



AGENDA

Corporation of the Town of Kirkland Lake
Regular Meeting of Council
Electronically via Zoom
Tuesday, April 6, 2021
4:40 p.m.

1. **Call to Order and Moment of Silence**

2. **Approval of the Agenda**

BE IT RESOLVED THAT the Agenda for the Regular Meeting of Council held on April 6, 2021 beginning at 4:40 p.m. be approved as circulated to all Members of Council.

3. **Declaration of Pecuniary Interest**

4. **Petitions and Delegations**

4.1 Timber Harvest Petition
Alata Clarkson

BE IT RESOLVED THAT the petition and delegation from Alata Clarkson be received.

5. **Acceptance of Minutes and Recommendations**

BE IT RESOLVED THAT Council approve the minutes of the following meetings:

- Minutes of the Regular Meeting of Council held March 23, 2021

6. **Reports of Municipal Officers and Communications**

6.1 Proposed Timber Harvesting: Kirkland Lake Landfill and Swastika North
Wilf Hass, Director of Economic Development

BE IT RESOLVED THAT Report Number 2021-DEV-011 entitled “**Proposed Timber Harvesting: Kirkland Lake Landfill and Swastika North**” be received,

THAT staff be directed to remove Block Ten (mining claims HR593, HR594, L4325, HR756, HR593, HR594, L4325, HR756, RSC 204, 209 and 210) from current harvesting consideration; and a report be prepared on the feasibility of designating Block Ten (mining claims HR593, HR594, L4325, HR756) as a municipal “conservation area” or “recreation area”,

THAT staff be directed to prepare a Request for Proposal for the harvesting of timber on PCL 9969 SEC CST; Mining Claim L28300 Gauthier Township, being known as Site One,

Kirkland Lake Landfill Block; TKL Blocks 4, 5 and 6 as described in this report, and that Recommendations Pertaining to Harvest Practices as presented in this report be applied,

THAT mining claims L14192, L40218, L24029 and L6083 abutting the Blanche River be removed from current harvesting consideration, and that staff be directed to prepare a report on the feasibility of partitioning these claims and selling them for future residential or recreational development, and

THAT staff allocate a portion of any revenues generated through any harvesting activity towards the cost of updating the Landowners Management Agreement, preparing mapping needed for any harvesting being commissioned.

6.2 Verbal COVID-19 Update
Bonnie Sackrider, Director of Community Services

BE IT RESOLVED THAT the verbal COVID-19 update be received.

6.3 2021 Capital Dollar Submission – Ice Plant Upgrade
Bonnie Sackrider, Director of Community Services

BE IT RESOLVED THAT Report Number 2021-CS-005 entitled “**2021 Capital Dollar Submission – Ice Plant Upgrade**” be received, and

THAT staff be directed to initiate the procurement of the Ice Plant Upgrade to ensure it can be manufactured and installed in 2021.

6.4 Service Delivery Review – Facilities
Bonnie Sackrider, Director of Community Services

BE IT RESOLVED THAT Report Number 2021-CS-006 entitled “**Service Delivery Review - Facilities**” be received, and

THAT staff be directed to begin to implement the 6 major recommendations/opportunities from the Service Delivery Review of Facilities:

1. Undertake facilitated senior management workshop – establish decision matrix/tree to guide Facility decisions and determine “Mission Dependency Index”. The estimated investment in Facilities based upon the current priorities is approximately \$8.5 million dollars over the next 4 years.
2. Develop the Facility Condition Index (FCI). Building Condition Assessments are required for the purpose of meeting Asset Management Plan regulatory requirements (O Reg 588/17) and PS3280 Asset Retirement Obligations (AROs). This is the first phase of the Facility Master Plan. Think long term not short-term fixes that cost more in the long run.

3. *Utilizing the principles of Facilities Management, undertake a five-year review of existing energy consumption for each facility. As part of the condition assessments, collect information on building equipment, age, energy utilization/conservation ratings.*
4. *Implement a Work Order/Asset Management System (in concert with Public Works).*
5. *Confirm the TEAM – New Roles and Responsibilities. Consider retaining Facilities Management Professional to oversee the Team and develop the Long-Term Facility Master Plan.*
6. *Establish a change management program to ensure the integration of Facility Management across the organization.*

6.5 Request to Enter into an Encroachment Agreement
Jenna McNaughton, Planning Administrator/Recycling Coordinator/Data Manager

BE IT RESOLVED THAT Report Number 2021-DEV-012 entitled “***Request to Enter into an Encroachment Agreement with 2 Government Road West for Underground Services***” be received, and

THAT staff be directed to present a by-law to authorize the Mayor and Clerk to execute an encroachment agreement for 2 Government Road West for underground services.

6.6 Community Improvement Plan Application Recommendations – Economic Development Committee
Wilf Hass, Director of Economic Development

BE IT RESOLVED THAT Memorandum Number 2021-EDC-001 entitled “***Community Improvement Plan Application Recommendations – Economic Development Committee***” be received, and

THAT Council approve a maximum \$5,000 disbursement for building renovations and a maximum \$5,000 disbursement for facade improvements, to be drawn from the Community Improvement Program, for the application submitted by Ms. Karen Suykens for 14 Government Road West, Kirkland Lake.

6.7 Recruitment and Selection Policy
Kassandra Young, Human Resources Supervisor

BE IT RESOLVED THAT Memorandum Number 2021-HR-007 entitled “***Recruitment and Selection Policy***” be received,

THAT Council for the Corporation of the Town of Kirkland Lake hereby repeals Policy Numbers CORP2020-010, CORP2020-011, CORP2020-012,

THAT Council for the Corporation of the Town of Kirkland Lake hereby approves the Recruitment and Selection Policy as presented, and

THAT staff be directed to insert the approved policy into the Corporate Policy Manual and upload the Recruitment and Selection Policy to the Town's website.

6.8 CAO Recruitment
Don Studholme, Interim CAO

BE IT RESOLVED THAT Report Number 2021-CAO-004M entitled "**Recruitment of the CAO**" be received.

7. Consideration of Notices of Motion

8. Introduction, Reading and Consideration of By-Laws

By-Law 21-027 Being a by-law to appoint a Clerk and Deputy Clerk for the Town of Kirkland Lake

BE IT RESOLVED THAT the following by-law be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto;

By-law Number 21-027, being a by-law to appoint a Clerk and Deputy Clerk for the Town of Kirkland Lake

By-Law 21-028 Being a by-law to stop up, close and declare the laneway located south of the lots 697 to 701, plan M118T as surplus land

BE IT RESOLVED THAT the following by-law be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto;

By-law Number 21-028, being a by-law to stop up, close and declare the laneway located south of the lots 697 to 701, plan M118T as surplus land

By-Law 21-029 Being a by-law to authorize the execution of an encroachment agreement with 268986 Ontario Inc. for a portion of road allowance adjacent to 2 Government Road West

BE IT RESOLVED THAT the following by-law be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto;

By-law Number 21-029, being a by-law to authorize the execution of an encroachment agreement with 268986 Ontario Inc. for a portion of road allowance adjacent to 2 Government Road West

9. Questions from Council to Staff

10. Notice(s) of Motion

10.1 Councillor Wight

11. Councillor's Reports

11.1 Councillor Updates

BE IT RESOLVED THAT the verbal updates from members of Council be received.

12. Additional Information

12.1 Notice of Public Meeting for the TKL Zoning By-Law Update

BE IT RESOLVED THAT the verbal notice of the TKL Zoning By-Law Update Public Meeting to be held April 20, 2021 be received.

12.2 2021 Corporate Calendar Amendment to May Council Meetings

BE IT RESOLVED THAT the amended 2021 Corporate Calendar be received.

12.3 2020 Provincial Offences Administration Annual Report

BE IT RESOLVED THAT the 2020 Provincial Offences Administration Annual Report be received.

13. Closed Session

BE IT RESOLVED THAT Council move into a Closed Session pursuant to Section 239(2) to discuss 1 matter pertaining to a position, plan, procedure, criteria, or instructions to be applied to any negotiations carried on behalf of the municipality.

14. Matters from Closed Session

15. Confirmation By-Law

By-law 21-030 Being a by-law to confirm the proceedings of Council at its meeting held April 6, 2021

BE IT RESOLVED THAT the following by-law be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto;

By-law Number 21-030, being a by-law to confirm the proceedings of Council at its meeting held April 6, 2021.

16. **Adjournment**

BE IT RESOLVED THAT Council adjourn the April 6, 2021 Regular Meeting of Council.

Petition to Put an End to the proposed Timber Harvest of Swastika North
2021-DEV-002

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

Legal Description: Harvesting in all or part of the following:

- Block TK4: Mining Claims: L7058, L7057, L16680, L4869, L16614, L4230, L14192, L40218
- Block TK5: Mining Claims: L6863, L6843, L9814, L9809, L9811, L24029, L6083
- Block TK6: Mining Claims: L9810, L7411, L6842, L9812, L9813, L390, L4266
- Block TK10: Mining Claims RSC210, RSC209, RSC210

Possible Access Options:

- Swastika via Riverside Street (short distance, one value crossing, summer construction, facilitates access to riverfront)
- South Bay Road (longer distance, multiple value crossings, winter operations, additional time to harvesting)

Composition: Jack Pine, Spruce Poplar, Birch

Our proposal to council is to leave the municipal land surrounding the community of Swastika intact and untouched. We believe the Town of Kirkland lake has a duty to provide environmental stewardship, and we implore you to protect this land and allow it to continue to act as a natural playground to the residents of Swastika and Kirkland Lake. We are asking the Town of Kirkland Lake to provide a protected green belt for Swastika to protect us from any future developments that would destroy the way of life we have grown to love.

The petition to stop this harvest has received a lot of support. Although we do have signatures from people outside of the area it highlights the importance of maintaining and supporting healthy environmental practices, we can rebuild and create a healthy thriving forest without a harvest.

Currently, the trails that are used in the winter months to avoid the Ontario Federation of Snowmobile Club trails extend from TK10 to TK5. There are many old roads and trails that could be developed with minimal effort, into a larger system of hiking trails with varying degrees of difficulties. Mr. Hass has advised that he would recommend to council the removal of TK10 from the proposed Harvest, however the majority of the residents don't believe this to be satisfactory, as it will effectively destroy the trails that are used during the winter months to respect the OFSC users on L104. With an organized plan from the Town of Kirkland lake, a volunteer group could turn these trails into a proper trail system with minimal effort for everyone to enjoy.

Numerous members of the community of Swastika have already volunteered to donate funds for the cost of signage to mark the trails and any signage needed to curb liabilities as well as support any start up costs associated with a trails club. The residents are ready to work and donate to make this a reality. The municipal lands proposed for this harvest offer the residents many different ways to get outside and enjoy nature. With many doctors prescribing nature and outside exercise as an effective method to battle depression and many anxiety disorders, and with the continuing regulations of Covid-19, it is important to keep environmental preservation at the forefront of our minds. Swastika has sliding hills, snowshoeing and hiking trails, feeding stations for birds and beautiful spaces to allow our children to play and explore and just be kids. This is ultimately a reason why many people have chosen to purchase properties and homes in this community, and want to ensure these areas remain preserved.

The residents of Swastika would not be opposed to a potential residential development along the Blanche River to provide additional sought after housing for the area, however it must be done in a way to preserve the beauty of lands surrounding Swastika, as that is what makes it such a desirable area in which to live. By moving forward with the Timber harvest North of Swastika, it would diminish the allure of home ownership in the community and could force potential new residents to seek out options in surrounding townships, reducing any potential tax revenue.

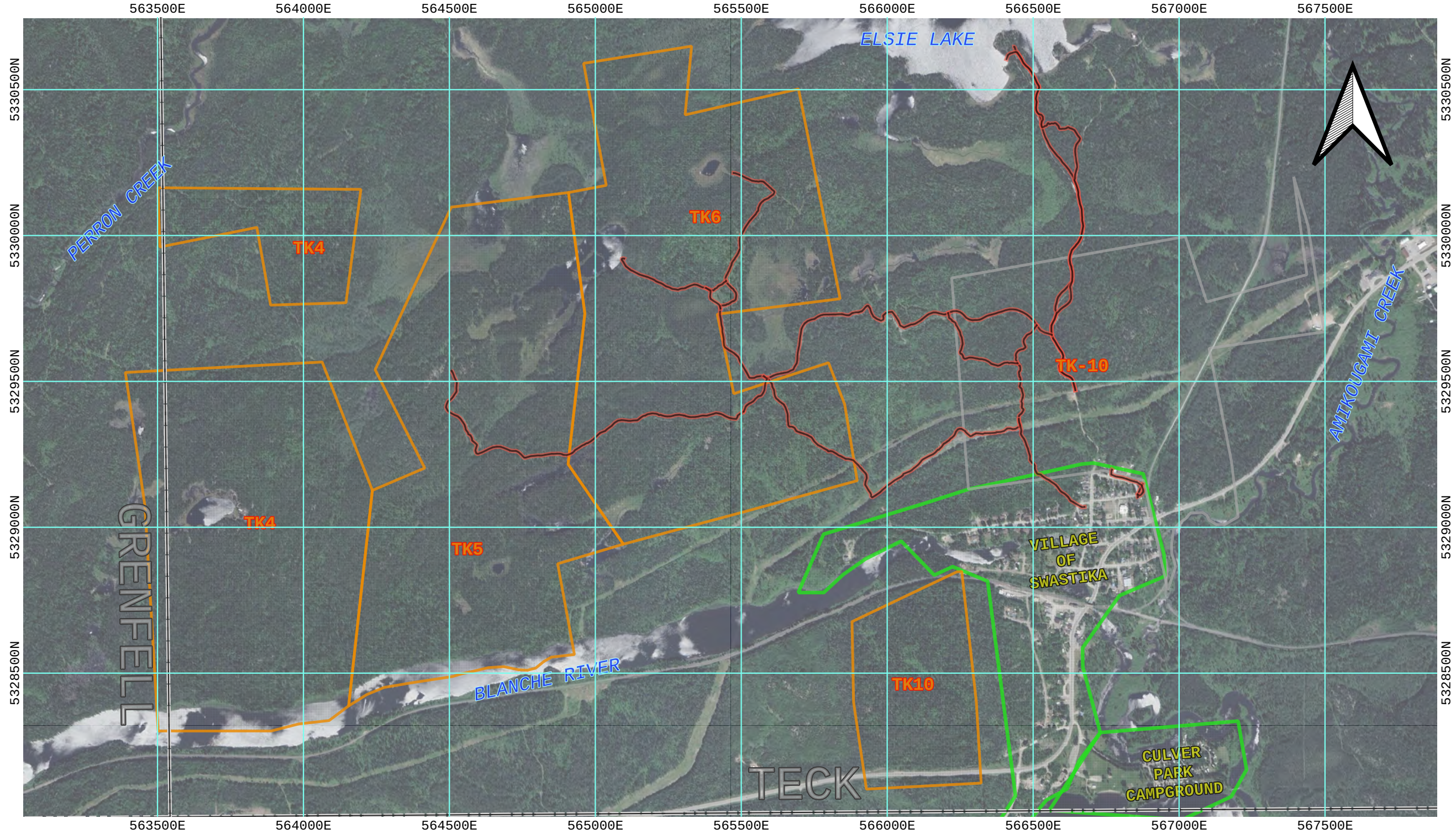
We collectively hope the municipality sees how important it is to the tax paying citizens of Swastika and Kirkland Lake to allow the land to remain untouched and to seek out different avenues to generate income to invest into community development. This proposal has made your constituents feel as though they need to fight for their homes, their quality of life and their desire to keep themselves nestled in a small community surrounded by nature.

We implore the Mayor and Council to strongly consider the social well being of their constituents before making any decision for this land. There are so many other options available to you to exhaustively explore before a harvest is considered within such close proximity to a community which cherishes these forested areas. This municipal land has provided a playground for Swastika residents for generations. It is up to you to protect its memory and build it into something better than before. Together we can preserve the beauty of our area and continue to be proud of the place we call home,

Thank you

Alata Clarkson

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]



NAD83 Zn 17 N
March 2021
District of Temiskaming

MAP SHOWING TRAILS (AERIAL)

- Trails
- Areas to be Timbered
- Township Line
- No timbering
- Habitation

Comments

Name	Location	Date	Comment
Rose-Lyne D'Aoust-Messier	KrkIk, Canada	2021-03-15	"We need to have more access to walking trails accessible for healty lifestyles and to make our community more attractive to new comers. Furthermore, plans to cut close to water sources are not good forest management practices as it limits the ability of the land to absorb rain, spring melt runs offs and increases the risk of flooding."
Natalie Lozeau	Canada	2021-03-15	"Keep nature !!!"
Ginette Guilbeault	Virginiatown, Canada	2021-03-15	"Ginette Guilbeault"
Brenna Walker	Swastika, Canada	2021-03-15	"I used to play in these woods as a kid, and my parents still live in swastika"
Patrice Tétreault	Rouyn-Noranda, Canada	2021-03-15	"There must be other options in respect of the other users."
Heather Mcfarlane	Kirkland Lake, Canada	2021-03-15	"Nature in our area needs to be cherished. Its not right"
Christine Harrington	Kirkland Lake, Canada	2021-03-15	"I don't feel they should be cutting near our small towns, it takes away the natural beauty of this land and the reason so many move to northern communities. These areas provide better air quality, nature trails and woods to explore and to find solitude."
Luce Moore	Kirkland Lake, Ontario, Ontario, Canada	2021-03-16	"These properties have bigger potential than timber"
katie nolan	Toronto, Canada	2021-03-16	"Swastika is a beautiful place and the Bush is what makes it so beautiful."
Alan Buckworth	Swastika, Canada	2021-03-16	"They harvested down the road from me already. There are other areas nearby they can pick from."
Dr Cynthia Young	Barrie, Canada	2021-03-16	"We need the trees to BREATH"
Hayley Crowther	Welland, ON, Canada, Canada	2021-03-16	"I love visiting my friends and family that live here. I try to visit every season. Hiking near the lake is my favourite."
Jen Vachon	Larder Lake, Canada	2021-03-16	"Jennifer Vachon"
Nancy Habinski	Kemptville, Canada	2021-03-16	"Cutting trees in this community should be stopped and especially if Canada wants to meet its environmental goals."
R Mclean	Whitby, Canada	2021-03-16	"Leave the trees where they belong. In the ground"
Gardner Donna	North Bay, Ontario, Canada	2021-03-16	"I am signing this because I lived in Swastika for many years and always enjoyed the outdoors"

Name	Location	Date	Comment
jeremy jodouin	north bay, Canada	2021-03-16	"Im tired of the government on all levels having zero regard for its citizens and our enviroment."
kathy cook	Kirkland Lake, ontario, Canada	2021-03-16	"I'm a resident of North Eastern Ontario. We need to keep our trails and forestry in the North as is. Its hone to many animals also."
Catherine Cozac	Cobalt, Ontario, Canada	2021-03-16	"I agree leave it be"
Susan Sigal	Sudbury, Canada	2021-03-16	"Grew up in Kirkland Lake Ontario and Swastika Ontario"
julie bougie	south porcupine on, Canada	2021-03-16	"So sad 💎"
Nathan Johnson	Beachburg, Ontario, Canada	2021-03-16	"its the right thing to do"
Ian Salenius	Kirkland Lake, Canada	2021-03-16	"I have often hiked up to Beatrice Lake and in fact when teaching in Swastika many years ago used to take my class up there for tree identification etc."
Lynda McTaggart	Timmins, Canada	2021-03-16	"no, no. no!"
Victoria Rose mclean	Toronto, Canada	2021-03-16	"KL is cool. Nature is cool"
Sandra Mungal	Brampton, Canada	2021-03-16	"We need oxygen to survive"
John Pezzack	Bolton, Canada	2021-03-17	"Public Zoom meeting March 17 at 7 pm. Email edd@tkl.ca to be sent details. Info on Kirkland Lake website."
John Pezzack	Bolton, Canada	2021-03-17	"Public Zoom meeting March 17 at 7 pm. Email edd@tkl.ca to be sent details. Info on Kirkland Lake website."
John Pezzack	Bolton, Canada	2021-03-17	"Interesting time of year to seek input... better get it done before the influx of tax paying and town supporting summer folks hear about it."
Dr Cynthia Young	Barrie, Canada	2021-03-17	"ENOUGH IS ENOUGH Keep the trees, the world needs oxygen, recreation, animal habitat, & natural biodiversity. You can't get it back once it's gone. The powers that rule there have destroyed enough. ENOUGH IS ENOUGH."
Cody Burak	Kirkland Lake, Canada	2021-03-17	"Find another alternative measure to fill the town's coffers. Not destroy trails, scenery and habitats of many animals that dwell there. The last two years for KL township have been embarrassing. Our Mayor is not even in office at this point due to threatening messages to our counsel members. I believe the town of Kirkland Lake needs to adhere to our locals. They need to listen. They're failing us more and more. Clear cutting these listed areas is horrible. If they do so I believe ever member of counsel including the mayor should be forced out. To never be able to run again."
Fred Ford	Oshawa,Ont, Canada	2021-03-18	"I agree as I watch our farmland all become sub divisions here in Oshawa."

Name	Location	Date	Comment
Erin Lamothe	Swastika, Canada	2021-03-18	"I'm signing because I live in the area and I moved here so my children could enjoy what Northern Ontario has to offer. Hunting, fishing and the great outdoors. Removing the habitat of many different animals and depleting the area of its natural playground just to make some money is shameful and down right disgusting. I realize that the forestry industry is needed, but why right in our backyard?"
Nancy Chalifouxx	Kirkland Lake, Ontario, Canada	2021-03-19	"I'm signing this petition because it is very important to preserve the natural habitat of animals. Already too many trees are being cut down. We live in the north for a reason. Please preserve the land."
Jane Leavitt	Swastika, Canada	2021-03-20	"Trees all over the world are being destroyed at an alarming rate. The environment is being sacrificed for the sake of profit. Deforestation has serious effects on air, soil erosion, loss of biodiversity and climate change. It's time for less destruction and more happiness and hope. Please don't destroy the happiness that the forest gives to the people of Swastika and Kirkland Lake. One small step to saving this forest is one large step to restoring our planet. We must begin now, not later, to minimize our carbon footprint on the environment. Save the trees! Jane Leavitt"
Cathy Dupuis	Sault Sainte Marie, Canada	2021-03-21	"Resident of this area deserve the forested and biodiverse lands surrounding their homes to remain in an uncleared and natural state."
Michelle Chouinard	verdun, Canada	2021-03-21	"Go go go! Let's save this forest! On Forest at a time we will save the planet and us at the same time"
Christine Cantin	Ottawa, Canada	2021-03-21	"Our beautiful forests and trails are some of the treasures we can be proud of in Kirkland Lake and Swastika. Let's not sell off our natural beauty and biodiversity."
Sarah Cantin	Ottawa, Canada	2021-03-21	"If we tear down trees and wildlife we will have nothing left and us ourselves will go extinct."
Rose Blaauw	Swastika, Canada	2021-03-22	"Swastika is my new home. I moved here a year ago and fell in love with my surroundings . The few outdoor safe spaces we have are all we have in this small community . I want to live somewhere that makes me proud . Not somewhere that makes me upset and ashamed . Do not take away the one thing keeping us sane during a pandemic, or ever ."
Klara Franklyn	Oakville, Canada	2021-03-22	"We need more woodlands and proper environmental stewardship. This is a shameful attack on biodiversity and the health of the people who live there."
Hannah Klepp	Toronto, Canada	2021-03-22	"I love visiting this small place because of it being quiet and remote !"
Ryan Thompson	Kirkland Lake, Canada	2021-03-22	"We need our forestry and crown land.If the bears last year weren't a big enough indication that we're taking away there homes, imagine how many more we will have this year"

Name	Location	Date	Comment
Juliana Saxton	Toronto, Canada	2021-03-22	"Small, concerned communities like Swastika are essential to the wellbeing of Canada. So are the trees. To grow a nation takes as long as takes to grow a tree. Please think of the long-term and not get blindsided by a lack of imagination."
Nicole Asselin	Kirkland Lake, Canada	2021-03-23	"The trails are super important to the community."
Therese & Daren Allaire	Kirkland Lake, Ontario, Canada	2021-03-23	"It's the right thing to do to protect nature's beauty right in our backyard"
Carolyn Judd	Kirkland Lake, Canada	2021-03-23	"We need to stop chopping our trees and start planting them instead."
Sonia Lang	Kirkland Lake, Canada	2021-03-23	"Devastating to our wildlife. The bears etc will be coming into town looking for food. Also the chemical spraying afterwards is detrimental to both humans and animals. 💎"
ashley wallis	swastika, Canada	2021-03-23	"where will all the animals live. didnt they take enough from match area"
W Murdy	Huntsville, Canada	2021-03-23	"It is more than timber. It's a playground for residents"
Chandler Alarie	Kirkland Lake, Canada	2021-03-26	"Swastika should not have to worry about this happening. Go elsewhere!!!"
antonio lucci	montreal, Canada	2021-03-26	"Nature over profit"
Paige Simpson	Barrie, Canada	2021-03-28	"Leave the land"
Hendrik Blaauw-Hernandez Fernandez	Kirkland Lake, Canada	2021-03-28	"Communities need to be there for their citizens. People are the lifeblood of keeping a community alive and thriving. Don't take things away, rather give freely and in abundance."
Adam Cox	Barrie, Canada	2021-03-28	"Natural destruction in exchange for money."
Michelle Gabriel	Kirkland Lake, Canada	2021-03-28	"We've lost enough of our bush. It's all we have around here. We're not a city, we're a close town with lots of wildlife. We've lost enough from a big fire we had before. We bring our children in the bush on camping trips, hunting, fishing and trapping. Stop trying to tear it down!"
Ashley MacKinnon	Kirkland Lake, Canada	2021-03-29	"I grew up in Swastika, leave it alone!"
TINA GATZ	Oshawa Ontario, Canada	2021-03-31	"I don't think they should just cut down for profit absolutely no reason at all."

Signatures

Name	Location	Date
Alata Clarkson	Welland, Canada	2021-03-14
Katherine Quinn	Swastika, Ontario, Canada	2021-03-15
Stacey Mclean	Kirkland lake, Quebec, Canada	2021-03-15
Claire Peters	King Kirkland, Canada	2021-03-15
Dianne Jelly	Terrebonne, Quebec, Canada	2021-03-15
Katie Chapeskie	London, Ontario, Canada	2021-03-15
Carmen Lauzon	Kirkland Lake, Ontario, Canada	2021-03-15
J.ayne Auranen	Kirkland Lake, Ontario, Canada	2021-03-15
Douglas Beaudoin-Demary	Thunder Bay, Ontario, Canada	2021-03-15
Ashley-Anne Brandt	Kirkland Lake, Ontario, Canada	2021-03-15
Brandon Milford	Kirkland lake, Quebec, Canada	2021-03-15
Jeffrey Pegg	Kapuskasing, Ontario, Canada	2021-03-15
Tammy Alexander	Kirkland Lake, Ontario, Canada	2021-03-15
Angele Dolbec	Elliot Lake, Canada	2021-03-15
Trevis Carey	Kirkland Lake, Ontario, Canada	2021-03-15
Kristal Spadetto	Kirkland Lake, Ontario, Canada	2021-03-15
kennedy White	Kirkland Lake, Ontario, Canada	2021-03-15
Devin Lippett	Swastika, Quebec, Canada	2021-03-15
Tyler Tessier	Kirkland lake, Ontario, Canada	2021-03-15
Evan Quinn	Kirkland Lake, Ontario, Canada	2021-03-15

Name	Location	Date
ROB TAYLOR	Toronto, Ontario, Canada	2021-03-15
Shauna Howey	Kirkland Lake, Ontario, Canada	2021-03-15
Jean Lozeau	Kirkland Lake, Canada	2021-03-15
Shelly Duchesne	Englehart, Ontario, Canada	2021-03-15
Ryan Janssen	Sesekinika, Quebec, Canada	2021-03-15
Lynsey Topliss	North Bay, Ontario, Canada	2021-03-15
Himmat Singh	Dartmouth, Nova Scotia, Canada	2021-03-15
Paige Clarke	Kirkland lake, Quebec, Canada	2021-03-15
Brandi Beaven	Kirkland Lake, Ontario, Canada	2021-03-15
Anna McPherson	Kirkland Lake, Ontario, Canada	2021-03-15
Samantha Moreau	Sesekinika, Ontario, Canada	2021-03-15
Jo-Ann Mundy	Kirkland Lake, Ontario, Canada	2021-03-15
Jeremy Claydon	New Liskeard, Canada	2021-03-15
Jasmine Fox	Kirkland Lake, Canada	2021-03-15
Marilyn Greening	Dane, Ontario, Canada	2021-03-15
Matthew Moreau	Swastika, Canada	2021-03-15
Laura Ventresca	Dundas, Ontario, Canada	2021-03-15
Beck Waldron	Charlton, Ontario, Canada	2021-03-15
Thomas Ley	Burlington, Ontario, Canada	2021-03-15
Stephanie Gabriel	Kirkland lake, Quebec, Canada	2021-03-15
Kelsey MacKinnon	Kirkland Lake, Ontario, Canada	2021-03-15
Sylvain Doucet	Haileybury, Quebec, Canada	2021-03-15

Name	Location	Date
Brian Webber	Kirkland lake, Ontario, Quebec, Canada	2021-03-15
Marlene mowat	nettie lake, Canada	2021-03-15
Sarah Phillips	Kirkland lake, Ontario, Canada	2021-03-15
Bridget Taylor	Windsor, Canada	2021-03-15
Robyn Wells	Kirkland Lake ON, Canada	2021-03-15
Tabitha Blij	Kirkland Lake, Ontario, Canada	2021-03-15
Jessica Roy	Kirkland Lake, Ontario, Canada	2021-03-15
Ted Comba	Kirkland Lake, Ontario, Canada	2021-03-15
Fiona Poupart	Kirkland Lake, Ontario, Canada	2021-03-15
Amy Danchuk	Kirkland Lake, Ontario, Canada	2021-03-15
Roger Lafreniere	Kirkland Lake, Ontario, Canada	2021-03-15
Brittany Dubois	Kirkland Lake, Ontario, Canada	2021-03-15
Kim Moreau	Kirkland Lake, Ontario, Canada	2021-03-15
Caden Souriol	Kirkland Lake, Ontario, Canada	2021-03-15
Joel Renaud	Kirkland Lake, Canada	2021-03-15
Rose-Lyne D'Aoust-Messier	KrkIk, Canada	2021-03-15
Violet Humeniuk	Kirkland Lake, Canada	2021-03-15
Kristy Julien	Swastika, Canada	2021-03-15
Deanna Belec	Kirkland Lake, Ontario, Canada	2021-03-15
Diane Demers	Iroquois Falls, Ontario, Canada	2021-03-15
Michelle Girodat	Swastika, Quebec, Canada	2021-03-15
Amanda Portelance	Montréal, Quebec, Canada	2021-03-15

Name	Location	Date
Agnieszka Cabon	Kirkland Lake, Canada	2021-03-15
Jeannette Felster	Kirkland lake, Ontario, Canada	2021-03-15
Janet Bigelow	Mississauga, Canada	2021-03-15
Mckayla Wilson	Kirkland Lake, Ontario, Canada	2021-03-15
Lorrie Brough	Kirkland Lake, Ontario, Canada	2021-03-15
Brianna Julien	Kirkland Lake, Ontario, Canada	2021-03-15
Lori Armstrong	Kirkland Lake, Canada	2021-03-15
Jean-Marie Messier	Montréal, Canada	2021-03-15
Cindy Nylund	Chaput Hughes Ontario, Ontario, Canada	2021-03-15
Yves Dupont	Toronto, Ontario, Canada	2021-03-15
Patti Rozich	Kirkland Lake, Ontario, Canada	2021-03-15
Susan Berlingeri	Kirkland Lake, Canada	2021-03-15
Laura Zapotochny	Larder Lake, Ontario, Canada	2021-03-15
normand laforest	Timmins, Ontario, Canada	2021-03-15
Margaret Lingenfelter	Swastika, Ontario, Canada	2021-03-15
Eric Hamelin	Toronto, Ontario, Canada	2021-03-15
Mathiew Scratch	Corbeil, Canada	2021-03-15
Emma LaCarte	Kirkland Lake, Ontario, Canada	2021-03-15
Gil Pilon	Kirkland Lake, Ontario, Canada	2021-03-15
Natalie Lozeau	Canada	2021-03-15
Ginette Guilbeault	Virginiatown, Canada	2021-03-15

Name	Location	Date
Shelley Borden	Temiskaming Shores, Ontario, Canada	2021-03-15
Corrine Gill	Kirkland Lake, Ontario, Canada	2021-03-15
Wendy Wren	Cobourg, Ontario, Canada	2021-03-15
Chris Bruno	Thunder bay, Canada	2021-03-15
Jason Reed	Tillsonburg, Ontario, Canada	2021-03-15
Joey Caya	Larder lake, Quebec, Canada	2021-03-15
Kara Deighton	Kirkland Lake, Ontario, Canada	2021-03-15
Sheila Smith	Smiths Falls, Ontario, Canada	2021-03-15
Brian mc dougall	Kirkland Lake, Ontario, Canada	2021-03-15
Mike Strachan	Kirkland Lake, Ontario, Canada	2021-03-15
Olga Kmyta	Kirkland Lake, Ontario, Canada	2021-03-15
Karen Joyner	Ottawa, Ontario, Canada	2021-03-15
Rixk Bruneau	Kirkland Lake, Canada	2021-03-15
Natosha Tavares Cabral	Vaughan, Ontario, Canada	2021-03-15
Wayne Bigras	Temiskaming Shores, Ontario, Canada	2021-03-15
Catherine Prisor	Brighton, Canada	2021-03-15
Ashley Waldron	Swastika, Quebec, Canada	2021-03-15
Sheri Snow	Ramore, Ontario, Canada	2021-03-15
Roxanne Gravel	Earlton, Ontario, Canada	2021-03-15
Jamie Topliss	Wasaga beach, Canada	2021-03-15
Julie Martin	Kirkland Lake, Ontario, Canada	2021-03-15
Jesse Robazza	Kirkland Lake, Canada	2021-03-15

Name	Location	Date
Sean McCarthy	Kirkland Lake, Ontario, Canada	2021-03-15
Loriena Gostlin	Victoria, Canada	2021-03-15
Cathy Mclaughlin	Kirkland Lake, Canada	2021-03-15
Isabelle Daoust	Ottawa, Canada	2021-03-15
Sarah Jones	Wasaga Beach, Ontario, Canada	2021-03-15
Paige Elder	Kirkland Lake, Ontario, Canada	2021-03-15
Hannah Beeson	Kirkland Lake, Ontario, Canada	2021-03-15
chantal perrier	kirkland lake, Canada	2021-03-15
Mike Cook	Kirkland Lake, Canada	2021-03-15
Ryan Perkins	Kirkland Lake, Canada	2021-03-15
Derek Lee	Ramore, Canada	2021-03-15
Tyler Letellier	Kirkland Lake, Canada	2021-03-15
Brian Morris	Kirkland Lake, Canada	2021-03-15
Tracy Savignac	Timmins, Canada	2021-03-15
Deana MacDonald	Kirkland Lake, Canada	2021-03-15
Bailey Gilbert	Montréal, Canada	2021-03-15
Jonathan Lebitt	Kirkland Lake, Canada	2021-03-15
Stephanie Renaud	Kirkland Lake, Canada	2021-03-15
Lori Leveille	Kirkland Lake, Canada	2021-03-15
George Rocks	Orangeville, Canada	2021-03-15
Noëlla Villeneuve	Longlac, Canada	2021-03-15
Kathleen Doonan	kirkland lake, Canada	2021-03-15

Name	Location	Date
Colin Chalk	Ottawa, Canada	2021-03-15
Vicky Emberley	Montréal, Canada	2021-03-15
Robert Morrison	Timmins, Canada	2021-03-15
Lynda Moore	Tarzwell, Canada	2021-03-15
Genevieve Roy	Toronto, Canada	2021-03-15
Brenna Walker	Swastika, Canada	2021-03-15
Colleenl Callin	Kirkkand lake, Canada	2021-03-15
Jessica Moore	Swastika, Canada	2021-03-15
Benoit Ferland	Laval, Canada	2021-03-15
Kayla Hayes	Swastika, Canada	2021-03-15
Shana Boudreault	Kirkland Lake, Canada	2021-03-15
Kevin Lawrence	Swastika, Canada	2021-03-15
Tarisha Bertin	Montréal, Canada	2021-03-15
Carol Rutetzki Borowski	Canada	2021-03-15
Rick Hebert	North Bay, Canada	2021-03-15
Bryden Tilley	Terrebonne, Canada	2021-03-15
Sandra Orr	Kirkland Lake, Canada	2021-03-15
Dave Mattice	Sesekinika ont, Canada	2021-03-15
Samantha Pilon	Swastika, Canada	2021-03-15
Jeanne Burnside	Kirkland Lake, Canada	2021-03-15
Emma von Keitz	Peterborough, Canada	2021-03-15
Paul Horak	Mississauga, Canada	2021-03-15

Name	Location	Date
Hannah Parsons	Vancouver, Canada	2021-03-15
Brian P Culhane	Elk Lake, Canada	2021-03-15
Louise Hayes	Woodlawn, Canada	2021-03-15
Sandra Gelinias	Terrebonne, Canada	2021-03-15
Lisa Key-Tessier	Swastika, Canada	2021-03-15
Kayla Smallwood	Kirkland Lake, Canada	2021-03-15
Barbara Beeson	Chaput Hughes, Canada	2021-03-15
Christine Chartrand	Swastika, Canada	2021-03-15
Mal Surtees	Kirkland Lake, Canada	2021-03-15
Tarisha Mcdougall	Montréal, Canada	2021-03-15
Meagan Fic	Kirkland Lake, Canada	2021-03-15
Deanna Baker	Kirkland Lake, Canada	2021-03-15
Steve Taylor	Qualicum Beach, Canada	2021-03-15
Kaija Grasis	Gatineau, Canada	2021-03-15
Cassandra Desjardins	Timmins, Canada	2021-03-15
Jordain Laferriere	Tarzwell, Canada	2021-03-15
Mackenzie Cowie	Sudbury, Canada	2021-03-15
France Daigle	Kirkland Lake, Canada	2021-03-15
Sheldren Guindon	Kirkland Lake, Canada	2021-03-15
Barb Kiely	Kirkland Lake, Canada	2021-03-15
Christine Tétreault	Kirkland Lake, Canada	2021-03-15
Debbie McCrank	Swastika, Ontario, Canada	2021-03-15

Name	Location	Date
Sue Nielsen	New Liskeard, Canada	2021-03-15
Chantel Reid	Kirkland lake, Canada	2021-03-15
Mitch Wuorinen	Englehart, Canada	2021-03-15
Tania Brisson	Beamsville, Canada	2021-03-15
Val Chevrefils	Sturgeon Falls, Canada	2021-03-15
Dale Read	Swastika, Canada	2021-03-15
Patrice Tétreault	Rouyn-Noranda, Canada	2021-03-15
Brandy Howard	Simcoe, Canada	2021-03-15
marie heon	north bay, Canada	2021-03-15
Barb Andetson	Sudbury, Canada	2021-03-15
Whitney Jardine	Windsor, Canada	2021-03-15
Valerie Gustar	Pinawa, Canada	2021-03-15
Ashley Voros	Kirkland Lake, Canada	2021-03-15
Janie Hendershot	Hamilton, Canada	2021-03-15
Carole Fordyce	Montréal, Canada	2021-03-15
Rolf von Keitz	Swastika, Canada	2021-03-15
Brittany Krause	North Bay, Canada	2021-03-15
sarah bourque	Sesekinika, Canada	2021-03-15
Cassandra Beaudoin	Haileybury, Canada	2021-03-15
Roman Borowski	Kirkland Lake, Canada	2021-03-15
Graham Payne	Kirkland Lake, Canada	2021-03-15
Heather Mcfarlane	Kirkland Lake, Canada	2021-03-15

Name	Location	Date
Cora Sutton	Kapuskasing, Canada	2021-03-15
Diane turmel	Englehart, Canada	2021-03-15
nancy nieman	Barrie, Canada	2021-03-15
Lisa Krzeszowiec	Amos, Canada	2021-03-15
Nicole Todd	South River, Canada	2021-03-15
Katie Dolan	Swastika, Canada	2021-03-15
Lacey Lightfoot	Toronto, Canada	2021-03-15
Paul St jarre	Hearst, Canada	2021-03-15
Sarah Johnston	Aylmer, Canada	2021-03-15
Emma Chaylt	Kirkland Lake, Canada	2021-03-15
David Key	Port Perry, Canada	2021-03-15
Tania Benoit-Brown	Kirkland Lake, Canada	2021-03-15
Maureen Waugh	North Bay, Canada	2021-03-15
Christine Munro	Kirkland Lake, Canada	2021-03-15
Jasmine Connelly	Swastika, Canada	2021-03-15
Jordane Plante-Ouellette	Mattice, Canada	2021-03-15
Merdy Armstrong	Hearst, Canada	2021-03-15
Melissa Kingsbury	Kirkland Lake, Canada	2021-03-15
Holly Castellani	Kirkland lake, Canada	2021-03-15
Hayley Webster	Terrebonne, Canada	2021-03-15
Valerie Lang	Kirkland Lake, Canada	2021-03-15
Amanda Marshall	Kirkland Lake, Canada	2021-03-15

Name	Location	Date
Sarah Brown	Regina, Canada	2021-03-15
Ryan Luke	London, Canada	2021-03-15
Jamie Brown	Kirkland Lake, Canada	2021-03-15
Mark Roy	Kirkland Lake, Canada	2021-03-15
Leslaw Binkowski	Englehart, Canada	2021-03-15
Abby Charbonneau	Kirkland Lake, Canada	2021-03-15
Heather Leveille	Parkhill, Canada	2021-03-15
Christine Harrington	Kirkland Lake, Canada	2021-03-15
Bonnie Smith	Montréal, Canada	2021-03-15
Janie Neron	Kapuskasing, Canada	2021-03-15
Linda Fraser	Niagara Falls, Canada	2021-03-15
Beverly Wakefield	Saint Thomas, Canada	2021-03-15
Cindy Scott	Hearst, Canada	2021-03-15
Lou Chouinard	Kirkland Lake, Canada	2021-03-16
Claudia Barragan	San Pedro Cholula, Mexico	2021-03-16
Marilyn Dobosi	Kirkland Lake, Canada	2021-03-16
Erika Livingston	Kirkland Lake, Canada	2021-03-16
Chloe Bishop	Swastika, Canada	2021-03-16
Jillian Young	Kirkland lake, Canada	2021-03-16
Connor Sutton	Kapuskasing, Canada	2021-03-16
Lorraine Belanger	Kirkland lake, Canada	2021-03-16
Meghan Lemay	North Bay, Canada	2021-03-16

Name	Location	Date
Cheryl Swanson	Kirkland Lake, Canada	2021-03-16
Ashley Peters	Larder Lake, Canada	2021-03-16
K Armstrong	Kirkland Lake, Canada	2021-03-16
William McKelvey	Swastika, US	2021-03-16
Chris Oslund	Haileybury, Canada	2021-03-16
Lucas Murdy	Courtenay, Canada	2021-03-16
Amanda Roy	Kirkland Lake, Canada	2021-03-16
Melanie Lautaoja	Swastika, Canada	2021-03-16
Kellyn Ames	Swastika, Canada	2021-03-16
Tara McGinnis	North Bay, Canada	2021-03-16
Shirley Turyk	Kirkland Lake, Canada	2021-03-16
Sandi Dell	Medicine Hat, Canada	2021-03-16
Anne Kmyta	Kirkland Lake, Canada	2021-03-16
Sye Pullen	Toronto, Canada	2021-03-16
Haily Crozier	Moosonee, Canada	2021-03-16
Maxine Perreault	Azilda, Canada	2021-03-16
Cindy MacKinnon	Swastika, Canada	2021-03-16
Linda Järv	Kirkland Lake, Canada	2021-03-16
Rob Richer	Moose Factory, Canada	2021-03-16
Christine Doxsee	Timmins, Canada	2021-03-16
Stephanie Martyn	Swastika, Canada	2021-03-16
Natalie Lindback	Kirkland Lake, Canada	2021-03-16

Name	Location	Date
Jennifer Wagnell	Kirkland Lake, Canada	2021-03-16
Conrad Messier	Kirkland Lake, Canada	2021-03-16
Kyle Marchand	Ottawa, Canada	2021-03-16
Cindy Bergeron	Sturgeon Falls, Canada	2021-03-16
Aline Goyer	Kirkland Lake, Canada	2021-03-16
Cindy MacKinnnon	Kirkland Lake, Canada	2021-03-16
Veronica Harwood	Kirkland Lake, Canada	2021-03-16
Greg Matheson	SWASTIKA, Canada	2021-03-16
Chantelle Burnside	Kirkland Lake, Canada	2021-03-16
Luce Moore	Kirkland Lake, Ontario, Canada	2021-03-16
Shirley Dorsey	Kirkland Lake, Canada	2021-03-16
Collette Gray	Airdrie, Canada	2021-03-16
Michael Floyd	Thunder Bay, Canada	2021-03-16
David Robinson	Bradford, Canada	2021-03-16
Sean Chow	Whitby, Canada	2021-03-16
France Leveille	Toronto, Canada	2021-03-16
Laurie Forbes	Nelson, Canada	2021-03-16
Toufic El Daher	Québec, Canada	2021-03-16
Dusty Walker	Kirkland Lake, Canada	2021-03-16
Alannah Pontello	Thunder Bay, Canada	2021-03-16
Amy McMillan	Kirkland Lake, Ontario, Canada	2021-03-16
Laura Lorenz	Mississauga, Canada	2021-03-16

Name	Location	Date
Tina Lafreniere	kirkland lake, Canada	2021-03-16
Helena Gold	Maple, Canada	2021-03-16
Jessica Golinski	Matheson, Canada	2021-03-16
Dale Montpetit	Kirkland Lake, Canada	2021-03-16
Cheryl Lafreniere	Kirkland Lake, Canada	2021-03-16
Chris Szack	Swastika, Canada	2021-03-16
Sandra Gordon	Swastika, On, Canada	2021-03-16
Cheryl Alford	Kirkland Lake, Canada	2021-03-16
Sue Stevenson	Canada	2021-03-16
Diane Charbonneau	Kirkland Lake, Canada	2021-03-16
katie nolan	Toronto, Canada	2021-03-16
Kim Kane	Woodstock, Canada	2021-03-16
Cassidy Tremblay	Kirkland Lake, Canada	2021-03-16
KRISTA DUMAS	Kirkland Lake, Canada	2021-03-16
Khemraj Kassee	Kitchener, Canada	2021-03-16
Alan Buckworth	Swastika, Canada	2021-03-16
Lenore Black	Markham, Canada	2021-03-16
Barbara Kelly	Kirkland Lake, Canada	2021-03-16
Linda Kiely	Hamilton, Canada	2021-03-16
Mike Dell	Leader, Canada	2021-03-16
Jodi den Hartog	Cambridge, Canada	2021-03-16
Ella Snow	Kirkland Lake, Canada	2021-03-16

Name	Location	Date
Sheena Daviau	Swastika, Canada	2021-03-16
mark geddes	Swastika, Canada	2021-03-16
Dr Cynthia Young	Barrie, Canada	2021-03-16
Hayley Crowther	Welland, ON, Canada, Canada	2021-03-16
yass rafg	Sainte-marthé-sur-le-lac, Canada	2021-03-16
Raymond Mallette	Kirkland Lake, Canada	2021-03-16
Brad Jones	Edmonton, Canada	2021-03-16
bill ostofoff	100 Mile House, Canada	2021-03-16
Jacquie Rooyakkers	Barrie, Canada	2021-03-16
Bradley Stricker	Montreal, Canada	2021-03-16
Roseann Vancurrick	North Bay, Canada	2021-03-16
Gary Larivee	Saint Thomas, Canada	2021-03-16
Mike Felix	Hastings, Canada	2021-03-16
Kaitlin Madill	Kirkland Lake, Canada	2021-03-16
Judy Bruce	Wasaga Beach, Canada	2021-03-16
Jeral Anderson-Pearce	Toronto, Canada	2021-03-16
Elizabeth Robazza	Kirkland Lake, Canada	2021-03-16
Shannon Glenn	Elliot Lake, Canada	2021-03-16
Charles Webster	Kirkland Lake, Canada	2021-03-16
Mya Saar	Englehart, Canada	2021-03-16
Julie Hastings	Saint Catharines, Canada	2021-03-16
Janice Bell	Canada	2021-03-16

Name	Location	Date
Mandy Weeden	Kirkland Lake, Canada	2021-03-16
David McGregor	Sarnia, Canada	2021-03-16
Patricia Garley	Burlington, Canada	2021-03-16
Debbie Wilson	Barrie, Canada	2021-03-16
Tina Levesque	Porcupine, Canada	2021-03-16
Becca Snow	Parksville, Canada	2021-03-16
Akira Hunter	Morley, Canada	2021-03-16
Stevie-Rae Taman	New Liskeard, Canada	2021-03-16
Lynda Lariviere	Timmins, Canada	2021-03-16
Brenda Graham	Kirkland Lake, Canada	2021-03-16
Tracey Donaghey	Milverton, Canada	2021-03-16
Tammy Demers	Kirkland Lake, Canada	2021-03-16
Sharyl Ann Milligan	Cobourg, Canada	2021-03-16
Rosal Yade	Ottawa, Canada	2021-03-16
Sarah Loreto	KL, Canada	2021-03-16
Melissa Perrier	Hanmer, Canada	2021-03-16
Marlene Lance	Kirkland Lake, Canada	2021-03-16
Jen Vachon	Larder Lake, Canada	2021-03-16
Andrew Dias	Québec, Canada	2021-03-16
Nancy Habinski	Kemptville, Canada	2021-03-16
Rose Kicksee	Simcoe, Canada	2021-03-16
Diane Dudgeon	Kirkland Lake, Canada	2021-03-16

Name	Location	Date
Eric Studholme	Kirkland Lake, Canada	2021-03-16
Erin Belzile	North Bay, Canada	2021-03-16
Danna Hunt	Brampton, Canada	2021-03-16
Cori Armstrong	Kirkland Lake, Canada	2021-03-16
Kelleen Schonfeldt	Sudbury, Canada	2021-03-16
R Mclean	Whitby, Canada	2021-03-16
Ryan Leuty	Thornhill, Canada	2021-03-16
Janet Waterman	Osgoode, Canada	2021-03-16
Olivia McLean	Toronto, Canada	2021-03-16
Dan Martin	Toronto, Canada	2021-03-16
Craig Bogden	Whitby, Canada	2021-03-16
Amber Janes	Bowmanville, Canada	2021-03-16
Chandler Renaud	Kirkland Lake, Canada	2021-03-16
Celeste Cloutier	Kirkland lake, Canada	2021-03-16
Jennifer Foreman	Sudbury, Canada	2021-03-16
Victoria Wooldridge	Kirkland Lake, Canada	2021-03-16
Gardner Donna	North Bay, Canada	2021-03-16
Anne Pegg	Chaput Hughes, Canada	2021-03-16
Sue Perrier	Carleton Place, Canada	2021-03-16
Sylvie Mazzocato	Kirkland Lake, Canada	2021-03-16
Riley Major	North Bay, Canada	2021-03-16
Michele Fish	Collingwood, Canada	2021-03-16

Name	Location	Date
Linda Robson	Kirkland Lake, Canada	2021-03-16
Josi Surch	Kirkland Lake, Canada	2021-03-16
jeremy jodouin	north bay, Canada	2021-03-16
Lynda Hoogendoorn	Mississauga, Canada	2021-03-16
Monica Merrill	Kirkland Lake, Canada	2021-03-16
kathy cook	Kirkland Lake, ontario, Canada	2021-03-16
Luc Desmarais	SWASTIKA, Canada	2021-03-16
Pamela Hunt	Kirkland Lake, Canada	2021-03-16
Olie Perreault	Kirkland Lake, Canada	2021-03-16
Catherine Cozac	Cobalt, Ontario, Canada	2021-03-16
Pat Hacking	Swastika, Canada	2021-03-16
Brian Alexander	Elora, Canada	2021-03-16
Trish Deboer	Kingsville, Canada	2021-03-16
Madison Felix	Ottawa, Canada	2021-03-16
Justin Cooper	Timmins, Canada	2021-03-16
Pradeep Mehta	Guelph, Canada	2021-03-16
Christine Dennison	Ottawa, Canada	2021-03-16
Neelu Mehta	Guelph, Canada	2021-03-16
Evelyn O'Keefe	Hampton, Canada	2021-03-16
Susan Nunez	Sal Spring Island, Canada	2021-03-16
Amberley Johnson Kosy	Kirkland Lake, Canada	2021-03-16

