



# AGENDA

Corporation of the Town of Kirkland Lake  
Regular Meeting of Council  
Council Chambers  
November 3, 2020  
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 November 3, 2020 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 **The Timiskaming Active School Travel Charter – Crystal Gorman**

***BE IT RESOLVED THAT** the delegation by Crystal Gorman from the Health Unit be received.*

4.2 **Joe Mavrinnac Community Complex Naming – Mary Ann Mavrinnac**

***BE IT RESOLVED THAT** the delegation by Mary Ann Mavrinnac be received.*

4.3 **KL Solar – Paul Nadeau**

***BE IT RESOLVED THAT** the delegation by Paul Nadeau from KL Solar 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 October 20, 2020*
- *Minutes of the Special Meeting of Council held October 27, 2020, and*

***THAT** Council accept the minutes from the following meetings:*

- *Minutes of the Kirkland Lake Public Library Board Special Teleconference Meeting held May 14, 2020*
- *Minutes of the Kirkland Lake Public Library Board Informal Meeting held June 26, 2020*
- *Minutes of the Kirkland Lake Public Library Board Regular Meeting held September 17, 2020*

**PLEASE NOTE:** All items on this Agenda are for Council's consideration and will be voted on at the meeting.

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

6.1 Vacant Seat  
Meagan Elliott, Clerk

**BE IT RESOLVED THAT** Report Number 2020-CLK-005 entitled “**Vacant Seat**” be received,

**THAT** the Council seat occupied by Councillor Dennis Perrier is hereby declared vacant, and

**THAT** this matter be referred to the November 17, 2020 Regular Meeting of Council to provide sufficient time for Members of Council to consider the options presented within this report and at the November 17, 2020 Regular Meeting of Council debate the course of action that Council wishes to choose to fill the Council seat vacated by the passing of Councillor Dennis Perrier.

6.2 Financial and Key Performance Indicators Quarterly Report – Q3 2020  
Keith Gorman, Director of Corporate Services

**BE IT RESOLVED THAT** Memorandum Number 2020-FIN-008 entitled “**Financial and Key Performance Indicators Quarterly Report – Q3 2020**”, be received.

6.3 26 Dixon Land Sale  
Ashley Bilodeau, Director of Development Services

**BE IT RESOLVED THAT** Memorandum Number 2020-DEV-007 entitled “**Request to Purchase Land – East of 26 Dixon Avenue**”, be received, and

**THAT** staff be directed to present a By-law to Council at the November 17, 2020 Regular Meeting of Council to authorize the Corporation of the Town of Kirkland Lake to enter into an agreement of purchase and sale to sell the land to the east of 26 Dixon Avenue to Theodore and Brenda Bukowski for a sale price of \$300.00.

6.4 KL Gold Support Letter  
Ashley Bilodeau, Director of Development Services

**BE IT RESOLVED THAT** Memorandum Number 2020-DEV-006M entitled “**Kirkland Lake Gold - Support to Amend PTTW**”, be received,

**THAT** Council formally supports Kirkland Lake Gold in the application to amend the Permit to Take Water for Lakeshore Pond, and

**THAT** Mayor Kiely is hereby authorized to request a meeting with the Minister of Environment, Conservation and Parks, MPP John Vanthof and representatives from Kirkland Lake Gold to facilitate a resolution to this situation.

6.5 Economic Development Committee Recommendations  
Wilfred Hass, Economic Development Officer

**BE IT RESOLVED THAT** Memorandum Number 2020-EDD-006 entitled “**Economic Development Committee Recommendations**” be received,

**THAT** Council supports the establishment of Northern College’s Electric Vehicle Technician Program at the Kirkland Lake Campus,

**THAT** staff be directed to forward correspondence to President Penner expressing Council’s desire to support Northern College and the Electric Vehicle Technician Program at the Kirkland Lake Campus, and

**THAT** Council authorizes the Mayor to meet with Kirkland Lake Gold to gain support for the Electric Vehicle Technician Program at the Kirkland Lake Campus.

7. Consideration of Notices of Motion

8. Introduction, Reading and Consideration of By-Laws

9. Questions from Council to Staff

10. Notice(s) of Motion

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 Letter from Ministry of Labour, Training and Skills Development

**BE IT RESOLVED THAT** the letter dated October 15, 2020 from Monte McNaughton be received.

12.2 IC Inquiry Report Councillor Rick Owen

**BE IT RESOLVED THAT** the Integrity Commissioner Inquiry Report on Councillor Rick Owen be received.

**13. Closed Session**

***BE IT RESOLVED THAT*** Council move into a Closed Session pursuant to Section 239(2) to discuss 2 matters regarding labour relations and 1 matter that is subject to solicitor-client privilege.

13.1 Minutes of the Closed Session of Council held October 20, 2020

13.2 S.Fry v. TKL – Arbitration Update  
Ric McGee, CAO

13.3 Collective Bargaining CUPE, Local 1074  
Kassandra Young, Human Resources Supervisor

13.4 Wishart Law Procedures, Verbal  
Pat Kiely, Mayor

**14. Matters from Closed Session**

**15. Confirmation By-Law**

By-law 20-087                      Being a by-law to confirm the proceedings of Council at its meeting held November 3, 2020

***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 20-087, being a by-law to confirm the proceedings of Council at its meeting held November 3, 2020.***

**16. Adjournment**

***BE IT RESOLVED THAT*** Council adjourn the November 3, 2020 Regular Meeting of Council.

# The Timiskaming Active School Travel Charter

November 3 2020

Crystal Gorman

On behalf of the Regional AST Steering Committee



# Overview

- AST project update
- Benefits of AST
- Charter
- Municipal alignment
- Collaborative implementation

## TIMISKAMING ACTIVE SCHOOL TRAVEL CHARTER

This charter represents a long-term commitment to fostering a culture of active sustainable travel where we live, learn, work, and play. Active School Travel (AST) refers to any form of human-powered transportation such as walking, wheeling, or using mobility assistive devices for the school journey. This charter upholds the principle that environments where active transportation is supported by the school and local partners promotes community safety and accessibility for all, regardless of age, ability or income.

**I/We recognize the benefits associated with AST:**



HEALTHIER CHILDREN



LESS TRAFFIC & POLLUTION



SAFER SCHOOL ZONES



BETTER ACADEMIC PERFORMANCE

**I/We support AST through commitment to the following principles:**



### WALKING & CYCLING CULTURE

Fostering an active community culture is essential to increasing the number of active trips.

# The Timiskaming Active School Travel Project





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PERFORMANCE

## **I/We support AST through commitment to the following principles:**



## WALKING & CYCLING CULTURE

Fostering an active community culture is essential to increasing the number of active trips.

- **Support the development and implementation of School Travel Plans for all schools**
- **Whenever possible, develop infrastructure and policies that support active transportation**

# PARTNERSHIP, COLLABORATION & SHARED RESPONSIBILITY

Encouraging AST requires an ongoing interdisciplinary and collaborative approach between schools, communities, and government agencies.



- **Identify and eliminate barriers to using active transportation for the school journey**
- **Act as a proponent for resources and investments to build active and healthy communities**



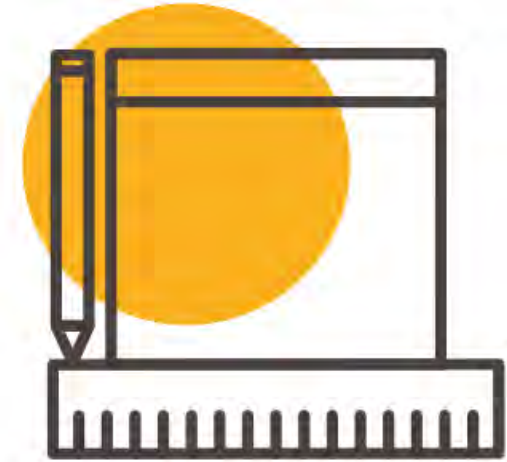
## STREET DESIGN FOR COMFORT, CONVIENIENCE, & SAFETY FOR ALL

The design of new streets or redevelopment of existing streets should include the integration of active travel facilities for pedestrians, cyclists, and public transit.

- **Conduct neighbourhood walkabout audits and traffic studies to support improved walkability and bikeability.**
- **Maintain active school travel routes on a year-round basis and where demand warrants.**

## SUPPORTIVE LAND USE & SITE PLANNING

Plan, encourage, and facilitate the integration of active transportation systems in communities, including existing and future schools.



- **When planning school site or neighbourhood developments, consult best practices and consider how walking, cycling and public transit use can be maximized.**



## Winter Maintenance Manual



### **AGING WELL IN K.L.**

*Making Kirkland Lake an Age-Friendly Community*

# OFFICIAL PLAN

A 20-year Plan for the Town of Kirkland Lake – Came into effect on May 5th, 2016

# Collaborative implementation





Good for  
everyone





# Questions?

## Contact:

Erika Aelterman, AST Project Lead

705-647-4305 x 2253

[aeltermane@timiskaminghu.com](mailto:aeltermane@timiskaminghu.com)



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**I/We recognize the benefits associated with AST:**



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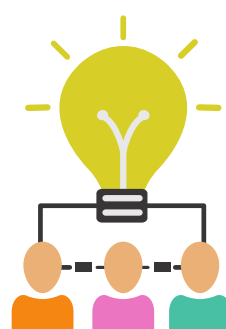


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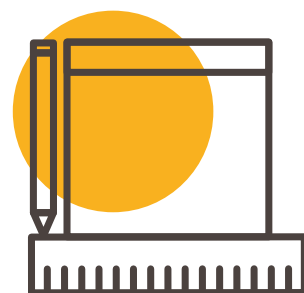


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CONSEIL SCOLAIRE CATHOLIQUE DE DISTRICT DES GRANDES RIVIÈRES



District School Board Ontario North East



Northeastern Catholic District SCHOOL BOARD



Conseil scolaire public du Nord-Est de l'Ontario



JOIN THE MOVEMENT TO IMPROVE CHILDREN'S MOBILITY AND HEALTH

Go to [www.timiskaminghu.com/90482/active-school-travel](http://www.timiskaminghu.com/90482/active-school-travel) for more.

# TIMISKAMING ACTIVE SCHOOL TRAVEL CHARTER: HOW-TO GUIDE

## Introduction

This companion document is intended to guide the signatories of the *Timiskaming Active School Travel Charter* with practical applications and actions for supporting more students to walk or wheel for the school journey. The actions on the next page serve as a starting point for fostering safe, healthy and connected communities. Achieving these goals requires coordination of efforts across multiple stakeholders in our communities including school staff, school boards, parents and students, public health, police, transportation, planning and others. Development of the Charter was initiated by the *Regional AST Steering Committee*, a group formed to support the direction, planning and implementation of the *Timiskaming Active School Travel Project*.



## Background

**School travel planning** is a provincially-led community-based model for implementing **active school travel (AST)** that systematically addresses barriers and incentives for walking to school. The Timiskaming Active School Travel Project brings school and community stakeholders together to identify barriers to students walking and cycling to school, devise an action plan to address the issues identified, implement those actions, and measure resulting travel mode and attitude shifts. Stakeholders collaborate to create and implement school-level actions plans that use equity, education, encouragement, engineering, and enforcement to address transportation and traffic safety problems, and support a shift in student travel behaviours towards more active and sustainable modes. The Timiskaming Active School Travel Charter serves as the first step toward fostering more active trips in our school communities.

## How and when to use this charter:

The Charter reinforces the importance of active and sustainable transportation supportive policies, infrastructure, and programming. Each of these are referred to in the developmental stages of various AST-related actions being undertaken by school boards, municipalities, and other signatories. This Charter serves to guide school staff, students, parents, community partners and boards of trustees to consider how activities and decisions can encourage or impact active transportation.

Many high-level decisions in our communities can have an impact on active school travel. The decisions that school boards make about school catchment areas, site planning, school closures, academic programs and transportation services can lead to more students travelling further to school and being driven. Municipalities can prioritize active and safe routes to school in official plans and active transportation strategies, ensuring active travel infrastructure is available and maintained. Police and by-law services can support the implementation of safety education and enforcement actions. Public health can support education and encouragement activities related to health promotion, physical activity and injury prevention. Student transportation services can support policy development and help develop and implement school action plans. Our local elected officials can advise on travel issues and help move solutions forward.

*When it comes to making sure students are able to get to school safely and enjoy the benefits of active travel, we all have an important role to play!*

## Charter Principles

Each AST principle provides a list of practical applications that can each serve as a starting point. Actions can be determined in the context of feasibility and local needs.

### 1. Walking and cycling culture

- ✓ Support the development and implementation of School Travel Plans for all schools
- ✓ Whenever possible, develop infrastructure and policies that support active transportation
- ✓ Promote and participate in the Timiskaming Active School Travel program and walk to school day events
- ✓ Integrate active and sustainable transportation education into the student curriculum to create a culture of respect between all road users

### 2. Partnership, collaboration, and shared responsibility

- ✓ Identify and eliminate barriers to using active and sustainable transportation for the school journey
- ✓ Work collaboratively to consider how activities, policies and decisions could encourage active transportation
- ✓ Act as a proponent for resources and investments to build active and healthy communities

### 3. Street design for comfort, convenience, and safety for all

- ✓ Conduct neighbourhood walkabout audits and traffic studies to support improved walkability and bikeability
- ✓ Maintain active school travel routes where demand warrants on a year-round basis
- ✓ Promote the benefits of safety enhancements including establishing safe active travel corridors to work and school

### 4. Supportive land use and site planning

- ✓ When planning school site or neighbourhood developments, consult best practices and consider how walking, cycling, and public transit use can be maximized
- ✓ Support the provision of end of trip facilities including bike parking
- ✓ Explore options to divert traffic away from the school zone such as Park 'N' Walk programming, off-site school parking, and school streets initiatives



# ACTIVE TRANSPORTATION AND PHYSICAL ACTIVITY IN TIMISKAMING

September 2020 - Timiskaming Health Unit



**THE BUILT ENVIRONMENT AND MUNICIPAL POLICIES HAVE A SIGNIFICANT IMPACT ON THE TYPES OF ACTIVITIES PEOPLE DO.**

**MUNICIPALITIES HAVE THE UNIQUE OPPORTUNITY TO PROVIDE COMMUNITY FACILITIES AND PROGRAMS THAT ENCOURAGE PHYSICAL ACTIVITY.**

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When communities make the healthy choice the easy choice through affordable or universally available options, not only are community members encouraged to be active, leading to a healthier population, the potential benefits of these investments to municipalities can also lead to economic gain for the community (STR, 2010).

Active transportation refers to any human-powered transportation used to get from one place to another, including walking, cycling, using a wheelchair or skateboarding. Timiskaming Health Unit (THU) prioritizes healthy living promotion and has staff available to support projects that align with our mandate of encouraging communities to be active, specifically through increasing policies and partnerships that create safe, supportive and healthy environments as well as increasing opportunities that lead to healthy behaviours. THU supports municipalities in developing or strengthening programming related to active travel and encouraging physical activity, particularly in outdoor spaces.

## EVERYONE WINS WITH PHYSICAL ACTIVITY: WHY THIS MATTERS, HOW IT HELPS TO MAKE OUR COMMUNITY HEALTHIER AND SUPPORTS ECONOMIC DEVELOPMENT

THU staff have created the **Municipal Active Travel and Physical Activity Tool**, which provides a framework to support municipalities in making decisions that impact the way their community moves for both transportation and recreation. From an economic perspective, there is opportunity for good return on investment for municipalities who offer connected active transportation routes and physical activity facilities. Cycling tourism in Ontario brings money to communities that cater to cycling and cyclists in a meaningful way (Arancibia et al, 2019; Ministry of Tourism, Culture & Sport, 2017; Nanos, 2018).

As communities navigate moving forward from restrictions and impacts of the COVID-19 pandemic, municipally-driven physical activity and active travel opportunities are likely to support the development of community connectedness as well as citizens' desires to engage with offered resources. 41% of Ontarians want to ride a bike more (Nanos, 2018). Research shows that 60% of people would cycle more if they felt safe (STR, 2010). By providing infrastructure that offers the opportunity for people to cycle safely, municipalities are supporting individuals to meet that need. One study in Vancouver and Toronto found a safety increase of 89% on protected cycle tracks (eg, raised curbs, bollards or concrete barriers) on roads without parking compared to roads with parked cars and no cycling infrastructure (Teschke et al., 2012).

Community walkability is also affected by neighbourhood design features (eg. residential density, retail ratio, land use mix and intersection density) as well as availability of shade and trees, lighting, sidewalks and recreational facilities (Frank et al., 2009; HRHD, 2009). These and other features are associated with utilitarian walking and have an impact on the walking and cycling behaviour of residents (HRHD, 20019).

## What THU can do:

- Support and consult on local municipal active travel policy, infrastructure and plans to encourage community members to utilize our public spaces.
- Review policies that encourage or discourage active transportation and physical activity and offer suggestions on adapting to support community members to get active.
- Engage with municipal and community partners to support aligned project implementation and funding applications.
- If deemed a need, assist with the development of a Community Active Transportation Committee and support plan development.
- Provide a tool and THU staff guidance to understand your local active travel context and set goals for areas of improvement.
  - This tool has been developed using best practices from a variety of evidence-informed sources. It outlines activities to enhance the active travel and physical activity opportunities in your community in a way that considers all starting points. That is, any budget point and/or staff capacity, from no cost, low effort to high cost, high effort. Our goal with this tool is to enhance environments for all communities across the District of Timiskaming.



## ENHANCING ACTIVE TRAVEL OPPORTUNITIES SUPPORTS:

- CITIZEN HEALTH AND WELLBEING
- ECONOMIC DEVELOPMENT
- LESS TRAFFIC AND POLLUTION
- AFFORDABLE AND EQUITABLE TRANSPORTATION

When cycling behaviour increases, people drive less, resulting in a decrease of greenhouse gas emissions, thus supporting climate change actions. In Montreal, one study showed that for every 7% increase in the length of the city's cycling network, a 2% reduction of greenhouse gas emissions was observed (Zahabi et al., 2016). As vehicular road users are diverted to modes of active travel, traffic congestion is reduced, thus making roads safer for all users. Furthermore, from a municipal budget perspective, paving road shoulders has potential to save municipalities money over the long term. "Paving road shoulders was estimated to extend road life by 10%, paying for itself within 18 years due to annual savings such as reduced maintenance, preservation of pavement edge and easier snow removal" (STR, 2018).

In addition to saving municipalities money, cycling can help make life more affordable and equitable for residents as well. The average cost of owning a vehicle in Canada is between \$8 600 and \$13 000 (Alini, 2017). "Making commutes safe and convenient for residents to cycle for shorter trips- instead of owning a second or third vehicle- can help reduce annual household transportation costs" (STR, 2018).

In municipalities throughout Timiskaming, active travel is a viable form of transportation. Most of our communities have nearby points of destination, so a utilitarian bicycle ride or walk are not typically long-distances. Canadian research shows that those who live in walkable neighbourhoods do more utilitarian walking than those living in less walkable neighborhoods (Theilman et al., 2016). Even if people chose to replace vehicle trips of 3 km or less with riding a bike or by walking, vehicular traffic would be significantly decreased within our communities.



A healthy community is a community that thrives. There is a strong positive relationship between physical activity and the natural and built environments. These positive health outcomes can include “lower body mass index and body fat; fewer cardiovascular disease factors; lower risk for cancer; lower risk for premature death from all causes; better mental health; and a stronger sense of community belonging” (Participation, 2019).

There is also strong research that supports a positive relationship between nature and positive mental health. “Being in nature, or even viewing scenes of nature, reduces anger, fear, and stress and increases pleasant feelings. Exposure to nature not only makes you feel better emotionally, it contributes to your physical wellbeing, reducing blood pressure, heart rate, muscle tension, and the production of stress hormones” (University of Minnesota, 2016). Access to nature is abundant in Timiskaming, making outdoor recreation a very viable option for all communities in the district. Physical activities such as cycling and walking encourage people to get outdoors and experience all the physical and mental benefits of nature and getting active.



**THU IS HERE TO  
SUPPORT  
MUNICIPALITIES IN  
THEIR EFFORTS TO  
ENHANCE  
OPPORTUNITIES FOR  
ACTIVE TRAVEL AND  
PHYSICAL ACTIVITY.**

**TOGETHER WE CAN  
BUILD SAFER,  
HEALTHIER AND  
MORE VIBRANT  
COMMUNITIES WHERE  
EVERYONE CAN  
THRIVE.**

**FOR MORE  
INFORMATION, GIVE  
US A CALL!**

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Services de santé du




**TIMISKAMING**

Health Unit

New Liskeard: (705) 647-4305 | (866) 747-4305

Englehart: (705) 544-2221 | 877-544-2221

Kirkland Lake: (705) 567-9355 | (866) 967-9355

   [timiskaminghu.com](http://timiskaminghu.com)



# REFERENCES

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*Mary Ann Mavrinnac*



October 26, 2020

Mayor and Council  
Town of Kirkland Lake  
96 Tower Street  
Kirkland, Lake, Ontario  
P2N 1P6

Dear Mayor Kiely and Council,

I am writing to follow-up on my letter to Council on Dec 16, 2019 (attached), and in turn, to obtain an update on the resolution that occurred on December 3, 2019 requesting that staff investigate naming rights to *The Joe Mavrinnac Community Complex*.

I was assured by Mayor Kiely and Council that it was not Council's intention to remove the Joe Mavrinnac name. I was also reassured that the Mayor and Council would a) keep me in the loop about the naming investigations, and b) reply to my offer to contribute financially to erect a new sign in front of the Complex.

I understand that COVID-19 has captured the world's attention. As such, I held back enquiring about these issues. I have since written two emails to Mayor Kiely: one on September 14 to ask about the sign, and in turn, on October 5 when I did not hear back from the Mayor regarding my first email. I am now writing to Council.

As noted in my letter of December 16, 2019, I wish to retain *The Joe Mavrinnac Community Complex* naming as this was unanimously bestowed by a previous Council. The social media furor, the letters and registered complaints about Council's actions sent to the Town Hall, and responses that I received personally, strongly suggest that current and former Kirkland Lakers also support the retention of the Joe Mavrinnac naming of the Complex.

My concern is that you have not kept me in the loop, as promised, about the naming investigations; nor have you responded to my offer to contribute financially to a new exterior sign. Further, I am concerned that *The Joe Mavrinnac Community Complex* name is no longer being used on the [website for the Complex](#), on the radio, or in correspondence about the Complex in spite of assertions by Council at the December 10 meeting that:

- "the name hasn't changed"
- "when we passed the name change part of the discussion, it wasn't necessarily taking the name from the building"
- "It is business as usual. It's the Joe Mavrinnac Community Complex."

The Mayor subsequently stated in the Northern News:

- "In fact what we voted on or discussed was to look at renaming the building but there was no mention of taking the Joe Mavrinac name off the building" (December 11, 2019)

and in personal communications with the Mayor he stated:

- "We will get this thing fixed" in reference to retaining the Joe Mavrinac name. (Phone call, December 12, 2019)

Thankfully, the signs at the east and west end of the town continue to stand, leading one to believe that the Complex is still called *The Joe Mavrinac Community Complex* in spite of the erosion in use of the formal name that I wish to address.

To ensure the legacy of my father remains intact through the naming of *The Joe Mavrinac Community Complex*, I continue to request that these issues be resolved. My father worked tirelessly to deliver, with a community team and co-chair, a debt-free Community Complex when it opened, and subsequently served for the Town of Kirkland Lake as Mayor for 18 years.

I would appreciate hearing from you in the next couple of weeks. It is disheartening that I first raised this issue in August 2018 and that it is still unresolved.

Best regards,

*MA. Mavrinac*



**Mary Ann Mavrinc**

December 16, 2019

Mr. P. Kiely, Mayor and Council  
Town of Kirkland Lake  
96 Tower Street  
Kirkland, Lake, Ontario  
P2N 1P6

Dear Mayor Kiely and Council,

I am writing to thank you for your willingness to pursue a "win-win" outcome that will preserve the honour bestowed on my father by a previous Council in naming *The Joe Mavrinc Community Complex*. This recognized the key role that he played in the planning and fundraising for this facility, and in turn, for his 18 years of service as Mayor of the Town of Kirkland Lake.

