

**TOWNSHIP OF SOUTH FRONTENAC
COUNCIL MEETING
AGENDA**



TIME: 7:00 PM,
DATE: Tuesday, November 19, 2019
PLACE: Council Chambers.

1. Call to Order
 - a) Resolution
2. Declaration of pecuniary interest and the general nature thereof
3. Approval of Agenda
 - a) Resolution
4. Scheduled Closed Session - not applicable
5. ***Recess***- not applicable
6. Delegations - not applicable
7. Public Meeting
 - a) Open Public Meeting (resolution)
 - b) Rezoning Application Z-19-12-B - Concession 4, Part Lot 1, 220 Abrams Lane 3 - 7
 - c) Close Public Meeting (resolution)
8. Approval of Minutes
 - a) November 5, 2019 Council Meeting 8 - 12
9. Business Arising from the Minutes
 - a) Notice of Motion - Ontario by Bike Publication 13 - 14
10. Reports Requiring Action
 - a) Parking and Traffic Restrictions (See By-law 2019-63) 15
 - b) Proposed Speed Reduction on Snider Road (See By-law 2019-64) 16
 - c) Close and Transfer of Portions of Road Allowance - **RC-19-05** McDonald, **RC-19-06** Lansdell (See By-laws 2019-65 and 2019-66) 17 - 23
 - d) Emergency Management Program and Emergency Response Plan (See By-law 2019-68) 24 - 55

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15.	<u>Notice of Motions</u>	
16.	<u>Announcements/Statements by Councillors</u>	
17.	<u>Question of Clarity (from the public on outcome of agenda items)</u>	
18.	<u>Closed Session (if requested)</u>	
19.	<u>Confirmatory By-law</u>	
a)	By-law 2019-69	152
20.	<u>Adjournment</u>	



Report to Council

Development Services - Planning



Public Meeting Report – Zoning Bylaw Amendment

Report Date:	November 13, 2019
Application No:	Z-19-12-B
Owner:	Robert Abrams
Location of Property:	Part Lot 1, Concession 4, Being Parts 6 & 7 on Plan 13R19636, District of Bedford, Township of South Frontenac, municipally known as 220 Abrams Lane, Desert Lake
Purpose of Application:	Rezone land from Rural (RU) Zone, to the Limited Services Residential – Waterfront (RLSW) Zone as a condition of consent application S-19-19-B for a lot addition
Date of Public Meeting:	November 19, 2019

Recommendation

It is recommended that South Frontenac Council receive comments from the public and pending comments received to direct staff to prepare a bylaw to Rezone the severed lands from Rural (RU) Zone to the Limited Services Residential – Waterfront (RLSW) Zone as a condition of consent application S-19-19-B.

Proposal

An application has been submitted to amend the Township of South Frontenac Comprehensive Zoning Bylaw 2003-75 to rezone the subject property owned by Robert Adams for the severed lands to be merged with the lands owned by Jan Maika at 42A Windy Bay Lane from Rural (RU) Zone to Limited Services Residential – Waterfront (RLSW) Zone as a condition of a consent application S-19-19-B. The rezoning is required in order to fulfill condition 9 of the consent application for the benefitting lands to one consistent zone to recognize the enlarged property as one consistent zone. The consent application was processed by the Township in October 2018. The benefitting lands are located in the Limited Services Residential – Waterfront (RLSW) Zone.

Under the *Planning Act*, a public meeting is required to be held to receive comments from citizens on the proposed rezoning. With the information presented, planning staff are recommending that Council receive comments but defer passing a bylaw until a later Council meeting to allow staff to incorporate comments received.

The property at 42A Windy Bay Lane is a small residential waterfront property on Desert Lake with a cottage close to the waterfront. The property owner of 42A Windy Bay Lane presently travels over a portion of the property at 220 Abrams Lane. With the lot addition, the lot will be enlarged and the existing access will be formalized. The lands to be merged are vacant, rocky and heavily treed and comprise a portion of lands that are not presently used by 220 Abrams Lane which is part of a larger land holdings that contain an existing campground.

Background

The subject property has received provisional consent approval for application S-19-19-B for a lot addition from an existing property at Part Lot 1, Concession 4, Being Parts 6 & 7 on Plan 13R19636, District of Bedford, Township of South Frontenac, municipally known as 220 Abrams Lane, Desert Lake. The severed lands consist of approximately 0.69 hectares (1.7 acres) of land with 6 metres (19.7 ft.) water frontage and 6 metres of frontage on Windy Bay Lane to a developed lot municipally known as 42A Windy Bay Lane. The total lot size will be 0.83 hectares (2.05 acres) once the severance is finalized.

The retained lands consist of approximately 26.71 hectares (66 acres) with approximately 886 metres of frontage along Dessert Lake and lane frontage of 532 metres (1,745 ft.). The lands will remain in the Rural (RU) Zone and the site specific Recreational Resort Commercial (RRC-46) Zone. No further development is proposed for the benefitting lands.



Report to Council

Development Services - Planning



The proposed zoning by-law amendment will bring the benefitting lands into compliance with the current provisions for waterfront residential lots.

Provincial Policy Statement (2014)

The 2014 Provincial Policy Statement (PPS) provides direction on matters of Provincial interest related to land use planning and development. The PPS promotes efficient land use and development patterns that support strong, liveable and healthy communities, protect the environment and public health and safety, and facilitate economic growth. When assessing consent applications on rural lands, planning authorities must comply with Section 1.1.5.1 of the PPS; this section requires application of relevant policy of Section 1: Building Healthy Communities, Section 2: Wise Use and Management of Resources, and Section 3: Protecting Public Health and Safety by the approval authority.

Section 1: Building Healthy Communities of the PPS promotes the building of strong, healthy communities and includes policies about avoiding development and land use patterns which may cause environmental or public health and safety concerns. Section 1.1.5.2 of the PPS permits limited residential development on rural lands and Section 1.1.5.4 promotes development that is compatible with the rural landscape and can be sustained by rural service levels. The lot addition increases the benefitting lands which consists of 0.14 hectares (0.35 acres), to create a lot that meets the waterfront residential zone provisions in the Township's Zoning Bylaw.

Section 2: Wise Use and Management of Resources of the PPS contains policies that encourage the protection of natural heritage, water, agricultural, mineral and cultural heritage and archaeological resources for their economic, environmental and social benefits. The benefitting lands are developed with an existing cottage and out buildings. The additional lands will create a buffer from neighbouring properties and enlarge the lands to recognize the location of the existing access.

Section 3: Protecting Public Health and Safety directs development away from areas of natural or human-made hazards where there is an unacceptable risk to public health or safety or of property damage. The application was not circulated to the Cataraqui Region Conservation Authority as the lands to be merged with 42A Windy Bay Lane will be maintained under the present RLSW Zone.

County of Frontenac Official Plan, 2016

The County of Frontenac Official Plan is a framework for guiding development in the County through the management and protection of the natural environment and by providing direction and influence on growth patterns. It is focused on the six themes of economic sustainability, growth management, community building, housing and social services, heritage and culture, and environmental sustainability.

Section 3.3 Rural Lands provides policies for all lands outside of the settlement areas. The Plan recognizes that rural lands are used as an alternative location for those preferring a rural lifestyle. The consent application increases the size of the benefitting lands to bring the lands into compliance with the Township's Official Plan.

Township of South Frontenac Official Plan, 2003

The subject property and benefitting lands are designated as Rural in the Township of South Frontenac Official Plan. Policies of the Rural designation speak to permitting development that is consistent with maintaining the Township's rural, natural heritage, and cultural landscape. Section 5.7.4 Rural Residential Policies permit limited non-agricultural development within the Rural area. The enlarged parcel will bring the benefitting lands into conformity with the policies for lot sizes for rural residential uses. The retained lot continues to comply with the existing zoning.

Township of South Frontenac Zoning Bylaw

The subject property is located in the Rural (RU) Zone and the site specific Recreational Resort Commercial (RRC-46) Zone in the Township Zoning Bylaw. The portion of lands to be merged with the property at 42A Windy Bay Lane are located in the Rural (RU) Zone. The intent of the Rural



Report to Council

Development Services - Planning



zoning is to permit a variety of uses including agricultural and residential. The benefitting lands are zoned Limited Services Residential – Waterfront (RLSW) in the Township Zoning Bylaw. The lot addition will increase the size of the benefitting lands to come into compliance with the zoning provisions. One zone is proposed to ensure consistency of permitted uses across the subject property.

Agency Analysis and Comments

Public Services Department – The application was not required to be circulated to Public Services as the existing entrance will be maintained at 42A Windy Bay Lane which is a private lane not maintained by the Township.

KFL&A Public Health – The application was not required to be circulated to the Health Unit as the existing septic system will not be impacted and the existing septic system will be maintained.

Cataraqui Region Conservation Authority – The application was not circulated to the Conservation Authority given the nature of the request that an existing undersized lot will be enlarged and that the remaining land holdings will consist of 66 acres. No development is proposed as a result of this application.

Public Comments – No comments have been received from the public to date.

Submitted by:

Trudy Gravel, CPT, AMCT, Planner, Township of South Frontenac

Approved by:

Claire Dodds, MCIP, RPP, Director of Development Services, Township of South Frontenac

Date of Site Visit: September 26, 2019

Attachments:

1. Draft Zoning By-law & Mapping

**TOWNSHIP OF SOUTH FRONTENAC
BY-LAW NUMBER 2019-XX**

Being a by-law to amend By-law Number 2003-75, as amended, to rezone land from Rural (RU) Zone to the Limited Services Residential – Waterfront (RLSW) Zone, Part Lot 1, Concession 4, Being Parts 6 & 7 on Plan 13R19636, District of Bedford, Township of South Frontenac: Abrams (Maika)

WHEREAS pursuant to the provisions of the Section 34 of the *Planning Act*, RSO 1990 as amended, the Council of a Municipality may enact by-laws regulating the use of land and the erection, location and use of buildings and structures thereon;

AND WHEREAS By-law 2003-75 being the Zoning By-law regulates the use of land and the erection, location and use of buildings and structures within the Township of South Frontenac;

AND WHEREAS the Council of the Corporation of the Township of South Frontenac considered all written and oral submissions received on this application, the effect of which helped Council make an informed decision;

NOW THEREFORE, the Council of the Corporation of the Township of South Frontenac by its Council, hereby enacts as follows:

1. This by-law shall apply to the severed lands being a lot addition created through consent application S-19-19-B for lands at 42A Windy Bay Lane. The lands are located in Part Lot 1, Concession 4, Being Parts 6 & 7 on Plan 13R19636, District of Bedford, Township of South Frontenac municipally known as 220 Abrams Lane.
2. THAT Schedule "D", to Zoning By-law Number 2003-75 as amended, is hereby further amended by changing the zoning from Rural (RU) Zone, to the Limited Services Residential – Waterfront (RLSW) Zone for those lands shown on the attached map designated as Schedule "1".
3. THIS BY-LAW shall come into force in accordance with Section 34 of the Planning Act, 1990, as amended, either upon the date of passage or as otherwise provided by said Section 34.

**Dated at the Township of South Frontenac
this XXth day of XX, 2019.**

Read a first and second time this XXst day of XX, 2019.

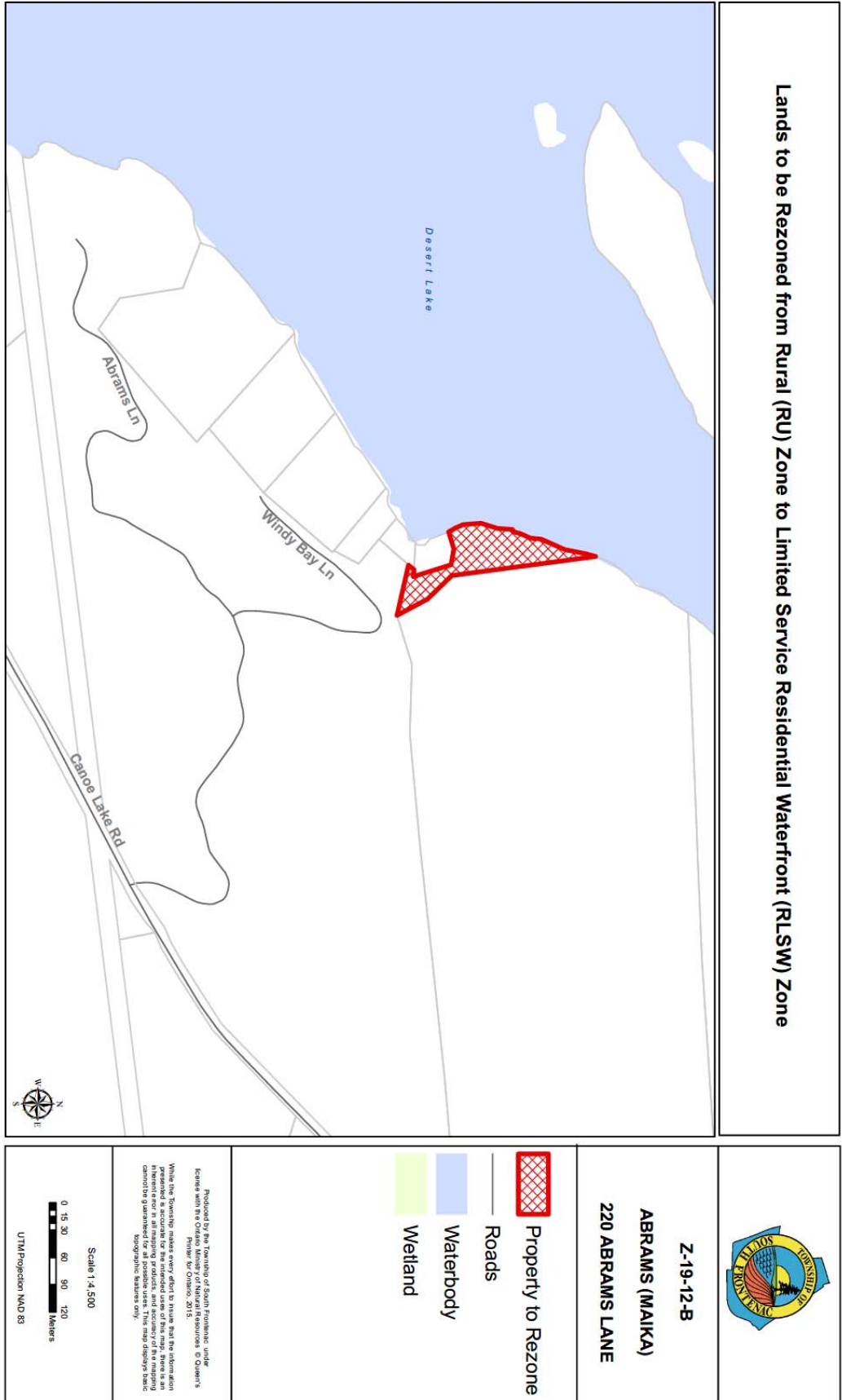
Read a third time and finally passed this XXth day of XX, 2019.

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC**

Ron Vandewal, Mayor

Angela Maddocks, Clerk

Schedule 1



This is Schedule "1" to By-law No. 2019-XX

Passed this XXth day of XX, 2019

MAYOR _____

CLERK _____

Minutes of Council
November, 5, 2019

Time: 6:00 PM

Location: Council Chambers



Meeting # 29

Present: Mayor Ron Vandewal, Pat Barr, Doug Morey, Alan Revill, Norm Roberts, Randy Ruttan, Ron Sleeth, Ross Sutherland

Staff: Neil Carbone, Chief Administrative Officer, Angela Maddocks, Clerk, Claire Dodds, Director of Development Services, Mark Segsworth, Director of Public Services, Louise Fragnito, Director of Corporate Services, Darcy Knott, Fire Chief, Jillian McCormick, HR/Legislative Compliance (for Closed Session portion only)

1. Call to Order

a) Resolution

Resolution No. 2019-29-01

Moved by Deputy Mayor Sleeth

Seconded by Councillor Morey

That the Council meeting of November 5, 2019 be called to order at 6:00 p.m.

Carried

2. Declaration of pecuniary interest and the general nature thereof

a) There were no declarations.

3. Approval of Agenda

a) Resolution

Resolution No. 2019-29-02

Moved by Deputy Mayor Sleeth

Seconded by Councillor Morey

That the agenda for the November 5, 2019 Council meeting be approved as presented.

Carried

4. Scheduled Closed Session

a) As permitted by the Municipal Act, Section 239.2, (d) Council will move into closed session to discuss labour relations and employee negotiations.

Resolution No. 2019-29-03

Moved by Deputy Mayor Sleeth

Seconded by Councillor Morey

That Council move into closed session as permitted by the Municipal Act, Section 239.2 (d) to discuss labour relations and employee negotiations.

Carried

b) Employee Negotiations and Labour Relations

c) Resolution

Resolution No. 2019-29-04
Moved by Councillor Reville
Seconded by Councillor Ruttan
That Council move out of closed session.

Carried

5. Rise & Report

a) Resolution

Mayor Vandewal stated that Council truly appreciated the great staff employed at South Frontenac.

Resolution No. 2019-29-05
Moved by Deputy Mayor Sleeth
Seconded by Councillor Morey

That Council approve the updated Non-union Salary Grid including revised banding and pay equity adjustments, attached to this report as Schedule "A"; and,

That Staff be directed to implement the updated Salary grid effective Monday, November 4, 2019.

Carried

6. ***Recess - reconvene at 7:00 p.m. for Open Session

7. Delegations - 2020 Budget

a) Sharron Brown, Staff Sergeant, Frontenac OPP and David Townsend on behalf of the S.A.L.T. Initiative

Sharron Brown provided an overview of the "Seniors and Law Enforcement Together" initiative including funding partners, meeting schedule, participation numbers and topics offered for seniors. There is growing interest in the program and they are requesting continued funding for this program in the 2020 township budget.

b) Bob Clinton and Robert Charest on behalf of South Frontenac Rides Committee

Bob Clinton and Robert Charest attended on behalf of the South Frontenac Rides Committee requesting assistance in having the County financially support the inclusion of the the K & P and the Cataraqui Trail in the "Ontario By Bike" publication. These trails are a valuable asset for residents and draws many tourists into the area and having . The South Frontenac Rides Committee would like to have hardcopy maps of the cycling trails throughout the region. While the committee is anxious to move forward with the mapping project, they have not had an opportunity to speak with Richard Allen at the County about funding the submission in the "Ontario By Bike" publication so that the trails within Frontenac County are identified There was no direct request for funding from the township, rather a request to support the County fund the publication through their economic development budget.

c) Karl Hammer on behalf of South Frontenac Stocksport Club

Karl Hammer provided an overview of the ice stock sport, club membership and a vision for a facility in South Frontenac; there is an allocation of \$100,000 in the 2020 Recreation Capital Budget. He outlined the benefits to having a facility unique to the sport but that could be used for a skating rink, shinny and

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carnival activities from late fall to early spring. He outlined the Canadian competitions, the America Cup and international competitions that the South Frontenac Club have been involved. He suggested that the proposal for an ice stock pad aligns with Township Strategic Plan and suggested that naming rights could be a part of the fundraising aspect. The South Frontenac Ice Stock Club would like to apply to host the American's Cup; deadline for submission is March 2020. Mr Hammer speculated that hosting such an event would bring in 100 to 125 visitors to South Frontenac with economic spin off for local businesses.

Council expressed concerns about the costs for the ice stock pad and requested copies of the estimates for the work. There is a estimation tool available that will assist in getting a sense of the economic impact for hosting an event that the CAO agreed to look into.

This will be included in the budget deliberations to be held on November 7.

8. Public Meeting - not applicable
9. Approval of Minutes
 - a) October 8, 2019 Committee of the Whole

Resolution No. 2019-29-06

Moved by Councillor Ruttan

Seconded by Councillor Revill

That the minutes of the October 8, 2019 Committee of the Whole meeting be approved.

Carried

- b) October 15, 2019 Council

Resolution No. 2019-29-07

Moved by Councillor Revill

Seconded by Councillor Ruttan

That the October 15, 2019 Council meeting be approved.

Carried

10. Business Arising from the Minutes - not applicable
11. Reports Requiring Action
 - a) Acting CAO Policy

Resolution No. 2019-29-08

Moved by Councillor Roberts

Seconded by Councillor Barr

That Council approves the Delegation of CAO Duties Policy as attached to the CAO's Report as Schedule "A" dated November 5, 2019.

Carried

- b) Land Donation - Bedford Road

Resolution No. 2019-29-09

Moved by Councillor Barr

Seconded by Councillor Roberts

That Council direct staff to initiate the process of acquiring donated land identified as Lot 6, Concession 6, 4817 Bedford Road, subject to the terms outlined in this report.

Carried

12. Committee Meeting Minutes

a) Public Services Committee meeting held September 19, 2019

Councillor Sutherland inquired about the timeline for the community engagement initiative for the Sydenham Water that had been identified at the February meeting.

b) Bellrock Hall Committee meeting held September 19, 2019

c) South Frontenac Rides Committee meeting held September 23, 2019

d) Harrowsmith Beautification Committee meeting held September 26, 2019

e) Development Services Committee meeting held September 30, 2019

Resolution No. 2019-29-10

Moved by Councillor Barr

Seconded by Councillor Roberts

That Council receives for information the minutes of the following committee meetings:

- Public Services Committee meeting held September 19, 2019
- Bellrock Hall Committee meeting of September 19, 2019
- South Frontenac Rides Committee meeting of September 23, 2019
- Harrowsmith Beautification Committee meeting of September 26, 2019
- Development Services Committee meeting held September 30, 2019

Carried

13. By-laws - not applicable

14. Reports for Information

a) 3rd Quarter 2019 Update - Fire and Emergency Services

b) Accounts Payable and Payroll Listing

c) 2020 Draft Budget (for Special Committee of the Whole Mtg on November 7)

15. Information Items

a) South Frontenac Stocksport Club - Presentation from October 15, 2019 Council meeting

b) Thank You from Lakes and Trails Organizing Committee

c) Thank You to Fire Services from M. Jeane Davis

16. Notice of Motions

a) Councillor Sutherland served a notice of motion that Council requests that the County of Frontenac fund the advertising of trails in the "Ontario By Bike" publication.

17. Announcements/Statements by Councillors

a) Mayor Vandewal noted the "New Recruit Celebration" for the 25 new volunteer firefighting recruits on November 27 at Station 6. He commended them for the extensive training they have had to undertake to get to this point.

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- 18. Question of Clarity (from the public on outcome of agenda items)
 - a) There were no questions from those in attendance.
- 19. Closed Session - not applicable
- 20. Confirmatory By-law
 - a) By-law 2019-62

Resolution No. 2019-29-11

Moved by Councillor Barr
Seconded by Councillor Sutherland

That By-law 2019-62, being a by-law to confirm generally previous actions of the Council of the Township of South Frontenac, be given first and second reading this 5 day of November 2019.

Carried

Resolution No. 2019-29-12

Moved by Councillor Sutherland
Seconded by Councillor Barr

That By-law 2019-62 being the confirmatory by-law, be given third reading, signed and sealed this 5 day of November, 2019.

Carried

- 21. Adjournment
 - a) Resolution

Resolution No. 2019-29-13

Moved by Councillor Barr
Seconded by Councillor Sutherland

That the Council meeting of November 5, 2019 be adjourned at 8:35 p.m.

Carried

Ron Vandewal, Mayor

Angela Maddocks, Clerk



REPORT TO COUNCIL CLERKS DEPARTMENT



AGENDA DATE: November 19, 2019

SUBJECT: Notice of Motion – Ontario By Bike Publication – South Frontenac Rides Request

RECOMMENDATION

That Council petition the County of Frontenac to fund the Ontario By Bike 2020 publication to promote the great trails throughout Frontenac County that currently are not identified as part of the Eastern Ontario bike trails.

BACKGROUND

Council's Procedural By-law 2017-76 establishes the process for Notice of Motion.

At the Council Meeting on November 5, 2019, a presentation and request was made by Bob Clinton and Robert Charest to ensure the promotion of trails within the County of Frontenac as they were not identified in the 2019 Ontario By Bike magazine.

Councillor Sutherland served a notice of motion that Council petition the County of Frontenac to fund the 2020 publication of the Ontario By Bike so that the entire County can receive the economic benefit and recognition of the beautiful trail systems that exists in the Frontenac's.

A notice of motion requires a seconder at the next regular Council meeting. If seconded, the motion is debated and voted on.

A link to the entire Ontario By Bike 2019 edition can be found using the link below:
<http://www.transportationoptions.org/uploads/8/7/2/0/8720033/cio2019-eng.pdf>

ATTACHMENTS

Page 27 of the 2019 Ontario By Bike publication.


Submitted/approved by:

Angela Maddocks
Clerk


EASTERN ONTARIO

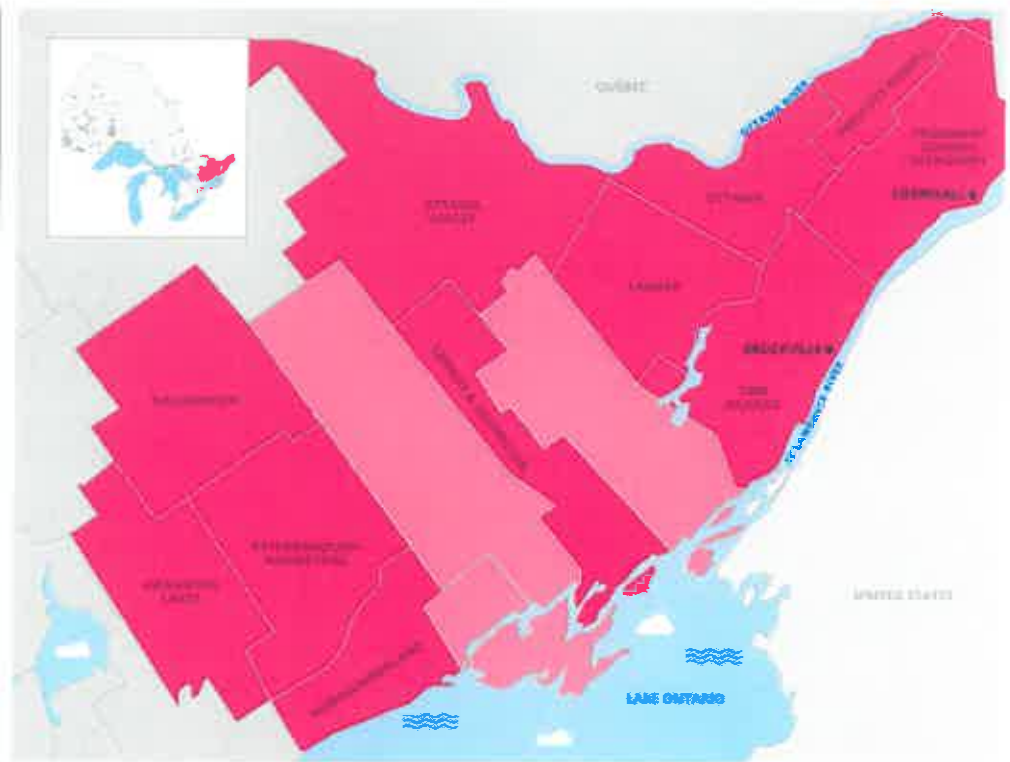
NORTHUMBERLAND COUNTY

 Camping is better with bikes and can easily be enjoyed at Ferris Provincial Park, on the shores of the Trent River. Ride across the spectacular Rainey Gorge Suspension Bridge and connect to the crushed stone **Great Trail** heading west towards Hastings. Cut through the hills of Northumberland on this picturesque rail trail. The 20km ride to Hastings makes a perfect morning out and destination for lunch on a patio overlooking the Trent River and Lock 18 on the Trent Severn Waterway. Ride back to Campbellford and enjoy local craft beer and music at the Church Pub & Grindhouse or stop in at the World's Finest Chocolate outlet for treats. Enter Campbellford in search at: thegreattrail.ca/explore-the-map

 **Trent River Truckin'** is a 63km looped route on paved roads and one of five signed cycling routes on the Northumberland Cycling Adventures Map. Start out of the artisan village of Warkworth and quickly embrace the scenic countryside ride to Campbellford. North of town, enjoy views from the eastern shoreline of the Trent River as the route transitions back into rural riding before making a final crossing of the Trent River in Kellers. northumberlandtourism.com/cycling

KAWARTHA LAKES

 Make Balsam Lake your destination for some spectacular lakeside riding, following mapped routes and a selection of secondary roads intersecting the Trent Severn Waterway and lock stations across Kawarthas Lakes. The **Bexley Ramble** is a 70km route and can be paired with the 67km **Carden Ramble** to the west for a greater exploration of the area. bit.ly/cyclinginkawarthalakes



THE FACTS FAVOURITE POST RIDE TREAT


36%
Beer

33%
Ice Cream

8%
Baked Goods

13%
Coffee

10%
Other
(e.g. Fruit,
Water, Hot
Chocolate)

 More suited to novice and intermediate riders, the trails in **Ken Reid Conservation Area** are just a 5km ride north from Lindsay along the Victoria Rail Trail. Less technical and relatively flat, the 10km trail network has many rest areas and water features laid out on the southern arm of Sturgeon Lake, an area also well known for birding. bit.ly/kenreid

PETERBOROUGH & THE KAWARTHAS

 Designated as a bicycle friendly business area, downtown Peterborough is a perfect destination for your next bike holiday. A family friendly 17km loop on paved and unpaved paths starts out from Silver Bean Café on the shores of Little Lake. Cross the converted rail bridge and quickly connect to the paved **Rotary Greenway Trail**. Ride north to Trent University before dismounting to cross the Otonabee River at Nassau Mills Road. Kids will love a stop at the Riverview Zoo before pedalling the **Parkway Trail** south to Jackson Park. Back on city streets, ride or walk the last few blocks back to Millennium Park for ice cream. thekawarthas.ca/cycling

 Explore **Cottage Country** on this 100km loop north of Peterborough. As with each of the region's three signed routes, start off from Millennium Park quickly connecting to winding roads with fewer cars, a route popular with local cyclists. For a mid-ride break, stop in at the cafe in McCracken's Landing, which hangs over the Stony Lake waterfront. Budding touring riders can pack their panniers and overnight at the Warsaw Caves and Campground before riding back to town. thekawarthas.ca/cycling

HALIBURTON HIGHLANDS

 The most challenging road route in the Haliburton area is what we like to call the **Haliburton Highlands South Loop**. Mapped as route 'L' on the Cycle the Haliburton Highlands Map, this 107km loop passes through Haliburton, Tory Hill, Gooderham, Kinmount and Lochlin, and has a roughly 900m elevation gain with a steepest grade of 7%. If tackled clockwise, the route flattens out after the first 25km. Challenge yourself on the 40km stretch between Tory Hill and Kinmount, a perfect speed segment on a freshly paved road with paved shoulders most of



REPORT TO COUNCIL PUBLIC SERVICES DEPARTMENT



AGENDA DATE: November 19th, 2019

SUBJECT: Parking and Traffic Restrictions

RECOMMENDATION:

That Council approve By-law 2019-63, to amend Parking Restrictions at Devil Lake on Perth Road.

BACKGROUND:

A report was presented to council in 2018 and a by-law was passed restricting parking for a length of 150m on both sides of the road at the Devil Lake Culvert on Perth Road. Public works has received several requests for an extension of these parking restrictions. Council also heard a delegation from area residents about the need to prohibit parking at this location. The extension of the No Parking Zone will aid in an overall increase in safety to the public.

ATTACHMENTS:

See By-law 2019-63

Submitted/approved by:

Mark Segsworth, P. Eng.
Public Works Manager

Prepared by:

David Holliday
Area Supervisor



REPORT TO COUNCIL PUBLIC SERVICES DEPARTMENT



AGENDA DATE: November 19th, 2019

SUBJECT: Proposed Speed Reduction on Snider Road

RECOMMENDATION:

That Council approve By-law 2019-64 to amend By-law 2000-01 to regulate traffic, parking and stopping on Township Highways and Bridges, by including **Schedule A-47**.

BACKGROUND:

Request for reduced speed limits are received, complete with petition from a majority of residents affected, on an ad-hoc basis and reviewed on a seasonal basis. This year only Snider Road was submitted inclusive of the Petition.

Under the Highway Traffic Act the current speed limit is 50 km/h by default in built up areas and 80 km/h elsewhere. Snider Road has been reviewed incorporating the council endorsed TAC Automated Speed Limit Guidelines analysis tool. The result of this analysis was the recommendation for a speed limit reduction to 60 km/h for the entire length of Snider Road.

FINANCIAL/STAFFING IMPLICATIONS:

Sufficient funds exist within the 2019 Operating budget for the purchase of the required Regulation Signage.

Submitted/approved by:

Mark Segsworth, P. Eng.
Public Works Manager

Prepared by:

David Holliday, CET
Area Supervisor



REPORT TO COUNCIL

DEVELOPMENT SERVICES DEPARTMENT



REPORT DATE: November 14, 2019

AGENDA DATE: November 19, 2019

SUBJECT: By-law to Stop Up, Close and Transfer Ownership of a Portion of Road Allowance

RC-19-05 Gary & Lucille McDonald
3742 Fair Grounds Road, Inverary, Plan 24 Pt Lot 50 Pt Lot 51, District of Storrington, Township of South Frontenac

RC-19-06 Lansdell (Estate of Irene Belle Lansdell)
6449 Highway 38, Pt Lot 10, Concession 10, Pt 1, RP13R1459, District of Portland, Township of South Frontenac

RECOMMENDATION

Council **pass** the attached By-law 2019-65 and By-law 2019-66 to stop up, close and transfer ownership of a portion of an unopened road allowance adjacent to the property at 3742 Fair Grounds Road (**RC-19-05**) and an unopened road allowance adjacent to the property addressed as 6449 Highway 38 (**RC-19-06**).

