

Township of Leeds and the Thousand Islands

ANNUAL REPORT 2022

Come, Join Us ...



Township of
Leeds and the
Thousand Islands

www.leeds1000islands.ca



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A Message from the Mayor



2022 was an exciting year for the Township. I am honored to have been acclaimed as Mayor, and with all of Council being re-elected, this provides the opportunity for Council and staff to continue to advance important work on priorities from the Strategic Plan. Shortly into the new term, we had the unexpected passing of Councilor Gord Ohlke, whose contributions to Council and the community are missed.

Council are proud to continue to have the trust of residents, to serve the Township, and to advance the work to support and enhance the community we live in. We were very fortunate to experience many great events in our Township during 2022 including Seeley's Bay Frost Fest, Rockport Winter Carnival, the Lansdowne Fair, Lyndhurst Turkey Fair and many more.

We are so appreciative of the many community members and volunteers who dedicate their time and hard work to make these wonderful events happen in our Township.

Events provide valuable opportunities for our community to come together and connect socially, be entertained, and showcase the amenities and beauty that our Township has to offer, as well as attracting thousands of tourists.

A number of large projects are underway including the planning and construction of a new fire station in Seeley's Bay and the rehabilitation of Ivy Lea Wharf. In 2022, the Operations and Infrastructure Department completed Building Condition Assessments for all our facilities which provide valuable information that will allow for proactive planning for improvements and maintenance on these structures to ensure uninterrupted services are available to the community.

This information has been incorporated into our Asset Management Plan and feeds into our operating and capital budgets. In 2022, Council was presented with a financial plan for the Township which is a critical component of the budget process and imperative to prudent stewardship of the Township's resources. The financial plan allows Council and staff to work together to ensure decision making is focused on long term financial sustainability.

The decisions that we make today need to balance the current needs and impacts on residents with the long-term goals and the financial position of our Township. Council is making tough decisions with respect to budgetary pressures to try to ensure that future generations do not bear the burden of aging infrastructure.

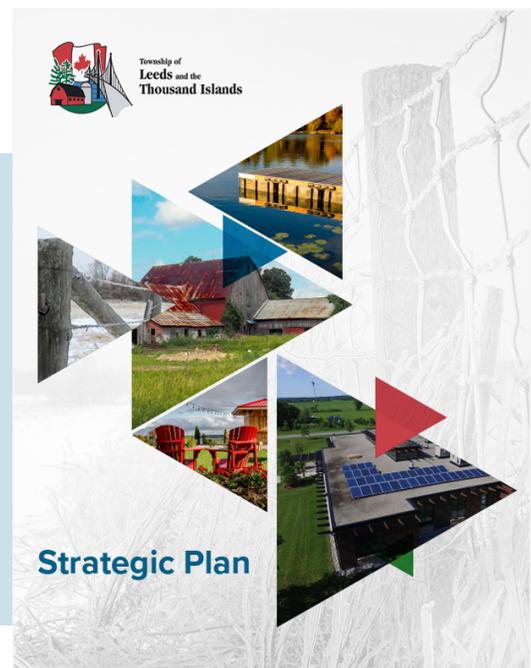
The Planning and Development Department experienced high volumes of applications and permits in 2022. There continues to be lots of building activity including new home construction, renovations to existing homes, sheds, decks and other improvements. Ensuring construction and renovations are done with permits and in accordance with the Ontario Building Code is an important role of building staff to protect homeowners and business owners and ensure safe, legal structures that mitigate legal and health and safety risks.

In 2022, the high rate of inflation impacted the cost of living through significant increases in the cost of essential goods including groceries, fuel, and heat. Housing affordability in Ontario has reached crisis levels due to limited supply and inflation. The Township is continuing to implement new policy directives of the Province through Bill 109, More Homes for Everyone Act and Bill 23, More Homes Built Faster Act. We continue to work with the United Counties of Leeds and Grenville to advance opportunities for new housing and provide supports to those experiencing hardship during these tough economic times.

I am proud of everything that we have collectively achieved as a Township in 2022 and look forward to continuing to build on our successes for years to come.

Corinna Smith-Gatcke
Mayor of Leeds and the Thousand Islands

The 10-year Strategic Plan is guide for the Township's annual budgets and operations plans. It is the basis on which we track and report on our progress. It will ensure the work of the Township is aligned with the strategic priorities of our community. The plan rests on four strategic pillars that set out the Township's key priorities. We are pleased to report on our progress in our first year of the plan, for 2022.