In listening to the comments made during the December 10 Council meeting on this topic, it was heartening to hear the clarification of your intentions of the December 3 resolution. You indicated that at no time was it Council's intention to remove the Joe Mavrinc name, citing the model used for the Dave Keon Arena as an example of the direction you wish to take.

I wish to reiterate what I stated in my letter of December 6 to Mayor Keily in reference to the Dave Keon Arena: "I wish to achieve a similar "win-win" for the town and for retaining my father's legacy through the retention of his name on *The Joe Mavrinc Community Complex*." I am delighted that we are in agreement on a path forward.

In a recent conversation with Mayor Kiely, I raised the issue of erecting a temporary exterior sign at the complex within the next month or so, in keeping with the two signs that stand at each end of the town. I repeated that we are happy to cover the cost of this sign should this help to expedite its installation.

I very much appreciate, as well, the offer of Mayor Kiely to keep the family in the loop as discussions and any plans evolve.

Thank you so much for your good will. All the very best to you and yours for a joyous holiday season. May 2020 be a very good one for the Town of Kirkland Lake.

Sincerely,



Mary Ann Mavrinc



**Joe Mavrinac**  
**COMMUNITY**  
**COMPLEX**



The Kirkland Lake Community Complex was named in honour of Joe Mavrinc a long time resident, businessman, elected official and volunteer who dedicated his talents to improving the quality of life in Kirkland Lake.

Be it resolved that on this day Saturday, November 4th, 2000 the Council for the Corporation of the Town of Kirkland Lake has bestowed on this facility the name.

**"THE JOE MAVRINAC  
COMMUNITY COMPLEX"**



# MINUTES

Corporation of the Town of Kirkland Lake  
Regular Meeting of Council  
Council Chambers  
October 20, 2020  
4:40 p.m.

## Attendance

Mayor: Pat Kiely  
Councillors: Casey Owens  
Stacy Wight  
Eugene Ivanov  
Rick Owen  
Absent: Dennis Perrier  
Patrick Adams  
Staff: Chief Administrative Officer: Ric McGee  
Clerk: Meagan Elliott  
Director of Corporate Services: Keith Gorman  
Director of Development Services: Ashley Bilodeau  
Director of Community Services: Bonnie Sackrider  
Director of Public Works: Michel Riberdy  
Fire Chief: Rob Adair  
Director of Care: Nancy Loach  
Manager of Economic and Development: Wilf Hass  
Waste Management Manager: Richard Charbonneau

## 1. Call to Order and Moment of Silence

Mayor Pat Kiely requested a moment of silence and noted it to be in memory of Councillor Dennis Perrier.

## 2. Approval of the Agenda

Moved by: Rick Owen

Seconded by: Stacy Wight

**BE IT RESOLVED THAT** the Agenda for the Regular Meeting of Council held on October 20, 2020 beginning at 4:40 p.m. be approved as circulated to all Members of Council with the addition of a Closed Session item to be listed as 13.3 – Heritage North – Request to Purchase.

**CARRIED**

## 3. Declaration of Pecuniary Interest

Mayor Pat Kiely requested those present to declare any pecuniary interest with matters appearing on the agenda. Councillor Eugene Ivanov declared a pecuniary interest on newly added item 13.3 Heritage North – Request to Purchase.

**4. Petitions and Delegations**

4.1 E4M Integrity Commissioner Report

Moved by: Stacy Wight

Seconded by: Eugene Ivanov

**BE IT RESOLVED THAT** the delegation by Sean Sparling for E4M be received.

**CARRIED**

4.2 Penny and Garry Fournel – Kirkland Ave. Encroachment Agreement

Moved by: Casey Owens

Seconded by: Rick Owen

**BE IT RESOLVED THAT** the delegation by Penny Fournel be received.

**CARRIED**

**5. Acceptance of Minutes and Recommendations**

Moved by: Eugene Ivanov

Seconded by: Rick Owen

**BE IT RESOLVED THAT** Council accept the minutes of the following meetings:

- Minutes of the Regular Meeting of Council held October 6, 2020

**CARRIED**

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

6.1 COVID-19 Update, Verbal  
Ric McGee, CAO

Moved by: Stacy Wight

Seconded by: Eugene Ivanov

**BE IT RESOLVED THAT** the verbal update titled “**COVID-19 Update**” be received.

**CARRIED**

6.2 Request to Purchase Land – 8 Calbeck Avenue  
Ashley Bilodeau, Director of Development Services

Moved by: Rick Owen

Seconded by: Eugene Ivanov

**BE IT RESOLVED THAT** Report Number 2020-DEV-054 entitled “**Request to Purchase Land – 8 Calbeck Avenue**”, be received,

**THAT** staff be directed to present a by-law to enter into an agreement of purchase and sale to sell 8 Calbeck Avenue to Emilie Lacaille for a sale price of \$10,000, including reimbursement of \$5,000 if an occupancy permit is issued within one year from the date of the sale closing date, \$3,000 if an occupancy permit is issued within two years of the date of the sale closing date and no reimbursement if the property is not developed within two years.

**CARRIED**



6.3 Encore Club – Request to Waive Tipping Fees  
Ashley Bilodeau, Director of Development Services

Moved by: Casey Owens

Seconded by: Rick Owen

**BE IT RESOLVED THAT** Report Number 2020-DEV-055 entitled “**Encore Club - Request to Waive Tipping Fees**”, be received, and  
**THAT** Council authorize staff to waive 100% of the tipping fees for the Encore Club to dispose of one (1) waste bin associated with disposal of unsold items.

**CARRIED**

6.4 Corporate Policy Manual  
Meagan Elliott, Clerk

Moved by: Stacy Wight

Seconded by: Eugene Ivanov

**BE IT RESOLVED THAT** Memorandum Number 2020-CLK-007 entitled “**Corporate Policy Manual**” be received,  
**THAT** Council for the Corporation of the Town of Kirkland Lake approves the policies listed in Attachment 1 to this Report as the in force and effect Policy Manual for the Town of Kirkland Lake,  
**THAT** all other policies not contained within Attachment 1 to this Report are hereby repealed, and  
**THAT** staff be directed to present a by-law to repeal any policies passed by by-law that are not mandated to be passed by by-law.

**CARRIED**

6.5 Award of RFP-559-20 Engineering Assessment, Design and Contract Administration Services for Kirkland Lake Gold Water/Sewer Servicing  
Michel Riberdy, Director of Public Works

Moved by: Eugene Ivanov

Seconded by: Stacy Wight

**BE IT RESOLVED THAT** Report Number 2020-PW-009 entitled “**Award of RFP-559-20 Engineering Assessment, Design and Contract Administration Services for Kirkland Lake Gold Water/Sewer Servicing**”, be received,  
**THAT** Council hereby awards RFP-559-20 Engineering Assessment, Design and Contract Administration Services for Kirkland Lake Gold Water/Sewer Servicing to EXP Services Inc. in the amount of \$213,490.00 (HST excluded),  
**THAT** staff is hereby authorized to execute the necessary documents to complete the terms of RFP-559-20, and  
**THAT** staff be directed to include \$153,490.00 dollars in the 2021 Capital Budget as a pre-approved project.

**CARRIED**

6.6 Safe Restart Agreement – Phase 2 Consideration  
Keith Gorman, Director of Corporate Services

Moved by: Rick Owen

Seconded by: Casey Owens

**BE IT RESOLVED THAT** Report Number 2020-FIN-007 entitled “**Safe Restart Agreement – Phase 2 Consideration**”, be received, and **THAT** staff be directed to prepare, finalize and submit an application for Phase 2 funding consideration.

**CARRIED**

**7. Consideration of Notices of Motion**

**8. Introduction, Reading and Consideration of By-Laws**

Moved by: Stacy Wight

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 20-082**, being a by-law to authorize the Mayor and Clerk to execute an agreement and to appoint Kim Cholette as the Integrity Commissioner for the Town of Kirkland Lake

**CARRIED**

Moved by: Stacy Wight

Seconded by: Casey Owens

**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 20-083**, being a by-law to authorize the Mayor and Clerk to execute an agreement with Penny and Garry Fournel for a portion of the Kirkland Avenue road allowance in Swastika

**CARRIED**

**9. Questions from Council to Staff**

9.1 Strategic Plan Items

Stacy Wight, Councillor

Moved by: Stacy Wight

Seconded by: Rick Owen

**BE IT RESOLVED THAT** the question from Councillor Stacy Wight regarding Strategic Plan items be received.

**CARRIED**

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

None noted.

**11. Councillor's Reports**

11.1 Councillor Updates

Moved by: Eugene Ivanov  
Seconded by: Casey Owens

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

**CARRIED**

**12. Additional Information**

12.1 Letter from MPP John Vanthof

Moved by: Eugene Ivanov  
Seconded by: Stacy Wight

**BE IT RESOLVED THAT** the letter dated October 1, 2020 from MPP John Vanthof be received.

**CARRIED**

12.2 2020 Victims and Survivors of Crime Awareness Week

Moved by: Casey Owens  
Seconded by: Stacy Wight

**BE IT RESOLVED THAT** the letter dated October 5, 2020 from Victim Services of Temiskaming & District be received, and **THAT** staff be directed to create a policy for proclamations.

**CARRIED**

12.3 Ombudsman Investigation

Moved by: Rick Owen  
Seconded by: Stacy Wight

**BE IT RESOLVED THAT** the letter dated October 13, 2020 from the Office of the Ombudsman be received.

**CARRIED**

**13. Closed Session**

Moved by: Eugene Ivanov  
Seconded by: Casey Owens

**BE IT RESOLVED THAT** Council move into a Closed Session pursuant to Section 239(2) to discuss 2 land disposition matters, 1 litigation matter, and 1 matter involving identifiable individuals.

**CARRIED**

*Council moved into Closed Session at 6:09pm*

13.1 Minutes of the Closed Session of Council held October 6, 2020

13.2 Request to Purchase – McKelvie Ave.

Ashley Bilodeau, Director of Development Services

13.3 Heritage North – Request to Purchase

Ashley Bilodeau, Director of Development Services

13.4 Statement of Claim – 9775706 Canada Inc. vs TKL, TKL Solar Inc., Energie Kapuskasing Energy Inc., 2325524 Ontario Inc., 2325524 Ontario Inc. O/A Sentinel Solar, Sentinel Solar Corp., Sentinel Solar Holdings Ltd. – Withdrawn  
Richard McGee, CAO

13.5 Employment Contract

Ric McGee, CAO

*Council rose from Closed Session at 6:56pm*

**14. Matters from Closed Session**

None noted.

**15. Confirmation By-Law**

Moved by: Rick Owen

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 20-084**, being a by-law to confirm the proceedings of Council at its meeting held October 20, 2020.

**CARRIED**

**16. Adjournment**

Moved by: Eugene Ivanov

Seconded by: Casey Owens

**BE IT RESOLVED THAT** Council adjourn the October 20, 2020 Regular Meeting of Council.

**CARRIED**

*The meeting adjourned at: 6:58pm*

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Pat Kiely, Mayor

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Meagan Elliott, Clerk



# MINUTES

Corporation of the Town of Kirkland Lake  
Special Meeting of Council  
Electronically via Zoom  
October 27, 2020  
4:40 p.m.

## Attendance

Mayor: Pat Kiely  
Councillors: Casey Owens  
Stacy Wight  
Eugene Ivanov  
Rick Owen  
Patrick Adams  
Absent: Dennis Perrier  
Staff: Clerk: Meagan Elliott  
Director of Corporate Services: Keith Gorman

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

Mayor Pat Kiely requested a moment of silence.

### 2. Approval of the Agenda

Moved by: Rick Owen

Seconded by: Stacy Wight

**BE IT RESOLVED THAT** the Agenda for the Special Meeting of Council held via Zoom on October 27, 2020 beginning at 4:40 p.m. be approved as circulated to all Members of Council.

**CARRIED**

### 3. Declaration of Pecuniary Interest

Mayor Kiely requested those present to declare any pecuniary interests. None noted.

### 4. Introduction, Reading and Consideration of By-Laws

Moved by: Patrick Adams

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 20-085**, being a by-law to authorize the Mayor and Clerk to execute documents related to the sale of a property located at 8 Calbeck Avenue to Emillie Lacaille.

**CARRIED**

5. **Closed Session**

Moved by: Stacy Wight

Seconded by: Casey Owens

**BE IT RESOLVED THAT** Council move into a Closed Session pursuant to Section 239(2) to discuss 1 matter involving personal matters about an identifiable individual.

**CARRIED**

*Council moved into Closed Session at 4:42pm*

5.1 **Paul Cassan, Wishart Law**

*Council rose from Closed Session at 6:08pm*

6. **Matters from Closed Session**

7. **Confirmation By-Law**

Moved by: Casey Owens

Seconded by: Patrick Adams

**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 20-086**, being a by-law to confirm the proceedings of Council at its meeting held October 27, 2020.

**CARRIED**

8. **Adjournment**

Moved by: Eugene Ivanov

Seconded by: Rick Owen

**BE IT RESOLVED THAT** Council adjourn the October 27, 2020 Special Meeting of Council.

**CARRIED**

*The meeting adjourned at: 6:10pm*

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Pat Kiely, Mayor

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Meagan Elliott, Clerk



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## KIRKLAND LAKE PUBLIC LIBRARY BOARD

### Minutes of Special Teleconference Meeting held May 14, 2020

#### 1. **Call to order:**

Board Chairperson Mrs. Bryce Day called the regular meeting of the Kirkland Lake Public Library Board to order at 5:05pm.

#### 2. **Attendance:**

Present: Mrs. S. Orr, Mrs. S. Scott, Ms. J. Johnson, Ms. S. Wight, Mrs. B. Day and Ms. C. Lafreniere, CEO / Secretary.

Regrets:

Mr. N. Guimond  
Mrs. J. Leduc

#### 3. **Adoption of the Agenda:**

The Kirkland Lake Public Library Board approves the agenda for Thursday, May 14, 2020 as presented.

Moved by: Mrs. S. Orr

Seconded by: Mrs. S. Scott

Carried.

#### 4. **Adoption of the Minutes:**

**Motion # 2020 – 10:** The Kirkland Lake Public Library Board approves the minutes of Thursday, February 20, 2020 as presented.

Moved by: Mrs. S. Orr

Seconded by: Mrs. S. Scott

Carried.

#### 5. **Business arising from the minutes:**

There was no business to discuss at this time regarding the minutes of February 20, 2020.

**6. Adoption of the Bills and Accounts:**

**Motion # 2020 – 11:** After reviewing the Council Board Report (Bills Paid), the Kirkland Lake Public Library Board approves the bills and accounts as presented.

Moved by: Ms. J. Johnson

Seconded by: Mrs. S. Scott.

Carried.

**7. Financial Reports:**

- a. Royal Bank Statement: Mr. N. Guimond reported on the status of the Teck Centennial Library bank account for the period of March 25 to April 24, 2020.
- b. Royal Bank Statement: Mr. N. Guimond reported on the status of the Kirkland Lake Public Library Board account for the period of March 31 2020 to April 30, 2020.
- c. Manulife Statement: Mr. N. Guimond reported on the status of the Miss Ball Trust which is invested with Manulife Investments.

**8. Correspondence:**

There was no correspondence to review or discuss at this time.

**9. Librarian's Report**Highlights:

## Building:

- Fire safety checks were conducted on March 17 and Aril 17, 2020.
- Dan Thomas was called in to repair several lights that were not working. Rather than repair the ballast, he changed the light fixture to LED.

## Business:

- The COVID-19 crisis has been at the forefront of our minds for the majority of the past couple of months. On March 16<sup>th</sup>, the library was forced to make the difficult decision to close our doors temporarily to the public until further notice. During this time, I laid-off our two Library Pages, however other staff continued to report to work, so the library would keep our phone lines open for those who are interested in our eResources.
- All staff members have been working very hard while we are closed. I am very pleased to report that for the first time in over 17-years, books in both departments are now weeded, books have been shifted, shelves have been



cleaned and all books have been discarded and some have been set aside for our book sale room.

- Painting in the adult department is on-going and it looks absolutely wonderful.
- I am currently working on an "Operational Continuity Plan" policy. I noticed we do not have anything in place regarding library closure during an emergency of this magnitude.
- I am also working on procedures for when we open our doors once again to the public. I am thinking of a 4-5 phase plan.
- Marion Sauve has been washing down all the books and shelves in the library using dish soap and bleach. AT this time, she has completed the Young Adult, Large Print, DVD, Audio, Mystery and half of the Non-Fiction sections.

#### Just the Facts:

- We signed up 4 patrons while we are closed to the public...this was so members could have access to Books from Overdrive
- We sent out 9 items via InterLibrary Loan.
- Over 10 people signed up to Books for Overdrive
- 104 audiobooks and over 400 eBooks were signed out using Overdrive.

#### 10. Unfinished Business:

There was no unfinished business to discuss.

#### 11. New Business:

- a. Summer Student: CEO informed the Library Board that she was approved for 2 summer students. One from Young Canada Works and the other from Service Canada.

**Motion # 2020 – 12:** The Kirkland Lake Public Library approves the hiring of two summer students to help alleviate with staff vacations and summer reading program.

Moved by: Mrs. S. Scott

Seconded by: Ms. S. Wight.

Carried.

- b. Plan to Reopen for Business: CEO informed the Board that Premier Mr. Doug Ford announced that Public Libraries are in Phase 2: Restart plan which includes "Curbside Pickup and Delivery" may begin on May 19, 2020. At this time, Teck Centennial Public Library is not ready to start this service this soon. The Board agreed the decision will be up to the CEO and staff.

- c. Personal Protective Equipment (PPE): CEO informed the Library Board that PPE is on order, however, we would like to have Plexiglas installed at both circulation desks to ensure staff safety.

**Motion # 2020 – 13:** The Kirkland Lake Public Library Board approves the installation of Plexiglas at both circulation desks.

Moved by: Ms. J. Johnson.

Seconded by: Mrs. S. Scott.

Carried.

**12. Date of Next Meeting:**

The next regular scheduled meeting of the Kirkland Lake Public Library Board will take place on June 18, 2020, at 5:00pm via ZOOM.

**13. Adjournment:**

**Motion to adjourn:** Ms. J. Johnson

**Meeting adjourned at:** 5:45pm

*Shirley Scott*

Board Chair, Mrs. Bryce Day

*Acting Chair, Shirley Scott*

Secretary to the Board, Ms. C. Lafreniere

Date: Sept 18, 2020



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## KIRKLAND LAKE PUBLIC LIBRARY BOARED

Items discussed at the informal meeting held June 26, 2020

All items up discussed, sent by email for approval to all board members.

1. **Adoption of the agenda:**

The Kirkland Lake Public Library Board approves the agenda for June 26, 2020 as amended.

Moved by: Mrs. S. Orr by email

Seconded by: Ms. S. Wight by email

2. **Adoption of the minutes:**

**Motion # 2020 – 14:** The Kirkland Lake Public Library Board approves the minutes of Thursday, May 14, 2020 as presented.

Moved by: Ms. J. Johnson by email.

Seconded by: Ms. S. Wight by email.

3. **Adoption of the Bills and Accounts:**

**Motion # 2020 – 15:** After reviewing the Council Board Report, the Kirkland Lake Public Library Board accepts the bills and accounts as presented.

Moved by: S. Orr by email

Seconded by: Ms. J. Johnson by email.

4. **Website:** CEO explained the need for the library to purchase their own website domain name and create a website that will be hosted by an independent company for a small monthly fee, and no longer have Ontario Library Service North due to the lack of dependency of the website.

**New Website:**

**Motion # 2020 – 16:** The Kirkland Lake Public Library Board approves the CEO to purchase a domain name and create a website using one of the many website designer templates for the library.

Moved by: Ms. J. Johnson by email

Seconded by: Ms. S. Wight by email

5. **Composition of the Board:**

The Kirkland Lake Public Library Board has been comprised of 9 trustees to date. Due to the difficulty of recruiting new members, the Kirkland Lake Public Library Board will reduce the number of trustees from 9 members to 5 members, which is still in compliance with the Ontario Public Libraries Act, 1990, Chapter p. 44, section 9-1: A public library board for a municipality whose population is less than 100,000, shall be composed of at least five and no more than nine members.

**Motion # 2020 – 17:** The Kirkland Lake Public Library Board will consist of no less than five members and more than seven members.

Moved by: S. Orr by email.

Seconded by: J. Leduc by email.



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## KIRKLAND LAKE PUBLIC LIBRARY BOARD

### Minutes of the Thursday, June 26, 2020 Informal Meeting due to not having quorum Held Via Zoom

We did not have quorum for this meeting. All items requiring a motion were submitted via email.

1. **Call to Order:**

Acting Board Chairperson Mrs. Shirley Scott called the regular meeting to order at 3:00pm, via Zoom.

2. **Attendance:**

Present: Mrs. S. Scott, Mrs. S. Orr, Ms. S. Wight, Ms. J. Johnson

Regrets:

Mr. N Guimond

Mrs. J. Leduc

3. **Adoption of the Agenda:**

The Kirkland Lake Public Library Board approves the agenda for June 26, 2020 as amended.

Moved by:

Seconded by:

Carried.

Correspondence

6.1 – Letter from Mayor Pat Kiely

4. **Adoption of the Minutes:**

**Motion # 2020 – 14:** The Kirkland Lake Public Library approves the minutes of Thursday, May 14, 2020, teleconference meeting as presented.

Moved by:

Seconded by:

Carried.

**5. Business arising from the Minutes:**

There was no business arising from the minutes of May 14, 2020.

**6. Adoption of the Bills and Accounts:**

**Motion # 2020 – 15:** After reviewing the Council Board Report (bills paid), the Kirkland Lake Public Library Board approves the bills and accounts as presented.

Moved by:

Seconded by:

Carried.

**7. Correspondence:**

- a. From: Mayor Pat Kiely: Condolence letter on the passing of Mrs. Bryce Day.

Correspondence has been placed on file.

**8. Financial Reports:**

Royal Bank Statement: Mrs. S. Scott reported on the status of the Teck Centennial Library bank account for the period of April 24 – May 25, 2020.

Royal Bank Statement: Mrs. S. Scott reported on the status of the Kirkland Lake Public Library Board bank account for the period of April 30 – May 29, 2020.

Manulife Statement: A statement is not available at this time.

**9. Committee Reports:**

- a. Policy review and updates:

Composition of the Board:

The Kirkland Lake Public Library Board has been comprised of 9 trustees to date. Due to the difficulty of recruiting new members, the Kirkland Lake Public Library Board will reduce the number from 9 members to 7 members, which is still in compliance with the Ontario Public Libraries Act, 1990, Chapter p. 44, section 9 – 1: A public library board for a municipality whose population is less than 100,000, shall be composed of at least five and no more than nine members

**Motion # 2020 – 16:** The Kirkland Lake Public Library Board will be comprised of 7 members.

Moved by:

Seconded by:

Carried

b. Personnel:

CEO informed the Board she hired two summer students, one through the Young Canada Works in Canadian Heritage program and the other was hired with a grant from Summer Experience Program through Service Canada.

c. Property:

CEO informed the library board the Plexiglas has finally been installed at both circulation departments.

## 10. Librarian's Report:

### Highlights:

#### Building:

- Painting the entrance to the office hall into the office was completed.
- Fire safety checks were conducted on May 22, 2020.
- Still waiting for PPE to arrive. Unfortunately, all of the hand sanitizer and masks I ordered are on backorder.

#### Business:

- During this pause in regular service due to the Covid-19 pandemic, all staff members have been working diligently washing the books and shelves, organizing and discarding material.
- The book drop bin opened up for returns on June 2, 2020. All material will be placed on 72 hour quarantine then cleaned before being checked-in and placed back on the shelf.
- Phase 1 – curbside pick-up of library material began on June 2, 2020.
- Shandalyn, summer students and I have been working on the TD Summer Reading program. This years' theme is "Game On" and we have come up with some excellent ideas that will encompass both digital and outdoor activities, while keeping socially distant.

#### Just the Facts:

- Signed up 3 memberships while we were closed to the public.
- A total of 380 eBooks and 74 audiobooks were loaned out from Overdrive.
- Completed 3 genealogy requests.