Name	Location	Date
Alex Ireland	Ottawa (originally from Swastika), Canada	2021-03-16
Kayt Bowers	Dobie, Canada	2021-03-16
SUE FELIX	MARMORA, Canada	2021-03-16
Lynne Richardson	Timmins, Canada	2021-03-16
Lynda Macgregor	Calgary, Canada	2021-03-16
Susan Sigal	Sudbury, Canada	2021-03-16
Byron Ward	Edmonton, Canada	2021-03-16
Christie Geddes	Newcastle, Ont, Canada	2021-03-16
Anthony Ploeger	Peterborough, Canada	2021-03-16
Patricia McCartney	Toronto, Canada	2021-03-16
Kimberly Porritt	Kirkland Lake, Canada	2021-03-16
Marc Cadieux	Van Nuys, California, US	2021-03-16
Marlene Racine	Ghana	2021-03-16
Cayla Anderson	Kirkland Lake, Canada	2021-03-16
Michael Dupras	Timmins, Canada	2021-03-16
Robert Moran	Kirkland Lake, Canada	2021-03-16
Cecile Roy	Kirkland Lake, Canada	2021-03-16
Dana Murdy	Huntsville, Canada	2021-03-16
Colleen Bradshaw	Vittoria, Canada	2021-03-16
Jordan Gilmour	Kirkland Lake, Canada	2021-03-16
julie bougie	south porcupine on, Canada	2021-03-16

Name	Location	Date
Lou Lemieux	Canada	2021-03-16
Peter Van Schie	Fairport, New York, US	2021-03-16
Debbie McCrank	Kirkland Lake, Canada	2021-03-16
Lori Felix	Hastings, Canada	2021-03-16
L. Dennis	Brampton, Canada	2021-03-16
Nathan Johnson	Beachburg, Canada	2021-03-16
Carole Talbot	KIRKLAND LAKE, Canada	2021-03-16
Mark Fearnley	Swastika, Canada	2021-03-16
Michael Lamarche	Belleville, Ontario, Canada	2021-03-16
Laurel Imeson	Waterloo, Canada	2021-03-16
Philippe Cabay	Montréal, Quebec, Canada	2021-03-16
Justin Dawe	London, Canada	2021-03-16
Mandy Roy	Barrie, Ontario, Canada	2021-03-16
Veronique Pelletier	Kirkland Lake, Ontario, Canada	2021-03-16
Jenna Malette	Montréal, Quebec, Canada	2021-03-16
Laura Whiting	Oshawa, Ontario, Canada	2021-03-16
Micheal Gravlin	Winnipeg, Canada	2021-03-16
Tammy Nicolas	Barrie, Ontario, Canada	2021-03-16
Ian Salenius	Kirkland Lake, Canada	2021-03-16
Sara Gardinier	Toronto, Ontario, Canada	2021-03-16
Liz Hulsman	MonctonSa, Canada	2021-03-16
Jeannie Crockwell	Knoxford, Canada	2021-03-16

Name	Location	Date
Lynda McTaggart	Timmins, Canada	2021-03-16
Melissa Mackay	London, Ontario, Canada	2021-03-16
Tyler McPhee	Kirkland Lake, Ontario, Canada	2021-03-16
Brooke Woollings	Kirkland lake, Quebec, Canada	2021-03-16
Ammielynn James	Kirkland Lake, Ontario, Canada	2021-03-16
zoey lionna	Canada	2021-03-16
Donna Legros	Kirkland Lake, Ontario, Canada	2021-03-16
Ember Windatt	North Bay, Ontario, Canada	2021-03-16
Jessica Tremblay	Kitchener, Quebec, Canada	2021-03-16
Carol Blackburn	Kirkland Lake, Ontario, Canada	2021-03-16
Tanner MacDonald	Bracebridge, Ontario, Canada	2021-03-16
Frankie B. Wylde	Newmarket, Canada	2021-03-16
Penny Fearnlry	Swastika, Ontario, Canada	2021-03-16
Leona Panagapka	Nepean, Ontario, Canada	2021-03-16
Daniel fathers	North Bay, Canada	2021-03-16
ida nicolas	Gogama, Canada	2021-03-16
Lori Rutherford	Kamloops, BC, Canada	2021-03-16
Jerry Ferguson	Kirkland Lake, Ontario, Canada	2021-03-16
Janis Turner	Swastika, Ontario, Canada	2021-03-16
Victoria Rose mclean	Toronto, Canada	2021-03-16
Lorie Croisier	Kirkland Lake, Ontario, Canada	2021-03-16
Julie Dodge	Sudbury, Ontario, Canada	2021-03-16

Name	Location	Date
Annick Garant	Kirkland Lake, Ontario, Canada	2021-03-16
Cory Clarkson	Toronto, Ontario, Canada	2021-03-16
Queenie C	Markham, Ontario, Canada	2021-03-16
Gladys Michael	Victoria, British Columbia, Canada	2021-03-16
Daniel wan	Jamaica	2021-03-16
Rince Li	Toronto, Ontario, Canada	2021-03-16
T C	Victoria, Canada	2021-03-16
Brigitte Pelletier	Kirkland Lake, Ontario, Canada	2021-03-16
Colleen Fagan	Elk Lake, Ontario, Canada	2021-03-16
Denise Duhaime	Toronto, Ontario, Canada	2021-03-16
Jane Leavitt	Swastika, Ontario, Canada	2021-03-16
Kim Sampson	Kingston, Ontario, Canada	2021-03-16
Ken Christie	Richmond, British Columbia, Canada	2021-03-16
Darragh Shanley	Saint Catharines, Canada	2021-03-16
Melanie Ludgate-Brand	Mississippi Mills, Ontario, Canada	2021-03-16
Sandra Mungal	Brampton, Canada	2021-03-16
Robert Hume	Swastika, Ontario, Canada	2021-03-16
Sylvie Delorme	Embrun, Ontario, Canada	2021-03-17
Julie Haase	Ottawa, Ontario, Canada	2021-03-17
Anne Bell	Harrow, Canada	2021-03-17
Julia Psihramis	Ottawa, Canada	2021-03-17
Lorie Croisier	Kirkland Lake, Canada	2021-03-17

Name	Location	Date
Justin Pothier	Kirkland Lake, Ontario, Canada	2021-03-17
terry schonfeldt	Kirkland Lake, Ontario, Canada	2021-03-17
Kara Trussler	Trenton, Canada	2021-03-17
Trisha Cannon	Morinville, Alberta, Canada	2021-03-17
Kane Comeau	Kirkland Lake, Ontario, Canada	2021-03-17
John Pezzack	Schomberg, Canada	2021-03-17
Jaclyn Geisberger	Larder lake, Ontario, Canada	2021-03-17
Heather Durette	Kirkland Lake, Canada	2021-03-17
Bernard Che	Markham, Ontario, Canada	2021-03-17
Keegan Sullivan	New Liskeard, Ontario, Canada	2021-03-17
Kaitlyn Liu	Markham, Canada	2021-03-17
Winnie Cheung	Markham, Canada	2021-03-17
meky fong	Stouffville, Ontario, Canada	2021-03-17
Chris S	Markham, Ontario, Canada	2021-03-17
Aaron Fraser	Niagara Falls, Ontario, Canada	2021-03-17
Neil Craigie	Dhahran, Saudi Arabia	2021-03-17
Jonathan Leung	Toronto, Ontario, Canada	2021-03-17
Peggy-Sue Turner	Nanaimo, Canada	2021-03-17
karen palmer	Victoria, Canada	2021-03-17
Jacqueline Sun	Markham, Canada	2021-03-17
Cristian Cristurean	Courtenay, British Columbia, Canada	2021-03-17
Randy Jobson	Oshawa, Ontario, Canada	2021-03-17

Name	Location	Date
Stephanie Parson	Grande Prairie, Canada	2021-03-17
Christian Cole	Belleville, US	2021-03-17
Marina Ris	zagreb, Croatia	2021-03-17
J Vez	Ottawa, Canada	2021-03-17
jannie ros	Netherlands	2021-03-17
Kendra Solomon	Fredericton, Canada	2021-03-17
timi wood	Ottawa, Canada	2021-03-17
Megan Elliott	Bowmanville, Ontario, Canada	2021-03-17
Tina Kalaritis	Rosemère, Canada	2021-03-17
Tamara MacDougall	Kirkland Lake, Ontario, Canada	2021-03-17
Mélanie Morin	Macamic, Quebec, Canada	2021-03-17
Charmaine Lindsay	Toronto, Ontario, Canada	2021-03-17
Jon Poirier	West lorne, Canada	2021-03-17
Philip Liu	Markham, Canada	2021-03-17
Gilbert Low	Markham, Canada	2021-03-17
Dr Cynthia Young	Barrie, Canada	2021-03-17
Cody Burak	Kirkland Lake, Canada	2021-03-17
Geetika Varma	Surrey, Canada	2021-03-17
Andy P	Toronto, Ontario, Canada	2021-03-17
Alison Whyte	Kirkland Lake, Ontario, Canada	2021-03-17
Lorraine Nielsen	Sackville, Canada	2021-03-17
Alice Guay	Toronto, Canada	2021-03-17

Name	Location	Date
Angela W	Scarborough, Ontario, Canada	2021-03-17
Jeremy Richards	Rossland, Canada	2021-03-17
s greer	kanata, Canada	2021-03-17
Georgina B	North Vancouver, Canada	2021-03-17
Vikki Van Oosten	Kirkland Lake, Ontario, Canada	2021-03-17
Colette McGlynn	Waterloo, Ontario, Canada	2021-03-17
Carolyn O'Neil	Swastika, Ontario, Canada	2021-03-17
Kathryn Boyd	Victoria, British Columbia, Canada	2021-03-17
John Savage	Sheguiandah, ON, Ontario, Canada	2021-03-17
Antonella Bartolucci	Mississauga, Canada	2021-03-17
Debra Nicholson	Surrey, Canada	2021-03-17
Joce Harvey	Ottawa, Ontario, Canada	2021-03-17
Ashley Tisdale	Montréal, Canada	2021-03-17
Cathy Robbins	Kirkland Lake, Ontario, Canada	2021-03-17
mary p	Matheson, Ontario, Canada	2021-03-17
Victoria Dupuis	Kirkland Lake, Ontario, Canada	2021-03-17
Mireille Gauthier	Sudbury, Canada	2021-03-18
William Gilmour	Caledon East, Ontario, Canada	2021-03-18
Cory Kramer	hanmer, Canada	2021-03-18
Alana Frappier	Ramore, Ontario, Canada	2021-03-18
Fred Ford	Oshawa,Ont, Canada	2021-03-18
Jaspreet Kaur	Timmins, Ontario, Canada	2021-03-18

Name	Location	Date
Kaitlyn Bourgeois	Larger Lake, Canada	2021-03-18
Paula Ochonga	Buenos Aires, Argentina	2021-03-18
Eoan Prest	Kirkland Lake, Ontario, Canada	2021-03-18
Bob Davies	Elliot Lake, Canada	2021-03-18
John Seaward	N8y 3m6, Canada	2021-03-18
Vimalini Parish	Pickering, Canada	2021-03-18
ANGELITA DOMINGO	Manila, Philippines	2021-03-18
Dean Zavitz	Guelph, Canada	2021-03-18
Laura Higginson	Larder Lake, Canada	2021-03-18
John Schmelefske	Alliston, Ontario, Canada	2021-03-18
Suzanne Greer	Wellesley, Ontario, Canada	2021-03-18
Russ Garrett	North Vancouver, Canada	2021-03-18
Morris Wadge	Cardinal, Canada	2021-03-18
Charlotte Jean Panagapka	Mount Hope, Ontario, Canada	2021-03-18
Sebastian Munshaw	Surrey, Canada	2021-03-18
Emma McCarter	Meaford, Ontario, Canada	2021-03-18
allison winchester	Summerside, Canada	2021-03-18
Ademide Abogunrin	Brampton, Canada	2021-03-18
Pamela Sharp	Clinton, Ontario, Canada	2021-03-18
Matthew Toljan	Hamilton, Canada	2021-03-18
abdul rafay	Markham, Canada	2021-03-18
Isaac Kamassah	Mississauga, Canada	2021-03-18

Name	Location	Date
Jake Klein	Bolton, Canada	2021-03-18
Diomer Osorio	Toronto, Ontario, Canada	2021-03-18
M Brian	Vaughan, Canada	2021-03-18
Gabriel Moncayo	Brampton, Canada	2021-03-18
Jarif Yasir	Mississauga, Canada	2021-03-18
Jocelyn Legacy	Kirkland Lake, Ontario, Canada	2021-03-18
Griffin Clatney	Toronto, Canada	2021-03-18
Rachel Goard	Kirkland Lake, Canada	2021-03-18
Baxter Naday	Woodlawn, Ontario, Canada	2021-03-18
Bill Temmay	New York, US	2021-03-18
Debra Kearney	Swastika, Ontario, Canada	2021-03-18
Mira Baldwin	North Vancouver, Canada	2021-03-18
Alex Goulden	Kirkland Lake, Ontario, Canada	2021-03-18
Sneha Ale	Scarborough, Canada	2021-03-18
Erin Lamothe	Swastika, Canada	2021-03-18
Margaret Parnaby	Blyth, England, UK	2021-03-18
Rosalia Comberlato	Angus, Canada	2021-03-18
Alecks Eden	Milton, Canada	2021-03-18
Brianna Grant	Bradford, Canada	2021-03-18
Brie Patterson	Dundas, Ontario, Canada	2021-03-18
Elizabeth P	Montréal, Canada	2021-03-18
Stacey Sayer	King Kirkland, Quebec, Canada	2021-03-18

Name	Location	Date
Charlane Pursell	London, Ontario, Canada	2021-03-18
Colleen Dans	Kirkland Lake, Ontario, Canada	2021-03-18
Lesley Rice	Orillia, Ontario, Canada	2021-03-18
Calissa Chang	Brampton, Canada	2021-03-18
Kelly Daviau	Kirkland Lake, Ontario, Canada	2021-03-19
Derik Armstrong	Timmins, Ontario, Canada	2021-03-19
Shelley Lynch	Stittsville, Ontario, Canada	2021-03-19
Dan Pegg	Swastika, Quebec, Canada	2021-03-19
Stephanie Jean	Canada	2021-03-19
fred helleiner	Brighton, Ontario, Canada	2021-03-19
Caitlin Emmons	Englehart, Canada	2021-03-19
Cheryl & Dan Brown	Saint Catharines, Canada	2021-03-19
Fernando Dourado	Guelph, Canada	2021-03-19
Kim Klockars	Kirkland Lake, Canada	2021-03-19
Sam Leen	North York, Canada	2021-03-19
Jan Navarro	Canada	2021-03-19
Sonny Batisse	Timmins, Ontario, Canada	2021-03-19
Cristina Pissarouk	Oakville, Canada	2021-03-19
Robyn bay	Edmonton, Canada	2021-03-19
thalia fegidero	Markham, Canada	2021-03-19
Randi Sayer	King Kirkland, Ontario, Canada	2021-03-19
Marie Kozyra	Winnipeg, Canada	2021-03-19

Name	Location	Date
Olivia Anisko	Kitchener, Canada	2021-03-19
madison speiran	Brantford, Canada	2021-03-19
Kristy François	Montréal, Canada	2021-03-19
Vicky Turner	Duncan, Canada	2021-03-19
Ana Salazar	Canada	2021-03-19
Jacob Jones	Canada	2021-03-19
Rain Stone	Courtenay, Canada	2021-03-19
Sandra Drew	Surrey, Canada	2021-03-19
Garrett Augustin	Toronto, Canada	2021-03-19
Marie-Lyne Plouffe	Kenogami, Canada	2021-03-19
Russell Estabrook	Richmond, Canada	2021-03-19
T M	Toronto, Canada	2021-03-19
Madison Alyea	Toronto, Canada	2021-03-19
Russell Nagle	Toronto, Canada	2021-03-19
Kathy Delage	Surrey, Canada	2021-03-19
Cassandra De La Calleja Moctezuma	Scarborough, Canada	2021-03-19
Jordyn Bloomberg	Toronto, Canada	2021-03-19
Brew Pack	Dawson Creek, Canada	2021-03-19
A kiss Slightly	Merritt, Canada	2021-03-19
Eric Beaudoin	Kirkland lake, Ontario, Canada	2021-03-19
Karlee Lawrence	Kirkland Lake, Ontario, Canada	2021-03-19

Name	Location	Date
Stoyanka Slavova	Belgium	2021-03-19
Sean McCarthy	New Westminster, Canada	2021-03-19
Paul Grunwell	North Vancouver, Canada	2021-03-19
Lynn Cronin	London, Ontario, Canada	2021-03-19
Josipa Vukovic	Hamilton, Canada	2021-03-19
Ryan Kingyens	Angus, Canada	2021-03-19
Isabelle Brown	Burlington, Canada	2021-03-19
T McCarthy	Fredericton, Canada	2021-03-19
Anne MacInnes	Fredericton, Canada	2021-03-19
Louisa leung	toronto, Jamaica	2021-03-19
Basma Sera	Terrebonne, Canada	2021-03-19
Annie Gubco	Etobicoke, Canada	2021-03-19
Shiki Bennington	West Bloomfield, US	2021-03-19
Jake Bell	Peterborough, Canada	2021-03-19
Leonie de Young	Toronto, Canada	2021-03-19
Doug McCune	Ottawa, Canada	2021-03-19
Catherine Racheter	Burlington, Canada	2021-03-19
Mary MacKay	London, Canada	2021-03-19
Michelle Roque	Toronto, Canada	2021-03-19
Dan Richard	Kirkland Lake, Ontario, Canada	2021-03-19
Judit Tarr	Coquitlam, Canada	2021-03-19
Geoff Lawrence	Kirkland Lake, Canada	2021-03-19

Name	Location	Date
Isabella Casale	Toronto, Canada	2021-03-19
florence TREBOUTTE	Paris, France	2021-03-19
Joan Klatt	Oakville, Canada	2021-03-19
Gregory Caluyo	Chelmsford, Canada	2021-03-19
Jean Hayes	Rosslyn ON, Canada	2021-03-19
Kim Garneau	Brooklyn, US	2021-03-19
Sanjna Panwar	Edmonton, Canada	2021-03-19
Noah Taylor	Earlton, Canada	2021-03-19
Maesha Mahmud	Montreal, Canada	2021-03-19
roger moore	Surrey, Canada	2021-03-19
Gail Bouchard	Burnaby, Canada	2021-03-19
JOHN DEDE	VERNON, Canada	2021-03-19
Rajan Mepani	Etobicoke, Canada	2021-03-19
Wendy Little	Saskatoon, Canada	2021-03-19
Luiza Silva	Recife, Brazil	2021-03-19
Kara Lozeau	Kirkland Lake, Ontario, Canada	2021-03-19
Elyse Yaremco	Vancouver, Canada	2021-03-19
Grace Drouin	North Vancouver, Canada	2021-03-19
Veronica Storey	Kirkland Lake, Canada	2021-03-19
Clare Lowe	Gabriola, Canada	2021-03-19
Daawoud Abdus-samad	Ajax, Canada	2021-03-19
Madison Cook	Whitby, Canada	2021-03-19

Name	Location	Date
Nancy Chalifoux	Kirkland Lake Ont, Ontario, Canada	2021-03-19
Frank Roposs	Nobel, Canada	2021-03-19
Gord Lidgett	Saskatoon, Saskatchewan, Canada	2021-03-19
Carson Loveless	Bay de verde, Canada	2021-03-19
Debra Nash	Earlton, Ontario, Canada	2021-03-19
Jordan Riesebosch	Lincoln, Canada	2021-03-19
Crystal Widdifield	Kirkland Lake, Canada	2021-03-19
Ben Anderson	Honolulu, US	2021-03-19
Seamus Mc Loughlin	Abbotsford, Canada	2021-03-19
Dale Johnston	Grande Prairie, Canada	2021-03-19
Allie Stevanovich	Kirkland Lake, Canada	2021-03-19
Joanne Carlton	Surrey, Canada	2021-03-19
Chantal Lauzon	Kirkland Lake, Canada	2021-03-19
Breanne Humber	Surrey, Canada	2021-03-19
Aline Levesque	Timmins, Canada	2021-03-19
vanessa hilton	Fenelon Falls, Canada	2021-03-19
Muriel Jeffs	Etobicoke, ON, Canada	2021-03-19
Randi Williams	Lethbridge, Canada	2021-03-19
Nandu Paladugu	Elk Lake, Ontario, Canada	2021-03-19
Jason Gignac	Kirkland Lake, Ontario, Canada	2021-03-19
Jeff Mawle	Toronto, Canada	2021-03-19
Sarah Trochimchuk	Kirkland Lake, Ontario, Canada	2021-03-19

Name	Location	Date
Layla Tran	London, Canada	2021-03-19
Helin Altun	Vaughan, Canada	2021-03-19
Gord Dyck	vulcan, Canada	2021-03-19
Jeri-Ann Gelinass	Swastika, Quebec, Canada	2021-03-19
patricia macdonald	Etobicoke, Canada	2021-03-19
Alexa Pollard	Ancaster, Canada	2021-03-19
David Cubrilo	Canada	2021-03-19
Morgan Macdonald	Belmont, Canada	2021-03-19
Gonzalo Chancay	Toronto, Canada	2021-03-19
Brett Wefer	Halifax, Canada	2021-03-19
Margaret Brownlie	Larder Lake, Ontario, Canada	2021-03-19
Mylene Lalonde	Larder Lake, Canada	2021-03-19
Jacqueline Nolan	London, Canada	2021-03-19
Victoria Lepera	Tecumseh, Canada	2021-03-19
Amanda Cibirka	Larder Lake, Ontario, Canada	2021-03-20
Anna Laidler	East Stroudsburg, US	2021-03-20
Brian Janes	Lindsay, Canada	2021-03-20
Makayla Jessop-Haddow	Pilot Butte, Canada	2021-03-20
Prashant Kumar	Surrey, Canada	2021-03-20
Kelsey Horne	Kirkland Lake, Ontario, Canada	2021-03-20
Fabiola alarie	Kirkland lake, Canada	2021-03-20
Aj G	Toronto, Canada	2021-03-20

Name	Location	Date
Diana Morton	Canada	2021-03-20
Ibrahim N. Adamu	Burnaby, Canada	2021-03-20
courtney crawford	Windsor, Canada	2021-03-20
Andi Grace	Toronto, Canada	2021-03-20
Leif Kasmer	Nanaimo, Canada	2021-03-20
Nicole Latimer	Collingwood, Canada	2021-03-20
James Williams	Englehart, Ontario, Canada	2021-03-20
Janet Bennett	Liverpool, UK	2021-03-20
Tristan Todd	Calgary, Canada	2021-03-20
Valeria Vega	Canada	2021-03-20
Jessica Taylor	Montréal, Canada	2021-03-20
Brenda Pickvance	Caistor Centre, Canada	2021-03-20
Roderick Purdy	Windsor, Canada	2021-03-20
Jeremy Dolores	Edmonton, Canada	2021-03-20
Ashley Maglaqui	Richmond, Canada	2021-03-20
T M	British Columbia, Canada	2021-03-20
jaheim lindsay	Canada	2021-03-20
Ed Gough	Lindsay, Canada	2021-03-20
Shehwar Khan	Riyadh, Saudi Arabia	2021-03-20
KR Read	Swastika, Quebec, Canada	2021-03-20
nahid merchant	Mumbai, India	2021-03-20
Sheri Bommer	Fort Erie, Canada	2021-03-20

Name	Location	Date
Danielle Bragg	Kirkland Lake, Ontario, Canada	2021-03-20
sparrow hawk	Saint John's, Canada	2021-03-20
paola catapano	Victoria, Canada	2021-03-20
Carmen Detweiler	Kirkland Lake, Ontario, Canada	2021-03-20
Troy Houston	North Vancouver, Canada	2021-03-20
Jason Carisse	Kirkland Lake, Ontario, Canada	2021-03-20
Alannah Ashlie	Surrey, Canada	2021-03-20
chris heeney	BRAMPTON, Canada	2021-03-20
MARIA LUISA MARTINEZ ALONSO	Whitby, Canada	2021-03-20
Therese Lazos	Toronto, Canada	2021-03-20
Jenifer Magalhães	Lisbon, Portugal	2021-03-20
Tamsynn Moodley	Toronto, Canada	2021-03-20
Garret Holley	Englehart, Quebec, Canada	2021-03-20
Linda Wilson	Kirkland Lake, Ontario, Canada	2021-03-20
Karly Boudreau	Kirkland Lake, Ontario, Canada	2021-03-20
Annice Bale	Kirkland Lake, Canada	2021-03-20
Jan Hunt Prange	Oakville, Ontario, Canada	2021-03-20
Glenna Hesketh	Kirkland lake, Quebec, Canada	2021-03-20
Victor Olmos	Edmonton, Canada	2021-03-20
Lynne Todd	Kirkland lake, Canada	2021-03-20
Robin Shackleton	Errington, Canada	2021-03-20

Name	Location	Date
Jamie Packer	Simcoe, Canada	2021-03-20
Nicholas Villeneuve	Peterborough, Canada	2021-03-20
Robin Abbott	Victoria, Canada	2021-03-20
Cathy asher	Caledon, Canada	2021-03-20
Jane A Mollison	Hillcrest Mines, Canada	2021-03-20
Dan Strasbourg	Kirkland Lake, Ontario, Canada	2021-03-20
D Jovic	Hamilton, Canada	2021-03-20
Taylor Williams	Kirkland Lake, Ontario, Canada	2021-03-20
Lauren Cooper	Mississauga, Canada	2021-03-20
Cali Strumelak	Edmonton, Canada	2021-03-20
Liz Kelly	Egmont, Canada	2021-03-20
Michaël Céré	Gatineau, Canada	2021-03-20
Emily Vojan	Kirkland Lake, Ontario, Canada	2021-03-20
Ali McQueen	Calgary, Canada	2021-03-20
Tanner Mair	Kirkland Lake, Quebec, Canada	2021-03-20
Darya Ostadsaraie	North Vancouver, Canada	2021-03-20
Jonathan Turning	Kirkland lake, Canada	2021-03-20
Jadeen Collins	Woodstock, Canada	2021-03-20
Jenae Lewis	Austin, Texas, US	2021-03-20
Norma Lofstrom	Woodstock, Canada	2021-03-20
nigel singh	Edmonton, Canada	2021-03-20
Jordan Samlal	Winnipeg, Manitoba, Canada	2021-03-20

Name	Location	Date
Emily McD	Edmonton, Canada	2021-03-20
Jacob Clayton	Murfreesboro, Tennessee, US	2021-03-20
Robin Hall	Waterloo, Canada	2021-03-20
Li Pan	Montréal, Canada	2021-03-20
Sherry Lara	Toronto, Ontario, Canada	2021-03-20
Victoria Clarke	Merritt, Canada	2021-03-20
Devan jeffery	Saskatoon, Canada	2021-03-20
Monte Turner	Canada	2021-03-20
Julie Blazeovski	Scarborough, Canada	2021-03-20
Keith Rudolf	Edmonton, Canada	2021-03-20
Yvonne Schallhorn	Calgary, Canada	2021-03-20
Miss claudia Miller	Plymouth, UK	2021-03-20
Lucinda Gelinas	Swastika, Ontario, Canada	2021-03-20
Susan Conway	Brampton, Canada	2021-03-20
Heather Dover	Brantford, Canada	2021-03-20
Serena Levert	Timmins, Ontario, Canada	2021-03-20
Chris Lomanno	Barrie, Canada	2021-03-20
Charlie Pare	Montréal, Quebec, Canada	2021-03-21
Tamm Fenske	Regina, Canada	2021-03-21
Janis Gibbs	Brampton, Canada	2021-03-21
rachel clement	Matheson, Ontario, Canada	2021-03-21
Robert King	Brandon, Mississippi, US	2021-03-21

Name	Location	Date
Doyle Prier	Dundalk, Canada	2021-03-21
Nicole Asselin	Kirkland Lake, Ontario, Canada	2021-03-21
Joebie Tanamal	Kirkland Lake, Ontario, Canada	2021-03-21
Abby Green	Kapuskasing, Ontario, Canada	2021-03-21
Lori Scott	Whitby, Canada	2021-03-21
Herman Sangha	Surrey, Canada	2021-03-21
Shannon Conway	Carleton Place, Ontario, Canada	2021-03-21
Austin G.	nowhere, Canada	2021-03-21
Cathy Dupuis	Sault Sainte Marie, Canada	2021-03-21
cassidy mcneill	Winnipeg, Canada	2021-03-21
Robert Schwede	Winnipeg, Canada	2021-03-21
Finn Grathwol	Vancouver, Canada	2021-03-21
Diane Elford	Grande Prairie, Canada	2021-03-21
June Webber	Chilliwack, Canada	2021-03-21
Amber Luthi	Okotoks, Canada	2021-03-21
julie bates	coquitlam, Canada	2021-03-21
gordon pinchbeck	gatineau, Canada	2021-03-21
Misty Roy	Kirkland Lake, Canada	2021-03-21
Michelle Chouinard	verdun, Canada	2021-03-21
Nikki Kuiken	Port Perry, Canada	2021-03-21
Janice Wright	Kirkland Lake, Canada	2021-03-21
A Mulroney	Toronto, Canada	2021-03-21

Name	Location	Date
bruno acosta	Naples, US	2021-03-21
christina wickenheiser	Dollard-Des Ormeaux, Canada	2021-03-21
Tom Burke	Timmins, Ontario, Canada	2021-03-21
Daryl Rogers	Timmins, Ontario, Canada	2021-03-21
Kyle Potvin	Timmins, Ontario, Canada	2021-03-21
Cody Conway	Kirkland Lake, Ontario, Canada	2021-03-21
Cory Cooke	Cochrane, Quebec, Canada	2021-03-21
Claudia Hechtner	Brampton, Canada	2021-03-21
Paul Johnston	Kamloops, Canada	2021-03-21
kiana pelletier	Winnipeg, Canada	2021-03-21
Nancy Rogers	Welland, Ontario, Canada	2021-03-21
Eric Alexander	Kirkland Lake, Ontario, Canada	2021-03-21
Adrienne Gullekson	Kirkland Lake, Canada	2021-03-21
Christine Cantin	Ottawa, Canada	2021-03-21
Craig Cantin	Kirkland Lake, Ontario, Canada	2021-03-21
Sarah Cantin	Ottawa, Canada	2021-03-21
Desmond Francis	Toronto, Canada	2021-03-21
walter schultz	galesburg, Canada	2021-03-21
Shannon O'Connor	Newmarket, Canada	2021-03-21
Raquel Adrian	Lethbridge, Canada	2021-03-21
Aidan Wellman	Saint Catharines, Canada	2021-03-21
Dave Lonesberry	Powell River, Canada	2021-03-21

Name	Location	Date
paisley love rose	Sooke, Canada	2021-03-21
Anthony Gomes	Toronto, Canada	2021-03-21
Catriona Nelson	Courtenay, Canada	2021-03-21
Keith Brady	Courtenay, Canada	2021-03-21
Jenna Hudson	Delta, Canada	2021-03-21
David Shesniak	Dawson Creek, Canada	2021-03-21
Ron Kollmuss	Parksville, Canada	2021-03-21
Selina Gerow	Maple Ridge, Canada	2021-03-21
Rolland Mack	Canada	2021-03-21
Phylykx Hoang	Mississauga, Canada	2021-03-21
Philippa Singleton	Middlesbrough, UK	2021-03-21
Daniel Richarz	Pritchard, Canada	2021-03-21
Sharon Garvey	Stratford, Canada	2021-03-21
Pablo Rincon	Richmond, Canada	2021-03-21
Dustin Clark-dennis	Strathmore, Canada	2021-03-21
Tim Maurer	Anaheim, US	2021-03-21
a q	Brampton, Canada	2021-03-22
Rose Blaauw	Swastika, Canada	2021-03-22
Jennifer Cox	Chateauguay, Quebec, Canada	2021-03-22
Vanessa Wiebel	Vancouver, Canada	2021-03-22
Bridget DeMarsh	Barrie, Canada	2021-03-22
Ricki Harris	Mississauga, Ontario, Canada	2021-03-22

Name	Location	Date
Cassandra Jean	Kirkland Lake, Ontario, Canada	2021-03-22
Hendrik Blaauw	Kirkland Lake, Ontario, Canada	2021-03-22
Elizabeth Nadia Dunn	Richmond, Canada	2021-03-22
Summer Edgar-Tallio	Williams Lake, Canada	2021-03-22
Leslie Dalope	Barrie, Ontario, Canada	2021-03-22
Klara Franklyn	Oakville, Canada	2021-03-22
Aspen Barbosa	Kirkland Lake, Canada	2021-03-22
Cait Morin	Kirkland Lake, Ontario, Canada	2021-03-22
Ansen McCorgary	Cheney, US	2021-03-22
Elsa Ivry	Montréal, Quebec, Canada	2021-03-22
N A	Gif-sur-yvette, France	2021-03-22
Ayden Sabbagh	Surrey, Canada	2021-03-22
Jason Grove	West Kelowna, Canada	2021-03-22
Debbie Holmes	Chilliwack, Canada	2021-03-22
Catherine Fenner	Cape Town, South Africa	2021-03-22
Porter B	Kirkland Lake, Canada	2021-03-22
Lindsay Vermette	King Kirkland, Canada	2021-03-22
Keith Murray	Kenogami, Ontario, Canada	2021-03-22
Tina Kmyta	Kirkland lake, Canada	2021-03-22
Philippe Lang	Moncton, Canada	2021-03-22
Rick Barker	Kirkland Lake, Ontario, Canada	2021-03-22
Casey James	Elk Lake, Ontario, Canada	2021-03-22

Name	Location	Date
Nivetha Muthulingam	Bellmore, US	2021-03-22
Maggie James	Timmins, Ontario, Canada	2021-03-22
Jasmine Nan	Toronto, Canada	2021-03-22
Sophie P	San Mateo, US	2021-03-22
Melissa Armstrong	Kirkland Lake, Ontario, Canada	2021-03-22
Larrysa Chaplin-Lupu	Barrie, Ontario, Canada	2021-03-22
Angel Liddell	Kirkland Lake, Ontario, Canada	2021-03-22
Kiana Bedingfield	Saint Paul, Alberta, Canada	2021-03-22
Karolynn Roy	Virginiatown, Ontario, Canada	2021-03-22
Lindsay Gadoury	Kirkland Lake, Ontario, Canada	2021-03-22
viviana martinez	sheffield lake, US	2021-03-22
Grace Bagnato	Keswick, Canada	2021-03-22
collin wolff	chico, California, US	2021-03-22
Jaclyn Prentiss	Victoria, Canada	2021-03-22
Rachel Bauman	Barrie, Canada	2021-03-22
Hannah Klepp	Toronto, Canada	2021-03-22
Paul He	Brunswick, US	2021-03-22
Joseph Pelkey	Escondido, US	2021-03-22
Merle Williams	Toronto, Canada	2021-03-22
Pauline Thornham	Brampton, Ontario, Canada	2021-03-22
Nikita Lakhani	Ajax, Canada	2021-03-22
Alissa Wallace	Seminole, US	2021-03-22

Name	Location	Date
Corbin Charpentier	Seattle, US	2021-03-22
Cali Harris	Lethbridge, Canada	2021-03-22
Danial MacDonald	Chaput Hughes, Ontario, Canada	2021-03-22
Lacey Treese	US	2021-03-22
Alexandra Blaauw	Mississauga, Canada	2021-03-22
Jessica Meyers	Bay Shore, US	2021-03-22
Ryan Thompson	Kirkland Lake, Canada	2021-03-22
Miriam Calvo	Centreville, Virginia, US	2021-03-22
ken swanson	kirkland lake, Canada	2021-03-22
Tanja Cindric-Lauzon	Kirkland Lake, Ontario, Canada	2021-03-22
Cory Perkins	Kirkland lake, Ontario, Canada	2021-03-22
Katrina Carr	Calgary, Canada	2021-03-22
Tawny Stowe	London, Canada	2021-03-22
Ephraim Gan	Vancouver, Canada	2021-03-22
Kyla Hastings	Bridesville, Canada	2021-03-22
Pat Maloney	Caledon, Canada	2021-03-22
Alexandra Moore	., Canada	2021-03-22
Sohail Bajwa	Mississauga, Canada	2021-03-22
Juliana Saxton	Toronto, Canada	2021-03-22
Sarina Sinneave	Kelowna, Canada	2021-03-22
June Rivers	Saskatoon, Canada	2021-03-22
Emma Durkin	Harpenden, UK	2021-03-22

Name	Location	Date
Vanessa White	Victoria, Canada	2021-03-22
Jacqueline Traverse-Thomas	Lurgan Beach, Canada	2021-03-22
jordan marshall	Toronto, Canada	2021-03-22
Robert Pasko	Milwaukee, US	2021-03-22
Alka Vergeon	Linden, US	2021-03-22
Jennifer Majore	Edmonton, Canada	2021-03-22
Darrell Kant	EBY, TWP, Ontario, Canada	2021-03-22
Tasha Kasner	Kirkland Lake, Ontario, Canada	2021-03-22
Nichole Data	US	2021-03-23
Lisa WHYTE	Nanton, Canada	2021-03-23
Leona Gideon	Hampton, US	2021-03-23
Albert Mallais	Fredericton, Canada	2021-03-23
Cameron Duquette	bracebrige, Canada	2021-03-23
David Mackay	Nanaimo, Canada	2021-03-23
Patricia Simpkin	Kirkland Lake, Ontario, Canada	2021-03-23
Isabella Godwin	Friendswood, US	2021-03-23
Ashley Visneski	Toronto, Canada	2021-03-23
Carol Judd	Kirkland Lake, Ontario, Canada	2021-03-23
Michael Lapointe	Larder lake, Ontario, Canada	2021-03-23
Jennifer Gagliardi	Newmarket, Canada	2021-03-23
Trisha Dunphy	Canada	2021-03-23
Shawn James	Toronto, Canada	2021-03-23

Name	Location	Date
Patrice Wallace	Santa Cruz, California, US	2021-03-23
julia russo	Bronx, US	2021-03-23
T Pussa	Toronto, Canada	2021-03-23
Samantha Ames	Swastika, Ontario, Canada	2021-03-23
Therese & Daren Allaire	Kirkland Lake, Canada	2021-03-23
Carmen Lafond	Morin Heights, Qc, Quebec, Canada	2021-03-23
Anna Belluz	Kirkland Lake, Canada	2021-03-23
Ryan Bell	Kirkland Lake, Ontario, Canada	2021-03-23
Jane Mills	Toronto, Canada	2021-03-23
John Ivanisko	Iroquois Falls, Ontario, Canada	2021-03-23
June Brand	Lindsay Ont, Canada	2021-03-23
Robert Iandolo	Huntington Station, New York, US	2021-03-23
Eric Munn	Kirkland Lake, Ontario, Canada	2021-03-23
Sandra Bouchard	Hamilton, Canada	2021-03-23
carmen carpi	Montréal, Canada	2021-03-23
E R	Orillia, Canada	2021-03-23
elise penney	Orleans, Canada	2021-03-23
Emilia Violin	Hamilton, Ontario, Canada	2021-03-23
Melissa Heithaus	Mckinney, US	2021-03-23
Carolyn Judd	Kirkland Lake, Canada	2021-03-23
Lynne Simpson Mckenzie	Kenabeek, Ontario, Canada	2021-03-23
Sonia Lang	Kirkland Lake, Canada	2021-03-23

Name	Location	Date
Natacha Dolbec	Elliot Lake, Ontario, Canada	2021-03-23
ashley wallis	swastika, Canada	2021-03-23
Clay Lintner	Kirkland Lake, Ontario, Canada	2021-03-23
zander judd	Englehart, Ontario, Canada	2021-03-23
Jackie Williams	Calgary, Alberta, Canada	2021-03-23
W Murdy	Huntsville, Canada	2021-03-23
Alpesh Patel	Canada	2021-03-24
Bridget Turner	Garson, Ontario, Canada	2021-03-24
Abagail Green	Guelph, Canada	2021-03-24
Joel Pitre	Elliot Lake, Canada	2021-03-24
Bianca Roxas	Philippines	2021-03-24
Steven Morris	Sharps Chapel, US	2021-03-24
Ieda Moriya	Yachiyo, Japan	2021-03-24
Kevin McNerney	kirkland lake, Canada	2021-03-24
Patrick Markowski	Windsor, Canada	2021-03-24
Heidi Müller	Giswil, Switzerland	2021-03-24
Norm Wilmes	Yuba City, US	2021-03-24
Shawna Crocker	Trout River, Canada	2021-03-24
Austin St-Jean	Kirkland Lake, Ontario, Canada	2021-03-24
darryl engerdahl	nelson, Canada	2021-03-24
Hudson Hay	Brampton, Canada	2021-03-25
harleen boparai	Surrey, Canada	2021-03-25

Name	Location	Date
Mike Camp	Edmonton, Canada	2021-03-25
Tannice Ross	Calgary, Canada	2021-03-25
Marie Clisdell	Saint-charles, Ontario, Canada	2021-03-25
Amanda Janse van Rensburg	Kirkland Lake, Ontario, Canada	2021-03-25
Betty Bannon	Foxboro, Canada	2021-03-25
Cassandra McLean	Swastika, Canada	2021-03-25
Julie Begin	Virginiatown, Ontario, Canada	2021-03-25
Alex H	New Liskeard, Canada	2021-03-25
lee manner	North Bay, Canada	2021-03-25
Claude Cloutier	Rainy River, Ontario, Canada	2021-03-25
Tanner Cloutier	Sudbury, Ontario, Canada	2021-03-25
Beverley Dodd	New liskeard Ont, Canada	2021-03-25
Terry Rosicki	Gatineau, Quebec, Canada	2021-03-25
Danny&Debbie Barrette	Kirkland Lake, Ontario, Canada	2021-03-25
Heather Scott	Kirkland Lake, Ontario, Canada	2021-03-26
Chandler Alarie	Kirkland Lake, Canada	2021-03-26
Kelsey Whalen	Mississauga, Canada	2021-03-26
Tihomir Slavov	Kazanlak, Bulgaria	2021-03-26
Matthew Forget	Temiskaming shores, Ontario, Canada	2021-03-26
Chris Fournier	Kirkland Lake, Ontario, Canada	2021-03-26
Nicole Brazeau	New-Liskeard, Canada	2021-03-26
diane edwards	Perth, Canada	2021-03-26

Name	Location	Date
Marion Gardiner	Nanaimo BC, Canada	2021-03-26
Eileen Bacon	London, UK	2021-03-26
jim burgess	Calgary, Alberta, Canada	2021-03-26
Danny Bitar	Montreal, Canada	2021-03-26
Perry Gx	Tustin, US	2021-03-26
Gail Croxall	Brampton, Canada	2021-03-26
Laurie Tebow	Goderich, Canada	2021-03-26
antonio lucci	montreal, Canada	2021-03-26
Grant Smith	Langley, British Columbia, Canada	2021-03-26
Gary Hollins	UK	2021-03-26
Crystal Harris	Wheaton, US	2021-03-26
Julie Popowicz	Stony Plain, Alberta, Canada	2021-03-26
Sandie Luckasavitch	Canada	2021-03-26
Joshua Curphey	Peterborough, UK	2021-03-27
Keven Guerrero-Hunik	Calgary, Canada	2021-03-27
Jennifer McLean	fort st john, Canada	2021-03-27
Gerald Piwowar	Radisson, Canada	2021-03-27
Slav Slavov	Tervuren, Belgium	2021-03-27
Miranda-May Deveau	North Bay, Ontario, Canada	2021-03-27
Sylvie Trepanier	Embrun, Canada	2021-03-27
catherine paterson	Burnley, UK	2021-03-27
Patti Mullins	Revelstoke, British Columbia, Canada	2021-03-27

Name	Location	Date
Kathleen K	Canada	2021-03-27
Jazz Van Buren	Barrie, Canada	2021-03-27
Dakota-Dawn McLean	Barrie, Canada	2021-03-27
alyssa hayes	Edmonton, Canada	2021-03-27
Paige Simpson	Barrie, Canada	2021-03-28
Katey Woods	Hope, Canada	2021-03-28
Khenan Bedingfield	Edmonton, Canada	2021-03-28
Hendrik Blaauw-Hernandez Fernandez	Kirkland Lake, Canada	2021-03-28
Hannah Nicholls	Raynes Park, UK	2021-03-28
Aleesha Gostkowski	Toronto, Canada	2021-03-28
Michele Hastie	Kirkland Lake, Canada	2021-03-28
Adam Cox	Barrie, Canada	2021-03-28
Alyssa Birch	Kirkland Lake, Canada	2021-03-28
Alexandra Secord	Kirkland Lake, Canada	2021-03-28
Carrie Lauzon	St. Catharines, Ontario, Canada	2021-03-28
Brandon Brough	Kirkland Lake, Quebec, Canada	2021-03-28
carley burke	New Liskeard, Ontario, Canada	2021-03-28
Kiera Bertram	Peterborough, Canada	2021-03-28
Quintin-Laurier Groulx	Kirkland Lake, Canada	2021-03-28
Vitalie Juncu	Canada	2021-03-28
Darryl Howse	Regina, Canada	2021-03-28

Name	Location	Date
peter baker	Mississauga, Canada	2021-03-28
Tammy Gabriel	Temiskaming Shores, Ontario, Canada	2021-03-28
Lindsay Trottier	Barrie, Canada	2021-03-28
R Korol	Canada	2021-03-28
Weronika Kazmierczak	Milton, Canada	2021-03-28
Jared Wisnia	Dollard-des-ormeaux, Canada	2021-03-28
Joe Fazio	Montréal, Canada	2021-03-28
devon schinbein	Mitchell, Canada	2021-03-28
Erika Tennant	Toronto, Ontario, Canada	2021-03-28
Mackenzie Martin	Angus, Ontario, Canada	2021-03-28
Michelle Gabriel	Kirkland Lake, Canada	2021-03-28
Vannessa Coniglio	Alliston, Ontario, Canada	2021-03-28
Francesco Coniglio	Alliston, Ontario, Canada	2021-03-28
Gabe Fortin	Kenabeek, Ontario, Canada	2021-03-28
Wendy Boudreault	Chaput Hughes, Ontario, Canada	2021-03-28
Lisa Salyzyn	Edmonton, Canada	2021-03-28
Courtney Bremner	Kirkland Lake, Canada	2021-03-28
Judy Johns	Campbell River, Canada	2021-03-28
Lindsay Harvey	New Lowell, Canada	2021-03-28
Terri Wilton	Scarborough, Canada	2021-03-28
Holley Frank	Matachewan, Canada	2021-03-28
Lisa Corbett	Calgary, Canada	2021-03-28

Name	Location	Date
barbara dunslow	Toronto, Canada	2021-03-28
Rod Mowat	Red Deer, Canada	2021-03-29
Bryan Plata	Edmonton, Canada	2021-03-29
Charlotte Tymchuk	Boucherville, Canada	2021-03-29
Kaitlyn Woodall	Alliston, Canada	2021-03-29
Luigi Fontana	Swastika, Ontario, Canada	2021-03-29
Ashley MacKinnon	Kirkland Lake, Canada	2021-03-29
jarred sonething	Brantford, Canada	2021-03-29
Patrick Hauer	North Vancouver, Canada	2021-03-30
samantha landry	saint john, Canada	2021-03-30
laura berton	Caledon, Canada	2021-03-30
H Lepage	Montréal, Canada	2021-03-30
Maya Maltais	Montreal, Canada	2021-03-30
Pejman Bidar	Toronto, Canada	2021-03-30
Behi Saz	Grande Prairie, Canada	2021-03-30
Marlene Reade	Belleville, Canada	2021-03-30
Jason Goodburn	New Liskeard, Ontario, Canada	2021-03-30
Julie LeBel	Kirkland Lake, Ontario, Canada	2021-03-31
Nancy Turcott	Burlington, Ontario, Canada	2021-03-31
Wilburn Neville	Timmins, Ontario, Canada	2021-03-31
trevor roy	Kirkland Lake, Ontario, Canada	2021-03-31
Jennifer Cholette	Kirkland Lake, Ontario, Canada	2021-03-31

Name	Location	Date
Stacy Roy	Kirkland Lake, Ontario, Canada	2021-03-31
Austin Roy-Lalonde	Kirkland Lake, Ontario, Canada	2021-03-31
TINA GATZ	Oshawa Ontario, Canada	2021-03-31
Siobhan Ewert	Milton, Canada	2021-04-01
Cliff Murray	Goderich, Canada	2021-04-01

Petition to Put an End to the proposed Timber Harvest of Swastika North
2021-DEV-002

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

We, the undersigned, are concerned citizens who urge our leaders to act now and put an end to the proposed Timber Harvest in Swastika North.

Date: _____

NAME	ADDRESS	SIGNATURE
Br. Hany Mitchell Eady	44 Swastika Ave	H Mitchell Eady
DENIS CHARTRÉ		Denis Chartré
Alessia Valentini	Swastika	AW
Ejic Munn	Swastika	Ejic Munn
Richard Witty	85 Athena Blvd	Richard Witty
Jessica Moore	125 Athena Blvd	J Moore
Rob - Kitz	125 Athena Blvd	Rob Kitz
Joe R. Lori Brohm	39 Victoria	Joe R
IVAN LABONTE	Kenogami	Ivan Labonte
GERRI Roy	Kenogami	Gerri Roy
Donna Jack	Swastika	Donna Jack
Julie Peykman	KL:	Julie
Chalonde	Swastika	Chalonde
Graeme Bishop	Chaput Hughes	Graeme Bishop
Yvon Savoie	Kirkland Lake	Yvon Savoie

NAME	ADDRESS	SIGNATURE
Pat Brock	Kirkland Lake	Pat Brock
Timothy Brock	Kirkland Lake	Tim Brock
Robert Morrison	KIRKLAND LAKE	Rob.
Natascha Dombrowski	KIRKLAND LAKE	N. Dombrowski.
Felicia Scott	Kirkland Lake,	Felicia Scott
Jim MALHERBE	KIRKLAND LAKE	Jim Malherbe
Darleen Smith	KL.	Darleen Smith
Brad Pullen	KL.	Brad Pullen
Paul Antoniazzi	Kirkland Lake	Paul Antoniazzi
Galilee Johnson	Kirkland Lake	Galilee Johnson
Claude Camirand	Kirkland Lake	Claude Camirand
Isabelle Daoust	King Kirkland	Isabelle Daoust
Joshua Johnson	Kirkland Lake	Joshua Johnson
Taylor Brousseau	Kirkland Lake	Taylor Brousseau
Emelita McMillan	Kirkland Lake	Emelita McMillan
Amolak Singh	Kirkland Lake	Amolak Singh
Sue Comba	K.L.	Sue Comba
LORNE COMBA	KL.	Lorne Comba
Raymond Hebert	Swastika	R. Hebert
DEVIN LIPPETT	SWASTIKA	Devin Lipsett

Petition to Put an End to the proposed Timber Harvest of Swastika North
2021-DEV-002

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

We, the undersigned, are concerned citizens who urge our leaders to act now and put an end to the proposed Timber Harvest in Swastika North.

Date: _____






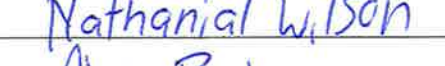
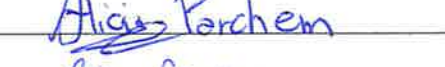

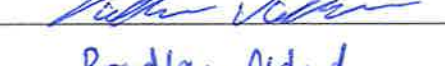



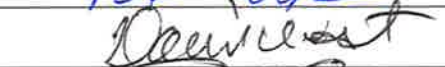


NAME	ADDRESS	SIGNATURE
Brian Topless	40 Riverside Drive	Brian Topless
Janie Cowie	20 Riverside Dr.	Janie Cowie
Kimberley Walker-Haus	4 Conroy Ave	Kimberley Walker-Haus
Penny Fournel	11 Kerkland Ave	Penny Fournel
Ann R. McCuan	40 Riverside Dr.	Ann R. McCuan
Angers Lemelin		
Daniel Desjardins	23 Grenfell Ave	Daniel Desjardins
Denis Desjardins		Denis Desjardins
MATT LeClerc	39 GRENFELL	MATT LeClerc
MEGAN MULLINS	67 ALGONQUIN AVE	Megan Mullins
Alex Poplinski	23 Connaught Ave	Alex Poplinski
Melanie Grou	23 Connaught Ave	Melanie Grou
Kristy Spear	12 Connaught Ave	Kristy Spear
VEN ST JOHN	12 Connaught Ave	Ven St John
Valienne Vinter	123 Riverside Drive	Valienne Vinter

Petition to Put an End to the proposed Timber Harvest of Swastika North
2021-DEV-002

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

We, the undersigned, are concerned citizens who urge our leaders to act now and put an end to the proposed Timber Harvest in Swastika North.

Date: _____

NAME	ADDRESS	SIGNATURE
Taylor Williams	KL	
Stéphan Francoeur	K.L	
Spencer Kelly	Swastika	
Matthew Smith	KL	
Timie Runkleskie	KL	
Nathaniel Wilson	KL	
Alicia Porchem	KL	
Ben Fampin	Kirkland Lake	
Jonathan Vachon	Larder Lake	
Bradley Aldred	Kirkland Lake	
David Aldred	Matheson	
Dylan Aldred	Kirkland Lake	
Neil Wilson	U-Town	
DAVID WEST	KL	
ERIC CARROLL	Kp.	