BACKGROUND

RC-19-05 Gary & Lucille McDonald

An application was submitted by the McDonalds to Development Services Department to stop up and close a portion of unopened road allowance at the north side of the property at 3742 Fair Grounds Road and an approximately 20 foot strip of the road allowance to the west of the subject property to be closed and sold to the McDonalds. The unopened road allowance located between 3738 and 3742 Fair Grounds Road contains an existing pathway on the unopened road allowance that provides access and entrance to the Ken Garrett Memorial Park. Planning and Public Services staff had indicated that they were not in support of closing a portion of the unopened road allowance for the lands that provide access to the Ken Garrett Park.

This proposal came before Council for consideration at the September 3, 2019 Council Meeting and a Public Meeting was held on October 15, 2019.

Council were supportive of providing approval in principle to the McDonald's to stop up and close a portion of unopened road allowance at the north side of their property in Inverary, but not the approximately 20 foot strip of the road allowance to the west of the subject property which provides access to Ken Garrett Memorial Park.

The by-law to stop up, close and transfer ownership of the unopened road allowance to the McDonalds has been drafted consistent with the direction of Council and is recommended to be approved. Prior to the registration of the transfer Mr. McDonald will pay \$8,764.50 based on 166 foot long portion of the road allowance x 0.80 per square feet for the purchase of the road allowance.

The McDonalds have had the survey prepared and the survey was deposited on September 18, 2019.

RC-19-06 Lansdell (Estate of Irene Belle Lansdell)

An application was submitted by James and William Lansdell (**File RC-19-06**) on behalf of the Estate of Irene Belle Lansdell to stop up and close a portion of unopened road allowance for a small triangular portion of land located on the unopened road allowance at the north side of the existing dwelling. The lands subject to the road closing have 7.2 metres of frontage along Highway 38, a depth of 43.467 metres and consists of approximately 153m². The property at 6449 Hwy 38 backs onto the K&P Trail which is located to the west of the residential dwelling. This portion of property is identified as part of an unopened street in the name of Adelaide Street on Plan 13R-5794 dated December 13, 1982.

This proposal came before Council for consideration at the September 3, 2019 Council Meeting and a Public Meeting was held on October 15, 2019.

Council were supportive of the request by the Lansdell's to stop up and close a portion of unopened road allowance for a small triangular portion of land located on the unopened road allowance.

The by-law to stop up, close and transfer ownership of the unopened road allowance to the Lansdell Estate has been drafted consistent with the direction of Council is recommended to be approved. Prior to the transfer of the portion of the unopened road allowance the Lansdell Estate are required to pay \$1,343.20 based on 156m² or 1,679 ft² for the portion of the road allowance x 0.80 per square feet consistent with the Township policy.

The Lansdell's have had the survey prepared and their Lawyer provided direction to have the survey deposited which occurred on October 31, 2019.

NOTICE & PUBLIC COMMENTS

Consistent with the requirements of the Municipal Act, a Notice of Road Closing was posted on the Township website on September 6, 2019 and advertised in the Frontenac News. A public meeting was held on October 15, 2019.

On October 9, 2019, a resident stopped into the Township offices to discuss the road closing and transfer inquiry pertaining to file RC-19-06 Lansdell (Estate of Irene Belle Lansdell). Based on the discussion, it appears that the resident had no objection to this road closing.

No objections have been received from any members of the public.

FINANCIAL and STAFFING CONSIDERATIONS

Staff time to prepare reports, advertising, hold a public meeting and liaise with lawyers involved in the transfer.

ATTACHMENTS**RC-19-05** Gary & Lucille McDonald

Attachment #1 – Location Map – 3742 Fair Grounds Road, Inverary

Attachment #2 – Plan 13R-22101

Attachment #3 – By-law 2019-65 to Sop Up and Close Road Allowance (Under By-law Section of agenda)

RC-19-06 Lansdell (Estate of Irene Belle Lansdell)

Attachment #1 – Location Map – 6449 Highway 38

Attachment #2 – Plan 13R-21430

Attachment #3 – By-law 2019-66 to Stop Up and Close Road Allowance (Under By-law Section of agenda)

Submitted by: Trudy Gravel, CPT, AMCT, Planner, Township of South Frontenac

Approved by: Claire Dodds, MCIP, RPP, Director of Development Services, Township of South Frontenac



FAIR GROUNDS ROAD

Proposed Road Closing




MACDONALD
RC-19-05-S


3742 FAIR GROUNDS RD

Legend

 MacDonald Property

 Parcel Fabric

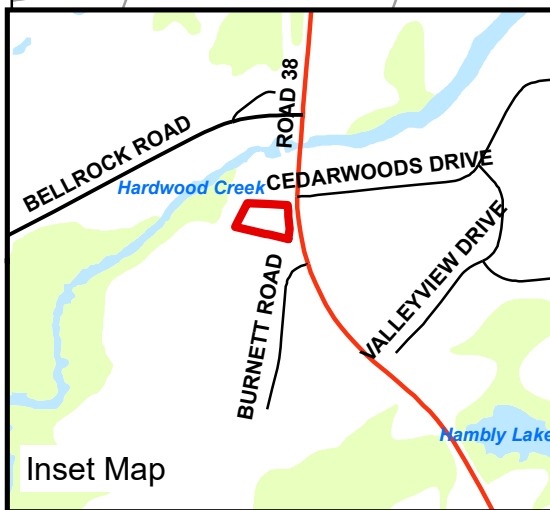
 River / Stream

 Provincially Significant Wetlands

Waterbodies

 Water Area, Permanent

 Wetland Area, Permanent



Inset Map

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Scale 1:600

0 2.75 5.5 11 16.5 22



Meters

UTM Projection NAD 83

PLAN of SURVEY of
PART OF RAGLAN STREET, REGISTERED PLAN 24
 Geographic Township of Storrington
 (Formerly Township of Loughborough)
TOWNSHIP OF SOUTH FRONTENAC
 COUNTY of FRONTENAC

SCALE=1:500
 10metres 0 10 20 30 40 50metres

HOPKINS CHITTY LAND SURVEYORS INC.

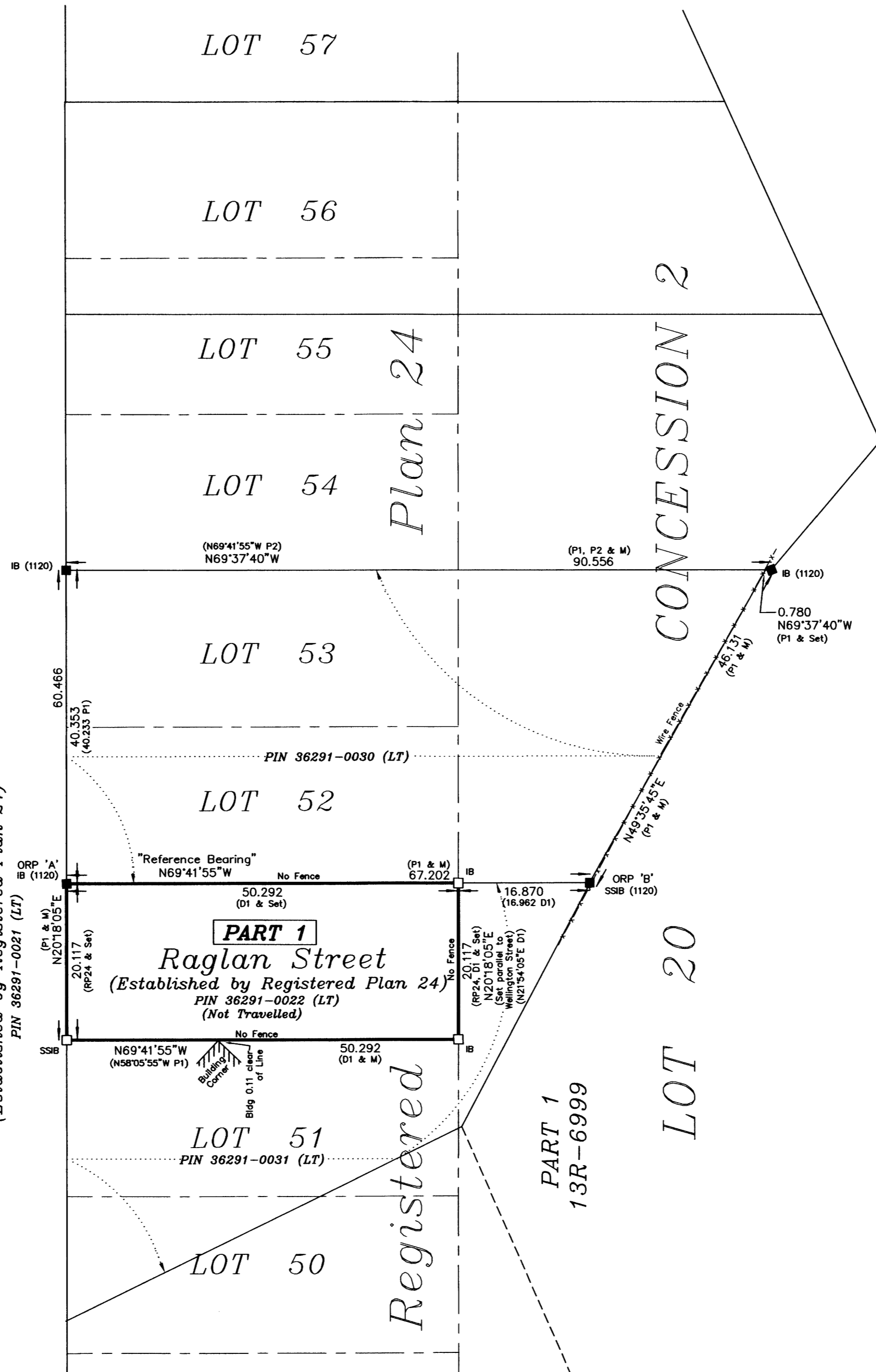
-2019-



Registered Plan 24

LOT 36
 LOT 37
 PART 1
 13R-9554
 LOT 38
 LOT 39
 Raglan Street
 LOT 40

Wellington Street
 (Known as Fair Grounds Road)
 (Established by Registered Plan 24)
 PIN 36291-0021 (LT)



I REQUIRE THIS PLAN TO BE
 DEPOSITED UNDER THE
 LAND TITLES ACT.

PLAN 13R-22101

RECEIVED AND DEPOSITED

DATE: September 18, 2019

Laura Peroux
 SIGNATURE

REPRESENTATIVE FOR
 LAND REGISTRAR FOR THE
 LAND TITLES DIVISION OF
 FRONTENAC (No. 13)

DATE: AUGUST 28, 2019

THOMAS MACDONALD
 ONTARIO LAND SURVEYOR

SCHEDULE			
PART	DESCRIPTION	PLAN	PIN No.
1	Part of Raglan Street	24	All of 36291-0022(LT)

OBSERVED REFERENCE POINTS (ORP'S) DERIVED FROM GPS OBSERVATIONS USING PRECISE POINT POSITIONING (PPP) SERVICE, UTM ZONE 18, NAD83 (CSRS) (1997.0) COORDINATES TO RURAL ACCURACY PER SEC. 14(2) OF O.REG. 216/10		
POINT ID	NORTHING	EASTING
ORP 'A'	4915866.73	382720.40
ORP 'B'	4915843.43	382783.37

COORDINATES CANNOT, IN THEMSELVES BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.

BEARINGS ARE UTM GRID, DERIVED FROM MULTIPLE REAL TIME KINETIC (GPS) OBSERVATIONS FROM MONUMENT "A" TO "B", UTM ZONE 18 (75° WEST LONGITUDE) NAD83 (CSRS) (1997.0)

FOR BEARING COMPARISONS, A ROTATION OF 0°58'05" CLOCKWISE WAS APPLIED TO BEARINGS ON (P1) AND (P2).

DISTANCES ARE GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.999751.

DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048

LEGEND:

- SSIB'S PLANTED DUE TO INSUFFICIENT OVERBURDEN
- denotes Planted Survey Monument
 - Found Survey Monument
 - SIB Standard Iron Bar
 - SSIB Short Standard Iron Bar
 - IB Iron Bar
 - IB# Iron Bar (round)
 - RB Rock Bar
 - RPL Rock Plug
 - (WIT) Witness
 - (M) Measured
 - CC Cut Cross
 - (OU) Origin Unknown
 - (HP) Hydro Pole
 - (H&B) Humphries & Burgham Ltd.
 - (1120) James A. Minnes-O.L.S.
 - RP Registered Plan
 - (P1) Plan by (1120) dated May 21, 1968.
 - (P2) Plan by (1120) dated September 30, 1969.
 - (D1) Instrument No. FR278477.

SURVEYOR'S CERTIFICATE:

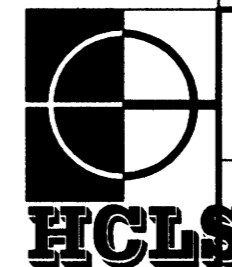
- I CERTIFY THAT:
- This Survey and Plan are correct and in accordance with the SURVEYS ACT, the SURVEYORS ACT and the LAND TITLES ACT and the REGULATIONS made under them.
 - The SURVEY was completed on the 9th day of August, 2019.

HOPKINS CHITTY LAND SURVEYORS INC.

DATE: AUGUST 28, 2019

THOMAS MACDONALD
 SIGNATURE

Party Chief: JC Instrument: AP Checked By: TM Plan By: FF



HOPKINS CHITTY LAND SURVEYORS INC.
 Ontario Land Surveyors
 www.hopkinschitty.com

634-636 NORRIS COURT
 KINGSTON, ONTARIO K7P-2R9
 Tel (613) 384-9266
 Fax (613) 384-3513

PROJECT No. 2019-282
 RAGLAN STREET, RP24
 TOWNSHIP OF LOUGHBOROUGH





LANSDELL ESTATE RC-19-06-P

6449 ROAD 38

Legend

-  Proposed Road Allowance Closing
-  Lansdell Property
-  Owner Parcels (PINs)
-  River / Stream
-  Provincially Significant Wetlands

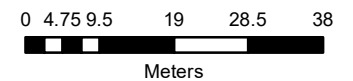
Waterbodies

-  Water Area, Permanent
-  Wetland Area, Permanent

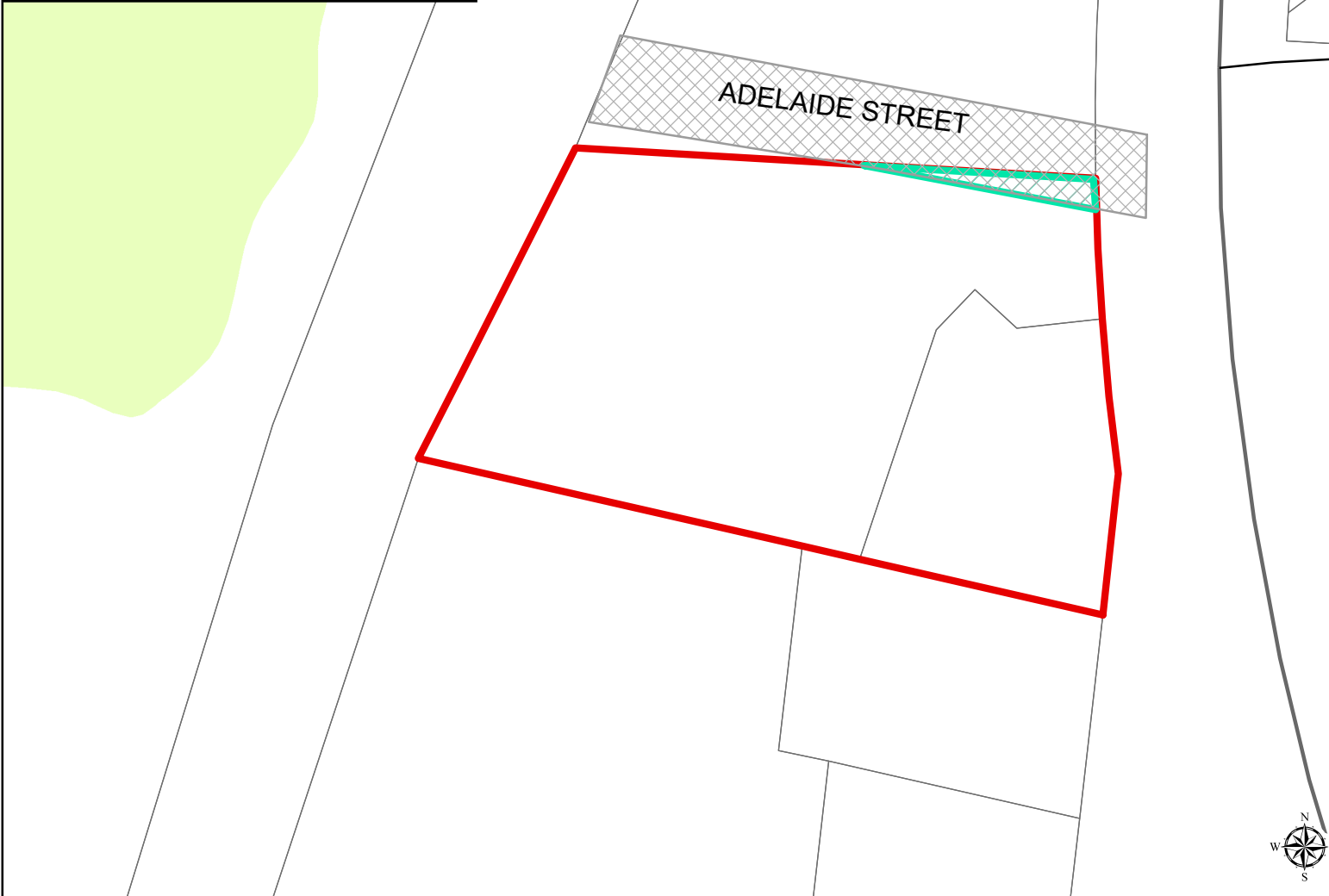
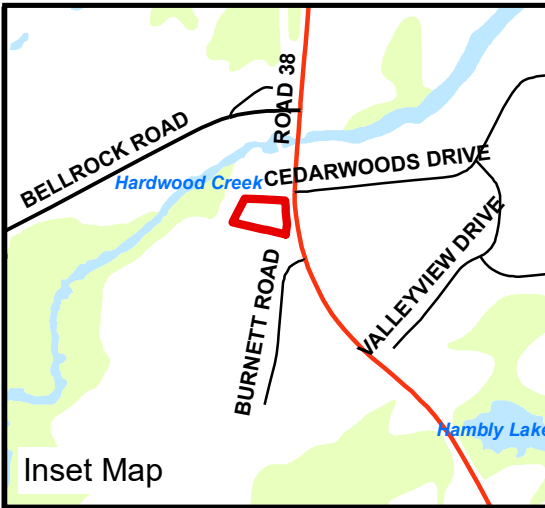
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Scale 1:965



UTM Projection NAD 83



**PLAN of SURVEY of
PART of ADELAIDE STREET, REGISTERED PLAN No. 35
Geographic Township of Portland
TOWNSHIP of SOUTH FRONTENAC
COUNTY of FRONTENAC**

SCALE=1:500
10metres 0 10 20 30 40 50metres

HOPKINS CHITTY LAND SURVEYORS INC.

-2016-



I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE REGISTRY ACT.

PLAN 13R-21430

RECEIVED AND DEPOSITED

DATE: OCTOBER 31, 2016

DATE: October 31, 2016

Phil W. Chitty

Marian Dumage

PHIL W. CHITTY
ONTARIO LAND SURVEYOR

REPRESENTATIVE FOR
LAND REGISTRAR FOR THE
LAND TITLES DIVISION OF
FRONTENAC (No. 13)

SCHEDULE				
PART	LOT/STREET	PLAN	INSTRUMENT	PART of PIN No.
1	Part of Adelaide Street	35	FR786812	36143-0048 (R)

OBSERVED REFERENCE POINTS (ORP'S) DERIVED FROM GPS OBSERVATIONS USING PRECISE POINT POSITIONING (PPP) SERVICE, UTM ZONE 18, NAD83 (CSRS) (1997.0)
COORDINATES TO RURAL ACCURACY PER SEC. 14(2) OF O.REG. 216/10

POINT ID	NORTHING	EASTING
ORP A	4925488.84	365110.74
ORP B	4925523.02	365059.93

COORDINATES CANNOT, IN THEMSELVES BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.

BEARINGS ARE UTM GRID, DERIVED FROM MULTIPLE RTK OBSERVATIONS FROM MONUMENT "A" TO "B", UTM ZONE 18 (75° WEST LONGITUDE) NAD83 (CSRS) (1997.0)

FOR BEARING COMPARISONS, A ROTATION OF 1°13'30" CLOCKWISE WAS APPLIED TO BEARINGS ON PLAN 13R-5174.

FOR BEARING COMPARISONS, A ROTATION OF 1°11'10" CLOCKWISE WAS APPLIED TO BEARINGS ON PLAN 13R-414.

DISTANCES ARE GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.9998073

DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048

LEGEND:

- SSIB'S PLANTED DUE TO INSUFFICIENT OVERBURDEN
- denotes Planted Survey Monument
 - Found Survey Monument
 - SIB Standard Iron Bar
 - SSIB Short Standard Iron Bar
 - IB Iron Bar
 - IB# Iron Bar (round)
 - RB Rock Bar
 - RP Rock Post
 - (WIT) Witness
 - (M) Measured
 - (R.P.) Registered Plan
 - (HP) Hydro Pole
 - (P1) Reference Plan 13R-5174
 - (P2) Reference Plan 13R-19157
 - (P3) Reference Plan 13R-414
 - (798) Roy Hunter-O.L.S.
 - (MTO) Ministry of Transportation Ontario

SURVEYOR'S CERTIFICATE:

- I CERTIFY THAT:
- This Survey and Plan are correct and in accordance with the SURVEYS ACT, the SURVEYORS ACT and the REGISTRY ACT and the REGULATIONS made under them.
 - The SURVEY was completed on the 21st day of SEPTEMBER, 2016.

HOPKINS CHITTY LAND SURVEYORS INC.

DATE: OCTOBER 31, 2016

Phil W. Chitty
PHIL W. CHITTY-O.L.S.

Party Chief: TJ	Instrument: BC	Checked By: PWC	Plan By: RH
-----------------	----------------	-----------------	-------------

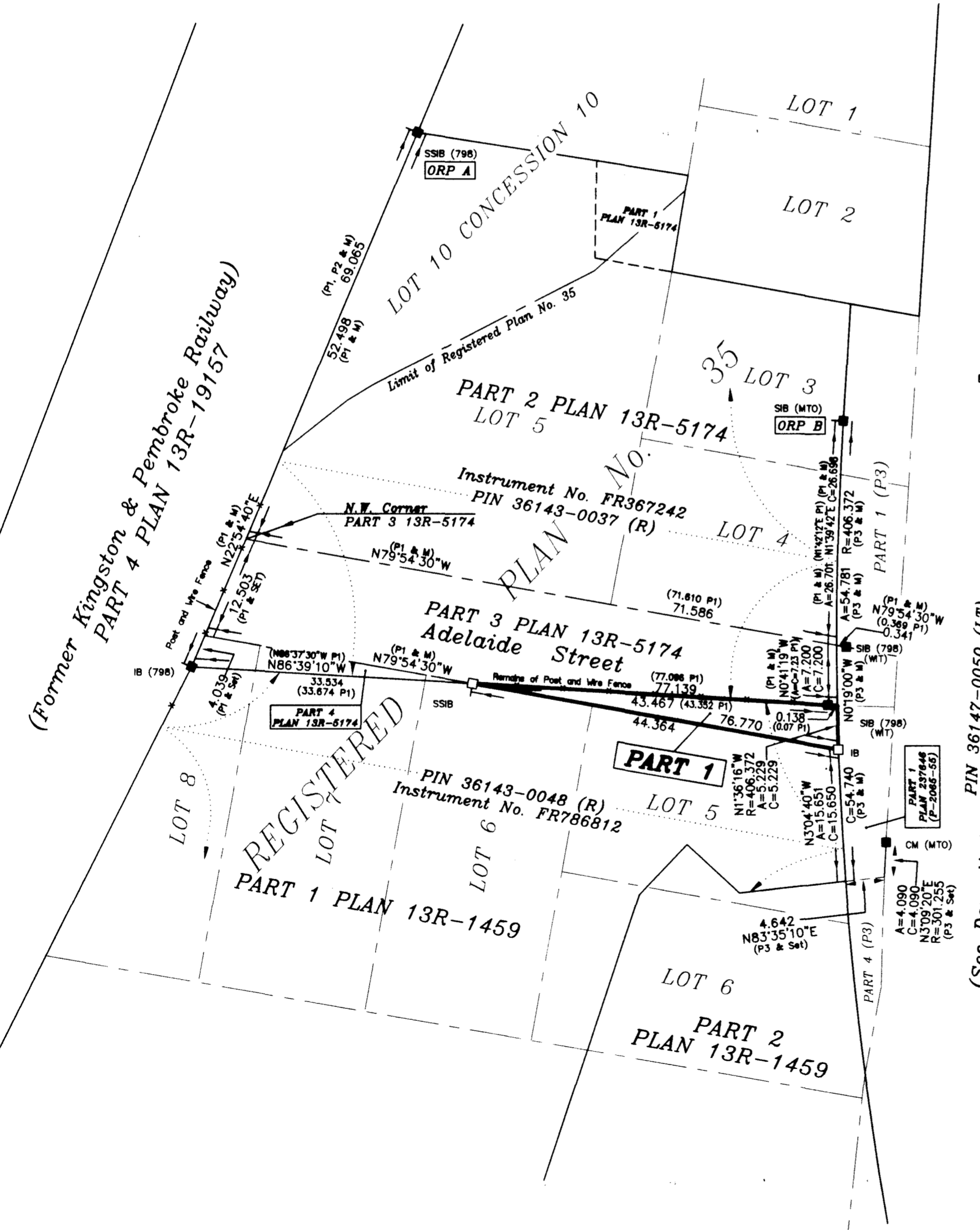


**HOPKINS CHITTY
LAND SURVEYORS INC.**
Ontario Land Surveyors
www.hopkinschitty.com

634-636 NORRIS COURT
KINGSTON, ONTARIO K7P-2R9
Tel (613) 384-9266
Fax (613) 384-3513

PROJECT No. 2016-146
ADELAIDE STREET, RP No. 35
TOWNSHIP OF PORTLAND

Page 23 of 52



Transferred by Order-in-Council 2286/97
Instrument No. FR693481 and LT23152
(See Part 1 Transfer Plan P-2065-91)

PIN 36147-0050 (LT)
(See Deposited Plan No. 267, M.T.O. File P-2065-5)
TOWNSHIP ROAD No. 38

PART 2 (P3)



REPORT TO COUNCIL EMERGENCY MANAGEMENT



AGENDA DATE: November 19, 2019

SUBJECT: Emergency Management Program and Emergency Response Plan

RECOMMENDATION:

That Council pass By-law 2019-68, being a by-law to adopt an Emergency Management Program and Emergency Response Plan and to meet other requirements under the Emergency Management and Civil Protection Act.

BACKGROUND:

The *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9 (the "Act") and Ontario Regulation 380/04 (the "Reg") every municipality in the Province of Ontario is required to:

- Develop and implement an emergency management program, which shall consist of:
 - an emergency plan;
 - training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
 - public education on risks to public safety and on public preparedness for emergencies; and
 - any other elements required by the standards for emergency management set under the Act or by Emergency Management Ontario;
- Designate an employee of the municipality or a member of the council as its emergency management program coordinator;
- Establish a municipal emergency program committee;
- Establish a municipal emergency control group;
- Establish an emergency operations centre to be used by the municipal emergency control group in an emergency; and
- Designate an employee of the municipality as its emergency information officer;

INFORMATION:

On November 6, 2019, members of the Primary Municipal Emergency Control Group (MECG) met in Council Chambers for a full day.

Staff and Mayor Vandewal received training on Emergency Management Ontario's Intro to Incident Management (IMS 100) training program.

The MECG also reviewed and updated the Township of South Frontenac Critical Infrastructure Listings, Hazard Identification Risk Assessment (HIRA), and Emergency Response Plan.

The MECG committed to exploring the potential to switch the Emergency Response Program and Plan to an Incident Management System model in 2020.

The MECG also conducted a Tabletop Exercise that included severe drought conditions and an associated fast moving, large wildfire. This simulated exercise impacted the Portland District and had simulated impacts to the community. The emergency response plan was referenced and used during the exercise to mitigate the risk and impact to the community.

Our strength is our community.



REPORT TO COUNCIL EMERGENCY MANAGEMENT



FINANCIAL/STAFFING IMPLICATIONS:

None at this time.

ATTACHMENTS:

Updated Emergency Response Plan – 2019

By-law 2019-68 (under By-law section of agenda)

Submitted/approved by: Darcy W. Knott

Emergency Quick Reference Guide

- ⇒ Upon the arrival of three or more members, the Municipal Emergency Control Group (MECG) may initiate its function.

- ⇒ Ensure that all municipal departments have been notified and either activated or placed on standby. Each MECG member is responsible for their own department.

- ⇒ The Mayor must inform the Province of Ontario that the Township of South Frontenac has declared an emergency, and specify the nature of the emergency situation. The provision of a return contact number is required for communications purposes. The call is made to the Emergency Management Ontario.

- ⇒ Turn to individual responsibilities within the plan. Provide input and assistance as required.

- ⇒ Each member of the MECG will report and respond to immediate needs in accordance with the Operations Cycle format.

South Frontenac - Emergency Response Plan

Part 1 - Administration

Quick Reference Guide	1
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Plan Maintenance	7
Distribution List	8
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2.7	Director of Public Services	18
2.8	CEMC	19
2.9	Director of Development Services/Evacuation Coordinator	20
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2.11	Clerk – Emergency Information Officer	22

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South Frontenac - Emergency Response Plan

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- Appendix A - Emergency Notification System
 - MECC
 - Members of Council
 - Outside Emergency Assistance
- Appendix B - Vital Services Directory
- Appendix C - Local Resources Directory
- Appendix D - Emergency Management Act, 2003
- Appendix E - Local Bylaw
- Appendix F - Hazard Identification & Risk Assessment
- Appendix G - Critical Infrastructure
- Appendix H - EOC Log's & Message Forms
- Appendix I - Declaration of Emergency Checklist
- Appendix J - Declaration of Emergency
- Appendix K - Termination of Emergency
- Appendix L - EOC Layout & Set-up Guide
- Appendix M - Guide to Emergency Media Relations
- Appendix N - Glossary of Terms

Introduction

The Emergency Plan for the Township of South Frontenac has been developed to reflect the public safety requirements of our community. The effective use and maintenance of this plan is reliant upon all concerned being aware of its provisions and prepared to fulfill their roles and responsibilities in the event of an emergency. Responsible individuals are expected to participate in emergency training, and exercises which will assist them in the fulfillment of their roles accordingly.

The directors of departments and agencies are expected to develop their own internal notification lists, procedures and contingency plans to fulfill their departmental or agency responsibilities.

Together we work to ensure that our community is prepared to respond to an emergency in the most effective manner possible.

Aim

The Aim of this plan is to protect the health, safety, welfare and property of our citizens, from the effects of a natural, technological or human caused emergency.

Authority

This Plan has been developed and will be implemented in accordance with the Emergency Management and Civic Protection Act, detailed in Appendix D, which is the Provincial statute under which all emergency management activities are conducted in the Province of Ontario.

Our By-law No. **2019-68** is the local authority for this plan and related activities. The By-law is itself “Appendix E” of this Emergency Plan.

Plan Maintenance

The Plan was written in 2004 and it is essential that it be kept current and viable by adherence to a maintenance schedule. Responsibility for the plan being kept up to date rests with the Community Emergency Management Coordinator who may delegate tasks accordingly.

The emergency telephone numbers will be reviewed on an annual basis.

The notification system will be tested annually.

The plan will be exercised once every year as a minimum requirement.

The Municipal Emergency Control Group shall receive training and participate in an exercise, once every year as a minimum requirement.

The Vital Services and/or Local Services Directory should be updated annually.

The Community Emergency Management Coordinator will determine the schedule under which the maintenance activities will be performed.