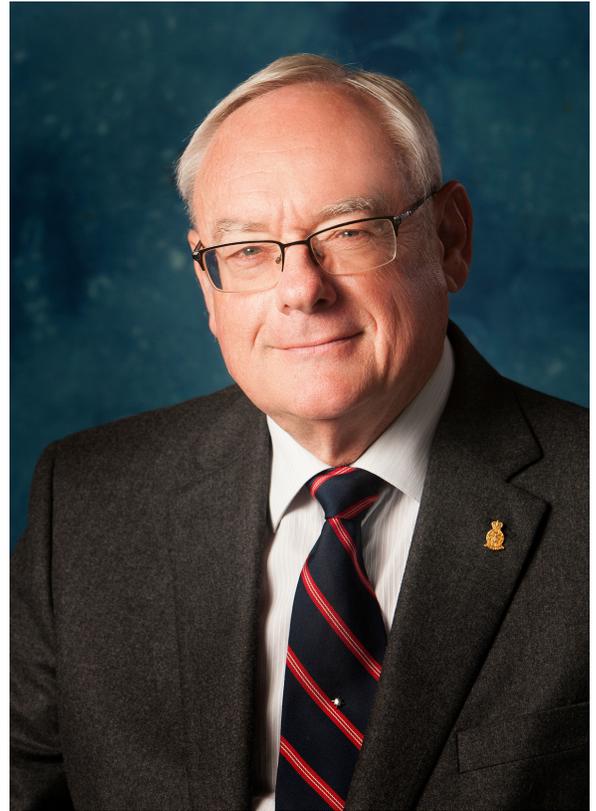


Remembering Deputy Mayor, Gord Ohlke

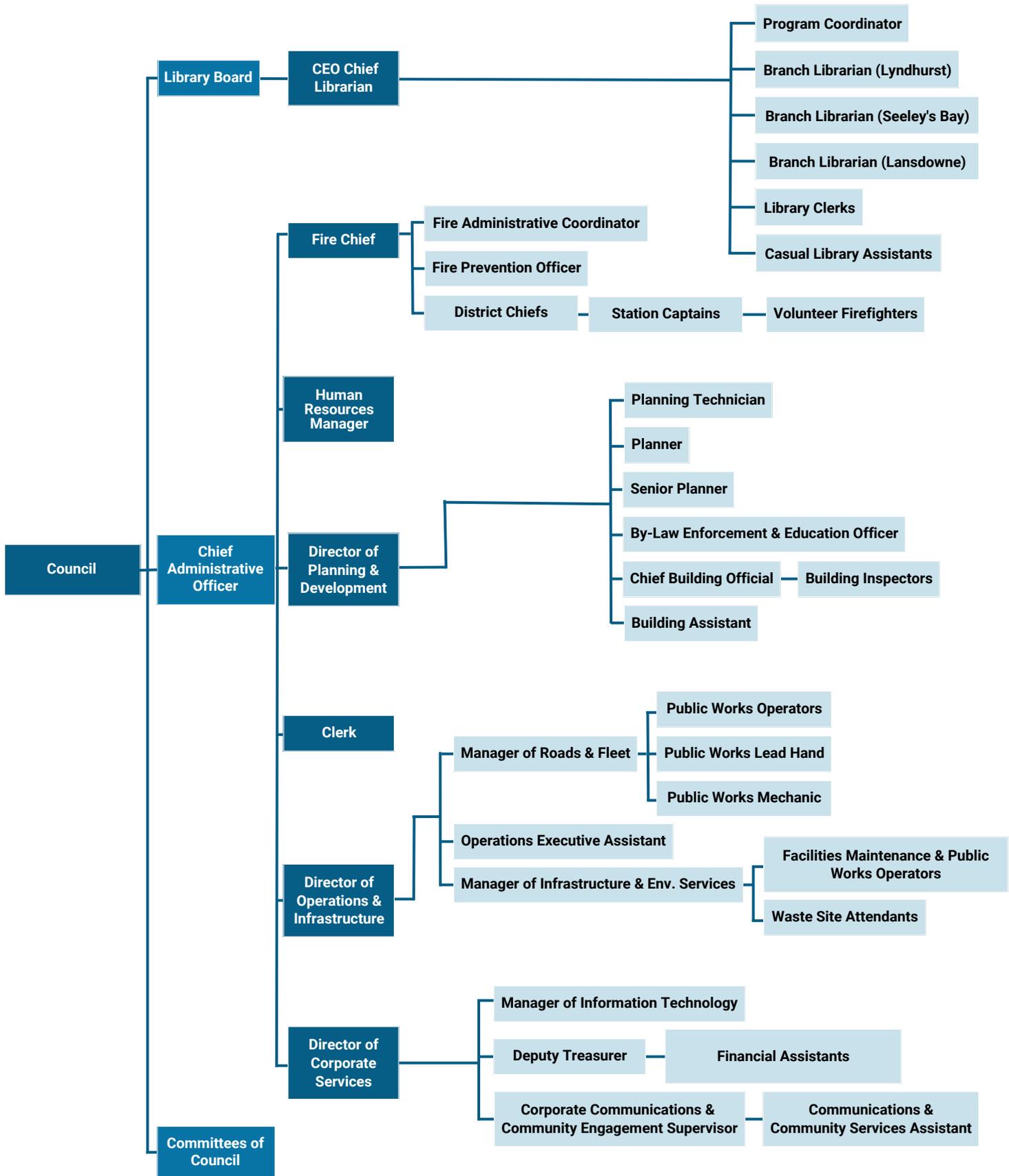
On February 22, 2023, Deputy Mayor Gord Ohlke passed away. Gord was first elected in 2018 as Councillor – Ward 2, and re-elected in 2022. Gord was appointed as Deputy Mayor in 2022 by his colleagues on Council and also represented Council as a board member of the Leeds and Thousand Islands Public Library and the Cataraqui Region Conservation Authority.

