

**Townships of Head Clara & Maria**

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**From:** "Jane Barkley" <nrt@magma.ca>  
**Sent:** Thursday, October 13, 2011 10:24 AM  
**Subject:** Remembrance Day

On November 9th, the North Renfrew Times will be publishing a page to support the local Royal Canadian Legions' Remembrance Day Services. Each year through sales of these spaces, a donation of \$300 has been made to the Poppy Fund.

If you are interested in being represented on this page, the cost of advertising is \$29.99 + HST. The size and frame are standard and content is a simple phrase or quote with name.

Please contact me by Thursday, November 3 for booking.

Jane

Jane Barkley  
Advertising Supervisor  
North Renfrew Times  
21 Champlain St., PO Box 310  
Deep River ON K0J 1P0

613-584-4161 fax: 613-584-1062

# FINANCIAL INDICATOR REVIEW

(Based on 2010 Financial Information Return)

Head, Clara and Maria Tp (Renfrew Co)

## NOTES

On an annual basis, Ministry staff conduct a review of the Financial Information Returns (FIR's) and Financial Statements submitted by municipalities. Through the use of several key financial indicators, municipal financial performance is monitored in relation to established Provincial Thresholds. It is important to remember however, that these financial indicators only provide a financial snapshot at a particular moment in time and should never be used in isolation, but supported with all other information sources. In keeping with our Financial Information Return review process and follow-up, Ministry staff may routinely contact and discuss this information with the municipal Treasurer in an effort to better understand a municipality's overall financial position and offer our assistance in connection with these matters.

### **Additional Notes on Financial Indicators:**

**Debt Charges as a % of Total Operating Revenue** - This flexibility indicator illustrates the extent to which past borrowing decisions of the municipality present a constraint on a municipality's ability to meet its financial and service commitments in the current period. Specifically, the more a municipality uses revenues to meet the interest costs on past borrowing, the less will be available for program spending.

**Reserves and Reserve Funds as a % of Operating Expenses (excluding amortization)** - Low reserve and discretionary reserve funds indicate that the municipality may have limited flexibility to offset non-budgeted revenue losses or increases in expenses. High percentages would indicate that a municipality is setting aside substantial revenues for future projects. This comparison is to be based on municipal grouping and local knowledge. Low reserves indicate that the municipality may have little flexibility to offset non-budgeted revenue losses or expenditure increases. It is recognized that municipalities with high reserves and discretionary reserve funds may have allocated part or all of these reserves for future capital needs.

**Net Financial Assets or Net Debt as a % of Total Operating Revenue** - This is a sustainability indicator. Net debt provides a measure of the future revenue required to pay for past transactions and events or the net financial assets on hand which can provide resources to finance future operations. This ratio assesses the ability of a municipality to make future payments on its debt. A ratio that is increasing would indicate that more time to eliminate net debt will be necessary. A trend in this direction may not be sustainable.

**Net Financial Assets or Net Debt as a % of Own Purpose Tax'n plus user fees** - This is a sustainability indicator. Net debt provides a measure of the future revenue required to pay for past transactions and events. A ratio that is increasing would indicate that more time to eliminate net debt will be necessary. A trend in this direction may not be sustainable.

**Total Taxes Receivable less Allowance for Uncollectables as a % of Total Taxes Levied** - This is a lower-tier / single-tier measure. The indicator reflects the ability of taxpayers to meet their tax obligations to the municipality. Higher ratios may reflect the inability of taxpayers to pay taxes and / or may indicate tax collection procedure problems.

**Total Cash and Temporary Investments as a % of Operating / Expenses (excluding amortization)** - This indicator is a liquidity measure that looks at short term liquid assets and compares those assets to total revenues, that is, to total budget. A low level (low percentage) may mean a municipality has not budgeted sufficient funds to ensure that it has adequate cash flow and / or a municipality had inadequate reserves. The indicator suggests the municipality's ability to pay off immediate demands of creditors and service providers using its most liquid and current assets.

**Net Working Capital as a % of Total Municipal Operating Expenses (excluding amortization)** - Net working capital is cash, accounts receivable and taxes receivable minus temporary loans and accounts payable. This number is compared to total revenue fund expenditures (which includes debt charges) / expenses (excluding amortization). The goal of this measure is to look at the ability of the municipality to meet its current expenditures (including current year debt charges) / expenses (excluding amortization). The indicator suggests whether the municipality has ample working capital meet its short-term obligations. This measure is related to the liquidity measure above.