Distribution List

Position/Location	Number of Copies
Mayor	1
CAO	1 *
OPP	1
Director of Fire & Emergency Services	1
CEMC	1 *
EMS / Ambulance	1
Fire Dispatch	1
Director of Public Services	1
Medical Officer of Health	1
Director of Corporate Services/Treasurer	1
Director of Emergency Services	1
Clerk – Emergency Information Officer	1
Emergency Management Ontario	2 *
Emergency Operations Centre	14 *

(* = complete copy of plan with Annexes)

South Frontenac - Emergency Response Plan

Emergency Response Plan Amendments

Amendment No.	Date of Amendment	Date Entered	Entered by
By-law 2006-11	January 24, 2006	January 24, 2006	Deidre Babcock
By-law 2006-11	April 23, 2007	April 23, 2007	Angela Maddocks
By-law 2010-03	January 12, 2010	January 12, 2010	Angela Maddocks
By-law 2010-03	April – May 2014	May 2014	Angela Maddocks
By-law 2018-64	September 11, 2018	October 2, 2019	Darcy Knott
By-law 2019-68	November 6, 2019	November 19, 2019	Darcy Knott

Part 2 Emergency Operations and Procedures

2.0 **Municipal Emergency Control Group (MECG) – Responsibilities and Procedures**

The Municipal Emergency Control Group is the group, which is responsible for the direction and control of the overall emergency response within the community. The MECG ensures the provision of the essential services necessary to minimize the effects of an emergency on the community.

The MECG is made up of the following members;

- Mayor
- CAO
- Director of Emergency Services /Fire Chief / CEMC
- Director of Public Services (*or alternate CEMC*)
- Director of Development Services/Evacuation Coordinator
- Director of Corporate Services/Treasurer
- Clerk/Emergency Information Officer

The following Affiliated Organizations and MECG member designates (alternates) will be invited to attend the MECG meetings as appropriate:

- OPP representative
- EMS/Ambulance
- Medical Officer of Health
- Executive Assistant
- Deputy Mayor
- Chief Building Official
- Assistant Fire Chief
- Technical Support Supervisor
- Deputy Treasurer
- Human Resources Officer

South Frontenac - Emergency Response Plan

IMPLEMENTATION:

Any member of the Municipal Emergency Control Group or one of the Affiliated Organizations or MCEG designates may request, through the CAO, that the Emergency Plan be implemented.

It is the responsibility of the agency that is first at the scene of an emergency to decide whether the emergency plan should be implemented. If the size or seriousness of the emergency is beyond the capability or responsibility of that agency, then the Emergency Plan will be activated. The Emergency Plan may be implemented in whole, or in part, based on conditions at the site or severity of the situation.

The CAO will immediately notify the Mayor and other members of the MCEG. Notification lists and procedures are located in Appendix A.

South Frontenac - Emergency Response Plan

2.1 **Emergency Operations Centre Procedures (EOC)**

The Emergency Operations Centre (EOC) has both a primary and a secondary or alternate location. During the notification process, direction as to which location members of the MECG will report to will be given. For example, members will be told that this is emergency plan activation and that they should report to the primary EOC immediately. The primary and secondary locations are geographically separated so that if one or the other is endangered or rendered non-functional as a result of the emergency situation the other should be safe and operational.

Primary EOC Location:

- Township of South Frontenac Council Chambers - 4432 George St, Sydenham, On

Primary Alternate EOC Location:

- Township of South Frontenac Public Services Facilities - 2490 Keeley Rd, Sydenham On.

Secondary Alternate EOC Location:

- South Frontenac Fire & Rescue Station 6 - 5855 Perth Rd, Perth Road, On

Alternate EOC Location:

- Ontario Provincial Police Detachment Office - 5282 Hinchinbrooke Rd, Hartington, ON

Upon receiving notification the CAO/Operations Officer will contact the administrative staff who has been assigned the task of setting up the EOC. The EOC will be set up and operational within one hour of activation. The Operations Officer will supervise the set up and ensure operational viability.

Upon arrival at the EOC, each MECG member/designate will;

- Sign In
- Check telephone/communications devices.
- Open personal log.
- Contact their own agency and obtain a status report.
- Participate in the initial briefing.
- Participate in planning initial response/decision making process.
- Pass MECG decisions on to member's agencies/areas of responsibility.
- Continue participation in the EOC Operations Cycle.

Upon leaving the EOC, each MECG member will;

- Conduct a hand over with the person relieving them.
- Sign out on the location board indicating where they can be reached.

Once the initial response is established, routines are put into place by the Incident Commander. The MECG functions most efficiently on a system known as an Operations Cycle.

South Frontenac - Emergency Response Plan

2.2

Operations Cycle

An operations cycle is how the MECG manages overall emergency operations. MECG members will come together usually around a planning board or map at which time they will in turn report their agencies' status to the Mayor and Operations Officer. It is essential that every member, covering each area of responsibility, be heard from during this process. The MECG is a team, and the actions taken by one, or the lack of action by one, may have a significant impact upon operations.

The round table discussion should include problems, questions, resources requests and any other relevant information so that timely informed decisions can be made as a group. Once the meeting is completed, the members should contact their agencies' and pass on any relevant information or directives that come out of the MECG meeting. The frequencies of the meetings are determined by the Operations Officer in conjunction with the Mayor, but should reflect the pace of the emergency and occur on a scheduled basis which may be adjusted accordingly.

During the period after the meeting and dissemination of information, members will be in the process of gathering information and preparing for the next scheduled meeting. MECG members use this time to follow up and ensure MECG decisions are being implemented. Each member is responsible for informing their respective agency of the schedule for MECG meetings. No calls are supposed to interrupt the proceedings. All calls must occur prior to or after the formal meetings of the MECG.

It is essential that the EOC is comfortable, has good communications and is secure from unnecessary distractions. Only MECG members and EOC support staff should have access to the EOC. No media are allowed into the EOC, nor is anyone who has not been authorized by the Operations Officer.

South Frontenac - Emergency Response Plan

2.3

Municipal Emergency Control Group (MECG)

The MECG is responsible for the following:

1. Implementing the Emergency Plan in whole or in part to respond to an impending, potential, or existing emergency.
2. Coordination and direction of Community resources used to mitigate the effects of an emergency.
3. Ensuring that the composition of the MECG is appropriate to mitigate the effects of a given emergency situation, by determining which, if any, ad-hoc members are required.
4. Advise the Head of Council regarding need for declaration or termination of an emergency.
5. Advising the Head of Council regarding requests for assistance from the Province, and the Federal Government.
6. Ensuring the provision of essential resources and services to support emergency response activities.
7. Coordination of services provided by outside agencies.
8. Appointing or Confirming an Emergency Site Manager.
9. Ensuring that the Public Information Officer is kept informed and up to date to facilitate the information flow to the media and the public.
10. Coordinating the evacuation of citizens who may be in danger.
11. Discontinuing utilities or services provided by public or private concerns, ie. Hydro, water, gas, closing businesses.
12. Appeals for volunteers.
13. Establishment of advisory subcommittees to work on specific problem areas related to the emergency, as required.
14. Authorization of expenditures during the emergency; provision for cost accounting and facilitation of cost recovery.
15. Maintenance of an operational log detailing the group's decisions and activities.
16. Deactivating the plan, and notifying all of those who had been notified of its activation.
17. Conducting and participating in a debriefing, generating a post-emergency report and implementing recommendations for improvement of the emergency response plan.

South Frontenac - Emergency Response Plan

2.4

Mayor

The Head of Council, or designate, is responsible for:

- a. Declaration of an Emergency.
- b. Termination of an Emergency.
- c. Notifying the Province of Ontario of the declaration of emergency, and termination of the emergency. (*Contact made through Emergency Management Ontario*)
- d. Take such action and make such orders, as considered necessary and not contrary to law, in order to protect the health, safety, welfare, environment and property of residents in the Township of South Frontenac.
- e. Ensuring the members of Council are advised of the declaration and termination of an emergency, and are kept informed of the emergency operational situation.
- f. Ensuring that the local MPP and MP, neighboring municipalities and the County are advised of the declaration and termination, and kept informed of the emergency situation.
- g. Approving all major announcements and media releases prepared by the Emergency Information Officer, in conjunction with the CAO & Control Group.
- h. Maintain a personal log.

South Frontenac - Emergency Response Plan

2.5

CAO / Incident Commander

The CAO is referred to as the “Incident Commander” for emergency purposes. The responsibilities of the Operations Officer (*or alternate*) are:

- a. Activating the emergency notification system.
- b. As the Incident Commander, coordinating all operations within the Emergency Operations Centre, including the scheduling of regular meetings.
- c. Chair meetings of the Municipal Emergency Control Group.
- d. Advising the head of council on policies and procedures, as appropriate.
- e. Approving, in conjunction with the head of council, major announcements and media releases prepared by the Emergency Information Officer, in conjunction with the MCEG.
- f. Ensuring that a communication link is established between the MCEG and the Emergency Site Manager.
- g. Calling out additional staff as required.
- h. Maintaining a master record of all events and actions taken. (main events board)
- i. Maintaining a personal log.

South Frontenac - Emergency Response Plan

2.6

Director of Fire & Emergency Services

The Director of Fire and Emergency Services, or designate, is responsible for:

- a. Activating the emergency notification system.
- b. Providing the MCEG with the information and advice on fire fighting and rescue matters.
- c. Establishing an ongoing communications link with the senior fire official at the scene of the emergency.
- d. Initiating Mutual Aid as required.
- e. Determining if additional or specialized equipment is required ie. Protective suits, CBRN team, etc.
- f. Coordinating or providing assistance with, rescue, first aid, casualty collection, evacuation etc.
- g. Providing an Emergency Site Manager (ESM) as required.
- h. Maintain a log.

South Frontenac - Emergency Response Plan

2.7

Director of Public Services

The Director of Public Services or alternate is responsible for;

- a. Activating the emergency notification system.
- b. Providing the MCEG with information and advice on Public Works matters.
- c. Ensure Municipal facilities are available for evacuation or reception center purposes if required.
- d. Liaison with the senior public works officers from the neighboring community(s) to ensure a coordinated response.
- e. The provision of engineering assistance.
- f. The construction, maintenance and repair of public roads.
- g. Assistance with road closures and/or roadblocks.
- h. Maintenance of sanitation and a safe supply of potable water, as required.
- i. The provision of equipment for emergency pumping operations.
- j. Discontinuing any public works service to any consumer, as required, and restoring these services when appropriate.
- k. Liaise with Electrical utilities.
- l. Providing public works vehicles and resources to any other emergency service, as required.
- m. Maintain liaison with flood control, conservation and environmental agencies and being prepared to take preventative action.
- n. Providing an Emergency Site Manager (ESM) if required.
- o. Maintain a log.

South Frontenac - Emergency Response Plan

2.8

CEMC

The Community Emergency Management Coordinator is responsible for:

- a. Activating the emergency notification system.
- b. Provide information, advice and assistance to members of the MCEG on Emergency Management programs and principles.
- c. Provide direction to EOC support staff as required in support of the Control Group, and ensure proper set-up and operation of the EOC.
- d. Maintain Emergency Response Plan in accordance with requirements of the Emergency Management Act.
- e. In conjunction with the CAO, coordinate a post-emergency debriefing and assist in the development of a final report to Mayor and Council.
- f. Maintain a personal log.
- g. The Director of Fire & Emergency Services is appointed as the Primary CEMC.

South Frontenac - Emergency Response Plan

2.9

Director of Development Services - Evacuation Coordinator

The Director of Development Services - Evacuation Coordinator or alternate is responsible for;

- a. Ensuring or arranging for the care, feeding and temporary shelter of evacuees.
- b. Management of reception and evacuation centres.
- c. Liaison with the Medical Officer of Health in areas regarding public health in evacuation centers.
- d. Liaison with the public and separate school boards regarding the use of school facilities for reception and evacuation centers if required.
- e. Liaison with Canadian Red Cross if required.
- f. Liaison with local volunteer groups regarding care of citizens at local reception or evacuation centers.
- g. Maintain a personal log.

South Frontenac - Emergency Response Plan

2.10 Director of Corporate Services/Treasurer

The Director of Corporate Services/Treasurer is responsible for;

- a. Documentation of expenditures, accounts payable and receivable.
- b. Advice regarding all financial aspects of an emergency.
- c. Open and maintain the Main Event board.
- d. Other duties as assigned by CAO/Incident Commander.
- e. Maintain a personal log.

South Frontenac - Emergency Response Plan

2.11 Clerk - Emergency Information Officer

The Public Information Officer is responsible for;

- a. Notifying information centre staff.
- b. Ensuring that the Information Centre is set up and operational.
- c. Initial and subsequent media releases, subject to approval by the Mayor and Operations Officer.
- d. Establish and maintain linkages with provincial, county and industry media officials as appropriate.
- e. Coordinate interviews and media conferences.
- f. Designate a site media spokesperson as appropriate.
- g. Ensuring set up and staffing of public inquiry lines.
- h. Coordination of public inquiries.
- i. Monitoring news coverage.
- j. Maintaining copies of all media releases.
- k. Maintain a personal log.

South Frontenac - Emergency Response Plan

3.1

OPP representative – Affiliate Member

The Ontario Provincial Police Representative or alternate is responsible for:

- a. Activating the emergency notification system.
- b. Establishing and maintaining ongoing communications with the senior police representative at the emergency site.
- c. The provision of traffic control to facilitate the movement of emergency vehicles.
- d. Co-ordination of evacuation routes.
- e. The protection of life and property and the provision of law and order.
- f. Ensure perimeter security and crowd control at emergency site.
- g. The provision of police services in evacuation centres, morgues, and other facilities as required.
- h. Notifying the coroner of fatalities.
- i. Liaison with external police agencies, as required.
- j. Providing an Emergency Site Manager if requested to by the MECG.
- k. Maintaining a log.

South Frontenac - Emergency Response Plan

3.2

EMS / Ambulance – Affiliate Member

The EMS/Ambulance representative is responsible for:

- a. Activating the emergency notification system.
- b. Providing the MECG with information and advice on treatment and transport of casualties.
- c. Liaise with the Medical Officer of Health, area hospitals, police and fire officials during an emergency situation.
- d. Alert all staff using the Provincial Health Emergency Alert System.
- e. Take charge of casualties within the emergency area and be responsible for triage, lifesaving care, and the transport to area hospitals.
- f. Maintain a personal log.

South Frontenac - Emergency Response Plan

3.3

Medical Officer of Health – Affiliate Member

The Medical Officer of Health, or designate, is responsible for:

- a. Acting as a coordinating link for all emergency health services at the MCECG.
- b. Liaison with the Ontario Ministry of Health, Public Health Branch.
- c. Liaison with the ambulance service representatives.
- d. Liaison with the Community Care Access representative.
- e. Providing advice on any matters, which may adversely affect public health.
- f. Providing authoritative instructions on health and safety matters to the public through the Public Information Officer.
- g. Coordinating the response to disease related emergencies or anticipated emergencies such as epidemics, according to Ministry of Health policies.
- h. Ensuring liaison with voluntary and private agencies, as required, for augmenting and coordinating public health resources.
- i. Ensuring coordination of all efforts to prevent and control the spread of disease during an emergency.
- j. Ensuring the safety of drinking water in conjunction the public works representative.
- k. Liaison with the senior social services representative regarding health services in evacuee centres.
- l. Maintain a log.

South Frontenac - Emergency Response Plan

3.4

Canadian Red Cross - Responsibilities

- a. Upon receiving notification, activate the local Red Cross Emergency Response Plan.
- b. Provide support to the emergency response.
- c. Provide registration and inquiry services if required.
- d. Assist Ambulance personnel at first aid stations established at reception centres, on an as-need basis.
- e. Liaise with Regional Red Cross to access additional resources.
i.e. Emergency Response Team.
- f. Establish and maintain contact with the Director, Social Services in the EOC to coordinate activities.

South Frontenac - Emergency Response Plan

3.5

Clergy Responsibilities

- a. Provide for multi-denominational religious observances.
- b. Establish visitations to evacuees in evacuation centres on a scheduled basis.
- c. Provide guidance to the MCEG regarding matters of a religious nature.
- d. Provide advice regarding care of the deceased in areas which relate to religious observances.
- e. Liaise with Director, Social Services regarding the use of churches and related facilities for reception and evacuation centres.

South Frontenac - Emergency Response Plan

3.6 **Boards of Education - Responsibilities**

- a. Provide schools for reception centres.
- b. Provide schools for evacuation centres.
- c. Provide access to school facilities in accordance with the agreement regarding access/use of schools by the municipality in the event of an emergency for reception and evacuation facilities.
- d. Provide liaison with the Director, Social Services and the MCEG.

South Frontenac - Emergency Response Plan

3.7

Legal Advisor - Responsibilities

- a. Provide legal opinions and advice to the MECG as required.
- b. Provide legal representation as required.



REPORT TO COUNCIL TREASURY DEPARTMENT



AGENDA DATE: November 19th, 2019

SUBJECT: Municipal Modernization Program

RECOMMENDATION:

That Council support the submission of an expression of interest to the Municipal Modernization Program and further that Council support the a joint submission with the other Frontenac municipalities..

BACKGROUND:

On November 1st 2019, the Honourable Steve Clark, Minister of Municipal Affairs and Housing announced the opening of the new Municipal Modernization Program. This program is available to the 405 small and rural municipalities that received a Municipal Modernization payment in March 2019,

Further information was received on November 12th on the program. The program is to be available until 2023 with the first intake of the program being focused on municipal service delivery expenditures by independent third-party reviewers. The work on the first intake needs to be completed by June 30, 2020. Future intakes of the program will provide an opportunity to implement projects aimed at service delivery efficiencies and cost savings.

Eligible municipalities can apply individually or collectively with other eligible municipalities.

Below is a summary of the program timelines:

- **November 22nd** – Deadline to advise Municipal Service Office of intention to apply
- **December 6th** – Deadline for submission of Expression of Interest
- **January-February 2020** – Learn if application is approved. If approved, enter into a transfer payment agreement.
- **June 15th, 2020** Submit third-party draft report to the ministry
- **June 30th, 2020** Post final third-party report on website and submit to ministry

Our 2020 budget includes \$50,000 for a service delivery focused on taking a regional approach in reviewing services provided to find efficiencies and best use of limited resources.

I have reached out to the County and other lower tiers in the County to consider a joint application. Although the specific terms of a joint RFP would need to be further discussed, the group was supportive of a joint submission.

ATTACHMENTS

None

Submitted/approved/prepared by:

Louise Fragnito, Director of Corporate Services & Treasurer



REPORT TO COUNCIL TREASURY DEPARTMENT



AGENDA DATE: November 19th, 2019

SUBJECT: Insurance renewal extension

RECOMMENDATION:

That Council extend the current insurance policy expiry date from December 31, 2019 to December 31, 2020

BACKGROUND:

In October of 2016, a joint insurance RFP was issued through the County for all lower tiers as well as the County. Through this process, the Township engaged Jardine Lloyd Thompson Canada (JLT) as its carrier.

The contract provided for a 3 year term with the option to renew for two - 1 year terms.

All participants of the joint tendering process felt it was a worthwhile process and for this reason, it was recommended that the same approach be taken. However, due to the timing of renewals, issuing the RFP in 2020 fits better in everyone's scheduling.

For this reason, it is recommended that Council support a one year extension of services with JLT to December 31, 2020. We have had a good working relationship with this current provider and have no concerns in requesting this extension.

ATTACHMENTS

None

Submitted/approved/prepared by:

Louise Fragnito, Director of Corporate Services & Treasurer



REPORT TO COUNCIL CLERKS DEPARTMENT



AGENDA DATE: November 19, 2019

SUBJECT: January 2020 Council Meeting Schedule

RECOMMENDATION

That Council suspend the rules of the Procedural By-law 2017-76 and schedule the January 2020 Council meetings for January 14 and 28 and the Committee of the Whole meeting for January 21, 2020.

BACKGROUND

By-law 2017-76, the Procedural By-law Section 2 stipulates that Council shall meet at 7:00 pm on the first and third Tuesday in each month from January to December inclusive with the exception of the months of July and August.

As Council is aware, the Municipal Offices close at 12:00 noon on Tuesday, December 24, 2019 and reopen on Thursday, January 2, 2020. Staff recommend that for January the schedule be advanced one week with the first Council meeting being held January 14, 2020 and then to follow the alternating pattern with Committee of the Whole on January 21, 2020 and Council again on January 28, 2020. The February meetings will follow the regular scheduling as outlined in By-law 2017-76.

ATTACHMENTS - n/a

Submitted/approved by:

Angela Maddocks
Clerk

**TOWNSHIP OF SOUTH FRONTENAC
BY-LAW 2019-63**

A BY-LAW TO AMEND BY-LAW 2000-01, BEING A BY-LAW TO REGULATE THE USE OF TRAFFIC, PARKING AND STOPPING ON HIGHWAYS AND BRIDGES IN THE TOWNSHIP OF SOUTH FRONTENAC, TO REGULATE SPEEDS AS OUTLINED IN SCHEDULE "B-4".

WHEREAS By-law 2000-01 regulates the use of traffic, parking and stopping on highways and bridges under the jurisdiction of the Council of the Corporation of the Township of South Frontenac, pursuant to the Municipal Act, R.S.O. 1990, Ch. 45, as amended and the Municipal Act, 2001, Ch. 25, as amended; and

WHEREAS Council wishes to amend By-law 2000-01 as amended, for the purposes of creating no parking restrictions on Perth Road at Devil Lake and on Moreland Dixon Road at Inverary Lake.

NOW THEREFORE THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC, BY ITS COUNCIL, HEREBY ENACTS AS FOLLOWS:

1. That the attached Schedule "B-4" is hereby added to By-law 2000-01 as amended.
2. This by-law shall come into force and take effect upon the posting of the appropriate restricted parking signs.

Dated at the Township of South Frontenac this 19 day of November, 2019.

Read a first and second time this 19 day of November, 2019.

Read a third time and finally passed this 19 day of November, 2019.

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC**

Ron Vandewal, Mayor

Angela Maddocks, Clerk

SCHEDULE "B-4"
(By-law 2019-63)
Schedule B - Restricted Parking.

<u>Highway</u>	<u>From To</u>	<u>Side or Sides</u>	<u>Applicable Time</u>
Perth Road	1100 m South of Tett Crescent Southerly 350 m	Both	Anytime

And that the following be removed from Schedule B – Restricted Parking:

<u>Highway</u>	<u>From To</u>	<u>Side or Sides</u>	<u>Applicable Time Period</u>
Perth Road	1200 m South of Tett Crescent Southerly 150 m	Both	Anytime

**TOWNSHIP OF SOUTH FRONTENAC
BY-LAW 2019-64**

A BY-LAW TO AMEND BY-LAW 2000-01, BEING A BY-LAW TO REGULATE THE USE OF TRAFFIC, PARKING AND STOPPING ON HIGHWAYS AND BRIDGES IN THE TOWNSHIP OF SOUTH FRONTENAC, TO REGULATE SPEEDS AS OUTLINED IN SCHEDULE "A".

WHEREAS By-law 2000-01 regulates the use of traffic, parking and stopping on highways and bridges under the jurisdiction of the Council of the Corporation of the Township of South Frontenac, pursuant to the Municipal Act, R.S.O. 1990, Ch. 45, as amended and the Municipal Act, 2001, Ch. 25, as amended; and

WHEREAS Council wishes to amend By-law 2000-01 as amended, for the purposes of regulating speed on various roads.

NOW THEREFORE THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC, BY ITS COUNCIL, HEREBY ENACTS AS FOLLOWS:

1. That the attached Schedule "A-47" is hereby added to By-law 2000-01 as amended.
3. This by-law shall come into force and take effect upon the posting of the appropriate speed limit signs.

Dated at the Township of South Frontenac this 19th day of November, 2019.

Read a first and second time this 19th day of November 2019.

Read a third time and finally passed this 19th day of November, 2019.

THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC

Ron Vandewal, Mayor

Angela Maddocks, Clerk

SCHEDULE "A-47"
(By-law 2019-64)

Maximum Rate of speed 60 kilometers (35 miles) per hour.

<u>Highway</u>	<u>From</u>	<u>To</u>
Snider Road	Arena Boundary Road	Easterly 4,850m To Road 38

**TOWNSHIP OF SOUTH FRONTENAC
BY-LAW NUMBER 2019-65**

BEING A BY-LAW TO STOP UP, CLOSE AND SELL A PORTION OF AN UNOPENED ROAD ALLOWANCE THAT FORMS PART OF RAGLAN STREET, REGISTERED PLAN 24, PART 1, REFERENCE PLAN 13R22101, DISTRICT OF STORRINGTON: MCDONALD

WHEREAS, the Municipal Council of the Township of South Frontenac may pass a by-law to stop up, close and sell any highway or part thereof pursuant to the Municipal Act, section 34(1):

AND WHEREAS the said road allowance is not used as a publically travelled road:

AND WHEREAS no objections have been received to the road closing:

NOW THEREFORE THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC BY ITS COUNCIL, HEREBY ENACTS AS FOLLOWS:

1. **THAT** the portion of road allowance in Part 1 of Reference Plan 13R22101, shall be stopped up and closed and ownership transferred to the abutting property-owner to the south at Plan 24 Pt Lot 50 Pt Lot 51 District of Storrington, Pin No. 3629-10022;
2. **THAT** the Mayor and Clerk are hereby authorized and directed to execute such documents as are required; and
3. **THAT** this By-law shall come into force and take effect upon registration of this By-law.

Dated at the Township of South Frontenac this 19th day of November, 2019.

Read a first and second time this 19th day of November, 2019.

Read a third time and finally passed this 19th day of November, 2019.

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC**

Ron Vandewal, Mayor

Angela Maddocks, Clerk

**TOWNSHIP OF SOUTH FRONTENAC
BY-LAW NUMBER 2019-66**

BEING A BY-LAW TO STOP UP, CLOSE AND SELL A PORTION OF AN UNOPENED ROAD ALLOWANCE BEING PART 1 ADELAIDE STREET, REGISTERED PLAN NO. 35, PART 1, PLAN 13R-21430, DISTRICT OF PORTLAND: LANSDELL (ESTATE OF IRENE BELLE LANSDELL)

WHEREAS, the Municipal Council of the Township of South Frontenac may pass a by-law to stop up, close and sell any highway or part thereof pursuant to the Municipal Act, section 34(1):

AND WHEREAS Council is prepared to waive the requirements under the Township of South Frontenac’s Notice By-law No. 2016-73, Council of the Corporation of the Township of South Frontenac exempted the advertising of the proposal to close the said road allowance:

AND WHEREAS the said road allowance is not used as a publically travelled road:

AND WHEREAS no objections have been received to the road closing:

NOW THEREFORE THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC BY ITS COUNCIL, HEREBY ENACTS AS FOLLOWS:

1. **THAT** the portion of road allowance in Part 1 of Reference Plan 13R21430, shall be stopped up and closed and ownership transferred to the abutting property-owner to the south at Concession 10 Part Lot 10 RP13R1459; Part 1, District of Portland, PIN No. 36143-0048;
2. **THAT** the Mayor and Clerk are hereby authorized and directed to execute such documents as are required; and
3. **THAT** this By-law shall come into force and take effect upon registration of this By-law.

Dated at the Township of South Frontenac this 19th day of November, 2019.

Read a first and second time this 19th day of November, 2019.

Read a third time and finally passed this 19th day of November, 2019.

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC**

Ron Vandewal, Mayor

Angela Maddocks, Clerk

**TOWNSHIP OF SOUTH FRONTENAC
BY-LAW 2019-68**

A By-law to adopt an Emergency Management Program and Emergency Response Plan and to meet other Requirements under the *Emergency Management and Civil Protection Act*

WHEREAS under the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9 (the “Act”) and Ontario Regulation 380/04 (the “Reg”) every municipality in the Province of Ontario is required to:

- Develop and implement an emergency management program, which shall consist of:
 - an emergency plan;
 - training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
 - public education on risks to public safety and on public preparedness for emergencies; and
 - any other elements required by the standards for emergency management set under the Act or by Emergency Management Ontario;
- Designate an employee of the municipality or a member of the council as its emergency management program coordinator;
- Establish a municipal emergency program committee;
- Establish a municipal emergency control group;
- Establish an emergency operations centre to be used by the municipal emergency control group in an emergency; and
- Designate an employee of the municipality as its emergency information officer;

AND WHEREAS it is prudent that the emergency management program developed under the Act be in accordance with international best practices, including the five core components of emergency management; prevention, mitigation, preparedness, response and recovery;

AND WHEREAS the purpose of such a program is to help protect public safety, public health, the environment, critical infrastructure and property during an emergency and to promote economic stability and a disaster resilient community;

NOW THEREFORE the Council of the Corporation of The Township of South Frontenac hereby enacts as follows:

Emergency Management Program

1. An Emergency Management Program for the municipality will be developed and reviewed annually by the Emergency Management Program Committee consistent with and in accordance with the Act and Reg and international best practices, including the five components of emergency management, namely: prevention, mitigation, preparedness, response and recovery, and such program shall include:
 - a. training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
 - b. public education on risks to public safety and on public preparedness for emergencies; and
 - c. any other elements required by the standards for emergency management set under the Act or by Emergency Management Ontario.
2. The Emergency Management Program shall be consistent with the objectives of protecting public safety, public health, the environment, critical infrastructure and property, and to promote economic stability and a disaster-resilient community.

Emergency Response Plan

3. The Emergency Response Plan, which has been developed in accordance with the requirements of the Act and Reg and international best practices, and which is attached hereto as Schedule A is hereby adopted (the “Plan”).
4. The Plan shall be reviewed annually by the CEMC and the Townships Municipal Emergency Control Group. The CEMC is authorized to make such administrative changes to the Plan as appropriate to keep the Plan current, such as personnel, organizational and contact information updates. Any significant revision to the body of the Plan shall be presented to Council for approval.
5. When an emergency exists but has not yet been declared to exist, Township employees and the Emergency Control Group may take such action under the Plan as may be required to protect property and the health, safety and welfare of the inhabitants of the Township.

Community Emergency Management Coordinator

6. The Director of Fire and Emergency Services, is hereby appointed as the primary community emergency management coordinator (the “CEMC”) responsible for the emergency management program for the Township including maintenance of the Plan, training, exercises, public education and such other duties and responsibilities as outlined in the Act and Reg.
7. The Director of Public Services is hereby appointed as alternate CEMCs to act in place of the primary CEMC in his/her absence.

Municipal Emergency Control Group (MECG)

8. The persons from time to time holding the following positions in the municipality, shall be Primary members of the Emergency Control Group:
 - a. Chief Administrative Officer (CAO) (Chair) – Incident Commander
 - b. CEMC and Alternates CEMCs
 - c. Director of Development Services
 - d. Director of Corporate Services;
 - e. Director of Fire and Emergency Services;
 - f. Director of Public Services;
 - g. Clerk – Emergency Information Officer
 - h. Head of Council (Mayor)
9. The CAO is hereby appointed as chair of the Municipal Emergency Control Group.
10. The Emergency Control Group shall meet a minimum of twice annually and shall advise Council on the development and implementation of the municipality’s Emergency Management Program and shall review the program annually.

Municipal Emergency Program Committee (MEPC)

11. The persons from time to time holding the following positions in the municipality, or their designate, shall be the members of the Municipal Emergency Management Program Committee:
 - a. Head of Council – Mayor
 - b. Chief Administrative Officer
 - c. Clerk
 - d. Director of Development Services
 - e. Chief Building Official
 - f. Assistant Fire Chief
 - g. Public Services Technical Support Supervisor
 - h. Director of Public Services
 - i. Director of Corporate Services

- j. Director of Fire and Emergency Services
- k. Deputy Treasurer
- l. Human Resources Officer
- m. Executive Assistant
- n. Deputy Mayor
- o. OPP Staff Sergeant
- p. Medical Director of Public Health
- q. Frontenac Paramedic Chief

Emergency Operations Centre

12. A primary and an alternate Emergency Operations Centre have been established for use by the MECG in an emergency and with the appropriate technological and telecommunications systems to ensure effective communication in an emergency. The locations of the Emergency Operations Centres are identified in an annex to the Plan.

Emergency Information Officer

13. The Township Clerk is hereby appointed as the Emergency Information Officer for the municipality to act as the primary media and public contact for the municipality in an emergency. The CAO will act as the alternate Emergency Information Officer.

Administration

14. The Plan shall be made available to the public for inspection and copying at the Township Administration Office, 4432 George Street, Sydenham, Ontario, during regular business hours.
15. The Plan, or any amendments to the Plan, shall be submitted to the Chief, Emergency Management Ontario identified in the Act.
16. By-laws 2018-64, 2010-03, 2006-11, and 2004-56 are hereby repealed.

Dated at the Township of South Frontenac this 19th day of November, 2019.

Read a first and second time this 19th day of November, 2019

Read a third time and finally passed this 19th day of November, 2019.

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC**

Ron Vandewal, Mayor

Angela Maddocks, Clerk



INFORMATION REPORT TO COUNCIL

FIRE AND RESCUE



AGENDA DATE: November 19, 2019

SUBJECT: Fire Prevention Week Activities

BACKGROUND:

This year Fire Prevention Week was from October 6 – 12, 2019.

South Frontenac Fire & Rescue (SFFR) – Fire Prevention week activities:

Message:

South Frontenac Fire and Rescue was very active during Fire Prevention Week this year. The National Fire Protection Association's international message and campaign was "Not every hero wears a cape, Plan and Practice your Escape". This is an important message for all residents to practice their home escape plan that can be used during an emergency.

IT'S FIRE PREVENTION WEEK 2019!