The Library Board reviewed the statistics.

## 11. Friends of the Library:

-Nothing to report at this time.

Due to COVID-19, the Friends of the Library have not been able to meet; therefore there is nothing to report at this time.

## 12. **Unfinished Business:**

CEO informed the library board that she purchased 9 new iPads for our New Horizon's for Seniors Program. The iPads will be brought to the senior homes to help seniors with loneliness and those who are feeling isolated from loved ones. The iPads will be a way for them to communicate with family and friends during the pandemic. She is hoping to have everything in place by mid July.

## 13. **New Business:**

### a. Operating Hours during Covid-19:

Currently library staff members are working from 10:00-5:00 Tuesday to Friday and Saturdays from 10:00 – 2:00. Beginning July 2, the library will introduce faxing and photocopying as well as offer one public workstation for use.

### b. Website:

CEO explained the need for the library to purchase their own website domain name and create a website that will be hosted by an independent company for a small monthly fee, and not have it hosted by Ontario Library Service North due to the lack of dependency with the website.

### **New Website:**

**Motion # 2020 – 16:** The Kirkland Lake Public Library Board approves the CEO to purchase a domain name and create a website using one of the many website designer templates for the library.

Moved by:

Seconded by:

Carried.

### c. New Library Board Members:

CEO informed the Library Board that Mrs. Helen Miller will join the library board in September 2020. On another note, due to the sudden passing of our Board Chairperson, Mrs. Bryce Day, we will still need to recruit another member. CEO will send a letter to Meagan Elliot informing her of our situation.

### d. Board Chair:

CEO informed the Library Board that she will need someone with signing authority to sign important documents or cheques. Mrs. Shirley Scott has agreed to volunteer as Acting Board Chairperson until further notice.



e. Signing Authority:

With the passing of Mrs. Bryce Day, Head Librarian informed the Board that the signing authority will need to be changed at the bank. CEO will contact Royal Bank of Canada to request a meeting. Once the date has been set, she will notify Mrs. Scott of the date and time.

14. **Date of Next Meeting:**

The next regular scheduled meeting of the Kirkland Lake Public Library Board will take place on September 17, 2020 via Zoom.

15. Due to not having quorum, all items discussed at this meeting will be forwarded to all members of the board for adoption. Questions and motions will be attached to the minutes.


16. **Adjournment:**

**Motion to adjourn:** Stacy Wight

**Meeting adjourned at:** 3:50



Mrs. Shirley Scott, Acting Board Chair



Ms. C. Lafreniere, Secretary to the Board

Date: Sep 17 2020

Teck Centennial Public Library  
10 Kirkland Street E  
Kirkland Lake, ON P2N 1P1  
Tel: (705) 567-7966 ~ Fax: (705) 568-6303  
Website: [www.olsn.ca/kirklandlakepl](http://www.olsn.ca/kirklandlakepl)



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## KIRKLAND LAKE PUBLIC LIBRARY BOARD

### Items discussed at the informal meeting of the Kirkland Lake Public Library Board.

1. **Adoption of the agenda:**

The Kirkland Lake Public Library Board approves the agenda for June 26, 2020 as amended.

Moved by: Mrs. S. Orr

Seconded: Ms. S. Wight

2. **Adoption of the minutes:**

**Motion # 2020 – 14:** The Kirkland Lake Public Library Board approves the minutes of Thursday, May 14, 2020 as presented.

Moved by: Ms. J. Johnson

Seconded by: Ms. S. Wight

3. **Adoption of the Bills and Accounts:**

**Motion # 2020 – 15:** After reviewing the Council Board Report, the Kirkland Lake Public Library Board accepts the bills and accounts as presented.

Moved by: Mrs. S. Orr

Seconded by: Ms. J. Johnson

4. **Website:** CEO explained the need for the library to purchase their own website domain name and create a website that will be hosted by an independent company for a small monthly fee, and not have it hosted by Ontario Library Service North due to the lack of dependency of the website.

**New Website:**

**Motion # 2020 – 16:** The Kirkland Lake Public Library Board approves the CEO to purchase a domain name and create a website using one of the many website designer templates for the library.

Moved by: Ms. J. Johnson

Seconded by: Ms. S. Wight



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## KIRKLAND LAKE PUBLIC LIBRARY BOARD

Minutes of the Thursday, September 17, 2020 regular meeting

1. **Call to order:**

Acting Board Chairperson Mrs. Shirley Scott called the regular meeting to order at 5:10pm, via Zoom.

2. **Attendance:**

Present: Mrs. S. Scott, Mrs. S. Orr, Ms. J. Johnson, Mrs. H. Miller

Regrets: Ms. S. Wight

Staff: Cheryl Lafreniere, CEO/Librarian

3. **Adoption of the Agenda:**

The Kirkland Lake Public Library Board approves the agenda for Thursday, September 17, 2020 as amended.

Moved by: Ms. J. Johnson

Seconded by: Mrs. H. Miller

Carried.

New Business

13.1 Exterminator services

13.2 Election of officers

4. **Adoption of the Minutes:**

**Motion # 2020 – 18:** The Kirkland Lake Public Library approves the minutes of Thursday, June 26, 2020, teleconference meeting as presented.

Moved by: Ms. J. Johnson

Seconded by: Mrs. S. Orr

Carried.

5. **Business arising from the minutes:**

Ms. J. Johnson inquired if all PPE had arrived. CEO informed her that it had.

**6. Adoption of the Bills and Accounts:**

**Motion # 2020 – 19:** After reviewing the Council Board Report (bills paid), the Kirkland Lake Public Library Board approves the bills and accounts as presented.

Moved by: Ms. S. Wight (via email)

Seconded by: Mrs. S. Orr (via email)

Carried.

**7. Correspondence:**

- a. From: Edith and Marcel Dorval: Thank you card. Mr. and Mrs. Dorval expressed their gratitude for the service they received while the library was closed to the public.
- b. From: Darlene and Joe Horne: Card with a \$1000 donation in memory of our staff members who are no longer with us.
- c. From: Ontario Financial Services: Message indicating the library's Operating Grant and Pay Equity payment in the amount of \$27,922 has been deposited into the bank account.
- d. From: Canadian Council of Archives: Letter indicating the first installment in the amount of \$3586.28 has been paid toward the commitment of the summer student hired. The final payment will be forwarded when all paper work has been completed.

**8. Financial Reports:**

Royal Bank Statement: Mrs. S. Scott reported on the status of the Teck Centennial Library bank account for the period of June, July and August.

Royal Bank Statement: Mrs. S. Scott reported on the status of the Kirkland Lake Public Library Board bank account for the period of June, July and August.

Manulife Statement: A statement is not available at this time.

**9. Committee Reports:**

- a. Policy review and updates: Nothing to report at this time.
- b. Personnel: Nothing to report at this time.
- c. Property: Nothing to report at this time.

**10. Librarian's Report:**

Highlights:

Building:

- The yellow lines on the ramp and steps at the main door have been painted for better visibility.

- There were issues with the adult entrance door lock. Mr. G. Scott was contacted and a new lock had to be installed. Mr. Scott did not charge the library for his services.
- On July 8, Dan Thomas, Municipal Maintenance Coordinator was notified that the air conditioner was working poorly. After he serviced the unit, he mentioned that he did the best he can, and explained that it is an old unit and will need to be replaced soon.

#### Business:

- We began curbside pick-up/Grab-and-go service on July 2. Patron and staff safety and equitable service delivery are being prioritized at every step. All staff members were extremely busy washing material that was placed in quarantine, shelving material, checking out requested material, assisting with reference questions, and other various tasks.
- Library staff continues to use their creativity and available resources to provide quality services to customers while the library operations remain limited.
- Our new website is coming along nicely. I still have some "touch-ups" to do, and should have it completed soon.
- The Summer Reading Program ended on August 28. Despite some challenges moving the program to an online format, many families were excited to finish their reading challenges and collect prizes. Each time books were returned, participants names would be entered to win a prize. Craft kits were also sent home along with their bag of books. Prize bundles included packets of coupons to area restaurants, gift cards, craft kits, and prize books. Our best readers, the Morrissett girls read a total of 50 books each over the summer. Their mother mentioned that her daughters were not readers until they started participating in the Summer Reading Club last year!! They absolutely love reading! A total of 2,395 books were read by 67 children during July and August, which is approximately 36 books per child. Way to go!!
- I participated in several webinars this summer, as well as bi-weekly zoom meeting with Ontario Library Service North, discussing COVID-19 issues, ideas regarding re-opening, and programming, with other northern Ontario libraries.

#### Just the Facts:

- We had a total of 14 new members over July and August.
- Over 4,802 items were checked out during June, July and August.
- Books from Overdrive is going strong with over 1,414 eBooks and audiobooks being downloaded.
- InterLibrary Loan system did start back up until July, during this period, we borrowed 44 items and lent out 64 to other Ontario libraries.

- Over 800 craft kits were given out to children during July and August. Each time a child checked out books received 2 craft kits.
- We had a total of 59 adults sign up to use our public workstation during July and August.

**11. Strategic Plan:**

Nothing to report at this time.

**12. Friends of the Library Report:**

There was no business to report at this time.

**13. Unfinished Business:**

- a. New Horizon's for Seniors Program: C. Lafreniere informed the board that she is finally starting the iLearn seniors program. The 8-week course will begin on October 6 and 7. We have had great interest in the program and all slots have been filled.

**14. New Business:**

- a. Exterminator Services: The library was asked if we wanted to partake in exterminator services as part of a town wide program at a monthly cost of \$30/month. At this time, the library wishes to opt out of this program. CEO will notify Ms. Sackrider.
- b. Election of Officers: Mrs. Scott informed the library board that in light of recent events, the board will need to hold an election next month to elect a Board Chair and Vice Chair.

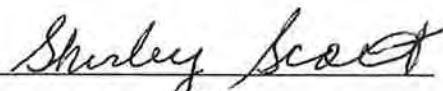
**15. Date of next meeting:**

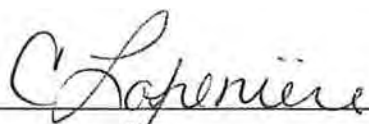
16. The next regular scheduled meeting of the Kirkland Lake Public Library Board will take place on October 15, 2020, at the library in the meeting room.

**17. Adjournment:**

**Motion to adjourn:** Motion to adjourn by Mrs. S. Orr.

**Meeting adjourned at:** 6:05p.m.

  
\_\_\_\_\_  
Board Chair, Mrs. Shirley Scott

  
\_\_\_\_\_  
Secretary to the Board, Ms. C. Lafreniere

Date: Oct 22, 2020

## REPORT TO COUNCIL

Meeting Date: 11/3/2020	Report Number: 2020-CLK-005
Presented by: Meagan Elliott	Department: Corporate Services

### REPORT TITLE

Vacant Seat

### RECOMMENDATION(S)

**BE IT RESOLVED THAT** Report Number 2020-CLK-005 entitled “**Vacant Seat**” be received,

**THAT** the Council seat occupied by Councillor Dennis Perrier is hereby declared vacant, and

**THAT** this matter be referred to the November 17, 2020 Regular Meeting of Council to provide sufficient time for Members of Council to consider the options presented within this report and at the November 17, 2020 Regular Meeting of Council debate the course of action that Council wishes to choose to fill the Council seat vacated by the passing of Councillor Dennis Perrier.

### BACKGROUND

Sadly, on October 16, 2020 Councillor Dennis Perrier passed away.

The Municipal Act, Section 262 (1) states:

If the office of a member of Council becomes vacant under Section 259, the Council shall at its next meeting declare the office to be vacant, except if a vacancy occurs as a result of a death of a member, the declaration may be made at either of its next two meetings.

When a vacancy on Council occurs, Council must decide how the vacant seat will be filled for the remainder of the Council term. The *Municipal Act* provides two options:

263(1) Filling Vacancies – If a vacancy occurs in the office of a member of council,

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the municipality shall, subject to this section,

- a) fill the vacancy by appointing a person who has consented to accept the office if appointed; or
- b) require a by-election to be held to fill the vacancy in accordance with the Municipal Elections Act

263(5) Rules applying to filling vacancies – the following rules apply to filling vacancies:

1. Within 60 days after the day a declaration of vacancy is made with respect to the vacancy under section 262, the municipality shall,

- I. appoint a person to fill the vacancy under subsection (1) or (4), or
- II. pass a by-law requiring a by-election be held to fill the vacancy under subsection (1)

## RATIONALE

Based on the foregoing, Council is required to declare the office seat vacant at this meeting.

Council is required within 60 days of this declaration to fill this vacancy. The *Municipal Act* provides two (2) options for filling the vacancy.

### Option 1(a) – Appointment from Municipal Election Candidates:

Council may consider appointing a candidate from the 2018 Municipal Election. Should Council opt to appoint a candidate from the most recent election, the Clerk would seek written confirmation of qualifications and determine if the individuals have an interest in accepting an appointment to office.

### Option 1(b) – Appointment by Call for Applications:

Council may approve an appointment process which would permit interested, eligible persons to submit an application for appointment to Council. This open call for applications would be advertised through the municipal website, radio, print media and all other social media channels. The appointment must be made within 60 days from declaring the seat vacant. Staff would prepare and present a full procedure should Council choose this option.

### Option 1(c) – Direct Appointment by Council:

Council could appoint any eligible individual without an application process. This option might achieve the fastest possible result but would represent the least favourable option in terms of transparency.



## Option 2 – By-Election

Council may decide to fill the vacancy by passing a by-law to initiate a by-election. In accordance with Section 263(5) of the *Municipal Act*, a by-law for a by-election must be enacted within sixty (60) days after the seat is declared vacant. Subsequent to the enactment of a by-election by-law, nomination day must be not less than 30 days and not more than 60 days thereafter. Voting day shall then be 45 days after nomination day.

A further qualification applies to a by-election, under section 65(4)(2.1), wherein a candidate must have been qualified for nomination for the regular election and on the day of nomination for the by-election.

### **OTHER ALTERNATIVES CONSIDERED**

All alternatives available to Council are included in this report as prescribed by the *Municipal Act*. It would be inappropriate for staff to make a recommendation on this topic. This matter falls directly within the political arena and should remain within that arena. Staff would be pleased to provide advice related to the options presented.

### **FINANCIAL CONSIDERATIONS**

There are no formal costs associated with option 1 a, b, and c other than staff time.

There are costs associated with Option 2 in addition to staff time. The 2018 Municipal Election costs were approximately 20,000 – 25,000 dollars. The costs for a by-election would be in the same order as a General Election as the entire municipality would be involved in the by-election, compared to a municipality that utilizes the Ward electoral and representative model, where costs may be slightly lower.

### **RELATIONSHIP TO STRATEGIC PRIORITIES**

Not applicable.

### **ACCESSIBILITY CONSIDERATIONS**

Not applicable.

### **CONSULTATIONS**

Richard McGee, Chief Administrative Officer

## ATTACHMENTS

Attachment 1 – 2018 Municipal Election Results

Attachment 2 – Municipal Act: <https://www.ontario.ca/laws/statute/01m25>



22-Oct-18

	03-Oct	11-Oct	13-Oct	October 22 #1	October 22 #2	Total
<b>Mayor:</b>						
1 KIELY, Pat	240	70	225	648	692	1875
2 MORGAN, Todd	86	33	63	271	267	720
<b># of Votes per poll</b>	<b>326</b>	<b>103</b>	<b>288</b>	<b>919</b>	<b>959</b>	<b>2595</b>

\* Added extra Totals as counts for Mayor and Counts for Councilors are separate for our recount policy.

<b>Council:</b>						
1 IVANOV, Eugene	201	69	172	561	540	1543
2 OWEN, Rick	228	60	189	509	514	1500
3 WIGHT, Stacy	198	44	168	512	565	1487
4 ADAMS, Patrick	187	50	156	503	571	1467
5 PERRIER, Dennis	134	59	124	440	445	1202
6 OWENS, Casey	140	37	118	382	412	1089
7 SHABA, Lad	145	47	115	375	378	1060
8 MONERY, Bill	96	29	107	322	333	887
9 BREault, Albert	97	28	90	303	320	838
10 SNOWDON, Andrew	104	40	85	268	282	779
11 ROMAN, Jim	85	34	81	238	252	690
12 ROMAIN, Michael	30	12	36	116	145	339
13 BELANGER, Rheal	31	7	22	87	88	235
<b># of Votes per poll</b>	<b>1676</b>	<b>516</b>	<b>1463</b>	<b>4616</b>	<b>4845</b>	<b>13116</b>

Percentage of Votes	Total votes/office	Vote Difference	# of votes to have a recount	Percentage Difference	Percentage for Recount
	<b>2595</b>		<b>26</b>		<b>1% or Less</b>
72.30%					
27.70%		1155		44.50%	

	Total votes/office	Vote Difference	# of votes to have a recount	Percentage Difference	Percentage for Recount
11.80%					
11.40%					
11.30%					
11.20%					
9.20%					
8.30%	<b>13116</b>		<b>131</b>		<b>1% or Less</b>
8.10%		29		0.20%	
6.80%		202		1.50%	
6.40%		251		1.90%	
5.90%		310		2.40%	
5.30%		399		3.00%	
2.60%		750		5.70%	
1.80%		854		6.50%	

# of Voter's casting Ballots per poll	332	104	292	947	976	2651
# of Eligible Voters:	6010					
# of Actual Voters:	2651		% of Turnout			44.11%

Eligible voters = the amount on list (5807) PLUS additions completed on October 22.

Voters as per list	5807
# of Additions on Voting Day	211
# of deletions on Voting Day	8
	6010



# MEMORANDUM TO COUNCIL

Meeting Date: 11/3/2020	Memo Number: 2020-FIN-008
Presented by: Keith Gorman	Department: Corporate Services

## MEMO TITLE

Financial and Key Performance Indicators Quarterly Report – Q3 2020

## RECOMMENDATION(S)

**BE IT RESOLVED THAT** Memorandum Number 2020-FIN-008 entitled “**Financial and Key Performance Indicators Quarterly Report – Q3 2020**”, be received.

## BACKGROUND

Aligned with priority initiatives identified in Kirkland Lake’s Strategic Plan, staff began quarterly reporting of departmental metrics and financial highlights in 2020.

Reports will continue to evolve and progress to better aid in decision making and improve communications.

### **Attachment 1 – September 2020 YTD Financial Narrative**

Narrative with supporting schedules focused on performance against budget for both operating and capital costs (September 2020 YTD).

### **Attachment 2 – Key Performance Indicator Report (September 2020)**

Metrics and key statistics highlighting service area results within the Municipality.

### **Attachment 3 – Capital Project Status Reporting**

Dashboard and supporting report focused on project status and execution (not costs). Report is a snapshot of current point in time.

Dates within Planned Start/End are based on budget intent.

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*Project Health Indicator:*

**RED:** Delayed; planned end date has passed

**YELLOW:** At risk; planned end date is less than 60 days and manager's estimated completion on project is less than 50%.

**GREEN:** Project on track; deadline into the future or if within next 60 days, progress is indicating an acceptable level to allow for completion of project within timeframe.

**Attachment 4 – Strategic Plan Reporting**

Dashboard summary and supporting report indicating status of Q3 - 2020 strategic priorities, along with upcoming items in Q4 - 2020.

**R A T I O N A L E**

This report is for information purposes only.

**A T T A C H M E N T S**

- Attachment 1 – September 2020 YTD Financial Narrative
- Attachment 2 – Key Performance Indicator Report (at September 2020)
- Attachment 3 – Project Status Reporting
- Attachment 4 – Strategic Plan Reporting

# **Attachment 1**



## REPORT TITLE

### Attachment 1 – September 2020 YTD Financial Narrative

## OPERATING REVENUES

As of September 30, 2020, the Municipality had approx. \$26.8M in revenues (approx. 84% the annual budget). These revenues were derived from:

- Property Taxation (\$12.0M – 100% of annual budget)
- Departmental Revenues (\$6.4M – 76% of annual budget)
- Operating Grants (\$4.8M – 72% of annual budget)
- Water & Wastewater User Fees (\$3.4M – 73% of annual budget)

Most revenue sources continue to track well to budget through September 2020.

While aligned with budget expectations overall, departmental revenues have varied from service area to service area. Several areas, particularly those in Community Services have seen a reduction in user fees due to temporary closures and on-going restrictions relating to the COVID-19 pandemic. Teck Pioneer Residence has seen increased revenues due to funding related to the COVID-19 pandemic.

Operating grant revenues are primarily three installments of OMPF grant monies and do not include Safe Restart Program monies (\$567k) announced, but not received until October 2020.

Please refer to Appendix 1 for more information.

## OPERATING COSTS

As of September 30, 2020, the Municipality had incurred \$21.3M in operating expenditures which represent 68% of the annual budget.

Most services areas are tracking well to budget and consistent with the anticipated range for this point of the year.

- General Government

*Expenditures are currently favourable to budget, primarily due to lower than budget integrity commissioner costs through September. Approximately half of the budget*

*has been used through nine months. Savings have also been noted due to timing delays in purchasing iPads for the agenda software implementation.*

- **Development Services**

*Development services are seeing favourable costs, with savings across economic development, waste management and building all contributing. Economic development had included monies for COVID recovery (which were contingent on funding – which has not come forth in relation to economic development). Waste management costs are favourable primarily due to timing of invoicing on contracted services (eight months booked as of September). Building costs are ahead of budget through nine months, primarily due to timing of demolitions and lower contractor costs.*

- **Public Works**

*Public works costs are favourable through September, with savings in both roads and maintenance and airport operations. Roads and maintenance are seeing lower labour costs than anticipated, as well as lower contracted service costs. Airport operations are seeing lower than planned material costs.*

- **Community Services**

*Community services are seeing lower than anticipated costs, with savings identified in relation to reduced services levels (associated with COVID-19 pandemic), including decreased part-time labour costs, reduced utility costs and other similar items.*

- **Water & Wastewater**

*Expenditures are closely aligned with budget, with YTD spend of approx. \$3.1M vs. a budget of \$4.6M (67%) (after budgetary transfers to reserves of \$875k). Materials & supplies are trending below budget through nine months of 2020 and labour costs are currently favourable, however some internal reallocations are still to be recorded.*

- **Health Services**

*Health services are currently higher than anticipated, primarily due to timing of invoicing. Year to date costs include a full year of payments to Timiskaming Health Unit.*



## CAPITAL COSTS

On-going ramp up of capital spend continued throughout the third quarter, with year-to-date project spending reaching \$1.1M (18%) of the approved \$6.1M capital budget.

Q3-2020 spend was nearly \$0.7M, with the following highlights noted:

- Trackless Sidewalk Unit (Q3: \$183k)
- Swastika WPCP Decommissioning (Q3: \$315k, YTD: \$587k)
- Comfort Street Pumping Station (Q3: \$45k)
- PC replacement and upgrades (Q3: \$34k)

The Swastika WPCP Decommissioning project represented nearly 50% of the capital budget and represents a significant portion of the underspend year to date. It is expected that this trend will continue for the remainder of the year and monies will need to be deferred into 2021 budget deliberations. The project has seen numerous delays across initial phases such as engineering and geotechnical studies, as well as various approval processes largely due to the COVID-19 pandemic. It is anticipated that the contract will be awarded in November 2020.

As of September 30th, the Comfort Street Pumping Station project has closed and exceeded initial budget estimates by approximately 6% as the budget estimate did not include OCWA markup. Two other projects remain open and have exceeded budget estimates (Rescue Truck & TPR Refrigerator Replacement).

Several projects anticipated in 2020 have been cancelled including:

- Energy Efficiencies at the Water Treatment Plant, as the Municipality was not successful in its application for funding;
- Recreation Parking Lot Lighting, as the Municipality was not successful in its application for funding;
- Recreation Security Camera Upgrades, as the Municipality was not successful in its application for funding;
- Questica Software Implementation, as the Municipality continues to review IT Systems as part of a service delivery review with WSCS Consulting;
- Washroom Facilities at Kinross, due to timing of COVID-19 pandemic;
- Towable Cement Mixer, as the amount would be below capital thresholds;

Appendix 2 includes a complete listing of capital spend through September 2020.

## **ATTACHMENTS**

Appendix 1 – September YTD Operating Summary

Appendix 2 – September YTD Capital Summary & Details

# Sept YTD Operating Summary



## APPENDIX 1

Primary Column	Column2	Column3	Column4	Column5
1			<i>Target Range:</i>	65%
2				85%
3	<b>CASH SOURCES</b>	<b>Sept 2020 YTD</b>	<b>Annual Budget</b>	<b>% Obtained</b>
4	- Operating Cash Sources	\$26,753,294	\$31,919,769	84%
5	+ Tax Revenues	\$12,015,384	\$11,988,933	100% <span style="color: green;">●</span>
9	Operating Grants	\$4,757,718	\$6,601,600	72%
10	Departmental Revenue	\$6,382,583	\$8,379,712	76%
11	Water & Wastewater	\$3,375,058	\$4,646,524	73%
12	- Other	\$222,551	\$303,000	73%
13	<i>Penalties &amp; Interest</i>	\$173,464	\$214,000	81%
14	<i>Provincial Offences Act</i>	\$11,227	\$50,000	22% <span style="color: red;">●</span>
15	<i>Investment Income</i>	\$37,860	\$39,000	97% <span style="color: green;">●</span>
16				
17				
18	<b>CASH USES</b>	<b>Sept 2020 YTD</b>	<b>Annual Budget</b>	<b>% Utilized</b>
19	- Operating Expenditures	\$21,308,398	\$31,192,911	68%
20	Community Services	\$2,647,893	\$4,017,703	66%
21	Corporate Services	\$1,394,762	\$2,005,636	70%
22	General Government	\$135,576	\$220,296	62% <span style="color: orange;">●</span>
23	Development Services	\$1,469,091	\$2,575,102	57% <span style="color: orange;">●</span>
24	Protective Services	\$3,252,258	\$4,291,901	76%
25	Public Works	\$2,424,960	\$4,197,971	58% <span style="color: orange;">●</span>
26	Teck Pioneer Residence	\$5,095,698	\$6,981,322	73%
27	Water & Wastewater	\$3,119,578	\$4,646,524	67%
28	- Other Expenditures	\$1,768,581	\$2,256,455	78%
29	<i>Ambulance</i>	\$544,550	\$729,267	75%
30	<i>Child Care</i>	\$48,328	\$68,453	71%
31	<i>General Assistance</i>	\$253,600	\$326,346	78%
32	<i>Health Services</i>	\$350,188	\$350,188	100% <span style="color: red;">●</span>
33	<i>Social Housing</i>	\$365,932	\$486,201	75%
34	<i>Taxation Related Expenditures</i>	\$205,983	\$296,000	70%
35				



## Comments

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### ☐ Row 6: Taxation

**Keith Gorman** (keith.gorman@tkl.ca) | August 5, 2020 8:00 AM  
\$11.8M settling in July 2020.

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### ☐ Row 14: Provincial Offences Act

**Keith Gorman** (keith.gorman@tkl.ca) | October 29, 2020 6:59 AM  
POA revenues have declined year over year; in reviewing other municipalities reports - it appears to be a common theme in light of COVID and pausing of court services and similar.

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### ☐ Row 22: General Government

**Keith Gorman** (keith.gorman@tkl.ca) | October 29, 2020 6:53 AM  
Favourable variance primarily within contracted services. Budget earmarked \$40k estimate for integrity commissioner services.

---

### ☐ Row 23: Development Services

**Keith Gorman** (keith.gorman@tkl.ca) | October 29, 2020 6:54 AM  
Favourable variance primarily within Economic Development which budgeted contingent spend related to COVID (which has not materialized).

---

### ☐ Row 25: Public Works

**Keith Gorman** (keith.gorman@tkl.ca) | October 29, 2020 6:58 AM  
Airport operations seeing lower materials and supplies costs, as well as reduced labour vs budget (pending review of labour allocations).

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**Keith Gorman** (keith.gorman@tkl.ca) | October 29, 2020 6:57 AM  
Public works seeing reduced labour costs through nine months, as well as significantly lower contracted services.

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**Keith Gorman** (keith.gorman@tkl.ca) | October 29, 2020 6:57 AM  
Savings largely within public works and to a lesser extent airport operations.

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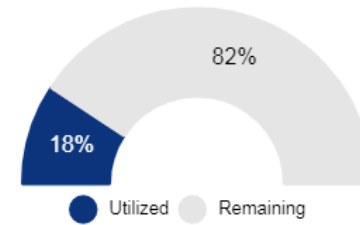
### ☐ Row 32: Health Services

**Keith Gorman** (keith.gorman@tkl.ca) | October 29, 2020 6:36 AM  
All four payments posted at Sept 30/2020

### CAPITAL SPEND: SEPTEMBER YTD

**\$1,133,780**  
September YTD

**\$6,135,571**  
Annual Budget



Capital Spend By Month



# 09 - September 2020 Capital Spend



## Appendix 2

Service Area	Project Lead	Project Reference	Budget Number	Project Name	Estimated Completion	Project Status	YTD Actual	Annual Budget	Variance	Budget Utilized
				<b>- TKL - All</b>			<b>\$1,133,780</b>	<b>\$6,135,571</b>	<b>5,001,791</b>	<b>18%</b>
				<b>- Community Services - All</b>			<b>\$16,362</b>	<b>\$49,753</b>	<b>33,392</b>	<b>33%</b>
Community Services	Bonnie Sackrider	COMS2020-001	B2020-0048	Zero Turn Mower	100%	Completed	\$11,880	\$11,880	-0	100%
Community Services	Bonnie Sackrider	COMS2020-CF1	B2020-0058	Sump Pumps	100%	Completed	\$4,481	\$4,481	0	100%
Community Services	Bonnie Sackrider	B2020-0030	B2020-0030	Walking Trail Repair (Kinross Park)	0%	Not Started	\$0	\$7,194	7,194	0%
Community Services	Bonnie Sackrider	B2020-0039	B2020-0039	Washroom Facilities at Kinross		Cancelled	\$0	\$5,088	5,088	0%
Community Services	Bonnie Sackrider	B2020-0046	B2020-0046	Parking Lot Lighting		Cancelled	\$0	\$6,153	6,153	0%
Community Services	Bonnie Sackrider	B2020-0047	B2020-0047	Camera System Upgrade - Community Complex		Cancelled	\$0	\$14,957	14,957	0%
				<b>- Corporate Services - All</b>			<b>\$39,270</b>	<b>\$57,856</b>	<b>18,586</b>	<b>68%</b>
Corporate Services	Shawna Ducharme	CORS2020-001	B2020-0050	Computer Replacement & Related Equipment	98%	In Progress	\$34,319	\$40,052	5,733	86%
Corporate Services	Bonnie Sackrider	B2020-0051	B2020-0051	Generator Replacement (OPP Building)	100%	Completed	\$4,951	\$6,000	1,049	83%
Corporate Services	Keith Gorman	B2020-0055	B2020-0055	Questica & Openbook Software Integration		Cancelled	\$0	\$11,804	11,804	0%
				<b>- Development Services - All</b>			<b>\$1,224</b>	<b>\$50,000</b>	<b>48,776</b>	<b>2%</b>
Development Services	Ashley Bilodeau	B2020-0004	B2020-0004	Monitoring Wells Installation	15%	In Progress	\$1,224	\$50,000	48,776	2%
				<b>- Fire Services - All</b>			<b>\$65,636</b>	<b>\$46,318</b>	<b>-19,318</b>	<b>142%</b>
Fire Services	Rob Adair	FIRS2020-CF1	B2020-0053	Rescue Truck	90%	In Progress	\$65,636	\$46,318	-19,318	142%
				<b>- Public Works - All</b>			<b>\$963,801</b>	<b>\$5,853,782</b>	<b>4,889,981</b>	<b>16%</b>
Public Works	Michel Riberdy	PUBW2020-CF1	B2020-0001	Crew Cab Truck	100%	Completed	\$42,069	\$42,070	1	100%
Public Works	Michel Riberdy	PUBW2020-CF2	B2020-0040	Sidewalks, Accessible Parking & Ped. Audible System	90%	In Progress	\$58,245	\$59,899	1,654	97%
Public Works	Michel Riberdy	B2020-0013	B2020-0013	Swastika WWTP Capacity Evaluation	100%	Completed	\$0	\$44,367	44,367	0%
Public Works	Michel Riberdy	B2020-0045	B2020-0045	Comfort Street Pumping Station 140 hp Sewage Pump	100%	Completed	\$45,134	\$42,703	-2,431	106%
Public Works	Michel Riberdy	B2020-0011	B2020-0011	Swastika Sewer Upgrade - Engineering	90%	In Progress	\$0	\$483,360	483,360	0%
Public Works	Michel Riberdy	B2020-0028	B2020-0028	TKL Sewage Treatment Plant (OCWA)	50%	In Progress	\$0	\$196,000	196,000	0%
Public Works	Michel Riberdy	B2020-0032	B2020-0032	TKL Water Plant - High Lift System and Post Treatment (OCWA)	65%	In Progress	\$4,708	\$44,200	39,492	11%
Public Works	Michel Riberdy	B2020-0054	B2020-0054	Storm Water & Sanitary Sewer Tunnel Study	0%	Not Started	\$0	\$71,947	71,947	0%
Public Works	Michel Riberdy	B2020-0005	B2020-0005	Energy Efficiencies at the Water Treatment Plant		Cancelled	\$21,842	\$623,404	601,562	4%
Public Works	Michel Riberdy	B2020-0009	B2020-0009	KL Water Distribution System Modelling	20%	In Progress	\$0	\$31,296	31,296	0%
Public Works	Michel Riberdy	B2020-0012	B2020-0012	Swastika WPCP Decommissioning & Sewer System Connection	10%	In Progress	\$586,536	\$3,000,000	2,413,464	20%
Public Works	Michel Riberdy	B2020-0027	B2020-0027	TKL Municipal Services Expansion - West End	10%	In Progress	\$0	\$60,000	60,000	0%
Public Works	Michel Riberdy	B2020-0031	B2020-0031	TKL Wastewater Lift Stations (OWCA)	50%	In Progress	\$0	\$20,000	20,000	0%
Public Works	Michel Riberdy	B2020-0033	B2020-0033	TKL Water Tower and Swastika Pressure Station (OCWA)	90%	In Progress	\$0	\$23,700	23,700	0%
Public Works	Michel Riberdy	B2020-0035	B2020-0035	TKL Water Plant - raw water pre-treatment (OCWA)	50%	In Progress	\$0	\$78,100	78,100	0%
Public Works	Michel Riberdy	B2020-0037	B2020-0037	Leak Locator Tool	0%	Not Started	\$0	\$34,609	34,609	0%
Public Works	Michel Riberdy	B2020-0038	B2020-0038	Wilson Ave Water & Wastewater Forcemain Replacement	90%	In Progress	\$22,699	\$168,108	145,409	14%
Public Works	Michel Riberdy	B2020-0052	B2020-0052	Chlorine Analyzer Replacement	10%	In Progress	\$0	\$8,000	8,000	0%
Public Works	Michel Riberdy	B2020-0006	B2020-0006	Used Grader	100%	Completed	\$0	\$315,000	315,000	0%
Public Works	Michel Riberdy	B2020-0010	B2020-0010	New Fuel Tanks	75%	In Progress	\$0	\$10,227	10,227	0%
Public Works	Michel Riberdy	B2020-0016	B2020-0016	644 John Deere Loader Back- Up Camera	100%	Completed	\$0	\$5,658	5,658	0%
Public Works	Michel Riberdy	B2020-0018	B2020-0018	Gas Detection Equipment - Health and Safety	100%	Completed	\$0	\$7,884	7,884	0%
Public Works	Michel Riberdy	B2020-0020	B2020-0020	Loader Snow Plowing Blade - with Hyd. Wings	90%	In Progress	\$0	\$26,661	26,661	0%
Public Works	Michel Riberdy	B2020-0021	B2020-0021	New 2020 Trackless MT7 - Sidewalk Machine	100%	Completed	\$182,522	\$193,085	10,563	95%
Public Works	Michel Riberdy	B2020-0023	B2020-0023	Radio Communication Equipment	100%	Completed	\$0	\$7,626	7,626	0%
Public Works	Michel Riberdy	B2020-0025	B2020-0025	Second Street/Churchill Drive Crosswalk	75%	In Progress	\$47	\$60,000	59,953	0%
Public Works	Michel Riberdy	B2020-0034	B2020-0034	Towable 6 Cubic Foot Cement Mixer		Cancelled	\$0	\$5,000	5,000	0%
Public Works	Michel Riberdy	B2020-0042	B2020-0042	Lakeshore Drive & McCamus Ave.	90%	In Progress	\$0	\$180,878	180,878	0%
Public Works	Michel Riberdy	B2020-0008	B2020-0008	Laptop Computer w GIS Mapping	0%	Not Started	\$0	\$10,000	10,000	0%
				<b>- Teck Pioneer Residence - All</b>			<b>\$28,130</b>	<b>\$27,862</b>	<b>-268</b>	<b>101%</b>

	Service Area	Project Lead	Project Reference	Budget Number	Project Name	Estimated Completion	Project Status	YTD Actual	Annual Budget	Variance	Budget Utilized
48	Teck Pioneer Residence	Nancy Loach	B2020-0014	B2020-0014	Refrigerator Replacement	50%	In Progress	\$9,708	\$9,440	-268	103%
49	Teck Pioneer Residence	Nancy Loach	TPR2020-001	B2020-0015	Steam Boiler	100%	Completed	\$18,422	\$18,422	0	100%
50					<b>OTHER</b>			<b>\$19,359</b>	<b>\$50,000</b>	<b>30,641</b>	<b>39%</b>
51	Corporate Services	Keith Gorman	CONTINGENCY	CONTINGENCY	Capital Contingency Fund	75%	In Progress	\$19,359	\$50,000	30,641	39%



## Comments

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### Row 10: Computer Replacement & Related Equipment

**Shawna Ducharme** (shawna.ducharme@tkl.ca) | September 16, 2020 8:43 PM

3 Laptops were cancelled in the order by Dell due to lack of availability. Reordered at same price but laptops and invoice not yet received. 3 laptops at \$3810 plus HST will make up for difference in price.

Initial request also included PC replacements for HN which we decided to sell after budget was passed

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### Row 11: Generator Replacement (OPP Building)

**Keith Gorman** (keith.gorman@tkl.ca) | September 14, 2020 12:11 PM

Invoice rec'd and in process. OPP contributing \$3k to project.

---

### Row 14: Monitoring Wells Installation

**Ashley Bilodeau** (ashley.bilodeau@tkl.ca) | September 14, 2020 4:29 PM

No expenses to date. Starting project in October.

---

### Row 16: Rescue Truck

**Keith Gorman** (keith.gorman@tkl.ca) | October 27, 2020 3:37 PM

Budgeted scope did not include lights, installation, decals and similar.

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### Row 19: Sidewalks, Accessible Parking & Ped. Audible System

**Michel Riberdy** (michel.riberdy@tkl.ca) | September 14, 2020 5:27 PM

Tactile plates installed at 2 of 4 intersections. Experiencing some technical issues with several audible pedestrian units that will be addressed shortly.

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### Row 20: Swastika WWTP Capacity Evaluation

**Michel Riberdy** (michel.riberdy@tkl.ca) | September 14, 2020 5:21 PM

Swastika WWTP Capacity Evaluation rolling into Project B2020-0012.

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### Row 21: Comfort Street Pumping Station 140 hp Sewage Pump



Keith Gorman (keith.gorman@tkl.ca) | September 14, 2020 2:57 PM

Budget submission did not include OCWA markup within estimates.

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☐ **Row 22: Swastika Sewer Upgrade - Engineering**

Keith Gorman (keith.gorman@tkl.ca) | September 14, 2020 2:57 PM

Project rolling into Swastika WPCP Decommissioning below.

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☐ **Row 26: Energy Efficiencies at the Water Treatment Plant**

Michel Riberdy (michel.riberdy@tkl.ca) | September 14, 2020 5:15 PM

The SCADA system is aging and at risk of failure. If the SCADA system crashes, OCWA will be forced to man the water treatment plant 24/7 until the SCADA system is up and running. The SCADA RFB is under review and will be finalized shortly.

---

☐ **Row 27: KL Water Distribution System Modelling**

Michel Riberdy (michel.riberdy@tkl.ca) | Created September 14, 2020 5:00 PM | Updated September 14, 2020 5:01 PM

KL Water Distribution System Modelling will take place during the water distribution flushing program in October.

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☐ **Row 28: Swastika WPCP Decommissioning & Sewer System Connection to Kirkland Lake WWTP**

Michel Riberdy (michel.riberdy@tkl.ca) | September 14, 2020 4:33 PM

Ministry of Environment, Conservation & Parks reviewing/finalizing the Environmental Compliance Approval (ECA). Also, Tender document is 95% complete and waiting for ECA to complete.

---

☐ **Row 29: TKL Municipal Services Expansion - West End**

Michel Riberdy (michel.riberdy@tkl.ca) | September 14, 2020 4:25 PM

Request for proposal (engineering services) is posted on Biddingo.

---

☐ **Row 34: Wilson Ave\_Water & Wastewater Forcemain Replacement**

Keith Gorman (keith.gorman@tkl.ca) | October 6, 2020 10:56 AM

@michel.riberdy@tkl.ca With the change in scope, what do we estimate the cost to likely be?

Estimated completion of project far exceeding scope of invoicing and just want to ensure we've captured in the correct area. Thanks!

---

**Michel Riberdy** (michel.riberdy@tkl.ca) | September 14, 2020 4:22 PM

The scope of work was modified and only the 8" sanitary sewer forcemain was replaced.

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☐ **Row 35: Chlorine Analyzer Replacement**

**Michel Riberdy** (michel.riberdy@tkl.ca) | September 14, 2020 5:36 PM

OCWA to outsource Chlorine Analyzer.

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☐ **Row 36: Used Grader**

**Michel Riberdy** (michel.riberdy@tkl.ca) | September 14, 2020 4:13 PM

John Deere 772G grader arriving on site the week of September 21.

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**Keith Gorman** (keith.gorman@tkl.ca) | September 14, 2020 2:58 PM

Unit rec'd and invoiced rec'd but not yet posted.

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☐ **Row 38: 644 John Deere Loader Back- Up Camera**

**Michel Riberdy** (michel.riberdy@tkl.ca) | September 14, 2020 4:08 PM

Back-up camera on order.

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☐ **Row 39: Gas Detection Equipment - Health and Safety**

**Michel Riberdy** (michel.riberdy@tkl.ca) | September 14, 2020 4:07 PM

Gas detection equipment on order.

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☐ **Row 40: Loader Snow Plowing Blade - with Hyd. Wings**

**Michel Riberdy** (michel.riberdy@tkl.ca) | September 14, 2020 5:35 PM

Looking into various options.

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☐ **Row 41: New 2020 Trackless MT7 - Sidewalk Machine**

**Keith Gorman** (keith.gorman@tkl.ca) | September 14, 2020 2:10 PM

Invoice anticipated early Sept;

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☐ **Row 42: Radio Communication Equipment**

**Michel Riberdy** (michel.riberdy@tkl.ca) | September 14, 2020 4:04 PM

Radio communication equipment on order.

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☐ **Row 43: Second Street/Churchill Drive Crosswalk**

**Michel Riberdy** (michel.riberdy@tkl.ca) | September 14, 2020 3:59 PM

Crosswalk painted and pedestrian traffic signal materials on order from various suppliers.

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☐ **Row 45: Lakeshore Drive & McCamus Ave.**

**Michel Riberdy** (michel.riberdy@tkl.ca) | September 14, 2020 3:52 PM

Tender posted on Biddingo

## **Attachment 2**

# Town of Kirkland Lake

## Financial and Key Performance Indicator Quarterly Report

**Meeting Date:** Nov 03, 2020  
**Meeting Time:** 4:40 PM  
**Meeting Place:** Council Chambers  
  
**Presented By:** Management Team


### Departmental KPI Reports


- Fire Services
- Public Works
- Development Services
- Economic Development
- Community Services
- Administration
- Human Resources
- Teck Pioneer Residence

## Quarterly Highlights

- Training & public education numbers remain low due to COVID.
- Reduced incident callouts due to temporary suspension of medical response due to COVID.

## Key Metrics

Callouts		
<b>45</b>	<i>YTD</i>	<b>173</b>
	<i>Q1</i>	83
	<i>Q2</i>	45
	<i>Q3</i>	45
	<i>Q4</i>	
45 Q2-2020	 <b>0%</b>	

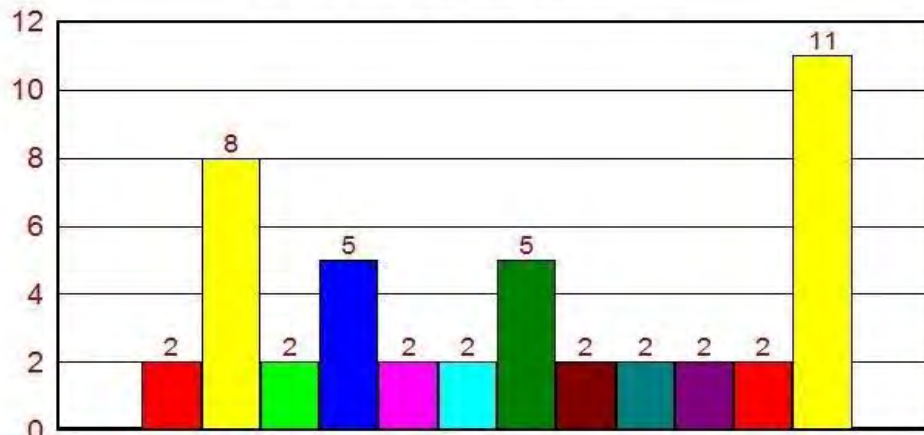
Average Response Time		
<b>03:48</b>	<i>Q1</i>	03:53
	<i>Q2</i>	04:34
	<i>Q3</i>	03:48
	<i>Q4</i>	
	04:34 Q2-2020	 <b>17%</b>

Other Metrics	Q3-2020	Q2-2020	Change	
Avg. Fire Response - FT	1.8	3.3	-45%	●
Avg. Fire Response - VOL	5.8	7.2	-19%	●
Inspections	14	-		
Training Hours	41	26	59%	
Public Education Sessions	2	5	-60%	●
Smoke Alarm Program	-	-		
Burn Permits	19	301	-94%	●

Other Metrics	2020 YTD	2019	% of PY
Avg. Fire Response - FT	3.3	-	
Avg. Fire Response - VOL	8.5	-	
Inspections	25	51	49%
Training Hours	145	116	125%
Public Education Sessions	11	24	46%
Smoke Alarm Program	171	172	99%
Burn Permits	320	119	269%

Callouts:

**Totals by Type**  
From Jul 1 20 to Sep 30 20



Alarm System Equipment Accidental activation - 2	Alarm System Equipment Malfunction - 8
CO false alarm - perceived emergency - 2	Fire - 5
Human - Accidental (alarm accidentally activated) - 2	Human - Malicious intent, prank - 2
Human - Perceived Emergency - 5	NO LOSS OUTDOOR fire - 2
Open air burning/unauthorized burning - 2	Power Lines Down, Arcing - 2
Spill - Gasoline or Fuel - 2	Other - 11

Inspections:

**Totals by Reason**  
From Jul 1 20 to Sep 30 20



Annual - 6	Complaint - 2
Follow-up - 1	Request - 2
Safety Concern - 3	

## Quarterly Highlights

- Installation of audible pedestrian signals and tactile plates at Al Wende Avenue, Main Street, Duncan Avenue and Prospect Avenue intersections.
- Swastika Project design is 100% complete and we have received the Environmental Compliance Approval (ECA) draft to proceed with the tendering of the project.
- Waterworks staff replaced 80 m of sanitary sewer line on Wilson Avenue.

## Key Metrics

<i>Customer Service</i>	Q3-2020	Q2-2020	Change	2020 YTD	2019	% of PY
Average Number of Complaints per Week	9	12	(3) ●	11	14	81%
% of Complaints Addressed within 24 Hours	32%	35%	-4%	38%	28%	135%
Service Response Level (Avg. Days to Close)	-	-	-	-	-	

<i>Waterworks</i>	Q3-2020	Q2-2020	Change	2020 YTD	2019	% of PY
Number of Water Line Breaks	1	1	-	6	13	46%



## Quarterly Highlights

- Have caught several structures being built without permits. Intend to conduct training session for contractors in the Spring 2021.
- Demolition of derelict buildings on-going. One remaining before end of year.
- Working on a plan to reduce abandoned buildings.

## Key Metrics

<i>Building</i>	Q3-2020	Q2-2020	Change	2020 YTD	2019	% of PY
New Residential Units	1	1	-	2	1	200%
Amended Permits	-	-	-	-	-	
All - Permits	28	14	14	49	95	52%
New Residential Value	\$ 275,000	\$ 293,620	(18,620) ●	\$ 568,620	\$ 719,000	79%
Amended Permit - Value	\$ -	\$ -	-	\$ -	\$ -	
All - Construction Value	\$ 2,255,718	\$ 450,972	1,804,746	\$ 3,487,011	\$ 11,846,659	29%
Building & Property Standards Complaints	4	29	(25) ●	38	78	49%

<i>Planning</i>	Q3-2020	Q2-2020	Change	2020 YTD	2019	% of PY
Consents	-	-	-	-	2	0%
Minor Variance	1	1	-	3	3	100%
Official Plan Amendment	-	-	-	-	-	
Zoning By-Law Amendment	-	-	-	1	4	25%
Site Plan Control Agreement	-	-	-	-	2	0%
Deeming By-Law	1	-	1	1	5	20%
Fence Permit	9	4	5	13	3	433%
Sign Permit	-	-	-	1	-	

# Key Metrics Cont'd

# Development Services

<b>Land Proposals</b>		<b>Q3-2020</b>	<b>Q2-2020</b>	<b>Change</b>	<b>2020 YTD</b>	<b>2019</b>	<b>% of PY</b>
Proposed Sales		3	5	(2) ●	11	10	110%
Actual Sales		2	-	2	2	6	33%

<b>Recycling</b>		<b>Q3-2020</b>	<b>Q2-2020</b>	<b>Change</b>	<b>2020 YTD</b>	<b>2019</b>	<b>% of PY</b>
Recyclables	Tonnes	-	52	(52) ●	98	197	49%
WEEE	Tonnes	-	-	-	-	21	0%
Scrap Metal	Tonnes	-	-	-	-	166	0%
MHSW	Tonnes	-	-	-	-	-	

<b>Waste Management</b>		<b>Q3-2020</b>	<b>Q2-2020</b>	<b>Change</b>	<b>2020 YTD</b>	<b>2019</b>	<b>% of PY</b>
Free Tipping	M <sup>3</sup>	-	3,157	(3,157) ●	3,157	4,350	73%
Tipping	M <sup>3</sup>	7,902	8,001	(99) ●	21,201	32,984	64%
Eco-Logic	M <sup>3</sup>	29	123	(94) ●	198	301	66%
Sand Haul	M <sup>3</sup>	-	-	-	-	-	

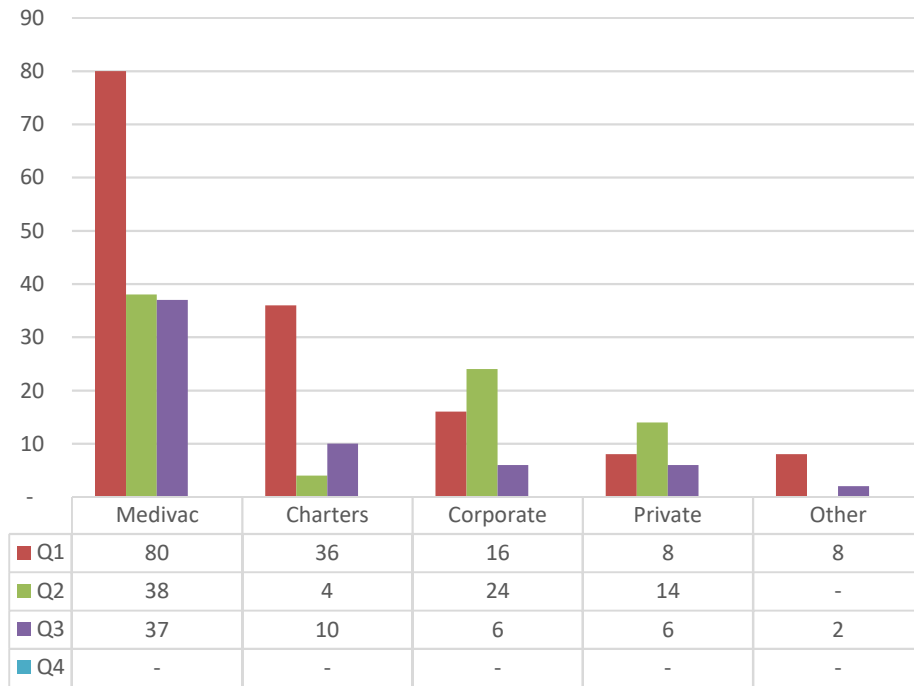
<b>Airport</b>		<b>Q3-2020</b>	<b>Q2-2020</b>	<b>Change</b>	<b>2020 YTD</b>	<b>2019</b>	<b>% of PY</b>
Airport Movement		61	80	(19) ●	289	709	41%

<b>By-Law Enforcement</b>		<b>Q3-2020</b>	<b>Q2-2020</b>	<b>Change</b>	<b>2020 YTD</b>	<b>2019</b>	<b>% of PY</b>
Parking Warnings Issued		-	-	-	-	-	
Parking Tickets Issued		30	5	25	292	-	
Community Standards Warnings Issued		8	-	8	-	-	
Community Standards Tickets Issued		2	-	2	-	-	

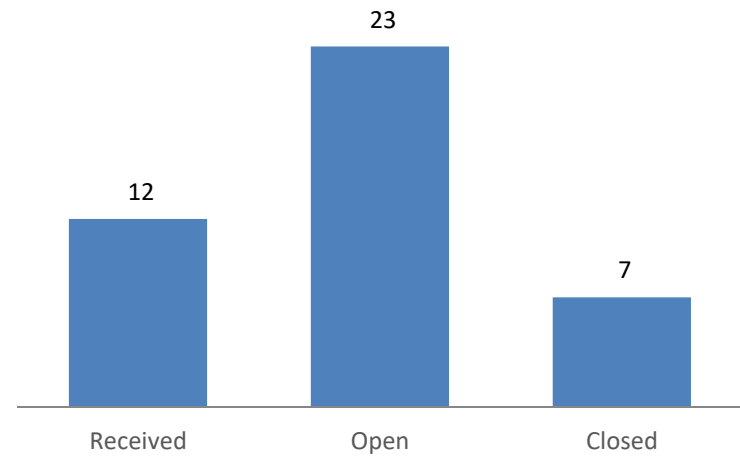
# Additional Details

# Development Services

2020 YTD: Airport Movement



By-Law Enforcement: Activity Requests



## Quarterly Highlights

- Staff continue to actively promote the Community Improvement Fund. Two successful applications have been submitted and we have received five additional expressions of interest.
- Staff continue to focus on strategic priorities and improved communications with the public through campaigns targeting community groups and businesses by advising them of relevant information relating to funding opportunities, program development, and similar.

## Key Metrics

<i>Administration and Communications</i>	Q3-2020	Q2-2020	Change	2020 YTD	2019	% of PY
Planning & Strategy Sessions Held	1	-	1	1	1	100%
Professional Dev. Opportunities	1	1	-	3	-	
Promotional Placements	2	2	-	5	-	
Responses Received	2	-	2	4	-	
<i>Business Development</i>	Q3-2020	Q2-2020	Change	2020 YTD	2019	% of PY
Active Business Development Projects	2	8	(6) ●	13	2	650%
Funding Applications in Process (BD)	1	3	(2) ●	4	1	400%
Regional Initiatives Participation (BD)	2	6	(4) ●	9	-	
CIP Applications Received	2	-	2	2	-	
CIP Applications Approved	2	-	2	2	-	
<i>Community Development</i>	Q3-2020	Q2-2020	Change	2020 YTD	2019	% of PY
Active Community Development Projects	-	-	-	-	-	
Funding Applications in Process (CD)	-	1	(1) ●	1	-	
Regional Initiatives Participation (CD)	-	-	-	1	-	
Community Grant Applications Received	1	-	1	1	-	
Community Grant Applications Approved	-	-	-	-	-	
<i>Tourism</i>	Q3-2020	Q2-2020	Change	2020 YTD	2019	% of PY
Tourism Enquiries	2	6	(4) ●	8	4	200%
Active Tourism Projects	-	-	-	1	-	
Funding Applications in Process (Tourism)	-	-	-	-	-	
Regional Tourism Initiatives Participation	1	1	-	2	-	

## Quarterly Highlights

- Playgrounds, fitness room and pool slide were all opened mid-July as the Province of Ontario lifted restrictions.
- With no demand from ice groups in Q3, ice installation was delayed until the end of September.
- Heightened cleaning protocols, including increased disinfection occurs numerous times a day in areas of high use.

## Key Metrics

<i>Aquatic Centre</i>	Q3-2020	Q2-2020	Change	2020 YTD	2019	% of PY
Swim Lesson Registrants	106	-	106	217	385	56%
Pool Memberships Purchased	5	-	5	30	115	26%
Daily Visits	1,652	123	1,529	9,098	36,299	25%
Aquatic Centre Revenues	\$ 13,570	\$ 428	13,142	\$ 55,858	\$ 193,383	29%

<i>Fitness &amp; Related Programming</i>	Q3-2020	Q2-2020	Change	2020 YTD	2019	% of PY
Number of classes per week	10	-	10	14	87	17%
Average Attendance	11	-	11	11	48	22%
Fitness Memberships Sold	109	-	109	261	913	29%
Fitness Revenues	\$ 25,523	\$ -	25,523	\$ 59,509	\$ 163,472	36%

<i>Ice Surface</i>	Q3-2020	Q2-2020	Change	2020 YTD	2019	% of PY
Ice Revenues	\$ -	\$ -	-	\$ 52,682	\$ 126,431	42%

<i>Trails</i>	Q3-2020	Q2-2020	Change	2020 YTD	2019	% of PY
Free Equipment Rentals	-	-	-	765	1,213	63%

<i>Civic Facility</i>	Q3-2020	Q2-2020	Change	2020 YTD	2019	% of PY
Civic Rental Revenue	\$ 594	\$ 1,270	(676) ●	\$ 1,864	\$ 2,254	83%

## Quarterly Highlights

- Executive Assistant began full time - focus on streamlining internal processes with Registrar (deaths/marriage licences) and AGCO (lotteries)
- Developed a Corporate Policy Manual
- Began implementation of iCompass Agenda Software

## Key Metrics

Statistics	Q3-2020	Q2-2020	Change
Marriage Licenses - Issued	10	3	233%
Marriage Licenses - Fees Collected	\$ 1,250	\$ 375	233%
Lottery Licenses - Issued	-	-	
Lottery Licenses - Fees Collected	\$ 4,133	\$ 7,317	-44% ●
Commission of Oath - Issued	-	1	-100% ●
Commission of Oath - Fees Collected	\$ 280	\$ 20	1300%
Burial Permits - Issued	-	25	-100% ●
Burial Permits - Fees Collected	\$ 420	\$ 750	-44% ●
Website Visits	-	24,976	-100%
Facebook Followers	2,496	2,442	2%

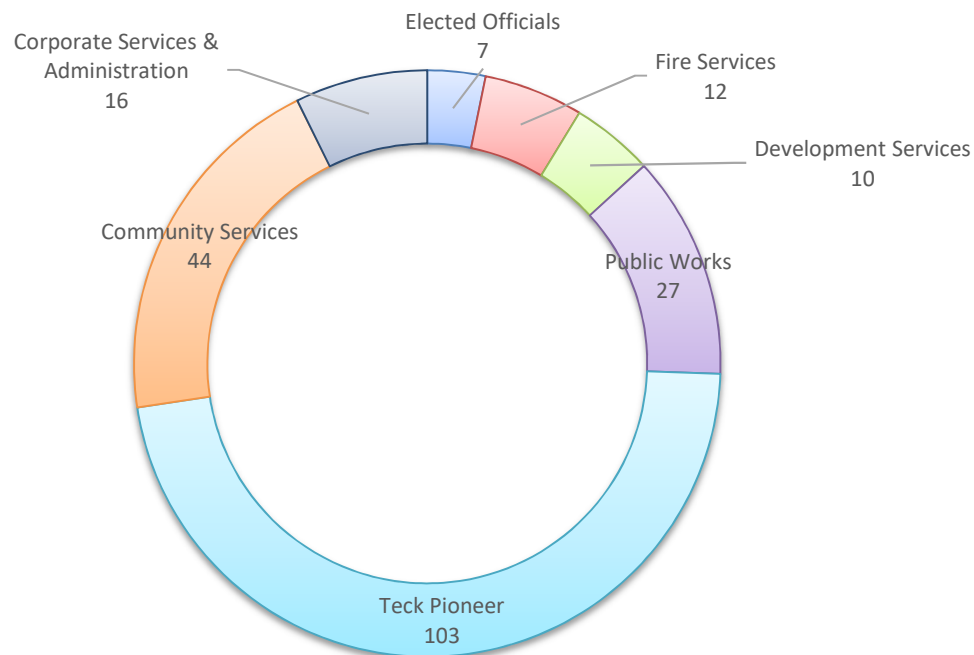
Statistics	2020 YTD	2019	% of PY
Marriage Licenses - Issued	20	-	
Marriage Licenses - Fees Collected	\$ 2,500	\$ 4,625	54%
Lottery Licenses - Issued	-	-	
Lottery Licenses - Fees Collected	\$ 15,440	\$ 28,922	53%
Commission of Oath - Issued	12	-	
Commission of Oath - Fees Collected	\$ 520	\$ 760	68%
Burial Permits - Issued	59	-	
Burial Permits - Fees Collected	\$ 2,190	\$ 4,500	49%
Website Visits	49,182	-	

## Quarterly Highlights

- Successfully placed Executive Director for Teck Pioneer Residence
- Successfully integrated a new application process for hiring
- Started an on-boarding and off-boarding process - currently reviewing the effectiveness of the new processes.

## Key Metrics

	2020 YTD	2019	% of PY
Full-Time Staff	127	139	91%
Part-Time Staff	92	74	124%



## Quarterly Highlights

- TPR has remained COVID free. All routine and enhanced practices are in place
- We have hired an Executive Director and Business Office Manager to replace the up coming retirements of Nancy Loach and Elayne Rosko.

## Key Metrics

<i>Metric</i>	Q3-2020	Q2-2020	Change	2020 YTD	2019	% of PY
Critical Incidents	2	1	1	12	5	240%
Complaints	4	1	3	6	9	67%
Admissions	8	3	5	16	23	70%
Discharges	7	6	1	18	23	78%



## **Attachment 3**

# PROJECT SUMMARY - TKL

## PROJECT STATUS

21

OPEN

12

COMPLETE

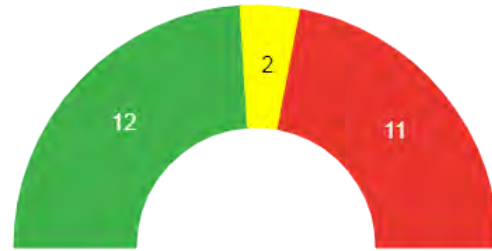
4

NOT STARTED

6

CANCELLED

## PROJECT HEALTH



**RED:** DELAYED

*Planned end has past*

**YELLOW:** AT RISK

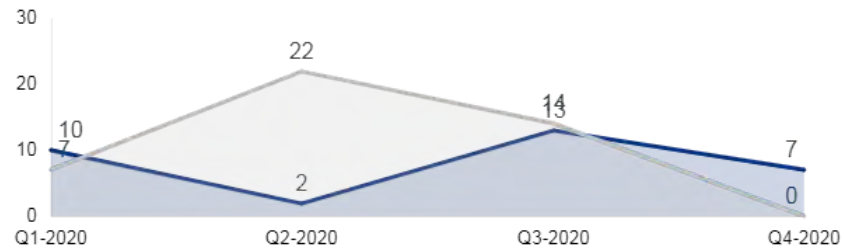
*Planned end is in less than 60 days with less 50% in estimated completion*

**GREEN:** ON TRACK

*Complete & Cancelled Projects not included in Project Health metric.*

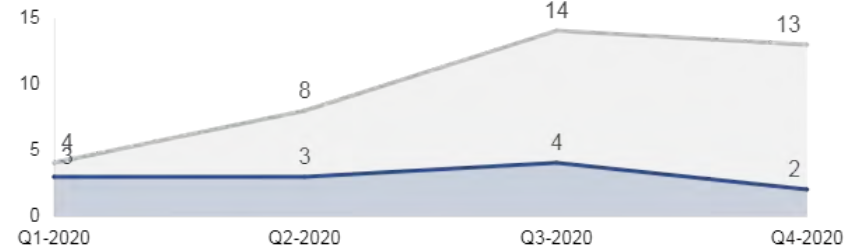
## PERFORMANCE

Start Performance



○ Expected to Start ● Actually Started

Project End Performance



○ Expected to End ● Actually Ended

# Project Status Report



	Service Area	Project Lead	Primary	Project Status	Estimated % Complete	Project Health	Planned Start	Planned End	Actual Start	Actual End
1	Corporate Services	Shawna Ducharme	Computer Replacement & Related Equipment	In Progress	98%	●	06/16/20	09/30/20	07/15/20	
2	Development Services	ashley.bilodeau@tkl.ca	Monitoring Wells Installation	In Progress	15%	●	04/01/20	06/30/20	10/01/20	
3	Fire Services	rob.adair@tkl.ca	Rescue Truck	In Progress	90%	●	01/01/20	03/31/20	01/01/20	
4	Public Works (Works)	michel.riberdy@tkl.ca	New Fuel Tanks	In Progress	75%	●	04/01/20	09/30/20	10/02/20	
5	Public Works (Works)	michel.riberdy@tkl.ca	Swastika Sewer Upgrade - Engineering	In Progress	90%	●	01/01/20	06/30/20	01/06/20	
6	Public Works (Works)	michel.riberdy@tkl.ca	TKL Wastewater Lift Stations (OWCA)	In Progress	50%	●	07/01/20	09/30/20	08/31/20	
7	Public Works (Works)	michel.riberdy@tkl.ca	Chlorine Analyzer Replacement	In Progress	10%	●	07/01/20	09/30/20		
8	Teck Pioneer Residence	nancy.loach@tkl.ca	Refrigerator Replacement	In Progress	50%	●	04/01/20	06/30/20	07/20/20	
9	Community Services	Bonnie Sackrider	Walking Trail Repair (Kinross Park)	Not Started	0%	●	04/01/20	06/30/20		
10	Public Works (Works)	michel.riberdy@tkl.ca	Laptop Computer w GIS Mapping	Not Started	0%	●	01/01/20	03/31/20		
11	Public Works (Works)	michel.riberdy@tkl.ca	Leak Locator Tool	Not Started	0%	●	04/01/20	09/30/20		
12	Public Works (Works)	michel.riberdy@tkl.ca	KL Water Distribution System Modelling	In Progress	20%	●	07/01/20	12/31/20	10/05/20	
13	Public Works (Works)	michel.riberdy@tkl.ca	Storm Water & Sanitary Sewer Tunnel Study	Not Started	0%	●	07/01/20	12/31/20		
14	Public Works (Works)	michel.riberdy@tkl.ca	Swastika WPCP Decommissioning & Sewer System Connection to	In Progress	10%	●	07/01/20	06/30/21	01/06/20	
15	Public Works (Works)	michel.riberdy@tkl.ca	Second Street/Churchill Drive Crosswalk	In Progress	75%	●	04/01/20	12/31/20	08/26/20	
16	Public Works (Works)	michel.riberdy@tkl.ca	TKL Municipal Services Expansion - West End	In Progress	10%	●	07/01/20	12/31/21	09/03/20	
17	Public Works (Works)	michel.riberdy@tkl.ca	TKL Sewage Treatment Plant (OCWA)	In Progress	50%	●	04/01/20	12/31/20	07/15/20	
18	Public Works (Works)	michel.riberdy@tkl.ca	TKL Water Plant - High Lift System and Post Treatment (OCWA)	In Progress	65%	●	04/01/20	12/31/20	10/01/20	
19	Public Works (Works)	michel.riberdy@tkl.ca	TKL Water Tower and Swastika Pressure Station (OCWA)	In Progress	90%	●	04/01/20	12/31/20	10/01/20	
20	Public Works (Works)	michel.riberdy@tkl.ca	TKL Water Plant - raw water pre-treatment (OCWA)	In Progress	50%	●	07/01/20	12/31/21	10/01/20	
21	Public Works (Works)	michel.riberdy@tkl.ca	Wilson Ave_Water & Wastewater Forcemain Replacement	In Progress	90%	●	07/01/20	12/31/20	08/04/20	
22	Public Works (Works)	michel.riberdy@tkl.ca	Sidewalks, Accessible Parking & Ped. Audible System	In Progress	90%	●	04/01/20	12/31/20	03/30/20	
23	Public Works (Works)	michel.riberdy@tkl.ca	Lakeshore Drive & McCamus Ave.	In Progress	90%	●	07/01/20	12/31/20	07/31/20	
24	Public Works (Works)	steve.ranta@tkl.ca	Loader Snow Plowing Blade - with Hyd. Wings	In Progress	90%	●	07/01/20	12/31/20	10/02/20	
25	Other	Keith Gorman	Capital Contingency Fund	In Progress	75%	●	01/01/20	12/31/20	01/01/20	
26	Community Services	Bonnie Sackrider	Washroom Facilities at Kinross	Cancelled			04/01/20	06/30/20		
27	Community Services	Bonnie Sackrider	Parking Lot Lighting	Cancelled			07/01/20	09/30/20		
28	Community Services	Bonnie Sackrider	Camera System Upgrade - Community Complex	Cancelled			04/01/20	09/30/20		
29	Corporate Services	Keith Gorman	Questica & Openbook Software Integration	Cancelled			07/01/20	09/30/20		
30	Public Works (Works)	michel.riberdy@tkl.ca	Energy Efficiencies at the Water Treatment Plant	Cancelled			04/01/20	06/30/21		
31	Public Works (Works)	steve.ranta@tkl.ca	Towable 6 Cubic Foot Cement Mixer	Cancelled			04/01/20	09/30/20		
32	Community Services	Bonnie Sackrider	Sump Pumps	Completed	100%		01/01/20	03/31/20	01/01/20	03/31/20
33	Community Services	Bonnie Sackrider	Zero Turn Mower	Completed	100%		04/01/20	06/30/20	06/22/20	06/29/20
34	Corporate Services	meagan.elliott@tkl.ca	Generator Replacement (OPP Building)	Completed	100%		07/01/20	09/30/20	08/01/20	09/14/20
35	Public Works (Works)	michel.riberdy@tkl.ca	Crew Cab Truck	Completed	100%		04/01/20	09/30/20	02/28/20	02/28/20
36	Public Works (Works)	michel.riberdy@tkl.ca	Used Grader	Completed	100%		07/01/20	12/31/20	04/27/20	10/06/20
37	Public Works (Works)	michel.riberdy@tkl.ca	Swastika WWTP Capacity Evaluation	Completed	100%		01/01/20	06/30/20	02/13/20	06/12/20
38	Public Works (Works)	michel.riberdy@tkl.ca	New 2020 Trackless MT7 - Sidewalk Machine	Completed	100%		04/01/20	12/31/20	08/12/20	09/01/20
39	Public Works (Works)	michel.riberdy@tkl.ca	Comfort Street Pumping Station 140 hp Sewage Pump	Completed	100%		04/01/20	06/30/20	03/25/20	05/31/20
40	Public Works (Works)	steve.ranta@tkl.ca	644 John Deere Loader Back- Up Camera	Completed	100%		04/01/20	09/30/20	08/12/20	10/06/20
41	Public Works (Works)	steve.ranta@tkl.ca	Gas Detection Equipment - Health and Safety	Completed	100%		04/01/20	09/30/20	09/02/20	09/25/20
42	Public Works (Works)	steve.ranta@tkl.ca	Radio Communication Equipment	Completed	100%		04/01/20	09/30/20	08/13/20	09/25/20
43	Teck Pioneer Residence	nancy.loach@tkl.ca	Steam Boiler	Completed	100%		02/01/20	03/31/20	02/03/20	03/09/20