**Net Book Value of Capital Assets as a % of Cost of Capital Assets** - Net book value of capital assets compared to cost of capital assets is an important indicator because it reports the extent to which the estimated useful lives of a municipality's tangible capital asset are available to provide its services. If a municipality's scale, scope and level of services remain unchanged or grow, its asset base could eventually impair flexibility because of the impending future costs of capital asset repair or replacement.

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# FINANCIAL INDICATOR REVIEW

(Based on 2010 Financial Information Return)

## Head, Clara and Maria Tp (Renfrew Co)

Date Prepared: 29-Aug-11

Tier: Lower Tier

MSO Office: Eastern Ontario

MAH Code: 69612

Prepared By: Stephen Seller

MUNID: 47098

REV Code: 4798

### FINANCIAL INDICATORS

Indicator	Thresholds	Actuals	South - LT - Counties - Rural		Risk Level	
			Median	Average		
Debt Servicing Cost as a % of Total Operating Revenue	Low: <5% Mod: 5% - 10% High: >10%	2008	0.0%	2.8%	3.7%	Low
		2009	0.0%	3.5%	4.6%	
		2010	0.0%	3.4%	4.9%	
Total Reserves and Discretionary Reserve Funds as a % of Operating Expenses	Low: >20% Mod: 10% - 20% High: <10%	2008	92.3%	52.3%	55.9%	Low
		2009	126.7%	62.3%	67.2%	
		2010	105.1%	56.2%	57.8%	
Net Financial Assets or Net Debt as a % of Total Operating Revenue	Low: >(-20%) Mod: (-20%) - (-40%) High: <(-40%)	2008	77.6%	28.4%	24.8%	Low
		2009	71.6%	18.5%	15.9%	
		2010	72.5%	12.6%	13.1%	
Net Financial Assets or Net Debt as a % of Own Purpose Taxation Plus User Fees	Low: >(-50%) Mod: (-50%) - (-100%) High: <(-100%)	2008	207.2%	40.0%	39.6%	Low
		2009	222.4%	35.9%	30.4%	
		2010	178.2%	24.6%	21.9%	
Total Taxes Receivable less Allowance for Uncollectables as a % of Total Taxes Levied	Low: <10% Mod: 10% - 15% High: >15%	2008	0.6%	10.0%	10.8%	Low
		2009	1.3%	11.2%	11.4%	
		2010	0.8%	10.7%	11.0%	
Total Cash and Temporary Investments as a % of Operating Expenses	Low: > 10% Mod: 5% to 10% High: Below 5%	2008	120.3%	49.2%	54.8%	Low
		2009	128.7%	45.0%	51.6%	
		2010	131.2%	38.5%	43.2%	
Net Working Capital as a % of Total Municipal Operating Expenses	Low: > 10% Mod: 10% to (-10%) High: Below (-10%)	2008	114.9%	57.2%	60.5%	Low
		2009	138.8%	60.7%	68.8%	
		2010	128.4%	57.8%	63.5%	
Net Book Value of Capital Assets as a % of Cost of Capital Assets	Negative trends to be analyzed. No risk level assigned.	2009	33.1%	63.7%	63.8%	
		2010	42.5%	60.2%	60.1%	



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September 30, 2011

Reeve and Council  
Head, Clara & Maria Township  
15 Township Hall Rd  
Stonecliffe ON K0J 2K0

Dear Reeve Tammy-Lee Stewart and Council:

I am writing to request your support of our attached motion regarding the closing of the Denbigh Ambulance Station. This ambulance station serves the Griffith and Matawatchan area of our municipality and all long and short term visitors entering Renfrew County along the Highway 41 corridor. This ambulance is operated by the County of Lennox and Addington and serves both year long and seasonal residents of Renfrew County, Northern Lennox and Addington County, Frontenac County, portions of Hastings County and the over 200,000 annual visitors to nearby Bon Echo Provincial Park. This station also is the responder for the many people travelling or enjoying the numerous recreational activities in the Highway 41 corridor, who experience difficulty. The Denbigh Ambulance Station was established by the Province of Ontario as a means of serving a sparsely populated rural geographic area. As you are aware the station was downloaded to Lennox and Addington County and like most Upper Tiers, they have had to learn on the job as they have managed their ambulance system and its many challenges.

One of the challenges they have faced is lower call volume in Denbigh and a higher call volume in a built up area adjacent to Kingston. They have had to utilize the Frontenac County service to meet their needs in the Kingston area and it has resulted in an outflow of funds. Lennox and Addington's consultant has advised closing the Denbigh and Northbrook station and relocating a single ambulance to the Cloyne area and moving the other ambulance to a new, as yet unbuilt, station adjacent to Kingston.

