

TOWN OF IROQUOIS FALLS
ANNUAL REPORT
2021

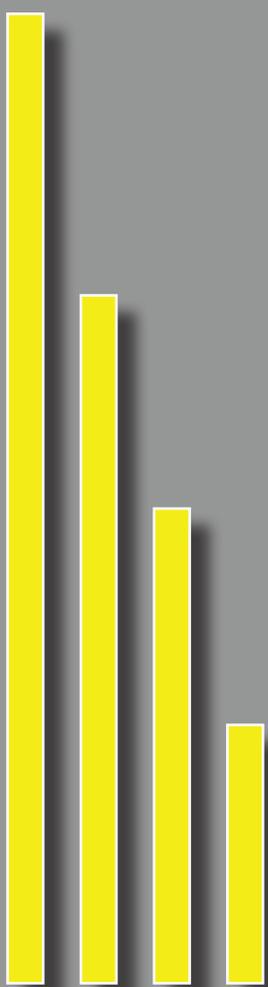


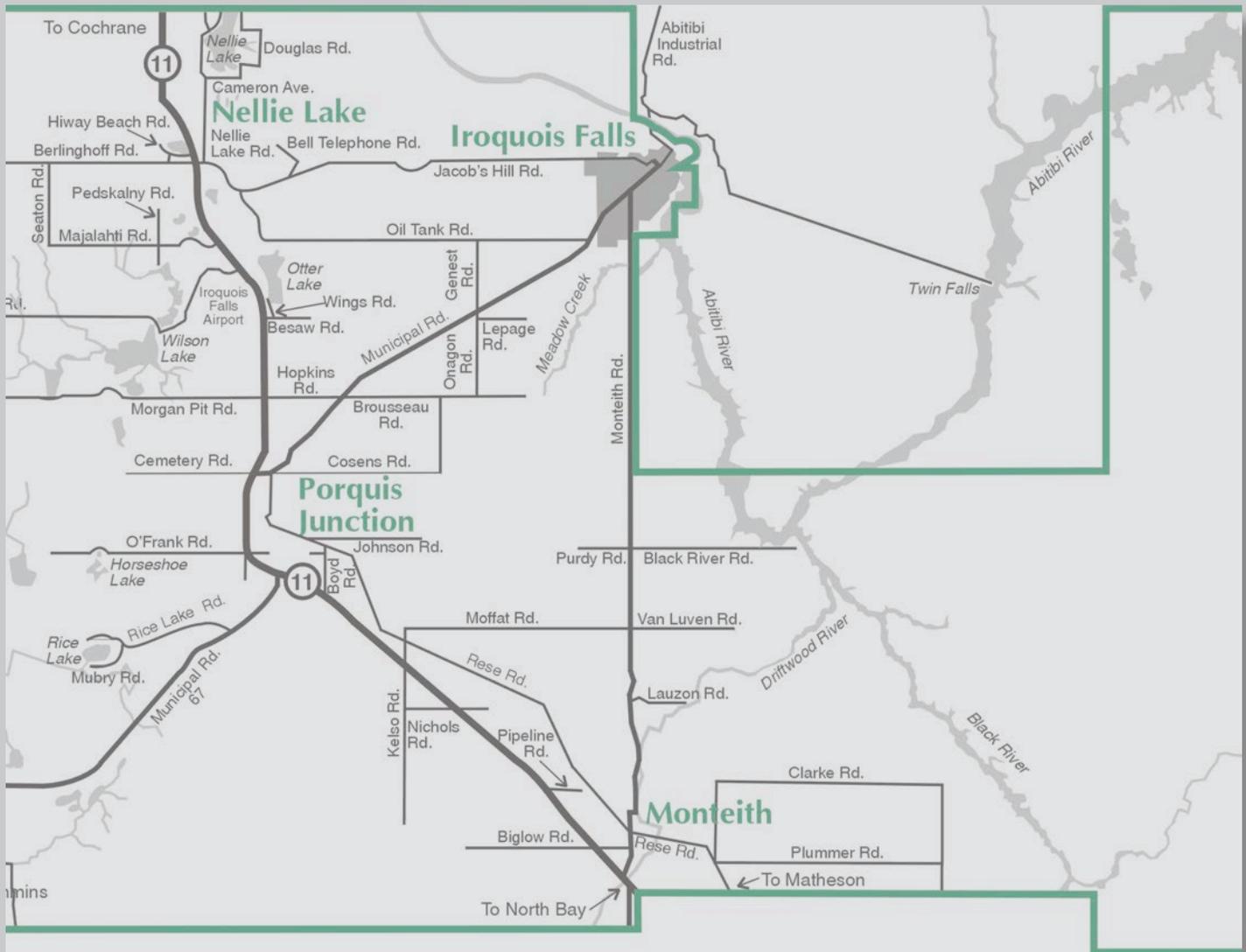


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Introduction

Council is pleased to present the 2021 Annual Report highlighting the Town's various corporate and financial accomplishments over the past year. This report is a concise way for the Town to report to residents and business owners on the progress and achievements towards the key strategic directions as incorporated in Council's strategic directions and Budget the year under review.



Mayor's Message

As part of the Council of Iroquois Falls' policy on accountability and transparency, it is my pleasure to present the Town of Iroquois Falls Annual Report. The year 2021 has been a year like no other, with the COVID-19 global pandemic and its associated restrictions affecting our way of life. It was a year of incredible change and adaptation. The Town has to install plexiglass between customers and service providers, the use of hand sanitizer, and wearing masks became second nature. We learned to visit each other at a distance, and to conduct work and education via online video platforms. COVID-19 protocols were introduced to keep us all safe. The Nation is gradually turning the corner, with restrictions being gradually lifted, businesses re-opening, visitors returning, and the planning for a new normal beginning.

In 2021, we all made significant changes to the way we do business and interact with the community. This was true for local businesses, as well as for government operations. In many cases, our staff were set up to work remotely, and meetings were held via Zoom to ensure that we could physically distance while continuing to provide services and information. This seemed to work well, and I expect that we will adopt some combination of this model as we move away from sanctions and limits to public gatherings.

As I look back over the short period of time that I assumed the role of Acting Mayor for the current Council and what has been accomplished, I see that 2021 has been a productive year for the Town of Iroquois Falls. Among the highlights was the recruitment of our new Chief Administrative Officer, who joined us with a wealth of knowledge after working with both municipal and First Nation organizations. His expertise proved to be of great value in the modernization of administration and generation of a strong teamwork approach through his transformational leadership.

This annual report, which is the first of its kind in our municipality, is an opportunity to celebrate the contributions made by our citizens, Council, town staff, and visitors towards improving our community through various contributions. As a community, we invested in infrastructure that improved our quality of life and increased our ability to attract new residents into our beautiful community. Despite the closure of our paper mill industry, which had been a major source of employment and income to our residents, the economy of the Town of Iroquois Falls has shifted and diversified in a number of ways. The Town has developed a reputation for action, innovation, and resiliency.

This annual report is about looking back at what happened in 2021 and how we responded, not only to the challenges of COVID-19, but to the other concurrent issues facing our community that needed immediate attention. Some of the major projects the Town completed in 2021 that have made a significant impact are the improvements in our Council's communications systems with the citizenry, and improvements to the Library and Recreation Center. Structural repairs were completed on the Town's infrastructure and roadworks as part of the Town's effort to maintain our existing infrastructure, whilst we make effort to expand our capital improvement and infrastructure base.

I want to acknowledge and thank our dedicated Town staff, who adapted quickly to work through the pandemic and come together as a team to provide the services we depend on. I would also like to thank our staff whose efforts laid the foundation for our continued growth and for a vibrant future for our community. I also extend my appreciation to all members of our community for their consistent willingness to do the work and make the sacrifices that were required to safely navigate 2021. I hope this report will give you an overview of some of the economic and developmental activities that the Town was involved in last year as you take time to read through this report.

On behalf of the Town of Iroquois Falls Council, I am pleased to present the 2021 Town of Iroquois Falls Annual Report.

Tory Delaurier
Mayor

Mayor and Council

Our elected Council is comprised of a Mayor and six Councillors that govern the Town of Iroquois Falls. Council members are elected for four-year terms to represent the Town at large. The Municipal Act 2001, gives Council the authority to set budgets, levy taxes, and establish policies to guide the growth, development, and operation of the community for the benefit and protection of its citizens.



**L to R: Councillors Tremblay, Cybolsky, Charlebois, Lefebvre
Front L to R: Councillor Boucher, Mayor Tory Delaurier, Councillor Giguere-Bernier**

As part of the Council of Iroquois Falls' policy on accountability and transparency, it is my pleasure to present the Town of Iroquois Falls Annual Report.....Mayor Tory Delaurier



Chief Administrative Officer's Message

On behalf of the Town's staff, I am pleased to present the Town of Iroquois Falls Annual Report for 2021, a key communications document that informs our stakeholders of both the recent progress that has been made in our community and the future projects that are still to come. The report explains the foundation of the Town of Iroquois Falls' success, our values, goals, and people. It contains a wealth of information that showcases what we have achieved in the past year and what we plan to achieve in 2022.