Petition to Put an End to the proposed Timber Harvest of Swastika North
2021-DEV-002

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

We, the undersigned, are concerned citizens who urge our leaders to act now and put an end to the proposed Timber Harvest in Swastika North.

Date: _____

NAME	ADDRESS	SIGNATURE
Shawna Smith	K.L.	Shawna Smith
Katlin Maure	K.L.	Katlin Maure
Stacey McLean	K.L.	Stacey McLean
Jessy Lessard	K.L.	Jessy Lessard
Norm Cloutier	K.L.	Norm Cloutier
Bill Ferguson	K.L.	Bill Ferguson
PAUL PATRO	BOURKES RD	Paul Patro
DAVID KRACHUK	KL-	David Krachuk
ALATA CLARKSON	CONNAUGHT, SWASTIKA	Alata Clarkson
Taylor Williams	K.L.	Taylor Williams
DAVID SMITH	KL	David Smith
Shayne Boudreau	KL	Shayne Boudreau
Paul Thompson	KL-	Paul Thompson
Chantal Anna Ockler	SWAS.	Chantal Anna Ockler
Karl K.	SWAS	Karl K.

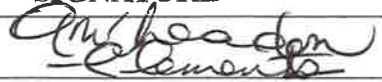










Petition to Put an End to the proposed Timber Harvest of Swastika North
2021-DEV-002

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

We, the undersigned, are concerned citizens who urge our leaders to act now and put an end to the proposed Timber Harvest in Swastika North.

Date: _____

NAME	ADDRESS	SIGNATURE
Jasmine Connelly	83 Riverside St, Swastika	Jasmine Connelly
Cecile Roy	137 Pollock St KL	Cecile Roy
Classica Janssen	708 Janssen Rd Seseke, Swastika	Classica Janssen
Keyen Janssen	208 Janssen Rd Seseke, Swastika	Keyen Janssen
Bob Darlene Rodgers	403900 OGrady ^{Charlton}	Bob Darlene Rodgers
David Fair	16 Athens Ave.	David Fair
Joni Russell	246 Greenfield Rd, Kerogami	Joni Russell
Theresa Barber-Pin	9 King George Crt	Theresa Barber-Pin
Louise Hayes	Rosegrove Rd	Louise Hayes
Jane Cousins	43 McCamus	Jane Cousins
Anne Deibel	101 Second St.	Anne Deibel
Carrie Bodick	53 Harding	Carrie Bodick
Ben M ^c Naughton	134 Fennah Rd. Swastika	Ben M ^c Naughton
Anne Laquette	82 First St	Anne Laquette
Christie McBean	270 Greenfield Kerogami	Christie McBean

NAME	ADDRESS	SIGNATURE
Amanda Wheaton-Clements	3 Harding Avenue	
Andrea Armstrong	127 Duncan Avenue	Andrea Armstrong
Aiden Thompson	12 Atkins Ave	
Hazman Singh	24 Woods St.	
Nishan Singh	54 Prospect Ave.	
Andrea Augstein	30 Main St.	Q Augstein
Airionna Campbell	63 main st	Airionna Campbell
Daniel McIntee	98 Fifth Street	Daniel McIntee
Jay	210 main street	Jay
William Monette	396 Matheson Street	
Dave Hae	105 Main St.	
Bryson Carroll	25 tweedsmuir Rd	Bryson Carroll
Dance Rosicki	46 Duncan Ave	
Tanya Gaunt	11 Premier	
Alisha Liscomb	674 Government Ave	Alisha Liscomb
Bethany Stockman	47 Queen Street	Bethany Stockman
Hunter Demers	14 Second Street	Hunter Demers
Blessil Thomas	138 Pollock Street	
Cathy Robbals	32 RAND WEST	
Heather Taylor	18 King George Ct	

NAME	ADDRESS	SIGNATURE
Ashley Mullins	16 Athena Blvd	A Mullins
Beverley Rumble	17 Athena Blvd, Swastika	Beverly Rumble
Ray Gelinas	17 Athena Blvd Swastika	Raymond Gelinas
Lucinda Gelinas	17 Athena Blvd Swastika	Lucinda Gelinas
Michele Murdy	24 Athena Blvd Swastika	Michele Murdy
Jesse Murdy	24 Athena Blvd Swastika	
Christopher Murdy	24 Athena Blvd Swastika	C. Murdy
Stephanie Martyn	32 Athena Blvd.	S. Martyn
James Swanson	32 Athena Blvd	
Josh Byer	33 Athena Blvd.	Josh Byer
Jeanne Tiedtke	44 Athena Blvd.	Jeanne Tiedtke
Craig Tiedtke	44 Athena Blvd	Craig Tiedtke
Ashley Brandt	53 Athena Blvd	
DARREN BRANDT	53 ATHENIA BLVD	
Netra Vyas	61 Athena BLVD	
Angela Davis-Witty	85 Athena Blvd.	Angela Davis-Witty
MIKE PECK	4 Hill K LAND AVE	Mike Peck

NAME	ADDRESS	SIGNATURE
Crystalyn Bradley	64 First Str Kirkland Lake	Crystalyn Bradley
Lindsay Lamarche	55 McCamus Kirkland Lake	Lamarche
Pierre Lamy JR.	55 McCamus Kirkland Lake	
AL VIRTUE	103 Riverside	A Virtue
JASON MORNEAULT	91 RIVERSIDE DRIVE Swastika	Jason Morneault
Chris D. P.	20 Riverside Drive Swastika	Chris D. P.
Pauline Bradt	49 Riverside Drive Swastika	Pauline Bradt
DAVID BRADT	49 Riverside Drive Swastika	David Bradt
REN RIVERS	51 Riverside Drive Swastika	REN
Janis Turner	51 Riverside Drive Swastika	Janis Turner
R. Carisse	Swastika	
LA Fortes	4 Gold Swastika	LA Fortes
Erin Lamothe	20 Gold Swastika	Erin Lamothe
Austin St-Jean	80 Gold Swastika	Austin St-Jean
Dee Danchuk	3 Swastika ave Swas	Dee Danchuk
Matt Danchuk	" 1	Matt Danchuk
Tyler Letellier	42 SWASTIKA Swas	Tyler Letellier
Michelle Woods	16 Swastika Swas.	Michelle Woods
Carlynn Berday	42 Swastika Swas	Carlynn Berday
Tyler Letellier	S	

NAME	ADDRESS	SIGNATURE
Charles Sietzema	284 Hayes Cr. Swastika	Charles Sietzema
Jessica Sietzema	284 Hayes cr. Swastika	Jessica Sietzema
Miranda Farmer	45 Athenia Blvd Swas.	Miranda Farmer
GLENN WALDRON	44 GREEN FELL SWAS	Glenn Waldron
Phil Tinsley	84 KIRKLAND SWAS	Phil Tinsley
PAT TINSLEY	14 KIRKLAND SWAS	PAT TINSLEY
DOREEN HAZKIM	10 CONROY WAY	Doreen Hazkim
Monica Taylor	398 Grenfell Rd.	Monica Taylor
Fern Schmaier	398 Grenfell Rd.	Fern Schmaier
Sonny Batisse	11. station Rd.	Sonny Batisse
Jane Paressey	97 Wilson Rd.	Jane Paressey
Pete Naylor	5117 Highway 112	Pete Naylor
Elizabeth Lee	6010 Hwy 11	Elizabeth Lee
Edie	226 W. 11th	Edie
Richard D. Smith	15 Kirkland Ave.	Richard D. Smith
John D. Smith	35 Kirkland	John D. Smith
EVAN QUINN	16 Allen Ave Kirkland Lake	Evan Quinn
JOHN VAN DER LOOS	10 Fifth street	John Van Der Loos
Candice Lauzon	16 Allen Ave Kirkland Lake	Candice Lauzon
Michael Live/8	64 First-str Kirkland Lake	Michael Live/8


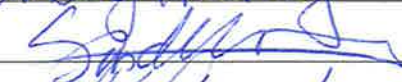
NAME	ADDRESS	SIGNATURE
Jenn Caswell	12 Connaught Ave	J Caswell
DARYL BROHM	39 Victoria Ave	Daryl Brohm
KATHERINE QUINN	32 VICTORIA AVE	K Quinn
Douglas Robinson	24 VICTORIA AVE	Douglas
Betty Robinson	24 Victoria Ave, Swas	Betty Robinson
Al Richard	16 Victoria ave	Al Richard
Penny Perrier	12 Victoria	Penny Perrier
Nick Perrier	12 Victoria	Nick Perrier
Julie Sampson	8 Victoria Ave	Julie Sampson
ANNE Sampson	8 VICTORIA AVE	Anne Sampson
PHIL LAWRENCE	75. RIVERSIDE	Phil Lawrence
Carmen Lawton	71 Riverside	Carmen Lawton
DAVE JOHNSON	"	Dave Johnson
Penny Fearnley	67 Riverside	Penny Fearnley
Mark Fearnley	67 Riverside	Mark Fearnley
Kathy Kyklygy	1 Athena Blvd	Kathy Kyklygy
Kathy Kyklygy	1 Athena Blvd	Kathy Kyklygy
Andrew Miller	7 Athena Blvd	Andrew Miller
R. McCrann	9 ATHENA BLVD	R. McCrann
G. Mullins	16 Athena Blvd	G. Mullins

Petition to Put an End to the proposed Timber Harvest of Swastika North
2021-DEV-002

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

We, the undersigned, are concerned citizens who urge our leaders to act now and put an end to the proposed Timber Harvest in Swastika North.

Date: _____

NAME	ADDRESS	SIGNATURE
Chantal Perrier (Dump go ahead, not Swastika!!)	28 Rowan Ave	Chantal Perrier
Amal Ratbi	(153 Belluck ave) app 2	
Vanessa Miron	61 McCamus	Vanessa Miron
Josee Bouffard	Virginiatown	Josee Bouffard
Laurette Nadeau	18 Prince st.	Laurette Nadeau
Amy Perkins	45 McElvie Ave, KL	Amy Perkins
Tracy Hachey	KL	Tracy Hachey
SAID CHALH	153-2 Belluck street	
Tom Armstrong	54 Godfrey Larder Lake	Tom Armstrong

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

Date: _____

[illegible]

[illegible]

[illegible]

[illegible]

NAME	ADDRESS	SIGNATURE
Joanne Haskins	16 Coaroy Asp	Joanne Haskins
Shawn Stevenson	39 Kirkland Ave	Shawn Stevenson
Shelley St. Onge	39 Kirkland Ave	Shelley St. Onge
PIETE IRELAND	35 KIRKLAND AVE	Pete Ireland
LUKAS IRELAND	35 KIRKLAND AVE	Lukas Ireland
Robin LEVESQUE	360 West Rd Swastika	Robin Levesque
Eileen Rapski	288 Kenogami	Eileen Rapski
Leonard	92 Riverside Dr.	Leonard
Joe Leonard	92 Riverside Dr	Joe Leonard
Dora Coates	48 Boveray	Dora Coates
Samantha Ames	77 Athenia Blvd, Swastika	S. Ames
SHARON SMITH	5157 Hwy 112, Swastika	Sharon Smith
Gary Grabowski	55 Riverside Drive Swas	G. Grabowski
David Gillett	20 Victoria Ave	David B. Gillett
TIFFANY McLean	253 Park Ave Swastika, ON	Tiffany McLean
DAVE BROWN	1491 Gault Rd SWASTIKA.	D. Brown
Michelle Girodat	20 Eby Pothole Road Swastika	Michelle Girodat

Petition to Put an End to the proposed Timber Harvest of Swastika North
2021-DEV-002

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

We, the undersigned, are concerned citizens who urge our leaders to act now and put an end to the proposed Timber Harvest in Swastika North.

Date: _____

NAME	ADDRESS	SIGNATURE
Jonathan Leblitt	13 Hudson Bay Ave, KL, ON	Jonathan Leblitt
Shelby Carriere	123 Tower ST Kh	Shelby Carriere
JERRY WEBER	31 KIRKPATRICK KL. ON	Jerry Weber
Jordan Arsenault	58 Porters KL ON	Jordan Arsenault
Jean-Paul St-Jean	175 DOLOK KL ONT	Jean-Paul St-Jean
Michel Desjardins	97 Federal ST	Michel Desjardins
Mike Girard	556 Gout Rd W.	Mike Girard
Carol Judd	38 Rowan Ave Kirkland Lake	Carol Judd
Brian Judd	38 Rowan Ave Kirkland Lake	Brian Judd
Corrine Manuel	4003 Manuel Rd. Tarzwell	Corrine Manuel
Robert Manuel	4003 Manuel Rd Tarzwell	Robert Manuel
Kim Cornba	81 Wilson Ave Kirkland Lake	Kim Cornba

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

Date: 03/05/21

[illegible]

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

Date: _____

NAME	ADDRESS	SIGNATURE
Valerie Goyer	2 Connaught St Swastika	Valerie A. Goyer
MARCEL GOYER	2 CONNAUGHT ST SWASTIKA	M. Goyer
Sheena Daviau	81 Pinetree Rd Kirkland Lake	Sheena Daviau
Alec Daviau	81 Pinetree Rd Kirkland Lake	Alec Daviau
Becky Perrier	64 Riverside Dr Swastika	Becky Perrier
Chris Black	52 Riverside Dr Swastika	Chris Black
Michael Leaky	" "	Michael Leaky
Chris Goyer	78 Queen St K.L.	C.G.

Petition to Put an End to the proposed Timber Harvest of Swastika North
2021-DEV-002

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

We, the undersigned, are concerned citizens who urge our leaders to act now and put an end to the proposed Timber Harvest in Swastika North.

Date: _____

NAME	ADDRESS	SIGNATURE
Jim Winkfield	8 Spruce St Kirkland Lake	Jim Winkfield
Gore Eckert	8 Spruce St Kirkland Lake	Gore Eckert
Nadig Joly-Morrisette	119 Poplar Ave Kirkland Lake	Nadig Joly-Morrisette
K. Fiset	18 Woods St Kirkland Lake	K. Fiset
Lisa Joly	119 Poplar Ave	Lisa Joly
Lucette Joly	623 McCamus	Lucette Joly
S. Mastrilli	55 Hudson Bay Ave.	S. Mastrilli
Sarah Holden	686 Government Rd W	Sarah Holden
Emily Brismont	30 Hwy Apt 3	Emily Brismont
Donna Cozac	6 Queen St.	Donna Cozac
Pam Allworth	1 Lakeshore Rd K.L.	Pam Allworth
Laura Brismont	30 Gov Rd Apt 3 K.L.	Laura Brismont
Patricia McLean		

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

Date: March 3

[illegible]

Petition to Put an End to the proposed Timber Harvest of Swastika North
2021-DEV-002

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

We, the undersigned, are concerned citizens who urge our leaders to act now and put an end to the proposed Timber Harvest in Swastika North.

Date: _____

NAME	ADDRESS	SIGNATURE
Jamie McFarlane	20 E By Pet Hole Rd	Jamie
Jacq Fern	KENNELM	Jacq
W. J. M. J.	Riverside Dr Swastika	
A. R. Heston	66 Athena Blvd.	Ann Heston
Ralph Heston	" "	Ralph Heston
JAMES BARRETTE	43 KIRKLAND AVE	
Andre Perreault	31 Conroy Ave	AP
Marilyn Dobosi	31 Conroy Ave	M Dobosi
Stephanie Desjardins	64 Conroy Ave	SDesj
Addison Renaud	64 Conroy Ave	ARenaud
Sylvie Lamotte	32 Conroy Ave	Sylvie Lamotte
Emile Lamotte	32 Conroy Ave	Emile Lamotte
hec Ampta	28 Conroy ave	hec

Petition to Put an End to the proposed Timber Harvest of Swastika North
2021-DEV-002

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

We, the undersigned, are concerned citizens who urge our leaders to act now and put an end to the proposed Timber Harvest in Swastika North.



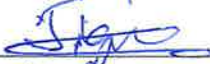







Date: _____

NAME	ADDRESS	SIGNATURE
Bernadette Vanderburg	5146 Hwy 12 Swastika	Bry
Tammy Beaudoin	R.L.	Tammy Beaudoin
Corinne Attwater	K.L.	Attwater
Donna Allen	Swastika	Donna Allen
Sherry Ducharme	K.L.	Sherry Ducharme
Rebecca Schmidt	K.L.	Rebecca Schmidt
Kelly Desjardins	K.L.	Kelly Desjardins
Leonard Hughes	K.L.	Leonard Hughes
May Allard	K.L.	May Allard
Morgan Simons	Chaput Hughes	M. Simons

[illegible]

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

Date: March 10th, 2021.

NAME	ADDRESS	SIGNATURE
Douglas Charlton	K.L.	
Jayan Patel	Allen Ave.	
Signesh Malviya	12 Lake Shore Rd	
Het Desai	12 Lake Shore Rd.	
Kulwinder Kaur	K.L.	
Jay Saksheer	Government Road west	
usman Khanna	62 HAWTHORNE	
Tyna Wroeght	Kirkland St W	
Anish Standli	111 Government Rd E	
Ankita Patel	111 Government Rd E	

Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

Date: _____

[illegible]

Petition to Put an End to the proposed Timber Harvest of Swastika North
2021-DEV-002











Site #2: Elsie Lake - North of Blanche River, South of Perron Lake, West of Elsie

We, the undersigned, are concerned citizens who urge our leaders to act now and put an end to the proposed Timber Harvest in Swastika North.

Date: 8 March, 2021

NAME	ADDRESS	SIGNATURE
Sanjeet Kaur	Kirkland Lake	SK
Amanpreet Kaur	Kirkland Lake	Amanpreet
Rashinder Kaur	Govt Road	RKaur
IED Wron	Kirkland Lake	IED
Shannon Quibell	V-town	Shannon
Donna Belisle	Kirkland Lake	Donna Belisle
Ranjit Kaur	Kirkland Lake	RKaur
Ranjit Kaur	Kirkland Lake	Ranjit Kaur
Sukhpreet Kaur	Kirkland Lake	SKaur
Harmanyot Kaur	Kirkland Lake	HKaur

NAME	ADDRESS	SIGNATURE
Brian Wood	95 Riverside Dr, Swastika	Brian Wood
Jessica Loranger	573 Government Road	Jessica Loranger
Jody Smith	573 Government Road	Jody Smith
Khalil Thompson	95 Riverside Drive Swastika	Khalil Thompson
Miwesh Prasad	61 ATTENIA BLVD, Swastika	Miwesh Prasad
Ame Pegg	35 Woods St. KL	Ame Pegg
Jeff Pegg	375 Hayes St, Swas	Jeff Pegg
Mark Bertrand	550 OTTO 1 RD, OTTO TWP	Mark Bertrand
Peter Brown	23 CONROY AVE	PETER BROWN
Melany Lapointe	350 OTTO one RD OTTO Twp	Melany Lapointe
Janie McKeen	270 Grenfell Rd. Swastika	Janie McKeen
Mark McKeen	11 Conroy St. Ave.	Mark McKeen
Alain Sibat	637 Chaput Hughes	Alain Sibat
Jean Lozeau	40 Dixon Ave. K.L	Jean Lozeau
Melissa Gilbert	K.L	M. Gilbert

NAME	ADDRESS	SIGNATURE
Jean-Claude Daigle	KoL	
Kara Brown	Kirkland Lake	
MITCHELL MULLINS	CONNAUGHT AVE, SWASTIKA	
KATIE DOVAN	237 Government Rd W Swastika	
MATT SCHRAM	" "	
JUDY McLeod	2 Beaver dr. Chaput Hughes	
DARYL RODGERS	27 CONROY AVE SWASTIKA	
Kristine Simms	87 CONROY AVE SWASTIKA	
GARRY FRANKAVIST	12 STATION RD. KL,	
Glen McLaughlin	36 Kirkland St.	



MINUTES

Corporation of the Town of Kirkland Lake
Regular Meeting of Council
Council Chambers
Tuesday, March 23, 2021
4:40 p.m.

Attendance

Acting Mayor: Rick Owen
Councillors: Casey Owens
Stacy Wight
Eugene Ivanov
Patrick Adams
Lad Shaba
Absent: Pat Kiely
Staff: Interim CAO: Donald Studholme
Clerk: Meagan Elliott
Director of Community Services: Bonnie Sackrider
Director of Public Works: Michel Riberdy
Director of Care: Tanya Schumacher
Fire Chief: Rob Adair
Director of Economic Development: Wilf Hass

1. Call to Order and Moment of Silence

Acting Mayor Owen requested a moment of silence.

2. Approval of the Agenda

Moved by: Casey Owens
Seconded by: Patrick Adams

BE IT RESOLVED THAT the Agenda for the Regular Meeting of Council held on March 23, 2021 beginning at 4:42 p.m. be approved as circulated to all Members of Council.

CARRIED

3. Declaration of Pecuniary Interest

Acting Mayor Owen requested those present to declare any pecuniary interests with matters appearing on the Open Session agenda. Eugene Ivanov declared on item 6.3 Notice of Intent to Sell Heritage North as he owns a rental facility, and Patrick Adams also declared on item 6.3 as he is an employee of KL Gold and a member of the curling club.

4. Petitions and Delegations

4.1 Cultural Crossroads
Nicole Guertin

Moved by: Stacy Wight
Seconded by: Eugene Ivanov

BE IT RESOLVED THAT the Cultural Crossroads presentation by Nicole Guertin be received.

CARRIED

5. Acceptance of Minutes and Recommendations

Moved by: Lad Shaba
Seconded by: Casey Owens

BE IT RESOLVED THAT Council approve the minutes of the following meetings:

- Minutes of the Regular Meeting of Council held March 9, 2021

CARRIED

6. Reports of Municipal Officers and Communications

6.1 Verbal COVID-19 Update
Bonnie Sackrider, Director of Community Services

Moved by: Patrick Adams
Seconded by: Lad Shaba

BE IT RESOLVED THAT the verbal COVID-19 update be received.

CARRIED

6.2 Fire Safety Grant Announcement
Rob Adair, Fire Chief

Moved by: Eugene Ivanov
Seconded by: Casey Owens

BE IT RESOLVED THAT Memorandum Number 2021-FIRE-001M entitled “**Fire Safety Grant Announcement**” be received, and

THAT Council approve the submitted application by the Fire Chief.

CARRIED

6.3 Notice of Intent to Sell Heritage North (400 Government Road West)
Wilf Hass, Director of Economic Development

Councillor Ivanov and Councillor Adams disabled their audio/video at 5:00pm

Moved by: Lad Shaba

Seconded by: Stacy Wight

BE IT RESOLVED THAT Report Number 2021-DEV-009 entitled “**Notice of Intent to Sell: Heritage North (400 Government Road West)**” be received, and

THAT staff be directed to:

1. Provide notice of intent to sell the property known as 400 Government Road West (Heritage North) to 1226507 Ontario Inc.
2. Engage legal counsel to review the purchase proposal and make recommendations;
3. Prepare and present a By-law to Council at an upcoming meeting authorizing the Corporation of the Town of Kirkland Lake to enter into an agreement of purchase and sale to sell the property known as 400 Government Road West to 1226507 Ontario Inc.

CARRIED

Councillor Ivanov and Councillor Adams enabled their audio/video at 5:06pm

6.4 Signing Authority Policy
Meagan Elliott, Clerk

Moved by: Lad Shaba

Seconded by: Patrick Adams

BE IT RESOLVED THAT Memorandum Number 2021-CLK-008M entitled “**Signing Authority Policy**” be received,

THAT the Signing Authority Policy is hereby approved, and

THAT staff be directed to insert the updated Signing Authority Policy into the Corporate Policy Manual.

CARRIED

6.5 Strategic Plans
Don Studholme, Interim CAO

Moved by: Patrick Adams

Seconded by: Stacy Wight

BE IT RESOLVED THAT Memorandum Number 2021-CAO-001M entitled “**Strategic Plans**” be received, and

THAT staff be directed to move forward with a focus on the following 4 key items identified in the Strategic Plan Update:

Long term capital spending and replacement strategy

Development of multi year IT strategy

Update job descriptions pay equity and salary grid

Service delivery standards in winter maintenance and waterworks, and

THAT further Strategic Plan deliverables be referred to a future meeting of Council after staff deliberations.

CARRIED

6.6 Hiring Non-Union Staff
Don Studholme, Interim CAO

Acting Mayor Owen left the board room at 5:30pm and Councillor Wight took over as Chair

Moved by: Casey Owens

Seconded by: Lad Shaba

BE IT RESOLVED THAT Memorandum Number 2021-CAO-002M entitled “**Hiring Non-Union Staff**” be received, and

THAT staff be directed to present an updated Hiring Policy that allows internal promotion before posting externally for non-union, non-managerial staff.

Acting Mayor Owen returned to the board room at 5:41pm and Councillor Wight resumed as a Councillor

6.7 CAO Recruitment
Don Studholme, Interim CAO

Moved by: Eugene Ivanov

Seconded by: Patrick Adams

BE IT RESOLVED THAT Memorandum Number 2021-CAO-003M entitled “**CAO Recruitment**” be received,

THAT all members of Council provide feedback to the Interim CAO on their desired attributes of a CAO and the tasks Council would want this CAO to be completed in the first 6 months to 1 year after hiring, and

THAT this matter be referred to the next Regular Meeting of Council.

CARRIED

7. Consideration of Notices of Motion

8. Introduction, Reading and Consideration of By-Laws

Moved by: Patrick Adams

Seconded by: Stacy Wight

BE IT RESOLVED THAT the following by-law be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto;

By-law Number 21-022, being a by-law to appoint a Deputy Treasurer for the Town of Kirkland Lake

CARRIED

Moved by: Eugene Ivanov

Seconded by: Lad Shaba

BE IT RESOLVED THAT the following by-law be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto;

By-law Number 21-023, being a by-law to authorize the civil marriage solemnization service in the Town of Kirkland Lake

CARRIED

Moved by: Casey Owens

Seconded by: Stacy Wight

BE IT RESOLVED THAT the following by-law be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto;

By-law Number 21-024, being a by-law to establish the remuneration for members of Council for the Town of Kirkland Lake

CARRIED

Moved by: Lad Shaba

Seconded by: Eugene Ivanov

BE IT RESOLVED THAT the following by-law be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto;

By-law Number 21-025, being a by-law to establish remuneration adjustments for non-union employees

CARRIED

9. **Questions from Council to Staff**

10. **Notice(s) of Motion**

11. **Councillor's Reports**

11.1 **Councillor Updates**

Moved by: Stacy Wight

Seconded by: Casey Owens

BE IT RESOLVED THAT the verbal updates from members of Council be received, and **THAT** staff be directed to report back to Council with further information on the status of the Kirkland Lake Court House.

CARRIED

12. **Additional Information**

13. **Closed Session**

14. **Matters from Closed Session**

15. **Confirmation By-Law**

Moved by: Lad Shaba

Seconded by: Eugene Ivanov

BE IT RESOLVED THAT the following by-law be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto;

By-law Number 21-026, being a by-law to confirm the proceedings of Council at its meeting held March 23, 2021.

CARRIED

16. **Adjournment**

Moved by: Casey Owens

Seconded by: Patrick Adams

BE IT RESOLVED THAT Council adjourn the March 23, 2021 Regular Meeting of Council.

CARRIED

The meeting adjourned at 6:35pm

Rick Owen, Acting Mayor

Meagan Elliott, Clerk

DRAFT



REPORT TO COUNCIL

Meeting Date: 06/04/2021

Report Number: 2021-DEV-011

Presented by: W. Hass

Department: Development Services

REPORT TITLE

Proposed Timber Harvesting: Kirkland Lake Landfill and Swastika North

RECOMMENDATION(S)

BE IT RESOLVED THAT Report Number 2021-DEV-011 entitled “**Proposed Timber Harvesting: Kirkland Lake Landfill and Swastika North**” be received,

THAT staff be directed to remove Block Ten (mining claims HR593, HR594, L4325, HR756, HR593, HR594, L4325, HR756, RSC 204, 209 and 210) from current harvesting consideration; and a report be prepared on the feasibility of designating Block Ten (mining claims HR593, HR594, L4325, HR756) as a municipal “conservation area” or “recreation area”,

THAT staff be directed to prepare a Request for Proposal for the harvesting of timber on PCL 9969 SEC CST; Mining Claim L28300 Gauthier Township, being known as Site One, Kirkland Lake Landfill Block; TKL Blocks 4, 5 and 6 as described in this report, and that Recommendations Pertaining to Harvest Practices as presented in this report be applied,

THAT mining claims L14192, L40218, L24029 and L6083 abutting the Blanche River be removed from current harvesting consideration, and that staff be directed to prepare a report on the feasibility of partitioning these claims and selling them for future residential or recreational development, and

THAT staff allocate a portion any revenues generated through any harvesting activity towards the cost of updating the Landowners Management Agreement, preparing mapping needed for any harvesting being commissioned.

BACKGROUND

In late 2020, staff received unsolicited expressions of interest from regional forestry companies regarding harvesting standing timber on municipally owned lands. Two

specific areas were identified as being of interest: a block adjacent to the municipal landfill, and four blocks located primarily to the north and west of Swastika.

Staff advised Council of this commercial interest at the January 12, 2021 open meeting. Report 2021-DEV-002 reiterated the history behind the Town's Land Management Agreement 2012-2022 (LMA) and past harvesting operations undertaken in 2019/20. Briefly, the LMA is a document that defines, assesses and provides long term guidance to the Town for the management of its forest resources that is consistent with the Town's Official Plan and parallels the policies and practices employed in the management of Crown Forests. It is effectively an asset management plan that divides the municipal non-urban land base into a series of blocks. The forest on each block is the asset and its value is defined through multiple lenses: monetary, social, environmental, recreational, etc. The values overlap, none take precedence and they are not mutually exclusive. A block may have a monetary value (through harvesting or sale), be a recreational area and be considered at risk environmentally due to infestations or fire threat. The challenge lies in determining which value is the pre-eminent one in each case, and then determining how that value is best realized.

The LMA pays particular attention to the harvesting aspect because the municipality regularly received ad hoc and unsolicited requests to harvest wood on municipal land. Council wanted to know what land it owned, what was on the land and to have a way to respond consistently and fairly to enquiries, including what to insist upon in terms of silviculture, protecting values, maintaining consistency with provincial guidance, etc. Essentially, the LMA laid out the "rules of engagement" for managing the forest as a harvestable resource.

As per Council's direction, public consultations were held in February and March of this year. Due to COVID restrictions, consultations comprised the online gathering of comments and a Zoom "open house" wherein the LMA process was explained and the concerns raised by the public addressed. The process had the following characteristics:

- Online feedback elicited just under 100 comments. The Zoom session had about 25 participants. Participation did suffer from technical problems: the email address that we have used for years stopped working at one point.
- Response both in favour of and against the proposed harvesting were received.
- Comments fell into the following broad themes:
 - Concerned about the detrimental impact to the viewscape from the Blanche River.
 - Concerned about the impact on water quality of Blanche River.

- Concerned about harvesting if hauling were directed through the village of Swastika as this would create noise, traffic hazards and damage to the road.
- Concerned about the negative impacts on the area as a recreational area, especially as this concerned the documented/undocumented trails in the area traversing the area
- Concern about adequate and timely regeneration of the area
- Concern about the creation of a large clearcut area in a short period of time
- Support for creation of residential or recreational lots on the Blanche River and sale of municipal owned land in general.

RATIONALE

The purpose of this report is to present the results of the public consultations and identify, for Council's consideration, options for moving forward.

1. General Recommendations

- 1.1. Direct part of any revenues generated from a harvest towards updating the Landowner's Management Agreement, as the term of the present LMA is 2012-2022. Currently, revenues from harvesting are put in a reserve to fund applications approved under the Community Improvement Plan, as per Council directions. The current balance is \$105,687. If the LMA is to continue to fund the CIP, then it should be updated as to values, areas of concerns and prescriptions, areas under consideration, etc. Similarly consider directing a portion of revenues realized towards achieving some of the recommendations in this report, such as getting a planning opinion for the development of recreational or residential lots, creating a conservation area, etc.
- 1.2. Remove from current harvesting consideration those mining claims abutting the Blanche River (mining claims L14192, L40218, L24029 and L6083). Secure a planning opinion on the feasibility of selling lots alongside the Blanche River for future residential development or recreational use.

The sale of land for seasonal residential development was considered in 2014, specifically in regard to land around Winnie Lake. At that time, the municipal planner stated that this would be extremely burdensome to the Town, involving substantial changes to the municipal planning regime and posing challenges in terms of accessibility, capacity studies, etc. Yet at the same time, we do see cottage and hunt camp developments in the area, and see similar developments in

neighbouring municipalities. It would be in the community's interest to determine what latitude the municipality actually has in this regard.

The sale of property for residential and recreational development is not the same as the broad divestment of the land base. It is an option as well but Council should be aware that it comes with its own risks. For example, land can be bought solely for the purpose of harvesting, devoid of any social contract or concern for reforestation, long term management, etc. It can also result in accessibility and exclusion issues as landowners deny access to or over their property. Similar to the criticism levelled at timber harvesting, the Town could be acting to realize a monetary gain at the expense of other values such as recreation, environmental, social, etc.

2. Recommendations Pertaining to Harvesting Practices

The following recommendations are put forth for consideration should Council direct staff to proceed with a harvest. Should no harvest be directed, these recommendations would be brought forward for consideration in any future harvest plans in the area, and for consideration in updating the Landowners Management Agreement.

- 2.1. Do not allow any heavy vehicle access to the harvesting blocks via municipal roadways in Swastika to protect municipal infrastructure and the health and safety of the residents.
- 2.2. Ensure that the RFP and subsequent harvesting contract(s) contain a clause imposing upon contractors a duty to advise residents (or their representatives) affected by hauling traffic through other access points within or outside of the community. The duty to advise would include start date, number of vehicles expected per day, schedule, etc.
- 2.3. The protective measures (i.e. Area of Concern prescriptions) that were incorporated in the 2012 Land Management Agreement were based on the Area of Concern Prescriptions in the 2009 Timiskaming Forest Management Plan. Staff recommends that all Area of Concern prescriptions be updated to be consistent with those used in the 2021 Timiskaming Forest Management Plan and other current and applicable Provincial guidelines.
- 2.4. The Blanche River shall be considered to have high potential sensitivity to forest management operations. Should harvesting proceed, the prescriptions identified in 2021 Timiskaming Forest Management Plan shall apply in order to mitigate the impact on the river from forest management operations.

- 2.5. Ensure the silviculture ground rules applied mirror those in those used in the 2021 Timiskaming Forest Management Plan.
- 2.6. Maintain the re-forestation performance bond and ensure it reflects the anticipated actual cost of reforestation. Place the onus on the harvester to present a detailed re-forestation plan including timelines that will be made publicly available.
- 2.7. Commission a GIS viewscape analysis to determine appropriate setback from the Blanche River in mining claims L14192, L40218, L24029 and L6083 should these claims be included in any harvesting activity. A viewscape analysis mimics what a person would see sitting in a boat on the river. The same approach was agreed upon between the TFA and the residents of Goodfish Lake to mitigate the impact of forest management activities there. This approach is more practical than the original staff recommendation of a minimum setback of 200 metres from the river's edge.
- 2.8. The Timiskaming Forest Management Plan distinguishes between documented and undocumented recreational trails. The L104 snowmobile trail (running from Goldthorpe Road east of Elsie Lake to Riverside Drive in Swastika) and maintained by the Golden Corridor Snowdrifters Club is a documented trail, recognized by the municipality under the Official Plan. Documented trails are allotted a 0-20 metre reserve, measured from the edge of travelled trail and must be restored to the same state or better than prior to harvesting. Should that trail subsequently become hazardous, the Club assumes maintenance responsibilities. The Club's liability insurance covers its activities. Similarly, the ski trails behind the Complex are covered under the Town's insurance, should something happen.

Local residents have established a comprehensive network of informal trails in the proposed harvest area, maintained by individuals acting under their own authority. These are considered undocumented trails under the FMP and are not accorded the same protection under the Timiskaming Forest Management Plan because they are prolific across the land base. and there is no legal, insured group assuming responsibility for removing hazards, maintenance, etc.

3. Block Specific Recommendations

3.1 Kirkland Lake Landfill Block

Proceed with harvesting. The wood is mature; it may be at increased risk of blowdown due to the clearcutting of the surrounding area; it does not constitute part of the landfill buffer.

3.2 TKL Block Ten

- a. Remove Block Ten north and east of Swastika (mining claims HR593, HR594, L4325, HR756) from any current and future harvesting considerations. The location relative to the community; accessibility routes; the ease and volume of public access; the degree of use as a recreational area; the fact that the Block is heavily intersected by rail, utilities and a major, documented snowmobile trail indicate that the value of the block as a recreational and social asset outweigh its monetary value. *NOTE: the municipality's property does not extend to the shores of Elsie Lake. The two mining claims between the lake and the Town's property belong to Kirkland Lake Gold.*
- b. Maintain Block Ten north of Swastika (mining claims HR593, HR594, L4325, HR756) in municipal ownership and explore the feasibility of declaring it a formal or informal municipal "conservation area" or "recreation area". Conceptually, it may be similar to the cross country ski/snowshoe trails behind the Community Complex.
- c. Block Ten Mining Claims RSC 204, 209 and 210 (alongside Hwy 66) be removed from harvesting considerations in favour of repositioning them for future residential and/or commercial development. This reflects the public desire to avoid a deforested vista on the western entry to the community. It may also help address the Town's shortage of highway fronted commercial property. Again, this needs to be researched by a professional planner as to whether it is feasible and if so, at what cost. Should it not be feasible, Council can revisit the idea of harvesting the land with enhanced setbacks to protect the vista. If development on those claims is not feasible, staff recommend against selling it as there is an elevated risk that a private owner could harvest it without enhanced setbacks or reforestation strategies in place.

3.3 TKL Block 4

Proceed to harvest mining claims: L7058, L7057, L11680, L4869, L16614, L4230.

3.4 TKL Block 5

Proceed to harvest mining claims L6863, L6843, L9814, L9809, L9811.

3.5 TKL Block 6

- a. Proceed to harvest mining claims L9810, L7411, L6842, L9812, L9813, L3900.
- b. A 50 m reserve shall be established at the easterly border of mining claim L4266 to minimize the impact on residences in Swastika.

- c. Operations in mining claim L4266 shall be prohibited on weekends to mitigate the noise impact from operations. Operations in that mining claim may occur continuously over a 24 hour period on weekdays in order to significantly shorten the time span required to complete operations. Notwithstanding, efforts shall be made to operate in this mining claim during the daytime to further minimize the noise impacts to the residents of Swastika.

The recommendation to proceed to harvest will be unpopular and is not made lightly. However, it should be seriously considered because the forest's inherent monetary value is recognized under the LMA, and because harvesting is a viable management tool. It also has unique benefits that not harvesting does not:

- Revenue is certainly important. The CIP reserve is sufficient to handle the smaller funding requests of \$5000 and under. If a start up company applies to the tax deferral program however, the reserve will not be sufficient. Harvesting takes some strain off the general levy. Should there be other harvesting occurring in the area, then there are economies of scale that could be realized to the Town's benefit.
- The forest in question is mature. It will eventually deteriorate and die. If a mining claim is sold off as water front property, the maturity of the forest on that claim will be a positive influence. But for the rest of the area, leaving it to gradually decline is the wasting of an asset that makes it increasingly susceptible to infestations and fire.

OTHER ALTERNATIVES CONSIDERED

Refrain from any harvesting in the identified area. The forest will be left to age and possibly succumb to infestation, natural decay or fire.

Harvest the blocks or portions thereof in guidance with the established Area of Concern prescriptions. This is feasible but not recommended in light of the concerns brought forward by the public.

Harvesting of the area over a longer period (i.e. 3-5 years), setting a maximum area (% or hectares) to be harvested in any given year. This would reduce the level of harvesting completed in any given year. It would make co-existence with recreational use of the land easier.

FINANCIAL CONSIDERATIONS

The above recommendations will include costs and financial consequences. Costs to be incurred include those associated with mapping the undocumented trails and updating maps; commissioning a viewscape exercise; possibly securing a planning opinion on

the sale of rural lots; and developing a conservation area in Block 10. It is possible that a planning opinion could be done in house should a new planner be hired. The conservation/recreation area concept is unknown: it would require a separate report to Council and direction. However, as noted above revenues realized from harvesting could be used to offset some of these costs.

The revenues that could be realized are difficult to project. Staff may be able to assign a value to the wood, but this is of very limited value until proposals are submitted that balance operating costs against revenue to give an end price quote. That is difficult to get until there is clear direction as to what areas are included for harvesting.

RELATIONSHIP TO STRATEGIC PRIORITIES

- Achieve Sustainable Operational Excellence - through revenue generation.
- Promote Economic Growth – through supporting employment and utilizing municipal resources to support economic activity.

ACCESSIBILITY CONSIDERATIONS

Not applicable.

CONSULTATIONS

Jeff Barton (Barton Consulting)

CAO

Development Services

ATTACHMENTS

Attachment 1- Report to Council 2021-DEV-002:

<https://kirklandlake.ca/common/pages/DisplayFile.aspx?itemId=17340640>

Attachment 2 – Link to Kirkland Lake Landfill Block Map:

https://discoverkl.ca/business/public_consultation_proposed_timber_harvesting/proposed_timber_harvesting_site_1_k_l_landfill/k_l_landfill_topographic_map

Attachment 3 – Link to Swastika North Map with Mining Claims Shown:

<https://discoverkl.ca/cms/One.aspx?portalId=15616384&pageId=17416393>

Attachment 4 – Link to Swastika Trails Map (showing GCSD L104):

<https://discoverkl.ca/cms/One.aspx?portalId=15616384&pageId=17555476>

Attachment 5 – Link to Landowners Management Agreement:

https://discoverkl.ca/UserFiles/Servers/Server_15616300/File/Uploads/Municipal%20Landowners%20Agreement%20FMP.pdf

Attachment 6 - Link to the Timiskaming Forest Management Plan:

https://nrip.mnr.gov.on.ca/s/published-submission?language=en_US&recordId=a0z3g000000ChwuAAC

Attachment 7 – Link to Proposed Timber Harvesting Public Consultation Presentation (March 17 2021 Zoom Session):

https://discoverkl.ca/UserFiles/Servers/Server_15616300/File/Uploads/Proposed%20Timber%20Harvesting%20Public%20Consultation%20March%2017%202021%20Zoom%20Session.pdf

Attachment 8: Link to Online Consultation Summary & Additional Correspondence Received

https://discoverkl.ca/UserFiles/Servers/Server_15616300/File/Uploads/Proposed%20Timber%20Harvesting%20Online%20Comments.pdf

Attachment 9 - Link to File Memorandum: Winnie Lake Area Development Plan (A. Bilodeau, November 25, 2014):

https://discoverkl.ca/UserFiles/Servers/Server_15616300/File/Uploads/File%20Memorandum%20Planners%20Opinion%20Winnie%20Lake%20Development.pdf

REPORT TO COUNCIL

Meeting Date: 06/04/2021

Report Number: 2021-CS-005

Presented by: Bonnie Sackrider

Department: Community Services

REPORT TITLE

2021 Capital Dollar Submission – Ice Plant Upgrade

RECOMMENDATION(S)

BE IT RESOLVED THAT Report Number 2021-CS-005 entitled “**2021 Capital Dollar Submission – Ice Plant Upgrade**” be received, and

THAT staff be directed to initiate the procurement of the Ice Plant Upgrade to ensure it can be manufactured and installed in 2021.

BACKGROUND

In 2020, the Boiler Inspection and Insurance Company of Canada (BI & I) who provides insurance for the ice plant, mandated that the chiller be replaced in order to be insured. Chillers are not insured after 25 years of use; 2021 marks the 25th year.

This item was brought to Council for the 2020 capital budget deliberations as an item to consider for funding. At this time, there was an application submitted under the 2020 stream of *Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream*. Numerous facility upgrades including the chiller and header were included in the request. Council approved the replacement of the chiller and header conditional on funding. In August, 2020, the Corporation was advised that that it did not receive funding from this source; the intake of this funding stream was highly competitive, and total demand reached upwards of \$10 billion against total available joint funding (federal-provincial-applicant) of less than \$1 billion.

Because funding was unknown at the time we would need to order the parts in the summer of 2020, BI & I issued permission to use our existing chiller and header for January – April of 2021 with the commitment to replace in the summer of 2021. Without an upgrade in 2021, insurance will not be extended for the fall of 2021.

In November 2020, the Town of Kirkland Lake received a letter from the Province of Ontario that \$203,191 was allocated to Kirkland Lake from the *Investing in Canada Infrastructure Program: COVID-19 Resilience Infrastructure Stream*. Eligible projects include retrofits, repairs and upgrades to municipal buildings. In response to this announcement, staff completed an application for the approval of the allocated funds to the ice plant retrofit. Final approvals are slated for Spring 2021.

RATIONALE

Unfortunately, if staff wait any longer to start the procurement process, the fabricated parts will not be able to be made in time for installation this summer.

Therefore, staff are requesting that Council pre-approve the Capital request for the arena upgrade. The dollars will likely be 100% funded from the COVID stream, however, if they are not, then the project will be required to be funded through the levy.

OTHER ALTERNATIVES CONSIDERED

1. If the upgrades do not occur, Council could choose to operate the ice plant without insurance. If the chiller failed, results could include losing the ice season while waiting for a new chiller to be manufactured and installed, loss of revenue, and payouts of suits against the municipality.
2. Council could choose not to operate the ice plant until such a time as funding is approved for ice plant upgrades.

FINANCIAL CONSIDERATIONS

The cost to upgrade the ice plant is approximately \$200,000

RELATIONSHIP TO STRATEGIC PRIORITIES

The ability to operate a safe and insured ice plant are aligned with **Outstanding Service** and **Promoting Economic Growth** in the Strategic Plan.

ACCESSIBILITY CONSIDERATIONS

Not applicable.

CONSULTATIONS

Chad Fong, Maintenance Manager



REPORT TO COUNCIL

Meeting Date: 06/04/2021

Report Number: 2021-CS-006

Presented by: Bonnie Sackrider

Department: Community Services

REPORT TITLE

Service Delivery Review - Facilities

RECOMMENDATION(S)

BE IT RESOLVED THAT Report Number 2021-CS-006 entitled “**Service Delivery Review - Facilities**” be received, and

THAT staff be directed to begin to implement the 6 major recommendations/opportunities from the Service Delivery Review of Facilities:

1. Undertake facilitated senior management workshop – establish decision matrix/tree to guide Facility decisions and determine “Mission Dependency Index”. The estimated investment in Facilities based upon the current priorities is approximately \$8.5 million dollars over the next 4 years.
2. Develop the Facility Condition Index (FCI). Building Condition Assessments are required for the purpose of meeting Asset Management Plan regulatory requirements (O Reg 588/17) and PS3280 Asset Retirement Obligations (AROs). This is the first phase of the Facility Master Plan. Think long term not short-term fixes that cost more in the long run.
3. Utilizing the principles of Facilities Management, undertake a five-year review of existing energy consumption for each facility. As part of the condition assessments, collect information on building equipment, age, energy utilization/conservation ratings.
4. Implement a Work Order/Asset Management System (in concert with Public Works).

5. Confirm the TEAM – New Roles and Responsibilities. Consider retaining Facilities Management Professional to oversee the Team and develop the Long-Term Facility Master Plan.
6. Establish a change management program to ensure the integration of Facility Management across the organization.

BACKGROUND

The concept of Facilities Management has been discussed at the Council level over the past few years.

STRATEGY CORP

In the Strategy Corp presentation to Council on December 17, 2019 the following Recommendation was presented in their *Operational Review*:

- Coordination of Facilities Management should be reviewed
- Investment in Facilities needs to be better managed with adequate resources
- The Town should converge and coordinate Facilities Maintenance

ORGANIZATIONAL STRUCTURE

In 2020, a new Organizational Structure was developed, led by the CAO, in consultation with the entire Senior Management Team, in part in response to the above recommendations.

1. The Proposed Restructuring Plan was presented initially at the Closed Meeting of Council of May 19, 2020 as part of the CAO's 90 Day Update, with a commitment to follow up with the net financial impact of the proposed changes.
2. It was again presented at the closed meeting of Council on June 16, 2020 with the estimated net expenditure impact of the proposed changes to the Organizational Structure for the Town of Kirkland Lake.
3. On July 14, 2020 at the Regular Meeting of Council, the CAO presented a report entitled, Town of Kirkland Lake - Organizational Structure and Training Update. Under the area of Facilities, the report reads:

FACILITIES

Currently, the Town of Kirkland Lake has four different departments engaged in facility management, maintenance and operations activities.

Facilities have been amalgamated into one management and maintenance department with a strong focus on maintenance and management capability. This responsibility rests with the Community Services Department, already very competent in this area with cooperation to coordinate with Teck Pioneer Residence personnel and maintenance resources at that facility. This step will align processes, procurement, asset management capabilities and continuity of facility services across the organization.

In this Organizational Structure approved by Council, Facilities is one of five Divisions in the area of Community Services.

Attachment Number 1 – Report to Council 2020-CAO-005

STRATEGIC PLAN

Concurrently, the 2020-2024 Strategic Plan was presented to Council for consideration.

1. The draft Strategic Plan was initially presented on May 19, 2020 by the Director of Land Development and Planning.

The Strategic Plan includes four key pillars. In the first *Pillar* of **ACHIEVE SUSTAINABLE OPERATIONAL EXCELLENCE**, in the *Area of Focus* entitled “Better Management of Capital Assets”, one *Action Item* reads:

Analyze the benefit of introducing a Facilities Management Department

In the second *Pillar* of **BUILD THE TEAM**, in the *Area of Focus* entitled “Eliminate the Gaps”, one *Action Item* reads:

Analyze the need for Facilities Management Position

2. Council received the report and referred it to the June 2, 2020 Regular Meeting of Council to allow Council adequate time to review and consider the adoption of the Strategic Plan.
3. At the June 2, 2020 Regular Meeting of Council, the plan was discussed in detail preceding the motion which received the Draft Strategic Plan and recommended that it be approved at the June 16, 2020 Regular Meeting of Council with five amendments. The motion was carried.
4. At the June 16, 2020 Regular Meeting of Council, the Strategic Plan as presented by the Manager of Land Development and Planning was adopted by Council.

SERVICE DELIVERY REVIEWS

In order to ensure that the two *Action Items* identified above would be achieved, “Facilities” was included as one area for a complete Service Delivery Review by WSCS Consulting Inc.

1. On March 24, 2020, at the Regular Meeting of Council, Council authorized staff to enter into the an agreement with the Ministry of Municipal Affairs and Housing for a total of \$117,024.00 to complete the Service Delivery Review Project;
2. On May 19th, 2021, at the Regular Meeting of Council, Council awarded the Service Delivery Review to WSCS Consulting Inc.;
3. On December 1, 2020, at the Regular Meeting of Council, WSCS Consulting Inc., presented a preliminary report outlining their initial findings for the Service Delivery Reviews for the following areas:
 - Winter Control/Fleet
 - Facilities
 - Museum of Northern History
 - Information Technology Strategy

The following resolution ensued:

BE IT RESOLVED THAT the presentation from WSCS be received,
THAT the recommendations presented be referred to staff for inclusion into the Town of Kirkland Lake Strategic Plan for 2021, and
THAT an implementation plan be prepared as part of the 2021 work plan.

CARRIED

The Final Report entitled Town of Kirkland Lake, Facilities, Service Delivery Review is included as Attachment 2.

RATIONALE

Good facilities management is not being reactive but rather proactive. Facilities are expensive assets that need to be planned and managed with the same (or increased) rigour as expected of other core assets, such as roads. With asset management regulations coming into effect over the next few years, we will be required to understand

our current state of facilities and include them in the long-term asset management plan. Lifecycle costs, levels of service and a financing strategy will need to be analyzed and developed. A plan needs to identify what infrastructure should be invested in, divested or redeveloped. Building condition assessments will be paramount. An evidence based approach should deliver the framework for ongoing management.

OTHER ALTERNATIVES CONSIDERED

Council may choose to direct implementation of specific recommendations, or none of the recommendations.

FINANCIAL CONSIDERATIONS

The goals of Facilities Management are financial sustainability, better management of capital assets, finding efficiencies and implementing sustainable service delivery.

Currently the Municipality's total tangible capital asset cost is \$102,991,603. Facility costs represent 4% of the Town's operating costs.

WSCS states, "Assuming that the Town would need to invest about \$15 million in facilities, the annual repayment would be \$860k annually over 25 years. While this is an amount of money and will require a tax increase, there will be significant savings from eliminating the ongoing costs of facilities that are not energy efficient, requiring significant capital expenditures to continue to operate."

RELATIONSHIP TO STRATEGIC PRIORITIES

Facilities Management is woven throughout KL's Strategic Plan 2020-24.

The Mission of Kirkland Lake is *to ensure a model of public service done right, with taxpayers having the confidence in what the Town does and the value they are getting for their taxes.*

The Strategic Priorities that have a relationship with Facilities include:

1. Achieving Sustainable Operational Excellence

Aim for Financial Sustainability:

OE-8: Prepare and evaluate a long-term capital spend/replacement strategy.