Council, staff and residents of the Township widely respected Gord. During the 2018 and 2022 elections, he campaigned door-to-door throughout Ward 2 and was able to connect personally with many constituents. Gord was a strong advocate for the community and diligently worked with Council and staff to advance taxpayer interests.

Gord's absence is keenly felt at the Council table, the Township Office and in the community.



Township of Leeds and the Thousand Islands Organization Chart



Continue Continuous Improvement

Action - Corporate review/update of HR policies and practices including e-learning training, performance management, policy manual and employee records.

- An Information Technology Manger was hired and began streamlining existing operations with a focus on cloud, security, and standardization. More systems were moved to online platforms for improved access and reliability.
- A Human Resources (HR) Manager was hired. The review of HR policies and practices is underway, including performance appraisal process updates and updates to the Workplace health and safety procedures.
- 45 TLTI firefighters and Officers received certification through the Township's Regional Training Centre (RTC) in Fire Prevention, Fire Officer, and Firefighter disciplines.

Action - Standardize and implement programs, policy processes, and tools to improve organizational effectiveness and efficiency.

- The implementation of an Electronic Document & Records Management system was started in 2022 with support through the Municipal Modernization Fund in the amount of \$10,775.
- In July 2022, Council approved an Administrative Monetary Penalty By-law. This allows By-law Enforcement staff to issue tickets with monetary penalties when there is non-compliance with a Township By-law. The Canine Control, Property Standards and Safe Properties By-laws were updated to allow enforcement with monetary penalties.
- There were several legislative changes from the province in 2022 through Bill 109, the More Homes for Everyone Act, 2022, and Bill 23, More Homes Built Faster Act, 2022. These bills impact what planning approvals are required, timelines for processing applications, and information required to support applications. There were also substantive changes to the Ontario Heritage Act through Bill 23. The Planning Department is in the process of reviewing how these acts affect current development review and heritage act approval processes.

Action - Develop and implement a corporate risk management strategy.

- The implementation of a Special Events Policy was established to establish guidelines for the allocation and management of special events within TLTI, inform all the affected municipal departments about a proposed event, ensure health and safety guidelines, provide organizers with information necessary permits, permissions, insurance requirements, and approvals based upon information provided by the event organizer, making sure municipal services are not negatively impacted by events and mitigating risk to the event organizer, guests and TLTI.

Commit to Asset Management Plan and Prudent Funding

Action - Integrate asset management/work order management system to centralize asset dates, streamline and automate processes and meet customer and technical levels of services.

- The implementation of the Citywide asset collector and router patrol software, partially funded by the Municipal Modernization Fund, continues to leverage the asset management and work order management system.

Action - Review of financial policies to keep pace with changing financial environment.

- The on-going review and updating of the financial polices, included the following new policies;
 - Allowance for Doubtful Accounts Policy
 - Debt Management Policy
 - Financial Administration Policy

Action - Regular reporting on financial health.

- Financial update reports were provided on June 30, September 30, and December 31. The Audited financial statements and the Financial Information returns were completed.

Action - Employ financial strategies to leverage all available funding sources to meet the infrastructure requirements as outlined in the Asset Management Plan to ensure long term financial sustainability.

- The 2023 municipal and water and wastewater budgets were presented to Council and included an eight-year financial plan allowing Council to make decisions to support the long-term sustainability of the Township.
- Property was purchased and a consulting firm was engaged for the relocation and design of Fire Station # 2 in Seeley's Bay to 3300 County Road 32.
- The following items were completed under the Asset Management Plan;
 - 57 km of gravel roads were resurfaced.
 - 20,989 m² of double surface treatments and 51,015 m² of single surface treatments were applied to local hard surface roads .
 - 2.5 km of Taylor Road West and 0.5 km of Boundary Road were rehabilitated.

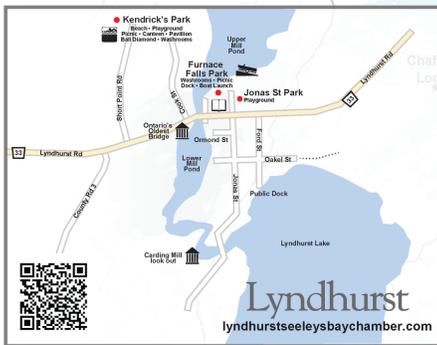
Commit to Asset Management Plan & Prudent Funding

Capital Expense Projects 2022	Costs
1. Taylor Road West	\$405,000
2. Boundary Road	\$60,000
3. Micro-Surfacing Sweets Corners Road	\$195,000
4. Micro-Surfacing Seeley's Bay Village Roads	\$47,000
5. Surface Treatment Railway Street	\$50,000
6. Surface Treatment Sand Bay Road	\$86,000
7. Surface Treatment Blue Mountain Road	\$52,000
8. Surface Treatment Big Hill Road	\$38,000
9. Lansdowne Water Meter Replacement - Utilities	\$170,000
10. Intersection Lights (Seeley's Bay) - Utilities	\$10,000
11. Bay Street Storm Pipe and Paving - Utilities	\$57,000
12. Escott Complex (Archives & Springfield) - Facilities	\$29,000 of \$1 Million
13. Seeley's Bay Fire Hall at 3300 County Road 32 - Facilities	\$245,000 of \$4 Million
14. 1233 Prince Street (Renovations & AODA Upgrades) - Facilities	\$34,000 of \$200,000
15. Ivy Lea Wharf - Marine Facilities	\$339,000 of \$2.6 Million



Come, Join Us ...

Township of Leeds and the Thousand Islands



Contact the Visitor Centre
 1-844-382-8044
 613-382-8044
 travel1000islands.ca
 leeds1000islands.ca

Harbour	Splashpad
Parkway Trail	Swimming
Boat Launch	Historical Attractions
Trails	Public Washroom
Library	amazingplaces.ca
Wifi	• Park

Advocate for the Community

Action - Foster relationships within all levels of government, municipal associations and stakeholder groups to advance the interests of the Township and its residents.

- TLTI continued regular contact at an operational level with Member of Provincial Parliament (MPP) and neighboring municipalities. Ongoing outreach to local community groups, businesses, and Chambers of Commerce were also maintained.

Invest in a Communications Strategy and Capacity

Action - Improve communications visibility and local identity.

- TLTI enhanced the process for how the public can seek out information from various departments with the "Ask a question" function on the website, which is integrated with TLTI's asset management work order management system.