We think this is wrong. The move to a Cloyne-based station will add 35 - 40 minutes to the responses to calls in Griffith and Matawatchan in Renfrew County and an unknown time to the calls in Brudenell, Lyndoch and Raglan, also in Renfrew County. As a response, Renfrew County will need to pursue a course of action which could diminish their ability to serve all of Renfrew County as they move to fill the holes in service in our areas. Our residents and visitors have come to expect and rightly so, an ambulance will respond in a timely manner when called and Lennox and Addington is moving to endanger our residents and visitors and a large number of travelers on the Highway 41 corridor by closing the Denbigh Ambulance Station.

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We have struggled a bit in sending this motion out as we find it unusual to need to criticize municipalities in our area for decisions they will be making. However, as this decision is short sighted and short term in nature and without a foundation of good planning and it also places peoples lives at risk, our community would appreciate your support and would encourage you to support us as we work to ensure our community continues to receive this essential service. If you would be so kind as to forward copies of your support to our office and to our MPP, MP, the County of Renfrew and the County of Lennox and Addington we would be grateful.

If you require further information please contact me on my cell at 613-401-7186 or via email at [pemon@countyofrenfrew.on.ca](mailto:pemon@countyofrenfrew.on.ca) or through the office at 613-752-2222.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter R. Emon', with a long horizontal flourish extending to the right.

Peter R. Emon  
Mayor



**Corporation of the Township of Greater Madawaska**

**Council Resolution Form**

Moved By:

*Mike Kay*

Seconded By:

*Kevin LeBlond*

**Denbigh Ambulance**

**WHEREAS** the Denbigh Ambulance Station is a valued and necessary service for the safety and well being of residents of the northern areas of Lennox and Addington County, Hastings County, Frontenac County and western areas of Renfrew County and a necessary and expected service to all short term and long term visitors to all four counties; and

**WHEREAS** the County of Lennox and Addington has difficulty in funding the continued operation of the Denbigh Ambulance Station and the expanded call volume in the Loyalist Township section of their county and has become dependent upon a flawed consultant report and update to plot a course for the future of the Denbigh Ambulance Station which has ignored the regional nature of this service; and

**WHEREAS** the consultants' report and update has been repeatedly demonstrated to be limited and possessing faulty data which ignores the need for the Denbigh Ambulance Station to remain serving in the community to ensure the continued well being of the residents and visitors to all four counties; and

**WHEREAS** the consultants' report and update has failed to identify potential revenue streams and community partnerships which would benefit the Denbigh Ambulance Station and the rest of the system in Lennox and Addington; and

**WHEREAS** to accept the consultants' report and update without challenge is to condemn the permanent, seasonal and visiting population of Lennox and Addington County, Hastings County, Frontenac County and Renfrew County to demonstrated longer wait times for service while further reducing already short wait times for service in the southern portions of Lennox and Addington County; and



THE TOWNSHIP OF  
**GREATER MADAWASKA**

RECEIVED  
OCT 05 2011  
*[Signature]*

**WHEREAS** to accept the recommendations of the consultants' report and update will result in service disruption and additional costs to Frontenac County, Hastings County and Renfrew County and the regional ambulance system and service being provided by them in other parts of their counties as they move to fill the void when the Denbigh Ambulance Station is closed and service to the population it presently serves is virtually non-existent from the Lennox and Addington ambulance service.

**NOW THEREFORE BE IT RESOLVED THAT** The Township of Greater Madawaska endorses the concept that the Denbigh Ambulance Station operated by the County of Lennox and Addington remain in operation as a 24 hour/7 day a week service provider and strongly urges the County of Lennox and Addington to investigate all potential community and Upper Tier relationships or partnerships which will continue to operate the Denbigh Ambulance Sataion on a 24/7 basis for the safety and benefit of the community it presently serves in the four counties.

**AND FURTHER THAT** this resolution be forwarded to the Minister Of Health and Long Term Care the Honourable Deb Mathews, MPP John Yakabuski, Mpp Randy Hillier, MP Cheryl Gallant, MP Scott Reid, County Council in Lennox and Addington, Hastings County Council, all municipalities in Renfrew County, Frontenac County, Hastings County and Lennox and Addington County for their support.

Carried:        Defeated:        Withdrawn:       

Declaration of Interest:        Recorded Vote:       

Abstain	Yea	Voting	Nay
		P. Emon	
		K. Lehnhardt	
		B. Hunt	
		B. Kierczak	
		G. McKay	

Mayor: *[Signature]*  
Date: 29 SEP 2011  
Motion #: