

Future Asset Replacements

It is important to be aware of future asset replacements in order to understand future spending requirements. The following table displays the scheduled asset replacements for the next three years as well as their corresponding estimated replacement values and accumulated funds to date.

Year	Item	Replacement Value	Accumulated Funds at January 1, 2010
2010	Arena compressor	\$30,000	\$34,651
	2006 Police cruiser	\$40,000	\$36,817
	Pool Dectron	\$400,000	\$80,000
	1982 Loader	\$155,000	\$160,638
	Police Firearms	\$3,000	\$3,000
	Directional signs	\$6,500	\$255
	Police Safety/Security Equipment	\$6,000	\$6,000
	1989 Trackless (already purchased for \$101,077)	\$105,000	\$110,332
	Fire Self-Contained Breathing Apparatuses	\$5,000	\$0
	Fire Portable Radios	\$2,000	2,000
Total		\$647,500	\$433,693
2011	2006 Chevrolet Silverado ½ Ton (Public Works)	\$25,000	\$20,808
	Telephone System	\$33,150	\$31,587
	Community Centre A/C	\$35,000	\$22,500
Total		\$93,150	\$74,895
2012	2002 Ford ½ Ton (recreation)	\$24,000	\$21,656
	2007 Police cruiser	\$40,000	\$9,161
	2005 Chevrolet Silverado 1500 HD (fire)	\$45,000	\$16,682
	Police computers	\$14,000	\$7,000
	Police communications	\$25,000	\$10,000
Total		\$148,000	\$64,499

Reserve & Reserve Funds

Existing Reserves	2009		2010		2010 Closing Balance
	Opening Balance	Contribution/Re venue	Withdrawal	Contribution/Re venue	
1997 Ford 1/2 Ton	25,000	-	23,467	-	1,533
2008 Municipal Road & Bridge Infrastructure Grant	143,949	-	-	-	143,949
Accessibility Compliance Reserve	20,000	-	1,990	18,010	(0)
Arena Roof	30,000	-	30,000	-	-
Arena Compressor #1	-	25,000	-	-	25,000
Assistive Listening Reserve	720	3	-	-	723
Cemetery Capital Reserve	1,565	-	-	-	1,565
Cemetery Care & Maintenance Trust	225,747	12,122	-	-	237,869
Economic Development Website Reserve	7,500	5,000	7,500	-	5,000
Gas Tax Reserve	170,110	135,215	40,315	129,326	340,589
Grouse Park Fencing Reserve	1,333	-	-	-	1,333
Hydro Sale Proceeds Reserve	160,269	8,036	60,000	-	93,305
Insurance Contingency Reserve	46,720	-	-	-	46,720
Investing in Ontario Grant	205,992	-	-	-	205,992
Living Legacy Reserve	4,425	-	-	-	4,425
Loader	-	2,412	-	-	2,412
North Renfrew Emergency Unit Trust	10,123	11,631	14,885	-	6,868
Physician Recruitment Reserve	11,594	22,066	-	-	33,660
Police Auction Reserve	1,908	8	-	-	1,916
Police Legal Reserve	690	-	690	-	-
Pool Dectron Reserve	80,000	-	-	-	80,000
Sick Leave Reserve	108,865	50,000	50,089	50,000	158,776
Waterfront Development Project Reserve	25,488	107,613	88,412	-	22,689
Working Funds Reserve	72,066	-	22,066	-	50,000
Working Funds Reserve - Accumulated Surplus	-	312,826	312,826	-	-
WSIB Claim Reserve	72,964	-	-	-	72,964
Total	1,427,027	691,933	652,240	179,326	1,218,884

Reserve Descriptions:

