Meeting.

RESOLUTION - SM 2-2015

Moved by Deputy Mayor Armsden, seconded by Councillor Brum

***THAT** Council accept the reports as listed above as information as submitted and circulated.*

CARRIED.

Ms. Lochtie briefly reviewed the department budget to be discussed on Monday November 30 and requested that should Council wish to set a further date to determine cuts and/or amendments to the budget then it would be possible to be ready to pass the budget at the Regular Council meeting on December 15, 2015.

Council agreed to schedule a Special meeting for budget purposes on Thursday December 3, 2015 at 7:00 pm and requested staff to advertise accordingly.

Chief Hartwick vacated the Council Chambers at 6:40 p.m.

7.2 White Lake Community Cemetery

RESOLUTION - SM 3-2015

Moved by Councillor Lang, seconded by Deputy Mayor Armsden

THAT Council accept this correspondence as information as submitted and circulated.

CARRIED.

7.3 Miller Quarry OMB Hearing - Request for Reimbursement

- John Kerr and David Simek

- FACT-MB

RESOLUTION - SM 4-2015

Moved by Deputy Mayor Armsden, seconded by Councillor MacKenzie

THAT Council receive the correspondence from John Kerr and David Simek as information as submitted and circulated.

CARRIED.

RESOLUTION - SM 5-2015

Moved by Councillor Brum, seconded by Councillor MacKenzie

THAT Council receive the correspondence from FACT-MB as information as submitted and circulated.

CARRIED.

8 Questions/Comments

- 8.1 Martin Wright expressed that the OPP should have to justify their increase in fees, to which Mayor Peckett advised that Council is addressing that.
- 8.2 John Kerr asked when Council would be making a decision on reimbursing the groups relating to the OMB Hearing, to which Mayor Peckett advised that the decision would be put to vote a once all of the bills were in.
- 8.3 Mark Popiel inquired if the amount for the OMB Hearing to the Township to date was \$170,000.00.
- 8.4 Lou Laventure asked if the Fire Department would be doing any fundraising and suggested a mud run or snow mobile run to which Mayor Peckett advised that yes, fundraising would be done through the Fire Committee Association, however donations are scarce.

9 Closed Meeting Session

- 9.1 Section 239.2 (c) a proposed or pending acquisition or disposition of land by the municipality or local board

RESOLUTION - SM 6-2015

Moved by Councillor Lang, seconded by Councillor Brum

THAT this meeting become a closed session under Section 239.2(c) - a proposed or pending acquisition or disposition of land by the municipality or local board.

CARRIED.

RESOLUTION - SM 7-2015

Moved by Councillor Brum, seconded by Councillor MacKenzie

THAT Council resume open session at 7:53 p.m.

CARRIED.

Staff was directed to allow the offer to purchase to expire.

10 By-Laws

10.1 By-Law #2015-102 - Fees and Charges

RESOLUTION - SM 8-2015

Moved by Councillor Lang, seconded by Councillor Brum

THAT By-Law #2015-102, being a By-Law to establish fees and charges for services or use of municipal property, I now deemed read a second and third time short and is hereby enacted and passed.

TABLED.

Staff was directed to look into the cost to rent surrounding municipal halls and facilities.

11 Confirmatory By-Law

11.1 By-Law #2015-103 Confirmatory

RESOLUTION - SM 9-2015

Moved by Deputy Mayor Armsden, seconded by Councillor Brum

THAT By-Law #2015-103, being a By-Law to confirm the proceedings of the November 26, 2015, Special Meeting of Council, I now deemed read a second and third time short and is hereby enacted and passed.

CARRIED.

12 Adjournment

This meeting adjourned at 8:45 p.m.

MAYOR

CAO/CLERK



2016 Budget

Based on Department Head Submissions

Meeting #1

Presented by: Angela T. Loctie, CPA, CMA/PFA

Date: November 26, 2015



Agenda

Item

Overview of 2016 Budget

Protection Services

Fire, Emergency Measures, Building, Other Inspection and Control, Policing

Health and Social Services

Physician Recruitment, Cemetery

Planning and Development

Planning, Committee of Adjustment, Drainage and Other

General Government

Corporate Management, Governance, Election



2016 Budget Overview

In 2016, a 1% levy increase is equal
to a \$38,882 cost increase.



2016 *Draft* Levy Requirement

Operating	Net Taxation Requirements	
	2015 Budget	2016 Budget
General Government	193,811	231,006
Protection Services	1,028,843	1,273,550
Transportation Services	1,552,375	1,675,796
Environmental Services	591,923	605,484
Health and Social Services	32,500	32,500
Recreational and Cultural Development	657,272	696,572
Planning and Development	118,536	131,851
Total Operating Requirements	4,175,260	4,646,759

Capital	2015 Budget	2016 Budget
Add: Capital Requirements	2,202,244	4,640,982
Add: Debt Repayment		31,700
Less: Government Grants	-238,431	-289,062
Less: Proceeds from Debt		-1,371,887
Less: Contributions from Reserves	-1,465,877	-2,470,490
Less: Contributions from Reserve Funds	-27,125	-25,800
Total Capital Requirements	470,811	515,443

Total Requirements	4,646,071	5,162,202
Less: Garbage Levy	-562,605	-567,915
Total Municipal Taxation	4,083,466	4,594,287
Less: Taxation Adjustments*	-195,277	185,135
Municipal Levy Requirement	3,888,189	4,409,152

*Examples: Frozen PIL, Assessment Changes

- The draft 2016 budget reflects a total levy requirement of \$4,409,152.
- This represents an increase of \$520,963 over the 2015 levy.
- Taking into consideration estimated assessment growth of 0.7%, the Township levy increase is currently at 12.7% allocated between:
 - 10.8% operating
 - 1.9% capital



Budget Cuts



- Significant cut-backs will need to be made in order to bring the levy increase down to a more acceptable rate.
- If most new/discretionary items are deferred/cut, a levy increase in the 8-9% range is possible, but this will have a significant impact in the Township's ability to strengthen services offered to residents.
- Similar to last year, it is proposed to review each Department's requests as-is and then address cuts in a third meeting, proposed for Thursday, December 3, 2015. If this cutting exercise is completed in one night, then it would be possible to adopt the 2016 budget at the December 15th regular meeting of Council.