The year 2021 has become an unprecedented year because of the global COVID-19 pandemic. The COVID-19 crisis made us change our way of thinking about how we live and work, and provided an opportunity to examine what is important to us. Restrictions were made to accessing the services provided to our citizens and taxpayers at Town Hall, Council meetings were broadcasted on Cable 12, and later on Zoom through enhancement of our information technology. Together, we had weathered the storm, with no interruptions to our essential civic services, and relatively minor reductions to our non-essential services.

Our original plans were challenged by the onset of the COVID-19 pandemic, and we had to adapt, adjust, and focus on what was critical for the community and the organization. The COVID-19 affected our way of life and compelled us to adjust and responded continually to changing regulations. During the last three quarters of the year, virtually every aspect of our lives was being constantly altered, and no-one could say for sure what was going to happen next, or when the pandemic might end.

As a new CAO and team member to join the staff, I would like to take the opportunity to share my appreciation of the dedicated staff who have made the transition to my new role very possible. As we continue to navigate through COVID-19 and recovery, we have learned a lifetime of lessons, in particular how nimble, reactive, and resilient our community has been, carrying forward through a global crisis into a bright and positive future. The COVID pandemic made the year 2021 an extraordinary year by all standards, and I hope the Annual Report proves useful in documenting how the Town of Iroquois Falls faced its challenges, celebrated its successes, and developed plans for a better future.

This report contains the Town's administration summary of some of the departmental highlights which occurred in 2021 and our budget extracts from 2021. Although the managers are responsible for the general operation of the municipal corporation, it is important to note that it is the elected Council that sets the policies, enacts by-laws and regulations, approves budgets, and sets corporate priorities.

I would also like to thank every member of our dedicated staff, who take great pride in their daily work. The year 2021 was truly a year of sacrifice and challenge, and I am extremely proud of the strong performance our team delivered. I would also like to thank the Mayor and Council for their support and believing in me to take this rewarding but challenging opportunity to work for the betterment of the citizens of the Town of Iroquois Falls.

Osei Bonsu Bosompem
Chief Administrative Officer

On behalf of the Town's staff, I am pleased to present the Town of Iroquois Falls Annual Report for 2021.....Osei Bonsu Bosompem, Chief Administrative Officer



Community Profile

Iroquois Falls is also known as The Garden Town of the North. Our vibrant flower beds are spread throughout our town for all to enjoy. Iroquois Falls is a vibrant community in the heart of Northern Ontario with an estimated population of 4,537 according to the Canada 2016 Census. Historically, with the advent of the large Abitibi Mill on the Abitibi River, the Town of Iroquois Falls originated and became incorporated in 1915. The settlements of Ansonville and Montrock sprang up as rural developments and were incorporated in 1918 with a township status, also encompassing the hamlets of Kelso, Monteith, and Porquis Junction. Finally, on January 1st, 1969, the Town of Iroquois Falls and Township of Calvert amalgamated to form the Town of Iroquois Falls, which now exists as a Town having a larger geographical area than Metro Toronto.

The town lies just off of Hwy. 11 on the banks of the Abitibi River, west of Lake Abitibi, 670 km (420 miles) north of Toronto, and 250 km (150 miles) south of James Bay. Timmins, one of the largest cities in Northern Ontario, is approximately 70 km (50 miles) to the west. The community has natural beauty and diverse locations for the television and film industry. In 2015, Iroquois Falls was one of the site locations for a major film shot in Northern Ontario. We not only have a great quality of life, but affordable cost of living as well. We are only 45 minutes away from Timmins, and our cost of living is low in comparison to our neighboring communities. More and more people are settling into our small community and commuting to work in other communities. Our low cost of living allows young people to afford luxuries such as ATVs, boats, and larger homes.

There are many lakes and recreation trails in Iroquois Falls and area. We are close to nature, but do not have to sacrifice any necessary services such as health care. We have a Family Health Team whose offices are directly behind the Anson General Hospital. Our summer and winter festivals are top notch, and bring people from all over to enjoy a great experience.

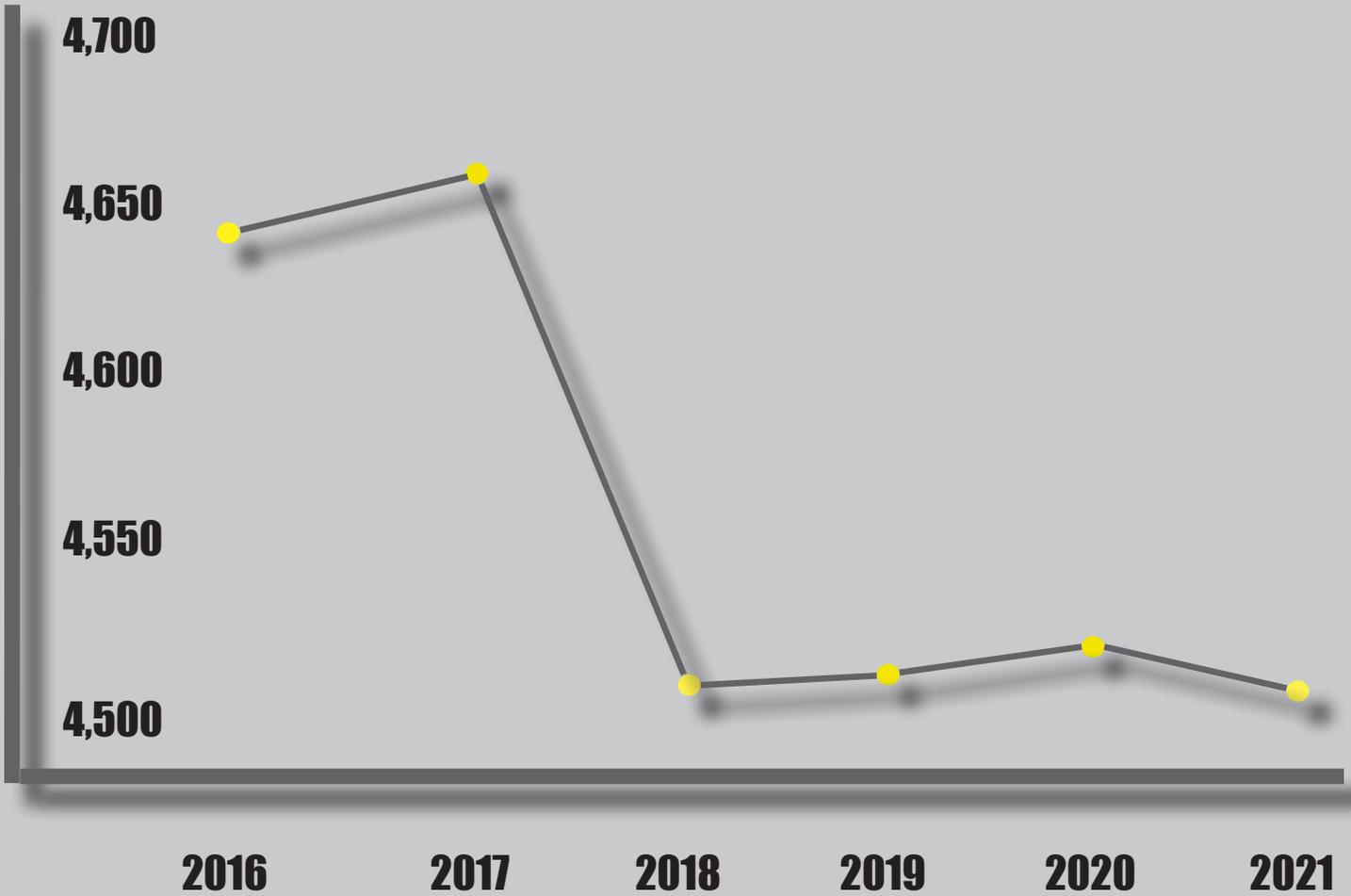
Demographics

At present, Iroquois Falls has a population of 4,534 people. Overall, the population of Iroquois Falls is declining at a rate of 0.87% per year over the past 15 years, from 2001 to 2016. In the last two census reports, its population declined by -58 people, an average decline rate of 0.25% per year from 2011 to 2016.