1. **1997 Ford ½ Ton** – Reserved per Resolution #173-2008. Most of the reserve was used in 2009 (\$23,467) to replace the 1997 Ford ½ ton.
2. **2008 Municipal Road & Bridge Infrastructure Grant** – Received in 2008 and placed in a reserve.
3. **Accessibility Reserve** – This reserve was created from funds accumulated in 2008. Accessibility training costs of \$1,990 were spent in 2009. A total of \$17,00 has been spent in 2010 on improving the accessibility at the Town Hall through automatic doors and ramping.
4. **Arena Roof** - Reserved per Resolution #173-2008 and expended in 2009.
5. **Arena Compressor #1** - Reserved per Resolution #173-2008.
6. **Assistive Listening Reserve** – This reserve has been established to offset investments in assistive listening devices.
7. **Cemetery Capital Reserve** – This reserve is used for investments in capital for the Town-owned cemetery.
8. **Cemetery Care & Maintenance Trust** – This reserve has been set up for the long-term maintenance of the Town-owned cemetery.
9. **Economic Development Website Reserve** – Reserved per Resolution #171-2008. An additional \$5,000 contribution from the Town of Laurentian Hills has been reserved to be spent in 2010.
10. **Gas Tax Reserve** - The gas tax funding is to be invested in environmentally sustainable infrastructure including:
 - Public transit
 - Water and waste water
 - Solid waste
 - Local roads
 - Bridges and roads (including bike lanes, map development and signage)
 - Capacity building and community energy systems
 - Retrofit municipal buildings and infrastructure
 - New sidewalks along existing roads and repairs to sidewalks along existing roads
 - Off-road multi-use pathways
 - Sidewalks and pathways for a variety of community and recreation needs

The Town will receive \$129,326 in 2010 and is required to spend the 2007 allocation of \$53,747.

- 11. Grouse Park Fencing Reserve** – These funds are reserved for the purchase of fencing at Grouse Park.
- 12. Hydro Sale Proceeds Reserve** – This reserve contains the remainder of the proceeds received from the sale of the hydro utility.
- 13. Insurance Contingency Reserve** – This reserve has been set up to offset the costs associated with deductible costs of potential insurance claims against the Town.
- 14. Investing in Ontario Grant** - Received in 2008 and placed in a reserve.
- 15. Living Legacy Reserve** – This reserve is the balance of funds received from the Provincial government for the construction of the Living Legacy kiosk. Note that the Town is required to maintain the kiosk until 2011.
- 16. Loader** – The loader was scheduled to be replaced in 2009. This reserve is the taxed portion of the replacement cost of the loader, which was not purchased in 2009, but scheduled for replacement in 2010.
- 17. North Renfrew Emergency Unit Trust** – This trust is set up to receive the operating surpluses/deficits of the North Renfrew Emergency Response Unit.
- 18. Physician Recruitment Reserve** – This reserve has been established to cover the costs of potential physician recruitment expenses.
- 19. Police Auction Reserve** – This reserve has been set up for the proceeds related to police auctions.
- 20. Police Legal Reserve** – This reserve has been set up to offset the costs associated with potential legal expenses incurred by the Police department.
- 21. Pool Dectron Reserve** – This reserve was created from funds accumulated in 2008 for the dectron unit (\$25,000 from the Hydro Reserve, \$25,000 from ARRF and \$30,000 from taxation).
- 22. Sick Leave Reserve** – Funds have been set aside for the future payout of sick leave. Upon retirement, employees are entitled to 50% of the value of their accumulated sick leave up to half a year's salary. The reserve has been set up to offset these costs in the year in which they occur.
- 23. Waterfront Development Project Reserve** – This reserve is used to accumulate funds to be spent on the waterfront project. Construction is expected to be complete in 2010.
- 24. Working Funds Reserve** – This is a non-restricted reserve to be used for whatever the Town deems necessary.

25. Working Funds Reserve - Accumulated Surplus - For 2009, this refers to the amount of surplus from 2008.

26. WSIB Claim Reserve - This reserve has been set up to offset the costs associated with potential WSIB insurance claims, since the Town is a Class 2 employer.

Staffing Summary

Department	Full-Time	Part-Time	Students
Council	-	7	-
Corporate Administration	3	3	-
Building & Plumbing Inspection	-	1	-
Emergency Services	10	-	-
Library	1	5	5
Police Services	10	1	-
Finance & Administration	3	2	-
Planning & Development	1	-	-
Public Works	10	-	8
Recreation	5	5	50
Total	43	24	63

The above table shows the staffing compliment for the Town of Deep River broken down by department. Please note that the total number of students does not represent the number of students that are employed with the Town at a point in time, but rather an approximate number of students that the Town employs over the course of a year.

Grant/Donation Recipients

The following tables illustrate the funds distributed by the Town to recipients in the form of grants or donations. Please note that this does not include Junior Instructional Grants.