OE-10/11/12: Review affordability of legacy assets and Evaluate opportunities for disposal/monetization.

OE-13: Introduce a gradual increase in capital levy to build reserves/reserve funds.

OE-14: Review and establish dedicated reserves/reserve funds.

OE-20: Implement Energy Conservation and Demand Plan.

Better Management of Capital Assets

OE-36: Analyze benefit of introducing a Facility Management Department.

Find and Implement Efficiencies

OE-43 through 49: Assess Contracted Services/Leases/Rentals Prior to Expiry to Ensure Maximum Efficiency and Best Use of Taxpayers Dollars.

OE-52: Review and implement software to assist with Work Schedule Management that will work for all departments.

OE-54: Create and Monitor Annual Business Plans for each department.

OE-56: Review software choices for facility booking software.

OE-63: Complete Fire Master Plan Recommendations – Conduct Risk Assessment on Town building stock.

2. Building the Team

Improve Accountability

BT-1: Develop KPI's template and report on quarterly basis.

Improving Staff Accountability to Each Other

BT-10: Establish opportunities for cross training staff to reduce gaps in service when individuals are away.

BT-11: Develop and implement Training Plan and Policy.

Eliminating the Gaps

BT-20: Update Job Descriptions, Evaluations, Pay Equity, Updated Salary Grid.

BT-21: Develop Professional Development Plan.

BT-22: Develop Training Plan.

BT-25: Analyze need for Facility Management Position.

OS-14 and 15: Improving Accessibility – review facilities and programs with an aim toward barrier free - age friendly plan implementation

ED-17 and 18: Analyze existing areas where TKL may be competing, find efficient ways to reduce or eliminate competition with private sector.

ACCESSIBILITY CONSIDERATIONS

Working toward a barrier free environment is Ontario's vision by 2025. The Corporation embraces this vision and is committed to improve access with new builds, renovations and when financial opportunities arise.

CONSULTATIONS

Tanya Schumacher, Executive Director, TPR

Chad Fong, Maintenance Manager

ATTACHMENTS

Attachment 1 – Report to Council 2020-CAO-005

Attachment 2 – WSCS Town of Kirkland Lake Facilities Service Delivery Review



REPORT TO COUNCIL

Meeting Date: 7/14/2020

Report Number: 2020-CAO-005

Presented by: Richard McGee

Department: Administration

REPORT TITLE

Town of Kirkland Lake –Organizational Structure and Training Update

RECOMMENDATION(S)

BE IT RESOLVED THAT Report Number 2020-CAO-005 entitled “**Town of Kirkland Lake – Organizational Structure and Training Update**”, be received.

BACKGROUND

The Corporation of the Town of Kirkland Lake has evolved over the years as a municipality utilizing various organizational structures with varying focuses. Council investigated various mechanisms over the past 18 months to review the Organizational Structure, to better align staff resources with the Strategic Plan and Budget allocations, in an effort to better serve the needs of the residents of the Town and to position the Town for the challenges and opportunities in the future. This report is presented to Council to recognize the changes that have been implemented and the structure that the Town will use as its base structure moving forward, recognizing the world is changing rapidly and the Town's Organizational Structure and Operations must also change to meet the service needs of the community on a regular basis. Therefore, the Organizational Structure will continue to evolve in the coming years and will continually be modified and updated to meet the needs and demands of municipal services in the future.

RATIONALE

Since joining the Town of Kirkland Lake on March 2, 2020, the Chief Administrative Officer has witnessed a strong commitment and enthusiasm from staff to perform at a high level. It was evident the key ingredients missing were corporate alignment of

people and resources, an uninhibited willingness to work together and a strategic approach with a focus on execution that had been underdeveloped in the past.

While staff hit the ground running at the beginning of March, the COVID-19 Pandemic had other ideas to take attention away from Kirkland Lake's efforts toward continual improvement, requiring staff time and corporate resources to be diverted to this extraordinary pandemic event, and away from the Town's corporate priorities. Regardless, and in spite of the COVID-19 Pandemic, staff have performed extremely well and delivered the following, plus much more over the past 120 days:

- Weekly Council and All Staff Information Updates,
- Daily COVID-19 Updates for Council, staff and residents,
- Enhanced internal and external communications,
- More informative and comprehensive staff reporting to Council,
- Quarterly financial information reporting to Council,
- Quarterly Key Performance Indicators reporting to Council,
- 2020 Capital and Operating Budget approved by Council,
- New Collective Bargaining processes and Mandate approvals by Council,
- Council Strategic Plan presented and approved by Council,
- Procedural By-law amended to permit electronic meetings and reconcile Agenda headings,
- Agenda format brought into compliance with Open Meeting requirements,
- Heritage North Service Delivery Review completed,
- Primary Service Delivery Review initiated,
- Public Works operations improved at seasons end,
- Recruited and filled numerous staff vacancies, and
- A plan to reduce Banked and Vacation time liabilities in 2020, with extenuating extensions into 2021 was initiated.

The magnitude and volume of work that staff has undertaken and completed since the beginning of March is impressive, especially when you consider that the COVID-19 Pandemic has consumed all of our lives during this time.

With this background information provided for reference, this Report will now focus on the requirements related to staff training and the Corporate Organizational Structure.

EDUCATION, TRAINING AND PERSONAL DEVELOPMENT

All personnel employed with the Town of Kirkland Lake are required to achieve a minimum standard of training to retain employment. Core training is the minimum

expectation of training required to maintain this required standard in accordance with relevant legislation. The Town utilizes HRDownloads (corporate), SURGE learning (TPR healthcare specific supplied at no cost as part of the pharmacy contract) and the Stillwater Training Program for the in-house training of full-time and volunteer firefighters as the training and data collection and retention platforms to complete training requirements and maintain training records. These platforms are widely used and accepted by private and public sector employers. While it would be preferred to combine efforts into one platform, the specialized features of SURGE and Stillwater for healthcare and Fire along with HRDownloads for legislative specific requirements make all three platforms valuable to ensure compliance with all relevant practices and legislation. The following are examples of Core Training required by staff:

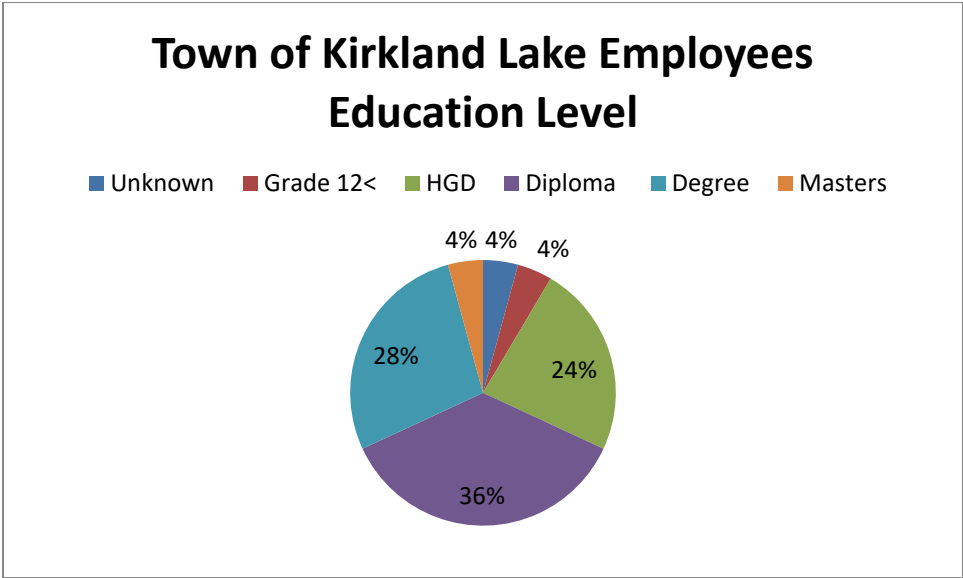
- WHMIS (Annual)
- Accessibility Standards – Information
- AODA Customer Service Training
- OH&S Awareness Training
- Safe Lifting Training
- Slips, Trips and Falls Awareness Training
- Supervisor's Health & Safety Awareness 5 Steps
- Understanding Human Rights Training
- Worker's Health & Safety Awareness 4 Steps
- Workplace Violence and Harassment Training
- Young Worker Health & Safety

In addition to these Core Training programs, there are a number of position specific training programs that must be completed, depending upon the department to which the employee is assigned, such as, but not limited to:

- Incivility in the Workplace
- Managing in the Workplace
- Confined Workspace Training
- Proper Use of Ladders
- Traffic Control
- Heavy Equipment Training
- Licencing Qualifications
- Resident Rights and Abuse
- Safe Use of Resident Lifts
- Infection Control Practices
- Conflict Resolution
- Lockout and Tag-out Procedures

For Members interested in the inventory of training available to the Town of Kirkland Lake, Attachment 1 to this report lists the courses that are available and relevant to Ontario workplaces for staff training through the HRDownloads training platform. Attachment 2 to this report lists the courses that are available and relevant to Ontario workplaces for staff training through the SURGE Learning platform.

In an effort to determine the education, training and personal development needs of the organization, it was important to establish a baseline relating to education and qualifications. An inventory was completed to establish the baseline to better understand the education, experience and skillsets of current employees. While there is always room for improvement, training has occurred in the past and there is a commitment on behalf of management to ensure adequate training remains a priority. The high level results collected through the education inventory are illustrated in the following chart:

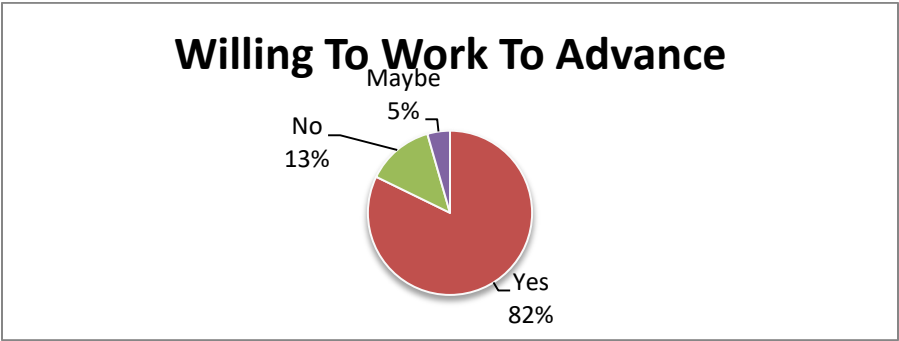


As you will see from the chart above, of the 45 employees in the sample group surveyed, Kirkland Lake employees are well educated. More than 68% of the current employees have post-secondary education. While this education may not always be in the field of study that the employee works in daily, the theoretical knowledge gained may be adapted and utilized by the employee to maximize proficiency in their current role.

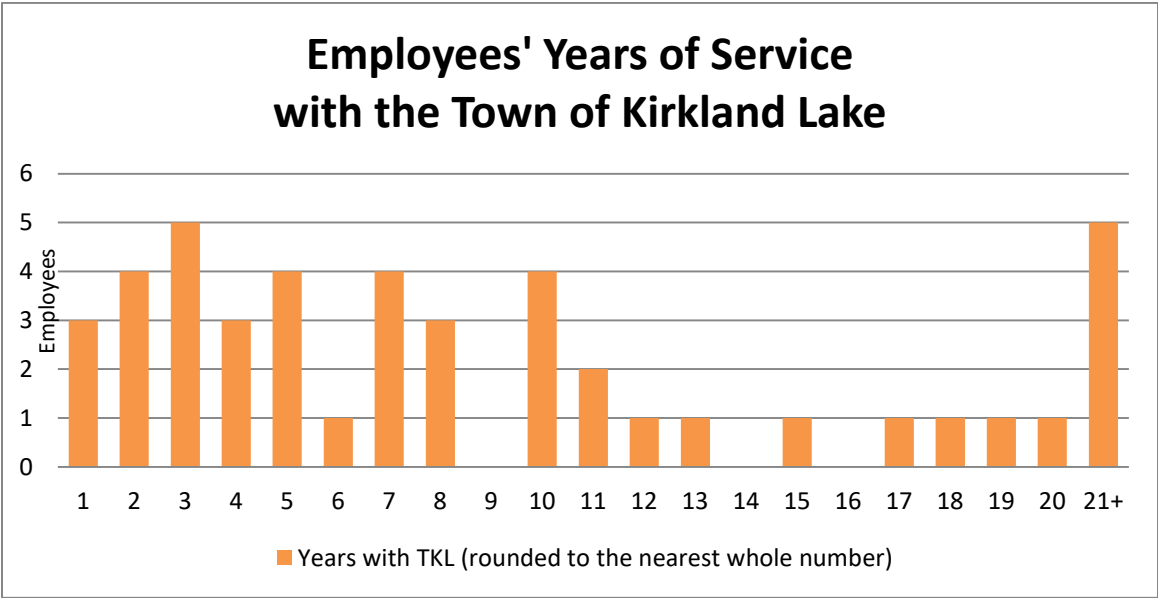
As well, while it is not always possible to recruit qualified and experienced municipal personnel to Kirkland Lake, it is possible to mentor and nurture existing personnel. These personnel are committed to the organization and want to ascend through the

organizational chart and contribute at higher levels. There is a strong desire on the part of current employees to strive to achieve greater heights. In fact, 82% of current employees surveyed indicated they would like to advance in the organization.

Even more encouraging, are the results of the next chart that clearly indicate employees who are interested in advancement are also willing to work toward advancement. It is impressive that all of the employees who wish to advance are willing to make the effort to do so.

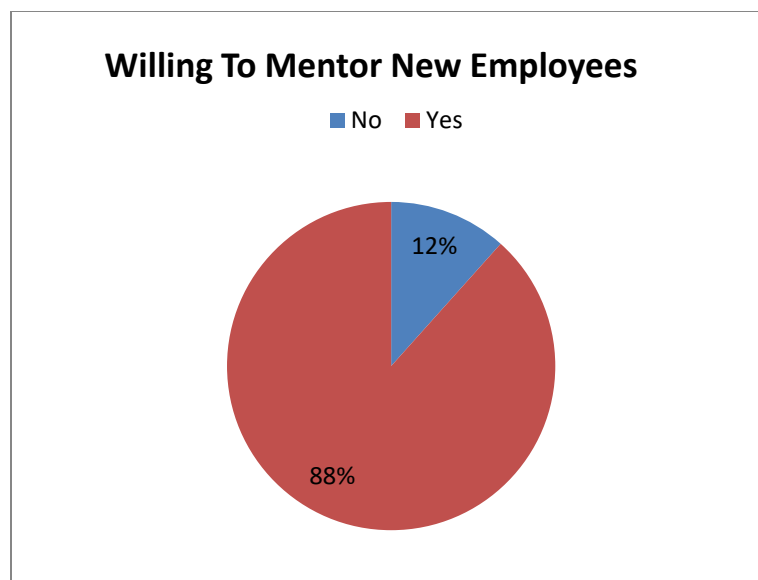


While it may be concerning that 18% of current employees who were surveyed stated they have little or no interest in advancement within the organization, it is important to remember that many employees are nearing the end of their career and may be quite content to complete their careers in the current position they hold. The following graph analyzes the number of years current employees have been employed with the Town of Kirkland Lake and may provide context to the previous chart.



The previous graph illustrates that the Town of Kirkland Lake has a relatively young workforce with the majority of employees serving with the Town less than 10 years. Employees with more than 21 years of service account for 11.1% of the workforce, indicating that while the Town will be required to recruit 11.1% of its workforce over the next 10 years, it is not the focus for where the human resource effort must be invested.

The human resource investment needs to be made in mentoring, coaching and developing the existing workforce into high performing assets focused upon an aligned strategic direction and an insatiable urge and commitment to working together to achieve unimagined successes in support of making Kirkland Lake the best that it can be. The following chart illustrates that the current workforce has a strong desire to mentor other employees within the organization and transfer knowledge and experience to other employees. In fact, 88% of current employees state they are committed to mentoring new employees, demonstrating an increase of 6% above the number of employees that wish to advance within the organization and showing that 33% of the current employees who do not wish to advance within the organization maintain a strong commitment to sharing knowledge and experience to make the organization stronger and more proficient.



In addition to the Core Training and role specific training requirements, the Town of Kirkland Lake must make progress on the Personal Development of existing employees within the organization. For example, the Town only has two employees trained and credentialed by the Association of Municipal Clerks and Treasurers of Ontario. Opportunities will be offered for employees to enroll in the Municipal Administration Program to complete this four module training program to achieve accreditation. The complete accreditation program may be completed over a 24-month training period.

As well, management training and performance management training will be introduced to assist management personnel with techniques and strategies to assist them with daily work responsibilities. In addition, staff are pursuing a relationship with Northern College to provide Management Development Training for management personnel and employees determined to be future leaders with the Town of Kirkland Lake. The training modules reviewed and accepted from Northern College include and training will begin in September of 2020:

- Introduction Supervisory Skills Training - 2-day Course Outline
- Effective Time Management Skills for Today's Leaders
- Effective Decision-Making Skills
- Communication Management
- Conflict Management and Resolution
- Introduction to Project Management
- Critical and Transformational Thinking
- Advanced Supervisory Management

The motivation behind subscribing to classroom learning is to encourage teambuilding and promote working together across departmental boundaries. Training will be conducted electronically and in person where and when permitted by the COVID-19 Pandemic restrictions. The funds to complete this training are included in the 2020 Operating Budget.

As a comparison, the actual dollars spent on training in 2019 are as follows:

MAYOR	7,047.43
COUNCIL	294.27
ADMINISTRATION	3,685.25
TREASURY	1,016.59
HEALTH & SAFETY	232.97
FIRE	11,661.84
BUILDING	100.52
ROADS	2,067.83
ENGINEERING	3,493.10
GARBAGE COLLECTION	25.63
TPR	824.56
PARKS & RECREATION	5,912.12
LIBRARY	2,118.65
MUSEUM	764.65
HERITAGE NORTH	87.56
PLANNING	2,400.03

ECONOMIC DEVELOPMENT	80.00
WATERWORKS	3,245.38
WASTEWATER	780.39
TOTAL FOR 2019	45,838.77

The recommended five-year training budget is proposed as follows and will be updated on an annual basis as part of the annual budget process:

Cost of Training All Departments 2020-2024					
Department	2020	2021	2022	2023	2024
General Training	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Public Works	5,508.98	6,000.00	6,000.00	6,000.00	6,000.00
Community Services	8,575.00	9,950.00	9,900.00	9,950.00	9,950.00
Corporate Services	7,712.20	8,000.00	8,000.00	5,000.00	5,000.00
Development Service	10,000.00	10,000.00	5,000.00	4,000.00	3,000.00
Fire Services	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
TPR	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Total Cost	\$ 57,796.18	\$ 59,950.00	\$ 54,900.00	\$ 50,950.00	\$ 49,950.00

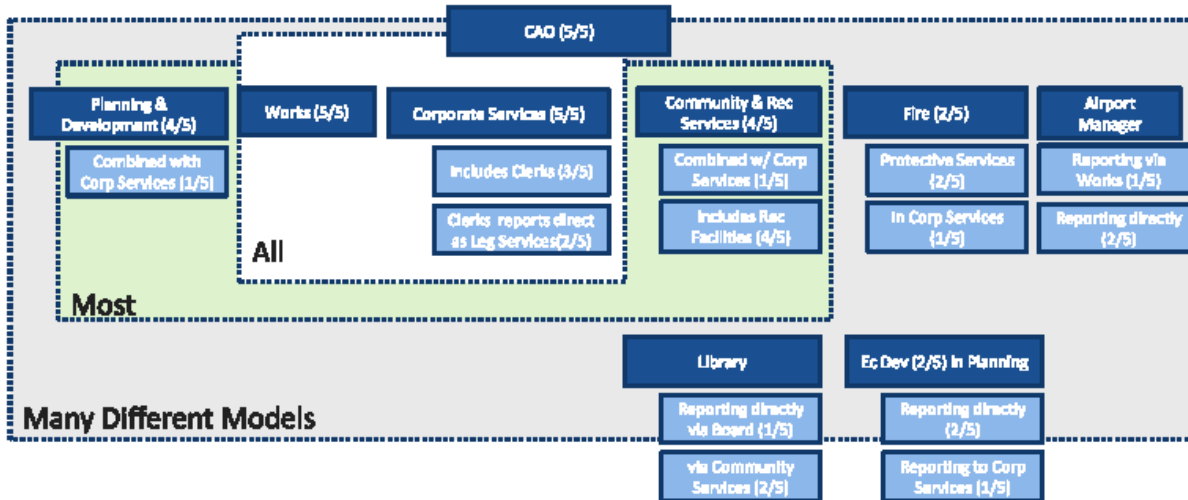
SUCCESSION PLANNING

From the work that was completed prior to March of 2020, the projected retirements and recruitment requirements over the next five years are manageable and will in many cases be filled by internal candidates where possible. Kirkland Lake is well positioned from a Corporate human resources perspective moving forward.

ORGANIZATIONAL STRUCTURE

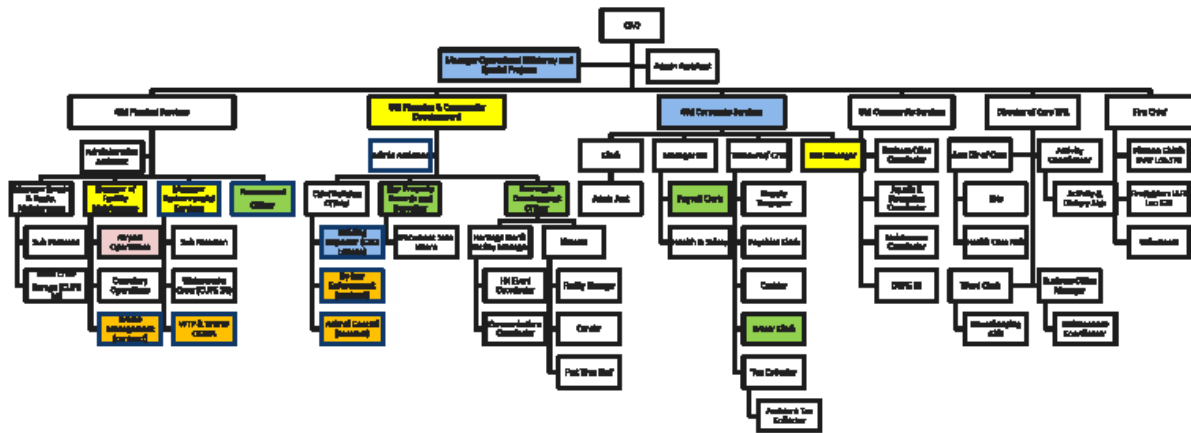
The Town of Kirkland Lake has utilized many organizational structures over the years. The current structure arguably has evolved as a result of tradition and availability of personnel. The following analysis was completed by StrategyCorp of various structures in place by municipalities in proximity to Kirkland Lake. The five municipalities analyzed were Kapuskasing, Cochrane, Hearst, Fort Francis and Temiskaming Shores. While no structure is perfect, the analysis by StrategyCorp clearly reveals the common municipal organizational model is consistent with Corporate Services, Community Services, Development Services, Fire Services, Health Services and Transportation Services or Public Works Services. This model also aligns with the vast majority of municipal governments in Ontario and the financial framework for managing and reporting on the performance of municipal services. This model may also be reviewed at Attachment 3 to this report.

Summary: Lessons from other comparable municipal structures



The following Organizational Structure presented by StrategyCorp begins to normalize and rationalize the Town of Kirkland Lake Organizational Structure. This structure has different names for various positions, but with everything considered, the base format is consistent with generally accepted best practices throughout the industry. General improvements are recommended to the proposed StrategyCorp model to more accurately reflect Kirkland Lake's existing circumstances in addition to modifications to align the Town of Kirkland Lake for improvement and success. This model may be reviewed in greater detail at Attachment 4 to this report.

Summary of Recommended Changes



Taking into consideration the analysis and recommended organizational structure presented by StrategyCorp and given the needs and capacity of the Town of Kirkland Lake, staff proposes the following organizational structure for the Corporation of the Town of Kirkland Lake as the baseline structure going forward. Attachment 5 to this report provides the detailed organizational structure for the municipality and each department. The new Organizational Structure for the Town of Kirkland Lake will result in savings to the Corporation of \$242,000.00 and human resource alignment to achieve Corporate Strategic Priorities as presented in Council's Strategic Plan.

COMMUNITY SERVICES

GREENSPACE MAINTENANCE AND CEMETERY

Prior to the May 5, 2020 Regular Meeting of Council, three different departments and 4 different divisions within these departments in the Town of Kirkland Lake were responsible for greenspace maintenance and grass cutting.

The Community Services Department has assumed responsibility for the maintenance and landscaping responsibilities for all greenspace owned by the Town. This action has combined all greenspace maintenance and grass cutting activities into one department to maximize and focus the use of equipment and human resources.

FACILITIES

Currently, the Town of Kirkland Lake has four different departments engaged in facility management, maintenance and operations activities. Facilities have been amalgamated into one management and maintenance department with a strong focus on maintenance and management capability. This responsibility rests with the Community Services Department, already very competent in this area with cooperation to coordinate with Teck Pioneer Residence personnel and maintenance resources at that facility. This step will align processes, procurement, asset management capabilities and continuity of facility services across the organization.

CORPORATE SERVICES

The newly created Corporate Services Department will require a Director of Corporate Services who will also hold the statutory duties as Treasurer. This will be a modified position. There will be no new positions added.

DEVELOPMENT SERVICES

The Development Services Department already has approval to add one additional Building Inspector / Property Standards Officer to the department.

FIRE SERVICES

The Fire Service recommends the addition of a Deputy Chief to assist with the management and administration of personnel and programs within the Department. If staff is successful through negotiations or arbitration with the Professional Firefighters

Association to reduce the complement of full-time firefighters from 10 to 8, the Town will be in a position to add a Deputy Chief position. Staff recommend that the recruitment of a Deputy Fire Chief be conditional upon the reduction of full-time firefighters from 10 to 8.

PUBLIC WORKS

The Public Works Department will see the greatest transformation. Two new positions are recommended to address many of the gaps that exist in this department. A Manager of Operations will become responsible for the day to day operations of the Roads Department and maintenance equipment. This position will also have an engineering background, capable of planning, managing and executing large road projects. Analysis will be undertaken during the Service Delivery Review to analyze the costs and benefits of improving the fleet and equipment versus the need for more mechanical expertise. In addition, the Service Delivery Review will specifically analyze Kirkland Lake's fleet and rationalize the need for existing equipment and the replacement rationale and schedule to maximize lifecycle and cost benefit performance.

As you will see, the Roads Division within the Public Works Department is now balanced and capable of being interchanged to be more responsive and accountable with the execution of the Division's daily duties. In addition, the Service Delivery Review will analyze the Winter Maintenance Program to identify process improvements and the maximization of equipment and human resources.

The Water and Wastewater Division within the Public Works Department will be substantially reduced over time. This model is fragmented from the Water and Wastewater Plant Operations and needs to be reconciled.

The Airport Supervisor and 1.5 FTE Airport Attendant positions will be eliminated in favour of a Cardlock Fuel System that pilots may operate without assistance, 24 hours per day, seven days per week. This Capital Project will be presented as part of the Proposed 2021 Capital Budget and will be supported by a strong business case featuring increased fuel sales and the reduction of full-time salaries. The Development Services Department will provide daily inspection and oversight of the Airport facility and the Public Works Department will be responsible for the overall maintenance of the runway with the Community Services Department assuming responsibility for the greenspace at the Airport. A complete team effort will be encouraged and facilitated at the Airport Facility.

Overall, the Public Works Department will be reduced by 7.5 employees. However, staff do not see this evolution happening quickly. With a dramatic change such as this, it must happen over a period of time to ensure the reduction is not too deep nor leaves gaps that were unknown. As well, implementing this change slowly will allow the Town to be able to retain personnel that the Town has invested in, transferring these employees to other departments.

TECK PIONEER RESIDENCE

There are no changes recommended to the Organizational Structure at Teck Pioneer Residence. The Long Term Care sector is highly regulated and the positions identified are necessary. Areas for process improvement and cost savings will be investigated in the future.

SUMMARY

The proposed restructuring recommends the addition of 6 new positions, the modification of 9 positions and the elimination of 15.0 positions identified as surplus, excluding the two full-time firefighter positions. The Performance Improvement Coordinator will possess internal audit responsibilities along with Lean Six Sigma performance improvement abilities to find efficiencies, cost savings and cost avoidance through process improvement. As well, the proposed structure will make the Town of Kirkland Lake leaner and more responsive when providing core services to the residents of Kirkland Lake. With the proposed reduction of personnel, staff recommend that cost savings be retained in a human resources reserve on an annual basis to fund collective bargaining, human resources stabilization and available funds when human resources are required for a specific time limited period or additional resources are required to maintain levels of service.

OTHER ALTERNATIVES CONSIDERED

Staff has commenced the implementation of the training and Organizational Structure changes provided for in this report as previously directed by Council. Impacted employees and labour groups have been provided with this information prior to public release and understand that these changes will occur over a period of time. While the recommended education, training, personal development and organizational structure presented in this report will evolve over the next five-year period, staff are confident the

recommended modifications are an excellent beginning to position the Town of Kirkland Lake in a stronger position.

In addition, staff views this first step as a critical step in aligning the organization to ensure the proper people and departments are performing the tasks most suited to their collective strengths. Going forward, effort and resources will be invested in making the operations efficient and effective.

For example, Management personnel are spread throughout Kirkland Lake promoting isolation, fragmentation, silos and misalignment. The Service Delivery Review will include a cost benefit analysis to bring the Town under one roof to improve efficiency, effectiveness, communication and alignment. This analysis will investigate existing Kirkland Lake spaces to determine if existing office infrastructure will accommodate the Town of Kirkland Lake administrative functions.

FINANCIAL CONSIDERATIONS

The proposed changes and adjustments to the Organizational Structure of the Town of Kirkland Lake are included within the 2020 Consolidated Budget. A detailed financial analysis of the proposed changes presented at the June 16, 2020 Regular Meeting of Council determined a net expenditure savings of \$242,000.00 resulting from the new organizational structure.

RELATIONSHIP TO STRATEGIC PRIORITIES

Council has stressed the importance of achieving efficiencies and implementing changes to better serve the residents of Kirkland Lake. The proposed training, education, personal development and reorganization is consistent with this objective and will result in an efficient and effective organization that is corporately aligned to achieve cost savings and capacity resulting in resource redeployment and improved service delivery.

ACCESSIBILITY CONSIDERATIONS

Not applicable.

CONSULTATIONS

Bonnie Sackrider, Director of Community Services
Michel Riberdy, Director of Public Works
Keith Gorman, Director of Corporate Services

Ashley Bilodeau, Director of Development Services
Rob Adair, Fire Chief
Nancy Loach, Executive Director – Long Term Care

ATTACHMENTS

Attachment 1 – HRDownloads Course Inventory
Attachment 2 – SURGE Course Inventory
Attachment 3 – StrategyCorp Municipal Structure Comparison
Attachment 4 – StrategyCorp Proposed Organizational Structure
Attachment 5 – Proposed Organizational Chart

HRDownloads Course Catalogue

AODA Customer Service Training (Condensed)
AODA Customer Service Training (Refresher)
Improving Workplace Accessibility - General Training for Leaders in All Jurisdictions
Integrated Accessibility Standards - Design of Public Spaces (Built Environment)
Integrated Accessibility Standards - Information/Communication and Employment Standards Training
Integrated Accessibility Standards - Transportation Standard Training
Understanding Human Rights Training (AODA Edition)
Customer Service
Canada's Anti-Spam Legislation (CASL) - An Overview
Canada's Anti-Spam Legislation (CASL) Training for Employees
Customer Service Excellence Training
Defusing Hostile Customers Training
Fundraising Basics Training for Not-for-Profits
Introductory Retail Sales Training for Salespeople
Keep it Professional - Telephone, Email and Social Media Etiquette Training
Health and Safety
Globally Harmonized System of Classification and Labeling of Chemicals Training
WHMIS 1988 Training
WHMIS Refresher 1988 Training
A Guide to Workplace Incident Investigations
Asbestos Awareness Safety Training for Workers in All Jurisdictions
Cold Stress - A Guide to Working Safely in Cold Environments Training
Confined Spaces Awareness Training for Workers
Due Diligence - Implementing and Managing Occupational Health and Safety
Duty of Persons Directing Work (Bill C-45) – Training for Leaders
Evacuation Plans & Procedures Training
Fire Safety Training
Forklift Safety Training
Health and Safety Committee Training for Committee Members
Heat Stress Awareness and Prevention
Infection Prevention & Control Training
Internal Responsibility System Training (Ontario)
Introduction to Bill 132 Training
Ladder Safety Training
Lockout/Tagout - Control of Hazardous Energy Training
Occupational Health and Safety Awareness Training for Supervisors in Ontario
Occupational Health and Safety Awareness Training for Workers in Ontario

ATTACHMENT 1

Personal Protective Equipment Training
Personal Workplace Safety and Security Training
PTSD Awareness, Prevention, and Intervention Training for First Responders (Ontario)
Safe Driving for Work Training
Safe Food Handling Training for Workers
Safe Lifting Training
Safety at Heights - Fall Protection Training
Sharps Safety Training (Ontario)
Slips, Trips and Falls Awareness Training
The Right to Refuse Unsafe Work Training
Transportation of Dangerous Goods Training
Using a Fire Extinguisher Training
WHMIS 2015 including the GHS for Workers and Supervisors - All Jurisdictions
WHMIS 2015 Refresher Training
Workplace Bullying Training for Employees - All Jurisdictions
Workplace Hazards Training
Workplace Violence and Harassment Refresher Training (Ontario - Bills 168 and 132)
Workplace Violence and Harassment Training
Workplace Violence and Harassment Training for Employees (Ontario - Bills 168 and 132)
Workplace Violence and Harassment Training for Managers (Ontario - Bills 168 and 132)
Young Worker Health and Safety (All Jurisdictions)
Young Worker Safety and Awareness Training for Leaders
Instant HR - Compensation and Benefits
Designing Effective Job Descriptions Training
Employment Contracts & Payroll Forms Training
Job Analysis Training
Paying for Performance Training
Instant HR - Employee & Labour Relations
Administering Collective Agreement Training
Downsizing & Restructuring Training
Duty to Accommodate - A Guide for Leaders
Employee and Labour Relations Overview Training
Employee Motivation and Engagement Training
Handling Grievances and Working Together Training
Negotiating Collective Agreement Training
Providing Effective Feedback Training
Terminations - Not for Cause Training
Terminations for Cause Training

ATTACHMENT 1

Instant HR - HR 101
HR 101 Training
Instant HR - Occupational Health & Safety
Health and Safety Overview Training
Instant HR - Workplace Hazards Training
Return to Work Training
Worker Participation Training
Instant HR - Organizational Effectiveness
Attendance Management Training
Diversity in the Workplace Training
Exit Interviews, Effective Practices - A Guide for Leaders
Foundations of Team Dynamics Training
Human Resources Audits - Best Practice Training
Human Resources Compliance Audits - For HR Professionals
Knowledge Transfer - Training for Leaders
Organizational Change Training
Organizational Culture Training
Organizational Effectiveness Overview Training
Outsourcing Training
Succession Planning Training
Transactional vs Transformational HR Management Training
Instant HR - Recruiting and Selection
HR Planning Training
Interviewing Styles, Structures and Pre-Employment Testing Training
Interviewing Training
Job Postings Training
Onboarding - Effective Practices and Programs
Orientation Program Training
Recruitment and Selection Overview Training
Screening Background Checks Training
Instant HR - Training and Development
Designing Effective Training Programs Training
Training and Development Overview Training
Training Needs Analysis Training
Leadership
Achieving Benefits Optimization - A Human Resources Perspective
An Introduction to the Canada Labour Code
Coaching and Mentoring Training
Conflict Resolution Training
Detecting and Deterring Money Laundering and Terrorist Financing (FINTRAC)

ATTACHMENT 1

Effective Communication Training
Ethics and Professionalism Training
Handling Difficult Employee Conversations Training
How to Motivate Employees from Within, Training for Leaders
Interviewer Biases Training
Introduction to Ontario's Employment Standards Act, 2000 for Leaders
Lead by Example Training
New Supervisor Training
PHIPA - Personal Health Information Privacy Training (Ontario)
PIPEDA Training
Principles of Effective Problem Solving and Sound Decision Making Training
Progressive Discipline Training
Retaining Employees and Reducing Turnover - Training for Leaders
Top 5 Hidden Costs of Employee Benefits Training
Performance and Conduct
Conducting Performance Reviews - Training for Leaders
Goal Setting in the Workplace, Training for Leaders
Handling Change at Work - Training for Employees
IT Risk and Cybersecurity Training for Employees
Payment Card Industry Security Training for All Audiences
Professionalism in the Workplace: Best Practice Training for Supervisors
Protecting Confidential Information Training for Employees
Social Media Awareness Training for Employees
Telework Training for Employees
Unconscious Bias Training for All Audiences
Workplace Sensitivity – Training for Employees
Professional Skills
Managing Up - Best Practice Training for Professionals
Mastering Effective Presentation Skills
Mastering the Art of Business Writing for Professionals
Mastering the Art of Email Writing - For Professionals
Microsoft Excel 2010 Basic Training for Employees
Microsoft Outlook 2010 Basic Training for Employees
Project Management for Professionals
Time Management - Training for Professionals
Workplace Wellness
Working with Transgender Employees
Cannabis in the Workplace - Training for Leaders
Creating a Respectful Workplace Training
Crisis Intervention Training for All Audiences

ATTACHMENT 1

Employee Transition Services - Job Search Skills Training
Employee Transition Services - Resume Writing Training
Employee Transition Services Interview Skills Training
Financial Wellness Training
Gender and Sexual Diversity Training
Human Rights in Canada - Federal Regulations
Managing and Coping with Stress
Mental Health in the Workplace - Training for Employees
Mental Health in the Workplace - Training for Leaders
Office Ergonomics Training
Respect in the Workplace Training
Substance Abuse Training
The Evolution of Human Rights in Canada for Leaders (Ontario focus)


























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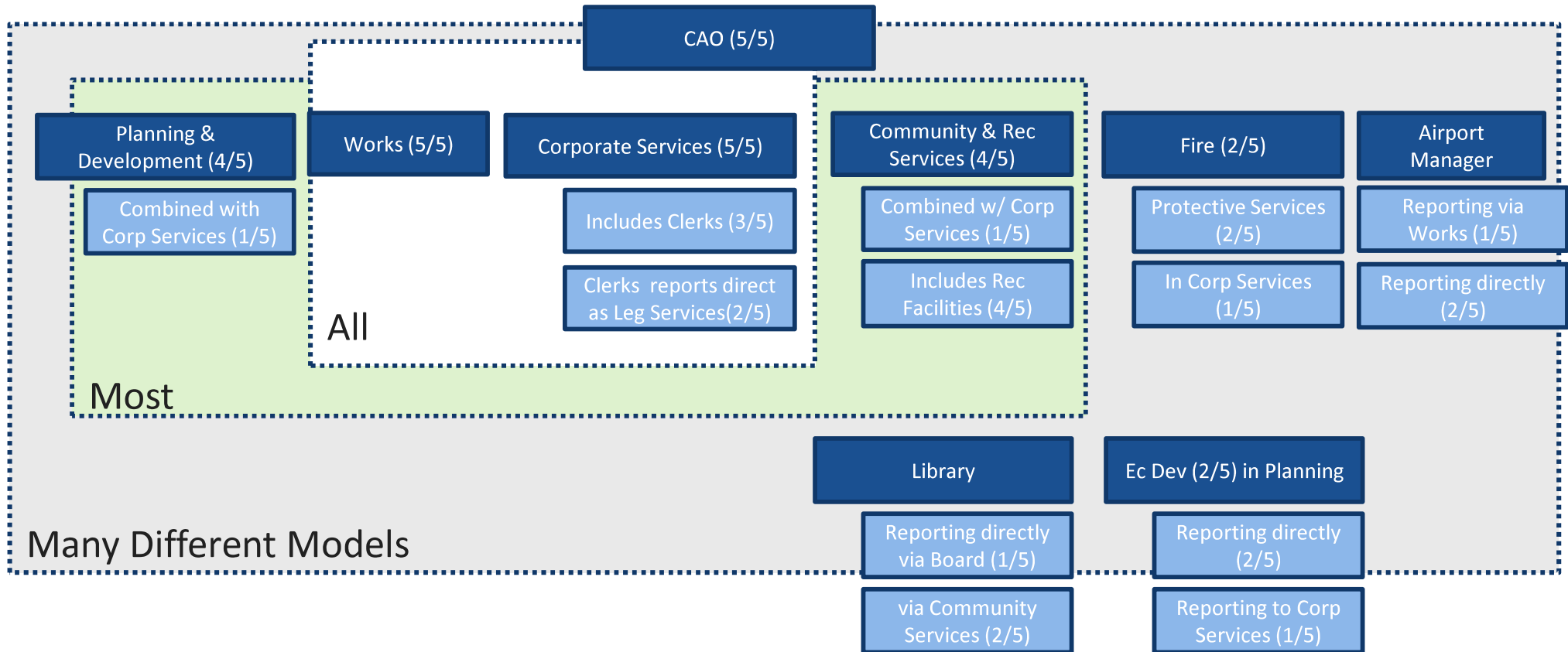

 Title	Length
 00 Teck Pioneer Residence Policies and Procedures	(11)
 Accessibility Standards and AODA	(18)
 Accessibility Standards for Customer Service	(3)
 Acute Respiratory Infection Assessment and Management Protocol	(2) 
 Aging Process	(1)
 Behavioral and Psychological Symptoms of Dementia	(3)
 Body Mechanics, Lifts and Transfers and Ergonomics	(3)
 BSO DOS	(1)
 College Of Nurses Of Ontario	(50)
 Communication	(6)
 connectingontario	(8)
 Continence, Constipation and UTI Management	(3)
 COPD Assessment	(1)
 Coronavirus COVID-19	(24) 
 Cultural Competence and Indigenous Cultural Safety	(5)
 Customer Service	(6)
 Cyber Security	(4)
 Dementia Care/Responsive Behaviours	(22)
 Dementia: Shifting Focus Video Series – A Guide to Understanding Dementia Behaviour	(10)
 Diabetes Assessment	(1)
 Diabetes Care	(10)
 Diabetes Protocol	(11)

 Title	Length
 Driving Safely (9)	
 Emergency and Pandemic Planning (1)	
 Emergency Preparedness and Fire Safety (1)	
 Empathy (2)	
 En Français (2)	
 Environmental Cleaning and Disinfection (16)	
 Ethics (2)	
 Everyday Practice Video (1)	
 Excellent Care for All Act, 2010 (1)	
 Falls Prevention (6)	
 Family and Friends Resource Library (7)	
 Fire Safety (6)	
 H&S - Occupational Health and Safety Awareness (24) 	
 Hand Hygiene (12)	
 Health and Safety (3)	
 Health and Wellness (6)	
 Heat Related Illness (1)	
 Help Files (6) 	
 High Risk Alert Management (1)	
 HIV/AIDS in Long Term Care (8)	
 Home Care Safety (1)	
 Huntingtons Disease (2)	
 Identifying Suicide Ideation (3)	
 Infection Prevention and Control (32) 	
 Infection Prevention and Control 2016 (8)	
 IV Therapy (1)	
 Lab Values (1)	
 Leadership Series - Part 1 (1)	
 Legislation (1)	
 LGBTQ (1)	
 Lift & Transfer Equipment (9)	
 Long Term Care Homes Act 2007 (16)	
 Medical Assistance in Dying (MAID) (1)	
 Medical Mart (6)	

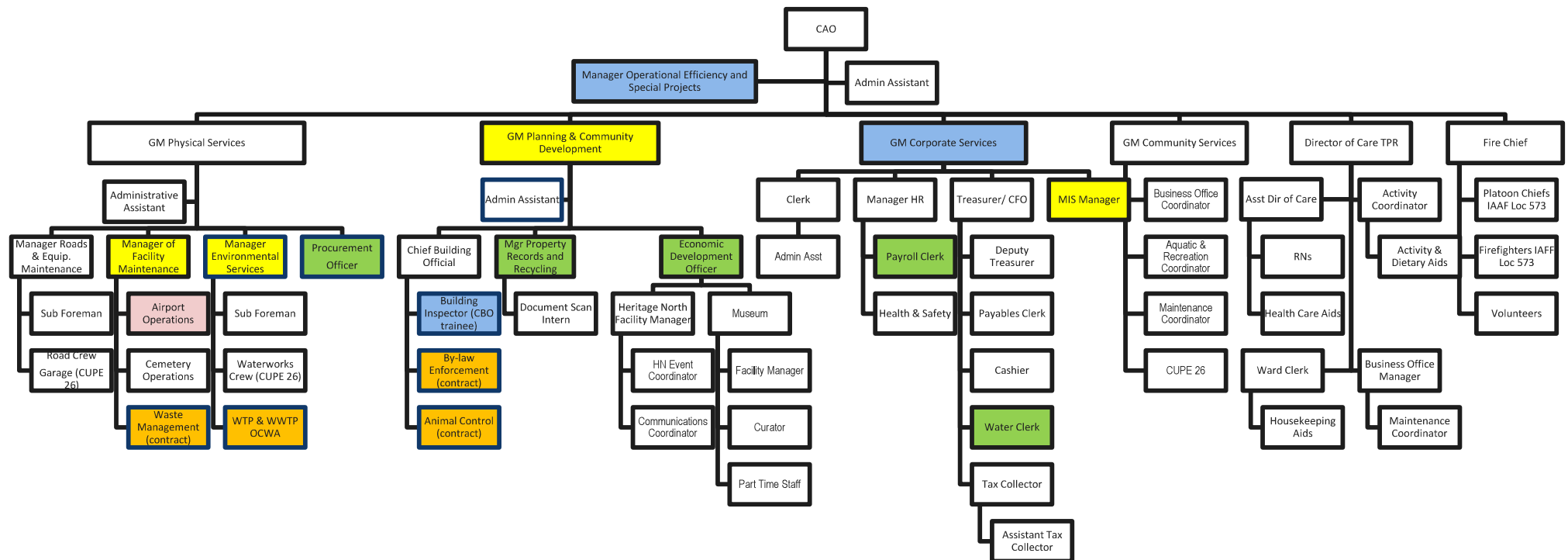
 Title	Length
 Medication (4)	
 Mental Health (8)	
 Ministry of Labour (9)	
 MIP inc (13)	
 Motivational/Humor (5)	
 Musculo-Skeletal Injuries (2)	
 Nestle (8)	
 Nursing Equipment (9)	
 Nutrition (12)	
 OLTCA Resources (1)	
 Organizational Risk Management (1)	
 ORIENTATION - RAPID ONBOARDING DURING COVID-19 (4)	
 Osteoporosis Canada LTC Series (16)	
 Ostomy Care (2)	
 Pain Management (6)	
 Palliative and End-of-Life (3)	
 Palliative Care and End of Life (4)	
 Parkinsons Resources (1)	
 Physical Assessment Series- Surge Learning Inc. (15)	
 Plan of Care (1)	
 Pleasurable Dining - Safe Eating and Hydration (2)	
 Police Reference Check (1)	
 Policies and Procedures (2)	
 Prevail (9)	
 Privacy and Confidentiality (1)	
 Privacy and Security Training for Clinical End-Users (14)	
 Privacy Health Information Protection Act (PHIPA) (4)	
 PSHSA Education (1)	
 PSW Webinar Series (2)	
 Public Health Ontario JCYH Auditing Videos (17)	
 Quality and Safety - Role of the Board (10)	
 Quality Health Care (2)	
 RAI MDS (3)	
 Resident Care - Abuse prevention (7)	

 Title	Length
 Resident Care - Continence Care (4)	
 Resident Care - Falls Prevention (3)	
 Resident Care - Nail and Foot Care (1)	
 Resident Care - Pain Management (1)	
 Resident Care - Restraints & PASDs (5)	
 Resident Care - Skin and Wound (4)	
 Resident Care and Services (7)	
 Resident Care Planning (1)	
 Restorative Care (4)	
 Rexall (12)	
 RNAO - Preventing and Addressing Abuse and Neglect. (5)	
 ROHO (1)	
 Safe Bathing and Water Temperature (1)	
 Sapphire Pump (8)	
 Seasons Care Dietary Education (35)	
 Sexuality & Intimacy in the Elderly (1)	
 Sharps (1)	
 SHRTN Oral Health Series (13)	
 Spiritual & Religious Care (1)	
 Therapeutic Recreation (6)	
 Unregulated Care Providers (4)	
 Volunteers (1)	
 Workplace Bullying (6)	
 Workplace Violence and Harassment:Provincial Specific Legislation (1)	
 Wound Assessment (3)	
 Young, New and Vulnerable Workers (1)	
 ZZ - To be Retired December 2020 (8)	

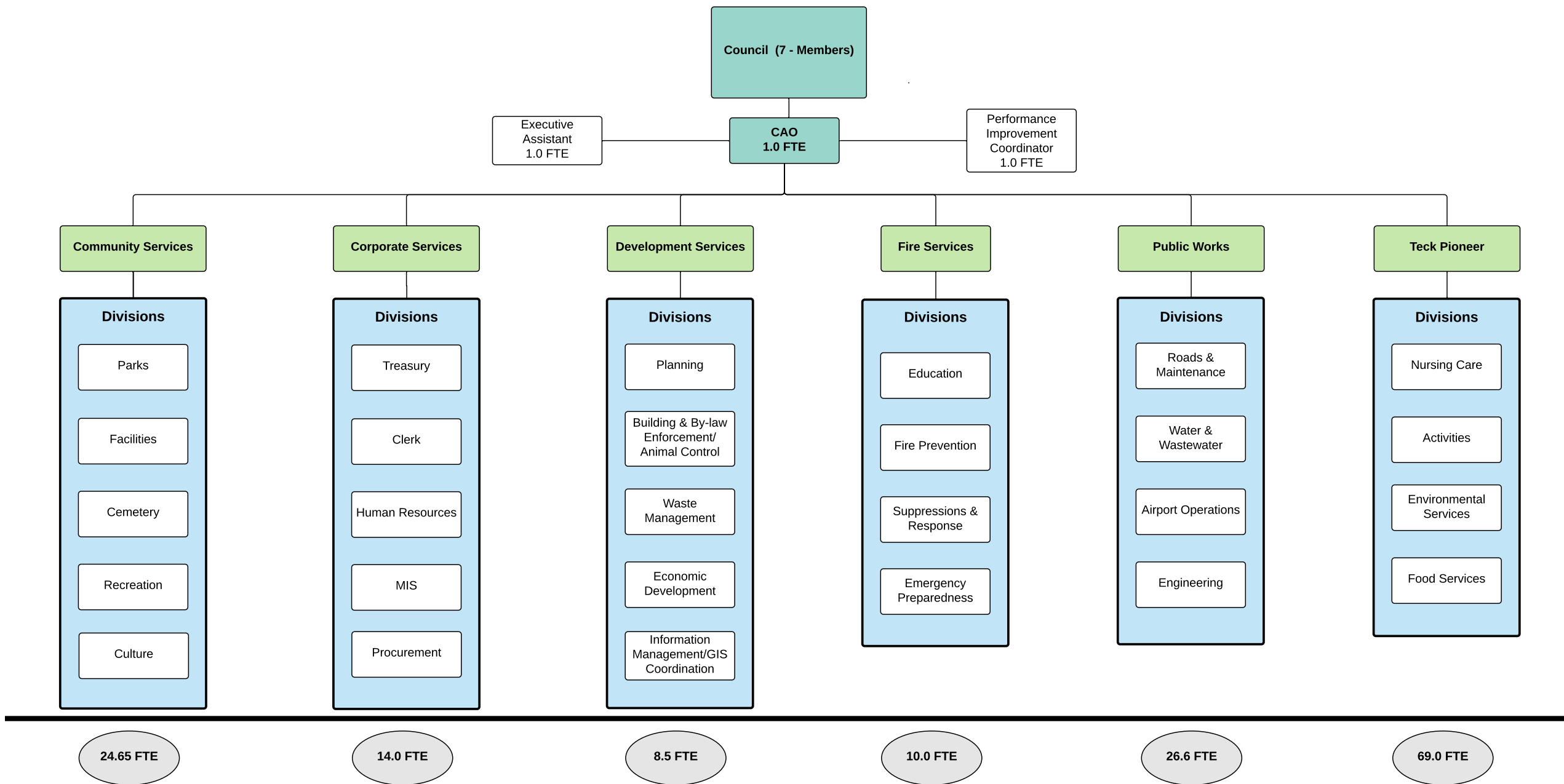
Summary: Lessons from other comparable municipal structures



Summary of Recommended Changes

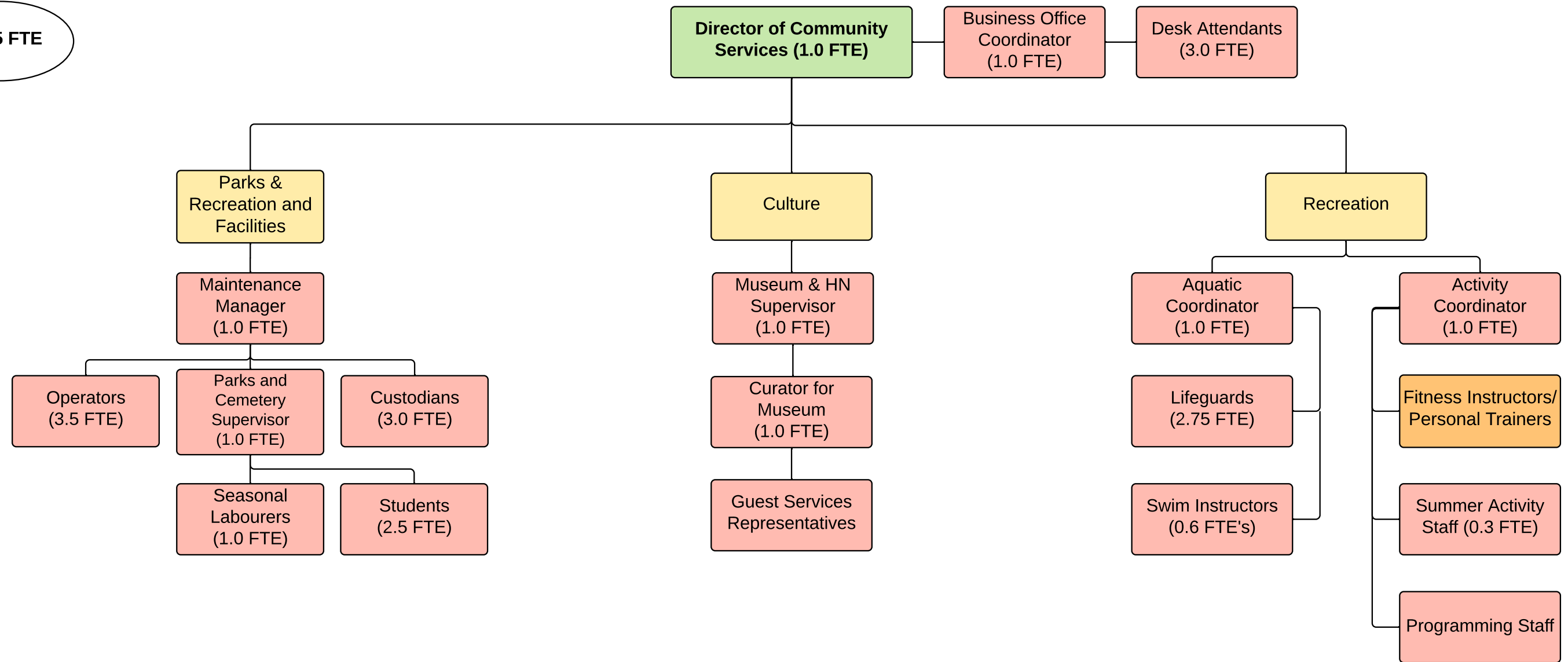


Organizational Structure

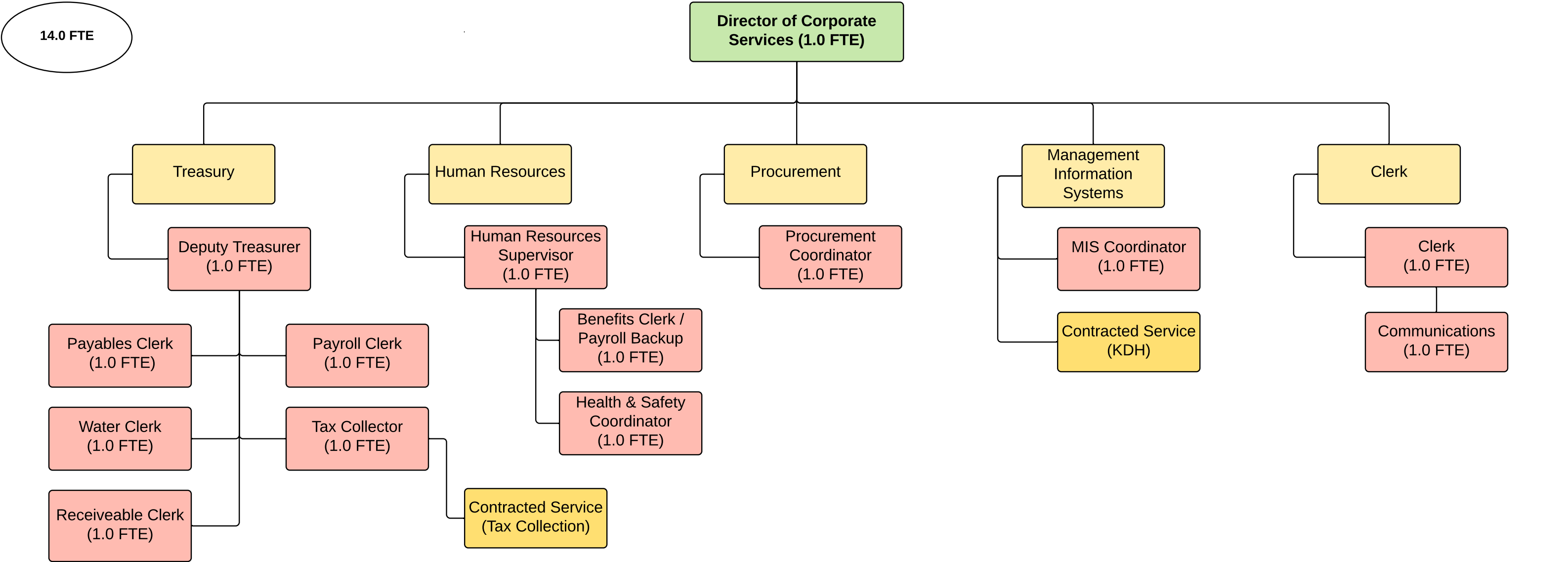


Community Services

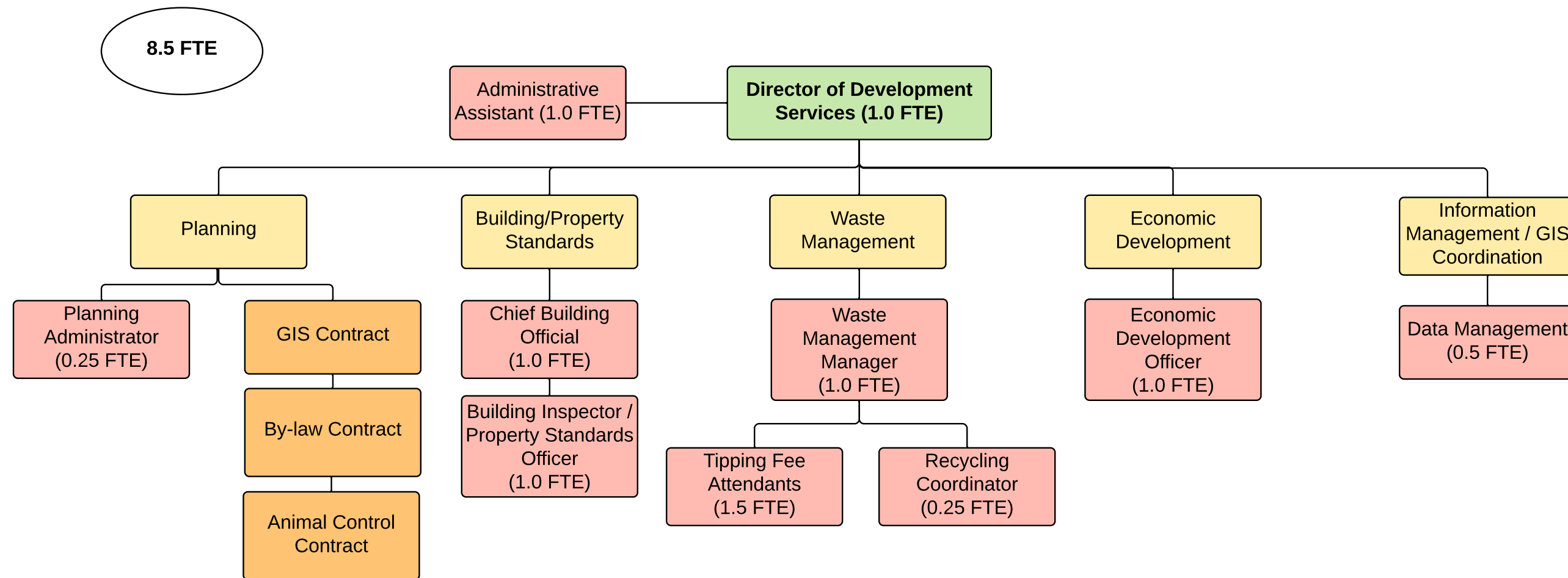
24.65 FTE



Corporate Services

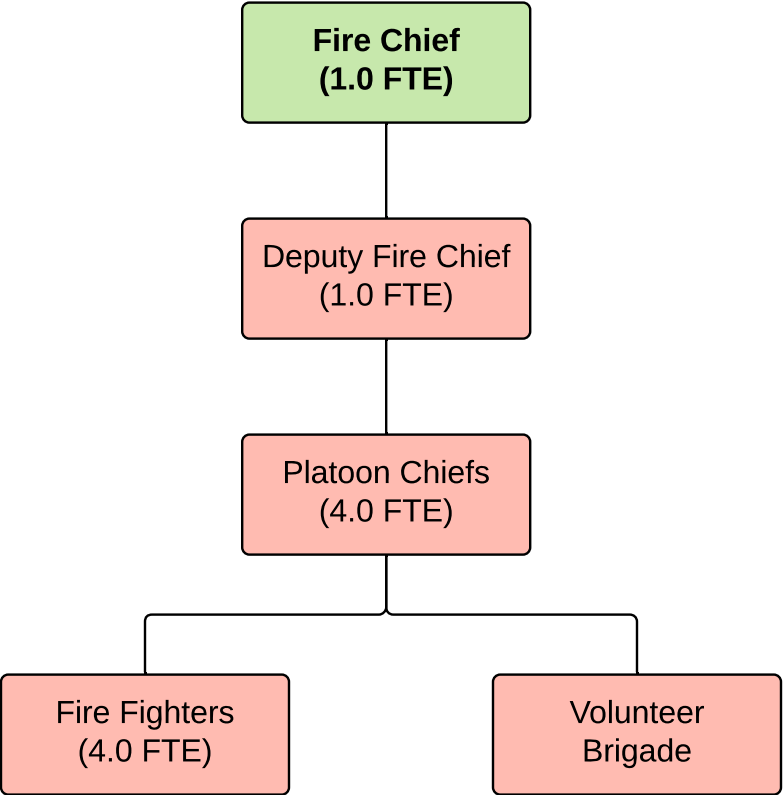


Development Services



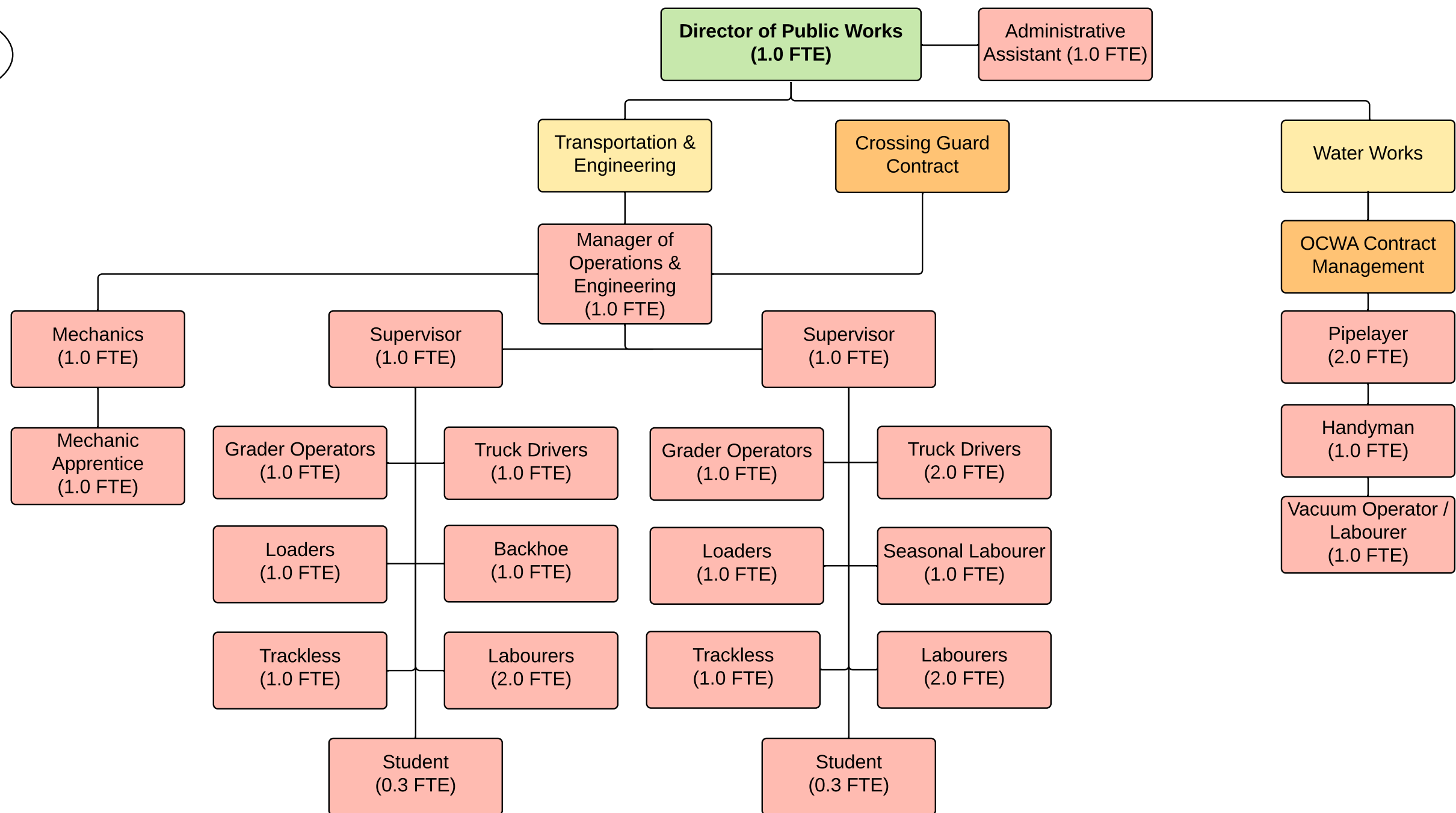
Fire Services

10.0 FTE

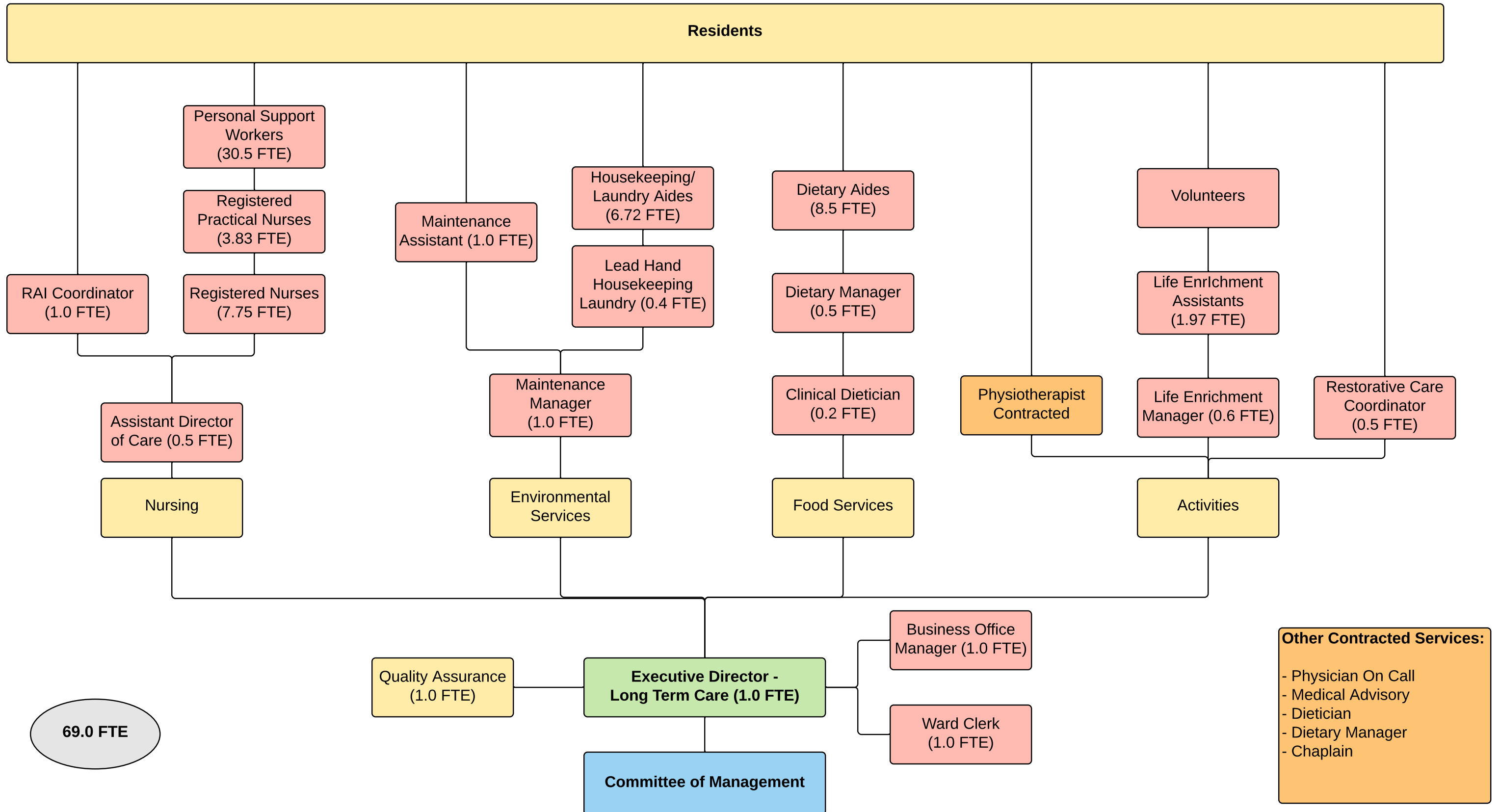


Public Works

26.6 FTE



Teck Pioneer Residence





KIRKLAND LAKE

THE RIGHT ENVIRONMENT

Town of Kirkland Lake Facilities Service Delivery Review

Final Report- December 2, 2020



KIRKLAND LAKE
MUNICIPAL OFFICE



**WSCS
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Think Beyond

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Kirkland Lake Facilities Service Delivery Review

BUILDING THE FUTURE

EXECUTIVE SUMMARY

The Town of Kirkland Lake's ("the Town" or "KL") facilities are not just bricks and mortar, they define the Town and play an important role in service delivery. Town facilities are a reflection of the silos that exist and it appears that they were often planned independently according to department specific needs and service lines as opposed to strategic priorities.

Good facilities management is not being reactive but rather proactive. It is a discipline and a profession that is gaining momentum through new standards and training. It is highly specialized and complex with new technologies being introduced everyday that can improve efficiencies, environmental impact, security, health and safety in buildings. Facilities are expensive assets that need to be planned and managed with the same (or increased) rigour as expected of other municipal core assets, such as roads. Unfortunately, most municipalities have not viewed facilities in this manner and have generally assigned facilities "management" to the department that uses the building with limited support or professional training.

The time is now to transition that thinking. With new asset management regulations on the horizon, municipalities will be required to understand its current state of its facilities infrastructure and include them in the long-term asset management plan by 2023. Lifecycle costs, levels of service and a financing strategy will need to be analyzed and developed.

The Town has already recognized the importance of facilities management. In 2020, Council and the Town's Senior Management Team developed a Strategic Plan that recognized that it needed to begin planning facilities across the Corporation, demonstrating the culture of "One Town" with a cross departmental view of the Town's infrastructure needs.

To support the coordination of facility planning and delivery, Facility Management Services was brought into one department led by one Director, Community Services. This is the first step towards an Integrated Facility Management Service with the view to develop a TEAM of facility experts and maintenance staff who can look across the entire organization and manage the facility portfolio more strategically. The Town has some highly qualified facilities staff. Now is the time to bring them together and share experiences.

However, we are not confident that these resources are sufficient, at least in the short term, deliver on the strategic priorities.

This team has been given the mandate to “*Analyze the Benefit of Introducing a Facilities Management Department*” and “*Review affordability of legacy assets - Evaluate opportunities for disposal and monetization*”. Ultimately, that is the subject of this review but, in the short time provided and the lack of information available, this will require more analysis based upon evidence.

It is important to note that a specific review of the Museum of Northern History was commissioned at the same time as this project. Consequently, the Museum will not be explored in depth in this review.

During the review all stakeholders expressed support for the development of an integrated approach to facilities as well as a long-term facility planning approach. What came to light was the challenge caused from decades of underinvestment in facilities leading to the current state: that is one of urgency but also an opportunity to revitalize the Town in the long term.

Short term decisions were made, without evidence, but rather the propensity to avoid tax increases. This has resulted in some serious health, safety and

environmental challenges for the Town, the solutions of which will not be cheap to resolve. It should be noted that many of the long-range priorities outlined in the Strategic Plan need solid, safe and reliable infrastructure in order to deliver on these goals.

It is a critical first step to develop a long-range, strategic portfolio plan that identifies what infrastructure should be invested in, divested or redeveloped. This will need to include condition assessments of all currently utilized and underutilized facilities. As well, there is a need to invest in technology and training so that it can improve processes and gather information on its facility portfolio that will support decision making.

The development of the facility portfolio plan and its ongoing management should be guided by a Framework. This should be a repeatable, evidence-based approach to ensure that objectives established in planning are carried through to delivery and secures the benefits that facilities can provide to citizens and employees.

This should be done in the near term (1-2 years) so that it does not continue to spend money on aging facilities that have no future. As well, asset retirement obligations must be recognized as liabilities on the financial statements beginning 2021 financial statements. Consequently, the time is now to make

some hard decisions that will serve the Town in the long term. In particular, the Public Works Office, Garage, lack of Salt/Sand Dome and Fire Hall present an opportunity for consolidation. Divesting of some legacy assets such as the Museum and Heritage North could 'free up' some much needed commitments. Decisions regarding unused assets, such as the old pool, also must be made, to protect the Town and mitigate increasing liabilities.

We know any decision with respect to facilities will be difficult. The amount of money needed to solve the problems may seem insurmountable. But these are investments in the Town's future and putting them off because they are difficult will not make them go away. That has been the approach in the past, and it has left a legacy for the current Council and administration to deal with. Debt financing may be required to solve some of these problems, considering the current interest rates, it is likely the time to "bite the bullet". The Town's has limited debt and an annual repayment limit is currently \$3.2 million. Assuming that the Town would need to invest about \$15 million in facilities, the annual repayment would be \$860k annually over 25 years. While this is an amount of money and will require a tax increase, there will be significant savings from eliminating the ongoing costs of facilities that are not energy efficient, requiring significant capital expenditures to continue to operate.

As the Town moves forward, it should consider an Integrated Service Delivery Model for Facilities Planning and Management (Figure 1) to make all decisions. It should always be looking at facilities that are adaptable and innovative, utilizing technology as much as possible to automate processes and



FIGURE 1: ADAPTED FROM CITY OF CALGARY

monitoring. Sustainability from the point of view of the environment as well as finances, should always be considered. This will refocus the Town on its long-term goals. Because facilities are public places, they need to be customer focussed and serve as a way to connect with the community. Employees must feel comfortable, safe and healthy in order to be efficient and effective. While cost is paramount, efficiencies

and cost avoidance should be explored but not at the sacrifice of long-term strategic objectives, service, safety, health and lifecycle costs.

As part of this framework, the Town should develop a decision-making matrix with each of these elements with appropriate weighting. This will allow for objective, evidence-based decisions as opposed to short term, lowest cost solutions.

BACKGROUND

The Town of Kirkland Lake (the Town or TKL) is a single-tier municipality in the Timiskaming District approximately 2.5 hours north of North Bay and 1-hour east of the Quebec border. The 2016 census lists 7,981 residents, however given the mining industry's current level of activities it has been suggested that the population is likely closer to 9,000 plus the regional service catchment area provides an additional 2,500 people.

The Town has a colourful mining history that put it on the map over a century ago. Gold mining interests launched the first gold rush in Kirkland Lake and enticed settlement to the area. Many prominent figures of Canadian mining history helped to make the area a success. The population at its peak in 1939 reached 24,200. Many residents worked in the local

mines or for feeder/supplier jobs that supported the mining industry.

As a point of interest, during the mining heyday, hockey became an important part of Kirkland Lake's history. Over 30 NHL players laid claim to originating from their hometown of Kirkland Lake.

In the latter half of the century, faced with declining gold prices and fewer mineral discoveries, the community faced some challenging times. Kirkland Lake struggled to adjust to the new reality. As a consequence, a significant decline in the Town's population occurred.

Today, the mining industry is showing new promise. Bolstered by the mining resurgence the town is once again regaining its' prominence.

New ore bodies combined with rising gold prices are ushering in the start of another successful era in the Town's history. The Town is witnessing population increases as a result of the economic upswing.

Although a small and northern community, Kirkland Lake offers a wide range of amenities and much sought-after services. The community is home to a fully accredited hospital operated by Blanche River Health. Health care services include diagnostic

imaging, respiratory therapy, physiotherapy, laboratory services, Ontario Telemedicine Network access, surgical services and visiting specialist clinics.

In addition, there are two walk-in clinics (Centre De Sante Communautaire; Kirkland and District Family Health Team), and two Long Term Care homes (Teck Pioneer Residence and Extendicare Kirkland Lake).

There are also a full range of specialized services including chiropractic care, physiotherapy, vision and dental services, and a Timiskaming Health Unit.

The community boasts 3 school boards which operate 7 schools in the community. There are 4 registered daycare centers and a Northern College Campus in Kirkland Lake. The town is home to the District of Timiskaming Social Services Administration Board, a Veterans Affairs Canada service center, and offices for the Ministry of Natural Resources and Forestry, Ministry of Energy and Ministry of Northern Development and Mines.

Recreational opportunities are plentiful in and around the Town. The newly constructed Community Complex boasts a hockey arena, along with a new community pool, plus adjoining ski/snowshoe/hiking trails and a new Civic Park outdoor recreational center. Kinross Pond offers a walking trail, outdoor exercise equipment and one of the town's many playgrounds.

The surrounding area is host to many lakes, trails and forested areas to satisfy many outdoor needs.

Geographically, the Town is ideally situated for both Ontario and Quebec businesses opportunities, especially mining equipment manufacturers and service providers.

The future is taking shape and Kirkland Lake is in a position to take advantage of the new economic opportunities.

PROJECT OBJECTIVE

The goal of this project is to undertake an analysis of KL's facility and asset management planning, practices and processes, key performance indicators, customer service, assessment of facility utilization, energy management, location, planning, costs of operating, capital and long-term needs. The project will look for opportunities to outsource maintenance and/or operations or divest properties that do not or will not best serve the Town in its strategic direction.

The review included an assessment of the current Town facility portfolio and determine the best options for investment considering the age, condition, location and environmental, health and safety challenges that the Town faces. At the outset, it was recognized that significant investment is needed in the near term, and decisions of the past were not always based upon long term needs of the community.

The Service Delivery Review is consistent with the Town's strategic goal for financial sustainability, better management of capital assets, find efficiencies and implement sustainable service delivery. The Service Delivery Review will serve as a framework to guide staff and Council in assessing operational effectiveness, financial sustainability, and achievement of key enumerated objectives. The Report identifies options and recommendations regarding the future of

the Facilities. The key focus of the review was to determine if the Town has opportunities to:

- a. improve service and outcomes
- b. meet new or increased demand from customers for services
- c. improve service delivery mechanisms and processes
- d. maintain existing service levels in the face of competing priorities or decreasing revenues
- e. reduce costs; and/or improve revenues.

The approach that Kirkland Lake chose is outlined in the Guide to Service Delivery Reviews released by the Ontario Municipal Affairs and Housing Ministry. The guide suggests 10 Crucial Questions that should be addressed in SDRs as shown in Figure 4.

PROJECT SCOPE

1. **Project Initiation:** Met with Kirkland Lake's SDR Facilities Services Steering Committee to clarify expectations, refine lines of inquiry, and develop a subsequent work program for the engagement.
2. **Scope Limitation:** It is important to note that the scope of this review was limited to those used for municipal services and not those currently leased to others nor did it include the Library, Toburn Mine Site. Because there was a parallel review of the Museum of Northern History, it was not included in this review except in terms of maintenance and management processes. Readers should refer to the Service Delivery Review of the Museum for facility specific recommendations.
3. **Council Consultations:** Interviews with the Mayor and three councillors, all of whom were provided the opportunity to meet with the consultants.
4. **Senior Management Consultations:** All senior management involved in Facilities were interviewed.
5. **Staff Consultations:** Interviewed all Facilities staff.
6. **Onsite Facility Tour:** Two WSCS Consultants were onsite from October 6-8, 2020 and were

able to tour the facilities in scope, accompanied by KL staff. This tour included the Museum and served to inform the Museum SDR.

Photographs were taken as evidence to support our findings.

7. **Review of Current Service Delivery Model:** Developed an inventory of services and processes provided by Facilities Services.
8. **Documentation Review and Analysis:** Reviewed condition assessments of buildings undertaken by the Town and/or consultants in the past. Undertook analysis of financial results based upon available information for facilities.
9. **Opportunity Identification:** Identified potential opportunities to achieve the most efficient and operationally effective approach to service delivery and address the 10 key questions.
10. **Final Report & Presentation:** Develop and present an interim report to the Steering Committee with key findings. Final report with recommendations were presented to Council and management in December 2020. Input was received and updated in this report.

METHODOLOGY

Our methodology shown in Figure 2 included:

1. Project Initiation
2. Document Review.
3. Financial and Operational Performance Analysis and Data Collection.
4. Facility Tour.
5. Consultations including interviews and observations.
6. Benchmarking against best practices.
7. Evaluation of the Current Services and Processes.
8. Gap Analysis between current practice and best practices.
9. Development of Interim and Final Reports.

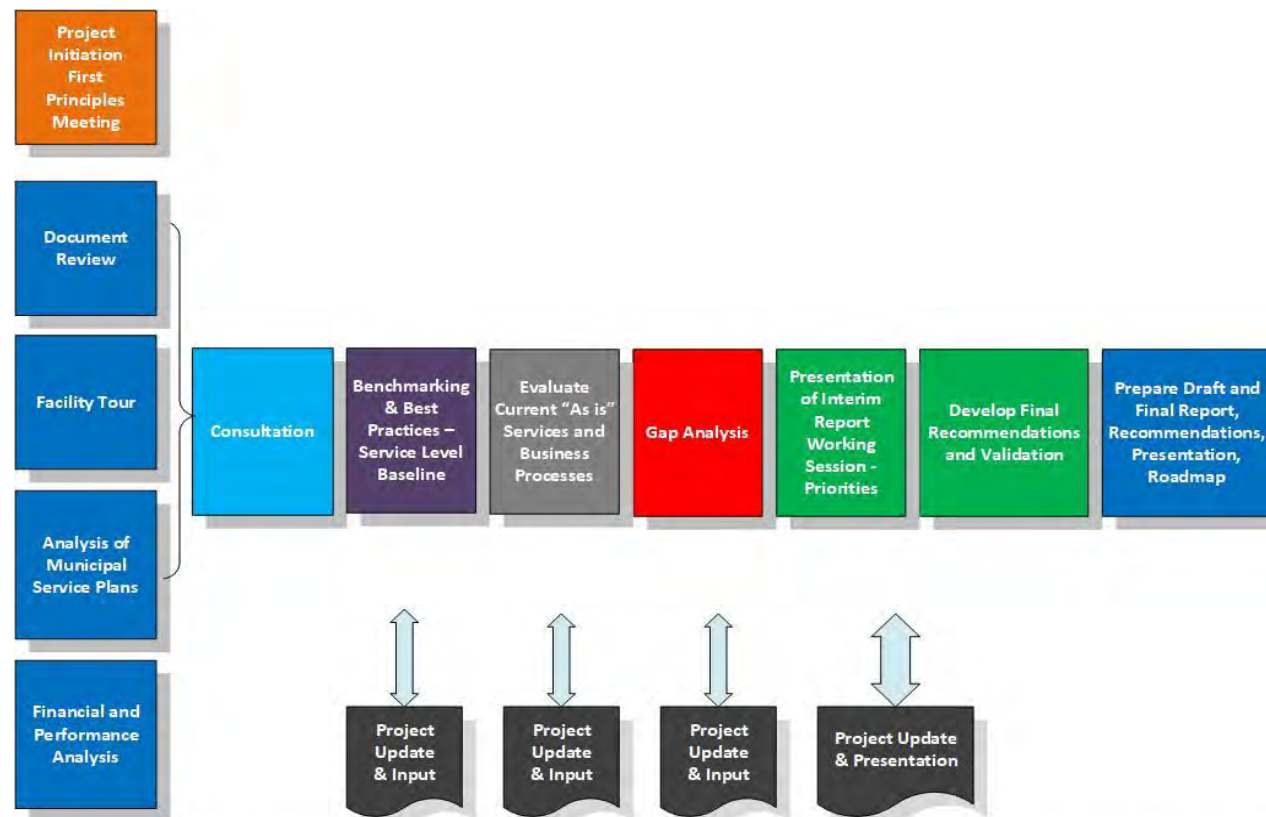


FIGURE 2

KEY FINDINGS

FACILITIES ARE NOT FINANCIALLY SUSTAINABLE IN THE LONG TERM

- Reserve Policy not in place for Replacement
- Long Term strategy Needed - Consolidation possible - Need more information (eg. Government Road, other locations)
- Divestment or Outsource unused/underutilized facilities should be planned - Old Pool, Museum, Heritage North, Airport
- Environmental, health and safety issues need to be dealt with in short order

STRATEGY NEEDED - URGENT NEED TO DECIDE FUTURE OF SOME FACILITIES

- Public Works Garage & Sand/Salt Dome - Safety, Financial Loss and Environmental issues
- Museum of Northern History - Agreement with OHT - capital costs imminent
- Fire Hall - Current location does not meet needs
- Public Works Office - Health & Safety

CONDITION ASSESSMENTS NEEDED

- O.REG 588/17 & Asset Retirement Obligations Imminent - 2023 - 2021



LIFECYCLE COSTS UNKNOWN

- Limited documentation to track maintenance management activities or to formulate a facility systems perspective

TECHNOLOGY USE IS LOW

- Most business transactions are manual/paper based - no work orders and limited building monitoring systems

FACILITY MANAGEMENT TEAM CONCEPT RECENTLY ESTABLISHED

- Roles and responsibilities and TEAM approach will need to be built using Change Management Strategy
- New Management - positive change but training and performance expectations needed.
- Likely need additional resources - professional facility manager.

FIGURE 3

Figure 4: The 10 CRUCIAL QUESTIONS for Service Delivery Reviews were explored as part of the analysis of Facilities Management. These questions provided

for both internal and external view of the services and how they currently perform in relation to the expectations from the Town's stakeholders.



FIGURE 4

- 1. Do we REALLY need to be in this business?** This question arises through the evaluation of mandatory and discretionary services.

FINDING: The answer to this question is “yes” and “no”. Facilities are clearly mandatory to provide Town services but it does not need to own the facility nor does it need to manage and operate it. Further, it may own and manage but not occupy the facility, such as the Day Care and OPP building. Due to its location, however, the Town has limited local property management companies to which it may be able to outsource.

However, studies show that municipalities and governments at all levels have the ability, and to some degree, the responsibility to “make the

hubs emerge. Therefore, facilities management should change its focus to creating the right spaces for the Town’s future, partnering with organizations and the business community to determine the best service delivery model as well as the right investments in the right places. For example, Government Road in the Town of Kirkland Lake was once a bustling, thriving street that formed a community. Today, it is simply a transportation network to get to either end of the Town with limited commerce or public spaces. Extensive research, particularly in the United States, looks at Main Streets as important community hubs that define the municipality.

Local governments are also catching on to the value of public spaces to their civic districts and downtowns. Public life—meaning active, vital public spaces—is essential to the economic and social wellbeing of city centers. (Project for Public Spaces)

community” through public spaces.¹ Buildings, facilities and outdoor spaces are important part of any Town or City. When well designed, community

¹ Project for Public Spaces, <https://www.pps.org/product/navigating-main-streets-as-places-a-people-first-transportation-toolkit>

2. What do citizens expect of the service and what outcomes does council want for the service?

This would typically require consultation on levels of service and expectations. Because the scope did not include community consultation for facilities, we utilized documentation and service requests to determine the level of satisfaction with the services.

FINDING: Generally, citizens expect public buildings to be inviting, accessible, secure, safe, healthy, clean, in good state of repair and open for services as expected. Indoor and outdoor areas should be well lit, with good infrastructure such as pathways, land improvements, stairs and ramps that are easily accessed and not too steep. Movement through a building should have good wayfinding and ease of mobility. Council and staff both expressed the desire to have better, safer buildings that meet the needs of the community, particularly Fire, Public Works and the Community Complex, old pool. The Museum is viewed as an albatross but some residents of the Town revere it. Council also expressed its challenges when the new Community Complex was built and the financial implications that it brought. There is a desire to refocus the Town towards core services.

3. How does current performance compare to expected performance?

Like Question 2, we utilized the performance data that the Town currently collects in order to assess the degree to which the current performance meets the expectations. Where performance measures were not available, we made recommendations for new or updated key performance metrics to be collected and monitored in the future.

FINDING: In general, the Town does not collect the information required to assess if the performance meets expectations. It does not utilize a work order system to track issues or complaints, its financial information is only at the high level and satisfaction levels for all facilities is not known. While we did not survey customers nor does the Town do so as a matter of course, we toured the facilities and reviewed the condition assessments that were previously undertaken by the Town or its contractors. Our review revealed that the Community Complex is a beautiful building that is well regarded by the community but at a significant cost. The old pool remains to be an area that has not been addressed and represents a significant asset retirement liability as well as health and safety issue. Decisions were made to build the new complex and no decision has been made with respect to moving forward on decommissioning or reutilization of the old pool. The Museum, while an artifact, it is underutilized

and is no longer financially sustainable given the current agreement with OHT.

The Public Works Garage, outdoor storage and Salt/Sand Storage does not meet health, safety and environmental regulatory requirements and must be dealt with in short order. Further, there is a risk that inventory could be lost, advanced depreciation of equipment due to outside storage, due to lack of indoor, reliable space. It should be noted that, any decisions regarding storage solutions may require approval from the Kirkland Lake District Hospital (KDH), since the Town currently leases this property from them. The Public Works Office is equally problematic and not conducive for effective working conditions.

The Airport does not have adequate protection as airplanes are exposed since the fabric door has not been replaced.

The Fire Hall no longer meets the needs of the Town and cannot house the recently purchased aerial truck. These decisions were made without these considerations.

In terms of the Town Hall, the building is aging (almost 100 years old), there is a lack of space to house all the key staff, accessibility is challenging, systems are outdated, and its location is off the main street, means that it likely will not serve the

Town in the long run. However, with COVID, working remotely may provide options for the organization but a long-term solution should focus on consolidation to improve teamwork and better customer service.

Heritage North is currently on the real estate market. This is likely the nicest building the Town owns, but again, was built without a strategy to attract visitors and business. It may wish to include it in a strategy for consolidation before making a decision, particularly if it is unable to sell without incurring a loss.

While we did analyze the financial results that were provided by building, we were unable to determine how the buildings are performing. Costs are rising (7% average over 4 years), no energy audits have been undertaken to ascertain if there could be efficiencies. Lifecycle costs of building equipment and staffing costs are unknown as no work orders are used.

4. Do the activities logically lead to the expected outcomes?

The review of each service included an assessment of the processes and practices utilized to deliver the services.

FINDING: As discussed in this report, we do not know that activities undertaken as they are not

tracked. Staff utilize a white board to determine the work to be done and nothing is captured against the assets. While it is clear that preventative maintenance is done, it is not tracked and therefore, it is unknown if the actions result in what is expected. However, the condition of the assets tell the story. Teck Pioneer Long Term Care Home, for example, is in good state of repair and the residents appear to be relatively happy. The Community Complex, Heritage North are in impeccable condition. For its age, the Town Hall is in good condition as well. The other properties, are not in good condition and represent years of neglect or lack of planning.

5. How is demand for the service being managed?

This question points to the management practices and systems to anticipate workload demand, assign resources and report on results.

FINDING: As discussed in this report, the demand for service is reactive. There is currently no proactive documented plan to manage changes in service. It resides in people's brains and not accessible to others. However, it should be noted that the Town has very competent maintenance management and staff, some of which is very unique. It is not often that we see people of this calibre in the municipal sector. Therefore, it is even more important that their knowledge be captured

in processes and systems. This will require new software and training.

6. What are the full costs and benefits of the service?

Full cost entails the assessment to deliver the service including utilizing assets. The ability to assess these costs is directly related to the way the municipality collects and assigns costs to the service. Benefits, points to the determination of "who is better off" as a result of the services provided.

FINDING: As discussed in this report, costs are only captured at the building/object level not at the asset level. Further, staff hours were "allocated" not actual time spent. We noted that there were also inconsistencies between years and the coding of transactions.

7. How can benefits and outputs of the service be increased?

By looking at how services are delivered, we can assess opportunities for increased benefits, perhaps through improved service delivery mechanisms to reach more people or added results. Outputs can generally be increased with improved processes or alternative mechanisms to produce more results.

FINDING: The transformation starts with and integrated Facilities Management Team that is responsible for the facility portfolio at an enterprise level. The Team should undertake a facility audit with looks at the benefits of each facility and determine how they can be better utilized, consolidated or divested to deliver services. A condition assessment of each facility is also needed to determine the investment or divestment required. The alignment of the facilities and services with the strategic plan is imperative as part of this audit.

8. How can the number and cost of inputs be decreased?

Inputs include staff time, materials and supplies, as well as utilization of assets to deliver services. Becoming more efficient means decreasing inputs but producing the same or more results. That is, lower costs per unit produced. Typically, this is achievable through elimination of non-value-added activities (duplication, errors, inventory, waiting, extra/over-processing) in processes (LEAN), better management of assets and life cycle costs. Technology is one way in which the cost of inputs can be reduced. Improved maintenance practices for assets will also reduce costs, including loss due to downtime.

FINDING: A work order system that tracks the hours, assets/equipment worked on and expenses, is needed to make recommendations. Without lifecycle costs, and documented processes, it is difficult to determine areas where costs can be decreased. Further, the Town's assets are not all connected to systems for monitoring downtime, energy efficiency and utilization. Information about the facilities is also lacking including building equipment, square footage, room inventory. These are all important factors that must be captured including performance in order to undertake a thorough analysis. The Town needs to obtain a full inventory of equipment, asset condition and implement an asset/work management system as soon as possible with appropriate training for the new Team. External assistance will be needed to meet the requirements for Asset Retirement Obligations and O.Reg. 588/17. Consequently, it is an opportune time to undertake this work.

9. What are the alternative ways of delivering the service?

Alternative service delivery is the process of looking to other ways to provide services including outsourcing, and or private/public partnerships.

FINDING: There are opportunities for different service delivery in terms of facility planning, development, management and maintenance.

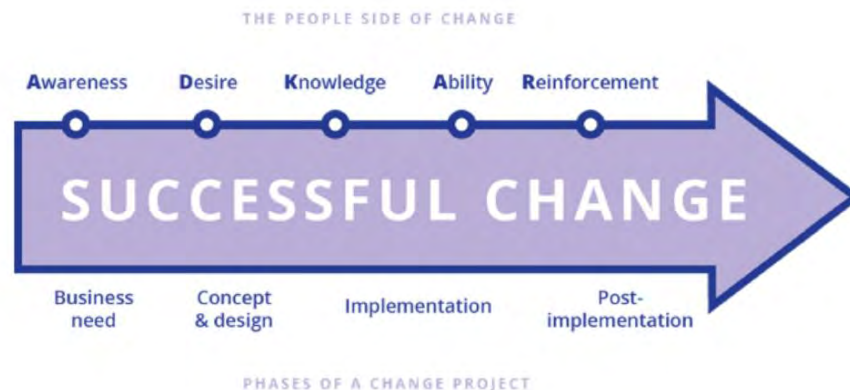
These decisions, however, should be made as part of an overall strategy with information. The Town has started to look at divesting Heritage North but it may be part of the Town's solution, considering the large loss it will likely face with a sale.

10. How can a service change be best managed, implemented and communicated?

Managing the "PEOPLE SIDE OF CHANGE" is critical to business transformation. Without an effective change management strategy, the Township will not be able to successfully implement the recommendations contained in this report.

FINDING: The Town has a very competent Facilities Management Team and new leadership will assist managing the change. The strategy should be deliberate and follow a structure. We have provided some insight on developing this

change strategy in this report. We suggest utilizing the PROSCI ADKAR² model as it provides a good framework that focuses on the individual as well as the organization. First, the Town must build "Awareness" of need for change. Our assessment is that the staff are keenly aware that process changes are needed. They are overwhelmed and therefore, there is a "Desire" to support the change. The key will be to provide the "Knowledge" of HOW to change. This will require support, training and tools. The "Ability" to change is the transforming the "how" to be able to change. Management will need to be "coaches" throughout the change process and continue to "Reinforce" the change so that employees do not revert to their old "comfortable" methods of work. We have provided some guidance to assist with this change management strategy.



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² <https://www.prosci.com/adkar/adkar-model>

OPPORTUNITIES AND RECOMMENDATIONS

There are 6 major recommendations/opportunities that arise from the Service Delivery Review of Facilities for consideration.

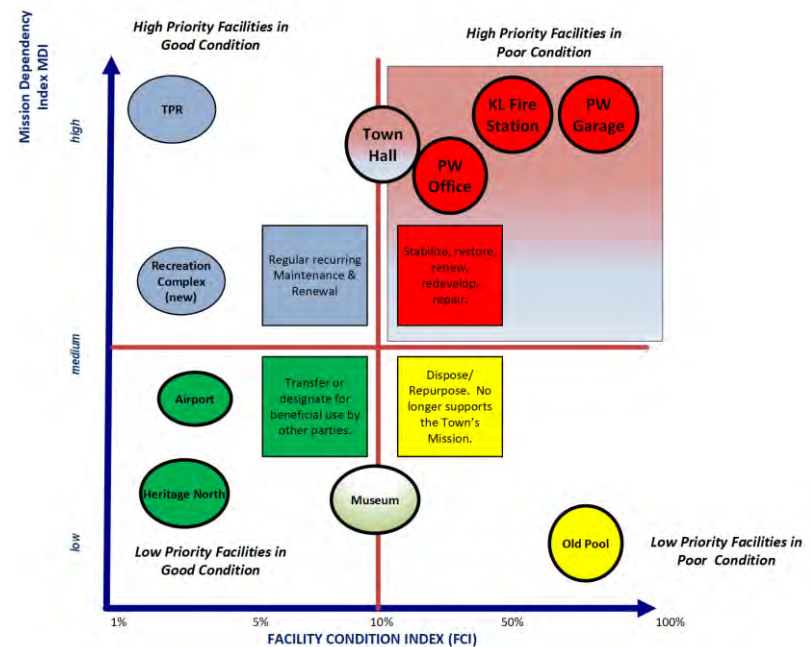
Recommendation 1: Undertake facilitated senior management workshop – establish decision matrix/tree to guide Facility decisions and determine “Mission Dependency Index”. We estimate that investment in Facilities based upon the current priorities is approximately \$8.5 million dollars over the next 4 years.

Based upon the current condition and risks of the Public Works Garage, Office, Salt/Sand Storage as well as the Fire Station functionality, it is recommended that the Town consider a consolidated building and approach to address these issues as soon as possible. Given the current situation, it is likely that this should be at a new location, not leased. A consolidation of all buildings will not only save operating costs, synergies between departments will be realized.

The environmental impact will also lead to an asset retirement obligation that must be recognized on the financial books of account in 2021 as per PSAB 3280. However, by undertaking a prioritization exercise with

supporting documentation, the Town will be in a better position to make appropriate investment decisions.

Refer to APPENDIX E: BUILDING PRIORITIZATION MATRIX for more detailed description on how to build this matrix as described by Asset Management BC. It is imperative that the Town understand its costs, deferred maintenance and condition of all its assets to apply this approach. Start with assessing “Mission Dependency Index (MDI) through a facilitated session.



ESTIMATED REQUIRED INVESTMENTS: 2021-2024

Location	Year (TCAs)	Estimated Age	Historical Cost	Net Book Value	Required Next Steps	Total	2021	2022	2023	2024
Public Works Garage	1924	96	140,000	88,500	Replace, Roof - Subject to Foundation being suitable or New Building	\$600,000	\$600,000			
Salt Sand Dome & Outdoor					Build Salt/Sand Dome & possible outdoor storage	\$1,150,000	\$1,150,000			
Museum	1930	90	-	-	Divest or Renovate	\$1,600,000	\$616,000	\$328,000	\$328,000	\$328,000
Fire Hall	1935	85	128,000	40,000	New Fire Hall Needed in New location	\$4,500,000		\$4,500,000		
Public Works Office	1966	54	228,000	80,900	Renovate Building	\$700,000		\$700,000		
Total						\$8,550,000	\$2,366,000	\$5,528,000	\$328,000	\$328,000

Recommendation 2: Develop the Facility Condition Index (FCI). Building Condition Assessments are required for the purpose of meeting Asset Management Plan regulatory requirements (O Reg 588/17) and PS3280 Asset Retirement Obligations (AROs). This is the first phase of the Facility Master Plan.

Think Long Term Not Short-Term fixes that cost more in the long run.

The Town has completed some building condition assessments for its portfolio, such as the Community Complex including the decommissioning/redeveloping the old pool, public works garage. The Ontario Heritage Trust completed an assessment in 2007. These will need to be updated by 2023 for the asset management plan as

data must be less than two years old. Since AROs are required by 2021, it would seem prudent to do the condition assessments in 2021 for both purposes.

Recommendation 3: Utilizing the principles of Facilities Management, undertake a five-year review of existing energy consumption for each facility. As part of the condition assessments, collect information on

building equipment, age, energy utilization/conservation ratings.

With proper tracking of energy usage, not just cost, the Town would be in a position to identify opportunities for innovative approaches which will ultimately reduce costs. Consider the development of a strategy to fund the opportunities through energy savings and track and report on progress.

ASSET RETIREMENT OBLIGATIONS – TO BE ASSESSED

Type	Location	Year (TCAs)	Financial Implications	2021	2022	2023	2024
Recreation	Old Pool	1976	\$2,600,000 to \$5,000,000	\$2,600,000 to \$5,000,000			
Fire	Swastika Fire Hall	1956	\$100,000	\$100,000			
Heritage North	Heritage North	2006	\$1,822,000				
Airport	Kirkland Lake Airport Hanger	1973	\$70,000		\$70,000		
Airport	Kirkland Lake Airport Terminal	1973					
Town Hall	Town Hall - Consider Consolidation	1930					
Mine	Toburn Mine & Garage	1920					
Library	Library	1967					
Financial Implications			\$4,592,000 to \$6,992,000	\$2,700,000 to 5,100,000	\$70,000	\$0	\$0

Recommendation 4: Implement a Work Order/Asset Management System (in concert with Public Works).

Very few of the facilities are well documented from a maintenance management or a facility systems perspective. Start with implementation of a work order system, asset management system or similar system that will capture lifecycle and deferred maintenance costs. This should be an integrated module of the asset management planning software, public works and Vadim. This is a key component for Facilities Management Decision Making.

Recommendation 5: Confirm the TEAM – New Roles and Responsibilities. Consider retaining Facilities Management Professional to oversee the Team and develop the Long-Term Facility Master Plan.

There is a need to develop new-updated position descriptions and expand the responsibilities. These descriptions should be supplemented with a Responsibility (RACI) Matrix to ensure clarity and accountability.

There is a need to determine the future role for TPR Environmental Maintenance Manager including reporting relationships and allocation of work.

The Town should consider undertaking a skills assessment and analyze any knowledge gaps. There should be a commitment (money and time) to ensure training for the staff in their new roles.

It is premature to make staffing recommendations until decisions are made related to divestment of facilities but we do recommend that the Town consider hiring external consultant to assist transformation and training as well as the development of the Facility Master Plan.

Recommendation 6: Establish a change management program to ensure the integration of Facility Management across the organization.

Identify a Champion in the organization who will support the integration and development of the “Team” and to ensure the TEAM’S success

FACILITIES MANAGEMENT (FM) – WHAT IS IT AND WHY IS IT IMPORTANT?

ISO 41011 Defines FM as:

- *Improve quality, productivity and financial performance;*
- *Enhance sustainability and reduce negative environmental impact;*
- *Develop functional and motivating work environments;*
- *Maintain regulatory compliance and provide safe workplaces;*
- *Optimize life cycle performance and costs;*
- *Improve resilience and relevance;*
- *Project an organization's identity and image more successfully.*

ISO 41011 Defines FM Standards as:

- *a) needs to demonstrate effective and efficient delivery of FM that supports the objectives of the demand organization;*
- *b) aims to consistently meet the needs of interested parties and applicable requirements;*
- *c) aims to be sustainable in a globally-competitive environment.*



WHY IS FACILITIES MANAGEMENT IMPORTANT?

Rapid changes in roles and skills sets required due to the following trends:

- Emergence of the “Internet of Things”
- Building Automation/Monitoring
- Employee Engagement
- Health, Wellness & Well-Being
- Evolving IT Infrastructure
- Evolving Real Estate Models
- Sustainability & Environmental Impact

FACILITIES MANAGEMENT IN CONTEXT WITH THE STRATEGIC PLAN

Facilities Management is woven throughout KL's Strategic Plan 2020-24³. It is clear that KL recognizes the importance of long-term facilities management planning and operations in delivering core services.

The Mission of Kirkland Lake is *to ensure a model of public service done right, with taxpayers having the confidence in what the Town does and the value they are getting for their taxes.*

The Strategic Priorities include:

1. Achieving Sustainable Operational Excellence

Aim for Financial Sustainability:

OE-8: Prepare and evaluate a long-term capital spend/replacement strategy.

OE-10/11/12: Review affordability of legacy assets and Evaluate opportunities for disposal/monetization.

OE-13: Introduce a gradual increase in capital levy to build reserves/reserve funds.

OE-14: Review and establish dedicated reserves/reserve funds.

OE-20: Implement Energy Conservation and Demand Plan.

Vision for the FUTURE – What we heard



Better Management of Capital Assets

OE-36: Analyze benefit of introducing a Facility Management Department.

Find and Implement Efficiencies

OE-43 through 49: Assess Contracted Services/Leases/Rentals Prior to Expiry to Ensure Maximum Efficiency and Best Use of Taxpayers Dollars.

OE-52: Review and implement software to assist with Work Schedule Management that will work for all departments.

OE-54: Create and Monitor Annual Business Plans for each department.

OE-56: Review software choices for facility booking software.

OE-63: Complete Fire Master Plan Recommendations – Conduct Risk Assessment on Town building stock.

2. Building the Team**Improve Accountability**

BT-1: Develop KPI's template and report on quarterly basis.

Improving Staff Accountability to Each Other

BT-10: Establish opportunities for cross training staff to reduce gaps in service when individuals are away.

BT-11: Develop and implement Training Plan and Policy.

Eliminating the Gaps

BT-20: Update Job Descriptions, Evaluations, Pay Equity, Updated Salary Grid.

BT-21: Develop Professional Development Plan.

BT-22: Develop Training Plan.

BT-25: Analyze need for Facility Management Position.

OS-14 and 15: Improving Accessibility – review facilities and programs with an aim toward barrier free - age friendly plan implementation

ED-17 and 18: Analyze existing areas where TKL may be competing, find efficient ways to reduce or eliminate competition with private sector - i.e. rated for fitness and events at complex.

THE TOWN'S FACILITY PORTFOLIO

As shown in Table 1, the Town's facility portfolio is aging with an average of over 50 years, beyond the normal useful life of most buildings. The full list with details can be found in **APPENDIX C: LIST OF BUILDINGS AND SIZE**. The Health Centre is 50% owned by the Town and, as discussed in the Museum SDR, it is owned by the Ontario Heritage Foundation and leased by the Town. While the Town has undertaken some significant investments for the Recreation Complex, (over \$15million), it has only invested 6% (of the initial value \$5.9 million, \$1.8 million (30%) of which are recreation as opposed to core services) Table 2 on betterments of all facilities, some of which were expansions. **Table 3: BETTERMENTS BY YEAR** shows that the Town has not spent a significant amount of money over the last 5 years (\$716k), \$214k of which was spent on the Museum, a building that the Town does not own. As the facilities continue to age, it is clear that investments are needed.

TABLE 1: TOWN'S FACILITY PORTFOLIO

Type of Building	Number of Buildings	Average of Approximate Age (years)	Approximate Area (sq. ft) provided
Airport	3	47.0	1,518
Animal Control	1	48.0	648
Cemetery	1	70.0	704
Conference Centre	1	16.0	20,000
Fire	3	61.7	2,620
Health	1	12.0	10,656
Leased	3	31.7	7,248
Long Term Care	1	18.0	64,300
Municipal Admin	1	90.0	500
Rec & Culture	5	23.8	9,028
Public Works	2	75.0	7,208
Water & Sewer	10	38.7	8,066
Library	1	53.0	8,900
Museum	1	90.0	0
Mine	5	100.0	0
Grand Total	39	50.6	141,396

TABLE 2: TANGIBLE CAPITAL ASSETS - FACILITIES – PROVIDED BY THE TOWN

DEPARTMENT	ASSET DESCRIPTION	TCA COST		NET BOOK VALUE		TOTAL TCA COST	TOTAL NET BOOK VALUE	NBV/COST	BETTERMENTS/ ACQUISITION COST
		ACQUISITION	BETTERMENT	ACQUISITION	BETTERMENT				
AIRPORT	AIRPORT GENERATOR	\$35,970		\$2,158		\$35,970	\$2,158	6%	0%
	AIRPORT HANGER	\$422,345		\$228,066		\$422,345	\$228,066	54%	0%
	AIRPORT TERMINAL	\$34,194	\$22,725	\$2,052	\$11,817	\$56,919	\$13,869	24%	66%
BYLAW	ANIMAL CONTROL	\$8,871		\$355		\$8,871	\$355	4%	0%
DAY CARE	DAY CARE	\$143,118	\$217,675	\$27,051	\$170,107	\$360,793	\$197,158	55%	152%
FIRE	FIRE HALL KL	\$47,649	\$70,842	\$0	\$40,505	\$118,491	\$40,505	34%	149%
	FIRE HALL KL - GENERATOR		\$10,355		\$0	\$10,355	\$0	0%	0%
	FIRE HALL SWASTIKA	\$10,035	\$5,825	\$0	\$4,777	\$15,860	\$4,777	30%	58%
HEALTH	FAMILY HEALTH CENTRE	\$749,656		\$569,738		\$749,656	\$569,738	76%	0%
	INCUBATOR	\$2,431,007		\$1,844,082		\$2,431,007	\$1,844,082	76%	0%
LONG TERM CARE	TECH PIONEER	\$12,193,486	\$318,690	\$8,312,298	\$218,199	\$12,512,176	\$8,530,497	68%	3%
POLICE	OPP	\$1,463,874	\$24,611	\$717,325	\$13,168	\$1,488,485	\$730,493	49%	2%
PUBLIC WORKS	PUBLIC WORKS GARAGE	\$43,147	\$97,230	\$0	\$88,551	\$140,377	\$88,551	63%	225%
	PUBLIC WORKS OFFICE	\$131,937	\$97,035	\$5,235	\$75,687	\$228,972	\$80,922	35%	74%
WATER & SEWER	BOOSTER STATION (2)	\$333,608		\$183,281		\$333,608	\$183,281	55%	0%
	PUMPING STATIONS (3)	\$15,238,659	\$590,300	\$5,141,001	\$347,703	\$15,828,959	\$5,488,704	35%	4%
	WASTEWATER TREATMENT PLANT	\$30,839,235		\$25,567,513		\$30,839,235	\$25,567,513	83%	0%
	WATER TREATMENT PLANT	\$10,187,661	\$66,215	\$5,297,584	\$50,324	\$10,253,876	\$5,347,908	52%	1%
HERITAGE NORTH	HERITAGE NORTH	\$2,143,384	\$633,536	\$1,638,797	\$550,330	\$2,776,920	\$2,189,127	79%	30%
TOWN HALL	TOWN HALL	\$82,216	\$1,363,796	\$0	\$361,844	\$1,446,012	\$361,844	25%	1659%
LIBRARY	LIBRARY	\$174,063	\$300,423	\$0	\$147,070	\$474,486	\$147,070	31%	173%
MUSEUM	MUSEUM		\$303,448		\$236,396	\$303,448	\$236,396	78%	0%
RECREATION	BANDSHELL	\$222,409		\$204,616		\$222,409	\$204,616	92%	0%
	PAVILLION	\$1,121,786		\$1,032,043		\$1,121,786	\$1,032,043	92%	0%
	RECREATION COMPLEX	\$18,486,732	\$1,828,732	\$15,595,488	\$1,260,954	\$20,315,464	\$16,856,442	83%	10%
	CONCESSION	\$472,302		\$434,518		\$472,302	\$434,518	92%	0%
	STORAGE	\$22,821		\$20,995		\$22,821	\$20,995	92%	0%
Grand Total		\$97,040,165	\$5,951,438	\$66,824,196	\$3,577,432	\$102,991,603	\$70,401,628	68%	6%

TABLE 3: BETTERMENTS BY YEAR

YEAR	AIRPORT	FIRE	TPR	PUBLIC WORKS	WATER & SEWER	HERITAGE NORTH	TOWN HALL	LIBRARY	RECREATION	OPP	DAY CARE	MUSEUM	TOTAL BY YEAR
1950			\$42,669								\$14,301		\$56,970
1952			\$11,945										\$11,945
1973		\$10,355							\$46,089				\$56,444
1978							\$313,142						\$313,142
1979							\$171,642						\$171,642
1980							\$418,748						\$418,748
1982								\$20,000					\$20,000
1983								\$22,734					\$22,734
1984								\$14,745					\$14,745
1990									\$33,483				\$33,483
1995							\$212,761						\$212,761
1998		\$22,738											\$22,738
2002									\$55,444				\$55,444
2003									\$54,135				\$54,135
2004								\$37,825	\$9,417				\$47,242
2005								\$36,111	\$4,762		\$20,532		\$61,405
2006		\$13,085	\$33,316						\$43,482	\$19,933		\$26,207	\$136,023
2007								\$6,929	\$44,611		\$23,222	\$34,521	\$109,283
2008	\$22,725	\$5,000	\$16,387		\$447,039		\$22,218	\$26,050	\$1,035,295		\$16,392	\$3,400	\$1,594,506
2009			\$9,034	\$97,035	\$8,586		\$33,495	\$53,250	\$65,301		\$121,791	\$1,000	\$389,492
2010							\$8,189		\$25,225		\$15,952	\$7,914	\$57,280
2011		\$5,825	\$47,429		\$134,675				\$41,577			\$5,271	\$234,777
2012						\$35,910					\$5,485		\$41,395
2013			\$7,683	\$6,196			\$134,191	\$54,977	\$114,053			\$10,760	\$327,860
2014			\$100,115		\$66,215	\$597,626			\$6,332				\$770,288
2015				\$18,740			\$25,032		\$105,012				\$148,784
2016			\$9,232	\$36,581								\$195,347	\$241,160
2017			\$16,467	\$35,713				\$21,564				\$19,028	\$92,772
2018								\$6,238		\$4,678			\$10,916
2019		\$30,019	\$24,413				\$24,378		\$144,514				\$223,324
Grand Total	\$22,725	\$87,022	\$318,690	\$194,265	\$656,515	\$633,536	\$1,363,796	\$300,423	\$1,828,732	\$24,611	\$217,675	\$303,448	\$5,951,438
%age of total	0.4%	1.5%	5.4%	3.3%	11.0%	10.6%	22.9%	5.0%	30.7%	0.4%	3.7%	5.1%	100.0%

WHAT PROFESSIONAL FACILITIES MANAGERS DO?

The International Facility Management Association was formulated to build FM Managers as professionals. It came from the recognition that facilities management is increasingly complex and requires a specialized skill set and associated education.

Facilities Managers are now recognized professionals that contribute to an organization's strategic objectives in the following ways:

- Impacting operational efficiencies
- Supporting productivity of facilities and personnel
- Managing risks to facilities and personnel
- Mitigating environmental impact
- Promoting sustainable tactics for long-term cost management
- Leveraging technological solutions
- Reducing or overcoming effects of natural disasters
- Monitoring compliance
- Leveraging security

THE TOWN'S FACILITIES MANAGEMENT ORGANIZATION

Facility Management is one of three Divisions within Community Services. The Director of Community Services provides oversight (Figure 6). The Team is led by Maintenance Manager with 7.5 direct reports. They include 3.5 Operators, 3 Custodians and 1 Parks and Cemetery Supervisor who in-turn has 1 seasonal labourer and 2.5 students.

A working relationship between the TEAM also exists with the TECK Pioneer Residence Environmental Services Maintenance Manager – however the reporting relationship remains with the “TECK” Administrator.

This is a relatively new team, formed in 2020 following the organizational review and therefore, it will need to be built and nurtured by the Director in the near term. The “dotted” line responsibility with the Teck Pioneer staff will need to be developed and assessed in order to determine how the work in other facilities will be managed.

According to management, the following allocation of time to each facility is approximately as shown in Table 4 but actual time is not captured in work orders.

FINDING: While we did not specifically assess each staff member's skill set, we did review the job descriptions and met with the staff. While onsite we were provided a tour of the facilities whereby it was clear that the staff are highly competent and have unique backgrounds. They certainly have many skills and are very valued members of the KL Team. The challenge is that their time is mostly spent on "reactive" work with some preventative maintenance activities. Unfortunately, there is no work order system in place

and therefore, the amount of work is unknown. Table 4 shows the allocation of the Maintenance Managers to the various buildings. However, it should be noted that this is not actual time spent but rather a distribution.

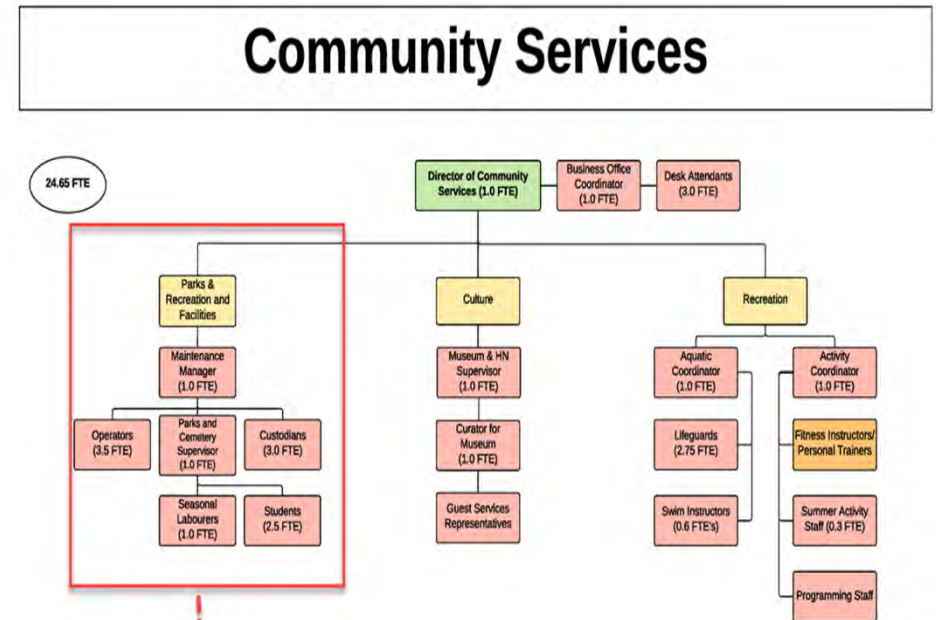
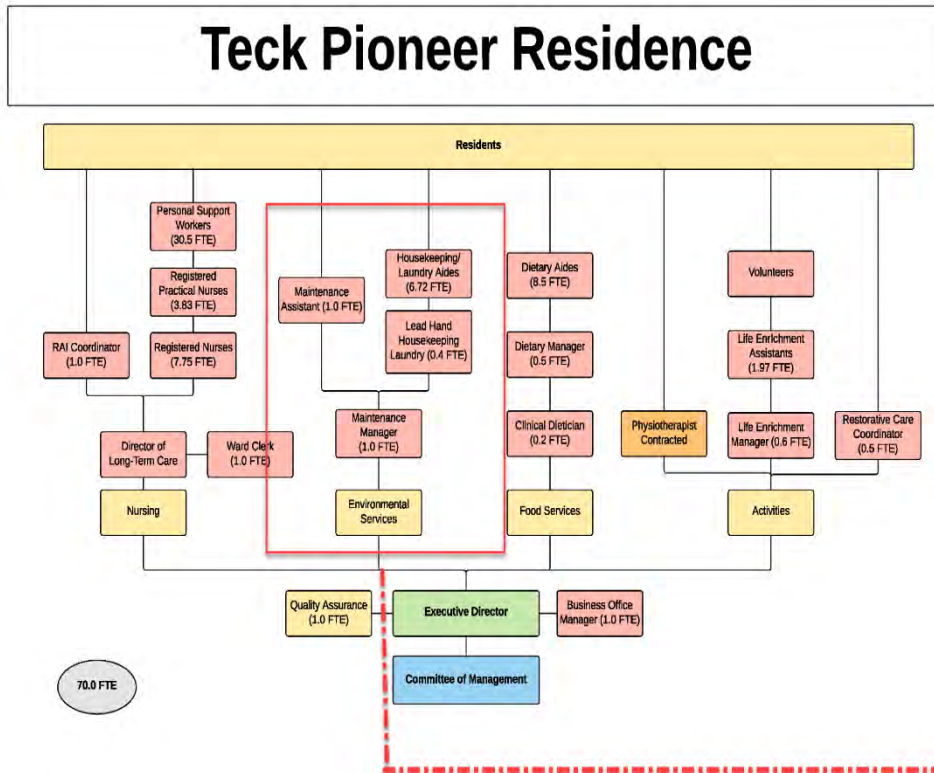


FIGURE 6

TABLE 4: KL MAINTENANCE MANAGER TIME ALLOCATIONS - PROVIDED BY TOWN

Area	TPR Maintenance Manager Hours	Parks & Rec Maintenance Manager Hours	TPR Maintenance Manager %	Parks & Rec Maintenance Manager %
OPP	2	2	5%	5%
Teck Pioneer Residence	20		50%	0%
Physical Services	8		20%	0%
Parks & Recreation		23	0%	58%
Day Care		1	0%	3%
Museum		8	0%	20%
Town Hall	6		15%	0%
Library			0%	0%
Fire Hall	4		10%	0%
HHN		6	0%	15%
Totals	40	40	100%	100%

FACILITIES (ASSET) MANAGEMENT IN THE MUNICIPAL SECTOR

Asset Management delivers value to communities through planning, analyzing performance of the assets, managing risk and costs.

Figure 8 provides a summary of the requirements of O.Reg 588/17, Asset Management Planning Regulation for Ontario. It shows that all facilities assets must be included in an AMP by July 1, 2023.

Currently the AM responsibility primarily resides in the Finance Department. O.Reg 588/17 requires a plan that will sustain the assets over a 10-year work plan. The AMP prepared for the Town in 2013 by Infrastructure Solutions⁴ does not meet the requirements of the regulations. First, it appears to include Capital expenses only. O.Reg 588/17 requires that the plan include all lifecycle activities and levels of service assessment. Secondly, it does not provide details of the inventory of facilities

How does asset management deliver value to our communities?



FIGURE 7



FIGURE 8

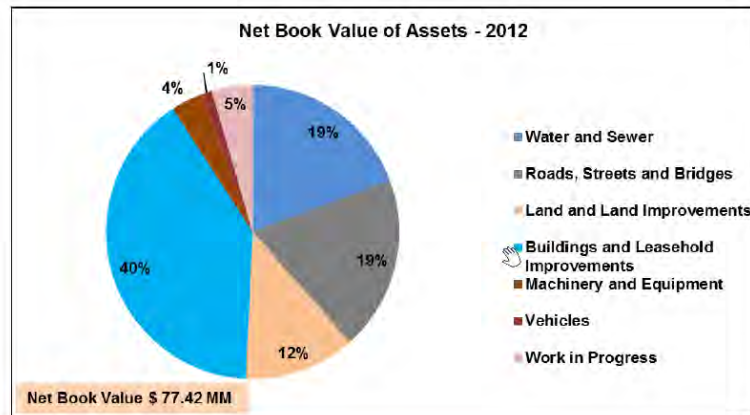
⁴

<http://kirklandlake.hosted.civicle.com/common/pages/DisplayFile.aspx?itemId=16664474>

nor their condition. The AMP was age-based as opposed to condition. Thirdly, the regulation requires that the data be no more than 2 years old. We were unable to determine how this AMP related to the TCA information provided by the Town. As seen in **Figure 9**, not all assets are included in this plan, including the recreation complex.

The conclusion of the AMP is in part that, there is substantial work ahead in the area of facilities management.

The Township's AMP shows that the capital requirements total \$9 million (updated to 2020 dollars is \$10.7 million). This is consistent with our findings of



Assets Type	NBV of Assets
Water and Sewer	\$14,926,879
Roads, Streets and Bridges	\$14,871,607
Land and Land Improvements	\$9,495,303
Buildings and Leasehold Improvements	\$31,034,738
Machinery and Equipment	\$2,720,345
Vehicles	\$888,581
Work in Progress	\$3,491,609
Total	\$77,429,062

immediate requirements. It would appear that many of these projects were not initiated, considering that the total betterments from 2013-2019 totalled \$1.5 million (excluding the Museum **Table 3: BETTERMENTS BY YEAR**).

As noted above, the total costs in the AMP also does not take into account lifecycle costs. In fact, the funding shortfall, (**Figure 12**) is about \$2 million annually over the last 4 years. **Figure 10** shows the building blocks for recommended funding for sustainability (cover costs for increased services, growth, inflation and historic underinvestment). In other words, the cost of replacement and sustainability.

Assets Type	Replacement Cost
Sewer Network	\$63,920,793
Water Network	\$52,740,064
Roads	\$33,592,989
Buildings	\$24,391,101
Equipment	\$3,641,837
Traffic Signal	\$2,687,784
Vehicles	\$1,777,740
Street Lights	\$1,527,657
Bridges	\$495,650
Culverts	\$223,848
Total	\$184,999,464

FIGURE 9:2013 KL'S ASSET MANAGEMENT PLAN NET BOOK VALUE AND REPLACEMENT COSTS.

TABLE 5: 2013AMP PROJECTS IDENTIFIED

Asset Name	Location	Lifecycle Event Type	Total	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	UPDATED TO 2020
KL Fire Hall	8 O'Meara Blvd	Reconstruct	\$1,515,512	\$1,515,512										\$1,800,989
Chapel & Vault	1409 Gov't Rd	Reconstruct	\$169,837	\$169,837										\$201,829
Unknown?	Government Road	Reconstruct	\$169,532	\$169,532										\$201,467
Police Garage	3 Duncan Ave N	Reconstruct	\$66,551	\$66,551										\$79,087
Public Works Garage	1 Dunfield	Reconstruct	\$30,528	\$30,528										\$36,279
Works - Offices	1 Dunfield	Reconstruct	\$1,180,111				\$1,180,111							\$1,361,141
Office & Workshop	1409 Gov't Rd	Reconstruct	\$65,126	\$65,126										\$77,394
Libraries	10 Kirkland St	Reconstruct	\$1,545,124					\$1,545,124						\$1,729,584
Animal Control Bldg	1A Dunfield Rd	Reconstruct	\$60,954										\$60,954	\$60,954
Town Hall	3 Kirkland St	Reconstruct	\$4,316,659	\$4,316,659										\$5,129,787
Total Projects			\$9,119,934	\$6,333,745	\$0	\$0	\$1,180,111	\$1,545,124	\$0	\$0	\$0	\$0	\$60,954	\$10,678,510

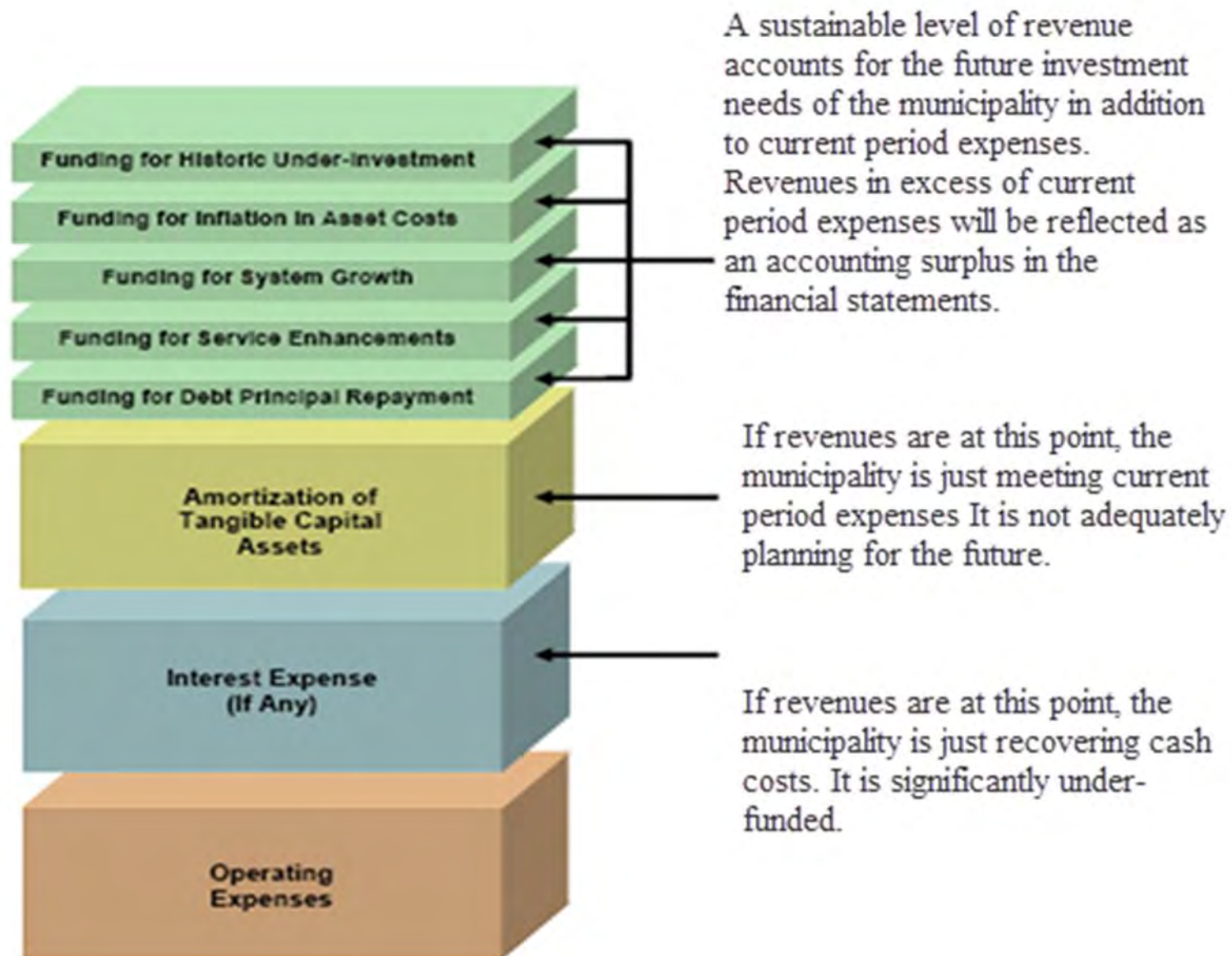


FIGURE 10: BUILDING BLOCKS OF ASSET MANAGEMENT– FROM SUSTAINABLE DRINKING WATER

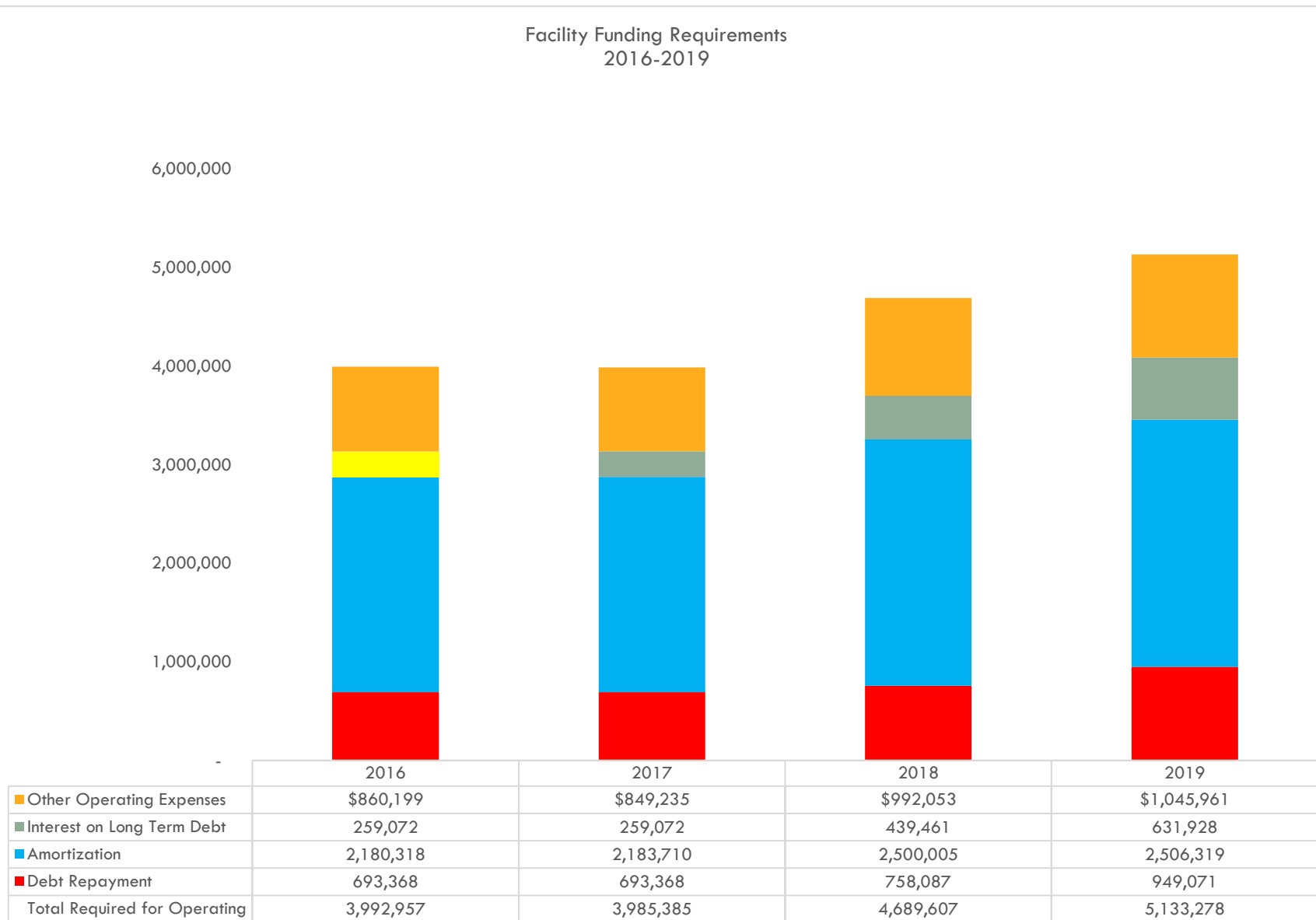


FIGURE 11: KL BUILDING BLOCKS - COST OF FACILITIES (2016-2019 FINANCIAL STATEMENTS)

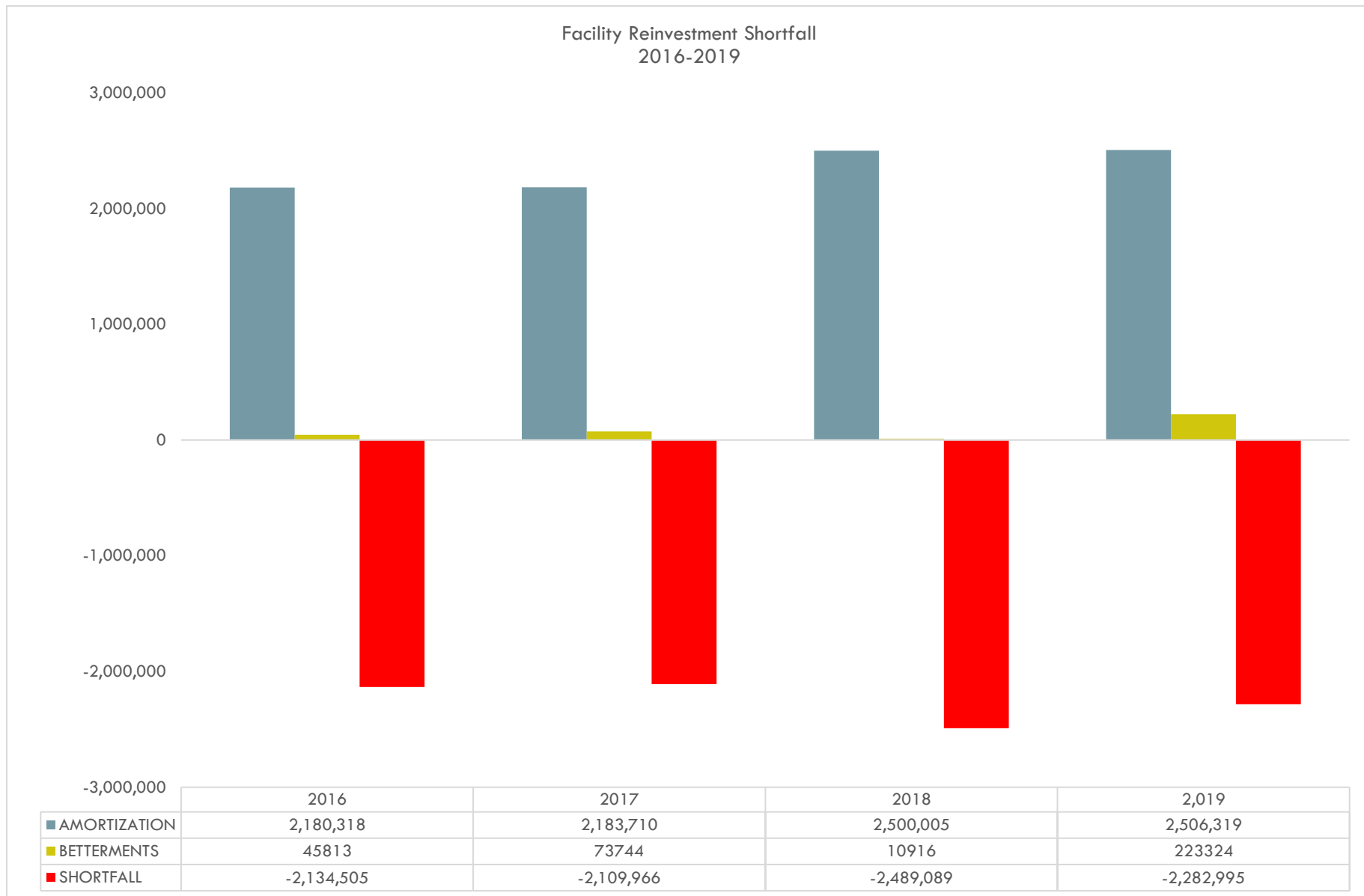


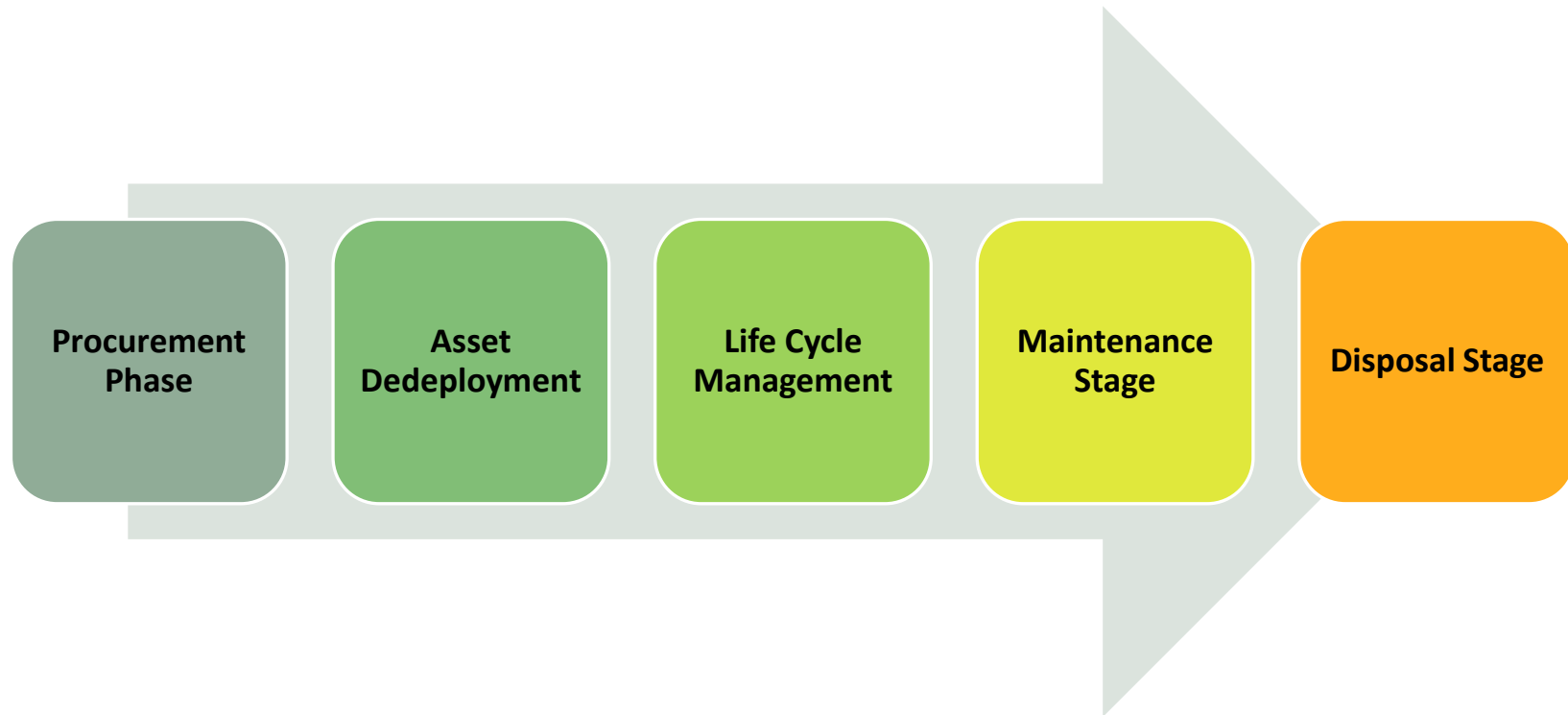
FIGURE 12: KL FUNDING SHORTFALL (2016-2019 FINANCIAL STATEMENTS)

LIFE CYCLE ASSET MANAGEMENT

Facility Management will need to focus its efforts on Asset Life Cycle Management. Currently the Town does not have a lifecycle strategy for facilities nor does it have the information or systems in place to capture the activities. This section is intended to assist the Town in developing lifecycle processes and start to develop the skill set to manage facilities over their life. This is not to say that staff are not attentive to these stages. However, there is a need to be more strategic and involve the staff more in the procurement, deployment

so that they are able to develop these strategies in a systematic way. In order to manage lifecycles, there needs to be information on all building equipment as well as their useful lives, the most optimum preventative maintenance activities and the budget to support them.

Five stages to asset life cycle management requiring significant energy, commitment and oversight provides leading management practices and systems in an overall effort to balance the performance of the asset with risk and cost.



Implementing Asset Life Cycle Management will assist the organization to help calculate and determine needs in a disciplined fashion. It will assist in making informed decisions on a timely basis and the cost for each asset throughout the course of ownership.

1. **Procurement Phase:** Determines the best decision to fulfil the organization, user, community requirements. (emphasis is not solely on meeting the budget but to ensure that the requirements for the facility meet the identified needs). A host of steps including purchase orders, contracts, change work orders, approvals and links to the budget.
2. **Asset Deployment:** includes ongoing inspections for physical defects, monitoring for delivery of change work orders, addressing engineering or building defects, commissioning and testing of systems, addressing software and hardware functionality, and tracking of deficiencies through to correction.
3. **Life Cycle Management:** - put the facility to its intended uses (utilization). Operationalization of the facility becomes the major priority. Address performance of the building undertaking regular scans of the facility, ensuring systems are functioning as intended, addressing any warranty issues and begin

calculation of the depreciation of this asset. (Depreciation is an accounting method of allocating the cost of a tangible/physical asset over its useful life/or/life expectancy. It represents the amount of an assets' value that has been used up.)

4. **Maintenance Stage:** Address ongoing use of facility, and wear and tear on asset. Make modifications and upgrades to ensure the facility remains in sync with the nature of the use of the facility. Replace worn or defective systems for the purpose of allowing services to be delivered (hopefully more efficiently). This is the longest phase of the asset life cycle management program. It is not uncommon in many instances for the original purpose for the facility to become modified over this period.
5. **Disposal Stage:** A decision is made based upon service deliverables. Once the decision is confirmed to dispose of the asset, everything connected to the asset/facility, is decommissioned (dismantled piece by piece) and the site is returned to a state that ensures compliance with all existing environmental laws and building code requirements. All risk is mitigated to deliver a clean site. A number of steps are taken during this phase of decommissioning to reduce liability.

PROPOSED FACILITIES MANAGEMENT (FM) SERVICE PROFILE

The Town Management Team provided a document that outlined the Facilities' Team service profile. As part of the next step for the building of the team, we encourage the use of this matrix to guide the development of a training plan. We have provided an assessment based upon our review for a baseline.

Function	Description	Responsibility	Current State Assessment	Gap Analysis
Facilities, Operations and Maintenance	<ul style="list-style-type: none"> Regular activities and inspections (eg. HVAC, building automation, filtration, refrigeration, fire and safety, plumbing, electrical) 	Maintenance Managers	Reactive to a large degree but staff are very knowledgeable of the needs. "Whiteboards" used to manage assignments	No Work Order or Asset Management Systems and Standard Operating Procedures
Direct Programming and Community Development	<ul style="list-style-type: none"> Community Complex Museum of Northern History Heritage North Teck Centennial Library 	Program Managers and Maintenance Managers	Managers work with their clients to assess needs but this is reactive.	No long-term Facility Master Plan that integrates with the Strategic Plan. Undertake a Mission Dependency Index
Capital Planning, Project Management and Construction -	<ul style="list-style-type: none"> Management and development of long-term capital plans based on Facility 	Department Heads	There are limited condition assessments. Project management appears to be done at the department level. New Facilities Management	No long-term Facility Master Plan nor oversight at a corporate level. New organizational structure will help this. There is a

Function	Description	Responsibility	Current State Assessment	Gap Analysis
	Condition Index/assessments <ul style="list-style-type: none"> Project management for renovations and construction 		Team should assume this role.	need for training in long term planning and project management.
Operational and Capital Budgets	<ul style="list-style-type: none"> Prepare, execute, track performance and report 	Department Heads	At the time of review, budgets for facilities were departmental at the facility level. Allocation of staff time was not included in the budget but rather a distribution. Therefore, true costs are not known. There is no long-term capital plan that is followed nor are there sustainable reserves for building or the equipment.	There is a need to revamp the way in which budgets are developed. First, they must be based upon long term requirements and lifecycle activities. Secondly, there are no systems in place to allow for proper analysis nor long term plans.
Asset Management	<ul style="list-style-type: none"> Undertake condition assessments, advocate for capital investments and recommend decommissioning or 	Department Heads and Facility Managers	Asset management is an area that has not been a focus. While there have been some condition assessments, they	No AMP exists for facilities. The 2013 AMP was based upon age and it is outdated. Condition assessments are needed to

Function	Description	Responsibility	Current State Assessment	Gap Analysis
	repurposing of facilities		are outdated and do not include the entire portfolio	properly develop a strategy including the Facility Condition Index.
Compliance	<ul style="list-style-type: none"> Adhere to legislation/regulations, industry guidelines, regulatory inspections, including the development of SOP's, appropriate staff training and skills development and adherence to all safe operational practices (Health and Safety) 	Department Heads and all Supervisors	There are some buildings, PW, that do not meet Health and Safety, Environmental requirements. There are limited SOPs and tracking of service levels. New Asset management regulations will also require training and attention.	Updated SOPs are needed to be developed and staff require training. An urgent need exists to replace the PW Garage and install a Salt/Sand Dome.
Business Management	<ul style="list-style-type: none"> Management of leases and contracts Vendor/contractors oversight 	Facility Managers	There is no one repository of all contracts. Leased properties fall on the Maintenance Managers. Vendors are challenging to get competitive prices given the Town's location.	Need a comprehensive database of all contracts and leases. Analysis of the future of leased properties should be based upon strategic objectives.

Function	Description	Responsibility	Current State Assessment	Gap Analysis
Custodial Services	<ul style="list-style-type: none"> Manage to ensure staff meet appropriate standards of care (including COVID) 	Maintenance Managers	Currently employed by the Town.	Undertake an analysis to consider outsourcing custodial services following COVID.
Risk Management	<ul style="list-style-type: none"> Develop and monitor Risk Management Plan with Risk Register and Responses Maintain a risk checklist to help guide staff to identify issues that may not be obvious. 	Department Heads and Facility Managers	No risk profile or risk management plan.	The first step is to create the Condition Priority Matrix. This will help guide the risk management framework.

FINANCIAL RESULTS

As can be seen in Figure 13, facilities operating expenses are increasing yearly since 2016 from \$860k to over \$1million in 2019, a total of \$185k representing a change of 21%. Facility costs represent 4% of the

Town's operating costs (excluding amortization) and therefore important to be managed. Recreation facility costs increased by \$199k most of which can be attributed to utilities (\$138k increase since 2016 – 26%) which indicates the impact of the new pool (Figure 14), ice plant, outdoor ice surface and lights.

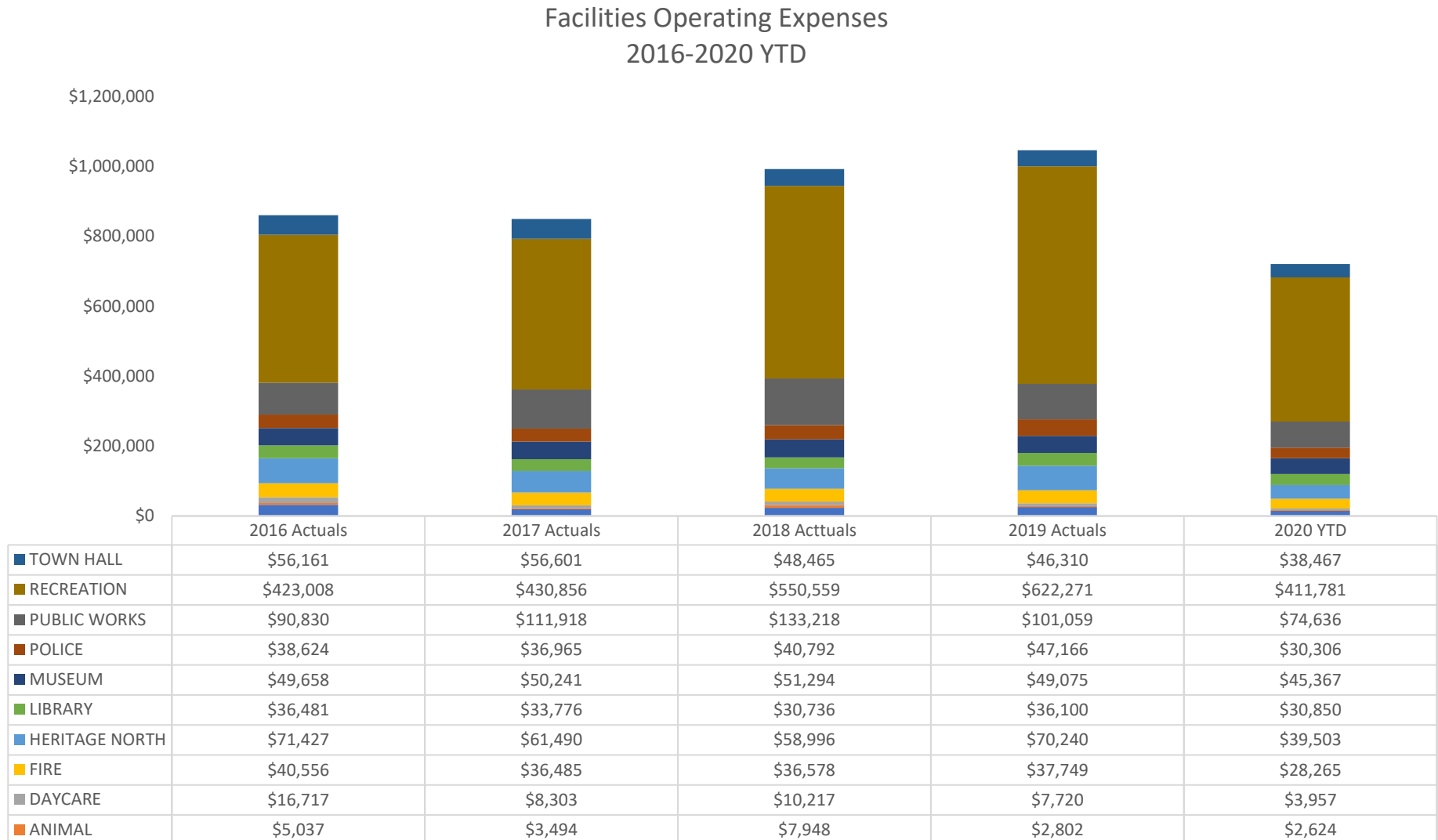


FIGURE 13

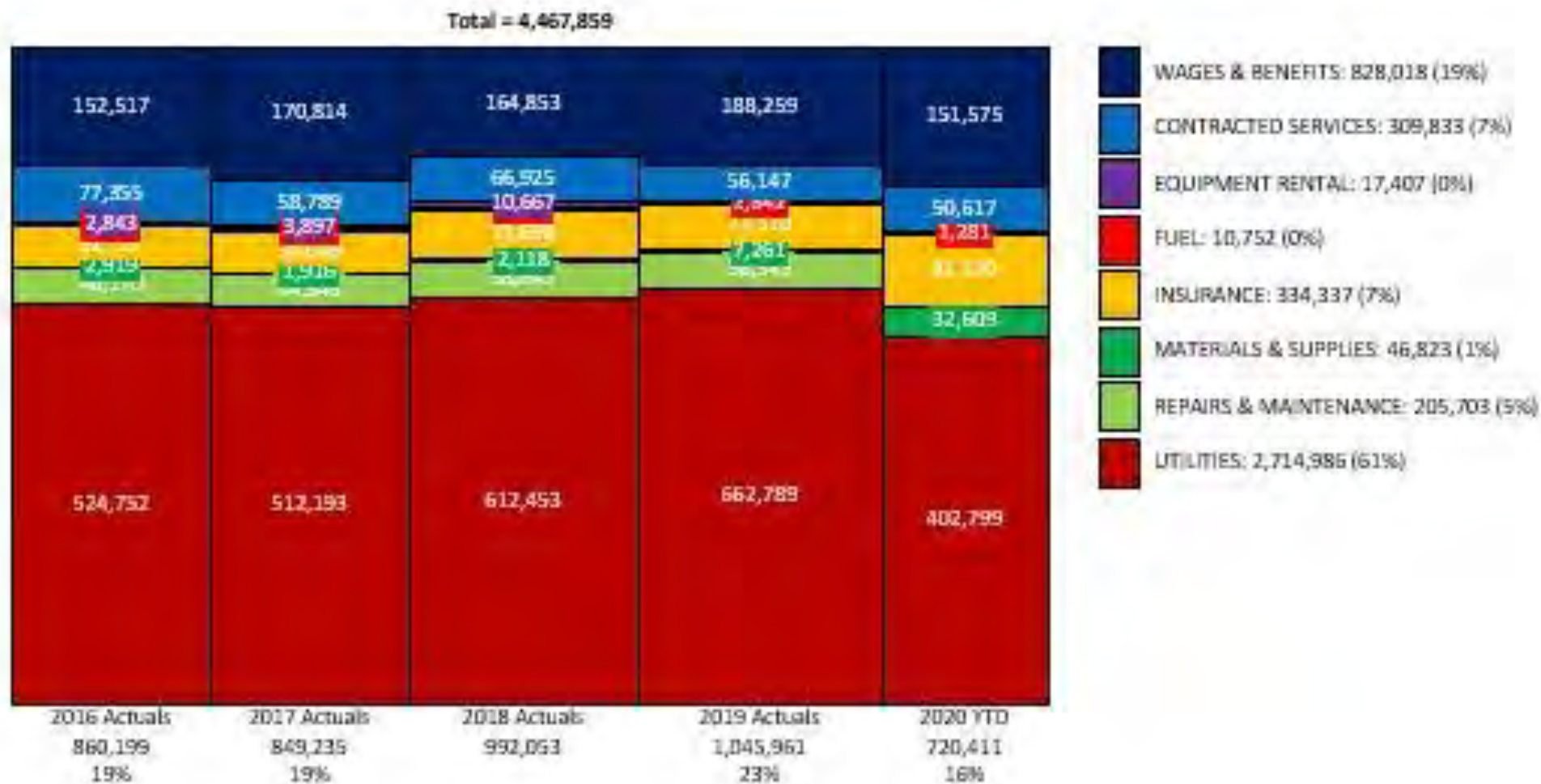


FIGURE 14

KEY FINDINGS

Facilities Management is an important service for every municipality and KL needs to focus on some key areas in the near future if it is to continue to operate and provide services to its citizens.