Year	2016	2017	2018	2019	2020	2021
Population	4,643	4,660	4,514	4,520	4,534	4,520

Source: Statistics Canada

Iroquois Falls Population 2016-2021



Source: Statistics Canada

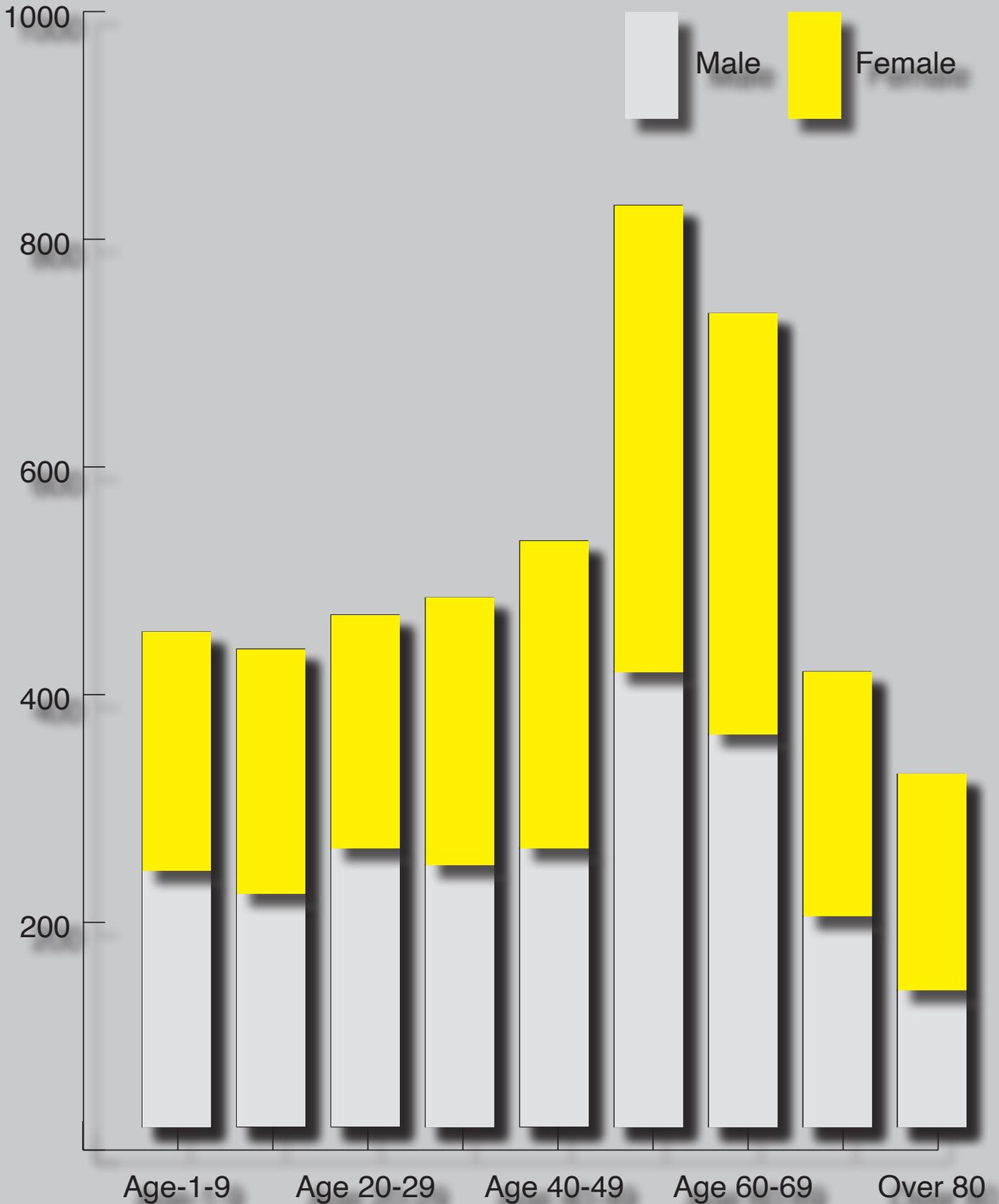
Age Distribution Between Males and Females 2021

AGE BRACKET	NUMBER	MALE	FEMALE
Age 1-9	435	225	210
Age 10-19	420	205	215
Age 20-29	450	245	205
Age 30-39	465	230	235
Age 40-49	515	245	270
Age 50-59	810	400	410
Age 60-69	715	345	370
Age 70-79	400	185	215
Over 80	310	120	190
TOTAL	4,520	2,200	2,320

Source: Statistics Canada

The largest population of Iroquois Falls is the age group between 50 and 59 years old, and the least populated age group in the over 80-years group. 49.55% of the population are between 20 to 60 years old, while 18.92% make up the younger population between 1 to 19 years. The women composition is 51.32% population and the men are made up of 48.67% of the population. The median age of the Town is 49.6.

Age, Female/Male Population Distribution 2021



Council Progress Report

The Mayor and Council of the Town of Iroquois Falls were elected for a four year-term in the municipal election that was held in October of 2018. The Mayor chairs the Regular and Committee of the Whole Meetings of Council (one each per month), as well as Special and Emergency Meetings as needed, and all decisions are expressed either by Council resolution or by-law. Standing committees of Council also present matters for Council's consideration.

Council sees the need to embrace the principles of strategic management, which involves Council focusing its attention on planning, decision-making, and acting on strategic goals that support environmental, economic, and social stability. This Council is planning for the future through the preparation of a strategic plan and a five-year financial plan, with the goal of sustaining existing municipal services, and fostering a social and economic climate that promotes controlled development, while maintaining the Town's small community character.

Council Strategic Plan - Descriptions of Success

Our Economy

- Our community maintains its current business mix, and also has a number of new businesses, including local commercial and light industrial.
- There is greater control and circulation of local capital due to increased local ownership of businesses.
- Effective succession planning has created a good age mix in the business community.

Community Livability

- Our population remains stable among all ages, or has increased, while maintaining a small-town feel.
- We have a strong mix of amenities for all ages.
- Our drinking water is clean, and safe.

Environmental Responsibility

- Storm and sanitary sewers have been separated.
- Waste is reduced.
- There are more trees throughout the community.
- Recycling services and compliance are increased.

Asset Management

- All decisions are guided by our Asset Management Plan, and new assets are evaluated from a life-cycle cost perspective.
- Residents have equal access to the Town's assets.
- Our asset planning and management is innovative and sustainable.

Organizational Effectiveness

- Employee/staff retention is high within Town Hall, as well as in community businesses.
- Staff are happy and satisfied.
- The community is satisfied with the service from the Town.
- We are an adaptable and resilient organization.
- Communication between staff and Council is good.
- Our residents are informed.

2022 Council Priorities To help narrow the focus for Council's 2021-2022 Strategic Priorities, Town Council had selected a list of six items to achieve leading up to 2022. They are:

- Review and Revising the Official Plan and Zoning By-Law of the Community
- Work with strategic partners to pursue the completion of the South Centennial Manor Redevelopment Project for our community.
- Develop a succession plan for Town staff.
- Monitor and improve health services for the community by working with stakeholders in doctor recruitment initiatives.
- Strengthen the working relationship with the our First Nation Partners, the Wahgoshig First Nation.
- Focus on organizational and governance excellence by supporting and encouraging initiatives to improve efficiencies.

Corporate Strategic Plan

Vision Statement: A smart growth community that provides quality cost-effective local government core services and resources that a healthy community needs to survive and thrive, while demonstrating a commitment to sound financial, environmental, and social health that is recognized for its quality of life.

Mission Statement: The Town of Iroquois Falls strives to maximize opportunities for social and economic development while retaining an attractive, sustainable and secure environment that will serve its residents, businesses and visitors through leadership, partnership and the provision of effective and community focused services.