2009 – Actual

Recipient	Amount (\$)
North Renfrew Family Services	\$4,000
Deep River Community Association – fireworks	\$2,000
Renfrew County Regional Science & Technology Fair	\$300
Renfrew County Seniors Games	\$500
Total	\$6,800

2010 – Budget

Recipient	Amount (\$)
North Renfrew Family Services	\$4,000
Deep River Community Association – fireworks	\$2,000
Renfrew County Regional Science & Technology Fair	\$300
Renfrew County Seniors Games	\$500
Total	\$6,800

COUNCIL OPERATIONS

Operating Budget – Council Operations

	Budget		2009 Actual	Variance
	2010	2009		
Revenue	-	-	-	-
Payroll Costs	76,932	76,836	76,256	96
Materials & Services	12,603	10,816	3,794	1,787
Transfer to Capital	-	-	-	-
Net Expenditures	89,535	87,652	80,050	1,883

Includes the following accounts:

- 110 - Council Operations

CORPORATE ADMINISTRATION

Background

Corporate Administration has several distinct roles:

1. Exercise general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality
2. Implement Council's decisions and establish administrative practices and procedures to carry out Council's decisions
3. Undertake research and provide advice to Council on the policies and programs of the municipality
4. Record without note or comment, all resolutions, decisions and other proceedings of Council
5. If required by any member present at a vote, to record the name and vote of every member voting on any matter or question
6. Keep the originals or copies of all by-laws and of all minutes of the proceedings of Council
7. Carry out the duties required under the Ontario Municipal Act or any Act and other duties assigned by the municipality

2009 Achievements

- Conducted regular Senior Management Meetings to build teamwork and a corporate focus
- Presented to Council a draft Sustainability Work Plan
- Developed a Customer Service policy and completed training requirements in order to be in compliance with the Accessible Customer Service Standard of the Accessibility for Ontario with Disabilities Act
- Coordinated the initial inventory phase of the development of a Forest Management Plan
- Administered the disposition of funds for the Waterfront Improvement Project
- Implemented an Employee Assistance Program with North Renfrew Family Services
- Began a review of the Parking By-Law
- Entered into an amending agreement with the Deep River Yacht and Tennis Club
- Developed a Business Continuity Plan in response to the anticipated H1N1 pandemic
- Completed an upgrade of the computer network server
- Reached a negotiated 1 year fire fighter agreement (expired December 31, 2008)
- Four staff members continue to participate in the AMCTO Municipal Management Diploma Program
- Continued with the policy and by-law review process
- Completed the PSAB3150 inventory valuation process
- Administered a new Goose Management Program

2010 Issues, Opportunities & Challenges

Governance

- Prepare for the October 25, 2010 Municipal Election
- Establish a Ministry facilitated Roles and Responsibilities session after the October election and before the inaugural meeting (October 28 or 29)
- Determine a vision for the future based on key priorities – a vision will help Council focus on an appropriate organizational structure – establish a new organizational structure
- Complete a review of Council Honorarium (By-Law No. 28-2002)
- Complete a review of the Senior Staff Working Conditions By-Law (By-Law No. 23-2007)
- Continue to comply with requirements with the Accessibility for Ontarians with Disabilities Act
- Complete a review of the Procedural By-Law (By-Law No. 14-2008)
- Review the Town's Procurement Policy (Policy No. F17-1)
- Develop a Performance Review Policy
- Develop a policy and program with respect to Workplace Violence and Workplace Harassment (Bill 168 enacted December 2009)

Plans & Programs

- Complete the development of a Forest Management Plan
- Generate a Succession Plan to address future replacement of staff, board members and committee members
- Explore the development of an Employee Recognition Program (Policy No. H02-3)

Organizational

- Continue to conduct Senior Management meetings; implement new organizational structure with a corporate focus and create a new culture
- Continue management training and development opportunities
- Take time to assess people, processes, projects and programs to determine how we can be a better organization
- Complete Fire Fighter negotiations (existing agreement expired December 31, 2008)
- Complete CUPE negotiations (existing agreement expired February 28, 2010)
- Examine the Town's existing obligations surrounding vacation and sick leave

Operating Budget – Corporate Administration

	Budget		2009 Actual	Variance
	2010	2009		
Revenue	(49,490)	(338,126)	(346,776)	288,636
Payroll Costs	99,973	90,773	175,162	9,200
Materials & Services	222,268	229,824	234,125	(7,556)
Transfer to Capital	714,779	714,779	718,221	-
Net Expenditures	987,530	697,250	780,733	290,280

Includes the following accounts:

- 130 - Corporate Administration
- Please note that the amount of the transfer to capital for the Corporate Administration budget section includes all department transfers to capital with the exception of the Police Department (which is included in their respective section).

BUILDING INSPECTION & PLUMBING

Background

The Chief Building Official & Plumbing Inspector for the Town of Deep River is responsible for issuing building and plumbing permits and enforcement of the Building Code Act (BCA) and the Building Code.

The Building Inspection & Plumbing Department has several distinct roles:

1. Performs all actions and activities in a responsible manner and consistent with policies/guidelines of the municipality
2. Provides advice and guidance to customers
3. Receives and reviews all applications for new construction, renovation, demolition and alteration ensuring conformity to the Ontario Building Code and all other relevant legislation and local by-laws
4. Liaises with the Renfrew County and District Health Unit, Ministry of Transportation, Hydro One, Ontario Power Generation, Ministry of Environment, the Public Works Department and any other agencies whose interests may be affected by an application
5. Schedules and conducts all applicable inspections as per Building Code and other applicable legislation
6. Issues orders on jobs for non-compliance with the BCA and Ontario Building Code
7. Works and consults with residents and contractors to ensure smooth construction processes
8. Creates an awareness of residential and contractor roles, responsibilities and processes
9. Responsible for surveillance throughout the Town of Deep River for compliance to the Building Code and to the Municipal Zoning By-Law ensuring that all builds are permitted and inspected
10. Advises Council, through the CAO/Clerk and through regular reports, on all matters relating to building, planning and zoning and the potential implications of any changes or policies for the Town of Deep River
11. Advises Council, through the CAO/Clerk, on changes in educational requirements for the CBO position and advice on appropriate training/seminar opportunities
12. Attends regular County Building Official meetings to keep abreast of current changes and the building environment within the County

2009 Achievements

- Issued 205 permits
- Total construction value was \$3,879,317
- Residential permit value was \$2,939,717
- Commercial permit value was \$939,600
- Industrial permit value was \$0
- Residential permit fees collected was \$18,312

- Commercial permit fees collected was \$4,844
- Total permit fees collected was \$23,156
- Zoning letter fees collected was \$680
- New home construction was 5
- Began steps to make the Town Hall more accessible for people with disabilities
- A new communications tower was erected at the North Renfrew Long-Term Care Center
- A revised building fee schedule was adopted and implemented (By-Law No. 22-2008)
- Completed new filing system in building department

2010 Issues, Opportunities & Challenges

- Strive to provide the best customer service possible while informing citizens and contractors of their responsibility pertaining to the Building Code and local by-laws. This includes continuing to enhance the positive working relationship with citizens and contractors.
- Review salary for Chief Building Official (including a review of pay equity among Building Inspectors)
- Continue preparations for compliance with upcoming standards under the Accessibility for Ontarians with Disabilities Act (AODA)
- Review of building fee schedule
- Review building by-law relating to Bill 124 (2006GB003)

Operating Budget – Building Inspection & Plumbing

	Budget		2009 Actual	Variance
	2010	2009		
Revenue	(24,200)	(25,010)	(25,123)	810
Payroll Costs	49,402	43,178	48,206	6,224
Materials & Services	6,820	10,305	9,805	(3,485)
Transfer to Capital	-	-	-	-
Net Expenditures	32,022	28,473	32,888	3,549

Includes the following accounts:

- 240 – Protective Inspection and Control

NOTE: Animal Control and By-Law Enforcement have been moved to the Corporate Administration account.

EMERGENCY SERVICES

Background

The Emergency Services Department is comprised of two major components: 1) Fire Services and 2) Emergency Management. The purpose of emergency services is to prevent or safely minimize the loss of life and property in fire and other emergencies. We achieve our mandate through customer service, administration, prevention, training and emergency preparedness.

2009 Achievements

Fire Services

- Performed the ongoing smoke alarm program
- All personnel completed required customer service training
- Purchased a new compressor
- Updated fitness equipment, including the purchase of a new treadmill
- Joint live fire training held in June with the AECL Fire Department

Emergency Management

- Conducted a table top exercise of the Town's Emergency Response Plan
- Maintained public relations programs and services such as child car seat installations, school fire prevention programs and public awareness announcements

2010 Issues, Opportunities & Challenges

- Development of a Fire Master Plan
- A composite Fire Department comprising full-time and volunteer fire fighters will be addressed in 2010
- Joint Live Fire Training with AECL Fire Department
- Update the Town's Emergency Response Plan and hold a table top exercise
- Purchase 2 self-contained breathing apparatuses
- Purchase 2 portable radios
- Purchase a fax /copier (needed for emergency measures)

Performance Targets

- Master Fire Plan should be completed by October 2010
- Overtime, mainly caused by vacation and sick leave, should be held to under \$15,000
- Lieu time payout should be very close to nil
- Joint Live Fire Training with AECL completed before July
- Municipal training regarding the Town's Emergency Response Plan will be held before August for Town personnel

Operating Budget – Emergency Services

	Budget		2009 Actual	Variance
	2010	2009		
Revenue	(700)	(2,664)	(23,030)	1,964
Payroll Costs	971,768	921,977	1,021,745	49,791
Materials & Services	87,610	101,196	113,122	(13,586)
Transfer to Capital	-	-	-	-
Net Expenditures	1,058,678	1,020,509	1,111,837	38,169

Includes the following accounts:

- 210 – Fire
- 211 – North Renfrew Emergency Response
- 252 – Emergency Planning

FINANCE & ADMINISTRATION

Background

The Finance and Administration department has several distinct responsibilities:

1. Responsible for all financial activities of the Town, including issuing and collecting taxes and sewer/water accounts
2. Responsible for administering grant applications
3. Responsible for the implementation and maintenance of PSAB3150
4. Responsible for audit and reporting of the Town's financial position
5. Responsible for insurance policies of the Town

2009 Achievements

- Budgets in accordance with Annual Budget Procedure Policy F05-1
- Prepared and presented to Council the 2009 General, Capital and Sewer/Water Budgets
- Attended Accessible Customer Service training at the County
- Collected and valued capital assets related to the implementation of PSAB3150
- Attended Tax Policy Working Group meetings
- Prepared documentation to place Town's share of water treatment construction costs on a long-term loan through Infrastructure Ontario
- Coordinated preparation and distribution of property tax bills and sewer/water bills in accordance with municipal by-laws and the Municipal Act
- Monitored tax and sewer/water arrears to ensure they remain within a reasonable level

2010 Issues, Opportunities & Challenges

- Ensure that our share of the construction cost related to the upgrading of underground services on Ridge Road (through the Infrastructure Stimulus Fund) are available for immediate construction needs
- Implementation of the new water and wastewater rates as suggested in the Watson report dated November 2, 2009
- Continue to administer disposition of the Rural Infrastructure Investment Initiative grant (grant amount \$982,100 for sewage treatment plant sludge handling)
- Administer collection and disposition of funds regarding the Waterfront Improvement Project
- Work with MPAC to receive updated assessments for new constructions that are currently not on the roll
- Review Keys Property rental rates
- Prepare for HST implementation

Performance Targets

Area	Performance Target
Payroll	<ul style="list-style-type: none"> • Ensure new payroll clerk is fully conversant with payroll process
Accounts Payable	<ul style="list-style-type: none"> • Ensure all accounts payable are handled in a timely manner in order to avoid late payment charges • Ensure all filing is kept up-to-date in order to allow for quick retrieval of information when required by staff members • Ensure policy surrounding use of Town credit cards is being followed
Accounts Receivable	<ul style="list-style-type: none"> • Ensure all accounts owing to the Town are invoiced in a timely manner and late payments are closely monitored
Reporting	<ul style="list-style-type: none"> • Ensure monthly revenue/expenditure reports are distributed to department heads within ten days of month end and that monthly Council financial reports are prepared prior to the second Council meeting of the month
Budget	<ul style="list-style-type: none"> • Ensure annual operating, capital, and sewer/water budgets are prepared on or before the dates set by Council
Policy Development	<ul style="list-style-type: none"> • Review finance and accounting policies
Financial Control	<ul style="list-style-type: none"> • Review annual audit letter and ensure any deficiencies noted are addressed immediately
Client Services	<ul style="list-style-type: none"> • Ensure that all ratepayer inquiries are dealt with in a friendly and efficient manner