Not every hero wears a cape.
PLAN and PRACTICE your ESCAPE![™]

firepreventionweek.org

Come out and meet the crew at your local Fire Station. South Frontenac firefighters will be hosting an open house on Tuesday October 8, 2019 between 7pm & 9 pm at the following locations:

- Station No.1 - 7 Steele Rd, Tichborne
- Station No.4 - 4808 Holleford Rd, Hartington
- Station No.5 - 4223 Stagecoach Rd, Sydenham
- Station No.6 – 5585 Perth Rd, Perth Road Village
- Station No.8 – 3910 Battersea Rd, Sunbury

SOUTH FRONTENAC FIRE & RESCUE

4432 George Street PO Box 100 Sydenham, ON K0H 2T0

Open Houses:

SFFR hosted open houses at 5 of the 8 firehalls on Tuesday October 8, 2019 from 7pm – 9pm. The open houses attracted a large number of people from the community and we successfully were able to deliver this year's Fire Prevention Week message to over 150 residents. We also handed out information about home escape planning and smoke and carbon monoxide alarm details and requirements.

School Visits:

SFFR also attended all 6 elementary schools and gave two presentations at each school. The first presentation at each school was delivered to JK – Gr.3 students and the second to Gr. 4 – Gr. 8 students. Assistant Fire Chief Bennett and various Volunteer Firefighters assisted with the school visits. SFFR staff was able to reach approx. 1,200 students in the Township of South Frontenac with the intention of bringing our safety message home and to practice with their families.

Our strength is our community.



INFORMATION REPORT TO COUNCIL FIRE AND RESCUE



The school visits were originally scheduled for the days during Fire Prevention Week, but were rescheduled for two weeks later due to a potential labour dispute with school support staff workers. The Principals at each school were helpful and supportive of rescheduling due to the unknown potential circumstances.

Since visiting the schools, SFFR has participated and activated fire alarms drills in each of the schools and all schools were successful evacuating with no concerns.

Media Campaign:

SFFR actively promoted this year's Fire Prevention Week message through a number of media outlets. We had our campaign message in the Frontenac News (newspaper), on the Townships website, twitter, and Facebook accounts and local radio stations.

This year's major media focus was with the radio ads that aired on 98.3 FLY FM and 98.9 PURE FM. During Fire Prevention Week, 4 SFFR staff voice recorded 4 separate messages that played a total of 56 times on air during the week.

The following were the 4 scripted radio ads:

Script No. 1 Re: Smoke Alarm

"Hi, I'm Fire Chief Darcy Knott from South Frontenac Fire & Rescue.

It's Fire Prevention week in South Frontenac. Did you know that the Ontario Fire Code requires a working smoke alarm on every level of your home? This is the first line of defense for you and your family in the event of a fire. Your smoke alarm should be less than 10 years old, and tested on a monthly basis.

Think safe. Be Safe."

Script No. 2 Re: Carbon Monoxide

"Hi, I'm Assistant Fire Chief Alex Bennett from South Frontenac Fire & Rescue.

It's Fire Prevention week in South Frontenac. In the province of Ontario; a working carbon monoxide alarm is required adjacent to any sleeping areas in residential occupancy with a fuel burning appliance. Carbon monoxide (CO) is a colourless and odorless gas that can be hazardous to you and your family. If you have a wood stove, oil or propane fired furnace, you must have a working carbon monoxide alarm.

Think safe. Be Safe."

Script No. 3 Re: Home Fire Escape Plan

"Hi, I'm Firefighter Ellie Steele from South Frontenac Fire & Rescue.

It's Fire Prevention week in South Frontenac. In the event of a fire in your home, do you have an escape plan? How do I get out? Where do we all meet? Does everyone know how to call for help?

Take a moment and develop a home fire escape plan for you and your family. Make sure everyone knows what to do in the event of a fire.



INFORMATION REPORT TO COUNCIL FIRE AND RESCUE



Think safe. Be Safe."

Script No. 4 Re: Cooking with Care

"Hi, I'm Firefighter Jason Guindon from South Frontenac Fire & Rescue.

It's Fire Prevention week in South Frontenac. Did you know cooking fires are the number one cause of home fires and injuries? The leading cause of fires in the kitchen is unattended cooking:

- *Be alert! If you're sleepy or have consumed alcohol, don't use the stove or stovetop.*
- *Stay in the kitchen while you are frying, grilling, boiling, or broiling food.*
- *Keep anything that can catch fire such as oven mitts, wooden utensils, food packaging, towels or curtains away from your stovetop.*

Think safe. Be Safe."

The radio ads reached many people in the community and surrounding areas. Fire Chief Knott and Assistant Fire Chief Bennett receive a lot of positive feedback from members of the community that heard and appreciated the message.

Submitted/approved by: Darcy Knott



Payment Listing
For the period of November 6, 2019 to November 19, 2019

Accounts Payable Payment Listing: 877,200.04
For the period of November 6, 2019 to November 19, 2019

Payroll Payment Listing:

Pay Period #19-23 Pay date November 6, 2019 101,444.79
 For the period of October 20, 2019 to November 2, 2019

Total Payments \$ 978,644.83

RECOMMENDATION:

1. It is recommended that Council receive for information the listing of the Accounts Payable and Payroll for the period ending November 19, 2019 in the amount of \$ 978,644.83

Submitted by:

Mark Foster - Accounting Clerk

Approved by:

Louise Fragnito - Director of Corporate Services /Treasurer

**Township of South Frontenac
 CHEQUE DISTRIBUTION REPORT**

Ranges: From: To: Distribution Types Included:
Cheque Date: 2019-11-06 2019-11-19 PURCH, MISC

10 GG

0000 Gen

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012364	2019-11-19	70791	THE FRONTENAC NEWS	Ad- Sept 5, 12, 19, 26	\$2,645.76
Total EFT000000012364					\$2,645.76
Total Gen					\$2,645.76

1000

Cheque	Date	Inv #	Vendor	Description	Amount
070591	2019-11-19	239420	ATKINSON HOME BUILDING CENTRE	Ice Melt	\$53.39
Total 070591					\$53.39
EFT000000012328	2019-11-19	1165	1000 ISLANDS CUTTING EDGE LAWN CARE	Grass Cutting	\$162.82
		1166		Grass Cutting	\$203.52
Total EFT000000012328					\$366.34
EFT000000012352	2019-11-19	8701T1	CULLIGAN	Water	\$38.56
		2637542		Cooler Rental	\$10.12
Total EFT000000012352					\$48.68
EFT000000012359	2019-11-19	34391	EVERTEMP INC	Repair Furnace Venting	\$688.05
Total EFT000000012359					\$688.05
EFT000000012368	2019-11-19	19 096	HAMBLY GROUP	Ramp Design	\$1,259.28
Total EFT000000012368					\$1,259.28
EFT000000012371	2019-11-19	2019477	J & J LANDSCAPING	Rake + Remove Wallnuts	\$106.85
		2019488		Grass Cutting	\$21.88
		2019510		Grass Cutting	\$21.88
		2019532		Grass Cutting	\$21.88
		2019463		Grass Cutting	\$21.88
		2019441		Grass Cutting	\$21.88
		2019553		Grass Cutting	\$21.88
Total EFT000000012371					\$238.13
Total					\$2,653.87

1100 Counc

Cheque	Date	Inv #	Vendor	Description	Amount
070598	2019-11-19	19/11/01-45	ORMSBEE'S MERCANTILE	Food for Bus Tour	\$160.78
Total 070598					\$160.78
Total Counc					\$160.78

1250 Clk

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012407	2019-11-19	9289	TROUSDALE'S FOODLAND	Milk + Cream	\$8.57
Total EFT000000012407					\$8.57
EFT000000012408	2019-11-19	98387	TROUSDALE'S HOME HARDWARE	Storage Box	\$28.47
Total EFT000000012408					\$28.47
Total Clk					\$37.04

1275 Fin

Cheque	Date	Inv #	Vendor	Description	Amount
070599	2019-11-19	8100876754	SHRED-IT INTERNATIONAL ULC	Shredding Services	\$75.20
		8100850988		Shredding Services	\$75.20
Total 070599					\$150.40
Total Fin					\$150.40
Total GG					\$5,647.85

20 PP&P

2100 Fire

Cheque	Date	Inv #	Vendor	Description	Amount
070596	2019-11-19	4934	KINGSTON FIRE AND RESCUE	Q4 Dispatching Fees	\$9,056.64
Total 070596					\$9,056.64
EFT000000012328	2019-11-19	1165	1000 ISLANDS CUTTING EDGE LAWN CARE	Grass Cutting	\$366.34
		1165		Grass Cutting	\$122.11
		1165		Grass Cutting	\$122.11
		1166		Grass Cutting	\$457.92
		1166		Grass Cutting	\$152.64

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

	1166		Grass Cutting	\$152.64
Total EFT000000012328				\$1,373.76
EFT000000012330	2019-11-19		ABELL PEST CONTROL INC.	
		A2441793	19/10 Pest Control	\$41.18
		A2447927	19/10 Pest Control	\$50.80
		A2435659	19/10 Pest Control	\$48.54
Total EFT000000012330				\$140.52
EFT000000012338	2019-11-19		BELL MOBILITY (RADIO DIVISION)	
		1-252786	19/11 Site Rental	\$295.38
Total EFT000000012338				\$295.38
EFT000000012342	2019-11-19		CAMERON MECHANICAL	
		2305	Master Drain Valve	\$1,411.41
		2309	Master Drain Valve	\$1,340.18
Total EFT000000012342				\$2,751.59
EFT000000012345	2019-11-19		CANADIAN TIRE	
		127573	Tools	\$127.05
		136455	Tools	\$676.00
Total EFT000000012345				\$803.05
EFT000000012347	2019-11-19		CITY ELECTRIC SUPPLY	
		KIN/098720	Bulbs + Ballasts	\$341.91
Total EFT000000012347				\$341.91
EFT000000012350	2019-11-19		COLLINS SAFETY INC.	
		238403	Ear Plugs + Cleaning Wipes	\$76.39
Total EFT000000012350				\$76.39
EFT000000012360	2019-11-19		FIRE SERVICE MANAGEMENT	
		441595	Wash + Repair	\$265.84
Total EFT000000012360				\$265.84
EFT000000012361	2019-11-19		FIRE MARSHAL'S PUBLIC FIRE	
		IN155797	8X Books	\$509.81
Total EFT000000012361				\$509.81
EFT000000012363	2019-11-19		FRASSO AUTOMOTIVE SERVICE	
		131815	Head Light + Wiper Blades	\$131.66
Total EFT000000012363				\$131.66
EFT000000012371	2019-11-19		J & J LANDSCAPING	
		2019494	Grass Cutting	\$25.44
		2019516	Grass Cutting	\$25.44
		2019538	Grass Cutting	\$25.44
		2019469	Grass Cutting	\$25.44
		2019447	Grass Cutting	\$25.44
		2019559	Grass Cutting	\$25.44
		2019493	Grass Cutting	\$28.49
		2019515	Grass Cutting	\$28.49
		2019537	Grass Cutting	\$28.49
		2019468	Grass Cutting	\$28.49
		2019446	Grass Cutting	\$28.49
		2019558	Grass Cutting	\$28.49
		2019492	Grass Cutting	\$28.75
		2019513	Grass Cutting	\$28.75
		2019535	Grass Cutting	\$28.75
		2019466	Grass Cutting	\$28.75
		2019444	Grass Cutting	\$28.75
		2019556	Grass Cutting	\$28.75
		2019500	Grass Cutting	\$36.63
		2019522	Grass Cutting	\$36.63
		2019544	Grass Cutting	\$36.63
		2019475	Grass Cutting	\$36.63
		2019453	Grass Cutting	\$36.63
		2019565	Grass Cutting	\$36.63
		2019476	Grass Cutting	\$45.79
		2019523	Grass Cutting	\$45.79
		2019501	Grass Cutting	\$45.79
		2019454	Grass Cutting	\$45.79
		2019566	Grass Cutting	\$45.79
Total EFT000000012371				\$944.81
EFT000000012375	2019-11-19		KENWORTH ONTARIO - KINGSTON	
		KS26401	Replaced Faulty Check Valve	\$183.17
		KS26219	Safety+ Emerg Lights Repair	\$1,400.92
		KS26128	Safety + Brakes+Bulb	\$3,398.01
		KS26455	Heater Controls	\$671.49
Total EFT000000012375				\$5,653.59
EFT000000012377	2019-11-19		MESSER CANADA INC.	
		2101449417	Oxygen	\$337.89
		2101520368	Small Cylinder Utilization Fee	\$85.48
		2101484361	Oxygen	\$438.55
		2101491269	Oxygen	\$444.00
Total EFT000000012377				\$1,305.92
EFT000000012380	2019-11-19		MARK R. HALLADAY EMERGENCY	
		19/11/01	108X Certifications	\$20,001.95
Total EFT000000012380				\$20,001.95
EFT000000012392	2019-11-19		PPE SOLUTIONS INC.	
		7673	Hero Wipes	\$768.37
Total EFT000000012392				\$768.37
EFT000000012398	2019-11-19		ROSESON DISTRIBUTORS INC.	
		1057-7817	10.53L @1.1761	\$12.61
		1057-7854	34.22L @1.0145	\$35.32
		1057-7956	77.23L @ .988	\$77.64
Total EFT000000012398				\$125.57
EFT000000012399	2019-11-19		R. THURSTON TECHNOLOGIES	
		11454	Radio Battery	\$64.05
Total EFT000000012399				\$64.05
EFT000000012401	2019-11-19		SIGNS PLUS	

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

	3173		4X Civic		\$36.63
Total EFT000000012401					\$36.63
EFT000000012416	2019-11-19		EARL ROSEBUSH FUELS		
		3935-89234	348.6L @.889		\$334.41
		2706-88826	233.80L @.827		\$209.53
		4896-88902	476.70L @.827		\$427.22
Total EFT000000012416					\$971.16
Total Fire					\$45,618.60

2105 Pub Ed

Cheque	Date	Inv #	Vendor	Description	Amount
070592	2019-11-19		BELL MEDIA INC.		
		1468179-1		98.3 Fly FM-Fire Prevention	\$968.75
		1468199-1		Country 99- Fire Prevention	\$569.86
Total 070592					\$1,538.61
Total Pub Ed					\$1,538.61

2400 Police

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012384	2019-11-19		NOLAN, MIKE		
		2019 PSB HONORARIUM		2019 PSB Honorarium	\$600.00
		19/10 PSB MILEAGE		19/10 PSB Mileage	\$84.70
Total EFT000000012384					\$684.70
Total Police					\$684.70

2605 Build

Cheque	Date	Inv #	Vendor	Description	Amount
070605	2019-11-19		1324789 ONTARIO INC		
		15-287 PERMIT REFUND		15-287 Permit Refund	\$1,946.50
Total 070605					\$1,946.50
EFT000000012350	2019-11-19		COLLINS SAFETY INC.		
		241735		First aid Supplies	\$45.76
Total EFT000000012350					\$45.76
Total Build					\$1,992.26

2620 Anml Ctl

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012396	2019-11-19		RIVOIRE, THOMAS R		
		34		Legal Services	\$651.26
Total EFT000000012396					\$651.26
Total Anml Ctl					\$651.26

Total PP&P

\$50,485.43

30 Trans

3000 PW OH

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012332	2019-11-19		ALLIANCE WIRELESS COMMUNICATIONS		
		C14258-110119		19/11 Answering Services	\$228.37
Total EFT000000012332					\$228.37
Total PW OH					\$228.37

3005 RdAdmOH

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012338	2019-11-19		BELL MOBILITY (RADIO DIVISION)		
		1-252786		19/11 Site Rental	\$295.38
Total EFT000000012338					\$295.38
EFT000000012350	2019-11-19		COLLINS SAFETY INC.		
		241735		3X Ont. A Kits	\$74.21
Total EFT000000012350					\$74.21
EFT000000012394	2019-11-19		PRO-TECH TRAINING SERVICES INC.		
		779		Winter Patrollers Course T.J.	\$356.16
Total EFT000000012394					\$356.16
Total RdAdmOH					\$725.75

3010

Cheque	Date	Inv #	Vendor	Description	Amount
070591	2019-11-19		ATKINSON HOME BUILDING CENTRE		
		237427		Poly Tarp	\$9.86
		237465		Poly Tarp	\$22.38
		237713		Recepticle Cover	\$8.13
Total 070591					\$40.37
070593	2019-11-19		DALE BABCOOK MASONRY LIMITED		
		1633		Pad Extension + New Bollards	\$3,383.52
Total 070593					\$3,383.52
070594	2019-11-19		JUSTUS AUTO BODY		
		4709		Paint Truck	\$3,805.82
Total 070594					\$3,805.82
070597	2019-11-19		MR. AUTO AUTOMOTIVE		
		17734		Emissions Test	\$254.40
		17737		Emissions Test	\$254.40

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

		17733	Emissions Test	\$254.40
		17736	Emissions Test	\$254.40
		17732	Emissions Test	\$254.40
		17735	Emissions Test	\$254.40
Total 070597				\$1,526.40
070600	2019-11-19		SNIDER, PERCY	
		19/10/24-34	Flagging	\$463.77
		19/10/22-32	Flagging	\$438.59
		19/10/21-31	Flagging	\$438.59
		19/10/31-08	Flagging	\$438.59
		19/10/30-07	Flagging	\$438.59
		19/10/29-06	Flagging	\$438.59
		19/10/28-05	Flagging	\$438.59
		19/10/25-04	Flagging	\$438.59
		19/10/23-03	Flagging	\$438.59
		19/10/02-26	Big Sweeper	\$228.96
		19/10/03-27	Little Sweeper	\$651.26
		19/10/10-28	Little Sweeper	\$595.30
		19/11/01-12	Flagging	\$438.59
Total 070600				\$5,886.60
EFT000000012329	2019-11-19		BOULTON SEPTIC/LARMON'S	
		31051	Flagging	\$2,320.13
		31050	Flagging	\$1,856.10
Total EFT000000012329				\$4,176.23
EFT000000012331	2019-11-19		AIR LIQUIDE CANADA INC.	
		70663797	Oxygen	\$35.32
Total EFT000000012331				\$35.32
EFT000000012333	2019-11-19		ARMTEC CANADA CULVERT	
		6-191800	Culvert	\$1,419.18
		6-192587	13X Culverts+ 10 Couplers	\$8,562.72
Total EFT000000012333				\$9,981.90
EFT000000012336	2019-11-19		BATTLEFIELD EQUIPMENT RENTALS	
		24233352	5X Turbidity Curtains	\$3,816.00
Total EFT000000012336				\$3,816.00
EFT000000012339	2019-11-19		BLACK DOG TIRE & LUBRICANTS	
		37564	Tire Change	\$190.09
		37733	Flat Repair	\$45.79
		37522	4X Tires	\$1,123.43
		37490	4X Tires	\$1,095.95
		37438	4X Tires	\$1,095.95
		36343	Flat Repair	\$164.79
Total EFT000000012339				\$3,716.00
EFT000000012340	2019-11-19		CADUCEON ENTERPRISES INC.	
		19-16315	Magnesium Analysis	\$13.99
Total EFT000000012340				\$13.99
EFT000000012346	2019-11-19		CINTAS	
		884301896	Uniform	\$50.13
		884301896	Cleaning Supplies	\$122.88
		884301897	Uniform	\$10.16
		884301897	Cleaning Supplies	\$32.37
Total EFT000000012346				\$215.54
EFT000000012348	2019-11-19		COCO PROPERTIES CORP	
		335174	Gravel	\$203.72
Total EFT000000012348				\$203.72
EFT000000012354	2019-11-19		D.MARTIN WELDING & FABRICATING	
		9483	Tap Holes in Air Tank	\$177.06
		9487	Patch Holes in Truck	\$488.37
		9488	Sink on Stand	\$926.02
Total EFT000000012354				\$1,591.45
EFT000000012355	2019-11-19		DRAPER DOORS	
		14808	Service Doors	\$428.41
Total EFT000000012355				\$428.41
EFT000000012357	2019-11-19		ENVIRONMENTALL CONTRACTING SERV	
		23102019-51	Type 1 Abestos Abatement	\$989.39
Total EFT000000012357				\$989.39
EFT000000012362	2019-11-19		FISH, DOROTHY	
		6012	Cleaning	\$320.00
Total EFT000000012362				\$320.00
EFT000000012365	2019-11-19		GIN-COR INDUSTRIES INC	
		57667	25X Chain Pins and Cotter	\$167.65
		57650	Spring Supen. Upper Wing Arm	\$177.52
		57649	Chain + Kit Cross Conveyor	\$585.75
Total EFT000000012365				\$930.92
EFT000000012366	2019-11-19		GRAND & TOY LIMITED	
		P331549	Key Tags + Desk Cal.	\$55.08
Total EFT000000012366				\$55.08
EFT000000012367	2019-11-19		G WILLIAMS PAVING LTD	
		7326	Driveway Entrance Repairs	\$9,388.38
Total EFT000000012367				\$9,388.38
EFT000000012369	2019-11-19		HEAT DESIGN EQUIPMENT	
		979156	Tiger Torch Orifice	\$37.00
Total EFT000000012369				\$37.00
EFT000000012374	2019-11-19		KENT AUTOMOTIVE	
		9307160379	43 Series Fittings	\$594.91
		9307160378	25X Tap Bolts	\$111.38
		9307129099	Screws+ Nuts+ Cable Ties	\$199.96
		9307129100	Screws+ Nuts	\$325.48
Total EFT000000012374				\$1,231.73
EFT000000012376	2019-11-19		LIEBHERR CANADA LTD	
		DAR 21111003	Gear Wheel Motor	\$1,305.59
Total EFT000000012376				\$1,305.59

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

EFT000000012377	2019-11-19		MESSER CANADA INC.	
		2101285175	Gases	\$303.24
		2101520512	Cylinder Utilization Fee	\$64.11
		2101485599	Gases	\$12.31
		2101491927	Gases	\$264.12
Total EFT000000012377				\$643.78
EFT000000012379	2019-11-19		LOUIS W BRAY CONSTRUCTION LIMITED	
		19/10/31	Progress Billing #3-HB	\$2,967.32
Total EFT000000012379				\$2,967.32
EFT000000012381	2019-11-19		MCNICHOLS CONSTRUCTION LTD	
		19/11/01-GREEN BAY	Hi Hoe+ Tri Axle + Hoe Rams	\$57,362.11
Total EFT000000012381				\$57,362.11
EFT000000012382	2019-11-19		MICHELIN NORTH AMERICA CANADA INC	
		DA0007384858	4X Tires	\$2,520.47
Total EFT000000012382				\$2,520.47
EFT000000012383	2019-11-19		MILLER PAVING LIMITED	
		AUM-102-2019-0689	Mircro Surfacing	\$312,260.84
Total EFT000000012383				\$312,260.84
EFT000000012386	2019-11-19		ONTARIO HOSE SPECIALTIES LIMITED	
		5201873	Rags+ Ratchet strap	\$45.94
		5201874	Pump+ Wheel+ Garden Hose parts	\$700.16
Total EFT000000012386				\$746.10
EFT000000012388	2019-11-19		PAT ROGERS TOWING SERVICE	
		C0153	Tow to Keeley	\$190.80
Total EFT000000012388				\$190.80
EFT000000012389	2019-11-19		PAT'S RADIATOR SERVICE LTD.	
		143506	Replaced Battery	\$333.13
		143963	Rubber End Edges	\$367.76
Total EFT000000012389				\$700.89
EFT000000012391	2019-11-19		PETRIE FORD	
		280014	Filters	\$150.91
		279995	Latch	\$15.62
		279759	Filters	\$224.94
		279760	Filters	\$208.40
		280075	Coolant + Oil	\$74.99
		280075	Coolant + Oil	\$37.49
		280019	B/U Lamp	\$185.57
Total EFT000000012391				\$897.92
EFT000000012393	2019-11-19		PREMIER TRUCK GROUP	
		864135908	Motor+ Shaft + Assembly	\$567.57
		864138919	Hose+ Clamps+ 2X Belts	\$190.66
Total EFT000000012393				\$758.23
EFT000000012398	2019-11-19		ROSESON DISTRIBUTORS INC.	
		1058-7837	54.67L @1.0145	\$56.44
		1058-7786	82.02L @1.0234	\$85.42
Total EFT000000012398				\$141.86
EFT000000012401	2019-11-19		SIGNS PLUS	
		3171	20X Decals+ Truck Numbers	\$342.93
Total EFT000000012401				\$342.93
EFT000000012402	2019-11-19		STRONGCO EQUIPMENT	
		90808160	Motor	\$865.53
Total EFT000000012402				\$865.53
EFT000000012403	2019-11-19		SURGENOR TRUCK CENTRE	
		181492KP	Air Tank	\$510.07
		181521KP	4X Elbows + Drain	\$140.53
		181522KP	Safety Valve	\$51.87
Total EFT000000012403				\$702.47
EFT000000012404	2019-11-19		SWEET'S SAND & GRAVEL	
		S-0061894	Gravel	\$1,558.61
		S-0062041	Gravel	\$9,819.45
		S-0061660	Gravel	\$1,450.97
		S-0061660	Equipment Rental	\$11,961.38
Total EFT000000012404				\$24,790.41
EFT000000012405	2019-11-19		TOROMONT INDUSTRIES LTD.	
		PS040669372	Elements + Filter	\$232.41
Total EFT000000012405				\$232.41
EFT000000012406	2019-11-19		TOWN AND COUNTRY AUTO SUPPLY	
		6083-571854	Undercoat for Trucks	\$126.61
		6083-572663	Absorbent	\$257.05
		6083-563677	Hub Assembly	\$416.50
		6083-573242	Electrical Tape	\$33.78
Total EFT000000012406				\$833.94
EFT000000012407	2019-11-19		TROUSDALE'S FOODLAND	
		4950	Coffee+ Milk + Cream+Tissues	\$25.38
		7765	Coffee+ Sugar	\$20.97
Total EFT000000012407				\$46.35
EFT000000012409	2019-11-19		UNIVERSAL SUPPLY GROUP	
		173-252293	Chain Oil	\$67.00
Total EFT000000012409				\$67.00
EFT000000012415	2019-11-19		WURTH CANADA LIMITED	
		23712463	Shop Tools	\$591.68
Total EFT000000012415				\$591.68
EFT000000012416	2019-11-19		EARL ROSEBUSH FUELS	
		3160-89936	90.5L @.891	\$87.00
		1058-88866	Lubes	\$82.63
		0363-90617	Lubes	\$1,074.58
Total EFT000000012416				\$1,244.21
Total				\$461,986.61

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

3115 Bvr Dms

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012345	2019-11-19	136457	CANADIAN TIRE	2X Waders	\$345.96
Total EFT000000012345					\$345.96
Total Bvr Dms					\$345.96

3206 Mowing

Cheque	Date	Inv #	Vendor	Description	Amount
070600	2019-11-19		SNIDER, PERCY		
		19/10/24-29		Roadside Mowing	\$1,373.76
		19/09/20-14		Roadside Mowing	\$725.04
		19/09/24-15		Roadside Mowing	\$457.92
		19/10/04-09		Roadside Mowing	\$686.88
		19/10/07-10		Roadside Mowing	\$305.28
		19/09/27-12		Roadside Mowing	\$686.88
		19/09/30-13		Roadside Mowing	\$610.56
		19/10/12-11		Roadside Mowing	\$534.24
		19/10/18-21		Roadside Mowing	\$801.36
		19/11/01-18		Roadside Mowing	\$610.56
Total 070600					\$6,792.48
Total Mowing					\$6,792.48

3215 Drainage

Cheque	Date	Inv #	Vendor	Description	Amount
070600	2019-11-19		SNIDER, PERCY		
		19/10/01-20		Flagging	\$478.53
		19/09/30-07		Flagging	\$478.53
		19/10/03-16		Flagging	\$478.53
		19/10/24-19		Backhoe Rental	\$305.28
		19/10/18-35		Flagging	\$264.45
		19/10/18-23		Shovel Rental	\$310.37
		19/10/23-33		Flagging	\$438.59
		19/10/25-45		Flagging	\$388.21
		19/10/18-36		Back Hoe Rental	\$2,442.24
		19/11/05-13		Flagging	\$352.60
Total 070600					\$5,937.33
EFT000000012348	2019-11-19		COCO PROPERTIES CORP		
		326532		Gravel	\$351.09
		327631		Gravel	\$171.66
Total EFT000000012348					\$522.75
EFT000000012381	2019-11-19		MCNICHOLS CONSTRUCTION LTD		
		19/10/07-YARKER		Hi Hoe + Tri Axle Rental	\$8,853.12
Total EFT000000012381					\$8,853.12
EFT000000012404	2019-11-19		SWEET'S SAND & GRAVEL		
		S-0061660		Gravel	\$353.06
		S-0061660		Gravel	\$1,383.81
Total EFT000000012404					\$1,736.87
Total Drainage					\$17,050.07

3310 Hardtop Patching

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012413	2019-11-19		WILLIAMS HOT MIX LTD		
		4171		10.12MT Hot Mix	\$1,023.80
Total EFT000000012413					\$1,023.80
Total Hardtop Patching					\$1,023.80

3505 Snw Plwng

Cheque	Date	Inv #	Vendor	Description	Amount
070600	2019-11-19		SNIDER, PERCY		
		19/11/07-15		Snow Plowing	\$93.62
		19/11/07-14		Snow Plowing	\$318.51
Total 070600					\$412.13
EFT000000012399	2019-11-19		R. THURSTON TECHNOLOGIES		
		11465		Installing Radios	\$263.80
		11465		Installing Radios	\$86.50
		11465		Installing Radios	\$86.50
		11465		Installing Radios	\$172.99
Total EFT000000012399					\$609.79
Total Snw Plwng					\$1,021.92

3506 Snow Clearing Sidewalks

Cheque	Date	Inv #	Vendor	Description	Amount
070600	2019-11-19		SNIDER, PERCY		
		19/11/07-15		Snow Plowing	\$101.76
		19/11/07-16		Snow Plowing	\$203.52
		19/11/07-16		Snow Plowing	\$69.20
Total 070600					\$374.48
Total Snow Clearing Sidewalks					\$374.48

3601 Barricds & Sfty Matls

Cheque	Date	Inv #	Vendor	Description	Amount
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Township of South Frontenac CHEQUE DISTRIBUTION REPORT

EFT000000012350	2019-11-19		238888	COLLINS SAFETY INC. Boots C.M.	\$234.04
Total EFT000000012350					\$234.04
EFT000000012390	2019-11-19		11593	PERFECT SOLUTIONS 36X Gloves+ 20X Eyewear	\$403.30
Total EFT000000012390					\$403.30
Total Barricds & Sfty Matls					\$637.34

3615 Street signs

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012401	2019-11-19		SIGNS PLUS	Street Sign	\$27.41
Total EFT000000012401					\$27.41
Total Street signs					\$27.41

3625 RR cross mnt

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012344	2019-11-19		CANADIAN PACIFIC RAILWAY	19/10 Flasher Contract	\$744.00
Total EFT000000012344					\$744.00
Total RR cross mnt					\$744.00

3638 Locates

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012385	2019-11-19		ONTARIO ONE CALL	19/10 Notifications	\$119.16
Total EFT000000012385					\$119.16
Total Locates					\$119.16

3800 Crssng Guards

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012351	2019-11-19		COMMISSIONAIRES SECURITY SOLUTIONS	Crossing Guards	\$1,135.91
		89719		Crossing Guards	\$1,022.31
Total EFT000000012351					\$2,158.22
Total Crssng Guards					\$2,158.22

Total Trans

\$493,235.57

40 Env

4110 Water Treat

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012337	2019-11-19		BELL CANADA-WATER TOWER PHONE LINE	19/10- Telephone	\$89.61
Total EFT000000012337					\$89.61
Total Water Treat					\$89.61

5105 Garb coll

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012373	2019-11-19		JOE JOHNSON EQUIPMENT INC.	2019 Labrie Minimax	\$238,236.44
Total EFT000000012373					\$238,236.44
EFT000000012399	2019-11-19		R. THURSTON TECHNOLOGIES	Install New Radio	\$654.13
Total EFT000000012399					\$654.13
Total Garb coll					\$238,890.57

5110 Gab disp

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012330	2019-11-19		ABELL PEST CONTROL INC.	19/11 Pest Control	\$111.21
Total EFT000000012330					\$111.21
EFT000000012334	2019-11-19		ASSELSTINE HARDWARE	Pipes	\$82.16
Total EFT000000012334					\$82.16
EFT000000012341	2019-11-19		CAMBIUM INC.	2 New Sampling Locations	\$675.69
Total EFT000000012341					\$675.69
EFT000000012356	2019-11-19		ENVIRO-GUARD PLUS INC.	19/10 Pest Control	\$44.77
Total EFT000000012356					\$44.77
EFT000000012411	2019-11-19		WASTE CONNECTIONS OF CANADA	Dump + Exchange	\$1,801.25
		7150-0000334471		Dump + Exchange	\$1,687.58
		7150-0000338321		Dump + Exchange	\$10,248.53
		647-0000026051		103.42 MT ICI Waste	\$13,737.36
Total EFT000000012411					\$13,737.36
EFT000000012412	2019-11-19		WHALEY, GEORGE	19/10 Landfill Services	\$5,359.70
Total EFT000000012412					\$5,359.70
Total Gab disp					\$20,010.89

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

	34393	Installed Capacitors	\$335.05
Total EFT000000012359			\$335.05
EFT000000012370	2019-11-19	HOLLAND, TRACY	
		19/11/04-COMM. PROG.	\$32.47
		19/11/04-COMM. PROG.	\$17.34
Total EFT000000012370			\$49.81
EFT000000012371	2019-11-19	J & J LANDSCAPING	
	2019476	Grass Cutting	\$45.79
	2019523	Grass Cutting	\$45.79
	2019501	Grass Cutting	\$45.79
	2019454	Grass Cutting	\$45.79
	2019566	Grass Cutting	\$45.79
	2019488	Grass Cutting	\$21.88
	2019510	Grass Cutting	\$21.88
	2019532	Grass Cutting	\$21.88
	2019463	Grass Cutting	\$21.88
	2019441	Grass Cutting	\$21.88
	2019553	Grass Cutting	\$21.88
	2019498	Grass Cutting	\$87.51
	2019520	Grass Cutting	\$87.51
	2019542	Grass Cutting	\$87.51
	2019473	Grass Cutting	\$87.51
	2019451	Grass Cutting	\$87.51
	2019563	Grass Cutting	\$87.51
	2019499	Grass Cutting	\$131.78
	2019521	Grass Cutting	\$131.78
	2019543	Grass Cutting	\$131.78
	2019474	Grass Cutting	\$131.78
	2019452	Grass Cutting	\$131.78
	2019564	Grass Cutting	\$131.78
	2019491	Grass Cutting	\$81.41
	2019514	Grass Cutting	\$81.41
	2019536	Grass Cutting	\$81.41
	2019467	Grass Cutting	\$81.41
	2019445	Grass Cutting	\$81.41
	2019557	Grass Cutting	\$81.41
	2019490	Grass Cutting	\$122.11
	2019512	Grass Cutting	\$122.11
	2019534	Grass Cutting	\$122.11
	2019465	Grass Cutting	\$122.11
	2019443	Grass Cutting	\$122.11
	2019555	Grass Cutting	\$122.11
	2019489	Grass Cutting	\$75.30
	2019511	Grass Cutting	\$75.30
	2019533	Grass Cutting	\$75.30
	2019464	Grass Cutting	\$75.30
	2019442	Grass Cutting	\$75.30
	2019554	Grass Cutting	\$75.30
	2019487	Grass Cutting	\$35.62
	2019509	Grass Cutting	\$35.62
	2019531	Grass Cutting	\$35.62
	2019462	Grass Cutting	\$35.62
	2019440	Grass Cutting	\$35.62
	2019552	Grass Cutting	\$35.62
	2019486	Grass Cutting	\$64.11
	2019508	Grass Cutting	\$64.11
	2019530	Grass Cutting	\$64.11
	2019461	Grass Cutting	\$64.11
	2019439	Grass Cutting	\$64.11
	2019551	Grass Cutting	\$64.11
	2019485	Grass Cutting	\$30.53
	2019507	Grass Cutting	\$30.53
	2019529	Grass Cutting	\$30.53
	2019460	Grass Cutting	\$30.53
	2019438	Grass Cutting	\$30.53
	2019550	Grass Cutting	\$30.53
Total EFT000000012371			\$4,130.45
EFT000000012378	2019-11-19	LONDRY ALARMS	
	200441	19/11 Monitoing + Rental	\$28.49
	200441	19/11 Monitoing + Rental	\$28.49
Total EFT000000012378			\$56.98
EFT000000012387	2019-11-19	PANTREY, AMANDA	
		19/11/04-COMM. PROG.	\$32.47
		19/11/04-COMM. PROG.	\$18.33
Total EFT000000012387			\$50.80
EFT000000012400	2019-11-19	SCHJERNING, MARK	
		19/11/04-COMM. PROG.	\$32.47
		19/11/04-COMM. PROG.	\$18.33
Total EFT000000012400			\$51.30
EFT000000012404	2019-11-19	SWEET'S SAND & GRAVEL	
	S-0061660	Gravel	\$1,623.17
Total EFT000000012404			\$1,623.17
EFT000000012408	2019-11-19	TROUSDALE'S HOME HARDWARE	
	97529	Screws for Gates	-\$4.06
	97529	Screws for Gates	\$4.66
	97524	Screws + Bolts	\$15.21
	98029	Mircrowave	\$96.66
	98129	Canadian Flag	\$36.62
	98064	Canadian Flag	\$36.62
	97577	Canadian Flag	\$36.62
	97576	Cable Ties	\$16.06
Total EFT000000012408			\$238.39
EFT000000012410	2019-11-19	WASH, PAUL	

Township of South Frontenac CHEQUE DISTRIBUTION REPORT

19/11/04-COMM. PROG.	19/11/04-Comm. Prog.	\$32.47
19/11/04-COMM. PROG.	19/11/04-Comm. Prog.	\$18.33
		\$50.80

Total EFT000000012410
 EFT000000012416 2019-11-19

	EARL ROSEBUSH FUELS	
0838-89914	148.00L @.890	\$142.14
91093	Furnace Oil	\$158.38

Total EFT000000012416
Total Rec

\$300.52
\$13,603.31

8025 Day Cmps

Cheque	Date	Inv #	Vendor	Description	Amount
070604	2019-11-19		VERONA FOODLAND		
		1165		Snacks	\$25.88
		1866		Water	\$4.29
Total 070604					\$30.17
Total Day Cmps					\$30.17

8205 Pumpkinfest

Cheque	Date	Inv #	Vendor	Description	Amount
070590	2019-11-08		VANDERLAAND THE BARNYARD ZOO		
		6319		Petting Zoo	\$1,424.64
Total 070590					\$1,424.64
EFT000000012372	2019-11-19		JODY CAMPBELL'S SEPTIC SERVICE		
		15371		Ad- Sept 5, 12, 19, 26	\$381.60
Total EFT000000012372					\$381.60
EFT000000012414	2019-11-19		WOOD, ALVIN		
		19/08/14-AMAZON		Orange Sheets	\$40.69
Total EFT000000012414					\$40.69
Total Pumpkinfest					\$1,846.93

8210 VCA

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000012335	2019-11-19		BABCOCK, CHET		
		2019081		Engraved Plate	\$20.35
Total EFT000000012335					\$20.35
EFT000000012349	2019-11-19		COLEMAN, DONALD		
		2019083		R.Day+ Christmas Cash Advances	\$1,350.00
		2019082		19/10/09- Refreshments	\$20.68
Total EFT000000012349					\$1,370.68
Total VCA					\$1,391.03
Total Rec					\$16,871.44

90 Plan

9000 Plan

Cheque	Date	Inv #	Vendor	Description	Amount
070602	2019-11-19		TROPHY HOUSE		
		6740		3X Name Tags	\$36.63
Total 070602					\$36.63
EFT000000012395	2019-11-19		PUROLATOR INC.		
		442861243		Shipment to Ainley Graham	\$24.14
Total EFT000000012395					\$24.14
Total Plan					\$60.77

9971 Dev Chgs

Cheque	Date	Inv #	Vendor	Description	Amount
070605	2019-11-19		1324789 ONTARIO INC		
		15-287 PERMIT REFUND		15-287 Permit Refund	\$14,989.52
Total 070605					\$14,989.52
Total Dev Chgs					\$14,989.52
Total Plan					\$15,050.29

99

9999

Cheque	Date	Inv #	Vendor	Description	Amount
070610	2019-11-19		ZEGERS MARY ALICE		
		CRADJ5754-1		TAX REFUND	\$12,427.30
Total 070610					\$12,427.30
EFT000000012397	2019-11-19		ROSEN ENERGY GROUP		
		637704		F 939.2L MKD @.8957	\$856.05
		637703		F 1255.4L CLR @1.0187	\$1,301.39
		637702		F 2008.6L GAS @.9682	\$1,978.95
		637831		B 1289.9L CLR @1.0497	\$1,377.84
		637832		B 1407.2L MKD @.9167	\$1,312.68
		637795		SUN 1500.3L CLR @1.0597	\$1,617.85
		637835		F 2134.6L GAS @.9612	\$2,087.89
		637830		B 334.9L GAS @.9612	\$327.57
		637837		F 686.6L MKD @.9167	\$640.49
		637836		F 1236.3L CLR @1.0497	\$1,320.58
Total EFT000000012397					\$12,821.29

Township of South Frontenac
CHEQUE DISTRIBUTION REPORT

Total	\$25,248.59
Total	\$25,248.59
Total	\$877,200.04

Community & Corporate Services

12 Market Square, P.O. Box 97 Napanee, ON K7R 3L4 TEL 613-354-3351 FAX 613-354-5991 www.greaternapanee.com

October 29, 2019

Township of South Frontenac

Attn: Mayor & Council:

You may be aware the Town of Greater Napanee, over an extended time, has been considering the construction of an indoor pool facility to replace a closed outdoor municipal pool and a closed indoor pool rented from a private individual. Both of those were not cost effective and needed considerable investment to bring them up to day's standards.

The attached feasibility study was presented to the Greater Napanee Council in June 2018. We now have a unique opportunity to pursue an *Investing Canada Infrastructure Program* (ICIP) grant for the construction of an indoor aquatic facility to be attached to the PaperWorks Centre (formerly Strathcona Paper Centre), 16 McPherson Drive. Many of your residents already utilize our recreation facilities and adding an aquatic centre to the existing facility can only enhance their quality of life and pursuit of a healthy active lifestyle. For this reason, **Greater Napanee is asking for a show of support through a resolution of your Council.**

The existing PaperWorks Centre is 93,315 sq ft, has 2 NHL-size ice pads, 7,000 sq ft of retail space, meeting rooms, and a banquet hall with a capacity for 300 people. The Indoor Aquatic Facility will add 21,000 sq. ft. with a 2,725 sq ft four lane lap pool, and a 1,915 sq ft warm water instructional pool.

The Town of Greater Napanee is working closely with the YMCA of Central East Ontario to achieve a high level of programming at the proposed aquatic facility. The YMCA of Central East Ontario have indicated a wiliness to consider a commitment of staff resources, subsidy support, and capital contributions.

Once completed, your show of support for your resident's access to the Greater Napanee aquatic centre can be as simple as a rental agreement or a commitment to a permitted time.

Thank you for your time.



Marg Isbester, Mayor
Town of Greater Napanee



Staff Report to Council

To: Mayor Schermerhorn and Members of Council

Date: June 26, 2018

Prepared By: Peter Dafoe, General Manager of Infrastructure Services
Vicki Hallam, Manager of Safety Compliance & Accessibility

Presented By: Peter Dafoe, General Manager of Infrastructure Services

Re: Infrastructure Services (Facilities) - Pool Task Force
Committee Report and Aquatics Feasibility Study Final Phase
Report April 2018

Staff Recommendation:

That Council receive for information the LeisurePlan International, Aquatics Feasibility Study Final Phase Report April 2018;

And further that Council approves the Pool Task Force Committee's request to enter into negotiations with the YMCA in good faith to reach a memorandum of understanding (MOU).

And further that Council approve the Multi-Use Aquatic/Fitness Facility option in principle, subject to an approved financial strategy and any other imposed conditions of Council.

And further that staff prepare a financial strategy for Council consideration.

Financial Implications:

Upon review, there are no financial implications at this time.

Accessibility Implications:

This report may be available in alternate format upon request.

Information Technology Implications:

Upon review, there are no information technology implications.

Energy Management Implications:

Upon review, there are no energy management implications.

Background Information:

Attached LeisurePlan International Aquatics Feasibility Study Final Phase Report, April 2018.

Discussion:

A Memorandum of Understanding would not only provide the key details for a potential operating contract but is a critical component of a financing strategy. A final MOU would be subject to Council approval.

Approval in principle is required to submit grant funding applications. The Pool Task Force Committee is seeking approval in order to fulfill the mandate within the Council approved Terms of Reference. The remaining pieces of information will help determine if the Town of Greater Napanee can afford a Multi-Use Aquatic/Fitness Facility.

Sincerely;

Peter Dafoe,
Vicki Hallam

**Town of Greater Napanee
Aquatics Feasibility Study
Final Phase Report
April 2018**

LeisurePlan International Inc.
450 Kingston Road, Suite 100,
Toronto, Ontario, M4L 1V3

EXECUTIVE SUMMARY

A. THE FACILITY CONCEPTS

Two potential facility concepts regarding the potential future provision of indoor aquatic services in the community have been developed for analysis:

- *The Indoor Aquatic Facility Concept*: provides aquatic features to support participation in the indoor aquatic programs and activities identified in Phase 1 of the research of the Aquatic Feasibility Study. The *Indoor Aquatic Facility Concept* represents a net building area of 17,850 square feet and a gross area of 21,000 square feet and is based on the design concepts of the existing Gravenhurst Indoor Aquatic Centre and the Wasaga Beach YMCA aquatic facility. This facility concept would provide two (2) separate pool areas: a 1,915 square foot warm water instructional/leisure pool component with a capacity of 132 swimmers; and a 2,725 square foot, four lane lap pool with a capacity of 144 swimmers. The warm water instructional/leisure pool component would include a beach entry with water spray features.
- *The Multi-Use Aquatic/Fitness Facility Concept*: includes the indoor aquatic facility components of the *Indoor Aquatic Facility Concept* as well as a 7,365 square foot facility area to support fitness programs and activities based on the results of the demand analysis presented in the Aquatic Feasibility Study including a multi-purpose room and a studio room for group exercise, a fitness conditioning/weight area, a pre-school/babysitting/multi-purpose room and a children's play space. The *Multi-Use Aquatic/Fitness Facility Concept* represents a net building area of 27,455 square feet and a gross area of 32,300 square feet.

Both facility concepts are based on the assumption that the proposed facility in either option will be located at the existing municipal Strathcona Paper Centre (SPC) facility site as an addition to the existing facility. It has also been assumed that specific facility areas of the Strathcona Paper Centre facility will be used to support the proposed facility in either option.

B. FACILITY CAPITAL COST ESTIMATES

Preliminary estimates of the order of magnitude total project capital costs for new facility construction, at a level comparable to contemporary municipal facilities, including the provision of up-to-date public and user amenities were developed for each facility concept. The order of magnitude total project capital costs for each option are based on current per square foot costs for comparable municipal facilities and also include consideration of project costs associated with site development, fittings, furnishings and equipment, fees associated with design, management, legal, and a contingency allowance. The total project capital cost to develop the *Indoor Aquatic Facility Concept*, based on the concept described and a total gross floor area of 21,000 square feet, is projected to be in the order of **\$9,910,000.00** (2018\$).

The total project capital cost to develop the *Multi-Use Aquatic/Fitness Facility Concept*, based on the concept described and a total gross floor area of 32,300 square feet, is projected to be in the order of **\$14,608,500.00** (2018\$).

C. MANAGEMENT AND SERVICE DELIVERY MODEL

There are four basic management/service delivery models that municipalities typically adopt to operate multi-purpose aquatic/fitness facilities including: direct operation by the municipality; joint/shared management and operation by an organization specific to the facility; operation of a municipal facility by a third party such as a YMCA; and operation by a for-profit business or organization.

The analysis concluded that based on the proposed facility concepts and the associated programs and activities, the potential for an "operational partnership with the YMCA" may be the most effective governance and facility management/operation approach associated specifically with the *Multi-Use Aquatic/Fitness Facility Concept*. It was also concluded that the *Indoor Aquatic Facility Concept* would not offer the opportunity for potential collaboration with the YMCA associated with its management and operation due to its exclusive focus on aquatic services. As a result it was concluded that municipal management and operation may represent the only viable approach for the *Indoor Aquatic Facility Concept*.

There are a number of potential advantages of YMCA involvement in the management and operation of a municipal multi-use aquatic/fitness facility compared to the municipal management and operation model:

- The YMCA is a highly qualified organization with significant local experience and organizational capabilities associated with the management and operation of aquatic, fitness and multi-purpose program space and the delivery of aquatic, fitness and community services to residents of all ages.
- In addition to its experience as a facility operator and program provider, the YMCA has been actively involved in local, provincial and national initiatives that contribute to wellness and healthy and active lifestyles. These initiatives can complement those of the Municipality.
- The YMCA brings to the community expertise and involvement in a broad range of non-recreational, socially focused programs (e.g. employment assistance, youth-at-risk, new Canadians, etc.). While not directly connected to the aquatic/fitness facility, these are complementary services and in communities where other providers may not be offering these services, or may be limited in the scope of their programming, having the YMCA as an active community service provider can be a significant benefit to the community.
- The YMCA may support community fund-raising efforts and bring their extensive expertise and resources in this regard to any municipal or community based capital campaign.
- The YMCA management and operation model typically results in significantly lower annual operating costs to the Municipality associated with the management and operation of the facility and the provision of aquatic and fitness programs and activities to residents compared to the Municipal management and operation approach.

The consultants have engaged executive representatives of the YMCA of Central East Ontario during the conduct of the research to establish the possibility for a potential collaboration with the Municipality as well as to ensure that key determinants of potential participation by the YMCA were reflected in the conceptual planning of the proposed facility. As a result of these discussions, the YMCA of Central East Ontario has confirmed their interest in the potential of collaboration with the Municipality. The implications to the Municipality of such management and operation collaboration would be determined during the agreement negotiation process and as such are not explored or assessed as part of this report.

It should also be understood that the YMCA will not participate in the capital financing of the proposed facility. The YMCA may participate in fund-raising and may make a capital contribution to the purchase of equipment for the pool and a fitness facility, however, all capital costs, after fund-raising and grants from senior levels of government, would typically be a municipal responsibility. In addition, as the building's owner, the Municipality would be expected to assume full responsibility for capital conservation costs, including the repair and replacement of all equipment and the maintenance of the building and major building components.

D. MANAGEMENT AND OPERATIONAL ANALYSIS AND EVALUATION

An analysis of the implications associated with municipal management and operation of both facility concepts was undertaken in the event that the proposed agreement with the YMCA did not proceed. The analyses included:

- assumptions concerning the proposed size and components of the planned facility
- assumptions concerning the facility operational schedule
- a proposed program/service delivery model and a program and activity schedule
- a staffing allocation and deployment plan reflecting assumptions concerning a proposed organizational structure, operational season, daily facility operating hours and assumed public use levels

E. OPERATIONAL FINANCIAL PERFORMANCE ASSESSMENT - MUNICIPAL MANAGEMENT AND OPERATION

An analysis of the financial implications associated with municipal management and operation of both facility concepts was undertaken. The analyses included:

- a projection of operational revenues and operational expenditures
- a projection of net operating costs

For the purpose of the assessment, the proposed facility has been treated as an operating cost centre; all costs for staffing, utilities, programming, and general office are attributed to the expenses of the facility in each option. A projection of operational financial performance was developed based on facility management and operation and delivery of aquatic and fitness programs and activities by the Municipality.

The analysis projected that municipal management and operation of the *Multi-Use Aquatic/Fitness Facility Concept* would incur an operational deficit in the order of \$383,500.00 excluding provision for a capital conservation reserve fund (Table A). The analysis projected that municipal management and operation of the *Indoor Aquatic Facility Concept* would incur an operational deficit in the order of \$399,500.00 excluding provision for a contribution to a capital conservation reserve fund (Table B).

**Table A: Consolidated Expenditures/Revenues Projection - Year 1 Operations - Municipal Management and Operation
Multi-Use Aquatic/Fitness Facility**

EXPENDITURE CATEGORY	PROJECTED EXPENDITURE (2018\$)
Salaries/Wages	\$1,160,000.00
General Office Costs	\$120,000.00
Occupancy & Maintenance Costs	\$305,000.00
Program Costs	\$26,000.00
TOTAL EXPENDITURES	\$1,611,000.00
REVENUE CATEGORY	PROJECTED REVENUE
Membership Fees	\$1,000,500.00
Aquatic Programs And Activities	\$167,000.00
Fitness Program And Activities	\$60,000.00
TOTAL REVENUE	\$1,227,500.00
NET	(-\$383,500.00)
Capital Conservation Reserve	\$20,000.00
	(-\$403,500.00)

**Table B: Consolidated Expenditures/Revenues Projection - Year 1 Operations - Municipal Management and Operation
Indoor Aquatic Facility**

EXPENDITURE CATEGORY	PROJECTED EXPENDITURE (2018\$)
Salaries/Wages	\$979,000.00
General Office Costs	\$107,500.00
Occupancy & Maintenance Costs	\$216,000.00
Program Costs	\$19,000.00
TOTAL EXPENDITURES	\$1,321,500.00
REVENUE CATEGORY	PROJECTED REVENUE
Membership Fees	\$755,000.00
Aquatic Programs And Activities	\$167,000.00
TOTAL REVENUE	\$922,000.00
NET	(-\$399,500.00)
Capital Conservation Reserve	\$15,000.00
	(-\$414,500.00)

F. FINANCING FACILITY DEVELOPMENT

The funding of the proposed facility in either option will in all likelihood require a funding strategy that includes a combination of the following potential sources of capital funds:

- Grants from the provincial and federal levels of government.
- Municipal financing through capital funds accrued in a municipal reserve fund account.
- Municipal financing through debt financing or debenture.
- Municipal building user fee surcharges.
- Community fund-raising activities and donations.
- Local private sector sponsorships.

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SECTION 1: INTRODUCTION - BACKGROUND

This report presents an analysis of facility development and operation associated with responding to the demand for indoor aquatic and fitness programs and activities as documented in the Aquatics Feasibility Study Final Report prepared for the Town of Greater Napanee and the Pool Task Force by LeisurePlan International Inc. dated April 2017.

The research documented in the Aquatics Feasibility Study Final Report identified significant potential demand for participation in indoor aquatic programs and activities specifically among residents of Greater Napanee in three age groups: children, youth and teens 0 to 19 years of age; adults 20-39 years of age; and adults 40-64 years of age.

➤ There was significant potential future demand identified for participation in each of the indoor aquatic activities tested; the activity that the largest proportion of children, youth and teens 0-19 years of age were *very likely* to participate in was *indoor recreational swimming*. An estimate of the total potential future demand for participation in indoor aquatic activities at the proposed indoor aquatic facility expressed as the total number of children, youth and teen participants was derived by extrapolating the projected future rates of participation in the indoor aquatic activities tested to the total population of children, youth and teens 0 to 19 years of age in Greater Napanee. The order of magnitude size of potential demand for participation in the indoor aquatic programs and activities in the proposed indoor aquatic facility among children, youth and teens is significantly greater than current levels of participation in similar indoor aquatic programs and activities among this age group identified through the research. The provision of an indoor aquatic facility in Greater Napanee would accommodate current demand for participation in indoor aquatic programs and activities that occurs in aquatic facilities outside of the municipality and, more importantly, would accommodate a significant number of children, youth and teen residents that are not currently participating in indoor aquatic opportunities largely as a consequence of the lack of opportunities to do so in Greater Napanee.

➤ There was significant potential future demand identified for participation in each of the indoor aquatic activities tested (except for *competitive swimming*) among adults 20-64 years of age; the activity that the largest proportion of adults 20-64 years of age were *very likely* to participate in was *indoor recreational swimming*. An estimate of the total potential future demand for participation in indoor aquatic activities at the proposed indoor aquatic facility expressed as the total number of adult participants was derived by extrapolating the projected future rates of participation in the indoor aquatic activities tested to the total population of adults 20-64 years of age in Greater Napanee. The order of magnitude size of potential future demand for participation in the indoor aquatic programs and activities in the proposed indoor aquatic facility among adults 20-64 years of age is significantly greater than current levels of participation in similar indoor aquatic programs and activities among this age group. The provision of an indoor aquatic facility in Greater Napanee would accommodate current demand for participation in indoor aquatic programs and activities that occurs in aquatic facilities outside of the municipality and, more importantly, would accommodate a significant number and proportion of adult residents that are not currently participating in indoor aquatic opportunities largely as a consequence of the lack of opportunities to do so in Greater Napanee.

➤ The research also identified potential future demand for participation in each of the health and fitness activities tested among adults 20 to 64 years of age. The findings also indicated that most adults *very likely* or *somewhat likely* to participate in health and fitness activities are also *very likely* or *somewhat likely* to participate in the aquatic activities tested; approximately 75% of adults *very likely* to participate in each health and fitness activity are *very likely* to participate in *recreational swimming* and a further 15% are *somewhat likely* to participate, approximately 65% of adults *somewhat likely* to participate in each health and fitness activity are *very likely* to participate in *recreational swimming* and a further 25% are *somewhat likely* to participate.

The Aquatics Feasibility Study Final Report concluded that, based on the findings of the market research and the magnitude and characteristics of the potential future demand, which has been identified for participation in indoor aquatic programs and activities among the three age groups studied, there is sufficient potential demand to justify undertaking the next steps in the facility feasibility planning process which should focus on the assessment of facility space planning, facility development options, assessment of partnership opportunities, an assessment of facility management and operation and aquatic service delivery options, and an assessment of the financial viability of facility operation and service provision.

This report, The Aquatics Feasibility Study - Final Phase Report presents the findings and conclusions of the analyses conducted during the final phase of the feasibility study process including:

- facility planning and design concepts and associated space requirements
- capital cost of facility development
- facility management and operation approaches and the potential for partnerships
- aquatic and fitness program and activity provision
- the financial implications of facility operation

The findings and conclusions of the research are intended to inform and guide municipal decision making concerning the future provision of indoor aquatic services in the community of Greater Napanee.

SECTION 2: THE FACILITY CONCEPTS

2.1 Introduction

Two potential facility concepts have been developed for analysis as follows:

- The Indoor Aquatic Facility Concept
- The Multi-Use Aquatic/Fitness Facility Concept

The *Indoor Aquatic Facility Concept* provides aquatic features to support participation in the indoor aquatic programs and activities identified in Phase 1 of the research of the Aquatic Feasibility Study. The *Multi-Use Aquatic/Fitness Facility Concept* includes the indoor aquatic facility components as well as a facility area to support fitness programs and activities. The fitness facility component is based on a preliminary outline space program associated with the accommodation of fitness activity areas based on the results of the demand analysis presented in the Aquatic Feasibility Study.

The potential facility concepts are based on the assumption that the proposed facility in either option will be located at the existing municipal Strathcona Paper Centre (SPC) facility site as an addition to the existing facility. As such is has been assumed that specific facility areas of the Strathcona Paper Centre facility will be used to support the proposed indoor facility including common public use areas such as entrance, lobby, general public washrooms, general facility associated storage, meeting and multi-purpose rooms and general facility operation and maintenance support areas. It has also been assumed that in the order of 4,000 square feet of space within the SPC will be renovated for use as part of either of the proposed indoor facility concepts. Based on a preliminary review of the existing facility and site the preferred positioning of the proposed facility would be adjacent to the arena's south side and this will have implications to the design of access and lobby areas for the proposed aquatic and fitness facility components.

The following presents a general description of the major features of each facility concept and an associated preliminary outline space program.

2.2 The Indoor Aquatic Facility Concept

2.2.1 General Description

The *Indoor Aquatic Facility Concept* is based on the design concepts of the existing Gravenhurst Indoor Aquatic Centre and the Wasaga Beach YMCA aquatic facility (both operated by the YMCA of Simcoe/Muskoka). This facility concept would provide two (2) separate pool areas, a warm water instructional/leisure pool component with a capacity of 132 swimmers and a four lane lap pool with a capacity of 144 swimmers. The warm water instructional/leisure pool component would include a beach entry with water spray features.

The proposed pool components associated with the Indoor Aquatic Facility Concept are summarized in Table 1.

Table 1: The Indoor Aquatic Facility Concept Pool Components

POOL COMPONENT	AREA ALLOCATED (Square Feet)
<p>Lap Pool <i>Program/Activity Orientation: Swimming instruction and skill development, lane, length and lap swimming, recreational swimming, aquatic fitness, water based play</i></p> <ul style="list-style-type: none"> • 4 lanes (2.1 m. wide) 25 metre length • Water depth: min of 3 feet to approximately 7 feet • Entry ramp area 	<p>2,725 sf.</p>
<p>Warm Water Instruction/Leisure Pool <i>Program/Activity Orientation: Swimming instruction and skill development, recreational swimming, aquatic fitness, water based play, physical therapy and rehabilitation</i></p> <ul style="list-style-type: none"> • zero depth entry (beach like) • water spray/play features • entry ramp 	<p>1,915 sf.</p>
<p>Pool Deck <i>Program/Activity Orientation: Instruction and guarding</i></p> <ul style="list-style-type: none"> • 4.5 m width at deep end, typical max 3.0 m width in other areas 	<p>3,000 sf.</p>

2.2.2 Outline Space Program

Table 2 presents a preliminary outline space program for the Indoor Aquatic Facility Concept. The Indoor Aquatic Facility Concept represents a net building area of 17,850 square feet and a gross area of 21,000 square feet.

Table 2: the Indoor Aquatic Facility Concept - Preliminary Outline Space Program

Ref. #	FACILITY COMPONENT	NET AREA ALLOCATION (Square Feet)	PROPOSED NET AREA (Square Feet)
1.0	Aquatics		8,290 sf.
1.1	Rectangular Lap Pool/Tank Area	2,725 sf.	
1.2	Warm Water Instruction/Leisure Pool	1,915 sf.	
1.3	Pool Deck	3,000 sf.	
1.4	Pool Storage (Off Deck) - Program And Pool Equipment	650 sf.	
2.0	Male, Female and Family Change-room/Washroom/Shower		4,000 sf.
3.0	Administration and Aquatic Staff Area		1,700 sf.
3.1	General Administration (Open Work Space)	1,000 sf.	
3.2	Staff Work Area/ Lunch Room, Change/Washroom And Locker Area	300 sf.	
3.3	General Administration Storage - Registration/Membership Files/Records	250 sf.	
3.4	Private Meeting/Interview/Consultation Room (Membership Sales)	150 sf.	
4.0	Reception/Entry Control/Information/Cashier Counter		Included in lobby
5.0	First Aid/Emergency Holding Room		110 sf.
6.0	Aquatic Facility Component Lobby/Viewing Area/Public Washrooms/Vending		1,200 sf.
7.0	Buggies, Walkers and Wheelchair Storage		150 sf.
8.0	General Facility Storage		400 sf.
9.0	Filtration, Mechanical, Electrical Area		1,500 sf.
10.0	Meeting/Training Room (15-20 Capacity 25 sf./person)		
11.0	Maintenance Area (Workshop, Maintenance Equipment and Supply Storage, Garbage Storage, Facility Operation Staff Support Area, and Receiving/Shipping Area)		assume use existing space in SPC 500 sf.
Total Net Area (85%)			17,850 sf.
Total Gross Area			21,000 sf.

2.4 Multi-Use Aquatic/Fitness Facility Concept

Table 4 presents a preliminary outline space program for the *Multi-Use Aquatic/Fitness Facility Concept* (incorporating the Indoor Aquatic Facility Concept and the Fitness Activity Component). The *Multi-Use Aquatic/Fitness Facility Concept* represents a net building area of 27,455 square feet and a gross area of 32,300 square feet.

Table 4: Proposed Multi-Use Aquatic/Fitness Facility Concept Preliminary Outline Space Program

Ref. #	FACILITY COMPONENT	NET AREA ALLOCATION (Square Feet)	PROPOSED NET AREA (Square Feet)
1.0	Pool/Aquatics Component		8,290 sf.
2.0	Male, Female And Family Change-room/Washroom/Shower		4,000 sf.
3.0	Fitness Centre and Multi-Purpose Rooms		7,365 sf.
3.1	Multi-Purpose Room: Group Exercise, Capacity For 35 Users	1,000 sf.	
3.2	Studio Room: Group Exercise, Hard wood floor, Capacity For 35 Users	1,000 sf.	
3.3	Multi-Purpose Room Storage: Program Equipment	250 sf.	
3.4	Fitness Conditioning/Weight Area	4,000 sf.	
3.5	Fitness Consultation, Fitness Program Development and Testing Room	250 sf.	
3.6	Conditioning/Weight Area Supplies and Equipment Storage	250 sf.	
3.7	Pre-School/Baby-Sitting/Multi-Purpose Room	615 sf.	
4.0	Children's Play Space (including play structure, unsupervised)		1,500 sf.
5.0	Administration: Aquatic and Fitness Staff Area		1,800 sf.
5.1	General Administration (Open Work Space)	1,000 sf.	
5.2	Staff Work Area/ Lunch Room, Change/Washroom And Locker Area	400 sf.	
5.3	General Administration Storage	250 sf.	
5.4	Private Meeting/Interview/Consultation Room	150 sf.	
6.0	Reception/Customer Service Counter/ Cashier Counter	Included in lobby	Included in lobby
7.0	First Aid/Emergency Holding Room	200 sf.	200 sf.
8.0	Lobby/Viewing Area/Public Washrooms/Vending	1,500 sf.	1,500 sf.
9.0	Buggies, Walkers And Wheelchair Storage	200 sf.	200 sf.
10.0	General Facility Storage	400 sf.	400 sf.
11.0	Filtration, Mechanical, Electrical Area		1,600 sf.
12.0	Multi-purpose Meeting/Training Room		assume use existing space in SPC
13.0	Maintenance Area		600 sf.
Total Net Area (85%)			27,455 sf.
Total Gross Area			32,300 sf.

2.5 Space Program Comparison

Table 5 summarizes the preliminary outline space programs for each of the 2 facility concepts. The net area of the Multi-Use Aquatic/Fitness Facility Concept is 54% larger (representing 9,605 sf.) compared to the net area of the Indoor Aquatic Facility Concept.