## **Attachment 4**

# TKL STRATEGIC PLAN SUMMARY

## Q3 Action Items Status

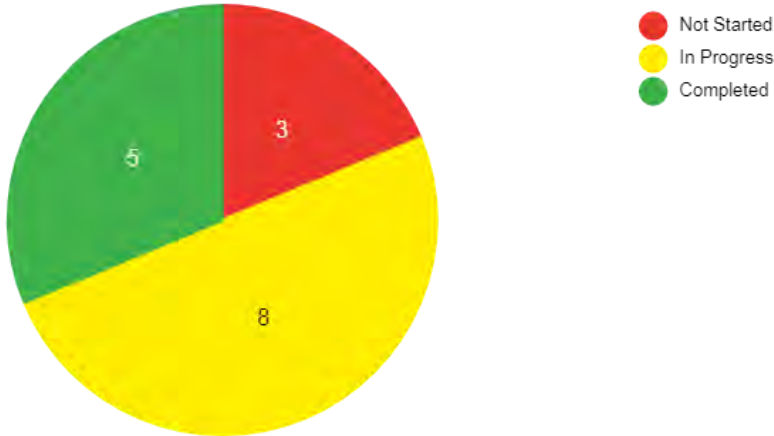
### Q3 Action Items

**16**

### Q3 Action Items Status

### Q3 Action Items per Department

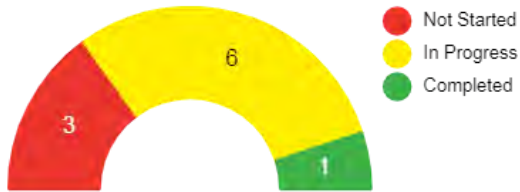
- Corporate Services: **10**
- Development Services: **3**
- Community Services: **1**
- Fire Services: **0**
- Teck Pioneer: **0**
- Public Works: **1**
- CAO/Council: **1**



## Q3 Status by Department

\*\*\* Note, there are no graphs for Fire Services and TPR as they have 0 Action Items for Q3

### Corporate Services



### Development Services



### Community Services



### Public Works



### CAO/Council



## Q4 Action Items Status

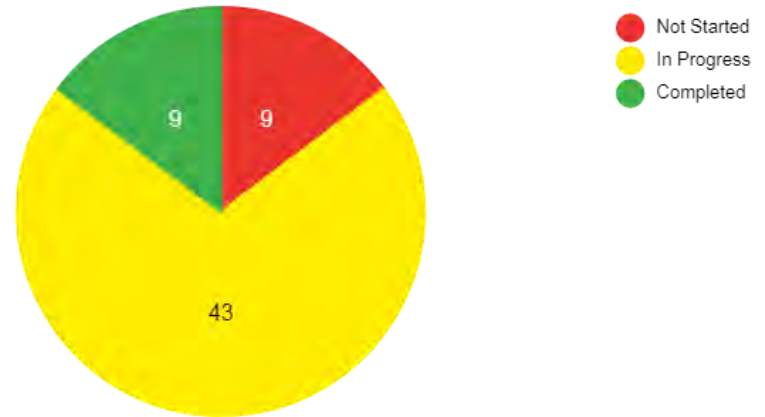
### Q4 Action Items

**61**

### Q4 Action Items Status

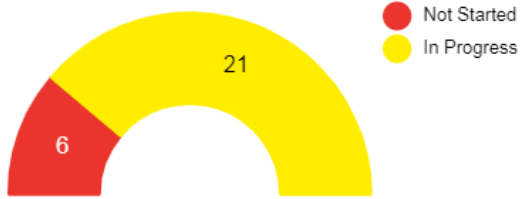
### Q4 Action Items per Department

- Corporate Services: **27**
- Development Services: **16**
- Community Services: **6**
- Fire Services: **4**
- TPR: **1**
- Public Works: **5**
- CAO/Council: **2**

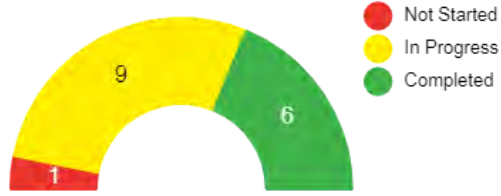


### Q4 Status by Department

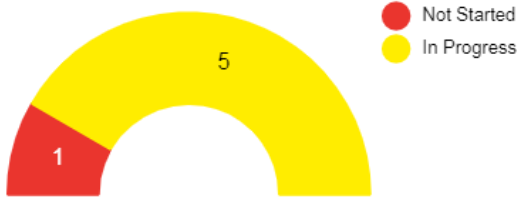
#### Corporate Services



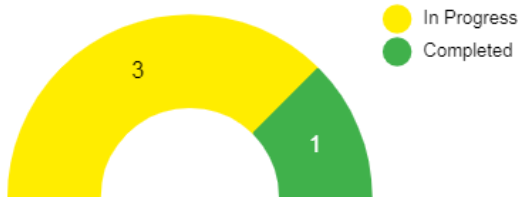
#### Development Services



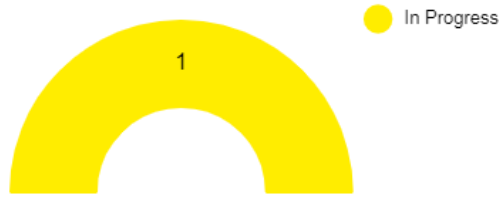
#### Community Services



#### Fire Services



#### Teck Pioneer



#### Public Works



#### CAO/Council





# 2020 Strategic Plan All



Action Item Number	Task Name	Due Date	Done	Assigned To	Status	Date to Council	Comments
1	<b>ACHIEVE SUSTAINABLE OPERATIONAL EXCELLENCE</b>		<input type="checkbox"/>				
2	<b>AIM FOR FINANCIAL SUSTAINABILITY</b>		<input type="checkbox"/>				
3	OE-1 Establish Standard Procurement Guidelines and Practices	09/30/20	<input type="checkbox"/>	Keith Gorman	In Progress		Policy is in early draft stages, with system review and considerations also being reviewed.
4	OE-2 Complete cost analyses to assess the hiring of staff vs. procuring contractors for delivery of services	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress		Draft prepared for review and consideration in 2021 budget deliberations. Focus is towards aspects potential outsourcing of tasks within taxation.
5	OE-3 Complete cost analyses to assess the hiring of staff vs. procuring contractors for delivery of services	12/31/20	<input type="checkbox"/>	Ashley Bilodeau	In Progress		Procurement for Animal Control services will be presented in December. Internal review of contracting landfill tipping attendants is also being considered.
6	OE-6 Analyze competitiveness of KL taxes, rates and fees in comparison to other nearby and similar sized municipalities	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress		Draft prepared and pending review.
7	OE-8 Prepare and evaluate a long-term capital spend/replacement strategy	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress		Aligned with budget process.
8	OE-14 Review and establish dedicated reserves/reserve funds	12/31/20	<input type="checkbox"/>	Keith Gorman	Not Started		
9	OE-16 Link budget to the Strategic Plan	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress		
10	OE-17 Introduce and approve budgets for coming year in Q4	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress		
11	OE-18 Investigate ability to reduce liabilities on balance sheet	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress		Current focus towards payroll liabilities.
12	<b>POLICY DEVELOPMENT &amp; IMPLEMENTATION</b>		<input type="checkbox"/>				
13	OE-21 Review Overtime Policy and make necessary changes to reduce personnel costs	12/31/20	<input type="checkbox"/>	Keith Gorman	Not Started		
14	OE-28 Develop and implement an Information Technology Policy	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress		Incorporating into strategic review with WSCS.
15	OE-30 Develop and implement a Reserves/Reserve Fund Policy	12/31/20	<input type="checkbox"/>	Keith Gorman	Not Started		
16	OE-31 Develop and implement a Debt Management Policy	12/31/20	<input type="checkbox"/>	Keith Gorman	Not Started		
17	OE-32 Develop and implement a Surplus Management and Investment Policy	12/31/20	<input type="checkbox"/>	Keith Gorman	Not Started		
18	<b>BETTER MANAGEMENT OF CAPITAL ASSETS</b>		<input type="checkbox"/>				
19	OE-34 Develop and implement a Fleet Management Plan (equipment retrofit execution)	12/31/20	<input type="checkbox"/>	Michel Riberdy	In Progress		WSCS completing as part of Service Delivery Review
20	OE-35 Analyze benefit of introducing a Facilities Management Department	12/31/20	<input type="checkbox"/>	Bonnie Sackrider	In Progress		WSCS completing as part of Service Delivery Review
21	<b>IMPROVED COMMUNICATIONS</b>		<input type="checkbox"/>				
22	OE-38 Develop and implement a Communications Policy; establish and monitor communication processes	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress		
23	<b>FIND AND IMPLEMENT EFFICIENCIES</b>		<input type="checkbox"/>				
24	OE-46 Assess Contracted Services/Leases/Rentals prior to expiry to ensure maximum efficiency and best use of taxpayers dollars (Hospital contract for IT)	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress		Met with KDH team in Sept and reviewing scope of services provided.
25	OE-48 Assess Contracted Services/Leases/Rentals prior to expiry to ensure maximum efficiency and best use of taxpayers dollars (Family Health Team)	09/30/20	<input type="checkbox"/>	Keith Gorman	Not Started		
26	OE-49 Analyze best use for Efficiency Funding (Provincial Funding)	12/31/20	<input type="checkbox"/>	Ashley Bilodeau	In Progress		Meeting with Efficiency Committee in early November.
27	OE-52 Enhance controls and review process for Vendor Management	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress		
28	OE-53 <input type="checkbox"/> Create and monitor Annual Business Plans for each department	12/31/20	<input type="checkbox"/>	all@tkl.ca, Ashley			
29	OE-53 Corporate Services Business Plan	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress		
30	OE-53 Development Services Business Plan	12/31/20	<input type="checkbox"/>	Ashley Bilodeau	In Progress		These will be presented at the beginning of 2021.
31	OE-53 Community Services Business Plan	12/31/20	<input type="checkbox"/>	Bonnie Sackrider	In Progress		
32	OE-53 Public Works Business Plan	12/31/20	<input type="checkbox"/>	Michel Riberdy	In Progress		

Action Item Number	Task Name	Due Date	Done	Assigned To	Status	Date to Council	Comments
33	OE-53	Fire Services Business Plan	12/31/20	<input type="checkbox"/>	Rob Adair	In Progress	
34	OE-53	Teck Pioneer Business Plan	12/31/20	<input type="checkbox"/>	Nancy Loach	In Progress	
35	OE-54	Look at opportunities to reduce mailouts of tax and utility bills to save on postage	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress	Initial campaign ran October 2020; 120 utility bill signups rec'd in less than a month.
36	OE-55	Review software choices for facility booking software	12/31/20	<input type="checkbox"/>	Bonnie Sackrider	In Progress	Working with I.T. and MNH to determine needs and best fit
37	OE-56	Assess benefits and efficiencies associated with software upgrades	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress	
38	OE-58	Review and implement software to assist with formulating Council agenda	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress	
39	OE-59	Complete recommendations from Fire Master Plan- Create a Plan to reduce fires- education, prevention efforts	12/31/20	<input type="checkbox"/>	Rob Adair	In Progress	
40	OE-62	Complete recommendations from Fire Master Plan- Conduct Risk Assessment on Town Building stock	12/31/20	<input type="checkbox"/>	Rob Adair	In Progress	
41	OE-64	Reduce waste and mitigate need for additional landfill capacity	12/31/20	<input type="checkbox"/>	Ashley Bilodeau	In Progress	Reviewing opportunities to eliminate commercial waste, purchasing and installing a scale, increasing recycling capabilities, etc. Report to be presented at Council in December.
42	<b>BUILD THE TEAM</b>			<input type="checkbox"/>			
43	<b>IMPROVE ACCOUNTABILITY</b>			<input type="checkbox"/>			
44	BT-2	Enhance and improve functionality of CGIS	09/30/20	<input checked="" type="checkbox"/>	Ashley Bilodeau	Complete	
45	OE-16	Introduce and approve budgets for coming year in Q4	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress	
46	BT-5	Develop and report variance reporting for staff	09/30/20	<input type="checkbox"/>	Keith Gorman	In Progress	Capital variance reporting in place, operational reporting pending.
47	<b>IMPROVING COUNCIL ACCOUNTABILITY TO STAFF &amp; RESIDENTS</b>			<input type="checkbox"/>			
48	BT-8	Put KL on the map: Improve regional and provincial knowledge of KL	12/31/20	<input type="checkbox"/>	Ashley Bilodeau	In Progress	Completed four regional surveys on COVID-19 impact on ED, put together the business directory and job fair, revived partnership with NEO tourism organization
49	BT-9	Advocate regionally and provincially at conferences, meetings, etc...	12/31/20	<input checked="" type="checkbox"/>	Ric McGee	Complete & Ongoing	AMO Delegations. Budget for 2021 Participation.
50	<b>IMPROVING STAFF ACCOUNTABILITY TO EACH OTHER</b>			<input type="checkbox"/>			
51	BT-10	Establish opportunities for cross training staff to reduce gaps in service when individuals are away	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress	
52	BT-11	Develop and implement Training Plan and Policy	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress	
53	BT-13	Review purpose and best approach for Health and Safety Committee structure	09/30/20	<input type="checkbox"/>	Keith Gorman	Not Started	
54	BT-14	Review Sick Time Policy, Part-Time Benefits	09/30/20	<input type="checkbox"/>	Keith Gorman	Not Started	
55	<b>ELIMINATE THE GAPS</b>			<input type="checkbox"/>			
56	BT-19	Finalize Organizational Review	09/30/20	<input checked="" type="checkbox"/>	Ric McGee	Complete	07/14/20 Presented and Approved.
57	BT-22	Develop Training Plan	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress	
58	BT-23	Develop Succession Plan	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress	
59	BT-25	Analyze need for Facilities Management position	09/30/20	<input type="checkbox"/>	Bonnie Sackrider	In Progress	To be determined through Service Delivery Review. Half of Cemetery Supervisor's position has been allocated to facilities.
60	BT-26	Analyze need for Contract Manager position	09/30/20	<input type="checkbox"/>	Michel Riberdy	In Progress	
61	BT-27	<input type="checkbox"/> Analyze need or purpose of an AODA Committee	12/31/20	<input type="checkbox"/>	Bonnie Sackrider, Keith	Not Started	
62	BT-27	Corporate Services analyze need/purpose of AODA Committee	12/31/20	<input type="checkbox"/>	Keith Gorman	Not Started	
63	BT-27	Community Services analyze need/purpose of AODA Committee	12/31/20	<input type="checkbox"/>	Bonnie Sackrider	Not Started	Regulatory review and best practices of municipalities under 10,000

Action Item Number	Task Name	Due Date	Done	Assigned To	Status	Date to Council	Comments
64	<b>OUTSTANDING SERVICE</b>		<input type="checkbox"/>				
65	<b>IMPLEMENT SUSTAINABLE SERVICE DELIVERY</b>		<input type="checkbox"/>				
66	OS-1 Conduct cost analysis on use of credit cards and other payment options through all TKL buildings	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress		
67	OS-2 Managing expectations- develop service delivery standards (Winter Maintenance Manual)	12/31/20	<input type="checkbox"/>	Michel Riberdy	In Progress		In coordination with WSCS service delivery review.
68	OS-4 Managing expectations- develop service delivery standards (water financial plan)	12/31/20	<input type="checkbox"/>	Michel Riberdy	Not Started		
69	OS-7 Managing expectations- develop service delivery standards (timeframe for inspections, planning applications)	12/31/20	<input type="checkbox"/>	Ashley Bilodeau	In Progress		To be added to website in coming weeks.
70	OS-10 Managing expectations- develop service delivery standards (Museum & Library service delivery review)	12/31/20	<input type="checkbox"/>	Bonnie Sackrider	In Progress		WSCS completing for Museum
71	OS-11 Managing expectations- develop service delivery standards (determine need of service groups, find efficiencies)	12/31/20	<input type="checkbox"/>	Bonnie Sackrider	In Progress		implementation of software for work orders, inventory, inspection. creating procedures and policies regarding frequent needs identified
72	OS-15 Improving accessibility (age friendly plan implementation)	12/31/20	<input type="checkbox"/>	Ashley Bilodeau	In Progress		Initiatives with THU started for active school travel
73	<b>DEVELOP BETTER COMMUNICATIONS &amp; ENHANCED OPENNESS AND TRANSPARENCY</b>		<input type="checkbox"/>				
74	OS-16 Implement Customer Relations Management System	09/30/20	<input checked="" type="checkbox"/>	Ashley Bilodeau	Complete & Ongoing		Ongoing improvement being made.
75	OS-17 Establish a Communications Policy for communication with Council, staff and the public (policy to include measuring techniques, such as customer satisfaction surveys)	09/30/20	<input type="checkbox"/>	Keith Gorman	In Progress		Currently conducting preliminary review of comparable policies.
76	OS-18 Establish a Communications Policy for communication with Council, staff and the public (policy to include direction on public engagement on high profile sensitive topics)	09/30/20	<input type="checkbox"/>	Keith Gorman	In Progress		
77	OS-19 Establish a Communications Policy for communication with Council, staff and the public (use of social media, website and TKL alerts)	09/30/20	<input type="checkbox"/>	Keith Gorman	In Progress		
78	OS-20 Establish a Communications Policy for communication with Council, staff and the public (use of standardized templates for letters, memos, etc...)	09/30/20	<input type="checkbox"/>	Keith Gorman	In Progress		
79	OS-21 <input type="checkbox"/> Establish a customer satisfaction survey to use as a benchmark	12/31/20	<input type="checkbox"/>	Ashley Bilodeau, Keith			
80	OS-21 Corporate Services- establish a customer satisfaction survey to use as a benchmark	12/31/20	<input type="checkbox"/>	Keith Gorman	In Progress		
81	OS-21 Development Services- establish a customer satisfaction survey to use as a benchmark	12/31/20	<input type="checkbox"/>	Ashley Bilodeau	In Progress		
82	OS-22 Launch new website	09/30/20	<input checked="" type="checkbox"/>	Keith Gorman	Complete		
83	<b>IMPROVING HEALTH AND SAFETY FOR STAFF &amp; PUBLIC</b>		<input type="checkbox"/>				
84	OS-21 Education and Prevention (develop/implement Home and Business inspections Program AND establish fees for false alarms/avoidable calls)	12/31/20	<input checked="" type="checkbox"/>	Rob Adair	Complete		
85	<b>PROMOTE ECONOMIC GROWTH</b>		<input type="checkbox"/>				
86	<b>INVEST IN KL</b>		<input type="checkbox"/>				
87	ED-2 Build capacity and ability to execute Economic Development in KL (complete market research and analyzing competitiveness of KL's market)	12/31/20	<input type="checkbox"/>	Ashley Bilodeau	In Progress		EDC meetings have resumed and working towards building competitiveness of KL's market. Working towards updating the KL competitive profile.
88	ED-3 Build capacity and ability to execute Economic Development in KL (enhance skills by increasing training and professional development of staff)	12/31/20	<input checked="" type="checkbox"/>	Ashley Bilodeau	Complete & Ongoing		Restrategizing the role of EDC to make them more active in ED. Training and professional development training has been transpiring (ending Nov. 19).
89	ED-5 <input type="checkbox"/> Promote KL	12/31/20	<input checked="" type="checkbox"/>	Ashley Bilodeau, Ric	Complete & Ongoing		
90	ED-5 Council Promote KL (establish/participate in regional partnerships and projects)	12/31/20	<input checked="" type="checkbox"/>	Ric McGee	Complete & Ongoing		Northern College, THU, DTSSAB, KL Gold, Chamber of Commerce
91	ED-5 Development Services Promote KL (establish/participate in regional partnerships and projects)	12/31/20	<input checked="" type="checkbox"/>	Ashley Bilodeau	Complete & Ongoing		Completed four regional surveys on COVID-19 impact on ED, put together the business directory and job fair, revived partnership with NEO tourism organization.
92	ED-7 Promote KL (identify venues and messaging for advocacy)	12/31/20	<input checked="" type="checkbox"/>	Ashley Bilodeau	Complete & Ongoing		Put together communication capability focusing on community groups and businesses, including regular direct contact and assistance with funding applications, explaining government programs, etc.

Action Item Number	Task Name	Due Date	Done	Assigned To	Status	Date to Council	Comments
93	ED-8 Support Local Business, encourage retention and attraction of business in KL (create support mechanisms to assist businesses)	09/30/20	<input checked="" type="checkbox"/>	Ashley Bilodeau	Complete & Ongoing		MAT is on hold because of COVID. CIP and Community Grants have been implemented. 2 CIP applications approved, 5 CIP applications in progress.
94	ED-9 Support local business, encourage retention and attraction (identify growth potential sectors)	12/31/20	<input checked="" type="checkbox"/>	Ashley Bilodeau	Complete & Ongoing		Modifying scope of the EDC to assist with this strategic priority. Working with two active companies seeking to locate investment in KL.
95	ED-10 Support local business, encourage retention and attraction (support local SME's through capacity building)	12/31/20	<input checked="" type="checkbox"/>	Ashley Bilodeau	Complete & Ongoing		Modifying scope of the EDC to assist with this strategic priority. Visiting with local businesses and giving them information on available programming.
96	ED-13 Leverage existing strengths (support tourism through event creation, support and marketing assistance)	12/31/20	<input type="checkbox"/>	Ashley Bilodeau	Not Started		Event creation on hold as a result of COVID.
97	ED-14 Leverage existing strengths (develop an Events Webpage)	12/31/20	<input checked="" type="checkbox"/>	Ashley Bilodeau	Complete & Ongoing		The events calendar has been reinstated off of the What's Happening KL facebook page. Internal meetings in the coming weeks will determine who will manage the calendar.
98	ED-16 Make KL presentable (target enforcement towards property and community standards)	06/30/20	<input checked="" type="checkbox"/>	Ashley Bilodeau	Complete & Ongoing		There has been an increased effort in enforcement and resolving Community Standards complaints.
99	<b>REDUCE COMPETITION WITH PRIVATE SECTOR</b>		<input type="checkbox"/>				
100	ED-17 Analyze existing areas where TKL may be competing, find efficient ways to reduce or eliminate competition with private sector	12/31/20	<input type="checkbox"/>	Michel Riberdy	In Progress		Preliminary work completed on rental rates.

## MEMORANDUM TO COUNCIL

Meeting Date: 11/3/2020

Memo Number: 2020-DEV-007

Presented by: Ashley Bilodeau

Department: Development Services

### MEMO TITLE

Request to Purchase Land – East of 26 Dixon Avenue

### RECOMMENDATION(S)

**BE IT RESOLVED THAT** Memorandum Number 2020-DEV-007 entitled “**Request to Purchase Land – East of 26 Dixon Avenue**”, be received, and

**THAT** staff be directed to present a By-law to Council at the November 17, 2020 Regular Meeting of Council to authorize the Corporation of the Town of Kirkland Lake to enter into an agreement of purchase and sale to sell the land to the east of 26 Dixon Avenue to Theodore and Brenda Bukowski for a sale price of \$300.00.

### BACKGROUND

Mr. and Mrs. Bukowski, owners of 26 Dixon Avenue, are interested in finalizing the purchase of a portion of greenspace located to the east of their property. This land sale was delayed due to a neighbouring property owner’s concern with the survey. Council gave Ms. Cozac until November 3, 2020 to bring pertinent information forward, regarding the discrepancies in the survey. No information has been received. Council passed the following motion at the September , 2020 Meeting of Council:

Moved by: Rick Owen

Seconded by: Dennis Perrier

**BE IT RESOLVED THAT** Report Number 2020-DEV-040 entitled “Request to Purchase Land – East of 26 Dixon Avenue” be received, and **THAT** report 2020-DEV-040 be referred back to staff for the first meeting of November to allow time for Ms. Cozac to provide any additional documents.

CARRIED.

## RATIONALE

The Town has provided Ms. Cozac with many opportunities to provide information to the Town related to the alleged discrepancies in the survey. The land sale will not inhibit Ms. Cozac's ability to contest the survey in the future. If an issue is identified, the survey and lot lines can be reviewed and reconsidered by a Board, independent of this land sale.

## ATTACHMENTS

Attachment 1 – Aerial Representation





# MEMORANDUM TO COUNCIL

Meeting Date: 11/3/2020	Memo Number: 2020-DEV-006M
Presented by: Ashley Bilodeau	Department: Development Services

## MEMO TITLE

Kirkland Lake Gold - Support to Amend PTTW

## RECOMMENDATION(S)

**BE IT RESOLVED THAT** Memorandum Number 2020-DEV-006M entitled “**Kirkland Lake Gold - Support to Amend PTTW**”, be received,

**THAT** Council formally supports Kirkland Lake Gold in the application to amend the Permit to Take Water for Lakeshore Pond, and

**THAT** Mayor Kiely is hereby authorized to request a meeting with the Minister of Environment, Conservation and Parks, MPP John Vanthof and representatives from Kirkland Lake Gold to facilitate a resolution to this situation.

## BACKGROUND

Kirkland Lake Gold has a historical practice of pumping the Lakeshore Basin to stop overflows and infiltration into the underground workings at Macassa. At the time of the renewal of the Permit to Take Water, the Ministry of Environment, Conservation and Parks imposed a seasonal pumping restriction, eliminating KLG’s ability to pump water 365 days per year. Kirkland Lake Gold is required to stop pumping water no later than November 1 of each year. The rationale for the Ministry’s decision is unknown.

The seasonal dewatering will most likely create major challenges at the Macassa Mine from an operational standpoint. This past Spring, activity underground ceased in certain areas due to excessive flooding underground. There are significant health and safety risks associated with this limitation. As a result, Kirkland Lake Gold has begun to look for options that may rectify these risks.

In August of 2020, Kirkland Lake Gold approached the Town of Kirkland Lake,

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expressing concern that municipal stormwater is contributing to, and increasing water levels at the Lakeshore Basin. Town staff met with Kirkland Lake Gold to discuss options to reduce the volume of water being discharged into the Basin. Two options were presented:

1. Redesign of the municipal stormwater system, eliminating the additional flow of water into the Lakeshore Pond. This option would result in a major storm system upgrade and based on preliminary assessment, is not economically feasible, nor would this solution be feasible in the foreseeable period of time.
2. Receive approval for an amendment to the PTTW, to permit dewatering 365 days per year to protect employee health and safety.

## **R A T I O N A L E**

Town staff support the request made by Macassa Mine to continue dewatering, as there is nowhere else for this water to be discharged without substantial resources, effort and time to determine an alternate solution. If the water does not outlet into the Basin, as designed, there would be storm water issues throughout the downtown core in the Town of Kirkland Lake.

Failure to dewater the Basin may also impose significant health and safety risks due to flooding in the inner workings of the mine. In addition, when high water levels are present, it reduces the amount of ore coming from the mine, as these inner workings become inoperable until such time as dewatering or lower water levels are experienced. This has an overall impact on Kirkland Lake Gold's production, which contributes significantly to the local, Provincial and National economy.

## **A T T A C H M E N T S**

Attachment 1 – Letter of Support - Sent to Kirkland Lake Gold on October 29, 2020



October 28, 2020

Ministry of the Environment, Conservation and Parks  
ATTN: Mr. Jean Guindon, Area Supervisor  
Timmins District Office  
Ontario Government Complex  
5520 Highway 101 E, P.O. Bag 3080  
South Porcupine, ON P0N 1H0

Dear Sir:

RE: Kirkland Lake Gold Permit to Take Water for Lakeshore Pond

The Town of Kirkland Lake understands that Macassa Mine holds a seasonal Permit to take Water (PTTW) for Lakeshore Pond. The Town is also aware that there is a need for Kirkland Lake Gold (KLG) to dewater the basin for the health and safety of the underground workforce, as the water infiltrates into the underground workings when the elevation gets too high. Recently, KLG expressed concern that municipal stormwater is contributing to, and increasing water levels at the Lakeshore Pond.

The Town has been in discussions with KLG in an attempt to collect information and assist with resolving these issues during the winter months. Based on our conversations to date, two options have been unidentified:

1. Redesign of the municipal stormwater system, eliminating the additional flow of water into the Lakeshore Pond. This option would result in a major storm system upgrade and based on our preliminary assessment, is not economically feasible, nor would this solution be feasible in the foreseeable period of time.
2. Receive approval for an amendment to the PTTW, to permit dewatering 365 days per year to protect employee health and safety.

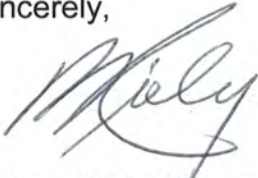
The Town of Kirkland Lake is supporting the request made by Macassa Mine to continue dewatering, as there is nowhere else for this water to be discharged to without substantial resources, effort and time to determine an alternate solution. If the water does not outlet into Lakeshore Pond, as designed, there would be storm water issues throughout the downtown core in the Town of Kirkland Lake. Failure to dewater the pond, as mentioned above, may also impose significant health and safety issues due to flooding in the inner workings of the mine. In addition, when high water levels are present, it reduces the amount of ore coming from the mine, as these inner workings become inoperable until such time as dewatering or lower water levels are experienced. This has an overall impact on KLG's production,

which contributes significantly to the local, Provincial and National economy.

The Town understands that the seasonal aspect of the PTTW now ends on November 1 of each year due to a recent change in approvals. The Town urgently requests that the Ministry expand the scope of the PTTW to include 365 day per year status to reduce the economic impact on KLG and the Town of Kirkland Lake. Council will receive a recommendation on November 3, 2020 to formally support this position. We will provide an update with the results of that Council Meeting on November 4, 2020.

Thank you for your consideration in resolving this matter favourably.

Sincerely,

A handwritten signature in black ink, appearing to read "Kiely", written in a cursive style.

Patrick Kiely, Mayor

CC: Natasha Dombrowski, KL Gold



# MEMORANDUM TO COUNCIL

Meeting Date: 11/3/2020

Memo Number: 2020-DEV-055

Presented by: Wilfred Hass

Department: Development Services

## MEMO TITLE

Economic Development Committee Recommendations

## RECOMMENDATION(S)

**BE IT RESOLVED THAT** Memorandum Number 2020-EDD-006 entitled “**Economic Development Committee Recommendations**” be received,

**THAT** Council supports the establishment of Northern College’s Electric Vehicle Technician Program at the Kirkland Lake Campus,

**THAT** staff be directed to forward correspondence to President Penner expressing Council’s desire to support Northern College and the Electric Vehicle Technician Program at the Kirkland Lake Campus, and

**THAT** Council authorizes the Mayor to meet with Kirkland Lake Gold to gain support for the Electric Vehicle Technician Program at the Kirkland Lake Campus.

## BACKGROUND

Members of the Economic Development Committee met on October 21, 2020. Items for discussion can be found on the agenda posted on the Town’s website listed as Attachment 1.

## RATIONALE

Under Agenda Heading “Additional Information”, Acting Chair Jeff Molyneaux introduced Northern College’s new Electric Vehicle Technician Program. Discussion on this item resulted in the following recommendation being passed:

Moved by: Elizabeth Kelly

Seconded by: Mike Sutton

**BE IT RESOLVED THAT** the report submitted by Jeff Molyneaux regarding Northern College's electric vehicle technician program be received, and

**THAT** the Committee recommends to Council that it support efforts to have the program located in Kirkland Lake.

### **CARRIED**

The committee recommended that Council communicate its desire to have the program located in Kirkland Lake, as it will help rejuvenate the local campus.

The Committee recommended that Council, through the Mayor, approach Kirkland Lake Gold and attempt to secure their support for locating the program in Kirkland Lake, reflecting Kirkland Lake Gold's position as one of the major local industry beneficiaries of the program.

## **CONSULTATIONS**

Ashley Bilodeau, Director of Development Services

## **ATTACHMENTS**

Attachment 1 -

<http://kirklandlake.hosted.civicle.com/common/pages/DisplayFile.aspx?itemId=17119078>

Attachment 2 – Northern News article on Electric Vehicle Technician Program:  
<https://www.northernnews.ca/news/local-news/college-to-develop-battery-electric-vehicle-technician-program>

**Ministry of Labour,  
Training and Skills  
Development**

Office of the Minister

400 University Avenue  
14<sup>th</sup> Floor  
Toronto ON M7A 1T7  
Tel: 416 326-7600

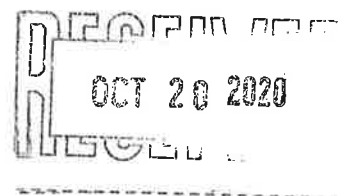
**Ministère du Travail, de la  
Formation et du Développement  
des compétences**

Bureau du ministre

400, avenue University  
14<sup>e</sup> étage  
Toronto ON M7A 1T7  
Tél. : 416 326-7600



**OCT 15 2020**



His Worship Pat Kiely  
Mayor  
Town of Kirkland Lake  
3 Kirkland Street  
Kirkland Lake, ON P2N 3P4

Dear Mayor Kiely:

I was delighted to meet with the delegation from the Town of Kirkland Lake on September 1, 2020. I also appreciated receiving your delegation's brief concerning the interest arbitration system in relation to the *Fire Protection and Prevention Act, 1997* and the changes requested to assist Ontario municipalities.

Ontario's interest arbitration system helps ensure that in sectors where work stoppages are prohibited, parties have access to a fair and neutral dispute resolution process. The Ministry of Labour, Training and Skills Development encourages parties to make every effort to resolve their disputes at the bargaining table. Our mediators are always available to help those who are having difficulty reaching an agreement.

We recognize there have been longstanding concerns with the interest arbitration system. We want to continue consulting with municipalities and stakeholders regarding this vital issue.

Some of the concerns raised by municipalities have been viewed as particularly acute in the fire sector. That is why our government amended the *Fire Protection and Prevention Act* in 2018, and while it may be too early to assess the impact of these changes, I value the input I receive from municipalities about their experiences.

Again, it was a pleasure meeting with your delegation. The views of our municipal partners and stakeholders are important to me and I appreciated the opportunity to hear the delegation's feedback on this and other issues. I look forward to working with you in the future.

Sincerely,

Monte McNaughton  
Minister of Labour, Training and Skills Development

# **DECISION OF THE INTEGRITY COMMISSIONER**

**TOWN OF KIRKLAND LAKE**

**ALLEGATION: CODE OF CONDUCT CONTRAVENTION**

**BY: COUNCILLOR OWEN**



## **Prepared By:**

Gil Hughes, Investigator  
Investigative Solutions Network (ISN)

Peggy Young-Lovelace  
E4m Consultant/Director

## I. EXECUTIVE SUMMARY

1. On February 14, 2020, a request was received by our office for an Integrity Commissioner inquiry into allegations that Rick Owen (“Councillor Owen”) contravened section 8 of the Town of Kirkland Lake Code of Conduct (“Code”) as well as the Council Staff Relations Policy (“CSR Policy”).
2. The request was filed by long-term municipal employee, Bonnie Sackrider (“Ms. Sackrider”), Kirkland Lake’s Community Services Director. It is relevant that this position reports to the CAO, not directly to Council in the municipality’s organization chart.
3. Ms. Sackrider alleged that Councillor Owen on multiple occasions did contravene the following sections of the Code:
  - 1.2 (c) not acting with integrity;
  - 7.1 duty and responsibility to treat staff appropriately and without bullying or intimidation and to ensure the work environment is free from discrimination and harassment;
  - 7.2 a member shall not use indecent, abusive or insulting words, tone or expressions toward staff;
  - 8.3 every member shall show respect for staff and officers, and for their professional capacities and responsibilities;
  - 8.5 no member shall further his authority by intimidating [sic]<sup>1</sup>
4. Further that Councillor Owen did also contravene the following sections of the CSR Policy in his treatment of her:
  - 5.7 Staff shall not be the target of derisive/vexatious comments/behaviour/conduct. Comments on staff performance shall be directed through the appropriate confidential performance reviews.
  - 5.10 Professionalism – advance notice of questions to Staff provides an opportunity for Staff to provide quality reports and advice
  - 5.11 Members, staff and Officers shall work hard at fostering a climate of mutual respect. Each must be respectful of others’ intelligence and professional duties. Members, Staff and Officers must understand that they

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<sup>1</sup> Original request for inquiry documents from Bonnie Sackrider

all face different, often unique challenges and recognize their overarching goal is to serve the best interests of the Municipality.

5. Ms. Sackrider reported that despite multiple training sessions **“at which proper conduct and staff relations were specifically addressed”** Councillor Owen’s **“behaviour directly contradicts the principles advocated in these training sessions”**.<sup>2</sup>
6. She further reported that she had **“repeatedly been subject to overt as well as subtle or covert examples of intentionally rude, demeaning and dismissive behaviour by various Councillors.”**<sup>3</sup> Ms. Sackrider cited public reprimands, accusations about professional competence, and undermining of credibility in front of others among the behaviours exhibited by Councillor Owen on an intermittent basis beginning in December of 2018. She reported that these behaviours were demeaning and led to an extended leave from work.
7. Ms. Sackrider reported several situations occurring over a period of several months. Her allegations included the removal of salary, disrespectful eye rolling, interjecting mocking comments during and after presentations, speaking unfavourably in front of staff and blaming her for the Town’s inability to hire staff and generally undermining her credibility. The incidents form a pattern of negativity and disrespect.

Reduction of Salary – Ms. Sackrider reported that she was receiving a “top up” to her salary for extra administrative work added to her original workload due to the CAO vacancy. This “top up” was then allegedly removed by Council notwithstanding that Ms. Sackrider reports to the CAO or Interim/Acting CAO;

Eye Rolling – that allegedly Councillor Owen had a practice of disrespectfully rolling his eyes in public meetings when Ms. Sackrider was presenting reports to Council;

Undermining Credibility – that allegedly Councillor Owen undermined her credibility by:

- interjecting mockingly when she made presentations as reported
  - with respect to Firefighter negotiations (September 17, 2019), Closed
  - with respect to a presentation regarding the Fitness Centre (October 22, 2019)
  - with respect to the presentation of a report regarding the arena chiller (November 6, 2019)
  - with respect to a closed session Council meeting when she began to provide an update on Fighter negotiations as requested by the Mayor and further at the same meeting regarding a report, she was presenting about crossing guards.
- telling a municipal employee [a colleague of Ms. Sackrider] that Ms. Sackrider was the reason the municipality could not hire crossing guards and lifeguards.
- a subordinate employee reported that during a conversation with Councillor Owen, Ms. Sackrider came up and Councillor Owen’s remarks were not favourable.

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<sup>2</sup> Original request for inquiry documents from Bonnie Sackrider

<sup>3</sup> Original request for inquiry documents from Bonnie Sackrider



8. The matter was investigated by Mr. Gil Hughes (the “Investigator”) who is an experienced investigator with Investigative Solutions Network (“ISN”) and has carried out similar investigations on behalf of Expertise for Municipalities (“E4m”).
9. The Investigator reported:

*“Councillor Owen categorically denied that he had been disrespectful towards Ms. Sackrider. He further advised that he objected to Ms. Sackrider’s word choices and objected to the remaining allegations because they only captured portions of conversations that were subject to interpretation. Councillor Owen added that if he were truly trying to discredit Ms. Sackrider, it would have been done during a session available for public viewing.*

*Rick Owen’s credibility is undermined after examining his behaviours such as eye-rolling and disrespectful comments. Independent witnesses established that Rick Owen exhibited eye-rolling as an obvious reaction to Bonnie Sackrider’s presentations. This seemingly insignificant behaviour actually formed a portion of a larger constellation of negative behaviours exhibited by Rick Owen. He attempted to justify his eye-rolling by advising that he has some sort of eye movement issue whenever he moves his head in an upward direction.*

*Independent witnesses recalled hearing Rick Owen making disparaging and disrespectful comments about Bonnie Sackrider, thereby questioning his credibility. Rick Owen did not apologize for his disrespectful words, but instead he offered regret for not realizing his private conversations could be used against him. He further attempted to justify his behaviour as being part of his position as a Town of Kirkland Lake councillor.”<sup>4</sup>*

10. The Role of Council is established in section 224 of the *Municipal Act* 2001 ch 25. wherein it provides that it is Council’s role to represent the public and to consider the well-being and interests of the municipality; determine the services a municipality will provide, the level to which those services will be offered/managed and to establish policies for the municipal operation.
11. The Role of Officers/Employees is established in section 227 of the *Municipal Act* 2001 ch 25. which provides that it is their role to carry out the direction of Council, to undertake research and provide professional advice to Council on the policies and programs of the municipality as well as to carry out other duties required under the *Municipal Act* or other Acts.

## **FINDINGS**

12. Our findings in these matters are as follows:

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<sup>4</sup> Investigation Report – Gil Hughes, ISN dated September 14, 2020

Councillor Owen clearly contravened sections 5.7, 5.10 and 5.11 of the CSR Policy which in itself is a contravention of section 5.1 of the Code of Conduct which states that:

*Every Member shall observe and comply with every provision of this Code of Conduct as well as all other policies and procedures adopted or established by Council.*

Further, Councillor Owen has contravened sections 7.1, 7.2, 8.1 and 8.3 of the Code of Conduct.

We do not find that that Councillor Owen contravened sections 1.2 (c) or 8.5 of the Code of Conduct.

## **II. LEGISLATIVE FRAMEWORK**

13. Under section 223.4(1)(a) of the *Municipal Act*, Council, a member of Council or a member of the public may make a request for an inquiry to the Integrity Commissioner about whether the member has contravened the Code of Conduct applicable to that member.
14. When a matter is referred to us, we may then conduct an inquiry in accordance with the Municipality's Integrity Commissioner Inquiry Protocol and, upon completion of the inquiry, we may make recommendations to Council on the imposition of penalties.
15. Section 270 of the *Municipal Act* requires a municipality to adopt and maintain a policy with respect to the relationship between Members of Council and the Officers and Staff of the Municipality. The Town of Kirkland Lake has adopted such a policy which contains a provision that it is the role of the Integrity Commissioner to investigate matters related to alleged contraventions of this policy by member of Council.

## **III. THE REQUEST**

16. The request before us was properly filed and in accordance with the *Municipal Act* and the relevant policies and procedures for the Town of Kirkland Lake. The Requestor in this matter is an employee of the Town. The Requestor alleged that Councillor Owen contravened sections 1.2 (c), 7.1, 7.2, 8.3, and 8.5 of the Town's Code of Conduct as well as sections 5.7, 5.10 and 5.11 of the Staff Council Relations Policy.

#### IV. THE INQUIRY PROCESS

17. The responsibilities of the Integrity Commissioner are set out in section 223.3(1) of the *Municipal Act*. On March 1, 2019, section 223.2 of the *Municipal Act* was amended, and municipalities were required to adopt a Code of Conduct. Further, municipalities were to appoint an Integrity Commissioner who is responsible for the application of the Code of Conduct. Complaints may be made by Council, a member of Council or a member of the public to the Integrity Commissioner for an inquiry about whether a member has contravened the Code of Conduct that is applicable to that member.
18. After receiving the complaint, we followed the inquiry process as set out in the Integrity Commissioner Inquiry Protocol. We did a preliminary review of each complaint which resulted in the decision to conduct an inquiry into the matter. Gil Hughes, a professional investigator with Investigative Solutions Network (ISN), was assigned as an agent of the Integrity Commissioner to carry out an investigation into the Requestor's allegations. The inquiry followed the process outlined in section 5 of the Integrity Commissioner Inquiry Protocol which included reviewing the available evidence, interviewing the Requestor, witnesses and the Respondent Member, Councillor Owen.
19. The conclusions we arrived at with respect to this matter are based upon the standard of a balance of probabilities. Balance of probabilities is a civil burden of proof, meaning that there is evidence to support the allegation that the comments or conduct "more likely than not" [50.1%] took place, and that the behaviour is a breach of the Township's Code of Conduct. As required, assessments of credibility have been made. These assessments are based on:
- whether or not the individual had first-hand knowledge of the situation,
  - whether or not the individual had an opportunity to observe the events,
  - whether or not the individual may have bias or other motive,
  - the individual's ability to clearly describe events,
  - consistency within the story,
  - the attitude of the individual as they were participating,
  - any admission of dishonesty<sup>5</sup>
20. Worthy of note is the fact that Mr. Hughes, the investigator, determined that Councillor Owen was less than credible. He attempted to justify his behaviour by making excuses rather than owning his actions.

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<sup>5</sup> *Farnya v. Chorny* (1951), [1952] 2 D.L.R. 354 (B.C.C.A.), at Para 10, 11. *Alberta (Department of Children and Youth Services) v. A.U.P.A.* (2009), 185 LAC (4<sup>th</sup>) 176 (Alta.Arb.)

## V. THE FACTS

21. Ms. Sackrider is employed with the Town of Kirkland Lake. She currently holds the position of Community Services Director and reported being employed by the Town for thirty-six (36) years.
22. In February 2020, she submitted a detailed complaint to the Integrity Commissioner alleging misconduct by Councillor Rick Owen.
23. Ms. Sackrider alleged that Councillor Owen was responsible for a series of incidents that she believed to be disrespectful behaviour, thereby violating the Code and the CSR Policy.
24. By all accounts, Bonnie Sackrider is a dedicated, respected, and credible public servant that does not possess a hidden agenda.
25. She reported to the investigator:

*"I'm trying to keep things positive. I'm the exact opposite of the complainer. I am the find a solution, move forward, how do we-.... I've been doing that in my job forever. I do that with my family. I do that all the time. So to do this is a little out of my- I guess, my personality. But I know it's the right thing to do. I know that I didn't deserve this treatment and I know that no one else does either."*<sup>6</sup> [sic]

– Bonnie Sackrider March 11, 2020
26. Ms. Sackrider reported several situations occurring over a period of several months. Her allegations included the removal of salary, disrespectful eye rolling, interjecting, mocking comments during and after presentations, speaking unfavourably in front of other staff and blaming her for the Town's inability to hire staff and generally undermining her credibility. Collectively, the incidents form a pattern of negativity and disrespect.
27. Reduction of Salary – Ms. Sackrider reported that she was receiving a "top up" to her salary for administrative work added to her current workload due to the CAO vacancy and that was then allegedly removed by Council;
28. Eye Rolling – that allegedly Councillor Owen had a practice of rolling his eyes when Ms. Sackrider was presenting reports to Council;
29. Undermining Credibility – that allegedly Councillor Owen undermined her credibility by:
  - interjecting mockingly when she made presentations as reported
    - with respect to Firefighter negotiations (September 17, 2019)
    - with respect to a presentation regarding the Fitness Centre (October 22, 2019)
    - with respect to the presentation of a report regarding the arena chiller (November 6, 2019)
    - with respect to a closed session Council meeting when she began to provide an update on Fighter negotiations as requested by the Mayor and further at

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<sup>6</sup> March 11, 2020, Transcript of Ms. Sackrider, Investigator Report September 14, 2020

the same meeting report regarding a report, she was presenting about crossing guards.

- telling a municipal employee that she was the reason the municipality could not hire crossing guards and lifeguards.
- a colleague reported that during a conversation with Councillor Owen, Ms. Sackrider came up and it was not favourable.