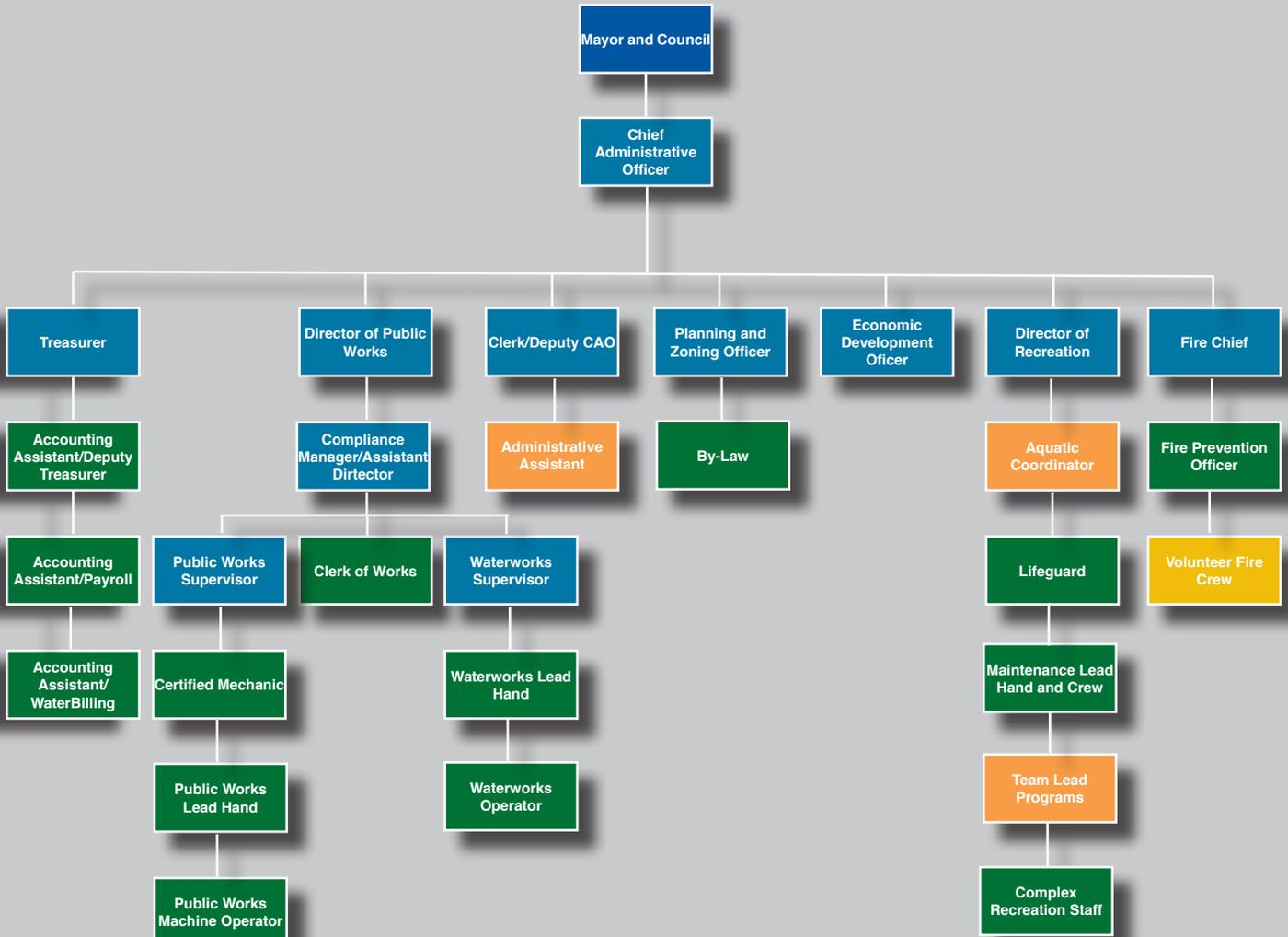
Our Core Values: Corporate values guide the way Administration and Council conduct its affairs and in dealing with citizens. We conduct ourselves and our business upholding the following values:

- **Accountability:** We deliver what we promised. We are accountable for our own actions and results. We are accountable for the efficient and effective use of public funds.
- **Honesty:** Each of us demonstrates personal integrity; truthfulness and honesty in how we do our job. We inspire public confidence and trust in our government.
- **Teamwork:** We act as a team. We demonstrate high levels of trust and cooperation. We collaborate across departments to achieve our goals. We work in partnership with our community.
- **Service:** We strive to provide timely, respectful, and knowledgeable responses focusing on communicating information in a friendly and accessible manner.
- **Innovation:** We are a learning organization that grows through our experiences, and we welcome innovative ideas.
- **Integrity:** We are open, honest, and honour our commitments.

- Accomplishments** In 2021, Council and staff once again demonstrated that the Town is an agile, high performing organization capable of delivering excellent public service. Council and Town staff further advanced some Council initiatives outlined in Council’s Strategic Priorities, provided community support throughout the pandemic, and undertook various projects that inures to the benefit of our community.

GOAL	WHAT WE HAVE DONE IN 2021	WHAT WE WILL DO IN 2022
1	Developed Water, Sewer, and Road Infrastructure	Develop Economic Development Strategic Plan
2	Completed our Airport Master Plan	Complete Zoning and Official Plan
3	Enhanced Recreational Programs	Work on Community Improvement Plan
4	Made our Facilities available to the PHU to use as vacc sites	Capital Asset Management
5	Restructured Town’s Administration	Community Livability
6	Rebooted Economic Development Committee	Organizational Effectiveness
7	Began Livestreaming Council Meetings via Zoom	Continue Livestreaming Meetings
8	Secured, administered and/or extended \$2,052,450 in federal, provincial, and agency funding to cover capital projects and operational funding.	Environmental Responsibility
9	Working with Worker-Bees Group to secure Doctors for our Community.	Airport Improvement Project

Organizational Chart



Departmental Progress Reports



Senior Management Team

**L to R: Dan Boucher, Joel Cyr, Kim Lauzon, Brian Finner, Bill Greenway
Front L to R: Linda McLean, Osei Bosompem, Marc Dube**

Corporate and Legislative Services

Kim Lauzon

The Administration Department provides corporate and legislative services, and administrative support to Council through the preparation of agendas, agenda packages, minutes, and meeting follow-up. Additionally, the department conducts the legislative and legal responsibilities; manages corporate records, communications, risk management; and emergency management. The department also keeps the Town organized and running smoothly by managing our Council meetings and providing behind-the-scenes clerical support to all departments.

The department is also responsible for human resources, labour relations, inquiries and complaints, and *Freedom of Information and Protection of Privacy Act* and *Occupational Health and Safety Act* adherence. Administration also manages Town Hall's information technology needs and produces all of its external communications, including its press releases, social media, advertising, and website content. The department is responsible for developing and managing the majority of governance and corporate processes; records, agreements, protocols, policies, licensing, by-laws including education and enforcement, cemetery management including Division Registrar, municipal elections, Commissioner of Oaths services, and special service management.

Impact of Covid-19 on Corporate Services

- Implemented livestreaming technology so that all public meetings could be attended remotely or dialed in to access by land-line or mobile or taped viewings are available on the Town's website.
- Limited members of the public permitted inside Town Hall to one at a time.
- Installed physical barriers at front counter.
- Implemented mask mandate.
- Closed main office to counter services to avoid personal contacts.
- Developed COVID-19 Site Safety Plans to provide mitigating control measures.
- Implemented contact-tracing procedures for all municipal worksites.
- Developed and implemented COVID-19 health and safety guidelines and protocols at all Town offices.
- Implemented new procedures/policies to ensure vital civic services (e.g., water delivery, wastewater treatment) continued without interruption regardless of how the pandemic unfolded.
- Implemented strict sanitizing measures for shared spaces, vehicles, equipment, tools, and workstations.
- Playgrounds and other recreational facilities temporarily closed; signage posted at re-opening reminding public to adhere to public health orders.

Council Meetings

TYPE OF MEETING	NUMBER OF TIMES
Regular Meetings	12
Committee of the Whole Meetings	9
Special and Emergency Meetings	21

Corporate and Legislative Services provides legislative and administrative support to Council through the preparation of agendas, minutes, and meeting follow-up.....Kim Lauzon, Clerk and Deputy Chief Administrative Officer





Fire Department **Dan Boucher**

With the combined expertise and experience of several highly trained volunteer fire officers and firefighters, this team makes sure the Town is able to respond to fires, life threatening incidents, and highway road rescue calls. Armed with the latest apparatus and vehicle technology, the department regularly trains to be an able first-responder entity, and takes steps to educate and enforce applicable regulations to businesses and residents.

The Town of Iroquois Falls Fire Rescue has consistently retained a volunteer force of approximately 45 firefighters and 1 fulltime Fire Prevention Officer over the years. Organizationally, Iroquois Falls Fire Rescue fosters the Town's commitment to a positive, trusting, and collaborative environment. Firefighters provide services beyond structural firefighting such as carbon monoxide calls, forest fire suppression, highway rescue, aircraft firefighting, fire prevention; and public fire safety education. Fire prevention focuses on areas such as code enforcement and fire inspection services. Public fire safety education provides general information on preventing incidences in the home and workplace. The department is extremely proud of the level of service that we can provide residents of Iroquois Falls and the surrounding areas.

Fire Crew As of December 31, 2021, the Fire Department consisted of 42 active volunteer members, who were responsible for addressing any fire/rescue situation in our community, armed with 3 pumpers, 1 tanker, 1 heavy rescue unit, 2 support vehicles, and 1 UTV. Duties of the volunteers include 24/7 response to fire/rescue operations and maintaining the readiness of all

apparatus and equipment. In addition to emergency response, the fire prevention division as well as occasionally with the support of the fire suppression personnel conduct fire and life safety inspections, develop pre-incident plans, take an active role in local developments, and work to educate the public through a variety of outreach initiatives.

Major Projects

- Created tracking and information sheets for CO detector loaners.
- Performed Health & Safety Inspection on Station #2 & #3.
- Reviewed draft Fire Prevention Policy.
- Organized all Fire Prevention handouts and educational products.
- Received Fire Safety Grant of \$5,700 from the Ontario Fire Marshall.
- Attended Ontario Fire Marshall virtual webinar on Home Safe Program.
- Planned and prepared for Emergency Preparedness Week in the month of May, 2021.
- Installed new first aid kit for Station #1.
- Reviewing of Fire Department Policies and Guidelines.

Becoming a firefighter requires a considerable amount of commitment and availability. Some of the expectations and duties of a member are as follows:

Attend training nights in order to maintain and build skills.

- Obtain appropriate fire/emergency training as per the National Fire Protection Association (NFPA).
- Respond to emergency calls, not only within the municipality, but also those in other fire districts.
- Be on voluntary call.
- Be a team player.
- Help maintain an organized and neat station, as well as the maintenance of equipment.

With the combined expertise and experience of several highly trained volunteer fire officers and firefighters, this team makes sure the Town is able to respond to fires, life threatening incidents, and highway road rescue calls.....Dan Boucher, Fire Chief



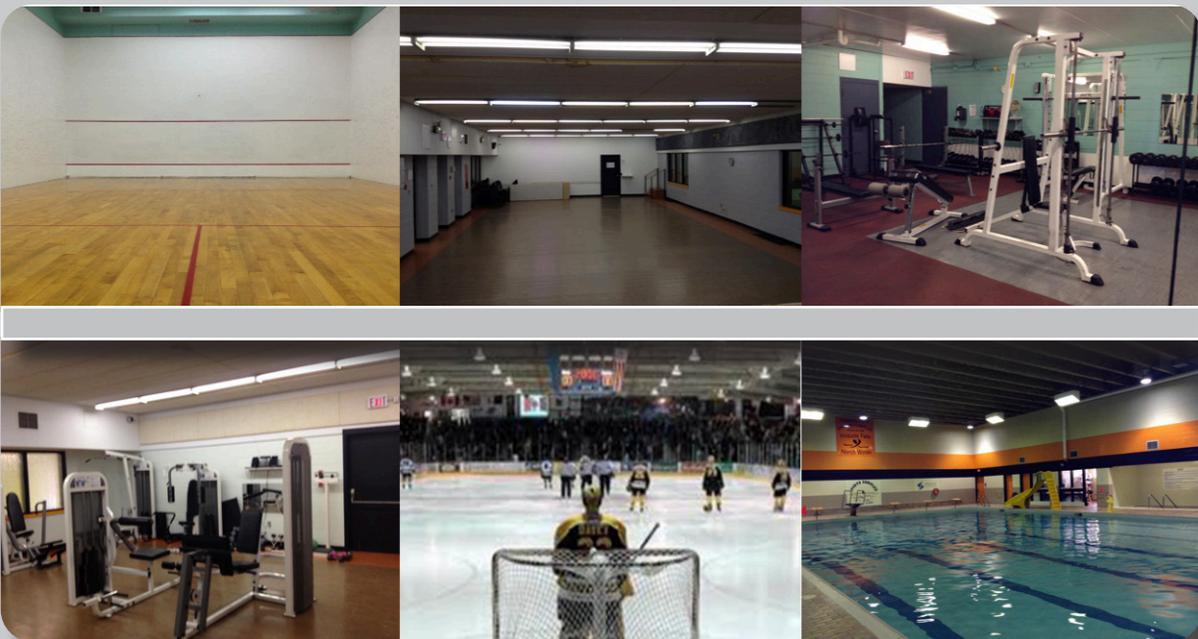


Recreational Department Brian Finner

The Iroquois Falls Recreation Department is responsible for ensuring the provision of opportunities and experiences which promote and enhance active lifestyles in a healthy and progressive community. This mandate is reinforced through the availability of municipal recreational facilities and the ongoing development of new and innovative programs with an overall focus on spirit, mind, and body. The Recreation Department achieves this mandate through offering programs and services that engage our community in physical, social, and mental health activities such as: fitness/aquatic classes, rehabilitation programs, swimming lessons, weight training, camping services, youth sports, baseball & soccer leagues, tennis, pickleball, first aid/educational workshops, training sessions, skating, curling, and, of course, seasonal festivals and events.

Specific user groups include but aren't limited to the Iroquois Falls Minor Hockey Association, our Seniors Active Living Program, Iroquois Falls Ringette Association, Iroquois Falls Curling Club, Sports Complex/Weight Room Memberships, and North Winds Swim Team, as well as partnering organizations such as Community Living and the Porcupine Health Unit. Furthermore, the Iroquois Falls Recreation Centre is the only meeting place of its kind within a 50 km radius to host specific multi-purpose programming including the Seniors Active Living Program. As a complex, we also play a major role in serving the Indigenous community. Ultimately, The Iroquois Falls Recreation Department works hard to ensure that our recreational opportunities are accessible to all residents and visitors in order to contribute to a healthy community and improved quality of life.

It is our goal to actively eliminate barriers to participation in recreational activities for all demographics. The Department is also responsible for the programming, administration, maintenance, health and safety, and risk management of many incredible indoor and outdoor recreational amenities that serve Iroquois Falls and surrounding areas. Facilities and recreational amenities include the Jus Jordan Arena and Sports Complex, Iroquois Falls Community Centre, Porquis Recreation, Iroquois Falls' bearl Porter Lanes bowling alley, tennis courts, baseball diamond, beach volleyball courts, skatepark, as well as 7 parks and playgrounds and 4 outdoor rinks, including a recently developed skating oval set up throughout the baseball diamond during the winter months.



The Iroquois Falls Recreation Department is responsible for ensuring the provision of opportunities and experiences which promote and enhance active lifestyles in a healthy and progressive community.....Brian Finner, Recreational Director



Summary of Completed Projects/Highlights in 2021

- Since March of 2020, the Recreation Department has been greatly affected by the COVID-19 pandemic in having to work and strategize through the ongoing provincial restrictions and public health regulations, all while trying to mitigate the risk of COVID-19. Throughout this time, the department worked hard to be creative and adapt in delivering programming needs for all demographics to serve the community in every possible way.
- Throughout the last year, the Iroquois Falls Recreation Department continued to evaluate the evolution of COVID-19 through specific lenses such as program delivery, facility improvement projects, staff training risk mitigation and management, the ability to comply with the provincial and regional health orders, reasonable public/community demand for services, financial responsibility/viability, and most importantly, public and employee safety measures.
- The Recreation Department also continued to work very closely with all sport and recreation governing bodies, the Lifesaving Society, Ontario Hockey Federation, Canadian Parks and Recreation Association, Ontario Recreation Facilities Association, and regional health professionals to educate, train, and review adapted policies and procedures regarding re-opening protocols, employee and participant safety measures, and risk mitigation. We also continuously reviewed facility best practices and safety/COVID-19 guidelines so that the department was always fully prepared to make changes with public and participant safety being our top priority.
- Developed and implemented a COVID-19 Safety Plan.
- Developed, updated, implemented, and delivered Jus Jordan Arena Safety Protocols.
- The Jus Jordan Arena and Iroquois Falls Community Centre hosted over fifty COVID-19 Vaccination Clinics supporting the PHU in their vaccine delivery.
- Completed full strategic review of recreational program delivery both locally and throughout Northern Ontario.
- Hosted over 500 virtual, outdoor, and indoor fitness classes in hopes of serving the needs of all demographics in the community.
- Hosted over 10 Minor Hockey tournaments at the Jus Jordan Arena
- Enrollment of the Seniors Active Living Program for the 4th year in a row.
- Completed the rehabilitation and upgrade of the Sports Complex Aquatic Centre, which included family change room upgrades, grouting of the entire pool, ceiling upgrades, dehumidification unit, as well as 2 new pool boilers.
- Engineering of green energy and efficiency upgrades of Jus Jordan Arena in partnership with CIMCO Refrigeration.
- Cleaned, inspected, maintained, and reported on all mechanical and filtration items with TSSA and Public Health.
- Completed full turf rehabilitation of baseball diamond, as well as continued maintenance and grass cutting of all parks and playgrounds in Iroquois Falls and surrounding area.
- Designed and constructed Iroquois Falls Skating Oval.

We received over \$850,000 in federal, provincial, and agency funding to cover capital projects and operational funding. This funding breakdown is as follows:

PROGRAM	AMOUNT
Investing in Canada’s Infrastructure Program	\$778,825
Canada Summer Jobs Program	\$56,000
Summer Experience Program	\$3,000
New Horizon’s for Seniors Program	\$25,000

Major Projects and Strategies for 2022

- Enhanced focus on re-establishing and engaging all demographics of the community through community events, specialized programming, and festivals.
- Mechanical upgrades to Jus Jordan Arena refrigeration plant that include both replacement of the cooling tower as well as the arena underfloor brine headers/de-super heater. This also includes piping and valves upgrades and installing a smart hub controller for increased risk management, safety, and improved energy and operational efficiencies.
- Fitness Centre equipment, Sports Complex and Jus Jordan Arena plumbing and mechanical upgrades.
- Begin the process of developing a Parks and Recreation Master Plan to better serve the community. The focus will be on enhanced programming for all demographics while eliminating barriers to an active lifestyle.
- Increased focus on improving outdoor recreational amenities such as parks, playgrounds, multi-purpose courts, and outdoor rinks, as well as splash pad preliminary research and consultation.
- Continuing implementation of the Investing in Canada’s Infrastructure Program.
- Begin focusing on active transportation through the development of walking, hiking, and biking trails throughout the community.
- Continue to research and apply for funding opportunities that focus on operational efficiencies and green energy. In turn, begin the process of updating Jus Jordan Arena and Sports Complex Engineering and Building Report with a focus on energy and operational efficiencies.
- Focus on increasing and improving staff compliment with a focus on increased level of service, customer service, enhanced recreational programming, and, most importantly, health & safety and risk management.
- Asset Management Inventory in coordination with Level of Service.

Economic Development Department

Bill Greenway

The Town promotes economic development and tourism both internally and externally through stakeholders by providing:

- Business planning and advice.
- Working one-on-one with your business to facilitate the process of expanding.
- Providing you with information on government grants.
- Showing you where to go for loans and financial services.
- Assisting with market research and demographics.
- Providing you with networking opportunities.
- Connecting you with potential funders.
- Connecting you with the expertise and resources that you need to be successful in Iroquois Falls.
- General business practices.
- Expansion planning.

The Economic Development Department is committed to:

- Improving the economic well-being of area residents.
- Expanding local businesses.
- Strengthening Iroquois Falls' economy.
- Increasing attractiveness of Iroquois Falls (to live, work, and play).

Summary of Completed Projects in 2021

- Collaborated with Council to provide a Terms of Reference, assemble a committee, and move the Economic Development Committee forward.
- Partnered with the Iroquois Falls and District Chamber of Commerce to present COVID solutions to the Iroquois Falls business community.
- Reached out to 3 different Internet Service Providers for partner applications to provincial and federal funding for Broadband High Speed service to Iroquois Falls. Continued follow-up to determine the status of these applications working towards a solution to bring the government-mandated 50/10 MPS (by 2025) to the community ahead of that timeframe.
- Provided facilitation services for several major investors and arranged through EDO's contacts discussions on B2B transactions. Fielded 25 investment inquiries, 8 start-up inquiries, and 3 enormous B2B opportunities.
- Regional partnerships for NeONT 2021-2022 snowmobile tourism campaign, for agricultural through Northeastern Community Networks (NeCN), and TEDC local immigration portal.

The Town promotes economic development and tourism both internally and externally....
Bill Greenway, Economic Development Officer



Iroquois Falls Municipal Airport

- Capital improvement projects are underway or completed including Runway Mastic and Crack sealing, AWOS Alternative (delivered yet to be installed), Design of Instrument Approaches (project well underway), Topographical Survey (awaiting completion), Wind Rose Survey (completed and adopted by Council), Runway Ditching (completed), AvGas Tank and Cardlock installation (civil completion May 2022). Tree Removal (completed).
- In 2022 the airport has also been awarded an HRSDC grant to install an accessible washroom and a front entrance door in the Airport Terminal Building.



Grants Administered and/or Applied for/or Extended to 2022

PROGRAM	GRANT AMOUNT
Grant for COVID supplies to be used by the Town of Iroquois Falls from North Claybelt.	\$7,000
Enbridge grant for Community Vibrant Communities Project within the Town of Iroquois Falls.	\$2,000
NOHFC grant for Strategic Capital Improvements and Reports at the Iroquois Falls Airport.	\$122,750
NORDS grant over two years - EDO allocation issue reports and application to the provincial government for the Airport Capital Improvements projects.	\$270,000
NORDS grant over three years - EDO allocation issue reports to Public Works.	\$450,000
Grant administered by EDO through TPON - produced a report to extend this funding (from 2019, 2020, 2021) into 2022 to be used for COVID-affected operational requirements within the Town.	\$390,000
TOTAL	\$1,241,750

Major Projects and Strategies for 2022

- \$53,852.00 HRSDC grant administered by the EDO to install accessible washroom and front entrance door in the Airport Terminal Building (have till 2024 to complete).
- Started meetings in 2022 with the Economic Development Committee - expect to have a Committee produced "Plan for a Draft Strategic Plan" for the new Committee and new Mayor and Council in 2022.
- Continue to work with ISPs on a broadband solution (50/10 MPS).
- Work with 3 different B2B investors and other organizations, companies, and industry to bring in new community commercial and industrial investment.
- Provide framework and costs for new Business Retention and Expansion Strategy for 2023.
- Collaborate on a strategy to create a new Community Improvement Plan subsequent to 2022 Council adoption of the new Official Plan and Zoning By-Law.
- Work on strategy to construct an Airport Industrial Park by finding an anchor tenant and continuing to apply to the provincial and federal governments for funding for all applicable plans and projects.

Public Works Department

Joel Cyr

The Public Works team is responsible for ensuring the continuous and safe operation of the Town's infrastructure and facilities, including our wastewater collection and treatment system, water supply system, drainage system, and municipal buildings, as well as paved roads, gravel lanes, sidewalks, street signage, and streetlights. The team is also responsible for brush cutting, line painting, vehicle purchasing, and solid waste management, including the spring cleanup program and operation of the green waste transfer facility.

During 2021, the Public Works crew performed multiple operations and maintenance-related duties, including snow clearing and salting, regular water sampling, fire hydrant inspections, dust control, street sweeping, and responding to multiple service requests each quarter. Importantly, they also operated and maintained the Town's Wastewater Treatment Plant, ensuring that it consistently met (or surpassed) the provincial standards.

Infrastructure Services Infrastructure Services are responsible for the operation and maintenance of the Town's infrastructure. The areas of responsibility include municipal facilities, parks and trail systems, solid waste and recycling, utility services, and cemetery maintenance.

Municipal Facilities, Parks and Trail Systems, and Cemetery

Infrastructure Services maintains municipal buildings, parks and trail systems, ice arenas, and the cemetery.

Solid Waste and Recycling Solid Waste Services include garbage collection and recycling depot management.

Utility Services Utility Services include the potable water supply and distribution system, sanitary sewer system and sewage treatment plant, and storm water collection and drainage systems.

The Public Works team is responsible for ensuring the continuous and safe operation of the Town's infrastructure and facilities, including our wastewater collection and treatment system, water supply system, drainage system, and municipal buildings, as well as paved roads, gravel lanes, sidewalks, street signage, and streetlights.....Joel Cyr, Director of Public Works



Summary of Completed Projects in 2021 The Public Works Department is responsible for ensuring the continuous and safe operation of the Town’s roadways, infrastructure, landfill, drinking water, and wastewater systems—including our wastewater collection network, wastewater treatment plant, drinking water treatment, water distribution system, storm water management of surface and buried infrastructure as well as all paved, surface treated, and gravel roads. The team also performs vegetation management, all highway maintenance, and solid waste management, including curbside waste pickup and recycling depot operations. In addition, this group oversees capital fleet purchasing, capital infrastructure repairs, and capital road reconstruction projects. This department also maintains the municipally-owned cemeteries including interments.

During 2021, the Public Works and Waterworks crews performed multiple operations and maintenance-related duties. Our Public Works team successfully completed daily highway patrols, winter highway and urban snow clearing operations, periodic urban snow removal, and winter sidewalk maintenance, along with many other winter maintenance tasks and obligations. The group also conducted dust control operations on rural gravel roads, urban street sweeping, roadside sign maintenance, roadside ditching and brushing, culvert and guardrail maintenance, buried infrastructure repairs, highway line painting, and urban streetlight maintenance.

Our Waterworks Operators successfully accomplished all legislated and operational requirements associated with the management of our drinking water and wastewater systems. Some of these activities include submitting all regulatory reporting, performing periodic sampling and testing, completing regular and emergency water and wastewater infrastructure repairs, and fire hydrant inspections and flushing programs. The Public Works team takes extreme pride in providing a high level of service to the residents of Iroquois Falls, all the while ensuring that it consistently and efficiently met (or surpassed) all provincial standards.

Fire Services Inspect, test, repair, and maintain all fire hydrants within our municipal boundaries.

Transportation Services Fleet management, hot and cold patching, sweeping and flushing, highway repairs/maintenance, emergency road repairs, rural road repairs/maintenance, bridge and culvert repair/maintenance, vegetation management, ditching, curb and gutter maintenance, sidewalk maintenance, railway crossings, sign and guardrail maintenance, Public Works buildings, winter control, steaming and thawing, and street lighting.

Environmental Services Operation, repair, and maintenance of wastewater lift stations, sewer mains and laterals, sanitary manholes, wastewater treatment plant, storm water catch basins, storm sewer mains, solid waste collection, landfill, and recycling within our municipal boundaries.

Water Services Operation, repair, and maintenance of water production equipment, SCADA and PLC systems, water transmission pumps and pipes, water meters, and sampling and testing devices.

Cemetery Services Repair, and maintenance of six (6) municipal cemeteries, including all landscaping requirements, grass cutting, vegetation management, overseeing tree trimming, marker instalments and repairs, interment operations, and building and fence maintenance.

Summary of Completed Projects in 2021

- Developed and implemented COVID-19 Safety Plan.
- Cleaned, inspected, and reported on the Iroquois Falls Water Tower.
- Drinking Water License and Permit to Take Water Renewals.
- Porquis Junction Roads Study.
- Remediation of concrete box culvert (bridge) on Rese Road.
- Preliminary engineering design of Cambridge Avenue reconstruction.
- Wastewater Treatment Plant - Capital Upgrades Engineering Study.
- Capital fleet replacements.
- Public Works machine operator compliment restructure.

Proposed Major Projects and Strategies for 2022

- Detailed engineering design of Cambridge Avenue reconstruction.
- Cambridge Avenue reconstruction.
- Iroquois Falls drinking water PLC replacements.
- Capital repairs on the Iroquois Falls and Porquis Junction water towers.
- Porquis Junction road remediation/engineering.
- Capital fleet replacements.



By-Law Enforcement/Animal Control

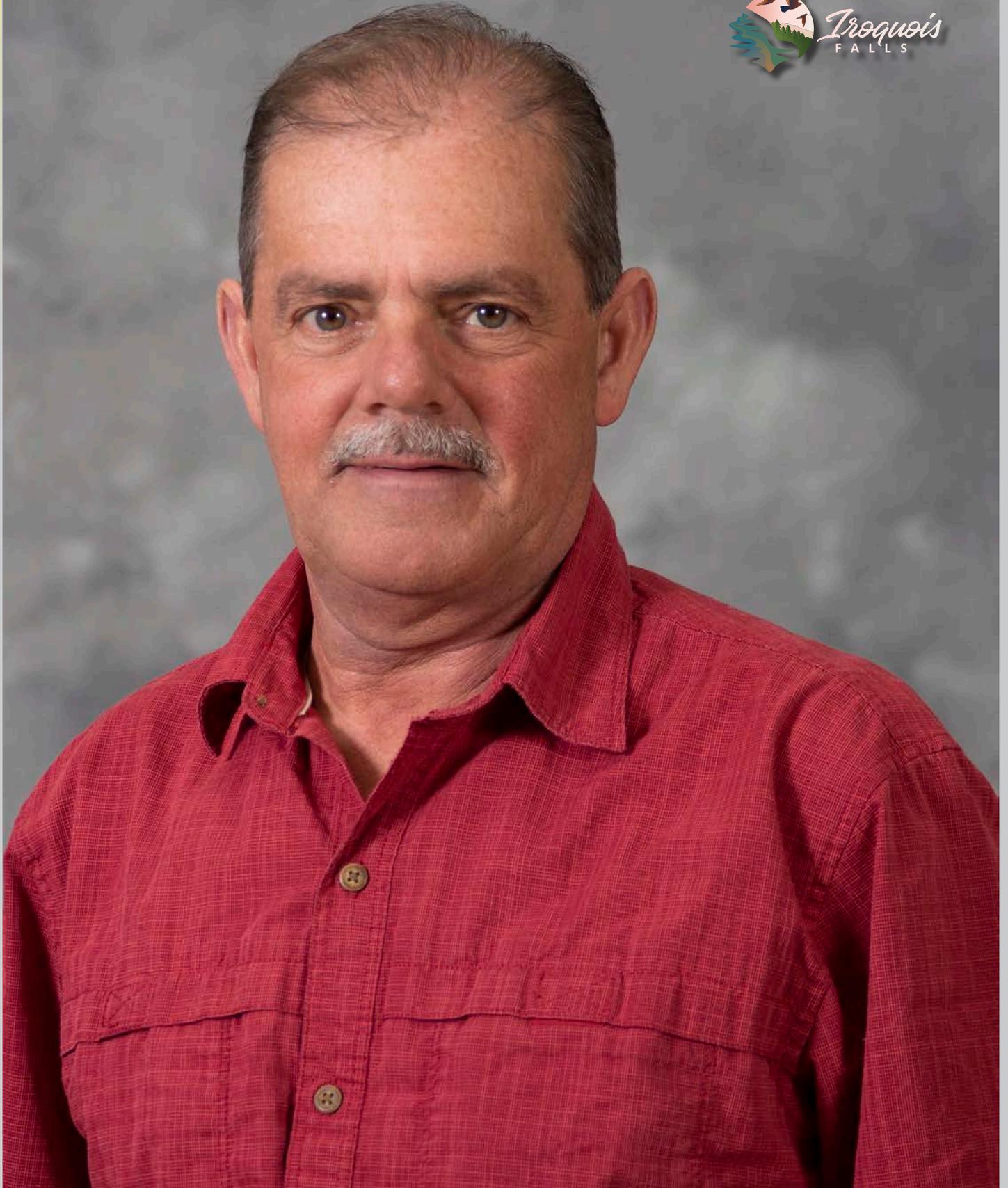
Marc Dube

Staff deal with bylaw complaints on a daily basis. These include calls about noise, animal control, zoning, parking, unsightly property, sidewalk encroachment and signage issues. Enforcement tools such as issuance of by-law offence notices or tickets, will apply to enforce by-laws fairly and reasonably. The general operating philosophy of the Town' By-Law Enforcement Officer is one of education and voluntary compliance first, which generates a high success rate.

In 2021, the Town hired a new full time By-law Officer to assist with educating and enforcing the Town's By-Laws.



Staff deal with bylaw complaints on a daily basis. These include calls about noise, animal control, zoning, parking, unsightly property, sidewalk encroachment and signage issues.....Marc Dube, Planning and Zoning Officer



Month	Consent Application	Minor Variance Application	Deeming By-Law Applications cons. of lots	Zoning Applications
January	0	1	0	1
February	0	4	2	0
March	0	0	0	0
April	1	1	0	0
May	0	0	0	0
June	0	0	0	0
July	1	0	0	2
August	0	0	0	0
September	0	0	1	1
October	0	0	0	0
November	3	0	0	0
December	0	0	0	0
TOTAL	6	0	6	6

Summary of Completed Projects in 2021

- Director of Planning, Zoning, and By-Law Enforcement was hired.
- Worked on backlog of minor variance and rezoning applications that were delayed. The new department head holds the required knowledge and successfully completed follow-through on all applications.
- By-Law Enforcement Officer hired and trained to carry out new role.
- Collaborated on new Official Plan and Zoning Bylaw.

Major Projects and Strategies for 2022

- Investigate and develop an updated strategy for violation tickets that encompass all departments.
- Investigate the development of a Good Neighbour/Nuisance By-Law for addressing issues that affect community health, safety, and sustainability.
- Create and maintain relationships with O,P.P. and local service providers when responding to vulnerable population.
- See the adoption of the new Official Plan & Zoning By-Law.
- Oversee the revision of several by-laws.

Finance Department

Linda McLean

The Finance Department is responsible for providing a full range of financial services including: financial planning, coordination, control, and reporting; annual budget preparation; property taxation; utility billing; accounts payable and receivable; fixed asset register maintenance; banking, cash management, financing, and debt servicing; processing and accounting for all financial transactions; as well as internal control systems maintenance.

Additionally, the department is responsible for ensuring financial and taxation compliance with statutory requirements set forth in the *Municipal Act 2001*, including the annual budget, adoption of tax rates and ratios, and production of audited financial statements.

2021 Budget Highlights The *Municipal Act 2001*, requires each municipality to adopt an annual budget that includes estimates of all amounts required during the year for the operation of the municipality. The budget must also factor in sufficient amounts to pay all debts of the municipality falling due within the year and amounts required to be paid to any board, commission or other body.

Council for the Town of Iroquois Falls reviewed, deliberated and adopted the 2021 Operating and Capital budgets. Total budgeted revenues for 2021 were **\$13,563,572** with a substantial portion of these estimated funds to be derived from taxation (68%) and the remainder from operating grants, user fees, and other revenue sources.

The 2021 Budget maintained existing service levels while prioritizing essential services and programs. This ensured our investments supported municipal operations and preserved quality of life for our residents.

The Finance Department is responsible for providing a full range of financial services including: financial planning, coordination, control, and reporting; annual budget preparation; property taxation; utility billing; accounts payable and receivable; fixed asset register maintenance; banking, cash management, financing.....Linda McLean, Treasurer

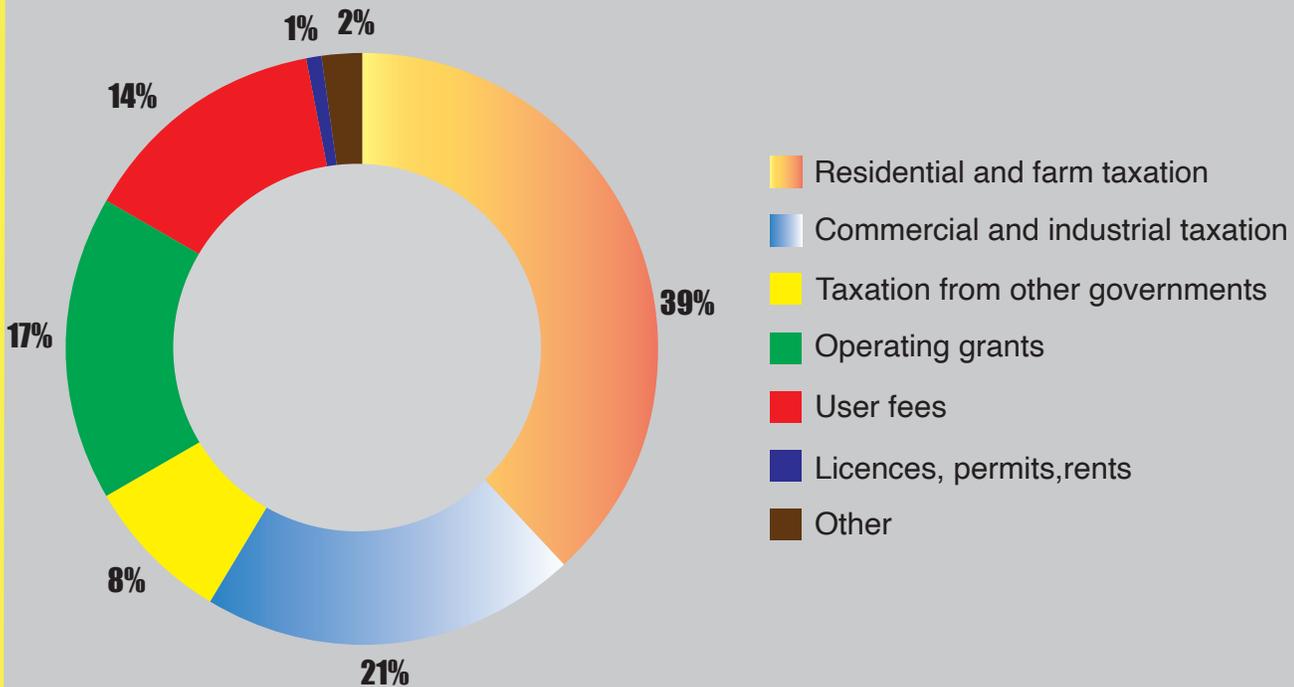


2021 Operating Revenues

(WHERE THE MONEY COMES FROM)

Revenues

Residential and Farm Taxation	\$5,257,785
Commercial and Industrial Taxation	\$2,820,478
Taxation from Other Governments	\$1,083,581
Operating Grants	\$2,243,911
User Fees	\$1,831,327
Licences, Permits, Rents	\$105,840
Other	\$220,650
TOTAL	\$13,563,572

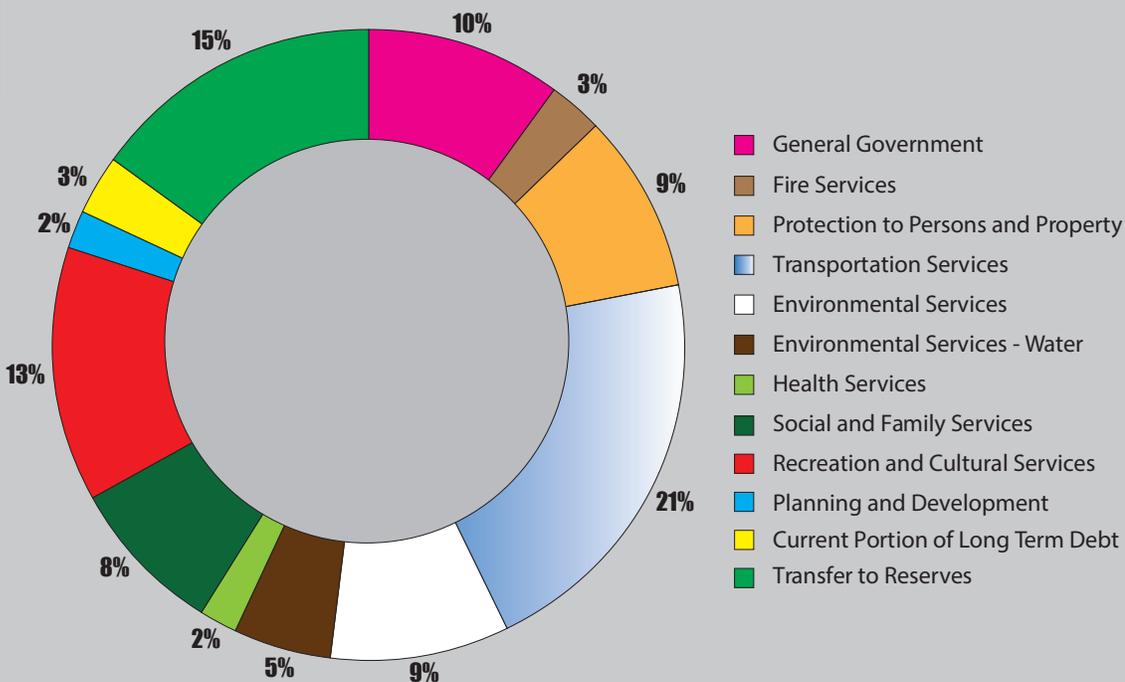


2021 Operating Expenses

(WHERE THE MONEY GOES)

Expenses

General Government	\$1,370,400
Fire Services	\$484,660
Protection to Persons and Property	\$1,252,313
Transportation Services	\$2,793,037
Environmental Services	\$1,260,809
Environmental Services - Water	\$670,803
Health Services	\$236,598
Social and Family Services	\$1,078,327
Recreation and Cultural Services	\$1,716,174
Planning and Development	\$251,621
Current Portion of Long-Term Debt	\$414,748
Transfers to Reserves	\$2,034,082
TOTAL	\$13,563,572



2021 Capital Budget

PROJECT	PROJECT COST	FUNDING SOURCES		
		Gas Tax	Grants / Other	Reserves
General Government				
Town Hall Renovations	\$300,000	\$142,694	\$142,694	\$157,306
Municipal Telephone System	\$30,000		\$30,000	
Protective Services				
Fire Department - Equipment	\$10,000		\$10,000	
Transportation Services				
Airport Improvements	\$307,575		\$122,750	\$184,825
Porquis Junction Roads Study	\$30,000			
Engineering Concrete Box Culvert - Rese Road	\$51,000			
Remediation Concrete Box Culvert - Rese Road	\$560,000	\$300,000	\$122,078	\$137,922
Engineering Services - Cambridge Drive	\$100,000		\$100,000	
Traffic Counter	\$9,000			\$9,000
Ambridge Drive Reconstruction	\$3,518,526		\$350,000	
Environmental Services				
Engineering Services - Wastewater Treatment		\$30,000	\$30,000	
Water Services				
Waterworks Vehicle	\$35,000		\$35,000	
Health Services				
Cemetery Storage Sheds	\$20,000		\$20,000	
Recreation and Cultural Services				
Arena Compressor Room Wall	\$22,000	\$10,999		\$11,001
Engineering Assessment / Complex Hall	\$15,000	\$10,999	\$4,001	
Fitness Equipment	\$10,000		\$10,000	
Ladies Gym Lighting	\$11,000		\$8,066	\$2,934
Pool Mechanical Room Upgrades	\$60,000		\$36,665	\$23,335
Arena Compressor Room Mechanical Upgrades	\$154,000		\$154,000	
Zero Turn Lawnmower & Utility Trailer	\$20,000		\$20,000	
Tractor	\$54,000		\$32,998	\$21,002
Arena Scoreboard	\$60,000		\$36,665	\$23,335
TOTAL	\$5,407,101	\$300,000	\$523,914	\$1,414,661