Table 5: Comparison of Proposed Facility Concepts Preliminary Outline Space Program

FACILITY COMPONENT	PROPOSED NET AREA	PROPOSED NET AREA
	Indoor Aquatic Facility Concept (Square Feet)	Multi-Use Aquatic/Fitness Facility Concept (Square Feet)
Pool/Aquatics	8,290 sf.	8,290 sf.
Male, Female and Family Change-room	4,000 sf.	4,000 sf.
Fitness Centre and Multi-Purpose Rooms	-	7,365 sf.
Children's Play Space	-	1,500 sf.
Administration Area	1,700 sf.	1,800 sf.
Reception/Entry Control/Information/Cashier Counter	Included in lobby	Included in lobby
First Aid/Emergency Holding Room	110 sf.	200 sf.
Lobby/Viewing Area/Public Washrooms/Vending	1,200 sf.	1,500 sf.
Buggies, Walkers and Wheelchair Storage	150 sf.	200 sf.
General Facility Storage	400 sf.	400 sf.
Filtration, Mechanical, Electrical Area	1,500 sf.	1,600 sf.
Meeting/Training Room	assume use existing space in SPC	assume use existing space in SPC
Maintenance Area	500 sf.	600 sf.
Total Net Area (85%)	17,850 sf.	27,455 sf.
Total Gross Area	21,000 sf.	32,300 sf.

SECTION 3: FACILITY CAPITAL COST ESTIMATES

3.1 Introduction

The following identifies preliminary estimates of the order of magnitude capital costs for new facility construction, at a level comparable to contemporary municipal facilities, including the provision of up-to-date public and user amenities.

The order of magnitude total project capital costs for each option are based on current per square foot costs for comparable municipal facilities and also include consideration of project costs associated with site development, fittings, furnishings and equipment, fees associated with design, management, legal, and a contingency allowance as follows:

- **Site development:** Site development includes landscaping of the grounds, construction of parking lots, and the provision of servicing (i.e. utilities). The allowance for site development is 10% of the cost of facility construction (i.e. the building).
- **Fittings, furnishings and equipment:** Fittings, furnishings and equipment include all of the interior fittings, furnishings and equipment in the building such as office furniture, workshop equipment, electronics, etc. The allowance for these items is 5% of the total cost for the building and site development.
- **Soft cost allowance:** Soft costs include professional fees incurred associated with the design of the building, management of the construction process, legal services, etc. The allowance for soft costs is 10% of the total cost for the building and site development.
- **Contingencies:** A contingency allows for any increase in the capital cost of a facility due to unforeseen circumstances. The allowance for contingencies is 10%.

The following assumptions have been included in the development of the cost estimates:

- The new facility will include energy conservation measures. The visual impact of the structure will be minimized through a design approach utilizing windows, canopy projections, and sheltered overhangs to create a more inviting and human scaled building. The facility will be fully compliant with ODA requirements. Generally the facility will reflect an open design concept with visual access in all areas to ensure public safety and to foster a sense of belonging among users and visitors. The main entrance will be a public entry only; a separate "delivery/ supplier" entrance will be provided.
- The facility will be designed to facilitate secure separate exterior access of specific facility areas where there may be variation in the hours of operation (e.g. the arena/multi-purpose community centre/fitness centre combination). The facility will be designed to facilitate control of public access to specific areas of the proposed facility where appropriate (e.g. the Fitness Centre).

- Interior finishes will be specified to ensure suitability for levels of use and associated cleaning and maintenance standards. Water fountains will be provided throughout the facility.
- Exterior site development will include provision for a drop-off zone for parents with young children, school bus access and parking, and the provision of an outdoor shaded children’s play area.
- It should be noted that the cost estimates do not include provision for LEED designation. The LEED Green Building Rating System™ is a voluntary building rating system based on existing proven technology. It evaluates environmental performance from a whole building perspective over a building’s life cycle, providing a definitive standard for what constitutes a “green building”. The LEED program offers 4 levels of certification: Certified, Silver, Gold and Platinum. Certification at any of these levels requires the collection of a specific number of credits available from a prescribed list of 78 available credits. The strategies implemented to obtain these credits each reduce the operating costs and the burden of buildings on the environment. Examples of strategies that receive LEED credits are site selection to encourage use of public transit, landscaping that does not require irrigation, a high performance building envelope, use of day lighting to minimize electric lighting, use of recycled wood, solar thermal hot water for a radiant heating system, a vegetated green roof and radiant in-floor heating system. Including these LEED initiatives in the building design will increase the capital cost of facility development; Silver Certification typically adds in the order of 5% to estimated costs of facility construction. The payback period on most of the initiatives is generally considered to be relatively short through the reduction in operating expenses and this is typically defined as part of the LEED design process.

3.2 Total Project Capital Cost Estimate: The Indoor Aquatic Facility Concept

The size of the indoor aquatic facility concept is estimated to be in the order of 21,000 square feet (gross). The total project capital cost to develop the facility, based on the concept described and a total gross floor area of 21,000 square feet, is projected to be in the order of \$9,910,000.00 (2018\$) (Table 6).

Table 6: Total Project Capital Cost Estimate - The Indoor Aquatic Facility Concept

Cost Items	Costing Benchmark	Capital Cost Estimate* (2018\$)
A Building	21,000 sf. @ \$325/ sf.	\$7,120,000.00
B Site development allowance (Landscape, Parking, Services)	10% of A	\$712,000.00
C Fittings, furnishings, equipment allowance	5% of A+B	\$392,000.00
D Soft cost allowance (Design Fees, Management, and Legal etc.)	10% of A+B	\$785,000.00
E Contingencies (Design 5%, Construction 5%)	10% allowance (of A+B+C+D)	\$901,000.00
Total Cost Estimate*		\$9,910,000.00

* Figures are rounded

3.3 Total Project Capital Cost Estimate: The Multi-Use Aquatic/Fitness Facility Concept

The size of the multi-use aquatic/fitness facility is estimated to be in the order of 32,300 square feet (gross). The total project capital cost to develop the facility, based on the concept described and a total gross floor area of 32,300 square feet, is projected to be in the order of \$14,608,500.00 (2018\$) (Table 7).

Table 7: Total Project Capital Cost Estimate - The Multi-Use Aquatic/Fitness Facility Concept

Cost Items	Costing Benchmark	Capital Cost Estimate* (2018\$)
A Building	32,300 sf. @ \$325/ sf.	\$10,498,000.00
B Site development allowance (Landscape, Parking, Services)	10% of A	\$1,050,000.00
C Fittings, furnishings, equipment allowance	5% of A+B	\$577,400.00
D Soft cost allowance (Design Fees, Management, and Legal etc.)	10% of A+B	\$1,155,000.00
E Contingencies (Design 5%, Construction 5%)	10% allowance (of A+B+C+D)	\$1,328,000.00
Total Cost Estimate*		\$14,608,500.00

* Figures are rounded

3.4 Total Project Capital Cost Comparison

Table 8 summarizes the estimated total project capital cost for each of the facility concepts based on the preliminary outline space programs for each. The estimated total project cost of the Multi-Use Aquatic/Fitness Facility Concept is 47% greater (representing an additional \$4,698,500.00) compared to the estimated total project cost of the Indoor Aquatic Facility Concept.

Table 8: Comparison of Estimated Total Project Capital Cost

Facility Component	Indoor Aquatic Facility Concept	Multi-Use Aquatic/Fitness Facility Concept
Total Net Area (85%)	17,850 sf.	27,455 sf.
Total Gross Area	21,000 sf.	32,300 sf.
Total Project Capital Cost Estimate*	\$9,910,000.00	\$14,608,500.00

* Figures are rounded

SECTION 4: MANAGEMENT AND SERVICE DELIVERY MODEL

4.1 Management and Service Delivery Model/Approach

There are four basic management/service delivery models that municipalities typically adopt to operate multi-purpose aquatic/fitness facilities including:

- Direct operation by the municipality: This approach is typically used where there is an existing municipal recreation department with operational and program capacity related to the planning and delivery of aquatic and fitness programs and activities.
- Joint/shared management and operation by an organization specific to the facility: This approach is typically used when two or more separate municipalities share in the development and/or operation of a facility. The partner municipalities may jointly own the facility asset and contribute to capital and operating costs based on an "agreement". A variation on this approach is a shared service agreement where a municipality enters into a "management" or "shared service" agreement with other municipalities concerning the management and operation of a facility owned by a single municipality.
- Operation of a municipal facility by a third party such as a YMCA. This model has been chosen by many municipalities typically in situations where the municipality does not have the organizational/operational capacity or interest in the management or operation of aquatic/fitness facilities or the planning and delivery of aquatic/fitness programs and activities. There are examples where this type of approach involves multiple municipalities. There are numerous examples of YMCAs operating multi-purpose recreation facilities on behalf of municipalities throughout Ontario and Canada. In some cases these facilities are typical YMCA facilities and in other cases they are municipal community centres for which the YMCA is the "contracted" operator and the municipality is the owner.
- Operation by a for-profit business or organization. This operating model became popular throughout Canada in the late '80s and '90s typically associated with municipal arena facilities and to a lesser extent fitness facilities. There is limited opportunity for this approach associated with the management and operation of indoor aquatic facilities and services as there is a lack of private sector organizational capacity primarily due to the financial implications of indoor aquatic facilities, which do not typically generate an operational profit. This is not considered to be a realistic approach for the proposed facility in either option.

Based on the proposed facility concept and the associated programs and activities, the potential for an "operational partnership with the YMCA" may be the most effective governance and facility management/operation approach associated specifically with the proposed Multi-Use Aquatic/Fitness Facility Concept.

The following provides an overview of important considerations associated with potential collaborations between YMCAs and municipalities for the operation of indoor aquatic/fitness facilities. The focus has been placed on partnerships with the YMCA as opposed to other organizations, because they are currently the most common. In the past, boards of education, colleges and universities had entered into agreements with municipalities for the development and/or

operation of indoor aquatic facilities. These types of partnerships are no longer common due primarily to fiscal constraints experienced by educational authorities that have resulted in a primary focus on their core educational mandate¹.

4.2 Fundamental Consideration: Municipal – YMCA Partnerships and Collaborations

Collaborations between municipalities and YMCAs may be broadly grouped into two categories on the basis of facility ownership:

- The YMCA owns and operates the facility with full responsibility for all major, ongoing costs and receives some form of municipal financial support. The nature of the financial support from the municipality may include: municipal contribution to the cost of facility development, exemption from municipal property tax or from specific municipal fees and service charges, the provision of municipal services free of charge (or at a nominal rate), the provision of an annual municipal operational grant (associated with securing public access for the community), the provision of a program or service specific grant, or support with the marketing and promotion of YMCA programs and services.
- The Municipality is the owner of the facility and engages the YMCA for the management and operation of the facility and the provision of aquatic/fitness services (programs and activities) to residents. In this model both the YMCA and the Municipality assume significant and on-going roles and responsibilities. This is a management and operation collaboration approach that has a number of precedents throughout Ontario and more widely across Canada. It is also the approach that may be feasible associated with the proposed facility in Greater Napanee.

There are a number of potential advantages of YMCA involvement in the management and operation of a municipal aquatic/fitness facility in Greater Napanee compared to the municipal management and operation model:

- The YMCA is a highly qualified organization with significant local experience and organizational capabilities associated with the management and operation of aquatic, fitness and multipurpose program space and the delivery of aquatic, fitness and community services to residents of all ages. This is a particularly significant advantage in the Greater Napanee context where the Municipality does not have comparable experience or organizational capabilities or capacity associated with the management and operation of such facilities or the planning and delivery of these types of public programs and activities.
- In addition to its experience as a facility operator and program provider, the YMCA has been actively involved in local, provincial and national initiatives that contribute to wellness and healthy and active lifestyles. These initiatives can complement those of the Municipality.

¹ Some Boys and Girls Clubs in Ontario (such as the London Boys and Girls Club) operate indoor pool facilities however their specific programming focus on children, youth and teens limits their potential role as a potential management/operation collaborator with a municipality for the provision of a full range of aquatic services to all age groups including seniors and adults.

- The YMCA brings to the community expertise and involvement in a broad range of non-recreational, socially focused programs (e.g., employment assistance, youth-at-risk, new Canadians, etc.). While not directly related to an aquatic/fitness facility, these are complementary services and in communities where other providers may not be offering these services, or may be limited in the scope of their programming, having the YMCA as an active community service provider can be a significant benefit to the community.
- The YMCA may support community fund-raising efforts and bring their extensive expertise and resources in this regard to any municipal or community based capital campaign.
- This YMCA management and operation model typically results in significantly lower annual operating costs to the Municipality associated with the management and operation of the facility and the provision of aquatic and fitness programs and activities to residents compared to the Municipal management and operation approach. The factors that typically contribute to lower net operating costs include: economies of scale based on a YMCA operating multiple facilities which offer efficiencies associated with staffing costs and the purchase of goods and services, lower staffing costs, greater utilization of volunteers, access to non-traditional revenue sources such as donations, ongoing fund-raising or revenue streams from associated activities, and extensive experience with the provision of services on a membership basis. The potential for a reduced annual financial obligation associated with the management and operation of these types of facilities and services has been among the main motivations for a municipality to seek collaboration with a YMCA associated with the management and operation of these types of facilities.

4.3 YMCA - Municipal Operating Agreements

Collaboration between a YMCA and a municipality associated with the management and operation of a municipal facility requires a formal operating agreement that establishes each party's responsibilities, financial obligations, and rights. There is no standard model for these types of agreement as the agreement must reflect the specific context of the proposed facility and the municipal and YMCA organizations. These agreements typically include a wide range of topics:

- Each party's contribution to capital and operating costs, limits to contributions, availability of ongoing municipal subsidy, access to reserves and grants from senior levels of government, ownership of surpluses, if any, etc.
- The role of the YMCA in fund-raising and the ownership of fund-raising revenues, both prior to construction and on an on-going basis.
- The long term responsibilities for capital conservation and facility and equipment renewal.
- The establishment of a governance board and the associated terms of reference, reporting relationships, etc.
- Marketing policies concerning the name of the facility, signage, representation in promotional media, etc.
- Program provision model, including the types of programs offered, and pricing.
- Policies that may apply such as facility allocation priorities, user fee and pricing policies.
- Procedures for performance measurement and on-going service evaluation.
- The financial and other arrangements that would govern a party when terminating the agreement.

- Arrangements governing community access both for YMCA members and non-members.
- Market exclusions and restrictions.

4.4 Potential Collaboration with the YMCA of Central East Ontario

The consultants have engaged executive representatives of the YMCA of Central East Ontario during the conduct of the research to establish the possibility for a potential collaboration with the Municipality as well as to ensure that key determinants of potential participation by the YMCA were reflected in the conceptual planning of the proposed facility.

As a result of these discussions the YMCA through Mr. David Allen, President and Chief Executive Officer of the YMCA of Central East Ontario provided the following information as confirmation of their interest in the potential of collaboration with the Municipality.

The YMCA of Central East Ontario is a charity dedicated to strengthening the foundations of community. Our Values include Caring, Honesty, Respect, Responsibility and Inclusive.

Background

The YMCA of Central East Ontario has been serving our communities for over 100 years. Currently, we serve over 30,000 residents from the City of Belleville, Peterborough, Quinte West and surrounding area.

In 2007 we opened our new 60,000 square foot Peterborough Branch and in 2009 we opened the new 50,000 square foot YMCA of the City of Quinte West in partnership with the city.

The YMCA is a community organization – owned by the community and for the purpose of community health. We see an amazing opportunity for the betterment and health of the community of Greater Napanee with the potential addition of an aquatic and wellness facility.

The YMCA is a large and active partner with municipalities across Ontario and Canada. I have attached for your information a document entitled “YMCAs and Municipalities: Working Together for Canadians” (YMCA Canada January 15, 2008). This document highlights many creative ways that Municipalities and YMCAs work together for the betterment on their communities.

The volunteer Board of Directors of the YMCA of Central East Ontario is very proud of the success of our local YMCA Centre and the impact we have on the citizens of our community. We are active partners with many organizations including the Hastings and Prince Edward School Board, Canadian Mental Health Association, Quinte Health Care, Quinte United Immigrant Services and Loyalist College to name but a few.

We are particularly proud of the work that we have been able to accomplish with the City of Quinte West with the opening of the new, community YMCA. This partnership of providing a state of the art 50,000 square foot facility has been a tremendous addition to the community. Over the last eight years the new YMCA

has already exceeded many of our expectations and our relationship and partnership with the community and the City has grown stronger. The facility has met many if not all of the outcomes for the City of Quinte West and the YMCA as it pertains to community participation and financial viability and in particular costs to the City of Quinte West.

On that note, and as a significant community partner with the town of Greater Napanee, we would offer our support in the development, design and operation of the new aquatic and wellness centre. The YMCA has significant experience and expertise in the planning, design, construction and operation of facilities similar to what the Town of Greater Napanee are considering building.

As a potential partner we would be prepared to bring to the Project:

1. Design and construction experience. Aside from the support and resources through YMCA Canada, our Senior Management Teams brings significant experience to the project. During the initial discussions in 2005 through planning and construction phase right through until opening we worked with the staff and council of the City of Quinte West. Our estimate of the staffing resources that we would bring to the Town for a two and half to three year period would be in the range of \$300,000.
2. Capital support for equipping of the new Centre. In the case of the City of Quinte West we committed \$750,000 for equipping the 50,000 square foot facility. We would be prepared to have the same discussion with the Town of Greater Napanee around equipping the new centre.
3. The YMCA will bring solid operational and financial management to the town. The original pro-formas for a recreation complex in the City of Quinte West was approximately \$250,000-\$300,000 annual operating deficit. The YMCA has been able to operate with a surplus meaning there was no deficit for the City to cover. We would be prepared to work with the Municipality to look at what may work in Napanee.
4. As the YMCA is a charity, no one is turned away due to financial need. It is our estimate that we would bring upwards of \$175,000 worth of financial subsidy and assistance to the community through this new Centre during the first two years of operation.

5. Increased Programming:

Children and Family Programs & Services: Swim Lessons, Family Swim, Family Memberships, Child care, before and After School Outreach services, Summer Day Camps, Child Minding, Parent/Tot Education, Holiday Day Camps, P.A. Day Programs, and Family Night.
Youth Programs & Services: Leaders in Training, Teen Night, Swim Lessons, After School Program, Exercise Programs, Youth Basketball, Youth Iron Kids, Babysitting Courses, Day Camps.
Adult and Seniors Programs & Services: Learn to Swim, Aqua fitness, Cardiac Rehab, Fitness Classes, Seniors Social Activities, Seniors Classes, Cycle Fit, Aerobics, Individual conditioning, Tai Chi & Yoga.

In summary, we would enjoy the opportunity to have a conversation with staff and members of Council about the potential for a YMCA partnership with the Town of Greater Napanee for a new Aquatic and Wellness Centre. Aside from the strength of our National Movement, we would be prepared to bring the full talent and skill of our volunteers and staff to the project. As well, we would be prepared to consider a commitment in excess of \$600,000 in staff time and expertise, subsidy support, and capital contributions to the project. We are prepared to investigate other avenues of support and collaboration with the town that would benefit the rate payers of Greater Napanee.

Given the potential benefits of management and operation collaboration between the Municipality and the YMCA it is concluded that this would be the preferred management and operation model for the proposed facility. However it is important to note that the YMCA's interest in collaboration is specifically associated with the proposed Multi-Use Aquatic/Fitness facility Concept as it would support the YMCA management and operation model. The Indoor Aquatic Facility Concept would in all likelihood not be the type of facility that would support the YMCA service model and therefore it is concluded that a potential collaboration with the YMCA associated with the management and operation of the facility and the delivery of services to residents is contingent upon a facility design similar to the proposed Multi-Use Aquatic/Fitness Facility Concept as opposed to the Indoor Aquatic Facility Concept.

It should also be understood that the YMCA will not participate in the capital financing of the proposed facility. The YMCA may participate in fund-raising and may make a capital contribution to the purchase of equipment for the pool and a fitness facility. However, all capital costs, after fund-raising and grants from senior levels of government, would typically be a municipal responsibility. In addition, as the building's owner, the Municipality would likely be expected to assume full responsibility for capital conservation costs, including the repair and replacement of all equipment and the maintenance of the building and major building components.

The implications to the Municipality of such management and operation collaboration would be determined during the agreement negotiation process and as such are not explored or assessed as part of this report.

The following sections of this report assess the implications of Municipal management and operation of the proposed the Indoor Aquatic Facility Concept and the Multi-Use Aquatic/Fitness Facility Concept in the event that the proposed agreement with the YMCA did not proceed.

SECTION 5: MUNICIPAL MANAGEMENT AND OPERATIONAL ANALYSIS AND EVALUATION - MULTI-USE AQUATIC/FITNESS FACILITY

5.1 Introduction

The following assess the implications of the management and operation of the proposed Multi-Use Aquatic/Fitness Facility by the Municipality. The assessment includes and is based upon:

- assumptions concerning the proposed size and components of the planned facility
- an aquatic and fitness program and activity schedule for the proposed facility based on the results of the Aquatic Feasibility Study, assumptions concerning the facility's operational season, daily operating hours and levels and modes of public use
- a staffing allocation and deployment plan reflecting assumptions concerning a proposed organizational structure, operational season, daily facility operating hours and assumed public use levels
- a projection of operational revenues from public use based on assumptions concerning level of use, program and membership fees and rental rates derived from the results of the Aquatic Feasibility Study, subsequent consultation activities undertaken by the Task Force, and the experience of similar facilities
- a projection of operational expenditures
- a projection of net operating costs

The assessment of the management and operational implications associated with the Multi-Use Aquatic/Fitness Facility based on Municipal facility management and operation and delivery of aquatic and fitness programs and activities is based on the following assumptions:

➤ Facility Operational Schedule

- The facility will be closed for a total of 7 days/year for statutory holidays. The aquatic facility component will also close for annual maintenance for 3 weeks/year (August 26-September 17). The fitness facility component may operate on a reduced schedule of service during the pool maintenance period; for analysis purposes it has been assumed that it is closed during the pool maintenance period. As a result it has been assumed that the Multi-Use Aquatic/Fitness Facility Concept will be open for public use 48 weeks/year.
- The Multi-Use Aquatic/Fitness Facility will be open for public use 14 hours during weekdays (7am - 9pm Monday to Friday) and 12 hours on Saturdays and Sundays (8am - 8pm).

5.2 Proposed Aquatic and Fitness Programming - Multi-Use Aquatic/Fitness Facility

5.2.1 Program Seasons

It has been assumed that there would be 3 seasons for aquatic and fitness program/activity provision:

- Fall: September 18 - December (assume 15 weeks duration)
- Winter: January - April (assume 17 weeks duration)
- Spring/Summer: May - August 25 (assume 16 weeks duration)

5.2.2 Potential Target Markets - Aquatic and Fitness Services

There are a number of potential target market segments for use of the proposed facility. The potential target market segments and the source of projected use estimated in this report are summarized in Table 9. The projections of potential use and associated operational revenue developed for the analysis for each potential target market are based on a combination of the results of the Aquatic Feasibility Study demand projections, input derived from community consultations undertaken by the Pool Task Force subsequent to the completion of the Aquatic Feasibility Study specifically among seniors, national and provincial data concerning participation rates and trends associated with indoor aquatic and fitness activities, programs and sport, and the experience of similar sized Ontario municipalities that provide an indoor aquatic/fitness facility and associated programs and activities.

Table 9: Potential Target Market Segments for Aquatic and Fitness Services and Source of Projected Use Estimates

POTENTIAL TARGET MARKET	BASIS OF PROJECTED USE
• Children, Youth and Teens 0-19 Years of Age	<ul style="list-style-type: none"> • Aquatics Feasibility Study demand projections • Experience from similar sized Ontario municipalities • National and provincial aquatic activity participation data
• Adults 20-39 Years of Age	<ul style="list-style-type: none"> • Aquatics Feasibility Study demand projections • Experience from similar sized Ontario municipalities • National and provincial aquatic and fitness activity participation data
• Adults 40-64 Years of Age	<ul style="list-style-type: none"> • Aquatics Feasibility Study demand projections • Experience from similar sized Ontario municipalities • National and provincial aquatic and fitness activity participation data
• Seniors 65+ Years of Age	<ul style="list-style-type: none"> • Input derived from Task Force consultation activities • Experience from similar sized Ontario municipalities • National and provincial aquatic and fitness activity participation data
• Private Rentals - Special Events (Birthday Parties)	<ul style="list-style-type: none"> • Experience from similar sized Ontario municipalities

The facility may also experience use from non-residents, educational institutions/schools, special needs populations, health institutions and professionals and community based groups and organizations. Data concerning the potential demand from these types of users has not been collected and as such they have not been included in the projections of potential use or operational revenue. However it should be understood that each of these types of potential use and users could be accommodated in the proposed facility.

5.2.3 Program/Service Model

It has been assumed that the municipal operation and provision of services will be based on a hybrid membership model where the core of use is provided through the purchase of a monthly membership and this will be complemented by the provision of limited opportunities for non-membership based service access through the purchase of a single use pass, or registration in a scheduled program for a specified fee.

The membership categories and proposed monthly fees are based on the results of the Aquatic Feasibility Study as well as the provision of municipal membership services in comparable facilities in the region. The estimated number of members is based on further analysis of the results of the Aquatic Feasibility Study including consideration of membership capture rates (the proportion of total membership demand that may be realized), membership retention and turnover trends in comparable municipal operations, seasonal variations in activity participation based on the results of the Aquatic Feasibility Study and typical trends in participation in indoor aquatic and fitness activities in the province (Table 10).

Table 10: Estimated Number of Memberships - Year 1 Operations - Multi-Use Aquatic/Fitness Facility

Potential Membership Categories	Fee Assumptions	Estimated Number of Memberships (Year 1)
Adult Pool Only Membership	\$40/month	400
Senior Pool Only Membership	\$35/month	50
Family Pool/Fitness Membership	\$75/month	1,000
Adult Pool + Fitness Membership	\$55/month	600
Senior Pool + Fitness Membership	\$50/month	50
Children/Youth/Teen/Student Membership	\$35/month	<u>400</u>
		2,500

5.2.4 Potential Aquatic and Fitness Programs and Activities

There are a variety of types of aquatic and fitness programs and activities that could potentially be provided in the proposed facility. Each represents a potential source of operational revenue. The projections of potential use and participation in the aquatic and fitness programs and activities are based on a prototypical weekly schedule of programs and activities to be provided, seasonal variations in programming and participation, the demand projections presented in the Aquatic Feasibility Study and input derived from community consultations undertaken by the Pool Task Force subsequent to the completion

of the Aquatics Feasibility Study specifically among seniors. The proposed provision of aquatic and fitness program and activities were developed based on a prototypical weekly schedule for each (Table 11 and Table 12).

Table 11: Prototypical Weekly Aquatic Schedule - Multi-Use Aquatic/Fitness Facility

Time	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
7-8	Lane/Lap Swim	Lane/Lap Swim	Lane/Lap Swim	Lane/Lap Swim	Lane/Lap Swim	Lane/Lap Swim	Lane/Lap Swim
8-9	Adult Leisure Swim	Adult Leisure Swim	Adult Leisure Swim	Adult Leisure Swim	Adult Leisure Swim	Lessons	Leisure Swim
9-10	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Lessons	Leisure Swim
	Parent/Tot Swim	Parent/Tot Swim	Parent/Tot Swim	Parent/Tot Swim	Parent/Tot Swim		
10-11	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness
	Seniors Swim	Seniors Swim	Seniors Swim	Seniors Swim	Seniors Swim	Lessons	Lessons
11-12	Seniors Swim	Seniors Swim	Seniors Swim	Seniors Swim	Seniors Swim	Lessons	Leisure Swim
12-1	Parent/Tot Swim	Parent/Tot Swim	Parent/Tot Swim	Parent/Tot Swim	Parent/Tot Swim	Family Swim	Family Swim
1-2	Aquatic Therapy	Adult Leisure Swim	Aquatic Therapy	Adult Leisure Swim	Aquatic Therapy	Lessons	Family Swim
			Adult/Senior Lesson				
2-3	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Leisure Swim	Family Swim
3-4	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Family Swim	Family Swim
4-5	Lessons	Lessons	Lessons	Lessons	Leisure Swim	Family Swim	Family Swim
5-6	Lessons	Lessons	Lessons	Lessons	Leisure Swim	Leisure Swim	Leisure Swim
6-7	Lessons	Lessons	Lessons	Lessons	Leisure Swim	Leisure Swim	Leisure Swim
7-8	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Private Rental	Leisure Swim	Leisure Swim
	Advanced Lessons	Advanced Lessons	Advanced Lessons	Advanced Lessons		Leisure Swim	Leisure Swim
8-9	Adult/Senior Lesson	Leisure Swim	Leisure Swim	Adult/Senior Lesson	Private Rental	Lane/Lap Swim	Lane/Lap Swim
	Advanced Lessons	Advanced Lessons	Advanced Lessons	Advanced Lessons		Private Rental	Leisure Swim
							Lane/Lap Swim

Table 12: Prototypical Weekly Fitness Schedule - Multi-Use Aquatic/Fitness Facility

Time	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
9-10	Seniors Fitness	Seniors Fitness	Seniors Fitness	Seniors Fitness	Seniors Fitness	Adult Fitness	Adult Fitness
10-11	Adult Fitness	Adult Fitness	Adult Fitness	Adult Fitness	Adult Fitness	CYT Fitness (X2)	CYT Fitness (X2)
11-12	Seniors Fitness	Seniors Fitness	Seniors Fitness	Seniors Fitness	Seniors Fitness	Adult Fitness	Adult Fitness
12-1	Adult Fitness	Adult Fitness	Adult Fitness	Adult Fitness	Adult Fitness	Adult Fitness	Adult Fitness
1-2							
2-3							
3-4							
4-5	CYT Fitness	CYT Fitness	CYT Fitness	CYT Fitness	CYT Fitness	CYT Fitness	CYT Fitness
5-6	CYT Fitness	CYT Fitness	CYT Fitness	CYT Fitness	CYT Fitness	CYT Fitness	CYT Fitness
6-7	Adult Fitness	Adult Fitness	Adult Fitness	Adult Fitness	Adult Fitness	Adult Fitness	Adult Fitness
7-8	Adult Fitness	Adult Fitness	Adult Fitness	Adult Fitness	Adult Fitness	Adult Fitness	Adult Fitness

These assumptions result in an estimated 124 hours of aquatic programming and 42 hours of fitness programming per week (Table 13).

Table 13: Proposed Aquatic and Fitness Program and Activities/Week - Multi-Use Aquatic/Fitness Facility

POTENTIAL PROGRAMS/ACTIVITIES	WEEKLY PROGRAM/ACTIVITY PROVISION
Aquatic Programs And Activities	
• Leisure/Recreational Swim	59 hours/week
• Swimming Instruction Programs	21 hours/week
• Specialized/Advanced Aquatic Instruction	8 hours/week
• Aquatic Fitness Programs	16 hours/week
• Aquatic Physical Therapy	17 hours/week
• Private Rentals	3 hours/week
	124 hours/week
Fitness Programs And Activities	
• Adult Fitness	23 hours/week
• Seniors Fitness	10 hours/week
• Children/youth/teen Fitness Program	9 hours/week
	42 hours/week

Assumptions concerning the pricing of the non-membership aquatic and fitness services (programs and activities) were developed based on the results of the Aquatic Feasibility Study and the pricing of similar services at the indoor pool facilities which Napanee residents currently use including: the WJ Henderson Pool in Amherstview, the Quinte Sports And Wellness Centre (Templeman Menninga) in Belleville, and Artillery Park AC in Kingston. The potential aquatic and fitness programs and activities and assumptions concerning pricing and programming are summarized in Table 14.

Table 14: Potential Aquatic and Fitness Programs and Activities - Multi-Use Aquatic/Fitness Facility

Potential Programs/Activities	Age Group	Price Assumptions	Number of Hrs/Week ¹
Leisure/Recreational Swim	Leisure swim - Drop-in - All Ages	\$3.00/visit	14
	Adult Leisure Swim - Drop-in	\$3.00/visit	7
	Senior Swim - Drop-in	\$3.00/visit	10
	Parent and Tot Swim - Drop in	\$3.00/visit per person	10
	Family Swim - Drop-in	\$3.00/visit per person	8
Lane/Lap Swim	Adult Lane/ Lap Swim - Drop-in	\$3.00/visit	6
	Senior Lane Swim - Drop-in	\$3.00/visit	4
Swimming Instruction Programs	Swim lessons: children, youth and teens	\$100/program session	18
	Swim lessons: adults and seniors	\$100/ program session	3
	Private/semi private instruction (All Ages)	\$100/10 x 1 hour sessions	3
	Lifeguard/Instructor Certification	\$150/8 week program session	3
Specialized Aquatic Instruction	Adult/senior	\$150/10 week program session	1
	Children/youth/teen	\$150/10 week program session	1
Aquatic Fitness Programs ³	Adult drop-in	Adult \$10.00/visit	5
	Senior drop-in	Senior \$9.00/visit	3
	Adult Aquatic Fitness Registered Programs	Adult \$100/14 week program session	4
	Senior Aquatic Fitness Registered Programs	Senior \$90/14 week program session	4
Aquatic Physical Therapy ⁴	Adult - Drop-in	Adult \$10.00/visit	5
	Senior - Drop-In	Senior \$9.00/visit	4
	Adult Registered Sessions	Adult \$100/14 week program session	4
	Senior Registered Sessions	Senior \$90/14 week program session	4
	Adult Fitness - Drop-in	\$9.00/visit	23 hours/week (4 program base)
	Adult Fitness Registered Sessions	\$65.00/10 week program	10 hours/week
	Senior Fitness Drop-in	\$8.00/visit	(2 program base)
	Senior Fitness Registered Sessions	\$60.00/10 week program session	9 hours/week
	Fitness Drop-in	\$5.00/visit	(4 program base)
	Fitness Registered Sessions	\$35.00/program	340/year
Private Rentals	\$3.00/visit	3 hours/week	
		\$200/event	

¹ More than one program/activity can occur concurrently, particularly swim lessons. Lane swim can occur in two lanes while other activities happen in the remainder of the pool.

³ Such as: Aqua Fit/Group Fitness, Shallow Aqua Fit, Deep Water Aqua Fit, Water Run, Aqua Yoga, Aqua Zumba, Water Power Fitness, Cross Training, Mind And Body Fitness, Dance, Senior's Aqua Fit, Men's Aqua Fit, Women's Aqua Fit, etc.

⁴ Such as: Balance training, Strengthening and stabilising, Cardiovascular conditioning, Adapted swimming, Flexibility or exercises for range of movement, Deep Water Running, Aqua jogging, Arthritis and fibromyalgia fitness, etc.

⁵ Such as: Yoga, Tai Chi, group training, Zumba, cross training, cardio, etc.)

5.3 Staffing Levels and Organizational Structure

A number of assumptions have been made to develop a proposed staffing plan for the management and operation of the proposed facility and the delivery of municipal aquatic and fitness programs and activities:

- The staffing plan reflects assumptions associated with the proposed programming schedule, operational hours and season, as well as the proposed hybrid membership service delivery model.
- Municipal full and part-time salary, wage and benefit rates will be used in the estimation of the expenditures associated with staffing. Where no equivalent municipal position exists, local/regional salary/wage rates are used. It is assumed that full time municipal staff positions work 35 hours/week and part time positions work a maximum of 28 hours/week.
- Projected operational staff deployment levels assume that the facility will operate approximately 94 hours per week for approximately 48 weeks a year. It has been assumed that there will always be two full time staff members on duty when the facility is open. It has also been assumed that there would be a minimum of two lifeguards at any given time guarding or available to guard the pool. Additional guards are required by legislated regulations based on bather load and water depth assumptions. Aquatic and fitness instructional/program staff requirements (and associated costs) are based on the projected hours of programming to be provided, the number of classes, size of classes, and usage calculations.

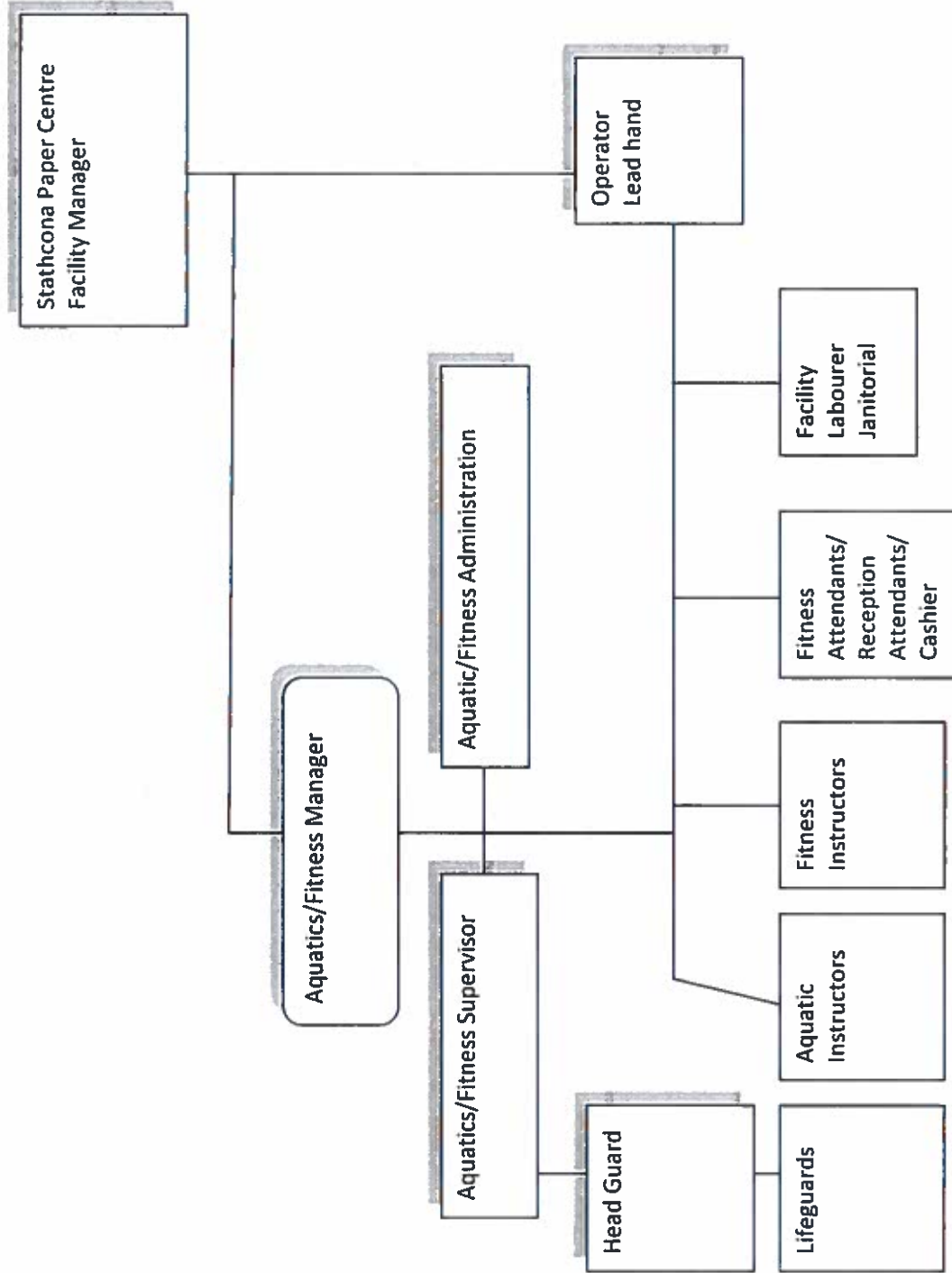
The proposed staffing plan is summarized in Table 15; it is based on the proposed operational and programming schedules and an analysis of the staffing requirements associated with the delivery of the proposed aquatic and fitness service. The main role/responsibility of each position has been identified for each management and operational function.

Table 15: Proposed Staffing Plan - Multi-Use Aquatic/Fitness Facility

POSITION	BASIC ROLE/RESPONSIBILITY	FTE'S	Number of Hours/Week	Number of Weeks/Year	Number of Hours/Year
Aquatics/Fitness Manager	<ul style="list-style-type: none"> - Business strategy/plan - Financial reporting - Policies and procedures - Aquatics/Fitness Marketing - Memberships and program design - Staff training and development - Staff supervision/duty officer - Program design and schedule - Promotion/publicity/marketing - Membership sales - Head Guard duty relief - Schedule - Promotion/publicity/marketing - Membership sales - Program enrolment - Administrative duties - Entry control, information, cash handling - Monitor fitness area and fitness testing - Entry control - Guarding during public use and programs - Supervise, train, evaluate guards - Lifeguard/life saving, basic instruction - Plan, deliver aquatic instruction - Plan, deliver aquatic fitness and physical therapy instruction - Plan and deliver fitness instruction - Plan and deliver fitness instruction - Babysitting/child minding - Facility cleaning: daily and over night - Maintain, repair, service: facility and pool equipment - Maintain, repair, service: facility and pool equipment 	1FT	35	52	
Aquatics/Fitness Supervisor		1FT	35	52	
Aquatic/Fitness Administration		1FT	35	52	
Reception/Cashier/Attendants Fitness Attendants/Reception		2PT 3.5PT	28/week 28/week	48 48	2,690 4,700
Head Guard		1FT	35	52	
Guards		11PT	28/week	48	15,000
Aquatic Instructors - Lessons		PT	30 hrs/week	48	1,440
Aquatic Instructors - Fitness and Physical Therapy		PT	38 hrs/week	48	1,824
Fitness Instructors - Adult and Seniors		PT	38 hrs/week	48	1,824
Fitness Instructors - Children Youth teens		PT	10 hrs/week	48	480
Pre-School/Baby Sitting		PT	10 hrs/week	48	480
Facility Janitor (PT Facility Labourer)		3PT	28 hrs/week	52	4,520
Facility Operator (Lead hand)		1FT	35 hrs/week	52	
Facility Attendant		2FT	35 hrs/week	52	

The organizational structure of the proposed staffing plan is summarized in Figure A assuming that Multi-Use Aquatic/Fitness Facility management staff and facility operation and maintenance staff report to the Strathcona Paper Centre Facility Manager position.

Figure A: Proposed Organizational Structure



5.4 Operational Financial Performance Assessment

5.4.1 Introduction

For the purpose of the assessment, the Facility has been treated as an operating cost centre; all costs for staffing, utilities, programming, and general office are attributed to the expenses of the Facility. A projection of operational financial performance associated with the facility concept was developed based on facility management and operation and delivery of aquatic and fitness programs and activities by the Municipality.

The financial assessment includes:

- Projections of membership based revenue
- Projections of non-membership based revenue (participation in programs and activities) were developed based on the estimated program and activity capacity given the proposed membership base and assumptions concerning the number of programs and activity sessions provided each week and how these may vary on a monthly basis
- Expenditures associated with staffing reflect current municipal salary, wage and benefit rates, and the proposed staff allocation and deployment plan
- Expenditures associated with "Utilities" based on the experience of similar sized facilities
- Program and activity expenditures based on the experience of similar sized facilities
- General management and administration expenditures based on the experience of similar sized facilities
- A projection of net operating costs

5.4.2 Operational Expenditures

An estimate of the annual expenditures associated with staffing costs, general office costs, occupancy and maintenance costs, program costs, service contracts and capital conservation reserve contribution was developed.

(a) *Estimated Staffing Costs*

An estimate of the annual staffing costs has been developed based on the proposed operational and programming schedules and an analysis of the staffing requirements associated with the delivery of the proposed service and the proposed staffing plan (Table 16). The estimate of staffing costs includes consideration of the full costs of labour by including the cost or value of benefits associated with each proposed staff position. Additional annual staffing related expenses associated with staff training and development, professional association memberships and certifications and staff uniforms are included in the consolidated expenditure estimate (Table 17).

Table 16: Estimated Annual Staffing Costs - Year 1 of Operations - Multi-Use Aquatic/Fitness Facility

Position	FTE's	Number of Hours/Week	Number of Hours/Year	Estimated Salary	Estimated Wage Rate	Benefit Rate	Estimated Total Annual Expenditure ⁶
Aquatics/Fitness Manager	1FT	35		\$65,000.00		35%	\$88,000.00
Aquatics/Fitness Supervisor	1FT	35		\$48,000.00		35%	\$65,000.00
Aquatic/Fitness Administration	1FT	35		\$48,000.00		35%	\$65,000.00
Reception/Cashier/Attendants	2PT	28/week	2,690		\$17.00/hr	15%	\$53,000.00
Fitness Attendants	3.5PT	28/week	4,700		\$20.00/hr	15%	\$92,000.00
Head Guard	1FT	35		\$36,400.00		35%	\$50,000.00
Guards	11PT	28/week	15,000		\$17.00/hr	15%	\$290,000.00
Aquatic Instructors -Lessons	PT	30 hrs/week	1,440		\$18.00/hour	15%	\$30,000.00
Aquatic Instructors - Fitness + Therapy	PT	38 hrs/week	1,824		\$30.00/hour	15%	\$63,000.00
Fitness Instructions - Adult + Seniors	PT	38 hrs/week	1,824		\$30.00/hour	15%	\$63,000.00
Fitness Instructions - Children Youth Teens	PT	10 hrs/week	480		\$17.00/hour	15%	\$10,000.00
Pre-School/Baby Sitting	PT	10 hrs/week	480		\$16.00/hr	15%	\$9,000.00
Facility Operator (Lead Hand)	1FT	35 hrs/week		Average \$33.20/hr \$1,162.00/week		35%	\$82,000.00
Facility Attendant	2FT	35 hrs/week		Average \$23.60/hr \$826.00/week		35%	\$115,000.00
Facility Janitor (PT Facility Labourer)	3PT	28 hrs/week	4,520	\$42,952.00/year	Average \$17.30/hr \$485.00/week	15%	\$87,000.00
TOTAL							\$1,162,000.00

(b) General Office Costs

The estimate of operational expenditures associated with general office costs include provision for:

- marketing, promotion and advertising of the facility, membership opportunities and programs and activities
- general office supplies
- office equipment
- telephone/cellular
- internet
- postage and courier

⁶ Amounts have been rounded

- bank fees
- vehicle costs
- dues and subscriptions
- volunteer recruitment, training and recognition

The allowance for this expenditure category is based on the proposed service plan and the experience of similar sized pool/fitness facilities.

(c) Occupancy and Maintenance Costs

The estimate of operational expenditures associated with occupancy and maintenance costs include provision for the following:

- utilities (hydro, gas, water)
- pool chemicals
- cleaning and maintenance supplies
- equipment repair, parts and supplies
- minor building repair
- program equipment maintenance/repair

The allowance for this expenditure category is based on the proposed service plan and the experience of similar sized pool/fitness facilities.

(d) Program Costs

The estimate of operational expenditures associated with program costs includes provision for the following:

- membership program supplies
- aquatic program supplies
- fitness program supplies
- birthday/special event rentals supplies

The allowance for this expenditure category is based on the proposed service plan and the experience of similar sized pool/fitness facilities.

(e) Contribution to Capital Conservation Reserve Fund

An allowance for a contribution from operations is made to a reserve fund specifically associated with the long term replacement of the facility. This is considered to be a "best practice" among municipalities however the financial implications of this often mean that the amount contributed is far less than what would be required. For analysis purposes an allowance for a contribution of \$20,000/year has been provided for.

(f) Projected Annual Expenditures - Year 1 Operations

Table 17 presents a summary of the projected annual operational expenditures (Year 1) based on the analysis and assumptions as stated in this report. These are high level estimates that reflect the anticipated and assumed use of the proposed facility.

Table 17: Estimated Annual Operational Expenditures - Year 1 of Operations Multi-Use Aquatic/Fitness Facility

EXPENDITURE CATEGORY	PROJECTED EXPENDITURE (2018\$)	CATEGORY SUB-TOTAL (2018\$)
SALARIES/WAGES		\$1,160,000.00
FT Salaries/Benefits	\$465,000.00	
PT Wages/Benefits	\$687,000.00	
Training/Development	\$5,000.00	
Memberships	\$1,000.00	
Uniforms	\$2,000.00	
GENERAL OFFICE COSTS		\$120,000.00
Marketing/Promotion/Advertising	\$25,000.00	
Office Supplies	\$15,000.00	
Office Equipment	\$12,000.00	
Telephone/Internet	\$10,000.00	
Postage/Courier	\$3,000.00	
Insurance	\$43,000.00	
Bank fees	\$3,000.00	
Vehicle Costs	\$3,000.00	
Dues/Subscriptions	\$1,000.00	
Volunteer	\$5,000.00	
Recruitment/Training/Recognition		\$305,000.00
OCCUPANCY & MAINTENANCE COSTS		
Utilities (hydro, gas, water)	\$220,000.00	
Pool chemicals	\$25,000.00	
Cleaning and maintenance supplies	\$25,000.00	
Equipment repair	\$15,000.00	
Minor building repair	\$10,000.00	
Program equipment and repair	\$10,000.00	
PROGRAM COSTS		\$26,000.00
Membership program supplies	\$6,000.00	
Aquatic program supplies	\$12,000.00	
Fitness program supplies	\$6,000.00	
Birthday/Special event supplies	\$2,000.00	
SUB-TOTAL		\$1,611,000.00
CAPITAL CONSERVATION RESERVE		\$20,000.00
TOTAL		\$1,631,000.00

5.4.3 Estimated Operational Revenue

An estimate of the annual operational revenue associated with membership fees, aquatic program fees, fitness program fees, and day use and drop-in fees was developed.

(a) Membership Fee Revenue

A projection of the total annual revenue that may be generated through the purchase of memberships at the facility was developed. Data from the Aquatics Feasibility Study was complemented by the experience of similar municipal facilities to estimate the potential number of annual memberships that may be realized. Six membership categories have been used in the projection, each based on an assumed monthly fee that reflects the results of the Aquatics Feasibility Study as well as the experience of similar facilities in the region. Table 18 summarizes the estimated revenue derived from memberships.

Table 18: Membership Revenue - Year 1 Operations Multi-Use Aquatic/Fitness Facility

Potential Membership Categories	Fee Assumptions	Estimated Number of Members (Year 1)
Adult Pool Only Membership	\$40/month	400
Senior Pool Only Membership	\$35/month	50
Family Pool/Fitness Membership	\$75/month	1,000
Adult Pool + Fitness Membership	\$55/month	600
Senior Pool + Fitness Membership	\$50/month	50
Children/Youth/Teen/Student Membership	\$35/month	400
		<u>2,500</u>

(b) Aquatic and Fitness Program Fees

A projection of the total annual revenue that may be generated through fees associated with the provision of registered instructional aquatic and fitness programs was developed. Data from the Aquatics Feasibility Study was complemented by the experience of similar municipal facilities to estimate the potential number of registered participants that may be realized. Program fees reflect the pricing of similar aquatic and fitness programs in the surrounding region. Table 19 summarizes the proposed aquatic and fitness programs to be provided, the number of hours of program provision per week and the assumed price of program registration.

Table 19: Proposed Aquatic and Fitness Programs and Associated Fees - Multi-Use Aquatic/Fitness Facility

Potential Programs/Activities	Age Group	Price Assumptions	Number of Hrs/Week
Swimming Instruction Programs	Swim lessons: children, youth and teens	\$100/program session	18
	Swim lessons: adults and seniors	\$100/ program session	3
	Private-semi private instruction (All Ages)	\$100/10 x 1 hour sessions	3
	Lifeguard/Instructor Certification	\$150/8 week program session	3
Specialized Aquatic Instruction	Adult/senior	\$150/10 week program session	1
	Children/youth/teen	\$150/10 week program session	1
Aquatic Fitness Programs ⁷	Adult Aquatic Fitness Registered Programs	Adult \$100/14 week program session	4
	Senior Aquatic Fitness Registered Programs	Senior \$90/14 week program session	4
Aquatic Physical Therapy ⁸	Adult Registered Sessions	Adult \$100/14 week program session	4
	Senior Registered Sessions	Senior \$90/14 week program session	4
Fitness Programs	Adult Fitness ⁹	\$65.00/10 week program	4 program base
	Seniors Fitness	\$60.00/10 week program session	2 program base
	Children/youth/teen Fitness Program	\$35.00/program	4 program base

(c) Day Use and Drop-In Fees

A projection of the total annual revenue that may be generated through fees associated with the accessing the Facility and specific programs and activities through the purchase of a "day use or visit pass" provision was developed. Data from the Aquatics Feasibility Study was complemented by the experience of similar municipal facilities to estimate the potential number of participants that may access services through this method. The proposed fees associated with day use and drop-in access reflect the pricing of similar aquatic and fitness services in the surrounding region. Table 20 summarizes the proposed aquatic and fitness day use and drop-in opportunities to be provided, the number of hours of access provided per week and the assumed price of day use and drop-in fees.

⁷ More than one program/activity can occur concurrently, particularly swim lessons. Lane swim can occur in two lanes while other activities happen in the remainder of the pool.
⁸ Such as: Aqua Fit/Group Fitness, Shallow Aqua Fit, Deep Water Aqua Fit, Water Run, Aqua Yoga, Aqua Zumba, Water Power Fitness, Cross Training, Mind and Body Fitness, Dance, Senior's Aqua Fit, Men's Aqua Fit, Women's Aqua Fit, etc.
⁹ Such as: Balance training, Strengthening and stabilising, Cardiovascular conditioning, Adapted swimming, Flexibility or exercises for range of movement, Deep water running, Aqua jogging, Arthritis and fibromyalgia fitness, etc.
¹⁰ Such as: Yoga, Tai Chi, group training, Zumba, cross training, cardio, etc.

Table 20: Proposed Aquatic and Fitness Activity Day Use/Drop-in Opportunities and Associated Fees - Multi-Use Aquatic/Fitness Facility

Potential Programs/Activities	Age Group	Price Assumptions	Number of Hrs/Week ¹¹
Leisure/Recreational Swim	Leisure swim - Drop-in - All Ages	\$3.00/visit	14
	Adult Leisure Swim - Drop-in	\$3.00/visit	7
	Senior Swim - Drop-in	\$3.00/visit	10
	Parent and Tot Swim - Drop-in	\$3.00/visit per person	10
	Family Swim - Drop-in	\$3.00/visit per person	8
Lane/Lap Swim	Adult Lane/ Lap Swim - Drop-in	\$3.00/visit	6
	Senior Lane Swim - Drop-in	\$3.00/visit	4
Aquatic Fitness Programs ¹²	Adult drop-in	Adult \$10.00/visit	5
	Senior drop-in	Senior \$9.00/visit	3
Aquatic Physical Therapy ¹³	Adult - Drop-in	Adult \$10.00/visit	5
	Senior - Drop-in	Senior \$9.00/visit	4
Fitness Drop-in: Adult Fitness ¹⁴ Seniors Fitness Children/youth/teen Fitness Conditioning Centre Single Use	Adult Fitness - Drop-in	\$9.00/visit	23 hours/week
	Senior Fitness - Drop-in	\$8.00/visit	10 hours/week
	Fitness Drop-in	\$5.00/visit	9 hours/week
	Adults/seniors	\$3.00/visit	340/year

(d) Private Rental

A projection of the total annual revenue that may be generated through rental fees associated with private use of specific areas of the facility was developed. The proposed rental rate associated with this type of use reflect the pricing in similar types of municipal facilities. Table 21 summarizes the proposed rental fee and the number of hours of rental provided per week.

Table 21: Proposed Private Rental Associated Fees - Multi-Use Aquatic/Fitness Facility

Potential Programs/Activities	Age Group	Price Assumptions	Number of Hrs/week
Private Rentals	Any	\$200/event	3 hours/week

¹¹ More than one program/activity can occur concurrently, particularly swim lessons. Lane swim can occur in two lanes while other activities happen in the remainder of the pool.

¹² Such as: Aqua Fit/Group Fitness, Shallow Aqua Fit, Deep Water Aqua Fit, Water Run, Aqua Yoga, Aqua Zumba, Water Power Fitness, Cross Training, Mind and Body Fitness, Dance, Senior's Aqua Fit, Men's Aqua Fit, Women's Aqua Fit, etc

¹³ Such as: Balance training, Strengthening and stabilizing, Cardiovascular conditioning, Adapted swimming, Flexibility or exercises for range of movement, Deep water running, Aqua jogging, Arthritis and fibromyalgia fitness, etc.

¹⁴ Such as: Yoga, Tai Chi, group training, Zumba, cross training, cardio, etc.)

(e) Additional Potential Sources of Operational Revenue

Some municipal aquatic/fitness facilities generate revenue from the provision of coin or token activated lockers. This may be a potential source of revenue for the facility however since the analysis is based on a hybrid membership model of service provision, it would be reasonable to assume that "members" will assume that access to locker facilities would be provided free of charge and included in their membership. This would mean that supervision of locker use and access could become problematic if a charge for their use was introduced. As a result, for the purposes of this analysis it has been assumed that any lockers provided for use in the facility will be provided free of charge for all users.

There are also at least 4 potential sources of operational revenue that are not directly or specifically associated with the provision of aquatic or fitness programs and activities but are related to public use of the proposed facility including advertising, sponsorships, vending and retail sales. Revenue from these sources varies significantly among municipal facilities. For the purpose of this analysis these are considered to be potential additional sources of revenue, however they have not been included in the financial assessment. It should be noted that revenue from these sources associated with the proposed Multi-Use Aquatic/Fitness Facility may be impacted by the provision of these opportunities in the existing SPC facility.

(f) Projected Annual Revenues - Year 1 Operations

Table 22 presents a summary of the projected annual operational revenues (Year 1) based on the analysis and assumptions as stated in this report. These are high level estimates that reflect the anticipated and assumed use of the proposed facility.

Table 22: Estimated Annual Operational Revenues - Year 1 of Operations - Multi-Use Aquatic/Fitness Facility

Revenue Source	Estimated Annual Revenue Detail (2018\$)	Estimated Annual Revenue (2018\$)
Membership Fees (Based on 2,500 memberships)		\$1,000,500.00
	Adult Pool Only Membership	\$110,000.00
	Senior Pool Only Membership	\$12,500.00
	Family Pool/Fitness Membership	\$530,000.00
	Adult Pool + Fitness Membership	\$235,000.00
	Senior Pool + Fitness Membership	\$18,000.00
	Children/Youth/Teen/Student Membership	\$95,000.00
		\$167,000.00
Aquatic Programs & Activities		
	Leisure/Recreational Swim	\$30,000.00
	Lane/Lap Swim	\$4,000.00
	Swimming Instruction Programs	\$65,000.00
	Aquatic Fitness Programs	\$25,000.00
	Aquatic Physical Therapy	\$25,000.00
	Private Rentals	\$18,000.00
		\$60,000.00
Fitness Program & Activities		
	Adult Fitness	\$25,000.00
	Seniors Fitness	\$14,000.00
	Children/Youth/Teen Fitness Program	\$20,000.00
	Adult/senior Conditioning Pass	\$1,000.00
		\$1,227,500.00

(g) Consolidated Expenditures/Revenues Statement - Year 1 Operations - Multi-Use Aquatic/Fitness Facility

A projection of the consolidated operational expenditures and revenues associated with the proposed Multi-Use Aquatic/Fitness Facility based upon municipal management and operation is presented in Table 23. It is estimated that the facility may incur an operational deficit in the order of \$383,500.00 excluding provision for a contribution to a capital conservation reserve fund.

Table 23: Consolidated Expenditures/Revenues Statement - Year 1 Operations - Multi-Use Aquatic/Fitness Facility

EXPENDITURE CATEGORY	PROJECTED EXPENDITURE (2018\$)
Salaries/Wages	\$1,160,000.00
General Office Costs	\$120,000.00
Occupancy & Maintenance Costs	\$305,000.00
Program Costs	\$26,000.00
TOTAL EXPENDITURES	\$1,611,000.00
REVENUE CATEGORY	PROJECTED REVENUE
Membership Fees	\$1,000,500.00
Aquatic Programs And Activities	\$167,000.00
Fitness Program And Activities	\$60,000.00
TOTAL REVENUE	\$1,227,500.00
NET	(-\$383,500.00)
Capital Conservation Reserve	\$20,000.00
	(-\$403,500.00)

SECTION 6: MUNICIPAL MANAGEMENT AND OPERATIONAL ANALYSIS AND EVALUATION - INDOOR AQUATIC FACILITY

6.1 Introduction

The following section assesses the implications of the management and operation of the proposed Indoor Aquatic Facility by the Municipality (i.e. no fitness specific facilities provided). The assessment includes and is based upon:

- assumptions concerning the proposed size and components of the planned facility
- an aquatic program and activity schedule for the proposed facility based on the results of the Aquatic Feasibility Study, assumptions concerning the facility's operational season, daily operating hours and levels and modes of public use
- a staffing allocation and deployment plan reflecting assumptions concerning a proposed organizational structure, operational season, daily facility operating hours and assumed public use levels
- a projection of operational revenues from public use based on assumptions concerning level of use, program and membership fees and rental rates derived from the results of the Aquatic Feasibility Study, subsequent consultation activities undertaken by the Task Force, and the experience of similar facilities
- a projection of operational expenditures
- a projection of net operating costs

The assessment of the management and operational implications associated with the Indoor Aquatic Facility based on Municipal facility management and operation and delivery of aquatic programs and activities is based on the following assumptions:

➤ Facility Operational Schedule

- The facility will be closed for a total of 7 days/year for statutory holidays. The facility will also close for annual maintenance for 3 weeks/year (August 26 - September 17). As a result it has been assumed that the Indoor Aquatic Facility will be open for public use 48 weeks/year.
- The Indoor Aquatic Facility will be open for public use 14 hours during weekdays (7am - 9pm Monday to Friday) and 12 hours on Saturdays and Sundays (8am - 8pm).

6.2 Proposed Aquatic Programming - Indoor Aquatic Facility

6.2.1 Program Seasons

It has been assumed that there would be 3 seasons for aquatic program/activity provision:

- Fall: September 18 - December (assume 15 weeks duration)
- Winter: January - April (assume 17 weeks duration)
- Spring/Summer: May - August 25 (assume 16 weeks duration)

6.2.2 Potential Target Markets - Aquatic Services

There are a number of potential target market segments for use of the proposed facility. The potential target market segments and the source of projected use estimated in this report are summarized in Table 24. The projections of potential use and associated operational revenue developed for the analysis for each potential target market are based on a combination of the results of the Aquatic Feasibility Study demand projections, input derived from community consultations undertaken by the Pool Task Force subsequent to the completion of the Aquatic Feasibility Study specifically among seniors, national and provincial data concerning participation rates and trends associated with indoor aquatic activities and programs and the experience of similar sized Ontario municipalities that provide an indoor aquatic facility and associated programs and activities.

Table 24: Potential Target Market Segments for Aquatic Services and Source of Projected Use Estimates

POTENTIAL TARGET MARKET	BASIS OF PROJECTED USE
<ul style="list-style-type: none"> • Children, Youth And Teens 0-19 Years of Age 	<ul style="list-style-type: none"> • Aquatics Feasibility Study demand projections • Experience from similar sized Ontario municipalities
<ul style="list-style-type: none"> • Adults 20-39 Years Of Age • Adults 40-64 Years Of Age • Seniors 65 Years Of Age + 	<ul style="list-style-type: none"> • National and provincial aquatic activity participation data • As above • As above • Input derived from Task Force consultation activities • Experience from similar sized Ontario municipalities • National and provincial aquatic activity participation data • Experience from similar sized Ontario municipalities
<ul style="list-style-type: none"> • Private Rentals - Special Events (Birthday Parties) 	<ul style="list-style-type: none"> • Experience from similar sized Ontario municipalities

The facility may also experience use from non-residents, educational institutions/schools, special needs populations, health institutions and professionals and community based groups and organizations. Data concerning the potential demand from these types of users has not been collected and as such they have

not been included in the potential use or operational revenue projections. However it should be understood that each of these types of potential use and users could be accommodated in the proposed facility.

6.2.3 Program/Service Model

It has been assumed that the municipal operation and provision of services will be based on a hybrid membership model where the core of use is provided through the purchase of a monthly membership and this will be complemented by the provision of limited opportunities for non-membership based service access through the purchase of a single use pass, or registration in a scheduled program for a specified fee.

The membership categories and proposed monthly fees are based on the results of the Aquatic Feasibility Study as well as the provision of municipal membership services in comparable facilities in the region. The estimated number of members is based on further analysis of the results of the Aquatic Feasibility Study including consideration of membership capture rates (the proportion of total membership demand that may be realized), membership retention and turnover trends in comparable municipal operations, seasonal variations in activity participation based on the results of the Aquatic Feasibility Study and typical trends in participation in indoor aquatic and fitness activities in the province (Table 25).

Table 25: Estimated Number of Memberships - Year 1 Operations - Indoor Aquatic Facility

Potential Membership Categories	Fee Assumptions	Estimated Number of Members (Year 1)
Adult Pool Membership	\$40/month	800
Senior Pool Membership	\$35/month	125
Family Pool Membership	\$65/month	900
Children/Youth/Teen/Student Pool Membership	\$30/month	<u>400</u>
		2,225

6.2.4 Potential Aquatic Programs and Activities

There are a variety of types of aquatic programs and activities that could potentially be provided in the proposed facility. Each represents a potential source of operational revenue. The projections of potential use and participation in the aquatic programs and activities are based on a prototypical weekly schedule of programs and activities to be provided, seasonal variations in the schedule of programming and potential participation, the results of the demand projections presented in the Aquatic Feasibility Study and input derived from community consultations undertaken by the Pool Task Force subsequent to the completion of the Aquatics Feasibility Study specifically among seniors. The proposed provision of aquatic program and activities were developed based on a prototypical weekly schedule as summarized in Table 26.

Table 26: Prototypical Weekly Aquatic Schedule - Indoor Aquatic Facility

Time	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
7-8	Lane/Lap Swim	Lane/Lap Swim	Lane/Lap Swim	Lane/Lap Swim	Lane/Lap Swim	Lane/Lap Swim	Lane/Lap Swim
8-9	Adult Leisure Swim	Adult Leisure Swim	Adult Leisure Swim	Adult Leisure Swim	Adult Leisure Swim	Lessons	Leisure Swim
9-10	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Lessons	Leisure Swim
10-11	Parent/Tot Swim	Parent/Tot Swim	Parent/Tot Swim	Parent/Tot Swim	Parent/Tot Swim	Aquatic Fitness	Aquatic Fitness
	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Lessons	Lessons
11-12	Seniors Swim	Seniors Swim	Seniors Swim	Seniors Swim	Seniors Swim	Lessons	Leisure Swim
12-1	Parent/Tot Swim	Parent/Tot Swim	Parent/Tot Swim	Parent/Tot Swim	Parent/Tot Swim	Family Swim	Family Swim
1-2	Aquatic Therapy	Adult Leisure Swim	Aquatic Therapy	Adult Leisure Swim	Aquatic Therapy	Lessons	Family Swim
			Adult/Senior Lesson				
2-3	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Leisure Swim	Family Swim
3-4	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Family Swim	Family Swim
4-5	Lessons	Lessons	Lessons	Lessons	Leisure Swim	Family Swim	Family Swim
5-6	Lessons	Lessons	Lessons	Lessons	Leisure Swim	Leisure Swim	Leisure Swim
6-7	Lessons	Lessons	Lessons	Lessons	Leisure Swim	Leisure Swim	Leisure Swim
7-8	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Aquatic Therapy	Leisure Swim	Leisure Swim	Leisure Swim
	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Aquatic Fitness	Private Rental	Lane/Lap Swim	Lane/Lap Swim
	Advanced Lessons	Advanced Lessons	Advanced Lessons	Advanced Lessons	Private Rental	Private Rental	Leisure Swim
8-9	Adult/Senior Lesson	Leisure Swim	Leisure Swim	Adult/Senior Lesson	Private Rental		Lane/Lap Swim
	Advanced Lessons	Advanced Lessons	Advanced Lessons	Advanced Lessons	Private Rental		Leisure Swim
							Lane/Lap Swim

These assumptions result in an estimated 124 hours of aquatic programming per week (Table 27).

Table 27: Proposed Aquatic Program and Activities/Week - Indoor Aquatic Facility

POTENTIAL PROGRAMS/ACTIVITIES	WEEKLY PROGRAM/ACTIVITY PROVISION
• Leisure/Recreational Swim	59 hours/week
• Swimming Instruction Programs	21 hours/week
• Specialized/Advanced Aquatic Instruction	8 hours/week
• Aquatic Fitness Programs	16 hours/week
• Aquatic Physical Therapy	17 hours/week
• Private Rentals	3 hours/week
	124 hours/week

Assumptions concerning the pricing of the non-membership aquatic services (programs and activities) were developed based on the results of the Aquatic Feasibility Study and the pricing of similar services at the indoor pool facilities which Napanee residents currently use including: the WJ Henderson Pool in

Amherstview, the Quinte Sports And Wellness Centre (Templeman Menninga) in Belleville, and Artillery Park AC in Kingston. The potential aquatic programs and activities and assumptions concerning pricing and programming are summarized in Table 28.

Table 28: Potential Aquatic Programs and Activities - Indoor Aquatic Facility

Potential Programs/Activities	Age Group	Price Assumptions	Number of Hrs/week ¹⁵
Leisure/Recreational Swim	Leisure swim - Drop-in - All Ages	\$3.00/visit	14
	Adult Leisure Swim - Drop-in	\$3.00/visit	7
	Senior Swim - Drop-in	\$3.00/visit	10
	Parent and Tot Swim - Drop-in	\$3.00/visit per person	10
	Family Swim - Drop-in	\$3.00/visit per person	8
Lane/Lap Swim	Adult Lane/ Lap Swim - Drop-in	\$3.00/visit	6
	Senior Lane Swim- Drop-in	\$3.00/visit	4
Swimming Instruction Programs	Swim lessons: children, youth and teens	\$100/program session	18
	Swim lessons: adults and seniors	\$100/ program session	3
	Private-semi private instruction (All Ages)	\$100/10 x 1 hour sessions	3
	Lifeguard/Instructor Certification	\$150/8 week program session	3
	Adult/senior	\$150/10 week program session	1
Specialized Aquatic Instruction	Children/youth/teen	\$150/10 week program session	1
	Adult drop-in	Adult \$10.00/visit	5
Aquatic Fitness Programs	Senior drop-in	Senior \$9.00/visit	3
	Adult Aquatic Fitness Registered Programs	Adult \$100/14 week program session	4
	Senior Aquatic Fitness Registered Programs	Senior \$90/14 week program session	4
	Adult - Drop-in	Adult \$10.00/visit	5
Aquatic Physical Therapy	Senior - Drop-In	Senior \$9.00/visit	4
	Adult Registered Sessions	Adult \$100/14 week program session	4
	Senior Registered Sessions	Senior \$90/14 week program session	4
	Private Rentals	\$200/event	3 hours/week

¹⁵ More than one program/activity can occur concurrently, particularly swim lessons. Lane swim can occur in two lanes while other activities happen in the remainder of the pool.

6.3 Staffing Levels and Organizational Structure

A number of assumptions have been made to develop a proposed staffing plan for the management and operation of the proposed facility and the delivery of municipal aquatic programs and activities:

- The staffing plan reflects assumptions associated with the proposed programming schedule, operational hours and season as well as the proposed hybrid membership service delivery model.
- Municipal full and part-time salary, wage and benefit rates will be used in the estimation of the expenditures associated with staffing. Where no equivalent municipal position exists local/regional salary/wage rates are used. It is assumed that full time municipal staff positions work 35 hours/week and part time positions work a maximum of 28 hours/week.
- Projected operational staff deployment levels assume that the facility will operate approximately 94 hours per week for approximately 48 weeks. It has been assumed that there will always be two full time staff members on duty when the facility is open. It has also been assumed that there would be a minimum of two lifeguards at any given time guarding or available to guard the pool. Additional guards are required by legislated regulations based on bather load and water depth assumptions. Aquatic instructional/program staff requirements (and associated costs) are based on the projected hours of programming to be provided, the number of classes, size of classes, and usage calculations.

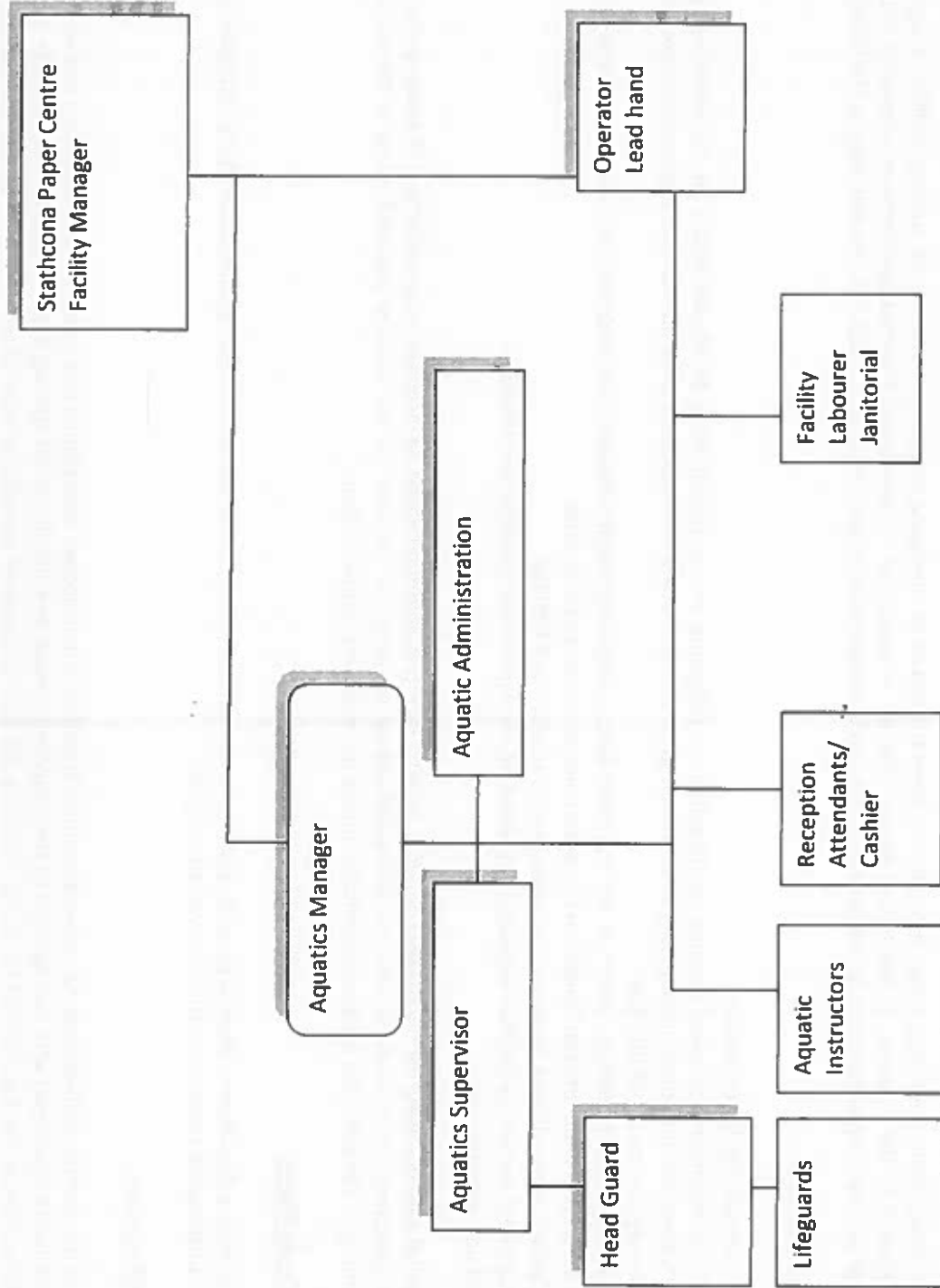
The proposed staffing plan is summarized in Table 29 based on the proposed operational and programming schedules and an analysis of the staffing requirements associated with the delivery of the proposed aquatic service. The main role/responsibility of each position has been identified for each management and operational function.

Table 29: Proposed Staffing Plan - Indoor Aquatic Facility

POSITION	Basic Role/Responsibility	FTE'S	Number of Hours/Week	Number of Weeks/Year	Number of Hours/Year
Aquatics Manager	<ul style="list-style-type: none"> - Business strategy/plan - Financial reporting - Policies and procedures - Aquatics/Fitness Marketing - Memberships and program design - Staff training and development - Staff supervision/duty officer - Program design and schedule - Promotion/publicity/marketing - Membership sales - Head Guard duty relief - Schedule - Promotion/publicity/marketing - Membership sales - Program enrolment - Administrative duties 	1FT	35	52	
Aquatics Supervisor	<ul style="list-style-type: none"> - Entry control, Information, Cash handling - Guarding during public use and programs - Supervise, train, evaluate guards 	1FT	35	52	
Aquatic Administration	<ul style="list-style-type: none"> - Lifeguard/life saving, basic instruction - Plan, deliver aquatic instruction - Plan, deliver aquatic fitness and physical therapy instruction - Facility cleaning: daily and over night - Maintain, repair, service: Facility and pool equipment - Maintain, repair, service: Facility and pool equipment 	1FT	35	52	
Reception/Cashier/Attendants Head Guard		2PT 1FT	28/week 35	48 52	2,690
Guards		11PT	28/week	48	15,000
Aquatic Instructors -Lessons		PT	30 hrs/week	48	1,440
Aquatic Instructors - Fitness and Physical Therapy		PT	38 hrs/week	48	1,824
Facility Janitor (PT Facility Labourer)		3PT	28 hrs/week	52	4,520
Facility Operator (Lead hand)		1FT	35 hrs/week	52	
Facility Attendant		2FT	35 hrs/week	52	

The organizational structure of the proposed staffing plan is summarized in Figure B assuming that Indoor Aquatic Facility management staff and facility operation and maintenance staff report to the Strathcona Paper Centre Facility Manager position.

Figure B: Proposed Organizational Structure



6.4 Operational Financial Performance Assessment

6.4.1 Introduction

For the purpose of the assessment, the Indoor Aquatic Facility has been treated as an operating cost centre; all costs for staffing, utilities, programming, and general office are attributed to the expenses of the Indoor Aquatic Facility. A projection of operational financial performance associated with the Indoor Aquatic Facility Concept was developed based on facility management and operation and delivery of aquatic programs and activities by the Municipality.

The financial assessment includes:

- Projections of membership based revenue
- Projections of non-membership based revenue (participation in programs and activities) were developed based on the estimated program and activity capacity given the proposed membership base and assumptions concerning the number of programs and activity sessions provided each week and how these may vary on a monthly basis
- Expenditures associated with staffing reflect current municipal salary, wage and benefit rates and the proposed staff allocation and deployment plan
- Expenditures associated with "Utilities" based on the experience of similar sized facilities
- Program and activity expenditures based on the experience of similar sized facilities
- General management and administration expenditures based on the experience of similar sized facilities
- A projection of net operating costs

The annual cost of capital debt financing for the proposed Indoor Aquatic Facility is identified based on information provided by the Municipality and is added to the projected net operating deficit to determine the estimated annual property tax increase for the average assessed home in the municipality. This provides an understanding of the potential order of magnitude impact on residential property taxes.

6.4.2 Operational Expenditures

An estimate of the annual expenditures associated with staffing costs, general office costs, occupancy and maintenance costs, program costs, service contracts and capital conservation reserve contribution was developed.

(a) *Estimated Staffing Costs*

An estimate of the annual staffing costs has been developed based on the proposed operational and programming schedules and an analysis of the staffing requirements associated with the delivery of the proposed service and the proposed staffing plan (Table 31). The estimate of staffing costs includes consideration of the full costs of labour by including the cost or value of benefits associated with each proposed staff position. Additional

annual staffing related expenses associated with: Staff training and development, professional association memberships and certifications and staff uniforms are included in the consolidated expenditure estimate (Table 30).

Table 30: Estimated Annual Staffing Costs - Year 1 of Operations - Indoor Aquatic Facility

Position	FTE's	Number of Hours/Week	Number of Hours/Year	Estimated Salary	Estimated Wage Rate	Benefit Rate	Estimated Total Annual Expenditure ¹⁶
Aquatics Manager	1FT	35		\$60,000.00		35%	\$81,000.00
Aquatics Supervisor	1FT	35		\$45,000.00		35%	\$60,750.00
Aquatic Administration	1FT	35		\$45,000.00		35%	\$60,750.00
Reception/Cashier/Attendants	2PT	28/week	2,690		\$17.00/hr	15%	\$53,000.00
Head Guard	1FT	35		\$36,400.00	\$20.00/hr	35%	\$50,000.00
Guards	11PT	28/week	15,000		\$17.00/hr	15%	\$290,000.00
Aquatic Instructors -Lessons	PT	30 hrs/week	1,440		\$18.00/hour	15%	\$30,000.00
Aquatic Instructors - Fitness + Therapy	PT	38 hrs/week	1,824		\$30.00/hour	15%	\$63,000.00
Facility Operator (Lead Hand)	1FT	35 hrs/week		Average \$33.20/hr		35%	\$82,000.00
Facility Attendant	2FT	35 hrs/week		\$1,162.00/week			\$115,000.00
				Average \$23.60/hr			
				\$826.00/week			
				\$42,952.00/year			
Facility Janitor (PT Facility Labourer)	3PT	28 hrs/week	4,520		Average \$17.30/hr	15%	\$87,000.00
TOTAL					Average \$485.00/week		\$972,500.00

(b) General Office Costs

The estimate of operational expenditures associated with general office costs include provision for:

- marketing, promotion and advertising of the facility, membership opportunities and programs and activities
- general office supplies
- office equipment
- telephone/cellular
- internet
- postage and courier

¹⁶ Amounts have been rounded
LeisurePlan International Inc.

- bank fees
- vehicle costs
- dues and subscriptions
- volunteer recruitment, training and recognition

The allowance for this expenditure category is based on the proposed service plan and the experience of similar sized pool facilities.

(c) Occupancy and Maintenance Costs

The estimate of operational expenditures associated with occupancy and maintenance costs include provision for the following:

- utilities (hydro, gas, water)
- pool chemicals
- cleaning and maintenance supplies
- equipment repair, parts and supplies
- minor building repair
- program equipment maintenance/repair

The allowance for this expenditure category is based on the proposed service plan and the experience of similar sized pool facilities.

(d) Program Costs

The estimate of operational expenditures associated with program costs includes provision for the following:

- membership program supplies
- aquatic program supplies
- birthday/special event rentals supplies

The allowance for this expenditure category is based on the proposed service plan and the experience of similar sized pool facilities.

(d) Contribution to Capital Conservation Reserve Fund

An allowance for a contribution from operations is made to a reserve fund specifically associated with the long term replacement of the facility. This is considered to be a "best practice" among municipalities however the financial implications of this often mean that the amount contributed is far less than what would be required. For analysis purposes an allowance for a contribution of \$15,000/year has been provided for.

(e) Projected Annual Expenditures - Year 1 Operations

Table 31 presents a summary of the projected annual operational expenditures (Year 1) based on the analysis and assumptions as stated in this report. These are high level estimates that reflect the anticipated and assumed use of the proposed facility.

Table 31: Estimated Annual Operational Expenditures - Year 1 of Operations - Indoor Aquatic Facility

EXPENDITURE CATEGORY	PROJECTED EXPENDITURE (2018\$)	CATEGORY SUB-TOTAL (2018\$)
SALARIES/WAGES		\$979,000.00
Ft Salaries/Benefits	\$449,500.00	
Pt Wages/Benefits	\$523,000.00	
Training/Development	\$4,000.00	
Memberships	\$1,000.00	
Uniforms	\$1,500.00	
GENERAL OFFICE COSTS		\$107,500.00
Marketing/Promotion/Advertising	\$20,000.00	
Office Supplies	\$13,000.00	
Office Equipment	\$11,000.00	
Telephone/Internet	\$10,000.00	
Postage/Courier	\$2,500.00	
Insurance	\$40,000.00	
Bank fees	\$2,500.00	
Vehicle Costs	\$3,000.00	
Dues/Subscriptions	\$1,000.00	
Volunteer	\$4,500.00	
Recruitment/Training/Recognition		
OCCUPANCY & MAINTENANCE COSTS		\$216,000.00
Utilities (hydro, gas, water)	\$140,000.00	
Pool Chemicals	\$25,000.00	
Cleaning and maintenance supplies	\$20,000.00	
Equipment repair	\$15,000.00	
Minor building repair	\$10,000.00	
Program equipment and repair	\$6,000.00	
PROGRAM COSTS		\$19,000.00
Membership program supplies	\$5,000.00	
Aquatic program supplies	\$12,000.00	
Birthday/Special event supplies	\$2,000.00	
SUB-TOTAL		\$1,321,500.00
CAPITAL CONSERVATION RESERVE		\$15,000.00
TOTAL		\$1,336,500.00

6.4.3 Estimated Operational Revenue

An estimate of the annual operational revenue associated with membership fees, aquatic program fees, fitness program fees, day use and drop-in fees, was developed.

(a) *Membership Fee Revenue*

A projection of the total annual revenue that may be generated through the purchase of memberships at the facility was developed. Data from the Aquatics Feasibility Study was complemented by the experience of similar municipal facilities to estimate the potential number of annual memberships that may be realized. Four membership categories have been used in the projection each based on an assumed monthly fee that reflects the results of the Aquatics Feasibility Study as well as the experience of similar facilities in the region. Table 32 summarizes the estimated revenue derived from memberships.

Table 32: Membership Revenue - Year 1 Operations - Indoor Aquatic Facility

Potential Membership Categories	Fee Assumptions	Estimated Number of Members (Year 1)
Adult Pool Membership	\$40/month	800
Senior Pool Membership	\$35/month	125
Family Pool Membership	\$65/month	900
Children/Youth/Teen/Student Pool Membership	\$30/month	400
		<u>2,225</u>

b) *Aquatic Program Fees*

A projection of the total annual revenue that may be generated through fees associated with the provision of registered instructional aquatic programs was developed. Data from the Aquatics Feasibility Study was complemented by the experience of similar municipal facilities to estimate the potential number of registered participants that may be realized. Program fees reflect the pricing of similar aquatic programs in the surrounding region. Table 33 summarizes the proposed aquatic programs to be provided, the number of hours of program provision per week, and the assumed price of program registration.

Table 33: Proposed Aquatic Programs and Associated Fees - Indoor Aquatic Facility

Potential Programs/Activities	Age Group	Price Assumptions	Number of Hrs/Week ¹⁷
Swimming Instruction Programs	Swim lessons: children, youth and teens	\$100/program session	18
	Swim lessons: adults and seniors	\$100/ program session	3
	Private-semi private instruction (All Ages)	\$100/10 x 1 hour sessions	3
	Lifeguard/Instructor Certification	\$150/8 week program session	3
Specialized Aquatic Instruction	Adult/senior	\$150/10 week program session	1
	Children/youth/teen	\$150/10 week program session	1
Aquatic Fitness Programs	Adult Aquatic Fitness Registered Programs	Adult \$100/14 week program session	4
	Senior Aquatic Fitness Registered Programs	Senior \$90/14 week program session	4
Aquatic Physical Therapy	Adult Registered Sessions	Adult \$100/14 week program session	4
	Senior Registered Sessions	Senior \$90/14 week program session	4

(c) Day Use and Drop-In Fees

A projection of the total annual revenue that may be generated through fees associated with the accessing the facility and specific programs and activities through the purchase of a "day use or visit pass" provision was developed. Data from the Aquatics Feasibility Study was complemented by the experience of similar municipal facilities to estimate the potential number of participants that may access services through this method. The proposed fees associated with day use and drop-in access reflect the pricing of similar aquatic services in the surrounding region. Table 34 summarizes the proposed aquatic day use and drop-in opportunities to be provided, the number of hours of access provided per week, and the assumed price of day use and drop-in fees.

¹⁷ More than one program/activity can occur concurrently, particularly swim lessons. Lane swim can occur in two lanes while other activities happen in the remainder of the pool.

Table 34: Proposed Aquatic Activity Day Use/Drop-in Opportunities and Associated Fees - Indoor Aquatic Facility

Potential Programs/Activities	Age Group	Price Assumptions	Number of Hrs/Week
Leisure/Recreational Swim	Leisure swim - Drop-in - All Ages	\$3.00/visit	14
	Adult Leisure Swim - Drop-in	\$3.00/visit	7
	Senior Swim - Drop-in	\$3.00/visit	10
	Parent and Tot Swim - Drop-in	\$3.00/visit per person	10
	Family Swim - Drop-in	\$3.00/visit per person	8
Lane/Lap Swim	Adult Lane/ Lap Swim - Drop-in	\$3.00/visit	6
	Senior Lane Swim- Drop-in	\$3.00/visit	4
Aquatic Fitness Programs	Adult drop-in	Adult \$10.00/visit	5
	Senior drop-in	Senior \$9.00/visit	3
Aquatic Physical Therapy	Adult - Drop-in	Adult \$10.00/visit	5
	Senior - Drop-in	Senior \$9.00/visit	4

(d) Private Rental

A projection of the total annual revenue that may be generated through rental fees associated with private use of specific areas of the facility was developed. The proposed rental rate associated this type of use reflect the pricing in similar types of municipal facilities. Table 35 summarizes the proposed rental fee and the number of hours of rental provided per week.

Table 35: Proposed Private Rental Associated Fees - Indoor Aquatic Facility

Potential Programs/Activities	Age Group	Price Assumptions	Number of Hrs/week
Private Rentals	Any	\$200/event	3 hours/week

(e) Additional Potential Sources of Operational Revenue

Some municipal aquatic facilities generate revenue from the provision of coin or token activated lockers. This may be a potential source of revenue for the Centre however since the analysis is based on a hybrid membership model of service provision, it would be reasonable to assume that "members" will assume that access to locker facilities would be provided free of charge and included in their membership. This would mean that supervision of locker use and

access could become problematic if a charge for their use was introduced. As a result, for the purposes of this analysis it has been assumed that any lockers provided for use in the Centre will be provided free of charge for all users.

There are also at least 4 potential sources of operational revenue that are not directly or specifically associated with the provision of aquatic programs and activities but are related to public use of the proposed facility including advertising, sponsorships, vending and retail sales. Revenue from these sources varies significantly among municipal facilities. For the purpose of this analysis these are considered to be potential additional sources of revenue, however they have not been included in the financial assessment. It should be noted that revenue from these sources associated with the proposed Facility may be impacted by the provision of these opportunities in the existing SPC facility.

(f) Projected Annual Revenues - Year 1 Operations

Table 36 presents a summary of the projected annual operational revenues (Year 1) based on the analysis and assumptions as stated in this report. These are high level estimates that reflect the anticipated and assumed use of the proposed facility.

Table 36: Estimated Annual Operational Revenues - Year 1 of Operations - Indoor Aquatic Facility

Revenue Source	Estimated Annual Revenue Detail (2018\$)	Estimated Annual Revenue (2018\$)
Membership Fees (Based on 2,225 memberships)		
Adult Pool Membership	\$230,000.00	\$755,000.00
Senior Pool Membership	\$30,000.00	
Family Pool Membership	\$410,000.00	
Children/Youth/Teen/Student Membership	85,000.00	
Aquatic Programs & Activities		
Leisure/Recreational Swim	\$30,000.00	\$167,000.00
Lane/Lap Swim	\$4,000.00	
Swimming Instruction Programs	\$65,000.00	
Aquatic Fitness Programs	\$25,000.00	
Aquatic Physical Therapy	\$25,000.00	
Private Rentals	\$18,000.00	
		\$922,000.00

(g) Consolidated Expenditures/Revenues Statement - Year 1 Operations - Indoor Aquatic Facility

A projection of the consolidated operational expenditures and revenues associated with the proposed Indoor Aquatic Facility based upon municipal management and operation is presented in Table 37. It is estimated that the facility would incur an operational deficit in the order of \$399,500.00 excluding provision for a contribution to a capital conservation reserve fund.

Table 37: Consolidated Expenditures/Revenues Statement - Year 1 - Operations Indoor Aquatic Facility

EXPENDITURE CATEGORY	PROJECTED EXPENDITURE (2018\$)
Salaries/Wages	\$979,000.00
General Office Costs	\$107,500.00
Occupancy & Maintenance Costs	\$216,000.00
Program Costs	\$19,000.00
TOTAL EXPENDITURES	\$1,321,500.00
REVENUE CATEGORY	PROJECTED REVENUE
Membership Fees	\$755,000.00
Aquatic Programs And Activities	\$167,000.00
TOTAL REVENUE	\$922,000.00
NET	(-\$399,500.00)
Capital Conservation Reserve	\$15,000.00
	(-\$414,500.00)

SECTION 7: FINANCING FACILITY DEVELOPMENT

The funding or financing of the capital cost of the development of a municipal facility similar to the Multi-Use Aquatic/Fitness Facility Concept or the Indoor Aquatic Facility Concept typically relies on a combination of funding sources including the following:

- *Grants from the provincial and federal levels of government.* Senior levels of government typically provide financial support to these types of facility developments based on the provisions of a government capital investment program. These programs typically involve provisions as to the qualifying focus of the capital investment and a funding formula which specifies the proportion of total project costs that may qualify for senior level government funding. Currently there are no specific provincial or federal grant programs specifically oriented to facility development such as proposed for Greater Napanee.

The 2014 New Building Canada Fund Provincial Territorial Infrastructure Component Small Communities Fund may offer a potential source of funding as eligible categories under the PTIC-SCF include "recreation", "civic assets" and "municipal buildings". In the provinces most projects will be federally cost-shared on a one-third basis. The following sub-categories of recreation projects are supported: new construction, additional capacity or rehabilitation of publicly owned, multi-use amateur sport or recreational facilities (including training facilities for high performance amateur athletes); parks, recreational trails, and paths; and community centres. Projects must support one or more of the following outcomes: Increases public access to, and participation in, physical activity or sports; supports programs for the development of Canadian amateur athletes, including hosting opportunities for regional, national or international amateur sporting events; supports community vitality by providing spaces for community activities, such as clubs, volunteer activities, social support, physical activity, and public meetings; or extends the life of an existing asset.

The Federal Gas Tax Fund Communities are able to use the federal GTF towards: Sport and Recreation. The 2014-2019 allocation to GTF for Ontario projects is approximately \$3.9 million. Specific allocations to municipalities are determined through federal-provincial-territorial GTF agreements.

As a result of the unknown timing or focus of federal and provincial infrastructure grant programs, many Ontario municipalities prepare for possible new government grant programs by undertaking all pre-development work so that their project is "shovel-ready" upon announcement of a new grant program. It is also common for municipalities to monitor all government grant programs to identify if the proposed facility may qualify for funding within the context of other grant funding themes such as energy conservation or economic development.

- *Municipal financing through capital funds accrued in a municipal reserve fund account.* Many municipalities have established capital reserve funds associated with the development of specific municipal facilities. In municipalities experiencing growth, many have a development charges policies by which funds are collected from developers and set aside to assist in funding municipal service costs associated with growth.
- *Municipal financing through debt financing or debenture.* The use of this source is often influenced by current, on-going debt servicing of the Municipality as specific limits to the amount of debt a municipality can incur are mandated by the provincial governments. This form of financing also has a high degree of political sensitivity as it directly impacts on municipal property taxes.

- *Municipal building user fee surcharges* may be placed on recreational user fees whereby a portion of the user fee is allocated to funding a specific recreational facility project. This works best where the user fee surcharge is associated with improvements to an existing municipal service such as the provision of indoor ice arenas. In the case of a new municipal service or facility, a surcharge may be applied in the form of a building fund so that eventual facility/service users contribute to the capital financing of the facility they use.
- *Community fund-raising activities and donations.* Most municipal recreational facility development in Ontario has benefited from some form of community fund-raising activities. While the success of these activities varies widely they are also considered an important activity to build community support for the proposed facility development.
- *Local private sector sponsorships.* These include the "selling" of facility naming rights and sponsorships associated with individual facility components, equipment and furnishings. The Town of Pelham recently received a \$1 million donation towards their new community centre facility and named the facility after the donor. Additional donations were received for individual facility areas. Sponsorship of the entire facility and individual facility components is typically negotiated for set periods of time and then renewed or new sponsorships are sought. An example is the Lebovic Leisure Centre (indoor pool, fitness centre, library, and multi-purpose rooms) in the Town of Whitchurch-Stouffville where the naming rights were 'sold' to the Lebovic development company for a period of ten years at \$100,000 per year.

The funding of the proposed facility in either option will in all likelihood require a funding strategy that includes each of these potential sources of funds.

Ministry of Municipal Affairs
and Housing

Ministère des Affaires municipales
et Logement

Municipal Services Division

Division des services aux municipalités

777 Bay Street, 16th Floor
Toronto ON M5G 2E5
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November 12, 2019

Dear Municipal Administrator,

Further to the November 1, 2019 letter from the Honourable Steve Clark, Minister of Municipal Affairs and Housing, I am writing to provide additional information about Ontario's new Municipal Modernization Program and advise that Intake 1 under the program is now open.

Under the Municipal Modernization Program, the province is making up to \$125 million available through 2022-23 to help 405 small and rural municipalities conduct new service delivery reviews, implement recommendations from previous reviews and undertake a range of projects, such as IT solutions or process improvements, to achieve cost savings and efficiencies.

Program guidelines and an Expression of Interest form for Intake 1 of the program are attached. Eligible projects under Intake 1 are reviews of municipal service delivery expenditures by independent third-party reviewers that will be completed by June 30, 2020. I encourage you to consider how your municipality might benefit from participation in Intake 1 of the Municipal Modernization Program and submit an Expression of Interest by December 6, 2019. Please see the attached guidelines for details about the program and how to apply.

Under future intakes of the program, municipalities will have the opportunity to apply for projects aimed at implementing service delivery efficiencies to achieve cost savings, in addition to service delivery reviews. Intake 2 under the program is planned for Spring/Summer 2020, with additional intakes expected through 2022-23. Participation in Intake 1 is not a requirement for participation in future intakes.

I look forward to continuing to work together to support your municipality in delivering efficient, effective and modern services for your residents. If you have questions about the program, I encourage you to reach out to your Municipal Services Office contact or email the ministry at Municipal.Programs@ontario.ca.

Sincerely,

Marcia Wallace
Assistant Deputy Minister

c. Municipal Treasurer

**TOWNSHIP OF SOUTH FRONTENAC
BY-LAW 2019-69**

**A BY-LAW TO CONFIRM GENERALLY PREVIOUS ACTIONS OF THE
COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF SOUTH
FRONTENAC.**

THEREFORE THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC, BY ITS COUNCIL, HEREBY ENACTS AS FOLLOWS:

1. The actions of the Council of the Corporation of the Township of South Frontenac at its Council Meeting of November 19, 2019 be confirmed.
2. Execution by the Mayor and the Clerk of all Deeds, Instruments and other Documents necessary to give effect to any such Resolution, Motion or other action and the affixing of the Corporate Seal to any such Deed, Instruments or other Documents is hereby authorized and confirmed.
3. This By-law shall come into force and take effect on the date of its passage.

Dated at the Township of South Frontenac this 19 day of November, 2019.

Read a first and second time this 19 day of November, 2019.

Read a third time and finally passed this 19 day of November, 2019.

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC**

Ron Vandewal, Mayor

Angela Maddocks, Clerk