COMMENDATIONS

Some key achievements that should be highlighted:

- ✓ The individual members of the Facility Team are dedicated to the success of the organization.
- ✓ The Team members have a variety of skills and training which will be beneficial to the organization on a number of levels.
- ✓ New Senior Leadership along with Council's support are pursuing modernizing of the organization.
- ✓ The Town has recently updated its Strategic Plan setting out priorities linked to the facility management.
- ✓ Teck Residence is shining example of a well-managed facility with committed staff who are collaborating with the Hospital to harness opportunity to drive efficiency.

AREAS FOR IMPROVEMENT

There is general acknowledgement that there are some VERY old buildings owned by the Town and some that are owned by others (the Museum). It is clear that the current state cannot continue. There are huge risks that must be dealt with in very short order. The time for action is NOW.

- The individuals/team are moving into a new organizational structure in the absence of a blueprint setting out a path to success nor a Facility Master Plan.
- The success of the new Team will depend upon organization wide commitment – without the buy-in of the organization success may be limited. (Change Management)
- Very old buildings need to be disposed – they represent a liability to the Town.
- Deferred decision making is no longer an option. Several facilities (Public Works Garage and Fire) are nearing end of useful life.
- No reserve policy or “money” to deal with issues. All reactive and very costly.

WORK PROCESSES & SYSTEMS

Some staff time is consumed by activities related to ineffective and inefficient processes and systems. There is no work order/asset management system. The Town is at risk of losing valuable information if it does not start to track information and complete its inventory of equipment and develop lifecycle strategies. In fact, there isn't a full understanding of the amount of square feet is managed by the Town.

There has been little performance management of facilities staff with clear performance goals and objectives nor have performance indicators been tracked.

Practically all work processes for facilities are manual, on whiteboards and paper based. There is no ability to manage the workload with the current practices.

CHANGE MANAGEMENT

The changes outlined in this report will be very challenging. Given the fact that the “disruptive” nature of the world around us, and now COVID, has already caused stress and anxiety, it is important that we consider some of the key principles of changes recommended to help make the journey a little easier.

Human beings find comfort in consistency and regularity in the way they operate. Be it personal lives at home with family members, at work with colleagues, or in a social setting with friends, having that rhythm and comfort provides us with a confidence in our interactions. Introduce something new or unusual, or being challenged to think or act differently, sets off a whole host of reactions that make us feel uncomfortable. So to counteract that initial feeling of “what’s next”, “where’s this going”, “why me”, “why now” we have put together this short article to help you better understand change and how to adapt to it and benefit from it. The move of the Museum could likely be one of the most traumatic changes for many in the Town.

WHAT IS CHANGE MANAGEMENT?

The application of a structured process and set of tools for leading the people side of change to achieve a desired business outcome.

As change management practitioners we embrace the PROSCI ADKAR® Model, with the focus on individual change in order to achieve the broader organizational change objectives.

The PROSCI model for individual change is referred to as the ADKAR® Model

It has been well researched by PROSCI, that organizational



change will only materialize when individuals change. Therefore, the emphasis remains on providing the Town with the tools to support individual change in order to achieve organizational success.

Change management is both a process and a competency:

- Effective change management should follow a repeatable process and use a holistic set of tools to drive successful change.
- As a competency for leaders, change management is a set of skills that enables change and creates a strategic capability for increasing organizational effectiveness.

While we acknowledge that change occurs one person at a time, project-level change management can help facilitate advance this change across larger groups.

The 3-Phase Change Management Process outlined below helps guide those in leadership roles through the phases of change management activity during any particular project.

PREPARING FOR CHANGE, MANAGING CHANGE & RE-INFORCING CHANGE**Phase 1. Preparing for Change**

In the first phase of the PROSCI methodology we focus on helping the team prepare by asking the following questions:

- “Why are we making this change?”
- “Who is impacted by this initiative and in what ways?”
- “Who are the sponsors we need to involve to make this successful?”

Phase 2. Managing Change

The second phase advances individuals through change as described by:

- Creating the communication plans (sponsor, training, coaching) and resistance management plans
- Integrating change management and project management
- Executing the plans to drive adoption and usage

Phase 3. Reinforcing Change

The third phase focuses on sustaining the change over time:

- Developing and Measuring performance indicators and celebrating success
- Identifying and addressing root causes of resistance
- Transitioning the project to day-to-day operations

In summary, in order for the Town to successfully implement the recommendations in this report, the organization must learn to enhance their capacity to change. Successful organizations continue to embrace change and test their resilience. These organizations demonstrate that change management practices are the norm. They utilize change management processes and tools on a consistent basis throughout the organization. It is very evident that people from across the organization from the very top to the front lines understand and adopt the tools for successful change management into their roles.

CONCLUSION

In conclusion, Facilities Management is at a critical juncture. The staff have expertise that we have not seen in many municipalities. It will be critical to involve them in the change of their roles. We do believe that the Town is headed in the right direction. We are concerned that there will not be enough resources to make the Facilities Management Team effective. They need to have a Master Plan to follow, standard operating procedures in place and new systems with associated training in order to make positive change.

We hope that the Town will see these costs as an investment in its future. There are significant risks that the Town faces now and they need to be addressed before something occurs and the Town does not have the time to address.

ACKNOWLEDGEMENT

We wish to express appreciation to the staff, management, the Steering Committee, Facilities staff, Council for their participation, cooperation and assistance throughout the project.

APPENDIX A: STAKEHOLDER INTERVIEWS

#	First Name	Last Name	Organization	Dept	Role
1.	Pat	Kiely	Town of Kirkland Lake (TKL)	Council	Mayor
2.	Rick	Owen	TKL	Council	Councillor
3.	Stacy	Wight	TKL	Council	Councillor and Rep on MAC
4.	Casey	Owens	TKL	Council	Councillor
5.	Ric	McGee	TKL	CAO	CAO
6.	Keith	Gorman	TKL	Finance, Treasurer	Corporate Services Director
7.	Bonnie	Sackrider	TKL	Community Services	Department Head
8.	Chad	Fong	TKL	Community Services	Maintenance Coordinator
9.	Dave	Pearce	TKL	Community Services	Facilities Operator
10.	Dan	Thomas	TKL	TPR	Maintenance Coordinator
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					
19.					
20.					
21.					
22.					
23.					

APPENDIX B: SUMMARY OF INTERVIEWS WITH STAKEHOLDERS AND COUNCIL

Key comments of interviewees included:

- Challenge to see the benefit of a consolidated facility management approach
- Given the “newness” of members of Council there is a desire to see more training related to the importance of the asset management plan and long-term financial implications
- Council moving slowly out of the “reactive” stage toward the “strategic” stage but still have considerable way to go
- Concerns expressed about stepping into “private sector business” service delivery (recreation, events, museums etc)
- Competition for skilled workforce – private sector opportunities – higher wages make it difficult to compete
- Concerns related to asset “end of useful life” – need more supporting information to justify asset replacements
- Council is aware of lack of “reserves” – it has been an historic problem - not enough money allocated
- Limited capacity for higher taxes – need financial support from senior levels of government or private sector
- No clear support to relocate existing administrative services – although consolidation nice – not an exercise worth doing unless there is clear evidence to demonstrate savings, efficiencies and short-term payback
- Town has lots of assets, not enough money to do it all – consider stop on new builds, focus on fixing the old?
- Need to get back to basics – roads are in bad shape – can’t afford the bells and whistles anymore
- Taxpayer fatigue – negativity – i.e. recreation center
- Need to do more sharing of human resources – tear down silos (communications)
- Too many competing demands both within municipality and external – can’t be everything to everyone
- Need for more training so Council has stronger understanding of the important and technical/legal requirements on important issues
- Slowly buying into Strategic Plan – more administratively driven - need to see results – lots of priorities
- Aging fleet and aging facilities – everything becoming a major challenge to address without money
- Need for more “TRUST” – Council-Council/ Council-Staff/ Council-Staff-Community
- Mayor/Council stuck putting out fires, not looking down the road trying to anticipate or become strategic
- At times information provided is unrealistic given the nature of the volume and part-time Councillors
- Utilization of technology not uniform around the Council Table – not everyone is comfortable and “hand-me down” approach to hardware not well received
- Perceived project management issues in the past (eg. Aquatic centre)

- Need to decommission “old pool”. Significant costs to demolish or re-purpose.
- No Sand/Salt Dome – outside storage issues
- Airport Hangar needs new access door system
- Use of manual scheduling for maintenance and repairs
- Lots of challenging decisions ahead for Council – concern about capacity
- Focus on negativity in social media

APPENDIX C: LIST OF BUILDINGS AND SIZE

Type	Location	Address	Year Built	Approximate Age (years)	Size (sq. ft) Approx First Floor	Size (sq. ft) Approx Second Floor	Total Approx sq ft (if provided)
Airport	Airport Generator Building	1 Airport Road	1973	47	268		268
Airport	Kirkland Lake Airport Hanger	1 Airport Road	1973	47			-
Airport	Kirkland Lake Airport Terminal	1 Airport Road	1973	47	1,250		1,250
Animal Control	Animal Control Building	1A Dunfield Road	1972	48	648		648
Cemetery	Cemetery Chapel Office	1409 Government Road West	1950	70	704		704
Conference Centre	Heritage North	400 Government Road West	2004	16	20,000		20,000
Fire	Fire Hall	8 O'Meara	1935	85	460		460
Fire	Fire Hall Wash Bay Addition	8 O'Meara	1984	36	1,152		1,152
Fire	Swastika Fire Hall	202 Government Road	1956	64	1,008		1,008
Health	Family Health Team Center (1/2 ownership)	2 Water Lane	2008	12	10,656		10,656
Leased	Daycare (Queen Street)	117 Queen Street	1975	45	5,328		5,328
Leased	OPP Station	3 Duncan Avenue North	1987	33	720		720
Leased	OPP Unattached Garage	3 Duncan Avenue North	2003	17	1,200		1,200
Long Term Care	Teck Pioneer Residence	145A Government Road East	2002	18	36,500	27,800	64,300
Municipal Admin	Town Hall	3 Kirkland Street	1930	90	500		500
PW Admin	Public Works Building	1 Dunfield	1966	54	2,419	4,789	7,208

Type	Location	Address	Year Built	Approximate Age (years)	Size (sq. ft) Approx First Floor	Size (sq. ft) Approx Second Floor	Total Approx sq ft (if provided)
PW/WWS	Old Pump House/ Warehouse/ Roads Garage	1 Dunfield	1924	96			-
Rec & Culture	Community Complex	55 Allen Avenue	1976	44	4,630		4,630
Rec & Culture	Baird Park Storage Building	53 Allen Avenue	1990	30	268		268
Rec & Culture	Civic Service Ball Field Storage Building	20 Tweedsmuir Road	2016	4	2,160		2,160
Rec & Culture	Culver Park Storage	Culver Park Road	2006	14	1,170		1,170
Rec & Culture	Soccer Field Storage Building	2 Dunfield Road	1993	27	800		800
Rec & Culture	Library	10 Kirkland Street East	1967	53	4,450	4,450	8,900
Rec & Culture	Museum of Northern History (Owned by OHF)	2 Chateau Drive	1930	90			-
Rec & Culture	Toburn Mine Accessory Building	Toburn Property	1920	100			-
Rec & Culture	Toburn Mine Accessory Building #2	Toburn Property	1920	100			-
Rec & Culture	Toburn Mine Accessory Building- Garage	Toburn Property	1920	100			-
Rec & Culture	Toburn Mine Compressor Building	145A Government Road East	1920	100			-
Rec & Culture	Toburn Mine Head Frame	145A Government Road East	1920	100			-
WWS	McTavish Pump House	McTavish Road	1960	60	672		672
WWS	Sewage Lift Station	Riverside and Lull	1988	32			-
WWS	Sewage Lift Station	Hilltop Drive	1984	36	330		330
WWS	Sewage Lift Station	Government and Archer Drive	1981	39	349		349

Type	Location	Address	Year Built	Approximate Age (years)	Size (sq. ft) Approx First Floor	Size (sq. ft) Approx Second Floor	Total Approx sq ft (if provided)
WWS	Sewage Lift Station	Goodfish Road	1976	44	238		238
WWS	Sewage Treatment Plant	50 Comfort Street	1971	49			-
WWS	Sewage Treatment Plant (Swas)	369 Hayes Ave	1986	34			-
WWS	Water Control	Beaver Drive	1986	34	337		337
WWS	Water Control Building (Swas)	1630 Government Road West	1987	33			-
WWS	Water Filtration Plant	Water Filtration Road	1994	26	3,285	2,855	6,140

APPENDIX D: BUILDING PORTFOLIO AND CONDITION



Municipal Office 3 Kirkland Street



- Built approximately 1930 – likely on or eligible for heritage designation –
- Currently space imposes limitations regarding consolidation of administrative resources –
- Presents certain accessibility limitations

Fire Station - 8 O'Mera



The current building built 1935. Current deficiencies have been documented in the 2018 Kirkland Lake Fire Master Plan. Due to facility size limitations and apparatus floor space is constrained by load capacity, the current aerial truck is housed at the public works yard.

Part of the garage floor is also the basement ceiling, and the space on which the pumper is parked is not adequate to support the load of the fire pumper. An engineering assessment by the Materials Joining Innovation Centre in Kirkland Lake indicates that the floor isn't at immediate risk of collapse but requires reinforcement. The 2018 estimate for the floor reinforcement was approximately \$18K

Fire Station - 8 O'Mera



Museum of Northern History 2 Chateau Drive circa 1930

STATUS: Ownership with Ontario Heritage Trust

- Long term lease (2041) in effect obligating municipality to significant ongoing capital and maintenance expenditures
- Pending capital expenditures (roof) + \$400k plus fire code issues plus electrical issues will add significantly to the costs in the near term
- OHT requested to provide additional information – information is pending

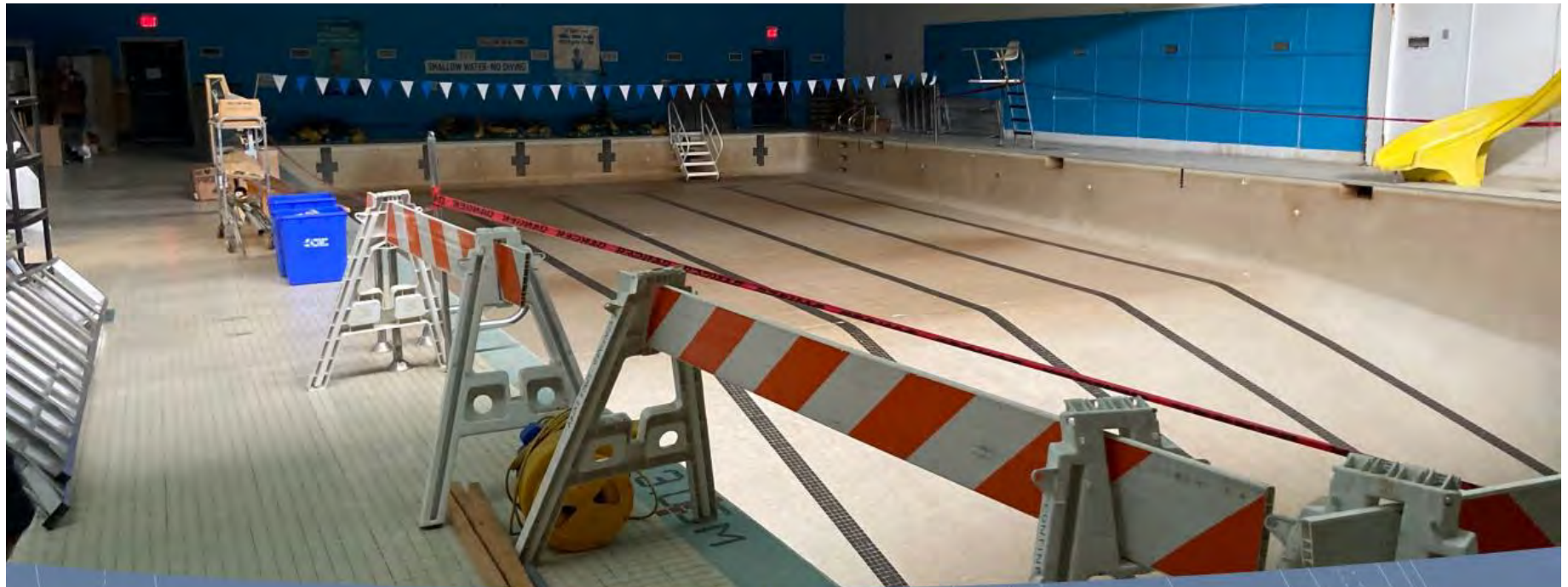




Mavrinac Community Centre

55 Allen Ave

Community Recreation Complex includes 25m pool, recreational water slide, complete co-ed gym, women's gym, squash courts fitness classes and ice surface arena. Arena complex hosts hockey games, events and concerts



Original Swimming Pool - Mavrinac Community Centre

STATUS: Aug. 14/18 – Marshall & Murray Inc. complete a Building Condition Assessment:

1. Decommission the pool \$2.6M
2. Remove Part of Bldg. \$4.99M
3. Renovation \$5.05M

Currently presents a significant risk and liability – implications under PS3250 – Asset Retirement Obligation for 2021



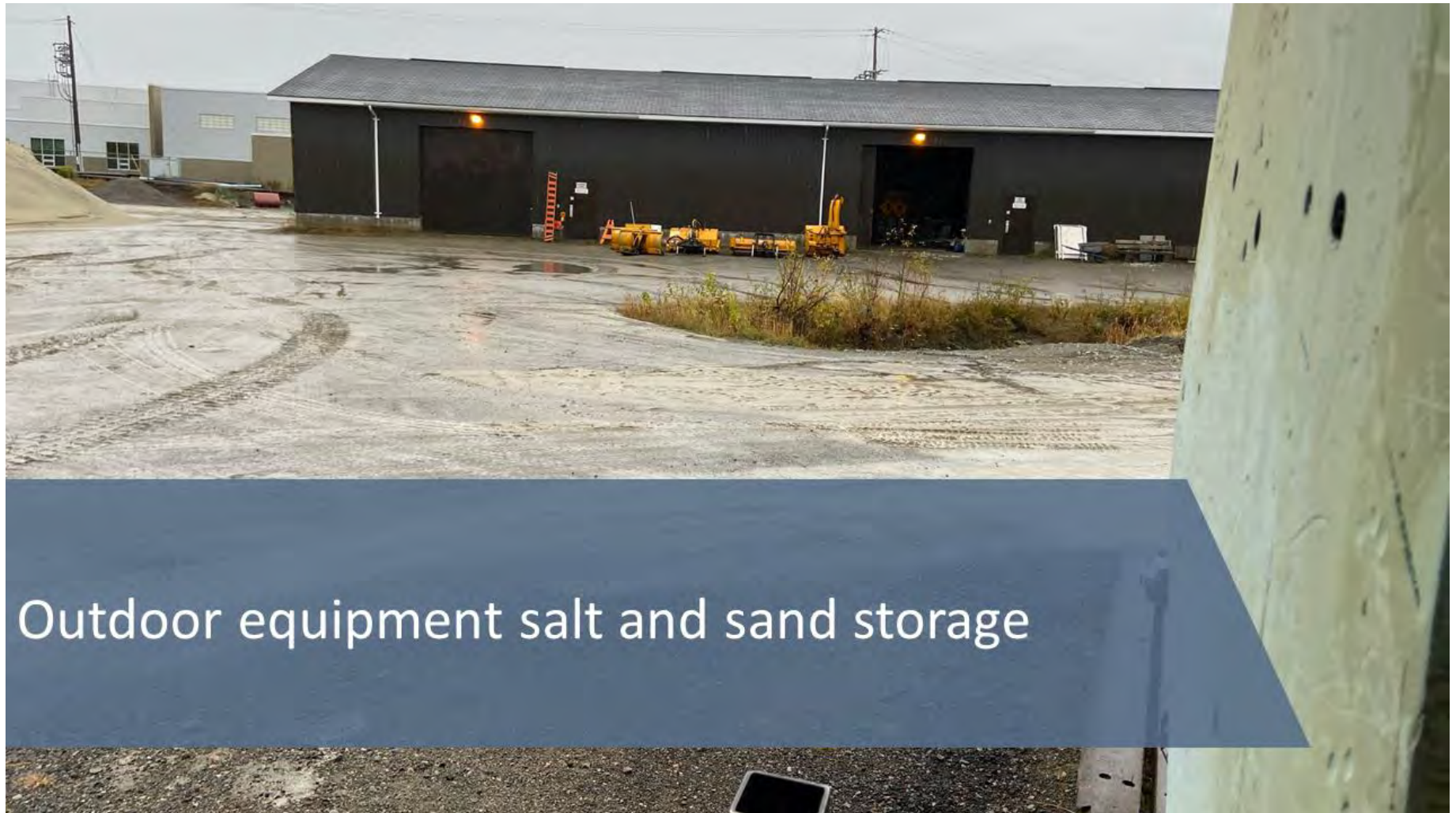
Public Works Administrative Offices

1 Dunfield Rd / Built 1966



Public Works Garage Warehouse and Old Pump House - Built around 1924





Outdoor equipment salt and sand storage



Garage – space limitations









Library

Preliminary review suggests limited potential for some museum related activities – Genealogical Research

APPENDIX E: BUILDING PRIORITIZATION MATRIX

The Town should develop a prioritization matrix similar to that described below (adapted from Asset Management BC). It demonstrates the need for facility condition and cost information that is currently not available at the Town.

Facility Condition Index (FCI)

A key performance indicator (KPI) which is used to objectively quantify and evaluate the current condition (ie., physical health) of a facility and to make two types of benchmark comparisons on the relative condition of that one facility with:

- Other facilities within the same portfolio
- Against the same facility at some time in the past.

The FCI provides a measure of the "catch-up" costs of a facility (freehold property) and is typically derived from a Facility Condition Assessment (FCA) carried out by an experienced consulting team. In the case of a leasehold interest, the catch-up is quantified by the principle of permissive wasting.

It is important to note that FCI is a measure of condition relative to the reproduction cost of the building. FCI is not an absolute statement of the size of the backlog of catch-up work. A large and complex facility, with a high reproduction

cost, requires a larger backlog of deferred maintenance to raise the FCI than a smaller/simpler building.

Facility Condition Index FCI	=	$\frac{\text{Current Backlog (\$)}}{\text{Building Reproduction Cost (\$)}}$	=	"Catch-up" Costs
Extended Facility Condition Index EFCI	=	$\frac{\text{Current Backlog (\$)} + \text{Future Renewals } \sum n (\$)}{\text{Building Reproduction Cost (\$)}}$	=	"Keep-up" Costs
Facility Needs Index FNI	=	$\frac{\begin{aligned} &\text{Current Backlog (\$)} \\ &+ \text{Future Renewals } \sum n (\$) \\ &+ \text{Energy Efficiency Measures (\$)} \\ &+ \text{Regulatory Compliance (\$)} \\ &+ \text{Other Upgrades \& Adaptations (\$)} \end{aligned}}{\text{Building Reproduction Cost (\$)}}$	=	"Get-ahead" Costs

Purpose of the FCI

The principal value of an FCI rating can be identified as:

- To assist in making resource allocation decisions amongst the buildings in a portfolio, particularly with limited budgets that are not adequate to address the deferred maintenance in all the facilities. It is therefore a means of identifying priorities.
- To determine the annual reinvestment rates to prevent further accumulation of deferred maintenance.

- To calculate catch-up costs.
- To provide a KPI for resource allocation decisions.
- To help track the extent of condition drift over time

The FCI serves as the index of measure along the horizontal (x) axis of the following three multivariate analysis:

- Condition-Priority Matrix
- Condition-Age Matrix
- Condition-Energy Matrix

Some of the secondary values of an FCI rating for the facilities, are as follows:

- A mechanism to monitor changing conditions over time.
- A means to demonstrate the level of effort, due diligence and responsible stewardship to various stakeholders.

The FCI Condition Scale

In accordance with the original formula developed in 1990, the relative measure of the condition of the facility (or facilities) is usually organized into a four-tiered condition scale, as follows:

1. "Good" Condition - 0-5% of CRN
2. "Fair" Condition - 5-10% of CRN
3. "Poor" Condition - 10-30% of CRN
4. Critical Condition - 30%+ of CRN

The FCI Formula

The formula contains a numerator that is divided into a denominator to return a percentage KPI.

The FCI formula can be summarized as the ratio of all the deferred maintenance (the numerator) divided into the Current Replacement Cost of the entire facility (the denominator).

- The numerator of the formula - this contemplates the catch-up costs and this includes deficiencies and deferred maintenance.
- The denominator of the formula - is based on the current reproduction cost of the facility.

There are three general classes of reinvestment that are pertinent to an understanding of the value of a Facility Condition Index. The three classes are listed below.

- "Catch-up" Costs (FCI)
- "Keep-up" Costs (EFCI)
- "Get-Ahead" Costs (FNI)

Since the introduction of the FCI formula in 1990 there are two alternative methods that have been developed for determining the size of the backlog in the numerator of the formula:

- Top-Down Backlog Calculation - This method is popular with software vendors who utilize algorithms

to establish levels of deferred maintenance based on chronological age of the assets.

- Bottom-Up Backlog Calculation - This method is employed principally by engineering firms to generate itemized lists of empirical conditions observed in the field.

In addition to the two methods of deriving costs, there are some differences of opinion as to the scope (type) of costs that should be included in the numerator of the formula. This has been bastardized over the decades by different consultants and software vendors. The original formula contemplated only "deficiencies", but some companies have started to include future lifecycle renewal costs.

These other classes of reinvestment should more appropriately be considered in other measures, such as the Extended Facility Condition Index (EFCI).

The FCI Process

ID	Tasks	Level of Effort
1	Validate the asset inventory	Low
2	Obtain the Cost of Reproduction New (CRN) for each facility. Utilize these values as the denominator in the formula.	Low
3	Identify deficient conditions Estimate cost to correct the deficient conditions	Low
4	Add deficient condition costs into the numerator of the FCI formula	
5	Run FCI calculations	
6	Generate excel data table of all FCI source data	
7	Generate graphical analysis with pivot tables <ul style="list-style-type: none"> • FCI by building type • FCI by building age • etc. 	
8	Migrate FCI source data to central repository	

1. FCI and Mission Criticality (Prioritization)

The Condition-Priority Matrix plots the relationship between the relative condition and the relative priority of assets or facilities within a portfolio. Listed below are the four quadrants in the analytic matrix.

- High Priority Facilities in Good Condition
- High Priority Facilities in Poor Condition
- Low Priority Facilities in Good Condition
- Low Priority Facilities in Poor Condition.

The horizontal ("x") axis is represented by the Facility Condition Index (FCI) and the vertical ("y") axis by the Mission Dependency Index (MDI).

2. FCI and Facility Age

The Condition-Age Matrix plots the relationship between the relative condition and the relative age of facilities utilizing 5-stage facility lifecycle model as follows:

1. Life Stage 1: "Pre-natal"
2. Life Stage 2: "Childhood"
3. Life Stage 3: "Adolescence"
4. Life Stage 4: "Adulthood"
5. Life Stage 5: "Old Age"

If a facility has been undergoing all the necessary capital renewal projects, then there should be little correlation between the age and condition of a facility.

3. FCI and Energy Efficiency

The Condition-Energy Matrix plots the relationship between condition and energy efficiency of the facilities.

- Energy Efficient Facilities in Good Condition
- Energy Efficient Facilities in Poor Condition
- Energy Inefficient Facilities in Good Condition
- Energy Inefficient Facilities in Poor Condition

For example, the FCI analysis can be used to make decisions on whether to allocate funds towards Energy Efficiency Measures (EEMs) or towards routine facility renewal measures.

4. FCI and Facility Operating Standards

Different facilities are governed on different operating standards depending on their mission criticality and budget constraints.

- Level 1: Showpiece Facility (Recreation Complex, Heritage North)
- Level 2: Comprehensive Stewardship (Long Term Care)
- Level 3: Managed Care (Town Hall, Fire Hall)
- Level 4: Reactive Management (Museum)
- Level 5: Crisis Response (Public Works)

Analytics and KPIs

Listed below are some of the analytics and KPIs that can return once the FCI has been established for one or more facilities in a portfolio.

- Portfolio Average FCI
- FCI Distribution by Building

Financial Modeling with FCI

Reinvestment is a reconciliation of the expenditure forecasts ("How much money will we need?) and the funding level ("How much money will we have?"). Sensitivity analysis asks the following two questions:

A. Linear Funding Models

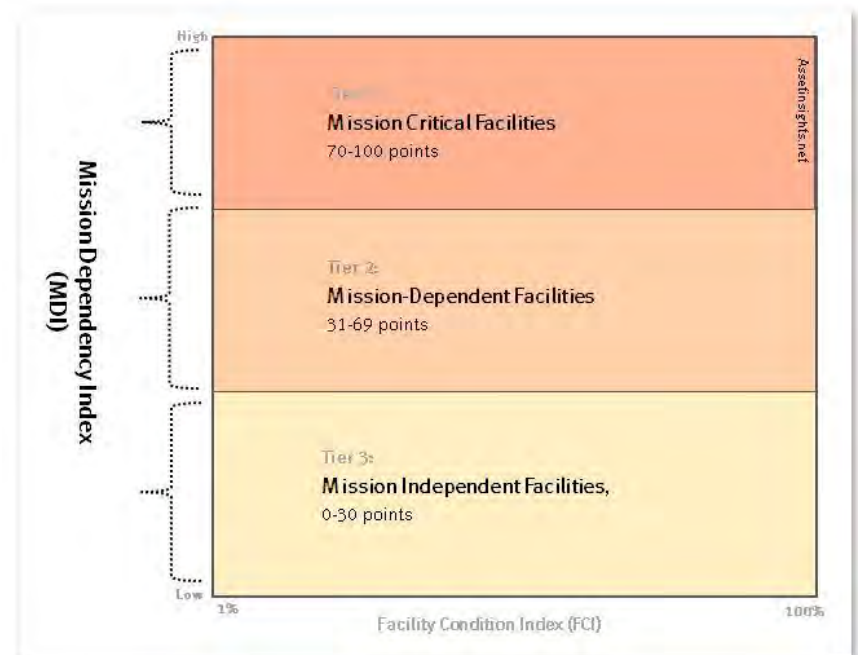
- This method asks the question: "If the Town funds at level x, what will be the resultant FCI each year?"

B. Lumpy Funding Models

- This method of funding asks the question: "What should our funding be each year to ensure that the FCI remains at a certain level."

Mission Dependency Index (MDI)

An operational risk metric for assessing the criticality of facilities and describing their relative importance based on the Town's mission (ie., strategic plan) for its entire portfolio of facilities.



The index provides a series of qualifiers to indicate the impact, or consequences, if a facility is destroyed (force majeure), sustains significant physical deterioration, or becomes non-functional.

Purpose

The purpose of MDI is as follows:

To assist the Town in making resource allocation decisions, particularly in the face of limited budgets and time constraints.

Methodology

The methodology was originally developed by the US Navy and then adopted for other types of facilities, principally those in the municipal sector.

The index asks the following types of questions about each facility in order to establish levels of mission criticality:

- “How long could the functions supported by the infrastructure be stopped without adverse impact to the mission?”;
- “If the facility were not functional, could the Town continue performing its mission by using another facility, or by setting up temporary facilities?”.

If Portfolio were affected by a disaster which of the facilities could potentially be considered as post-disaster facilities?”

The index provides a series of qualifiers to indicate the impact or consequences if a facility is destroyed or non-functional: Critical; Relevant; Significant; Moderate; Low.

Process

The following table provides a summary of the key steps in developing an MDI framework for an asset portfolio:

ID	Tasks	Level of Effort
1	Schedule a workshop with internal stakeholders	Low
2	Submit workshop agenda and read-ahead materials	Low
3	Conduct workshop to arrange facilities into the following three categories with assigned scores: <ul style="list-style-type: none"> • Mission Critical • Mission Dependent • Mission Independent 	Low
4	Prepare workshop notes	Low
5	Assign MDI ratings to each in-scope facility	Low
6	Correlate MDI scores with FCI scores in order to ascertain four classes: <ul style="list-style-type: none"> • High priority facilities in good condition • High priority facilities in poor condition • Low priority facilities in good condition • Low priority facilities in poor condition 	Medium
7	Prepare Excel workbook of source data	Low
8	Migrate MDI source data into corporate data platform	

Levels of Mission Criticality

Listed below are the three tiers of mission criticality contemplated by the Mission Dependency Index:

- Mission Critical Facility 71-100 points
- Mission-Dependent Facility 41-69 points
- Mission-Independent Facility 1-40 points

For example, post-disaster facilities would be rated as critical.

Impossible. *There are no viable commercial alternatives – only this facility can provide these services)*

Extremely Difficult. *There are viable commercial alternatives, but no readily available contract mechanism in place to replace the services.*

Difficult. *Services exist and are available, but the form of delivery is ill defined or will require a measurable and unbudgeted level of effort to obtain (money/man-hours), but mission readiness capabilities would not be compromised in the process).*

Possible. *Services exist and are available*

MDI Correlation with FCI

When the MDI is cross referenced with the Facility Condition Index (FCI) each facility will fall into one of the following four quadrants:

- High Priority in Good Condition
- Low Priority in Good Condition
- High Priority in Poor Condition
- Low Priority in Poor Condition

This analysis provides a correlation between condition and priority to assist the facility managers and operators in making resource allocation decisions.

Application within the Municipal Sector:

Group 1: “Mission-Critical” Facilities

- Municipal hall 10 points
- Fire halls 9-10 points
- Fire training 6-7 points

Group 2: “Mission-Dependent” Facilities

- Recreation centres 4-6 points
- Libraries 4-5 points
- Cultural 3-5 points

Group 3: “Mission-Independent” Facilities

- Animal welfare shelter 3 points
- Turf storage 1point
- Storage 1-3 points

Condition-Priority Matrix

A matrix that plots the relationship (correlation) between the condition and priority of facilities (or assets) and represents the data as a scatter plot.

In reference to buildings, it is also referred to as **"Portfolio Criticality Matrix"**.

Purpose

The primary purpose of the condition-priority matrix is to make informed decisions regarding the following:

- To assist with making decision on whether to continue with reinvestment in an existing facility or redevelopment of a new facility. (see also: freehold-to-leasehold ratio).
- To make resource allocation decisions to facilities based on their relative mission criticality ranking, particularly in light of budget constraints.
- To assist in prioritization of individual facilities through a breakdown of the number of buildings in the portfolio that have been identified as falling within each of the three primary condition categories.

Matrix Dimensions

The condition-priority matrix is comprised of two dimensions, as follows:

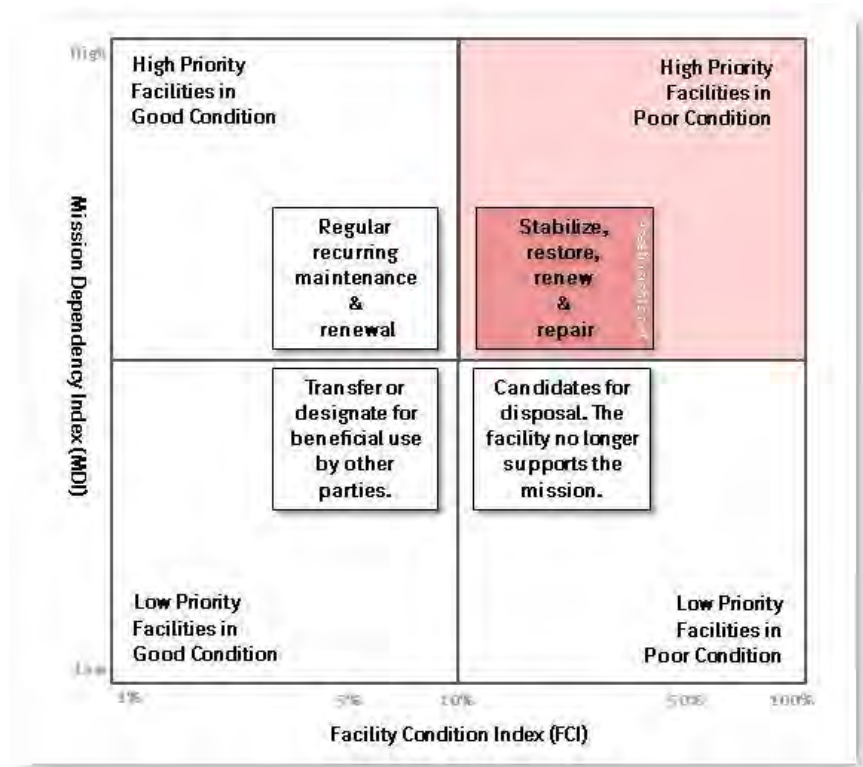
1. The horizontal axis - this is represented by the Facility Condition Index (FCI)

2. The vertical axis - this is represented by the Mission Dependency Index (MDI).

The Horizontal Axis

The horizontal (x-axis) is comprised of an index the following condition grades that establish the Facility Condition Index(FCI)-Distribution by Building:

1. "Excellent" condition FCI under 2%
2. "Good" condition FCI under 5%
3. "Fair" condition FCI over 5%
4. "Poor" condition FCI over 10%
5. "Critical" condition FCI over 50%



The horizontal axis is sometimes represented by the EFCI rather than the FCI. The FCI is a factor the quantum of deferred maintenance (in the case of a freehold) or quantum of permissive wasting (in the case of a leasehold interest).

The Vertical Axis

The vertical axis is organized into the following tiers that establish the MDI-Distribution by Building:

- Mission Critical Facility
- Mission-Dependent Facility
- Mission-Independent Facility

FCI (x) - MDI (y).

The Four Quadrants

Listed below are the four quadrants that make up the condition-priority matrix:

- Quadrant 1: High Priority in Good Condition
- Quadrant 2: High Priority in Poor Condition
- Quadrant 3: Low Priority in Good Condition
- Quadrant 4: Low Priority in Poor Condition

This analysis enables the facility manager to focus resource allocations towards the buildings in greatest need and to establish an appropriate strategy for the entire portfolio.

Methodology

Listed below are the key steps in the methodology to derive and analyze the condition-priority matrix:

1. Establish the indexes for the horizontal (x) and vertical (y) axis
2. Normalize the indexes to the classes and circumstances involved.
3. Conduct a facility condition assessment (FCA) to establish the condition of the facilities (horizontal axis)
4. Assign a mission criticality to each facility (vertical axis) using the mission dependency index
5. Plot the correlations of FCI-MDI on the matrix.
6. Establish the date of the matrix.
7. Identify the number of facilities in each of the four quadrants.
8. Identify the types of facilities by class (department, etc)
9. Identify the copula to match the pattern on the matrix.
10. Determine the target quadrants for each facility.
11. Review against the data in other matrices, such as the condition-age matrix and the condition-energy matrix.



REPORT TO COUNCIL

Meeting Date: 06/04/2021

Report Number: 2021-DEV-012

Presented by: Jenna McNaughton

Department: Development Services

REPORT TITLE

Request to Enter into an Encroachment Agreement with 2 Government Road West for Underground Services

RECOMMENDATION(S)

BE IT RESOLVED THAT Report Number 2021-DEV-012 entitled “**Request to Enter into an Encroachment Agreement with 2 Government Road West for Underground Services**” be received, and

THAT staff be directed to present a by-law to authorize the Mayor and Clerk to execute an encroachment agreement for 2 Government Road West for underground services.

BACKGROUND

A request was received from the owner of 2 Government Road West to enter into an encroachment agreement for the purpose of installing electrical services under the sidewalk from the Hydro pole to the building, as per attachment 1. A letter was received from the contractor conducting the work, who indicated they will repair and replace the paving stones for the sidewalk and curbs upon completion of the project, as per attachment 2.

RATIONALE

In order to upgrade the electrical services for the building, the line coming from the Hydro pole to the building also needs to be upgraded. The proposed location of the services is under the sidewalk, as an aerial service at this location would not be permitted due to the proximity of the hydro pole to the building. In order to permit this, the owner will be required to enter into an encroachment agreement with the municipality.

OTHER ALTERNATIVES CONSIDERED

Council may decide to not permit the encroachment agreement, however this may not be feasible, as the owner of 2 Government Road West requires the services to be upgraded in order to upgrade the building's internal services. Failure to do would be a significant setback to the owners' business plans.

FINANCIAL CONSIDERATIONS

There is revenue associated with the encroachment agreement application and preparation of the agreement. The agreement shall state that any costs to repair the area or surrounding areas in relation to accessing the encroaching services, will be burdened by the owner. The contractor has indicated in their letter that the sidewalk will be repaired with the existing paving stones. There is no annual revenue associated with this request, as underground services are not subject to fees.

RELATIONSHIP TO STRATEGIC PRIORITIES

Outstanding Service – Implement sustainable service delivery

ACCESSIBILITY CONSIDERATIONS

Not applicable

CONSULTATIONS

Manager of Operations and Engineering, Public Works

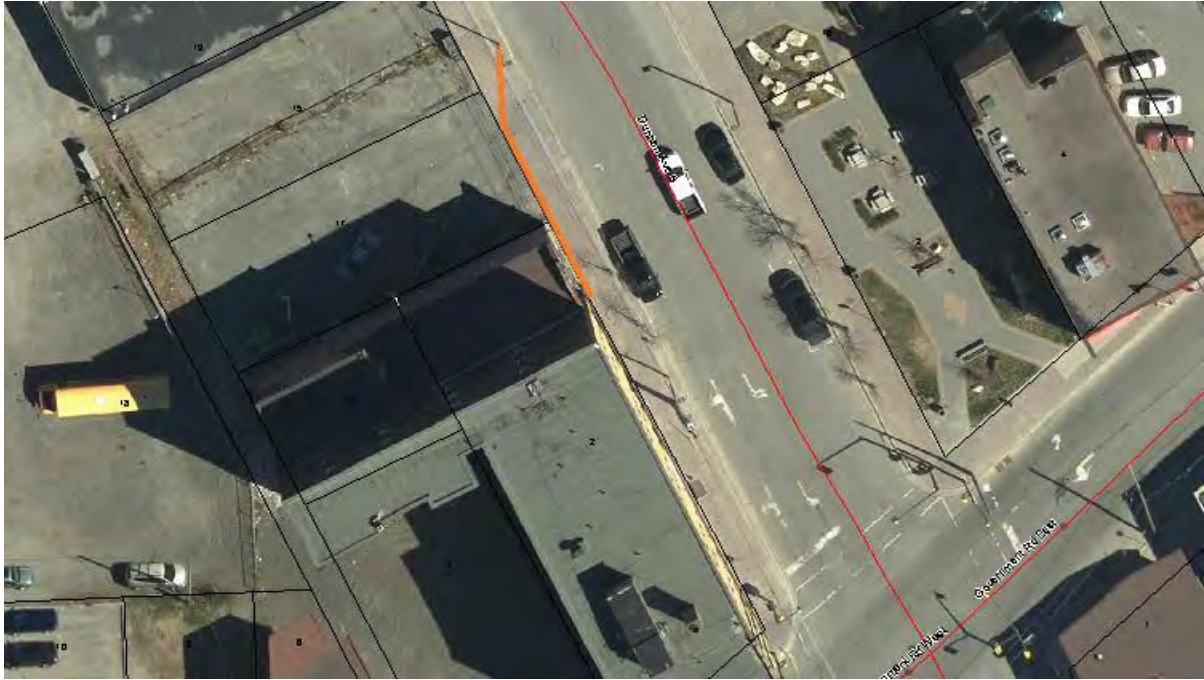
Director of Economic Development and Tourism, Development Services

Roads Supervisor, Public Works

ATTACHMENTS

Attachment 1 – Aerial Imagery of the proposed encroachment

Attachment 2 – Letter from Lunar Electrical



Proposed
underground
service

Lunar Electrical Services Inc.

[REDACTED]
[REDACTED]
[REDACTED] [REDACTED] [REDACTED]
March 31, 2021

Steven Ranta
1 Dunfield Road
Kirkland Lake, Ontario
P2N 3P4

Re: Sidewalk at Duncan Avenue North

Dear Mr. Ranta:

This letter is to inform that Lunar Electrical Services will be removing the paving stones from the sidewalk area in front of Duncan Avenue North, between O.K Tire and the Park Lane building, in order to dig. We will save the stones, and replace them in the same manner in which they were placed there originally. We will also be removing the cement curb on the west side of the sidewalk, and re-pour it when the job is complete, in a timely manner. Everything will be the same as when we started.

Regards,

Lunar Electrical Services
Jim and Clara McKnight



MEMORANDUM TO COUNCIL

Meeting Date: 4/6/2021

Memo Number: 2021-EDC-001

Presented by: W. Hass

Department: Development Services

MEMO TITLE

Community Improvement Plan Application Recommendations – Economic Development Committee

RECOMMENDATION(S)

BE IT RESOLVED THAT Memorandum Number 2021-EDC-001 entitled “**Community Improvement Plan Application Recommendations – Economic Development Committee**” be received, and

THAT, Council approve a maximum \$5,000 disbursement for building renovations and a maximum \$5,000 disbursement for facade improvements, to be drawn from the Community Improvement Program, for the application submitted by Ms. Karen Suykens for 14 Government Road West, Kirkland Lake.

BACKGROUND

At the June 11, 2019 Council Meeting, the following by-laws were passed: “That Bylaw 19-058 being a bylaw to designate certain lands as the Community Improvement Project Area for the Town of Kirkland Lake Community Improvement Plan be read a first, second and third time, enacted and passed.” “That Bylaw 19-059 being a bylaw to Adopt the Community Improvement Plan for the Town of Kirkland Lake be read a first, second and third time, enacted and passed.”

The CIP projected an annual allocation of allocated \$50,000 per year for five years. At its June 2 2020 meeting, Council directed staff to allocate revenues realized from timber harvesting operations to a reserve for the Community Improvement Plan. A total of \$101,687.32 was allocated to the reserve. In 2020, and a total of \$13,500 in commitments made.

On March 9, 2021, staff received an application for funding under the CIP from Ms. Karen Suyken (14 Government Road West) for the following:

-
- \$5,000 (Building Renovation and Improvement Grant)
 - \$5,000 (Façade Improvement Grant)

In accordance with the Community Improvement Plan master document, staff review the applications for completeness. Staffs then present the applications to the Economic Development Committee for consideration. The Committee forwards its recommendations to Council. Council then decides whether to accept the Committee's recommendations and approve the recommended allocations, or to provide alternative direction to staff.

The Economic Development Committee met on March 24, 2021. The following motions were passed at that meeting: "BE IT RESOLVED THAT the CIP application submitted by Karen Suykens for 14 Government Road West be received, and THAT recommendations for approval of \$5,000 for building renovations and \$5,000 for facade improvements be presented to Council."

This Memorandum is presented to Council to place the recommendations of the Economic Development Committee in front of Council for consideration.

R A T I O N A L E

The applicant is in compliance with all requirements stated in the CIP governing document.

The specifics of the applications are as follows:

Building Renovation and Improvement Grant

- purchase and installation of a new furnace
- eligible for 50% of eligible costs, to a maximum of \$5,000
- Eligibility rationale: Installation of Energy STAR certified heating/cooling/ventilation products, not including small appliances

Façade Improvement Grant

- Repair sculpture frames on west wall of building, and paint.
- 50% of eligible costs, to a maximum of \$5,000
- Eligibility rationale: Improvements to the Front or Corner Side Façades designed specifically to enhance the look and appearance of these elevations of the property including: Replacement or repair of cornices, eaves, parapets, windows, doors, and other significant architectural details.

The first item is fairly straightforward. The second is less so because the sculpture frames on the west wall do not technically form part of the business façade. However,

they are an integral aspect of the building and do enhance the downtown vista. As such, the community as a whole is effectively benefiting from any improvements done to the sculpture frames.

ATTACHMENTS

Attachment 1 – Application dated March 9, 14 Government Road West

Attachment 2 - <https://discoverkl.ca/business/CIP>

Town of Kirkland Lake
Community Improvement Plan
Application for Incentive Programs

APPLICANT INFORMATION

1. Registered Owner(s): Karen Ellen Suykens
Address: [REDACTED]
Phone: [REDACTED] Email: [REDACTED]
If the application will be represented, prepared or submitted by someone other than the registered owner(s) please specify:
Authorized Agent(s): _____
Address: _____
Phone: _____ Email: _____

NOTE: Unless otherwise requested, all communication will be sent to the agent, if any.

PROPERTY DESCRIPTION

2. MUNICIPAL ADDRESS: [REDACTED]
LEGAL DESCRIPTION: 546800001002100.0000
3. Date the subject land was acquired by the current owner: 2009
4. Describe any easements, mortgages, charges, or other encumbrances in respect of the subject land:
[REDACTED]
5. EXISTING USE OF LAND: Small business and upper apt. Date of Construction: 1936
6. PROPOSED USE OF LAND: Denture Clinic and residence
7. ZONING: Commercial Is an amendment required for proposed work? Yes No
8. TAXES AND OUTSTANDING WORK ORDERS:
Current Assessed Value of Property: _____
Is current tax receipt attached? Yes No
Is the property in tax arrears? Yes* No
Are there outstanding work orders on the property? Yes* No
If "Yes", please describe: _____
** note that outstanding charges must be satisfactorily addressed prior to the application processing and grant and/or tax assistance payment*

Town of Kirkland Lake
Community Improvement Plan
Application for Incentive Programs

9. INCENTIVE PROGRAMS:

Check off the incentive program(s) for which this application applies. Indicate grant amount requested.

	Amount
1. Building Conversion and Expansion Grant (max \$5,000)	
2. Building Renovation and Improvement Grant (max \$5,000)	5000
3. Façade Improvement Grant (max \$5,000)	5000
4. Tax Increment Grant (100% rebate in year 1; 75% rebate in year 2; 50% rebate in year 3; 25% rebate in year 4)	
Municipal Application/Permit Fees Rebate	
Planning Application Fees: up to 100% reduction, excepting legal costs. Building Permit Fees: up to 50% reduction, to a maximum of \$1,000. Signage Permit Fees: up to a 100% reduction, to a maximum of \$500. Demolition Permit Fees: up to 100% reduction, to a maximum of \$1,000. Landfill Fees: up to 50% rebate, to a maximum of \$1,000	
5.	
6. Sale of Land for Less than Market Value	
7. Design, Architectural and Project Feasibility Study Grant (max \$2,000, or \$5,000 for environmental studies)	
\$10,000 maximum funding per property (excluding # 4, 5, 6)	
TOTAL	\$10,000

PROPOSED IMPROVEMENTS

10. Description of proposed improvements (attach additional sheets if necessary):

Upgrade furnaces-will increase energy efficiency, thus lowering the business's operating costs and so contributing to its long term viability as a Kirkland Lake enterprise.
Repair sculpture frames on West wall of building and paint. These sculptures are a local landmark that should be preserved because they contribute to the ambience and visual appeal of the downtown core, and their presence overlooking a vacant lot makes the lot attractive for seasonal use as an open air market or to host special events.

Town of Kirkland Lake
Community Improvement Plan
Application for Incentive Programs

11. Are copies of plans /drawings /renderings showing the proposed improvements attached?

Yes

☒ No

12. BUILDING PERMIT INFORMATION:

Will a building permit be required for the proposed improvements?

Yes

☒ No

Building Permit/Application number: _____

Permit Application Date: _____

Building Permit Fees Paid: _____

Value of Project (from permit): _____

13. ITEMIZED COST ESTIMATES:

Are itemized cost estimates for the proposed improvements attached?

For furnaces.
☒ Yes

No

14. CONSTRUCTION / PROJECT SCHEDULE:

Estimated start of construction / improvement project:

Asap

Estimated completion of construction / improvement project:

Late spring.

**Town of Kirkland Lake
Community Improvement Plan
Application for Incentive Programs**

AFFIDAVIT:

I (we) Karen Suykens of the Kirkland Lake (municipality),
District of Temiskaming solemnly declare that all the statements
contained in this application are true, and I (we) make solemn declaration conscientiously believing it to be
true, and knowing that it is of the same force and effect as if made under oath and by virtue of the *Canada
Evidence Act*.

DECLARED before me at the Town of Kirkland Lake, District of Timiskaming, this 9th day of
March, 20 21.


Signature of Owner

March 9/21
Date

Signature of Commissioner

Date

AUTHORIZATION FOR TENANT / AGENT / SOLICITOR TO ACT FOR OWNER:

*(If application and affidavit is signed by someone other than the Owner (i.e. tenant, agent, or solicitor), the
Owner's written authorization below must be completed.)*

I (we) _____ of the _____ (municipality),
District of _____ do hereby authorize _____ to make this
application or act as my (our) agent in this application.