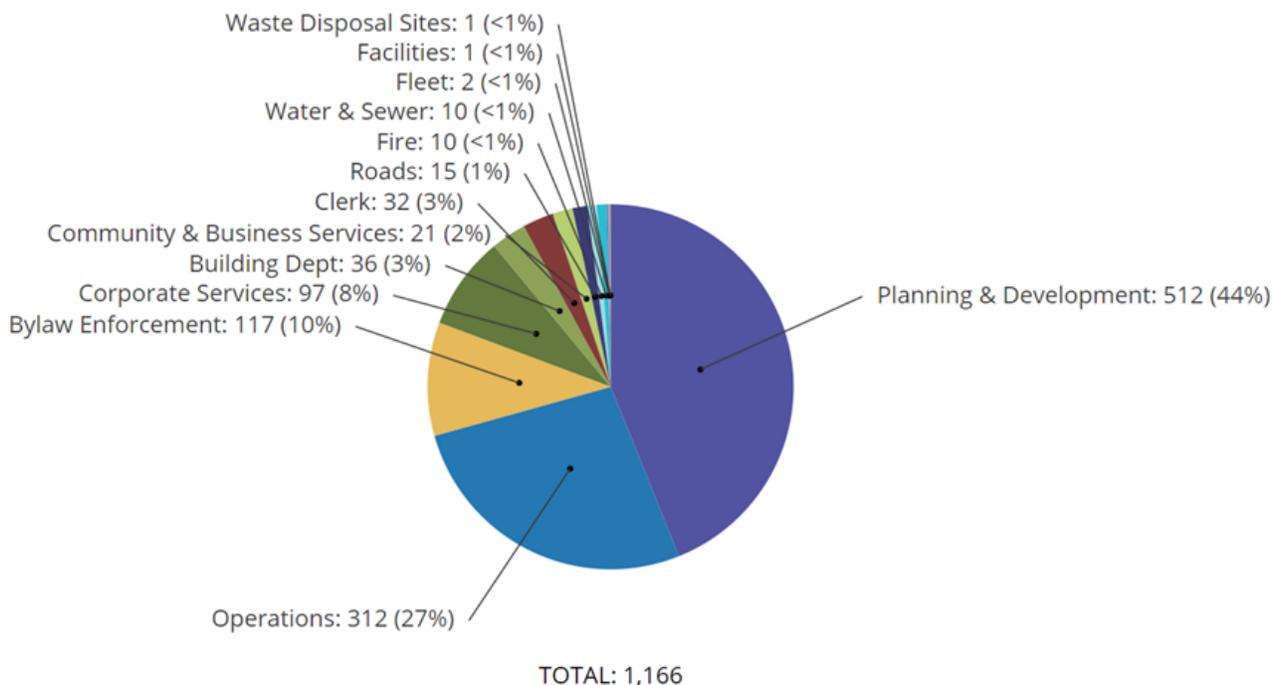
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- In 2022, staff resolved 1166 customer-initiated questions and reports through the asset management/work order management software system.



Enhance Customer Service Experience

Action - Develop Engagement strategy (Terms of Engagement/Rules of Engagement).
Implemented Rules of Engagement for public-staff interactions.

RULES OF ENGAGEMENT

The Township of Leeds and the Thousand Islands are committed to providing our staff and public with a safe and respectful space.

Our staff will treat you with respect and in return, we please ask that you are courteous with staff. The Township will not tolerate any abusive comments or behaviour.

Thank you for your cooperation and commitment to providing our Township with a safe and respectful workplace.



WE WILL	YOU WILL
Be Inclusive	Not Yell
Be Considerate	Not Use Profanity
Be Respectful	Not Harass
Be Honest	Be Honest
Express Gratitude	Not Be Rude
Take Responsibility	Not Be Inappropriate
Be Responsive	Use Words, Not Actions
Cooperate With You	Listen

Action - Regular staff training.

- Ongoing training of new and current staff continued throughout the year.

Address Solid Waste Management Issues

Action - Establish and foster Waste Management Working Group

- Staff continue to work with the Municipal Waste Management Working Group to push ahead new initiatives.

Action - Align with blue box regulations

- The Operations and Infrastructure Department joined the Continuous Improvement Fund (CIF) working groups for a Municipal Blue-Box transition plan, which is set to have producer responsibility in July 2025. Under the Resource, Recovery and Circular Economy Act producers are required to operate and pay for the collection and reuse, refurbishment, and recycling of blue box materials.

Action - Address waste disposal site closures and next steps

- Annual monitoring reports for TLTI waste disposal sites were completed and updated. With new packing and placement methods, Ward 3 (Escott) was the most impacted with an extension of 19+ years. Waste site closure plans were drafted and approved by the Ministry Environment, Conservation and Parks (MECP)



Maintain and Improve Water Quality

Action - Support source water protection.

- All water meters in Lansdowne were upgraded, allowing for proactive monitoring.
- The 2022 source water protection results were

- 31 Potential Risks Inspected
- 19 Risks Removed
- 8 Risk Management Plans Completed
- 6 Risk Management Plans Completed in Draft
- 3 Risk Management Plans Remaining

Maintain and Improve Water Quality

Action - Support responsible water and wastewater management.

- In 2022, the Building Division assumed responsibility for septic inspection/review and permitting from the Health Unit.

Action - Establish effective storm water management systems.

- The ditching and culvert replacement program is addressing the long standing drainage issues allowing for storm drainage capacity within right of ways.
- Municipal Drain, drainage reports were completed and are awaiting approvals from the Cataraqui Region Conservation Authority (CRCA) and the Department of Fisheries and Oceans (DFO).

Mitigate Climate Change Impacts

Action - Promote shoreline stewardship.

- TLTI will be working with the CRCA in 2023 on the St. Lawrence River Floodplain mapping which will provide updated mapping of natural hazard areas and areas prone to flooding. The results of the study will be incorporated into updates to the Official Plan Zoning By-Law and used when reviewing applications for development on the river.

Promote Natural Landscapes Through Community Agency Partnerships

Action - Promote public use of outdoor environment (trails, look-outs, waterways).

- Through a partnership with the Frontenac Arch Biosphere and a funding grant from the Canadian Parks and Recreation Association in the amount of \$2,590, a “Storywalk” was created at Kendrick's Park.

Enhance Community Safety and Well Being

Action - Adopt a regional Community Safety and Wellbeing plan.

- A Seniors Community Grant in the amount of \$11,397 provided a series of workshops for local seniors to attend with an emphasis on health and wellness.
- The Township is working with the Frontenac Municipal Law enforcement to ensure resourcing is available for emergency calls regarding injured dogs outside of office hours.

Action - Support Fire Services activities on prevention, recruitment, retention and recognition.

- A full-time Fire Prevention Officer/Training Centre Program Co-Ordinator was hired.
- 18 certified probationary Firefighters were added to the Fire Service roster and succession planning for all personnel within the Fire Services was completed.
- The Fire Service hosted several events including school visits, attendance at fairs and community events. As part of the Smoke Alarm Program 297 homes were visited.

Action - Enhance access to public facilities (AODA).

- Grant funding was received in 2022 and a firm has been engaged to complete AODA (Accessible Ontario Disabilities Act) upgrades, that will be incorporated at 1233 Prince Street in 2023.

Action- Strengthen relationships with Library and other program providers.

- The Township provided office space to Victim Services of Leeds and Grenville in Lansdowne Community Building.

Action - Deliver recreation and leisure programming to contribute to an active, healthy lifestyle.

- With the support of recreational and leisure instructors and leaders, multiple recreation and leisure programs were provided in Lansdowne and Seeley's Bay.

Preserve and Promote Heritage and Culture

Action - Work with Municipal Heritage Committee to advance heritage initiatives.

- TLTI continued support for the Municipal Heritage Committee as well as developing a strategy to comply with heritage requirements of Bill 23, More Homes Built Faster Act, 2022.

Action - Maintain partnership regarding Archives and local Library and 1000 Islands Historic Society.

- Both the Escott Archive Facility and Springfield House were assessed. A Structural Engineer was engaged to remediate structural concerns with the Escott Archive Facility.

Action - Support local events and initiative to bring the community together (e.g., Frostfest, Turkey Fair, Lansdowne Fair).

- TLTI supported a number of community lead events throughout 2022.

Promote New Residential Growth & Explore Opportunities for Affordable Housing

- In 2022, the Planning and Development Department continued to receive a high volume of applications for new development. The number of building permits for new homes has continued to increase annually. With added staff resources in Planning and Building, together with administering all septic approvals staff are working with property owners to streamline development approvals, and permitting.
- A report was brought to Council, including public consultation regarding options for regulating short term rentals over the summer/fall 2022. A report with recommendations regarding next steps will be brought forward to Council in 2023.