2016 *Draft* Levy Requirement (cont.)

- Drivers behind the Levy increase include:

Policing: Increase in OPP Spending \$ 196,663

New billing model implemented effective Jan 1, 2015

Significant increases expected from 2015 to 2018 due to new OPP billing model.

Amortization of Assets for Capital Replacement \$ 112,812

Funding requirements for this item will steadily increase as funding begins to be set aside to replace aging infrastructure. \$43.7K Roads as per 10-year plan, partially offset by growth estimated at \$27-28K, balance vehicles, equipment and buildings

Compensation Increases \$ 20,609

Compensation Increases: Proposed 1% cost of living increase for staff, Council and CEMC based on the Ottawa-Gatineau Consumer Price Index plus a \$10K increase to improve the competitiveness of Volunteer Fire Fighter Pay.

Employee Pay and Benefit Changes \$ 29,075

Based on the introduction of Merit Pay (\$13.1K) and OMERS (\$16.0K), similar to other municipalities

Braeside Sand/Salt Shed and Garage Facility \$ 38,127

If this project moves forward as-is, at a minimum, a similar levy increase would be required in 2017 to cover the annual debt repayment



2016 * Draft* Levy Requirement (cont.)

- Drivers behind the Levy increase include:

New Personnel	\$ 73,168
<i>Full Time Cashier/Receptionist to address workload issues and gaps in the Treasury Dept. (\$45.7K May 2016) and Part-Time Program Support personnel to address gap in the Recreation Department (\$27.3K Feb 2016)</i>	
New Equipment	\$ 33,507
<i>Rescue Truck for Fire Department to facilitate transport of equipment to the fire scene (\$21.2K) 80 HP tractor for the Recreation Department for ice rink, beach and trails maintenance (\$12.3K)</i>	
Burnstown Beach Expansion	\$ 5,000
<i>\$5K for sand to expand the beach between the boat launch and the current beach Work to be performed by Recreation personnel</i>	
Braeside RA	\$ 6,300
<i>\$3K for a needed chimney repair, \$3.3K for new chairs</i>	
Property Tax Account Info on Website	\$ 5,668
<i>Software purchase which would allow property owners to be able to access their property tax account information on-line from the Township's website</i>	
Other	\$ 34
Total Explained	\$ 520,963



Net Operating Costs

- Net operating costs are based on Department Head submissions. Overall operating costs including amortization have increased by +\$471,499. Details are provided in the sections below.

SPLIT BY ACTIVITY

	2016 Budget	2015 Budget	+ Increase - Decrease
TOTAL OPERATING (INCL. AMORT)			
GENERAL GOVERNMENT	231,006	193,811	37,195
PROTECTION SERVICES	1,273,550	1,028,843	244,707
TRANSPORTATION SERVICES	1,675,796	1,552,375	123,421
ENVIRONMENTAL SERVICES	605,484	591,923	13,561
HEALTH AND SOCIAL SERVICES	32,500	32,500	-
RECREATIONAL AND CULTURAL DEVELOPMENT	696,572	657,272	39,300
PLANNING AND DEVELOPMENT	131,851	118,536	13,315
NET OPERATING COSTS	4,646,759	4,175,260	471,499

SPLIT BY TYPE OF SPENDING

	2016 Budget	2015 Budget	+ Increase - Decrease
TOTAL OPERATING (INCL. AMORT)			
SALARIES, WAGES, BENEFITS	1,806,697	1,636,216	170,481
MATERIALS, SUPPLIES	1,138,538	1,131,717	6,821
CONTRACTED SERVICES	1,433,344	1,284,231	149,113
RENTS, FINANCIAL EXPENSES	55,594	28,970	26,624
EXTERNAL TRANSFERS/RESERVE TRANSFERS	414,408	414,245	163
AMORTIZATION OF CAPITAL ASSETS	872,738	744,650	128,088
TOTAL SPEND	5,721,319	5,240,029	481,290
LESS: REVENUES	- 1,074,560	- 1,064,769	- 9,791
NET OPERATING COSTS	4,646,759	4,175,260	471,499



2016 *Draft* Capital Spend

- Proposed capital spending is based on Department Head submissions.
- A full capital listing, along with forecasted reserve balances, can be found in the Annexes attached to this report.
- 2016 proposed capital costs are \$4,640,982, financed through a mix of reserves, reserve funds, taxes, debt and other funding.
 - New assets need to be funded with new money: through taxation, surplus money carried forward from previous fiscal years, or savings accumulated through special reserve contributions.
 - Existing assets are typically replaced at a rate of 80% reserve, 20% taxes as funding for capital reserves are only set aside on the basis of historical cost, not replacements cost.
- The 2016 capital costs are more than double 2015 spending of \$2.2M as a result of the implementation of the 10-year roads plan (Goshen Road \$1.3M project) and the *tentative* development of a new Sand/Salt Shed and PW garage in Braeside (\$1.3M estimate).



2016 *Draft* Capital Spend (cont.)

- Overall, capital spending funded through taxation has increased by \$44,632.
 - \$31,700 is a result of the principle repayment of the streetlight loan, and is offset by a decrease in operating costs for hydro.
 - \$12,932 represents the true increase over 2015. A \$4.6K increase for inflation was planned as part of the 10-year roads plan.

Capital	2015 Budget	2016 Budget
Add: Capital Requirements	2,202,244	4,640,982
Add: Debt Repayment		31,700
Less: Government Grants	-238,431	-289,062
Less: Proceeds from Debt		-1,371,887
Less: Contributions from Reserves	-1,465,877	-2,470,490
Less: Contributions from Reserve Funds	-27,125	-25,800
Total Capital Requirements	470,811	515,443

44,632



Protection Services

Overall spending increase of \$244,707 over 2015 Budget

SPLIT BY ACTIVITY			
PROTECTION SERVICES	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
FIRE	499,403	455,125	44,278
POLICING	705,154	508,491	196,663
EMERGENCY MANAGEMENT	19,775	20,105	- 330
911 ADDRESSING	-	-	-
BUILDING PERMIT & INSPECTION SERVICES	18,918	14,822	4,096
PROTECTIVE INSPECTION AND CONTROL	30,300	30,300	-
NET OPERATING COSTS	1,273,550	1,028,843	244,707



Protection Services

Fire Department

Managed by a full-time Fire Chief, the Fire Department is comprised of 43 volunteer firefighters working across three Fire Stations



2016 Operating Requirements – Fire

Overall spending increase of \$44,278 over 2015 Budget.

Salaries & Benefits +\$14,576 (increase in cost)

- +\$10,000 increase in volunteer fire fighter compensation. Planned to increase compensation by \$10,000/year over several years to provide more competitive pay as compared to neighbouring municipalities. The 2015 fixed honorarium was \$85,819.76. Based on the three year average number of points of 5,608, the total hourly rate would be increased in 2016 from \$15.30/hour to \$17.08/hour. In comparison, the Horton 2013 rate was \$17.67/hour + 4% vacation pay.
- Balance is a result of OMERS, COLA, other benefit cost increases, etc.

SPLIT BY TYPE OF SPENDING			
FIRE DEPARTMENT	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
SALARIES, WAGES, BENEFITS	208,007	193,431	14,576
MATERIALS, SUPPLIES	174,720	170,616	4,104
CONTRACTED SERVICES	9,003	8,000	1,003
RENTS, FINANCIAL EXPENSES	-	-	-
EXTERNAL TRANSFERS/RESERVE TRANSFERS	-	300	- 300
AMORTIZATION OF CAPITAL ASSETS	109,048	87,593	21,455
TOTAL SPEND	500,778	459,940	40,838
LESS: REVENUES	- 1,375	- 4,815	3,440
NET OPERATING COSTS	499,403	455,125	44,278



Operating Changes: Fire (cont.)

Materials and Supplies +\$4,104 (increase in cost)

- -\$18,760 decrease for safety footwear (1x purchase for all fire fighters).
- \$6,540 for Who's Responding fire fighter management app (\$1,575) and FP2 fire administration software (\$4,965). These purchases will support operational effectiveness.
 - The *Who's Responding* app assists the fire department in managing fire resources during a fire call. Firefighters indicate whether or not they are responding to a fire call on their smart phone. Cell phone location services display where they are physically located on a map in real time—indicating if a fire fighter is close to the Fire Station or scene, allowing a faster, easier coordination of resources.
 - The FP2 fire administration software will assist the Fire Chief in effectively managing the paperwork of the department, with tools to support incident reporting, personnel, training, inventory, fire inspections, etc.
 - Both items have been recommended to us based on the best practices of other neighbouring Fire Departments.



Operating Changes: Fire (cont.)

Materials and Supplies +\$4,104 (increase in cost)

- +\$3,500 Fire Station #3 Former Municipal Office repairs. This includes replacing broken exterior windows (\$2,000) and painting/general cleanup (\$1,500).
- +\$4,500 Fire Station #2 maintenance and repairs. This includes painting the concrete floor (\$2,000) and replacing the water heater in conjunction with the furnace (\$2,500).
- +\$1,500 Fire Station #1 maintenance and repairs. This includes painting concrete floor in the office (\$1,000) and repairing a leaking urinal (\$500).
- +\$3,084 for the operating costs related to the purchase of a used rescue truck (capital item)
- Balance of \$3,740 due to general increased spending requirements for equipment testing and radio maintenance.



Operating Changes: Fire (con't)

Contracted Services +\$1,003 (increase in cost)

- +\$1,000 anticipated price increase for County dispatch services.

External Transfers -\$300 (decrease in cost)

- -\$300 donation no longer required for critical incident support. This support is now provided as part of the Township's Employee and Family Assistance Program (EFAP) benefits.

Amortization +\$21,455 (increase in cost)

- Related to the acquisition of new fire trucks. Sufficient funding was not set aside in the past due to the age of the Fire Department fleet. As this is increased, a truer cost of fire services is being charged to residents given that trucks are used over their lifespan to provide service to the Township.

Revenues -\$3,440 (decrease in revenue)

- Decrease primarily related to the 2015 sale of surplus equipment no longer applicable in 2016.



2016 Capital Requirements – E/S

Capital Budget Requirements: \$137,600 for Vehicles and Equipment funded through a mix of reserves and taxes.

Capital Item	Budget	Funding	
		Reserves	Taxes
<u>Vehicle/Equipment Replacement/Upgrade per 10-year plan</u>			
Refurbish 96-16	\$56,000	\$44,800	\$11,200
Hoses* & Extrication	32,000	25,600	6,400
Dry Hydrant – Mill Ridge	10,000	8,000	2,000
<u>Un-planned</u>			
Used Rescue Truck	30,000	11,867	18,133
Thermal Imaging Camera*	9,600	7,680	1,920
Total	137,600	97,947	39,653

*Fire needs to incorporate smaller equipment into 10-year plan.



Capital Considerations: Fire

96-16 Refurbishment: \$56,000

- In 2016, the 96-16 will be 20-years old. Given the recent purchases of new fire trucks, it is recommended that 96-16 be refurbished in 2016 as opposed to a direct replacement.
- The refurbishment will bring the truck up to standard and will add an additional 10-years of life to the truck as a front-line responder.
- In addition, the refurbishment will help balance the overall age of the fleet, so that future acquisitions are better spread out over time.
- This refurbishment was planned in 2016 as part of the 10-yr vehicles and equipment plan.





Capital Considerations: Fire (cont.)

Used Rescue Truck: \$30,000

- A used rescue truck is currently available for purchase. This truck could be used to better transport equipment to the scene, ensuring equipment is readily available when needed.
- The Fire Department currently uses the Fire Chief's Truck (98-13), as well as the storage compartments on the pumpers to transport different types of fire equipment. The 98-13 returns to the Fire Hall as needed to obtain additional equipment as/when required.
- This acquisition would make more efficient use of the Pumpers, which are currently required to remain on-scene for extrication calls due to the nature of equipment stored in their compartments, making it unavailable to handle fire calls.





Capital Considerations: Fire (cont.)

Extrication Equipment e-Draulic spreader, cutter and replacement hoses: \$32,000

- The Fire Department has budgeted \$26,000 for an e-Draulic spreader and cutter.
- Traditional extrication equipment is required to be attached to a power source located on a fire truck, however, remote locations of accidents (farm equipment) can make it difficult for fire trucks to access.
- E-Draulic extrication equipment is battery operated and provides off-road portability required to provide fast emergency response to remote rural areas. The Township unsuccessfully applied for grant funding for this equipment in 2015.
- This strategy is partially funded through 2015 surplus monies received of \$14,375 from MTO as a result of responding to Hwy 17 incidents where this type of equipment is typically required.
- In addition, hoses will require replacement over the next several years. \$6,000 has been budgeted in 2016.





Capital Considerations: Fire (con't)

New Dry-Hydrant on Mill Ridge: \$10,000

- The Township currently has three dry hydrants located at Red Pine Bay, Young Road, and Burnstown. These dry hydrants provide water to Fire Department equipment.
 - In order to be effective, the Fire Department needs an uninterrupted supply of water at a fire scene. Local water sources (Madawaska River, White Lake) are helpful only if the water is readily accessible. Dry hydrants allow access to nearby water sources from a roadway as opposed to soft ground adjacent to the water source.
- A new dry-hydrant on Mill Ridge Road is proposed to provide better water coverage in the Township.
- Dry-hydrant work was planned for 2016 as part of the 10-year vehicle and equipment plan.





Capital Considerations: Fire (con't)

Thermal Imaging Camera: \$9,600

- The Fire Department's current thermal imaging camera is 20-years old and is at the end of its useful life. On-going repairs have been made to keep this piece of equipment operational in 2015. A replacement is required.
- This critical tool is used to help fire fighters see through thick smoke to plan their attack, locate hot spots, locate trapped people and assist in search and rescue operations.





Other Considerations: Dispatch System Upgrade

- The County of Renfrew currently manages the dispatch of emergency services for the County. It has been recommended to upgrade this system to a digital system. When this change occurs, it is anticipated that a significant cost will be incurred by the Township to upgrade its radio equipment.
- Reserve funding should be set aside annually to help smooth this large expense. Given this year's fiscal restraints due to the significant OPP cost increase, the Township is not able to afford this extra consideration as part of the 2016 budget.
- Consideration should be given to any year-end surpluses incurred by the Fire Department over the next several years as an alternate means to finance this expected future cost.



Protection Services

Emergency Measures

Emergency Measures is comprised of two activities:

1. Community Emergency Management:

Overseen by the Community Emergency Management Coordinator (CEMC), this provincially legislated activity provides the Township with emergency planning to respond to and direct the recovery from any large scale emergency or disaster. (Example: flooding)

2. 911 Addressing:

Related to the installation of 911 address signs, this activity is fully cost-recovered through user fees.



Emergency Measures: Emergency Measures

Overall spending decrease of \$330 over 2015 Budget.

- **Salaries & Benefits +\$70** (increase in cost) due to 1% COLA adjustment.
- **Amortization -\$400** (decrease in cost) due to the deferment of the natural gas powered generator installation at Fire Station #1 pending a decision on the new Township Office.

SPLIT BY TYPE OF SPENDING			
EMERGENCY MANAGEMENT	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
SALARIES, WAGES, BENEFITS	6,853	6,783	70
MATERIALS, SUPPLIES	9,100	9,100	-
AMORTIZATION OF CAPITAL ASSETS	3,822	4,222	- 400
NET OPERATING COSTS	19,775	20,105	- 330

SPLIT BY TYPE OF SPENDING			
911 ADDRESSING	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
SALARIES, WAGES, BENEFITS	500	500	-
MATERIALS, SUPPLIES	800	800	-
RENTS, FINANCIAL EXPENSES	200	200	-
TOTAL SPEND	1,500	1,500	-
LESS: REVENUES	- 1,500	- 1,500	-
NET OPERATING COSTS	-	-	-



Protection Services

*Building Permit and Inspection Services
Provided by the Chief Building Official*



Emergency Measures: Building

Overall spending increase of \$4,096 over 2015 Budget.

- **Salaries +\$2,799** (increase in cost) primarily due to COLA and benefit changes.
- **Materials/Services +\$1,297** (increase in cost) primarily due to increased training costs in 2016. In 2015, the training budget was \$1,000. It is important for the CBO to keep abreast of new techniques and building code requirements to ensure proper enforcement of the Building Code Act and Regulations.

SPLIT BY TYPE OF SPENDING

	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
BUILDING PERMIT & INSPECTION			
SALARIES, WAGES, BENEFITS	78,746	75,947	2,799
MATERIALS, SUPPLIES	15,002	12,781	2,221
CONTRACTED SERVICES	2,570	3,494	- 924
TOTAL SPEND	96,318	92,222	4,096
LESS: REVENUES	- 77,400	- 77,400	-
NET OPERATING COSTS	18,918	14,822	4,096



Protection Services

Other Inspection and Control

Services include:

- *Livestock Claims under OMAFRA's Wildlife Compensation Damage program*
 - *Animal Control (dog tags)*
 - *Bylaw Enforcement (Animal, Property, and Parking Enforcement)*
 - *Fence viewers required under the Line Fences Act (re: disputes)*



Other Protection: Operating Requirements

Overall, no change in 2016 budget.

- Revenue decrease offset by expenditures.
- Budgeted to maintain \$3,000 contribution to the Arnprior & District Humane Society.

SPLIT BY TYPE OF SPENDING			
OTHER PROTECTIVE INSPECTION	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
MATERIALS, SUPPLIES	2,000	2,000	-
CONTRACTED SERVICES	42,200	42,700	- 500
EXTERNAL TRANSFERS/RESERVE TRANSFERS	3,000	3,000	-
TOTAL SPEND	47,200	47,700	- 500
LESS: REVENUES	- 16,900	- 17,400	500
NET OPERATING COSTS	30,300	30,300	-

SPLIT BY ACTIVITY			
OTHER PROTECTIVE INSPECTION	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
LIVESTOCK CLAIMS	1,500	1,500	-
ANIMAL CONTROL/BYLAWS ENFORCEMENT	28,650	28,650	-
FENCE VIEWERS	150	150	-
NET OPERATING COSTS	30,300	30,300	-



Protection Services

Police Services

Services include:

- *CPAC Committee*
- *Contracted Service provided by the OPP*



Police Protection: Operating Requirements

Overall spending increase of \$196,663 over 2015 Budget due to the new billing model for OPP Services implemented across Ontario.

- This cost increase is equal to a 5.1% increase of the Township levy in 2016.
- A minimum 4.2% and 1.5% levy increases are expected in 2017 and 2018 respectively.

SPLIT BY TYPE OF SPENDING

	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
POLICING			
MATERIALS, SUPPLIES	200	200	-
CONTRACTED SERVICES	704,954	508,291	196,663
NET OPERATING COSTS	705,154	508,491	196,663



Health and Social Services

Physician Recruitment

Flat Rapids Cemetery



Operating Requirements: Health/Social Svcs

There is no change in the Health and Social Services budgets.

Physician Recruitment \$25,000: Budgeted again in 2016 to support the recruitment of doctors to the community and assist in addressing this area of concern for residents.

Cemetery \$7,500: Care and maintenance of the Township-managed Flat Rapids Cemetery located at 533 Mill Ridge Road. Grass cutting is provided by the Recreation Department. Other maintenance and care activities are provided by Public Works.

SPLIT BY TYPE OF SPENDING			
	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
HEALTH/SOCIAL SERVICES			
SALARIES, WAGES, BENEFITS	1,875	1,875	-
MATERIALS, SUPPLIES	5,625	5,625	-
EXTERNAL TRANSFERS/RESERVE TRANSFERS	25,000	25,000	-
NET OPERATING COSTS	32,500	32,500	-

SPLIT BY ACTIVITY			
	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
HEALTH/SOCIAL SERVICES			
CEMETERY	7,500	7,500	-
PHYSICIAN RECRUITMENT	25,000	25,000	-
NET OPERATING COSTS	32,500	32,500	-



Planning & Development

Overall spending increase of \$13,315 over 2015 Budget

SPLIT BY ACTIVITY			
PLANNING & DEVELOPMENT	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
PLANNING & ZONING	94,305	84,320	9,985
ECONOMIC DEVELOPMENT	5,000	5,000	-
COMMITTEE OF ADJUSTMENT	16,796	10,400	6,396
ENVIRONMENTAL ADVISORY COMMITTEE	3,500	5,000	- 1,500
DRAINAGE & OTHER	12,250	13,816	- 1,566
NET OPERATING COSTS	131,851	118,536	13,315



Planning



Operating Requirements: Planning

Overall spending increase for Planning is \$9,985 over 2015 Budget.

Salaries & Benefits +\$30,504 (increase in cost): Due to the transfer of Deputy Clerk time from Corporate Management to more accurately reflect staff time usage.

Materials \$6,750 (increase in cost): Primarily due to increased advertising (\$6K) to better promote transparency of planning items to residents.

Contracted Services \$27,000 (decrease in cost): Related to OMB hearing.

SPLIT BY TYPE OF SPENDING	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
PLANNING			
SALARIES, WAGES, BENEFITS	54,924	24,420	30,504
MATERIALS, SUPPLIES	11,350	4,600	6,750
CONTRACTED SERVICES	35,000	62,000	- 27,000
TOTAL SPEND	101,274	91,020	10,254
LESS: REVENUES	- 6,969	- 6,700	- 269
NET OPERATING COSTS	94,305	84,320	9,985



OMB Hearing: Resident Costs

- As a result of the OMB Hearing for the Miller quarry and permanent asphalt plant, FACT-MB has requested funding from the Township of at least \$50,000. John Kerr and Dave Simek have requested funding of \$15,600.
- 2016 budget funding has not been set aside for this request pending further direction from Council.

Considerations

- OMB hearings are a common process where interested parties can challenge the planning decisions of the Township. A decision now to provide funding to appellants in an OMB hearing process will set a precedent for the Township moving forward.



OMB Hearing: Resident Costs (cont.)

- If Council wishes to provide funding to outside parties in this matter, it is strongly recommended that parameters and ground-rules be set through the creation and adoption of a formal grant process. Grant considerations would include:
 - Reason for OMB Hearing (impact to a certain minimum percentage of residents, type of impact to Township—environmental issues like water quality or air quality.)
 - Type of eligible OMB appellant (private citizen/non-profit vs. for-profit corporation, resident of Township vs. non-resident).
 - Position adopted at OMB (same side as Township vs. opposing side).
 - Types of expenditures funded (example: expert witness testimony where Township did not provide a similar witness and witness deemed critical to the success of the appeal).
 - Maximum percentage funded for each expenditure type (example: up to 75% of eligible costs).
 - Capped total dollar amount of the grant (example: one-time funding request per hearing of up to a specified dollar amount).
- If approved by Council, a reserve fund should be established to address future funding requests.



Committee of Adjustment



Operating Requirements: Committee of Adj.

Overall spending increase for the Committee of Adjustment of \$6,396 over 2015 Budget.

Salaries +\$396 (cost increase): Primarily due to COLA for staff

Materials +\$1,500 (cost increase): Due to separation of staff training from Committee Member conferences. Staff has been unable to attend training events due to more regular committee member usage/attendance at annual conference.

Revenues -\$4,500 (revenue decrease): Revenues have been decreased to reflect the revised four year average.

SPLIT BY TYPE OF SPENDING			
COMMITTEE OF ADJUSTMENT	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
SALARIES, WAGES, BENEFITS	18,946	18,550	396
MATERIALS, SUPPLIES	5,550	4,050	1,500
TOTAL SPEND	29,296	27,400	1,896
LESS: REVENUES	- 12,500	- 17,000	4,500
NET OPERATING COSTS	16,796	10,400	6,396



Drainage & Other Economic Development



Operating Requirements: Other

Drainage & Other -\$1,566 (cost decrease)

- This is primarily due to a cost decrease of the drainage superintendent offset by anticipated OMAFRA funding.

Economic Development \$0 (no change)

- This funding may be used for the acquisition of new Township signage.

SPLIT BY TYPE OF SPENDING			
DRAINAGE & OTHER	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
CONTRACTED SERVICES	15,000	15,264	- 264
LESS: REVENUES	- 2,750	- 1,448	- 1,302
NET OPERATING COSTS	12,250	13,816	- 1,566

SPLIT BY TYPE OF SPENDING			
ECONOMIC DEVELOPMENT	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
SALARIES, WAGES, BENEFITS	2,300	2,300	-
MATERIALS, SUPPLIES	2,700	2,700	-
NET OPERATING COSTS	5,000	5,000	-



Environmental Advisory Committee

a.k.a Pipeline Defence Funding



Operating Requirements: Other

Environmental Advisory -\$1,500 (cost decrease)

- The cost of two members of Council attending a 2-night, 3-day hearing in Calgary has been estimated at \$3,500.

SPLIT BY TYPE OF SPENDING

	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
ENVIRONMENTAL ADVISORY			
MATERIALS, SUPPLIES	3,500	-	3,500
CONTRACTED SERVICES	-	5,000	- 5,000
NET OPERATING COSTS	3,500	5,000	- 1,500



General Government



Operating Requirements: General Government

SPLIT BY TYPE OF SPENDING			
GENERAL GOVERNMENT	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
SALARIES, WAGES, BENEFITS	583,123	540,958	42,165
MATERIALS, SUPPLIES	165,467	167,023	- 1,556
CONTRACTED SERVICES	117,214	113,297	3,917
RENTS, FINANCIAL EXPENSES	11,600	7,650	3,950
EXTERNAL TRANSFERS/RESERVE TRANSFERS	15,962	20,362	- 4,400
AMORTIZATION OF CAPITAL ASSETS	26,880	18,898	7,982
TOTAL SPEND	920,246	868,188	52,058
LESS: REVENUES	- 689,240	- 674,377	- 14,863
NET OPERATING COSTS	231,006	193,811	37,195
SPLIT BY ACTIVITY			
GENERAL GOVERNMENT	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
GOVERNANCE	104,860	112,449	- 7,589
CORPORATE MANAGEMENT	116,146	71,362	44,784
ELECTION	10,000	10,000	-
NET OPERATING COSTS	231,006	193,811	37,195



Corporate Management

Corporate Management includes all Administrative (CAO/Clerk, Deputy Clerk, Executive Assistant, Administrative Assistant) and Finance (Treasurer, Financial Assistant/Reception) staff and includes overhead costs such as general insurance, IT management, and Township Municipal Office costs.



Operating Requirements: Corp. Mgmt.

- Overall spending increase for Corporate Management of \$44,784 over 2015 Budget.

SPLIT BY TYPE OF SPENDING			
CORPORATE MANAGEMENT	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
SALARIES, WAGES, BENEFITS	510,150	468,686	41,464
MATERIALS, SUPPLIES	143,232	137,208	6,024
CONTRACTED SERVICES	108,524	113,297	- 4,773
RENTS, FINANCIAL EXPENSES	11,600	7,650	3,950
EXTERNAL TRANSFERS/RESERVE TRANSFERS	-	-	-
AMORTIZATION OF CAPITAL ASSETS	26,880	18,898	7,982
TOTAL SPEND	800,386	745,739	54,647
LESS: REVENUES			
OMPFF FUNDING	- 474,100	- 468,200	- 5,900
INVESTMENT, PENALTIES & INTEREST	- 198,200	- 198,200	-
USER FEES	- 11,940	- 7,977	- 3,963
NET OPERATING COSTS	116,146	71,362	44,784



Overview of Operating Changes: Corp. Mgmt.

Salaries +\$41,464 (increase in cost)

- Primarily driven by the proposed addition of a permanent, full time cashier/receptionist of \$45.7K starting in May 2016.

Background: Treasury is currently staffed with two people, with time split between finance and front desk reception:

Treasurer: Approx. # Transactions/Year	Financial Assistant/Reception: # Transactions/Year
Billing and Collection: 7,600 tax bills/invoices, 1,500 collection notices, 5-10 tax sale files	Front Desk Reception/Phone: 325 Dog Tags, 144 Fire Permits, 443 Garbage Tags, building permits, parking tickets, general inquiries, etc.
Budgeting & Monthly Reporting: 250 JV adjustments	Cashier: 9,765 cash receipts, 1,240 deposits
Year-End Audit & Annual Reports: Audited F/S, council remuneration, development charges reserve, FIR, energy	Payroll: 742 time sheets processed + T4s and monthly government remittances
Review Accounts Payable: 3,275 vendor invoices	Accounts Payable: 3,275 vendor invoices, 1,860 cheques
Overflow reception / backup cashier	Tax Bill Mailing: 7,600 tax bills
Other: Financing/Banking, ad hoc finance support, grants, capital projects	



Treasury Staffing Issues

- Currently, the Treasury function is under-staffed:
 - Given the heavy workload, time is not available for cross-training between the two employees on key functions (payroll, accounts payable, tax billing), creating an operating risk for the Township.
 - Treasurer spends the majority of time on transactional functions, with limited to no time available to spend on analytical, value-added functions, like forecasting, cash management, internal audit, grants, benchmarking, performance management, costing, etc.
 - Receptionist duties conflict with time-sensitive files, like payroll. Payroll is completed in a public area. In general, the current workload exceeds standard work hours.
 - On average, 1 extra unpaid day a week is worked through voluntary overtime, not all extra time worked is tracked
 - Most other neighboring Townships do not mix reception with finance clerk duties.
 - In 2015, temp. help was brought in during peak periods (March, June) to assist with workload issues.



Treasury Staffing Issues (con't)

- It is proposed to address these issues by hiring a full-time receptionist-cashier in May 2016. Reporting to the Treasurer, the duties would be split as follows, with 2016 being a transition year as these functions take time to learn:

Treasurer	Financial Assistant	Receptionist/Cashier
Review Accounts Payable	Accounts Payable	Accounts Payable
Provide payroll guidance & support	Payroll	Backup Payroll
Month-end Reporting	Month-end adjustments	Filing
Tax reconciliation	Tax & Other Billing	Tax mailing
	Backup cashier*	Cashier
Tax Sales	Tax Collection Notices	Notice mailing
Value-added activities: forecasting, cash management, grants, internal audit, etc.	Backup receptionist*	Receptionist

*Until the new building is built.



Overview of Operating Changes: Corp. Mgmt.

Overall spending increase for Corporate Management of \$44,784 over 2015 Budget.

Salaries +\$41,464 (increase in cost)

- Other increases (COLA, OMERS, Health & Dental) offset by transfer of time from Corporate Management to Planning to better reflect usage of staff time.

Materials +\$6,024 (increase in cost)

- Primarily driven by the proposed implementation of the Vadim*OPEN* Property Tax Module at an estimated cost of \$5,668.
 - This would be a **customer service enhancement** to residents.
 - This module would be linked to the Township's web-site where ratepayers would be able to login and obtain their property tax account information directly from the website.
 - Would address common issues like care-giver access to property tax records and "snow-birds" who are away during interim billing.



VadimOPEN: Overview

With VadimOPEN, an on-line services tab is added to the web-site.

- Property Tax is one of many on-line options which could be added over time like pet licensing and parking tickets
- Users obtain login information from their last tax bill where a PIN is provided.
- Information on the web-site is linked to information obtained from the Township's financial system.

The screenshot shows the website's navigation bar with 'Home' and 'Online Services' (circled in red). Below the navigation bar is the Township logo and 'Register'/'Login' buttons. The main content area is divided into 'WELCOME' and 'QUICK LINKS'. The 'WELCOME' section contains a paragraph about online services and a 4-step guide. The 'QUICK LINKS' section lists various services, with 'PROPERTY TAX' (circled in red) being the first item. Other links include TAX CERTIFICATE, UTILITY BILLING, UTILITY CERTIFICATE, BUILDING PERMITS, BUSINESS LICENCE, ACCOUNTS PAYABLE, ACCOUNTS RECEIVABLE, PET LICENCE, Cemetery Search, Parking Tickets, Time Entry, Purchase Orders, and On-Line Payments.



VadimOPEN: Property Tax Module

Under the property tax link, assessment and property tax transaction information can be obtained:

Property Assessment

Tax Information				
Current Tax Year	:	\$3,703.71		
Previous Tax Year	:	\$3,714.65		
Assessments				
Assessment Year	Assessment Type	Value	Exempt	Total
2015	Current Market Value	\$158,000.00	\$0.00	\$158,000.00
2014	Current Market Value	\$158,000.00	\$0.00	\$158,000.00
2013	Current Market Value	\$158,000.00	\$0.00	\$158,000.00

Property Tax Transactions

Search					My Property Info					Bill Summary					Transactions				
Jur Number		: 520			Roll Number		: 03300100.0000			Balance		: \$3353.69			Show <input type="text" value="10"/> entries <input type="text" value="Search:"/> <input type="button" value="Print"/>				
Transaction Date	Description	Amount																	
05/01/2014	PENALTY	\$6.35																	
05/01/2014	INTEREST	\$10.21																	
06/02/2014	PENALTY	\$6.35																	
06/02/2014	INTEREST	\$10.21																	
07/02/2014	PENALTY	\$6.35																	



VadimOPEN: Property Tax Module (con't)

Tax Billing History and Due Dates

Search			My Property Info			Bill Summary			Transactions								
Jur Number : 520			Roll Number : 03300100.0000			Balance : \$3353.69											
Show 10 entries			Search: <input type="text"/>			Print											
Tax Years	Bill Amount	Due Date															
2015	\$615.46	09/25/2015															
2015	\$519.25	02/27/2015															
2014	\$530.11	09/26/2014															
2014	\$508.39	02/28/2014															
2013	\$47.29	09/27/2013															
2013	\$969.48	02/22/2013															
2012	\$958.20	09/28/2012															
2012	\$980.75	02/24/2012															
2011	\$1,498.23	09/30/2011															
2011	\$463.27	02/25/2011															
Showing 1 to 10 of 10 entries			First			Previous			1			Next			Last		

Vadim regional representative can be invited as a delegation to present VadimOPEN in more detail to Council upon request.



Overview of Operating Changes: Corp. Mgmt.

Contracted Materials/Rents -\$823 (decrease in cost)

- Two accounts offset due to the re-allocation of the photocopier rental budgeted as a contracted service in 2015 (new account).
- \$10,000 (\$5,000 carried forward from 2015, \$5,000 budgeted in 2016) has been budgeted to begin a strategic plan for the Township. This plan would:
 - Set the long-term vision for the Township
 - Identify broad strategies to achieve vision
 - Identify ways to measure progress

Strategic plans ensure that the Township is working towards defined priorities and common goals with linkages to the Township's performance management system.

Amortization +\$7,982 (increase in cost)

- Primarily driven by the amortization of the Perneel building, previously treated as work-in-process due to the installment payments for the property.



2016 Capital Requirements – Corp. Mgmt.

Capital Budget Requirements: \$78,495

- \$8,560 to replace computers/printers according to the Township replacement schedule. The Township replaces staff computers every 5 years, Council computers every 4 years. In comparison, the federal government has a scheduled refresh cycle of anywhere from 3 to 5 years, depending on the Department.
- \$5,135 to fund year 2 of the mandatory software upgrade of the Township’s financial system. One more payment required in 2017.
- Final payment for the Perneel property.

Capital Item	Budget	Funding	
		Reserves	Taxes
Vadim Upgrade (Part 2 of 3)	\$5,135	\$5,135	
2016 Computer Refresh	8,560	8,560	
Perneel Property	64,800		64,800
Total	78,495	13,695	64,800



Pressures – Corp. Mgmt.

Electronic Records Management System

- The Township's current vault for permanent Township records is at capacity.
- Unless an electronic records management system is implemented, a significant records vault will need to be constructed as part of the new Township Office. The construction of a fire-proof records room has the potential to be very expensive.
- It is recommended that the Township implement an electronic records management system over the next two years in order to address this issue and eliminate this need for space in the new building.
- Given current budget constraints, funding for this initiative has not been provided as part of Budget 2016. It is proposed that any surplus monies generated at year-end from general government/planning/development be used to fund this project.



Governance

*Governance covers the
activities of Council.*



Operating Requirements: Governance

- Overall spending decrease for Council of \$7,589 over 2015 Budget.

SPLIT BY TYPE OF SPENDING	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
GOVERNANCE (COUNCIL)			
SALARIES, WAGES, BENEFITS	72,973	72,272	701
MATERIALS, SUPPLIES	22,235	29,815	- 7,580
CONTRACTED SERVICES	3,690	-	3,690
RENTS, FINANCIAL EXPENSES	-	-	-
EXTERNAL TRANSFERS/RESERVE TRANSFERS	5,962	10,362	- 4,400
AMORTIZATION OF CAPITAL ASSETS	-	-	-
NET OPERATING COSTS	104,860	112,449	- 7,589

Salaries +\$701 (cost increase)

- 1% COLA adjustment.



Operating Requirements: Governance

Materials/Contract Services **-\$3,890** (cost decrease)

MATERIALS/SERVICES	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
COUNCIL - Miscellaneous	2,075	5,765	- 3,690
COUNCIL - Mileage	800	800	-
COUNCIL - Conventions & Meetings	10,000	14,900	- 4,900
COUNCIL - Public Relations	9,360	8,350	1,010
COUNCIL - IT Svcs & Support	3,690	-	3,690
TOTAL	25,925	29,815	- 3,890

Offsets

Convention and Meetings: 2016 budget of \$10,000

- Budget has been changed to \$2,000 per member of Council.

Miscellaneous Supplies/IT Services and Support: 2016 budget of \$5,765 total

- No change in budget required for phone charges, office supplies, laptop support and email services.

Mileage: 2016 Budget of \$800

- No change



Operating Requirements: Governance

Public Relations: 2016 budget of \$9,360

- Budget has increased by \$1,010 due to the bi-annual service award dinner and addition of the June Open House event.

Public Relations	2016 Budget	2015 Budget
BUSINESS ACHIEVEMENT AWARDS	2,000	2,000
CHRISTMAS TOWNSHIP DINNER	2,800	2,800
IN MEMORY	300	300
SENIOR AWARDS JUNE	600	200
SERVICE AWARD DINNER (NEXT DINNER 2018)	660	-
OTHER	1,000	1,000
BRANDING CONTEST		250
OPEN HOUSE	1,000	
VOLUNTEER APPRECIATION (CHANGE TO ANNUAL EVENT)	1,000	1,800
	9,360	8,350



Operating Requirements: Governance

External Transfers 2015 budget of \$5,962

- \$5,000 decrease for the Meals on Wheels mileage program.
- Final direction is required on the high school bursary amounts

ORGANIZATION	2016 Budget	2015 Budget
ARNPRIOR BRAESIDE MCNAB SENIORS AT HOME PROGRAM	1,000	1,000
MEALS ON WHEELS MILEAGE	-	5,000
RENFREW & AREA SENIORS HOME SUPPORT	300	300
WHITE LAKE COMMUNITY CEMETERY	1,000	1,000
SAND POINT COMMUNITY CEMETERY	1,000	1,000
GOSHEN CEMETERY	1,000	1,000
HIGH SCHOOL BURSARIES (3x\$300)	900	900
HIGH SCHOOL BURSARIES (3x\$200) INCREASE TO \$500?	600	
RENFREW COUNTY SENIORS GAMES	100	100
LEGION REMEMBRANCE DAY WREATH	62	62
	5,962	10,362



Election

- No change proposed for 2016. Reserve contribution to continue.

SPLIT BY TYPE OF SPENDING	2016 BUDGET	2015 BUDGET	+ Increase - Decrease
ELECTION			
EXTERNAL TRANSFERS/RESERVE TRANSFERS	10,000	10,000	-
NET OPERATING COSTS	10,000	10,000	-



Questions / Feedback