Operating Budget – Finance & Administration

	Budget		2009 Actual	Variance
	2010	2009		
Revenue	(6,278,804)	(5,683,298)	(5,755,895)	(595,506)
Payroll Costs	449,323	432,176	443,068	17,147
Materials & Services	223,271	160,604	149,578	62,667
Transfer to Capital	-	-	-	-
Net Expenditures	(5,606,210)	(5,090,518)	(5,163,249)	(515,692)

Includes the following accounts:

- 010 - Taxation
- 020 - Payment in Lieu of Taxes
- 030 - Ontario Unconditional Grants
- 120 - Finance & Administration
- 140 - Town Hall
- 150 - Keys Property
- 314 - Child Crossing Patrol
- 360 - Airports
- 510 - Public Health Services (Physician Recruitment)

PLANNING & DEVELOPMENT

Background

The Planning & Development Department is responsible for a variety of land use planning and economic development functions for the Town of Deep River. The department works closely with developers and the County of Renfrew Planning Department, which supplies professional planning expertise and materials as required. Zoning and Official Plan amendment applications and subdivision issues are dealt with by working closely with the County. Site Plan Agreements, Consents, and Minor Variances are dealt with locally, although reports from the County are part of the consent approval process.

On the Economic Development side, the department works with partners in Laurentian Hills and Head, Clara & Maria to promote the area as a place to live, to visit (tourism) and to invest. There are also strong ties to the Ottawa Valley Economic Development Partners Group, who promote the entire county, and the Ontario East Economic Development Commission, which has an Eastern Ontario mandate.

2009 Achievements

Planning

- Dealt with one minor variance application, six consent applications, three zoning amendments, and one Official Plan Amendment
- Began working with developer Herb Shaw on the third phase of his subdivision development

Economic Development

- Produced and distributed the second full colour Visitors Directory
- Worked with OMAFRA, Bell Aliant, Laurentian Hills and The Laurentian Hills Broadband Committee to successfully bring Broadband Internet services to the area between Deep River and Rolphton. This project also resulted in improved high speed internet service in the west end of Deep River.
- Successfully completed the Economic Development web site project
- Attended 2 weekend trade shows to promote the area (in Toronto and Petawawa)
- Sponsored 2 workshops on the effective use of Internet technologies in business
- Attended numerous Chamber of Commerce meetings, strengthening the Chamber/Economic Development partnership
- Performed business visits to the majority of commercial businesses in the area
- Facilitated the development of new signage for the Chalk River Business Park
- Successfully completed phase one of a signage plan to help visitor's find their way to Town facilities

2010 Issues, Opportunities & Challenges

- Work with external groups on trail development between Petawawa and Deep River and inform East Lands Committee on progress
- Work on Expo150 with the commercial/business team
- Help to facilitate the development of a writers festival in Deep River
- Continue to improve and develop the Economic Development website
- Work with the Chamber of Commerce to make businesses more aware of opportunities related to internet technologies
- Ensure that planning procedures are as current as possible
- Continue to promote tourism through the activities of the Visitors Centre, advertising in selected publications, development and distribution of the Visitors Directory, working with the OVTA, and participation in selected trade shows
- Complete phase two of the signage program for Deep River
- Promote further development of the Chalk River Business Park
- Monitor developments relating to our major employer and inform Council when appropriate
- Start preparations for the next Official Plan review, list issues that are arising due to changing circumstances in the community

Operating Budget – Planning & Development

	Budget		2009 Actual	Variance
	2010	2009		
Revenue	(35,000)	(42,400)	(47,155)	7,400
Payroll Costs	84,512	84,212	83,013	300
Materials & Services	54,960	67,850	66,004	(12,890)
Transfer to Capital	-	-	-	-
Net Expenditures	104,472	109,662	101,863	(5,190)

Includes the following accounts:

- 810 - Planning and Zoning
- 820 - Economic Development