30. Rick Owen was elected to Council [October 2018] and sworn as a Member of the Town of Kirkland Lake Council in December 2018. Councillor Owen is a long-time resident of the Town and was an area journalist prior to his retirement. He stated that he was motivated to become a Councillor because of his belief that no one ever asked tough questions and were always assuming the Town staff was telling the truth.
31. Councillor Owen reported to the investigator that it was his opinion that the hard questions he asks likely ruffled feathers and was the foundation of the complaint against him.
32. Councillor Owen denied the allegations that his behaviour toward Ms. Sackrider was disrespectful. And, rationalized that if he intended to disrespect Ms. Sackrider, he would have done it in a public setting not during in-camera/closed Council sessions.
33. With respect to the specific allegations he reported to the investigator that:
34. Reduction of Salary – that he had no idea of the amount of “top up” being received by Ms. Sackrider but believed that Ms. Sackrider’s extra salary was removed because she had finished a specific task associated with the completion of aquatic centre.
35. Eye Rolling - that this is a practice he uses when distracted by something and needing to refocus his thoughts. When asked if he had ever rolled his eyes during Bonnie Sackrider’s presentations Councillor Owen “*said “I can’t say if I did or didn’t.” He attempted to explain how it might appear that he was rolling his eyes after recently discovering that when he looks up, his eyes go up into his forehead and move back into position when he looks back down. Mr. Owen said he was unaware of the eye rolling until he became aware of the action occurring when he was trying to block distractions such as his grandchildren and refocus on a subject.*”<sup>7</sup>
36. Undermining Credibility – with respect to the allegations made by Ms. Sackrider noted above, the following provides a summary of her evidence, the Respondent evidence of Councillor Owen and relative witness evidence.

**Regarding the allegation of October 22, 2019, when Ms. Sackrider was making a presentation regarding the Fitness Centre:**

37. Ms. Sackrider presented information in relation to a public and private fitness partnership. She recalled Councillor Owen saying “*This is all wrong*” and remarking about her fancy handouts. Ms. Sackrider felt the remarks were condescending and resulted in her being criticized in a public fashion.

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<sup>7</sup> Investigator Report September 14, 2020, Rick Owen response to allegations

38. A witness recalled Ms. Sackrider having a PowerPoint presentation, a booklet, and statistics during the presentation because she was following the instructions of the CAO. The witness also reported that other private fitness providers who presented to Council at that meeting complained because their presentation was not as sophisticated as Ms. Sackrider's.
39. Councillor Owen denied that he had concerns about the Town of Kirkland Lake having an unfair advantage over the private groups and was trying to reach a common ground. It was Councillor Owen's opinion that Ms. Sackrider made a bad situation worse because of the PowerPoint presentation, 5-page booklet, and the number of staff used to augment their presentation.
40. Councillor Owen said the private fitness providers complained about the town having an unfair advantage.
41. Also, Councillor Owen reported that he took exception to the formula Ms. Sackrider applied to justify the fitness centre's pricing and accounting. Furthermore, he did not believe Ms. Sackrider was accurate and believed the Town's 60% mark-up of costs was unnecessary and affected a recently purchased private fitness provider business and other groups that rent church basements.

**Regarding the allegation of November 6, 2019, when Ms. Sackrider was making a presentation regarding the arena chiller:**

42. On November 6, 2020, Bonnie Sackrider recollected presenting information regarding a chiller unit that is a part of the ice-making unit and was coming to the end of its planned 25-year life expectancy.
43. A witness reported that Ms. Sackrider was speaking to Council about things that needed fixing and the eligibility of funding for the repairs.
44. Councillor Owen advised that he took exception to what Ms. Sackrider was saying because she used the term "legislated." It was his belief that because she referred to legislation it gave the impression that Council had no choice but to follow what she was saying.
45. Councillor Owen added that the previous Council would have accepted what Ms. Sackrider was presenting and not challenged her position. Councillor Owen said by the third meeting regarding the chiller unit, Ms. Sackrider used the term regulation or regulation as opposed to legislated. He thought Ms. Sackrider's semantic change provided the Council with a choice and it changed her position.
46. Councillor Owen admitted that he did not look into the insurance provisions associated to the chiller unit and was unsure whether or not it fell within an insurance act or regulation. He did understand the chiller unit attached to the boiler had a 25-year life that was due to expire in 2021 and it would require some lead time and budgeting for the replacement of the unit but he did not look into the matter any further.
47. Councillor Owen felt that Ms. Sackrider's information was an example of her "fudging" the facts, but he could not provide a reason why Ms. Sackrider would mislead Council or

what she had to gain by introducing information regarding the replacement of a 25-year old chiller unit.

**Regarding the allegation that on January 14, 2019, when Ms. Sackrider was making a presentation regarding Crossing Guards:**

48. Ms. Sackrider appeared before the Town of Kirkland Lake Council to provide information regarding the current progress of crossing guard hiring and an update about the Firefighter negotiations. These allegations stem from a closed session meeting of Council. The integrity of the closed session meeting is paramount, and the nature of the discussion will not be disclosed herein.
49. Ms. Sackrider was directed to research and explore options for the replacement of the existing Crossing Guards. During her inquiry, she contacted a business in Timmins, who, without her knowledge, posted a Facebook advertisement to determine the availability of people in the Kirkland Lake area interested in becoming Crossing Guards.
50. Additionally, Ms. Sackrider advised that Mayor Kiely requested that she provide Council with an update on the firefighter negotiations during the in-camera session of the same meeting.
51. Ms. Sackrider recalled Councillor Owen interrupting her being disrespectful to her during the Council meeting.
52. The Interim CAO at the time recalled the January 14, 2020, Council meeting because Councillor Owen was not very nice and acted in an unprofessional manner towards Ms. Sackrider. He reported Councillor Owen's actions were very upsetting for Ms. Sackrider and it was done in front of Council. He also advised the investigator that it was not the first time this had occurred.
53. The Interim CAO reported that he was approached by Councillor Owen after the meeting and recalled him saying that he was sorry and not happy with himself in reference to his comments directed towards Ms. Sackrider. The CAO stated that he thought Councillor Owen's attacks were personal and Ms. Sackrider was blamed for the aquatic centre.
54. Other witnesses reported that:
  - Rick Owens, Casey Owens and Patrick Adams did not treat Ms. Sackrider very well during one of the in-camera sessions in early 2020.
  - Ms. Sackrider was shot down and silenced and it made things very uncomfortable.
  - Rough things were said to the CAO, but they seemed to be directed towards Ms. Sackrider during her Crossing Guard presentation.
  - Councillor Owen later apologized for the way he had spoken to staff.
55. Councillor Owen stated that he interrupted because he was trying to address leaks of confidential information. In Councillor Owen's opinion, if he had of been out of order, it would have been ruled upon by the Mayor which did not occur.

56. Councillor Owen advised that Council does not operate in an unruly manner and believed his behaviour to be appropriate. He added that no other Council member objected to what he allegedly said, and Ms. Sackrider continued with her presentation, therefore it could not have been a problem. Councillor Owen did state that if he did say the alleged words, it would have been in response to a topic that was being introduced that was not on the meeting agenda.
57. Councillor Owen emphasized allegations relating to crossing guards and the other allegations occurred during the in-camera sessions. He denied saying *"She can't do this! It has to stop!"* because he would not have used the word "she."

***"There's no two ways about it, I was upset, but I never said 'she'. That is just wrong. I was referring to the leaks, and I was directing it towards the acting CAO at the time. That's who I was looking at, that's who I was talking to."*** He also indicated that he was upset with himself after the meeting for the tone he had used.

58. Councilor Owen stated that he was taking exception to the idea that three major leaks had occurred prior to the crossing guard information being disclosed to Council. He added that the crossing guard company was a private company and possessed information before Council was advised. Councillor Owen thought he might have directed the comment *"this has to stop"* towards the Interim CAO because he was upset. Moreover, Councillor Owen made it known that Ms. Sackrider made improper inquiries about the crossing guards and failed to submit an RFP in an attempt to undermine Council. It should be noted that Rick Owen admitted that he was upset because of the tone he used during the in-camera meeting.
59. Councillor Owen additionally reported there was evidence of another leak of information from a closed session when he experienced discourteous behaviour from Ms. Sackrider's husband. He alleged that Ms. Sackrider shared the contents of the January 14, 2020 meeting, otherwise her husband would not have disrespected Councillor Owen. Councillor Owen said Council and staff have received training regarding the confidential nature of closed meetings and the importance of confidentiality by both Council and Staff. He believes that it can be surmised that Ms. Sackrider divulged confidential information to her husband. Councillor Owen reported that he did not make a formal complaint to the Integrity Commissioner nor was he willing to disclose information from the closed session to the investigator because it would be a breach in protocol. He added that if he was actually trying to undermine Bonnie Sackrider, he would have laid a complaint against Ms. Sackrider.
60. Councillor Owen described to the investigator the relationship between the Town staff and the councillors as saying it was fine with some staff, but that other staff fight them on every move. As an example, he detailed how Ms. Sackrider had resisted putting a port-a-potty on a walking trail, but Council approved it. He felt that Ms. Sackrider had undermined Council by choosing to have the port-a-potty cleaned out daily by contractors, which blew through the designated budget for the port-a-potty quickly, when the cleaning could have been done by Town staff for less money. He felt Ms. Sackrider was essentially "thumbing her nose" at Council's directive regarding the port-a-potty because she didn't agree with it.



61. Councillor Owen gave the investigator another example of how he felt Ms. Sackrider was “blocking Council” in describing how she had provided 95 pages worth of reports to address the issue of whether rent should be waived for the food concessions during COVID. He felt she purposely gave them way more information than they needed to make their decision on a very straightforward issue.

62. When asked if he treats Ms. Sackrider differently than other staff, Owen said “No, I don’t”. He said he asks hard questions and expects honest answers. He went on to say that he feels that a lot comes down to credibility and that Ms. Sackrider has a history of not following the rules. He believes he has been targeted because he is the most vocal of the councillors. The investigator reminded Rick Owen that the allegation is that he has been disrespecting staff, and Owen replied, “I’m not sure how I disrespected staff. If having an opinion and seeing things that I don’t believe is being done right and ignoring it, if that’s respecting staff than that’s not something that I can do. I believe that if I see a problem and I want to discuss it with someone, or I want to share an opinion with someone, that I should be able to do that.”

63. The Investigator reported:

*“Councillor Owen categorically denied that he had been disrespectful towards Ms. Sackrider. He further advised that he objected to Ms. Sackrider’s word choices and objected to the remaining allegations because they only captured portions of conversations that were subject to interpretation. Councillor Owen added that if he were truly trying to discredit Ms. Sackrider, it would have been done during a session available for public viewing.*

*Rick Owen’s credibility is undermined after examining his behaviours such as eye-rolling and disrespectful comments. Independent witnesses established that Rick Owen exhibited eye-rolling as an obvious reaction to Bonnie Sackrider’s presentations. This seemingly insignificant behaviour actually formed a portion of a larger constellation of negative behaviours exhibited by Rick Owen. He attempted to justify his eye-rolling by advising that he has some sort of eye movement issue whenever he moves his head in an upward direction.*

*Independent witnesses recalled hearing Rick Owen making disparaging and disrespectful comments about Bonnie Sackrider, thereby questioning his credibility. Rick Owen did not apologize for his disrespectful words, but instead he offered regret for not realizing his private conversations could be used against him. He further attempted to justify his behaviour as being part of his position as a Town of Kirkland Lake councillor.”<sup>8</sup>*

64. Council received training on Effective Municipal Councils in November 2018 from Fred Dean and Nigel Bellchamber as well as from E4m and Wishart Municipal Law Group February 22, 2019, regarding the role of the Integrity Commissioner and the Council Staff Relationship.

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<sup>8</sup> Investigation Report – Gil Hughes, ISN dated September 14, 2020

65. After the retirement of Nancy Allick, who was CAO for the Town until 2017, there have been four (4) different individuals holding the CAO position. This high turnover rate for the Town's most senior management position is notable and causes concern.

## **VI. THE OPINION**

66. We examined the evidence of the parties and considered:

- Whether Councillor Owen spoke disrespectfully to Ms. Sackrider in “public”?
- Whether Councillor Owen by actions or words undermined the credibility of Ms. Sackrider?
- Whether the behaviour of Councillor Owen contravened the CSR Policy?
- Whether Councillor Owen's behaviour contravened the Code of Conduct?

67. It is clear from the evidence before us that Ms. Sackrider's department and the work of Ms. Sackrider has been widely scrutinized and criticized by Councillor Owen as well as other members of Council. It is also clear, that the professional relationship between Councillor Owen and Ms. Sackrider changed significantly, after his retirement and his subsequent election to Council where it now appears that his goal is to “ask the tough questions”.

68. Sufficient witness evidence supports that Councillor Owen did, on several occasions, speak disrespectfully to Ms. Sackrider and other members of staff. The evidence shows that this treatment of Ms. Sackrider was demoralizing for her even though she continued to provide her report in light of such treatment. The fact that Ms. Sackrider continued in her professional role is not an indication that she was immune to the behaviour. It is not the role of Council members to berate a municipal employee, including the CAO, in a public forum. It is evident that several Council members have done so, which is cause for serious concern. However, the matter before us at this time relates to Councillor Owen.

69. While Councillor Owen denied outburst or other physical forms of disrespect during Council meetings, several credible witnesses reported that Councillor Owen apologized for his behavior the next day. The evidence establishes that this occurred on more than one occasion and further that Councillor Owen was aware of his behaviour.

70. Section 5.7 of the SCR Policy states:

### ***Control Anger***

*Members of Council should avoid the temptation to play up divisions or conflicts. Staff and Officers shall not be targets of derisive/vexatious comments/behaviour/conduct. The public expects Members to do the job that they have been elected to do. The public expects Staff and Officers to do the job*

*that they have been hired to do. Comments on Staff and Officer performance shall be directed through the appropriate confidential performance reviews.*

71. Councillor Owen prides himself on being willing to ask the tough questions because “**he was motivated to become a Councillor because of his belief that no one ever asked tough questions and were always assuming the Town staff was telling the truth.**” Humiliating staff is not “asking tough questions”, it is not good leadership, nor is it consistent with Council’s own policies.
72. It is evident from this statement that Councillor Owen distrusts information received from staff although he did not provide the investigator with evidence either of inaccuracies nor errors in Ms. Sackrider’s work. Moreover, it appears that it is his belief that municipal staff are untruthful and provide biased information to Council.
73. Section 5.10 of the SCR Policy states:

***Professionalism***

*Members of Council, Staff and Officers must treat each other with professionalism. When Council requests that Staff and Officers appear before Council, they must comply and be prepared for any questions Council has. Advance notice of questions to Staff provides an opportunity for Staff to provide quality reports and advice.*

74. Section 5.11 of the SCR Policy states:

***Respect***

*Members, Staff and Officers shall work hard at fostering a climate of mutual respect. Each must be respectful of others’ intelligence and professional duties. Members, Staff and Officers must understand that they all face different, often unique, challenges and recognize their overarching goal is to serve the best interests of the Municipality.*

75. Section 1.2 (c) of the Code of Conduct states:

*Members must be committed to performing their functions with integrity, avoiding the improper use of their office, and conflicts of interest, both real and perceived.*

76. Section 7.1 of the Code of Conduct states:

*Every Member has the duty and responsibility to treat members of the public, one another and staff appropriately and without abuse, bullying or intimidation, and to ensure that the municipal work environment is free from discrimination and harassment. The Member shall be familiar with, and comply with, the Municipality’s Workplace Anti-Violence, Harassment and Sexual Harassment Policy.*

77. Section 7.2 of the Code of Conduct states:

*A Member shall not use indecent, abusive or insulting words, tone or expressions toward any other Member, any municipal staff or any member of the public.*

78. Section 8 of the Code of Conduct refers to the Conduct Respecting Staff and Officers and states

8.1 *Under the direction of the senior administrative staff, and in accordance with the decisions of Council, staff and Officers are required to serve the municipal corporation as a whole. Every Member shall be respectful of the role of staff and Officers to provide advice based on political neutrality and objectivity and without undue influence from any Member or group of Members. Accordingly, no Member shall maliciously or falsely injure or impugn the professional or ethical reputation of any staff person or Officer.*

8.2 *Members shall acknowledge and respect the fact that staff carry out directions of Council, through senior staff, including but not limited to the Treasurer, Clerk, Director of Public Works, and administer the policies of the Municipality. No Member shall perform, direct or attempt to undermine the duties of any staff person or Officer except in accordance with the Municipality's procedural by-law. 11 See Human Rights Code, R.S.O. 1990, c.H.19 6 Code of Conduct Version 2.00 (August 6, 2018)*

8.3 *Every Member shall show respect for staff and Officers, and for their professional capacities and responsibilities.*

8.4 *No Member shall direct, instruct or compel any staff member or Officer to engage in partisan political activities or subject any staff member or Officer to threat or discrimination for refusing to engage in any such activity.*

8.5 *No Member shall use or attempt to further his or her authority or influence by intimidating, threatening, coercing, commanding or improperly influencing any staff person or Officer or interfering with that person's duties, including the duty to disclose improper activity.*

## **VII. CONCLUSION**

79. Councillor Owen clearly contravened sections 5.7, 5.10 and 5.11 of the CSR Policy which in itself is a contravention of section 5.1 of the Code of Conduct which states that:

*Every Member shall observe and comply with every provision of this Code of Conduct as well as all other policies and procedures adopted or established by Council.*

80. Further, Councillor Owen has contravened sections 7.1, 7.2, 8.1 and 8.3 of the Code of Conduct.

81. We do not find that that Councillor Owen contravened sections 1.2 (c) or 8.5 of the Code of Conduct.
82. Of concern, is that after considerable training and expense to Kirkland Lake, Councillor Owen, and indeed other members of Council continue to operate outside of their role. It is not the role of an individual member of Council to attempt to performance manage any municipal employee, including the CAO. Councillor Owen has been attempting to do so by his behaviour toward Ms. Sackrider. Council as a body has one employee, the CAO, and as a body, collectively manages the performance of the CAO. If Councillor Owen did not like the material that Ms. Sackrider was providing, or believed that she was not providing Council sufficient or accurate information he ought to have addressed it in the following manner by:
- a) Ensuring any direction given to Staff from Council was included in the resolution directing the work (All directions to staff should be by way of by-law or resolution and clear parameters, expectations and deliverable dates should be included in that resolution or by-law. A failure by Council to provide clear instruction on expectations does not rest on staff. Further, it is definitely NOT a single Councillor's role to performance manage staff who report to the CAO.);
  - b) Having a private discussion with the CAO regarding his concerns.
83. Alternatively, Councillor Owen is targeting his disrespect to one employee, Ms. Sackrider. Neither behaviour is acceptable.
84. It is not the role of Council to disrespect employees when they don't agree with the advice they are given. Staff role is to provide their best advice to Council based on their professional experience and research. It is not for staff to provide "blanket" information, they are statutorily required to provide their advice and opinions to Council<sup>9</sup>. Thereafter, Council can choose to accept or not to accept or follow that advice.
85. The Role of Council is established in section 224 of the *Municipal Act* 2001 ch 25. wherein it provides that it is Council's role to represent the public and to consider the well-being and interests of the municipality; determine the services a municipality will provide, the level to which those services will be offered/managed and to establish policies for the municipal operation.
86. The Role of Officers/Employees is established in section 227 of the *Municipal Act* 2001 ch 25. which provides that it is their role to carry out the direction of Council, to undertake research and provide professional advice to Council on the policies and programs of the municipality as well as to carry out other duties required under the *Municipal Act* or other Acts.

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<sup>9</sup> Section 227 (b) of the *Municipal Act*, 2001

87. George Cuff in his book *Making a Difference: Cuff's Guide for Municipal Leaders – a survival guide for elected officials*, he writes:

***“A Basic Problem***

*You are not expected to “manage” this “business.” This has been the number one failure of elected officials across Canada. And, regardless of how often the same message is proclaimed at conferences and seminars, this will continue to be the case. Many people will simply fail to learn by either their own experience or that of others. Being elected, in fact, requires the learning of a whole new way of seeing issues, and accepting a new role.*

*Regardless of how successful you have been in your own business or career; this experience offers few parallels.”*

***Basic Principles of Elected Office*** [select statements only]

*The role of an elected official is unique. It is distinct and different from any other role. It needs to be learned and consciously applied if a council member is to be successful.*

*Council and administration should serve as a team, each with distinct roles, yet working together in the interests of the public.*

*Criticism of the administration, particularly on an individual basis, should never be tolerated by a council.*

*Council deals with the organization through one employee – the chief administrative officer (CAO). Any other course of action in attempting to guide the work of the administration should not be tolerated.*

88. Our summary of findings and recommendations are as follows:

- a) We find that Councillor Owen did contravene several sections of the Staff Council Relations Policy
- b) We find that Councillor Owen did also contravene multiple sections of the Town of Kirkland Lake's Code of Conduct.

89. For these types of contraventions, it is typically our recommendation that Council receive further training on their CSR Policy, their Workplace Anti-Violence & Harassment Policy as well as their obligations under a number of Acts. However, Councillor Owen has received training from various municipal experts on these same matters and seems to continue to believe that it is his responsibility to manage individual staff and more specifically one employee. As such, we are recommending a financial consequence for

Councillor Owen in hopes that perhaps a pinch in the pocketbook may garner attention where training has not. We therefore recommend a suspension of Councillor Owen's remuneration for a period of one month.

90. An apology or other sign of regret for his inappropriate conduct would also be appropriate, but we would hope this would come from Councillor Owen without the need for prompting by Council.

DATED October 18, 2020

**E4m**

1894 Lasalle Blvd  
 Sudbury ON P3A 2A4  
 finance@e4m.solutions

**INVOICE**

INVOICE TO  
 Town of Kirkland Lake  
 3 Kirkland Street, P.O. Box 1757  
 Kirkland Lake ON P2N 3P4

INVOICE 2028  
 DATE 05/04/2020  
 TERMS Due on receipt  
 DUE DATE 05/04/2020

DATE	ACTIVITY	DESCRIPTION	TAX	QTY	RATE	AMOUNT
14/02/2020	IC Administration Fee	To receipt of request for inquiry re Councillor Owen (Sackrider), preliminary review of same; assign investigator; to file set up/long term file storage.	HST ON	1	531.25	531.25
28/02/2020		Legal Advice re; Sackrider Code of Conduct Complaint	HST ON			711.00
31/03/2020		ISN - investigation to date regarding the allegation that Councillor Owen did contravene the code of conduct; Document review by investigator; interview of Complainant	HST ON			5,361.00
31/03/2020		non-taxable disbursements	Out of Scope			337.28
	E4m Discount		HST ON	1	-380.00	-380.00

SUBTOTAL	6,560.53
HST (ON) @ 13%	809.03
TOTAL	7,369.56
BALANCE DUE	<b>\$7,369.56</b>

**TAX SUMMARY**

	RATE	TAX	NET
	HST (ON) @ 13%	809.03	6,223.25



**E4m**

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 Sudbury ON P3A 2A4  
 finance@e4m.solutions

**INVOICE**

**BILL TO**  
 Town of Kirkland Lake  
 3 Kirkland Street, P.O. Box 1757  
 Kirkland Lake ON P2N 3P4

**INVOICE** 2064  
**DATE** 13/09/2020  
**TERMS** Due on receipt  
**DUE DATE** 13/09/2020

DATE	ACTIVITY	DESCRIPTION	TAX	QTY	RATE	AMOUNT
31/08/2020	ISN Investigation	For investigation work carried out from April 1, to August 31, 2020 on Integrity Commissioner Inquiry regarding Councillor Owen; includes, interviews, analysis and report writing	HST ON	1	10,725.00	10,725.00
	ISN Investigation	Transcription, report editing/proofreading	HST ON	1	3,042.00	3,042.00
	E4m Discount		HST ON	1	-1,500.00	-1,500.00

Does not include preparation or presentation of the public report.

SUBTOTAL	12,267.00
HST (ON) @ 13%	1,594.71
TOTAL	13,861.71
<b>BALANCE DUE</b>	<b>\$13,861.71</b>

**TAX SUMMARY**

	RATE	TAX	NET
	HST (ON) @ 13%	1,594.71	12,267.00



**THE CORPORATION OF THE TOWN OF KIRKLAND LAKE**

**BY-LAW NUMBER 20-087**

**BEING A BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL AT ITS  
REGULAR MEETING HELD NOVEMBER 3, 2020**

**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 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 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 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 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 3<sup>rd</sup> DAY OF NOVEMBER, 2020.**

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Pat Kiely, Mayor

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Meagan Elliott, Clerk