Signature of Owner(s)

Date

APPLICATION RECEIVED BY THE MUNICIPALITY:

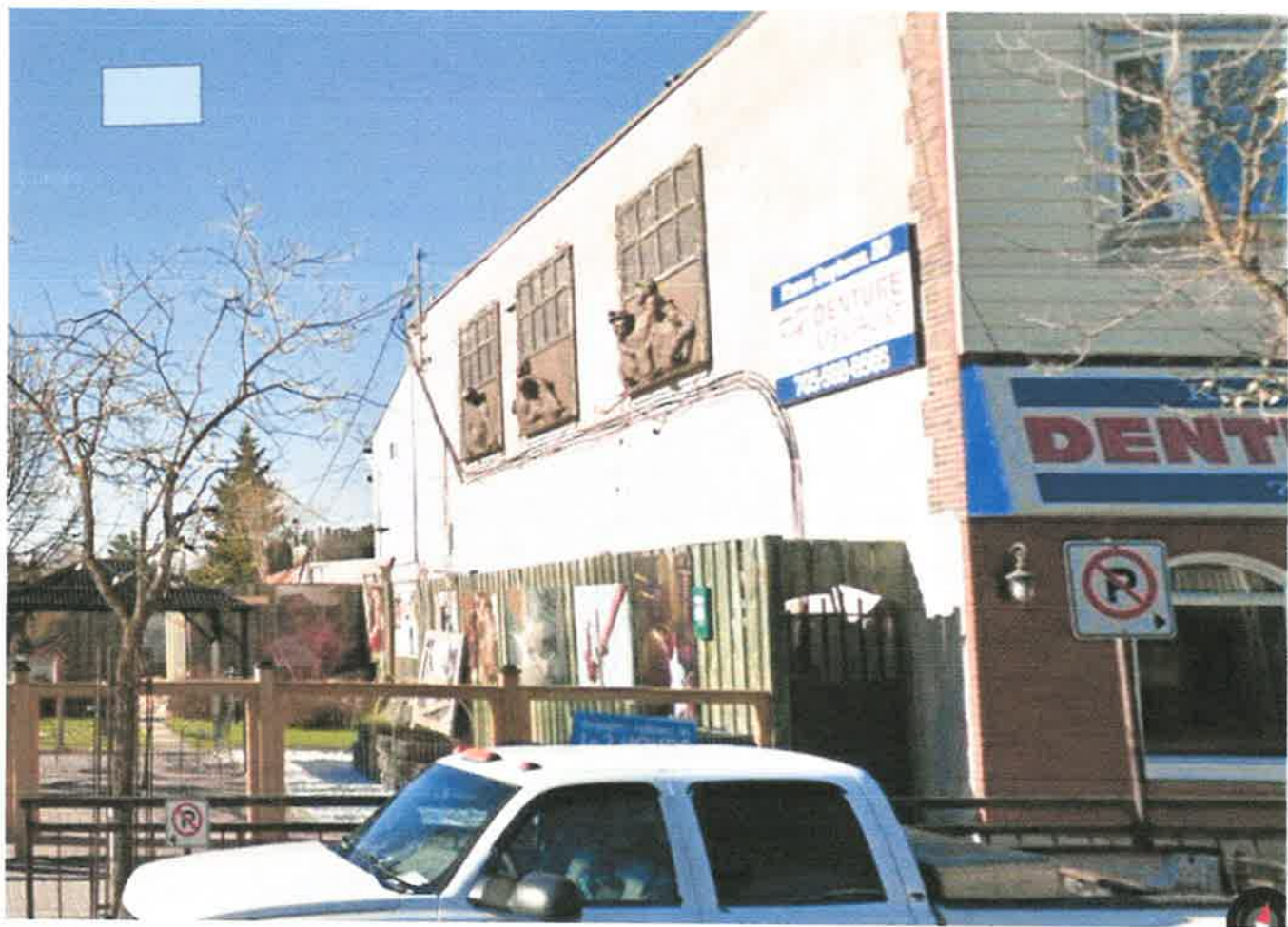
Signature of Employee

Date



Servicing Northern Ontario for Over 46 Years
P.O Box 30, 8 Broadway Avenue
King Kirkland, ON P0K 1K0
yan.merrick@merrickmechanical.com
Phone: (705) 567-3468
Fax : (705) 567-4267
merrickmechanical.com

PROPOSAL SUBMITTED TO: Karen Suykens <i>Proposal is the intellectual property of A. Merrick & Sons Mechanical Ltd.</i>		PHONE: (705) 568-8565
LOCATION: 14 Government Rd W, Kirkland Lake		DATE: 2020/12/14
WE HEREBY SUBMIT SPECIFICATION AND ESTIMATES FOR: <div style="text-align: center;">Heating:</div> <p>Remove existing furnaces and Install 2 new furnaces, with venting, and thermostat.</p> <p>Trane 96% efficiency Runtru A952V dual stage, variable speed fan, 80000 BTU Furnace. *Lower gas and electricity consumption* (Our Best Seller) Price \$10,800.00 + HST</p> <p>** Any other type of work will be time and material billing**</p>		
We propose hereby to furnish material and labor – complete in accordance with above specification for the sums as listed Payment to be made as follows: <u>50% due upon contract signing and balance due upon completion.</u>		
All material is guaranteed to be as specified. All work to be completed in a workmanlike manner according to standard practices. Any alteration or deviation from above specifications involving extra cost will be executed only upon written orders, and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents or delays beyond our control. Owner to carry fire, windstorm and other necessary insurance. Our workers are fully covered by Workmen's Compensation Insurance. <div style="text-align: right;">H.S.T.# - 100268945RT</div>		Authorized Signature: _____ Note: This proposal may be withdrawn by us if not accepted within <u>30</u> days.
Acceptance of Proposal – The above prices, specifications and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payment will be made as outlined above. 3% per month on all Overdue Accounts. Title to all goods shall remain in the Company and at the Purchaser's risk until the contract is paid in full. Date of Acceptance: _____		Contractor Signature: _____ Customer Signature: _____





MEMORANDUM TO COUNCIL

Meeting Date: 06/04/2021

Memorandum Number: 2021-HR-007

Presented by: Kassandra Young

Department: Human Resources

MEMORANDUM TITLE

Recruitment and Selection Policy

RECOMMENDATION(S)

BE IT RESOLVED THAT Memorandum Number 2021-HR-007 entitled “**Recruitment and Selection Policy**” be received,

THAT Council for the Corporation of the Town of Kirkland Lake hereby repeals Policy Numbers CORP2020-010, CORP2020-011, CORP2020-012,

THAT Council for the Corporation of the Town of Kirkland Lake hereby approves the Recruitment and Selection Policy as presented, and

THAT staff be directed to insert the approved policy into the Corporate Policy Manual and upload the Recruitment and Selection Policy to the Town’s website.

BACKGROUND

The Strategic Plan identifies a need to review policies, bring the policies up-to-date to ensure consistency and present them to Council. The Strategic Plan has also identified a need for Succession Planning. The former Hiring and Nepotism Policy that was approved by Council in July of 2015 along with Addendum #1 Hiring Students, and Addendum #2 Vulnerable Sector Check, approved in December of 2015, have been reviewed, combined, and amended to align the Policy with the Strategic Plan.

RATIONALE

The Hiring and Nepotism Policy, Addendum #1 Hiring Students, and Addendum #2 Vulnerable Sector Check have been combined into the new Recruitment and Selection Policy to remove the need for multiple policies.

Notable changes made to the Policy include but are not limited to;

- The addition of Headings to organize the Policy and to allow for easier referencing;
- The removal of all information referencing the former Day Care; and
- The changes to the posting vacancies process stating that “Non-union job vacancies may be posted internally and/or externally at the discretion of Management to promote succession planning within the Organization. Unionized job vacancies will be posted as per the Collective Agreements.” This change will allow for succession planning, which is a strategic priority.

ATTACHMENTS

Attachment 1 – CORP2021-001-Recruitment and Selection Policy

Attachment 2 – CORP2020-010-Hiring and Nepotism Policy

Attachment 3 – CORP2020-011-Hiring and Nepotism Policy Addendum #1 Hiring Students

Attachment 4 – CORP2020-012-Hiring and Nepotism Policy Addendum #2 Vulnerable Sector Check

POLICY	
Policy Number: CORP2021-001	Date Approved: April 6, 2021
Department: Corporate	Date Reviewed:
Recruitment and Selection Policy	

1. **Policy Statement**

The Corporation is committed to hiring and maintaining a competent, qualified and diverse workforce. The Corporation believes in equal opportunity in employment practices and is committed to the principles of the Ontario Human Rights Code.

2. **Purpose**

To ensure that the Corporation always hires the best qualified applicants without bias based on qualifications, skills, training and ability to perform the work.

3. **Scope**

This policy applies to all union and non-union employees, including but not limited to, full-time, part-time, contract, casual/seasonal, temporary employees, and students. The same interview and screening process will apply to volunteers in all departments.

The Chief Administrative Officer (CAO) will be interviewed and hired by Council. The assistance of an outside consultant may be required.

4. **Definitions**

Relative: The definition for relative means father, mother, stepfather, stepmother, foster parent, brother, sister, spouse (including common-law spouse), child (including child of common-law spouse), stepchild, ward, father-in-law, mother-in-law, uncles, aunts, nephews, nieces or any individual who is permanently residing with a Corporation employee.

Vulnerable people: Vulnerable people are considered to be individuals who are at greater risk of being harmed than the general public population because of their age, disability or other circumstances, whether temporary or permanent.

5. Policy & Procedures

POSTING AND ADVERTISING VACANCIES

Advertising for all positions will be approved by the CAO and coordinated by Human Resources. Human Resources will ensure the consistency and relevancy of the information contained in each position posting and that the posting is in accordance with approved job descriptions, applicable collective agreements and Town policies.

All advertisements for employment opportunities with the Corporation will indicate that the Corporation is an equal opportunity employer and will include the following phrases:

- *“We thank all applicants for their interest; however, only those under consideration will be contacted.”*
- *“Personal information submitted is collected under the authority of the Municipal Freedom of Information and Protection of Privacy Act and will be used for the purpose of the candidate’s selection.”*
- *“The Town of Kirkland Lake is an Equal Opportunity Employer.”*
- *“Accommodations for Candidates with Disabilities are available upon request.”*

Non-union job vacancies may be posted internally and/or externally at the discretion of Management to promote succession planning within the Organization.

Unionized job vacancies will be posted as per the Collective Agreements.

External job postings shall be based on necessity and budget requirements and Human Resources shall be responsible for the placement of all recruitment advertisements.

PRE-SCREENING

Human Resources shall collect all of the applications and forward them to the appropriate Department Head and/or Supervisor. Each will review applications from qualified candidates to determine the candidates most suitable for interviews based on education, experience, and other related qualifications.

INTERVIEW PANEL

The interview panel will consist of two to four persons. At the discretion of the Department Head, additional staff members may be included in the interview panel

as a resource. Human Resources and the CAO may participate in any of the above interviews.

Human Resources will coordinate the interview process. Human Resources shall recommend to the interview panel, the interview format, questions and any associated testing. Depending upon the position being recruited, further testing of the short-listed candidates may be required.

REFERENCE CHECKING

References for all external candidates being interviewed for the position will be performed using a standard reference checking form and process. A minimum of two professional reference checks will be made on each external candidate prior to confirmation of employment.

For internal candidates, Human Resources will review their personnel records, including the most recent performance appraisal, as well as comments of previous supervisors within the municipality and supply pertinent information to the hiring department. Reference checking may be completed for internal applicants depending upon the length of service with the municipality and the similarity of position that they hold versus the position they have applied for.

POLICE CHECKS

All new employees, volunteers, and students except for those laid off and re-hired within a two-year period will provide original criminal record check(s) or vulnerable sector check(s).

All employees who are in a position of trust and responsible for the well-being of children or vulnerable people will be required to obtain a Vulnerable Sector Check.

STUDENTS

The age criteria of 15 to 25 will be applied when reviewing applications unless job or subsidy funding requires specific age.

Summer Students positions are granted to someone who has completed high school and is entering, re-entering or returning to post-secondary studies in the fall.

Summer employment must not exceed a maximum of 4 years per student.

The Corporation always hires the best qualified applicants without bias, based on qualifications, skills, training and ability to perform the work.

One-half of all total students hired in a given area may be relatives of staff and the remainder from the community at large.

NEPOTISM

The purpose of this section is to eliminate any inappropriate conflicts of interest or perception of bias in the selection process, promotional process or in the workplace in general, which may result in a reporting relationship between relatives. This policy applies to relationships between employees at the time of hire as well as those, which develop after hire. A reporting relationship is where one relative has the authority to administer monetary gain, conduct performance appraisals, recruit/recommend for hire or promotion or is responsible for administering discipline to another relative.

A relative of a Director or Supervisor shall not be hired for, or promoted to, employment within the same department in which he/she would be under the direct reporting authority of the Director or Supervisor.

A supervisor who becomes related to an employee in the direct line of authority of the supervisor shall notify the Chief Administrative Officer within 10 working days after the supervisor and employee become related.

All conflicts under this section shall be resolved by the CAO and the Department Head in a manner consistent with the purpose of this section and the relevant provisions of the Human Rights Code. If the resolution involves maintaining the employment of one or more relatives in a conflict within the meaning of this section, the resolution shall be in the best interests of the Corporation and the employees involved and shall be approved by Council.

A person serving in a supervisory position may not participate in decisions regarding hiring, reappointment, placement, evaluation, rate of pay, salary increases, promotion, tenure, monetary awards, or other personal interest for a relative employed for the Corporation, even when the supervisor is not in the direct line of authority.

It is understood that conflicts may occur in certain union posting situations, or in the case of promotion or transfer of unionized employees, in order to respect the collective agreement. In such cases, the conflict will be identified and monitored by the Department Head and/or Supervisor to ensure no bias takes place.

Department Head and Supervisors shall ensure that their respective employees are in compliance with this section.

6. Summary

The Corporation of the Town of Kirkland Lake's recruitment and selection procedures will:

- Ensure equal access and equal opportunity through the uniform and transparent application of attraction, recruitment, selection and promotion procedures;
- Embrace the requirements of the Accessibility for Ontarians with Disabilities Act (AODA) in all recruitment activities;
- Ensure prospective employees requiring accommodation will be assessed based on the essential duties of the job;
- Ensure that no individual shall be advantaged in securing employment as a result of nepotism;
- Not tolerate any form of discrimination and/or harassment in accessing employment, accommodation, education or services at the College; and
- Ensure that persons selected will have the qualifications required to provide appropriate academic, administrative and support services to our students and staff.

The Human Resources Department will be responsible for ensuring that all recruitment and selection processes are implemented in accordance with the Corporations Strategic Plan, values, legislative requirements, contractual obligations and other relevant processes and policies.



POLICY	
Policy Number: CORP2020-010	Date Approved: July 2015
Department: Corporate	Date Reviewed: October 2020
Hiring and Nepotism Policy	

1. Policy Statement

Not Applicable

2. Purpose

To ensure that the Corporation always hires the best qualified applicants without bias based on qualifications, skills, training and ability to perform the work.

3. Scope

This policy applies to all union and non-union employees, including but not limited to, full-time, part-time, contract, casual/seasonal, temporary employees, and students. The same interview and screening process will apply to volunteers in all departments.

Responsibilities

The Chief Administrative Officer (CAO), Department Heads and Supervisors with the assistance of the Human Resources/Benefit Clerk shall adhere to this policy and its purpose.

Council is responsible for approving new/additional positions.

4. Definitions

Not Applicable

5. Policy & Procedures

Advertising for all positions will be approved by the CAO and coordinated by the Human Resources/Benefits Clerk. He/she will collect all of the applications and forward them on the closing date to the appropriate Department Head and/or Supervisor.

Advertising shall be utilized in the most cost effective manner suited to the position. Advertising shall always include:

- Internal posting throughout the Corporation's offices and/or work locations as required by the various collective agreements
- In the Town of Kirkland Lake News page published every second Friday
- On the Corporation's website

All advertisements for employment opportunities with the Corporation will indicate that the Corporation is an equal opportunity employer and will include the following phrase:

- "We thank all applicants for applying, however, only those selected for an interview will be contacted."

The Corporation is an equal opportunity employer and does not discriminate in the hiring process on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, gender, sexual orientation, age, marital status, family status or disability.

All non-union positions shall be posted internally and externally simultaneously. Replacement of non-union positions for a period not exceeding six weeks may be filled without a competition.

The job qualifications for both internal and external job postings shall be specific to the requirements of the position.

For positions requiring call out or immediate response, candidates will be required to live within the Boundaries of the Town of Kirkland Lake.

The Department Head and/or Supervisor will review applications from qualified candidates to determine the candidates most suitable for interviews based on education, experience, and other related qualifications.

The interview panel will consist of two to four persons. At the discretion of the Department Head, additional staff members may be included in the interview panel as a resource. The CAO may participate in any of the above interviews.

The Department Head will coordinate the interview process. The Department Head shall recommend to the interview panel, the interview format, questions and any associated testing. Depending upon the position being recruited, further testing of the short listed candidates may be required. The Department Head or his/her

designate shall conduct all reference checks. All selections for hiring shall be discussed with the Chief Administrative Officer before an offer to hire is made.

Each successful full time applicant will receive a written offer of employment and depending upon the position, an employment agreement may be required.

All unsuccessful applicants who were interviewed will be provided with written notice that they were not successful within five days of the successful candidate's written acceptance.

All new employees must have a current WHMIS certificate, provide a copy of his/her driver's license (if applicable), and submit to a pre-employment medical if required.

Excluding Day Care, all new employees except for those laid off and re-hired within a two-year period will provide original criminal background check(s).

All Day Care staff, volunteers, and students require criminal reference checks. This includes vulnerable sector screening, which must be updated every five years. Offence declarations must be provided every year that Vulnerable Sector Checks are not required.

Nepotism

The purpose of this section is to eliminate any inappropriate conflicts of interest or perception of bias in the selection process, promotional process or in the workplace in general, which may result in a reporting relationship between relatives. This policy applies to relationships between employees at the time of hire as well as those, which develop after hire. A reporting relationship is where one relative has the authority to administer monetary gain, conduct performance appraisals, recruit/recommend for hire or promotion or is responsible for administering discipline to another relative.

The definition for relative means father, mother, stepfather, stepmother, foster parent, brother, sister, spouse (including common-law spouse), child (including child of common-law spouse), stepchild, ward, father-in-law, mother-in-law, uncles, aunts, nephews, nieces or any individual who is permanently residing with a Corporation employee.

A relative of a Department Head or Supervisor shall not be hired for, or promoted to, employment within the same department in which he/she would be under the direct reporting authority of the Department Head or Supervisor.

A supervisor who becomes related to an employee in the direct line of authority of the supervisor shall notify the Chief Administrative Officer within 10 working days after the supervisor and employee become related.

All conflicts under this section shall be resolved by the CAO and the Department Head in a manner consistent with the purpose of this section and the relevant provisions of the Human Rights Code. If the resolution involves maintaining the employment of one or more relatives in a conflict within the meaning of this section, the resolution shall be in the best interests of the Corporation and the employees involved and shall be approved by Council.

A person serving in a supervisory position may not participate in decisions regarding hiring, reappointment, placement, evaluation, rate of pay, salary increases, promotion, tenure, monetary awards, or other personal interest for a relative employed for the Corporation, even when the supervisor is not in the direct line of authority.

It is understood that conflicts may occur in certain union posting situations, or in the case of promotion or transfer of unionized employees, in order to respect the collective agreement. In such cases, the conflict will be identified and monitored by the Department Head and/or Supervisor to ensure no bias takes place.

Department Head and Supervisors shall ensure that their respective employees are in compliance with this section.

The CAO's responsibility is to ensure that this policy and its procedure are adhered to at all times.

6. Summary

Not Applicable

POLICY	
Policy Number: CORP2020-011	Date Approved: December 2015
Department: Corporate	Date Reviewed: October 2020
Hiring and Nepotism Policy - Addendum #1 Hiring Students	

1. Policy Statement

Not Applicable.

2. Purpose

HIRING STUDENTS

This policy provides guidelines and direction for the hiring of students. The Corporation believes in and encourages employment opportunities:

1. For students to have certain tasks performed through their employ
2. To allow students to gain valuable career-related experiences

3. Scope

This policy applies to the recruitment, selection and hiring of persons to fill positions generally reserved for student employment both during the regular academic year, and during spring and summer periods.

4. Definitions

Not Applicable

5. Responsibilities

Department Heads and Supervisors with the assistance of the Human Resources/Benefit Clerk shall adhere to this policy and its purpose.

6. Policy & Procedures

1. The age criteria of 15 to 25 will be applied when reviewing applications unless job or subsidy funding requires specific age.

2. Summer Students positions are granted to someone who has completed high school and is entering, re-entering or returning to post-secondary studies in the fall.
3. Summer employment must not exceed a maximum of 4 years per student.
4. All jobs will be posted:
 - a) Internally to promote awareness within the employees of the Corporation
 - b) On Job Connect website
 - c) In local newspaper (optional)

Summer positions will be advertised in local newspaper during the December holiday season as students are usually home for the holidays.

5. The Corporation always hires the best qualified applicants without bias, based on qualifications, skills, training and ability to perform the work.
6. One-half of all total students hired in a given area may be relatives of staff and the remainder from the community at large.

7. Summary

Not Applicable.

POLICY	
Policy Number: CORP2020-012	Date Approved: December 2015
Department: Corporate	Date Reviewed: October 2020
Hiring and Nepotism Policy - Addendum #2 Vulnerable Sector Check	

1. Policy Statement

Not Applicable

2. Purpose

Vulnerable people are considered to be individuals who are at greater risk of being harmed than the general public population because of their age, disability or other circumstances, whether temporary or permanent. All employees who are in a position of trust and responsible for the well-being of children or vulnerable people will be required to obtain a Vulnerable Sector Check. A database will be checked to see if the subject has received a pardon for a criminal offence of a sexual nature.

3. Scope

New Employees or Volunteers: Screening upon hire and thereafter, completed a minimum of every 2 years

Present Employees or Volunteers: Screening to be completed a minimum of every 2 years

4. Definitions

Not Applicable

5. Policy & Procedures

Not Applicable

6. Summary

Not Applicable



REPORT TO COUNCIL

Meeting Date: 06/04/2021

Report Number: 2021-CAO-004M

Presented by: Don Studholme

Department: CAO

REPORT TITLE

Recruitment of the CAO

RECOMMENDATION(S)

BE IT RESOLVED THAT Report Number 2021-CAO-004M entitled “**Recruitment of the CAO**” be received.

BACKGROUND

At last meeting of Council it was left with Council to decide on whether they wish to hire a head hunter or proceed with the hiring through a process with Council members. Either way, it was determined that the process should lead to the hiring of a CAO that wishes to be in Kirkland Lake and wants to work with staff and Council in moving the organization in a forward fashion.



THE CORPORATION OF THE TOWN OF KIRKLAND LAKE

BY-LAW NUMBER 21-027

**BEING A BY-LAW TO APPOINT A CLERK AND DEPUTY CLERK FOR THE TOWN
OF KIRKLAND LAKE**

WHEREAS Section 228(1) of the Municipal Act R.S.O. 2001, as amended, states that a municipality shall appoint a Clerk;

AND WHEREAS Section 228(2) of the Municipal Act R.S.O. 2001, as amended, states that a municipality may appoint a Deputy Clerk who have all the powers and duties of the clerk;

**NOW THEREFORE BE IT RESOLVED THAT THE COUNCIL OF THE CORPORATION
OF THE TOWN OF KIRKLAND LAKE ENACTS AS FOLLOWS:**

- 1 **THAT** effective January 15, 2020 Meagan Elliott be appointed as Town Clerk,
- 2 **THAT** effective April 6, 2021 Amberly Spilman be appointed as Deputy Clerk, and
- 3 **THAT** by-law 20-004 be repealed.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 6th DAY
OF APRIL, 2021.**

Pat Kiely, Mayor

Meagan Elliott, Clerk



THE CORPORATION OF THE TOWN OF KIRKLAND LAKE

BY-LAW NUMBER 21-028

**BEING A BY-LAW TO STOP UP, CLOSE AND DECLARE THE LANEWAY
LOCATED SOUTH OF LOTS 697 TO 701, PLAN M118T AS SURPLUS LAND**

WHEREAS authority is granted under the Municipal Act, 2001, Section 28(2), 34(1), to close a highway;

AND WHEREAS the Corporation of the Town of Kirkland Lake desires to close the laneway located to the south of Lots 697 to 701, Plan M-118T;

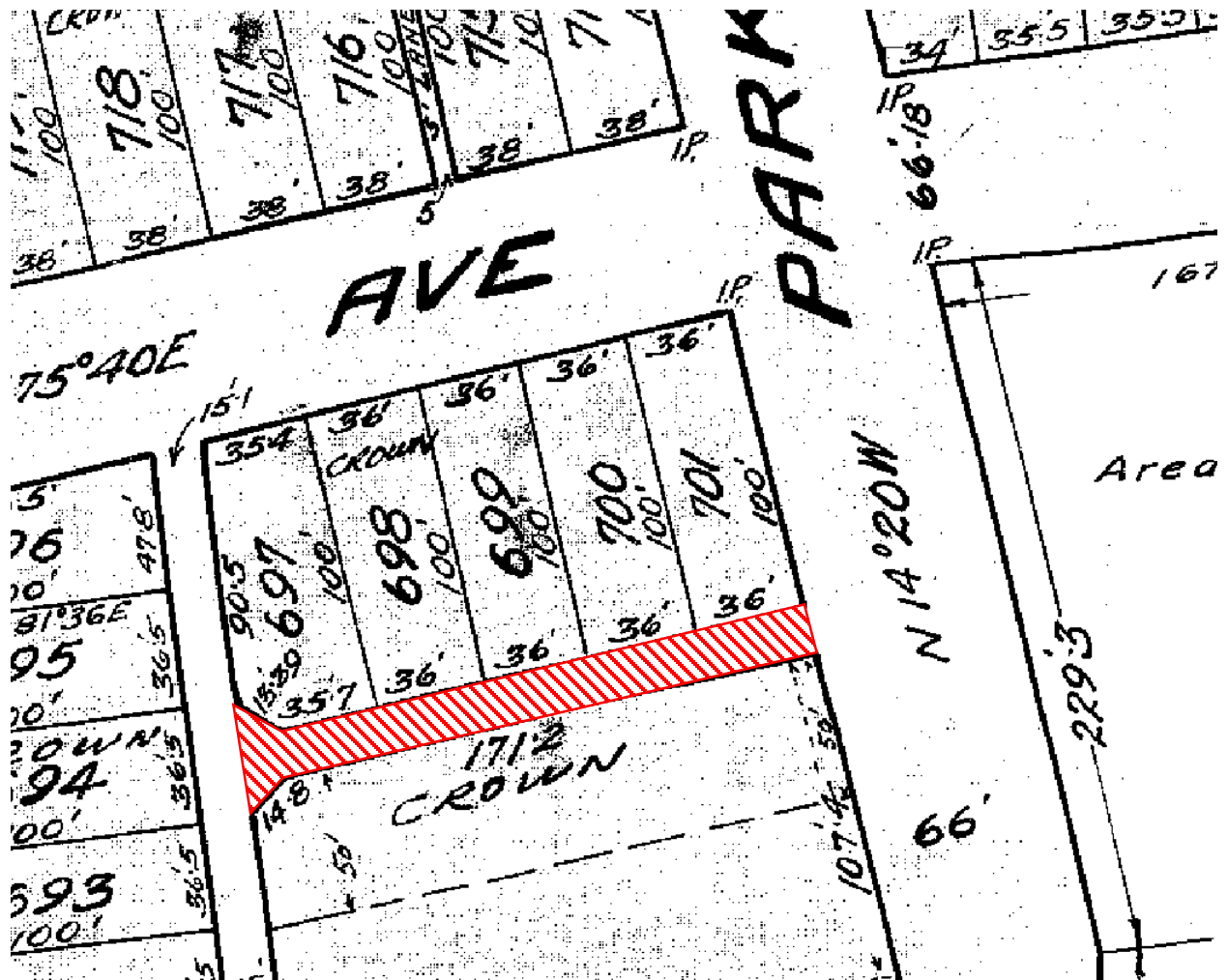
**NOW THEREFORE BE IT RESOLVED THAT THE COUNCIL OF THE CORPORATION
OF THE TOWN OF KIRKLAND LAKE ENACTS AS FOLLOWS:**

- 1 **THAT** the laneway located to the south of Lots 697 to 701, Plan M-118T as shown in Schedule "A" attached to this by-law, be closed;
- 2 **THAT** the laneway to the south of Lots 697 to 701, Plan M-118T be declared surplus and offered for sale to abutting property owners.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 6th DAY
OF APRIL, 2021.**

Pat Kiely, Mayor

Meagan Elliott, Clerk





THE CORPORATION OF THE TOWN OF KIRKLAND LAKE

BY-LAW NUMBER 21-029

BEING A BY-LAW TO AUTHORIZE THE EXECUTION OF AN ENCROACHMENT AGREEMENT WITH 268986 ONTARIO INC. FOR A PORTION OF ROAD ALLOWANCE ADJACENT TO 2 GOVERNMENT ROAD WEST

WHEREAS 268986 Ontario Inc. has expressed an interest in encroaching onto municipal lands located within the Duncan Avenue North road allowance, under the sidewalk adjacent to 19 Duncan Avenue & 2 Government Road West;

AND WHEREAS Council for the Corporation of the Town of Kirkland Lake deems it to be desirable to enter into an encroachment agreement with 268986 Ontario Inc. for the purpose of installing electrical services under the sidewalk adjacent to 19 Duncan Avenue & 2 Government Road West;

NOW THEREFORE BE IT RESOLVED THAT THE COUNCIL OF THE CORPORATION OF THE TOWN OF KIRKLAND LAKE ENACTS AS FOLLOWS:

- 1 **THAT** the Mayor and Clerk are hereby authorized to execute an Agreement with 268986 Ontario Inc, a copy of which Agreement is attached hereto and marked as Schedule "A" to this By-law.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 6th DAY OF APRIL, 2021.

Pat Kiely, Mayor

Meagan Elliott, Clerk

This Agreement made in triplicate this __ day of _____ 2021

BETWEEN: THE CORPORATION OF THE TOWN OF KIRKLAND LAKE
(hereinafter called the Corporation)

OF THE FIRST PART

-AND-

268986 ONTARIO INC. (hereinafter called the Owner)

OF THE SECOND PART

WHEREAS the Corporation is the owner of the road allowance on Duncan Avenue, as outlined on the enclosed map as Schedule "B" in the Town of Kirkland Lake in the District of Timiskaming;

AND WHEREAS the Owner has requested to locate certain structures on the said lands owned by the Corporation and the Owner has no right, title, easement or agreement to encroach upon the said lands at this time;

NOW THEREFORE in consideration of the payment of Five Hundred and Sixty Dollars (\$560), the parties do hereby agree as follows:

1. The Corporation does hereby agree to permit the encroaching party, being the Owner of 2 Government Road West (Plan M32T, Lot 12, Pt Lot 10; Pcl 6397CST, to encroach upon the said lands with underground electrical services, as outlined in the sketch attached on Schedule "C" hereto on the following terms and conditions:
 - a. The Owner is hereby allowed to construct underground electrical services within the road allowance known as Duncan Avenue North, as per Schedule "C" attached, and shall be responsible for the maintenance and repair thereof, subject to notification to the Corporation.
 - b. The Owner shall pay to the Corporation an initial application fee of \$205 dollars, and an additional \$355 to process the agreement, due at time of signing. Additional costs as a result of the registration of this document on title shall be the responsibility of the Owner.
 - c. In the event that the Corporation should require use of the said lands for municipal purposes or any other purpose, it will give one (1) month notice to the Owner or its successors or assigns. The Owner shall not be entitled to maintain any claim whatsoever against the Corporation for any damages that the Owner may suffer by reason of having delivered up possession of the said Corporation.
 - d. That in the event that the building benefitting the encroaching services, is destroyed to the extent of at least seventy-five percent (75%) of its condition, then the encroaching services shall not be rebuilt on the Corporation's land, if it can be re-sited on the Owner's land, and in the event it cannot be re-sited on the Owners' land, the said encroaching services, shall only be rebuilt on the Corporation's land with the express written permission of the Corporation.

- e. The Owner will not cause to be erected any further services or structures upon the said lands owned by the Corporation, nor to alter or modify any existing underground services, without the written consent of the Corporation.
- f. No excavation will be made without every precaution being taken to support the building bordering the encroachment area and that the Owner will pay the property owners or owners of adjoining properties all damages which may occur to the said properties, by reason of such excavation and to indemnify and save harmless the Corporation from all claims for damages or otherwise arising by reason of such excavation.
- g. The Owner covenants to repair and keep in repair, the subterranean basement and to indemnify and save harmless the Corporation at all times from all claims for damages or otherwise arising by reason of the subterranean basement being thereon and thereunder and from any act or neglect of the Owner and to repair according to Notice and in the event the Owner fails to make the required repairs within twenty-four (24) hours following such Notice, the Corporation may make such repairs and the cost thereof shall be paid by the Owner within thirty (30) days after the account is rendered to him;
- h. The Owner agrees to indemnify and save harmless the Corporation from any and all damages and/or liability including costs which the Corporation may incur by reason of the encroaching services being on the said lands from any cause whatsoever. The Owner agrees that it shall not make, not does he or she have any claim against the Corporation for any loss or damage which may occur to the encroaching underground services in the event that it is damaged for any reason whatsoever while on the property of the Corporation.

THIS AGREEMENT shall ensure to the benefit of and be binding upon the Parties hereto, their heirs, executors, administrators, successors and assigns, respectively.

IN WITNESS THEREOF, the Parties hereto have hereunto set their seal respectively, the seal of the Corporation being attested by the hand of its proper officers.

SIGNED, SEALED AND DELIVERED

Mayor

Witness

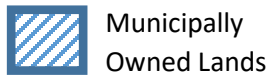
Clerk

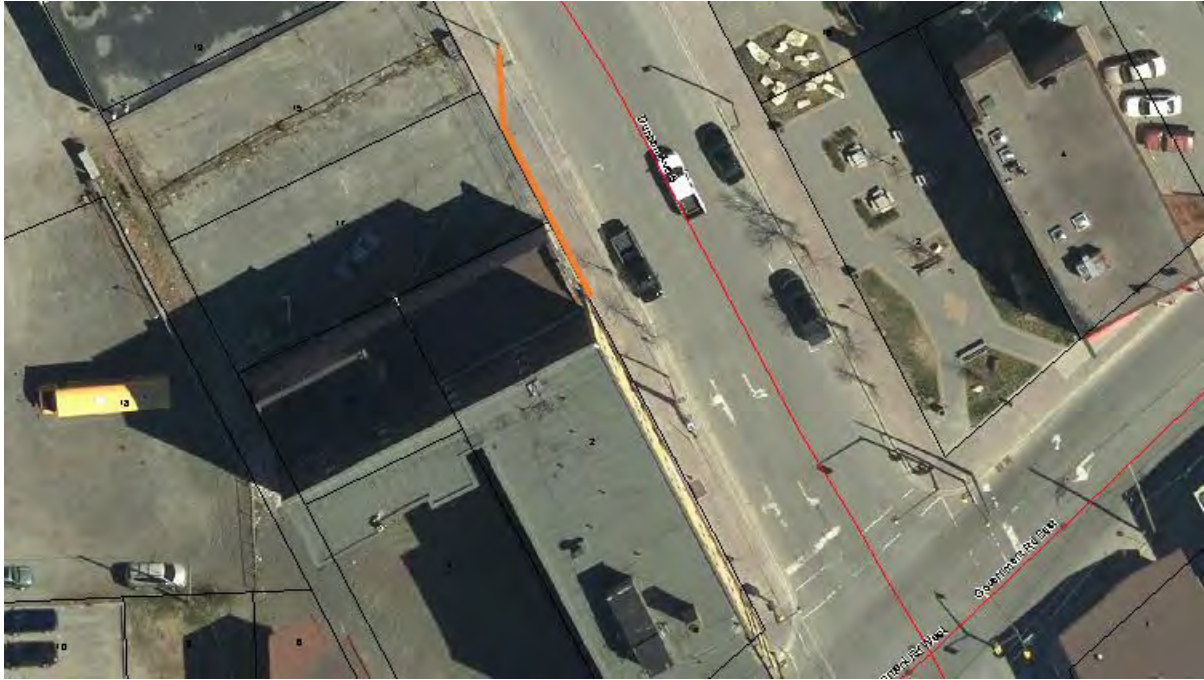
Date

Applicant

Witness

Date





Proposed
underground
service

2021 MEETING DATES

Please note that meeting dates and times are subject to change

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31																				

Regular Meetings of Council (4:40pm)		Committee of Adjustment (3:30pm)		Economic Development Committee (4:30pm)		District of Timiskaming Social Services Board	
		Youth Council Committee (4:00pm)		Museum Advisory Committee (4:45pm)		Mayor's Action Group	TBD
Stat Holiday/Office Closed		Teck Pioneer Residence Committee of Management (5:40pm)		Library Board (5:00 pm)		Chamber of Commerce (12:00pm)	
		Recreation Advisory Committee (6:00pm)		Police Services Board (4:30pm)		Timiskaming Health Unit (6:30pm)	

**2020 Provincial Offences Administration
Annual Report**

MESSAGE TO OUR MUNICIPAL PARTNERS

This past year has been quite the challenge with the closing of court services since March 16th, 2020. Many changes and review of processes have had to be made in order to work towards the resumption of our services.

We are still faced with the inability to proceed with some enforcement options as certain timelines are still frozen until February 26th, 2021. This has affected our revenue stream as we are currently unable to convict anyone, we cannot suspend anyone and cannot send fines to our third-party collection agency for further collection efforts. We hope to be able to move forward with these processes full force following this date.

Court proceedings were also cancelled up to October 2020 at which time we were able to proceed with matters for plea only. This has allowed us to move forward with some of the backlog. We are fortunate enough to have a prosecutor who is diligently contacting defendants to try and get matters resolved without having to go to trial. At this time, we are still unable to proceed with trials as we wait for direction from the Ministry of Attorney General on conducting video trials.

A complete revamp of our courtroom will be completed by the City of Temiskaming Shores in order to allow us to proceed with video/hybrid trials by fall of 2021. This will allow us to move forward and provide defendants with efficient justice services.

With the closure of a large portion of our services, we have taken the opportunity to review our collections files to ensure their accuracy and have also taken the opportunity to clean up fines that would automatically be deemed as uncollectible. This will allow us to start fresh on a go forward basis and ensure that we are not missing anything in our processes.

As we move forward in 2021 our goal will be to utilize our court time efficiently to ensure the backlog is dealt with in a timely fashion and to continue to refine our processes to be as cost effective and efficient as possible.

Sincerely

BACKGROUND

Provincial Offences Administration (POA) administers charges from various enforcement agencies for all charges under the *Provincial Offences Act*. Charges filed are varied and cover a broad range of legislative enforcement such as the *Highway Traffic Act*, *Municipal By-laws*, *Liquor Licence Act*, *Compulsory Automobile Insurance Act*, *Environmental Protection Act*, *Occupational Health and Safety Act*, to name a few. A charge going to court can result in many different dispositions, which does not include a fine. A charge can be withdrawn, dismissed or a sentence of Suspended Sentence can occur and all these result in zero revenue for POA. Our prosecutor currently works diligently to try and resolve matters early by contacting defendants prior to their court date. The resolutions usually entail a plea to a reduced charged and a reduced fine.

POA administers Part I and Part III offences under the *Provincial Offences Act* which are filed by Enforcement Agencies, and Part II offences filed by Municipalities.

A Part I offence is commonly referred to as a “ticket” and is most often issued by an officer at the time of the offence. When a Part I offence notice is issued, the defendant can either plead guilty and pay the fine, request to speak to the Justice of the Peace to request more time to pay or have the amount payable reduced, or request a trial. A Part II offence is referred to as a “parking ticket” and is issued by municipalities part of our detachment. A Part III offence is considered a more serious offence and requires the defendant to appear before a Justice of the Peace.

POA occupies space at City Hall located at 325 Farr Drive. Operations of the POA Department fall into four functional categories. These four sections together constitute the operational aspects of the POA Department:

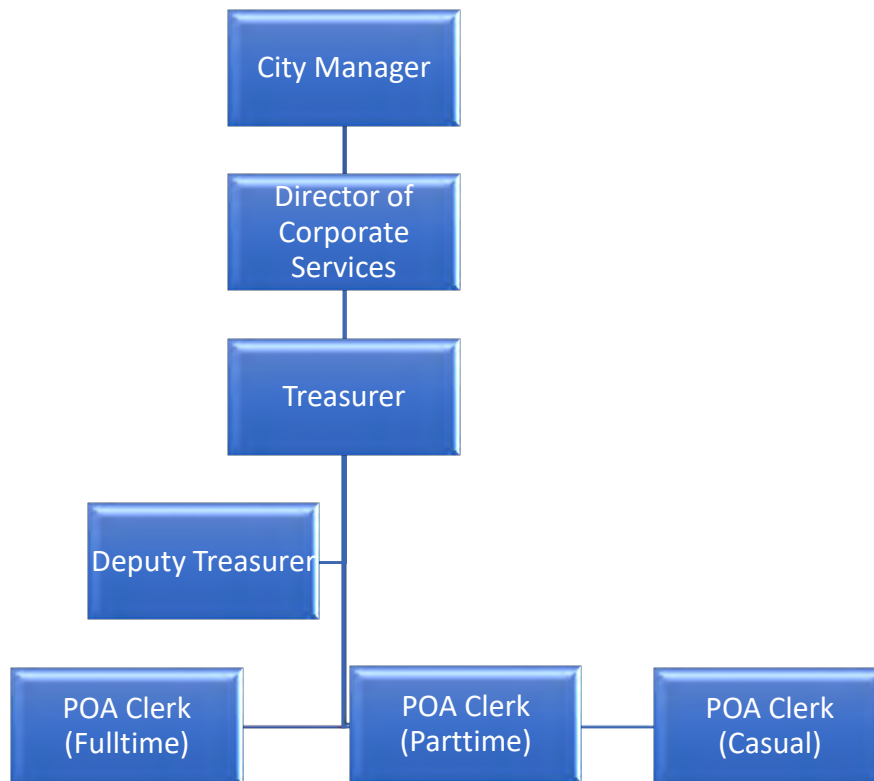
- **Court Administration:** This area has general carriage of the POA Court office. These responsibilities include the intake, processing, filing and preservation of charging documents and associated certificate control lists received from law enforcement agencies; the intake of mail and allocation and processing of payments and legal documentation; tracking of online remittances via the online payment portal; staffing of clerk to handle payments and queries; generation of POA Court dockets including fail to respond, trial, and first appearance; setting of trials; procuring interpreter services; liaising with police court services personnel; intake and processing of motions, re-openings, and applications for extensions of time to pay fines; maintaining updated data in the provincial Integrated Court Offences Network (ICON); enforcement of delinquent fines via driver’s licence suspensions; processing of daily financial matters; and procurement of equipment/supplies.
- **Court Support:** This area is composed of POA court clerks whose responsibilities include ensuring that the POA court dockets and associated charging documents are properly presented in court; assisting the Justices in

arraignments and endorsements; issuing statutory warnings to defendants; generating payment slips to defendants wishing to immediately satisfy imposed fines; maintaining updated ICON data; ensuring that the proceedings are properly recorded; logging and preserving exhibits including disposal of same in accordance with judicial directions or retention requirements:

- **Prosecution:** The Municipal Prosecutors appear in POA Court to call the trial list and to conduct trials, to deal with motions; they conduct defendants and their representatives to try and reach an early resolution to resolve matters; they review law enforcement files to ensure that matters should be proceeded with and assist with disclosure to defendants and their representatives. Part III matters under the POA remained the prosecutorial responsibility of the Crown Attorney's office and/or specialist prosecutors provided by various ministries.
- **Fines Enforcement (Collections):** POA staff are responsible for the collections of all defaulted fines through approved tools in the Collection and Write-Off Policy. An annual review of the files is completed to determine the need for uncollectable write-offs and to ensure that all collection efforts available have been exercised. Staff is also responsible for filing proofs of claim with trustees in bankruptcy and for liaising with the collection agency with which the POA Department has a relationship.

The new organization diagram of the POA department is included and identified as CHART A-1 which was in effect as of July 2020

CHART A-1
ORGANIZATIONAL CHART OF THE CITY OF TEMISKAMING SHORES POA
DEPARTMENT



POA SNAPSHOT

The following provides a 2020 snap shot of POA performance:

- Revenue (net of provincial transfers)
- Outstanding Accounts Receivable
- Revenue collected from defaulted accounts receivable
- Charges received
- Trials Requested

CHARGES FILED

In 2020, POA received 4866 charges of which 44% of the charges were issued by the Kirkland Lake OPP Detachment and 42 % were issued by the Temiskaming OPP Detachment.

The number of charges filed has decreased 38% over the four-year period from 2017-2020. The majority of the charges filed relate to the *Highway Traffic Act*.

Charges Filed

2017	2018	2019	2020
7801	7991	6075	4866

Table – 1: ABSOLUTE CHARGING VOLUMES (enter charging volume for a couple years for each agency, add column for % of total volume)

	2017 (#)	2017 (%)		2018 (#)	2018 (%)		2019 (#)	2019 (%)		2020 (#)	2020 (%)
Temisk. OPP	4036	51.7		4097	51.3		2849	46.9		2034	41.8
Tem. OPP	248	3.2		203	2.5		309	5.1		96	2.0
Eng. OPP	976	12.5		576	7.2		360	5.9		294	6.0
KL OPP	2154	27.6		2638	33.0		2291	37.7		2130	43.8
MNR	69	0.9		81	1.0		24	0.4		25	0.5
MTO	161	2.1		197	2.5		128	2.1		87	1.8
Mun. Parking	102	1.3		138	1.7		73	1.2		116	2.4
Mun. By-Law	23	.3		31	0.4		19	0.3		44	0.9
Other Agencies	32	.4		30	0.4		22	0.4		40	0.8
Totals	7801	100.0		7991	100.0		6075	100.0		4866	100.0

TRIALS

Trials are scheduled three days a month in the Haileybury courtroom and one to two days a month in the Kirkland Lake courtroom. With the pandemic court offices were closed for a lengthy period of time. We were able to resume non-trial court as of October of 2020 where only matters for plea could be heard. A total of 1030 matters appeared in court prior to March 16th, 2020 of which 24% were resolved of those resolved matters, only 73% had a fine imposed. A total of 413 matters appeared in court from October to December 2020 of which 99% were resolved. Only 62% of the resolved matters had a fine imposed. Our prosecutor worked diligently in trying to resolve as many matters as possible in order to reduce the back log and continues to do so as we move forward with court resumption.

All Part III scheduled for court in 2020 will be brought back into the court system in early 2021. At the end of 2020 approximately 400 Part I matters remain to be dealt with which approximately 100 matters are waiting until we can hold virtual trials and 300 matters are still in discussion with the prosecutor for possible resolution.

FAIL TO RESPOND

In 2020 27% of all Part I certificates of offence filed were placed on a Fail to Respond docket. Administratively, this process takes more time as the tickets must be reviewed by a Justice of the Peace before conviction and notice can be issued.

With the pandemic, convictions on Fail to Respond dockets ceased as of March 16th, 2020. The timelines were extended until February 26th, 2021. All matters are set aside waiting for the timeline to elapse so convictions can be entered.

REVENUES

POA administers and collects fines where revenue is distributed to issuing municipalities such as: parking, by-law, animal control.

Dedicated Fines, Victim Fine Surcharge and expenses associated with Part III prosecutions are payable to the Ministry of Attorney General and fines collected for other POA sites are paid quarterly to the appropriate POA office after reconciliation with the quarterly statement. The remaining revenue is used to offset any remaining administration costs and contribute to the net levy.

Payments of fines can be made at any POA court office in Ontario. Our office currently accepts payments by phone, email, online through the City's website, or in person. Methods of payments accepted at City Hall are cash, cheque, money order, debit, Visa or Mastercard.

With the decline in charges laid, we have seen a consistent decrease in net revenues. Unfortunately, in 2020 we saw a large decrease in revenues as convictions and trials were all put on hold for over 9 months.

Net Revenue

	Total
2017	\$483,801.26
2018	\$469,320.33
2019	\$352,049.34
2020	\$143,477.55 (4 th qtr miss.)

There are a number of factors that must always be taken into consideration when reviewing the financial results for any fiscal year, as well as when projecting potential results for subsequent reporting periods:

- As ticketing and the laying of charges decline so do current fine revenues. This has been a consistent trend across the province. Although the POA Department has other sources of revenue (notably aggressive enforcement efforts targeting old or defaulted fines) the bulk receipts is highly dependent upon the number, type and quality of new charges laid, as well as the attendance of trained officers at trials in disputed cases.
- Another significant and uncontrollable external revenue factor is the number of fines imposed by an independent and impartial judiciary in the exercise of their discretionary sentencing functions, in the even of the entering of convictions.
- The POA Department is highly vulnerable to certain uncontrollable external expenses, notably the provincial charges for Victim Fine Surcharges, adjudication and those for Part III prosecutions, both of which are mandated by the Transfer Agreement.

COLLECTIONS

POA utilizes several collection methods to secure the payment of outstanding accounts receivables. Methods include the use of internal collection procedures and the use of external collection agencies. The collectability of the receivable is reduced as more time passes. The longer the debt has been owed, the less likely POA is to collect. Our POA office is currently working on updating its Collection and Write-off Policy in order to explore further collection options as well as finetune the process in determining the collectability status of a fine.

In 2017, the Province introduced legislation to improve collection efforts (inability to renew plates and driver's licences for driving-based offences) which has helped encourage payment. With the introduction of this collection effort, payments for fines which have caused a plate denial or a suspension of a driver's licence can now be

made at the Service Ontario office. From these payments, revenue of \$71,926.34 was received. This continues to be a positive and efficient method of collecting defaulted fines that may have not been collected otherwise.

At the end of 2020 of the \$6,188,845.36 in receivables. Our records show a total of 7493 fines placed with our third-party collection however, our overall review is not complete and a number of amendments are required to our database.

Write-offs for deceased persons, which are an automatic write-off by the Ministry of Attorney General, totalled \$36,363.47. Write-offs completed of other uncollectable defaulted fines totalled \$54,665.00.

2020 KEY INITIATIVES

A number of continuous improvement initiatives were implemented:

- Implementation of an online payment portal on the City's website.
- Review of files with the Collection Agency which allowed us to find discrepancies and move forward with correcting records and ensuring that all files that should be sent to the third-party collection agency are forwarded and those that should no longer be with the agency are removed.
- Launch of audio court proceedings through the Zoom platform.
- Development of an early resolution process with our prosecutor to help relieve the backlog.
- Research of all outstanding fines to write-off fines of deceased individuals.

2021 KEY INITIATIVES

A number of continuous improvement initiatives have been launched for 2021:

- Implementation of video/hybrid court proceedings in alignment with the court resumption procedures.
- Change in the walk-in guilty plea process in order to reduce costs for having fax machines at our two court locations.
- Review of the Collection and Write-Off Policy to explore further collection options and provide a set guideline for the write-off of fines deemed uncollectable.

- Review of all files to ensure all collection efforts were done and document it for easier determination of its collectability status.
- Review previously written-off files to confirm their collectability status based on the new Policy.



THE CORPORATION OF THE TOWN OF KIRKLAND LAKE

BY-LAW NUMBER 21-030

**BEING A BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL AT ITS
REGULAR MEETING HELD APRIL 6, 2021**

WHEREAS Subsection 5(1) of the Municipal Act, 2001, S.O. 2001, Chapter 25, as amended, provides that the powers of a municipal corporation are to be exercised by its Council;

AND WHEREAS Subsection 5(3) of the said Municipal Act provides that the powers of every Council are to be exercised by by-law;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Town of Kirkland Lake at this meeting be confirmed and adopted by by-law;

**NOW THEREFORE BE IT RESOLVED THAT THE COUNCIL OF THE CORPORATION
OF THE TOWN OF KIRKLAND LAKE ENACTS AS FOLLOWS:**

- 1 **THAT** the actions of the Council of the Town of Kirkland Lake in respect of each motion passed and other actions taken by the Council of the Town of Kirkland Lake at this meeting are hereby adopted and confirmed as if all such proceedings were expressly embodied in this by-law.
- 2 **THAT** the Mayor and Councillors of the Town of Kirkland Lake are hereby authorized and directed to do all things necessary to give effect to the actions of the Council of the Town of Kirkland Lake referred to in the preceding section.
- 3 **THAT** the Mayor and the Clerk are hereby authorized to execute all documents necessary on behalf of the Council and to affix thereto the corporate seal of the Town of Kirkland Lake.
- 4 **THAT** this by-law comes into force upon adoption by Council of the Town of Kirkland Lake.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 6th DAY
OF APRIL, 2021.**

Pat Kiely, Mayor

Meagan Elliott, Clerk