Year	2020	2021	2022
New Building Permits Issued	27	38	43

Strategic Pillar #3: Growing a Livable Community with Great Services

Planning Applications	2020	2021	2022
Minor Variance	30	37	51
Zoning Amendment	13	17	16
Consent	18	38	22
Site Plan Control	6	12	7
Zoning Compliance Letter	34	43	35
Pre-Consultation Request	43	59	80

There was an increase in the numbers of planning applications and building permit applications to the Township in 2022. This translates into development and an increased tax base. The following tables provide a summary of applications, permits and corresponding construction value over the past three years.

	2020	2021	2022
Building Permits Issued	251	272	310
Value of Construction	\$17,299,273	\$21,890,082	\$27,321,291

Improve, Trails, Lookouts, and Waterfront Access

Action - Develop and implement sustainable parks maintenance program.

- Standard Operating Procedures were developed for opening and closing of TLTI's day-use parks.
- Park and Cemetery maintenance plan defined, and schedule developed.

Action - Invest in park infrastructure in alignment with the Township Asset Management Plan

- Park equipment including play structures, picnic tables, and benches were added to the Asset Management Plan with life expectancy and replacement costs.
- Design of the Ivy Lea Wharf was underway with anticipated construction in 2023.
- Trail was extended at Bay of St. Lawrence to improve access to existing Vita Parcours equipment.

Promote New Tourism Investment & Economic Development

Action - Develop a strategy to promote and support tourism-based businesses.

- Funding from the Rural Economic Development (RED) granting program in the amount of \$16,663 provided a partnership with Front of Yonge to promote local food producers and pilot several pop-up country markets.

Action - Explore and employ new technologies to promote and support tourism and local-based businesses.

- With funding from the Ontario Business Improvement Area Association (OBIAA) and Digital Main Street (DMS) TLTI was able to hire a Digital Service Squad member in the amount of \$6,683 to help local businesses get online and noticed by customers. The implementation of the Driftscape Tourism App with showcasing local businesses and points of interest also contributed to marketing outreach.
- With funding from the Regional Economic Development (RED) grant, and in partnership with the Town of Gananoque, TLTI engaged in a collaborative marketing outreach project, "1000 Islands Wanderer - A Unique Approach to Attraction". The project included a video series hosted on YouTube, business support workshops and a shop local campaign.

Action - Foster partnerships with stakeholders.

- TLTI was one of 13 municipalities along with Small Business Enterprise Centres, Chambers of Commerce's, BIA's other business and education agencies involved with conducting a Business Survey in October 2022. It is anticipated the survey results will result in actionable items to support business in our local communities in 2023 and beyond.



Accelerate Investment in Broadband

Action - Support firms seeking to expand broadband services within the Township.

- Council supported applications for two new communication towers within the Township.
- Operations and Infrastructure and Planning staff are committed to working with ISP's awarded provincial broadband contracts in TLTI and will work with the providers to expedite the provision of information and approvals to advance the construction of an improved network in TLTI.

TLTI Grants

TLTI recognizes the valuable contributions, through the efforts of community organizations and agencies on behalf of the residents of the Township. Grants are intended to provide modest levels of support and assistance to community not-for-profit and/or charitable organizations.

The Grants Reserve funded a total of \$117, 769 to 25 organizations between the Spring and Fall Community Grants Program. The following are a list of those who received an allocation of \$5000 or above during this granting period.

- Seeley's Bay Canada Day Committee
- Thousand Islands ATV
- YMCA of Eastern Ontario
- Rockport Recreation Centre
- Lyndhurst Seeley's Bay Chamber of Commerce
- Leeds Federation of Agriculture
- YMCA

**Community Grants
\$117,769**
**Cemetery Grants
\$7,231**

TLTI also supported eight TLTI Cemeteries in the area with a granting program in the amount of \$7,231 in 2022.

Leeds 1000 Islands Public Library

Strategic Plan 2022 - 2025 launched. New online catalogue launched. Recipient of the Ontario Trillium Foundation Grant towards equipment and furnishings.

250	New Card Holders
13,526	Public Computer & WIFI Users
9,789	In-Person Visitors
18,261	Physical Items Circulated
102	Programs Held
1,164	Program Participants



Township of
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