



# AGENDA

## Regular Council Meeting

Tuesday, February 6, 2024

4:40 PM

Council Chambers/Zoom

Please visit the [TKL YouTube Channel](#) for the live-stream of the meeting.

We acknowledge that the Town of Kirkland Lake is located on the traditional territory of Algonquin peoples including the Beaverhouse First Nation, and unceded territory of other indigenous peoples. We recognize the presence of the Algonquin, Anishanabai, Ojibwe, Cree and Métis people in our community since time immemorial and honour their stewardship and care of these lands. We hereby affirm our continued commitment and responsibility to reconciliation.

### 1. CALL TO ORDER AND MOMENT OF SILENCE

### 2. APPROVAL OF THE AGENDA

*RECOMMENDATION:*

**THAT** the Agenda for the Regular Meeting of Council held on Tuesday, February 6, 2024 be approved as circulated.

### 3. DECLARATION OF PECUNIARY INTEREST

### 4. PETITIONS AND DELEGATIONS

4.1. Introduction of Interim Integrity Commissioner - M. Harold G. Elston

*RECOMMENDATION:*

**THAT** the Delegation entitled "**Introduction of Interim Integrity Commissioner - Harold G. Elston**" be received for information purposes.

### 5. ACCEPTANCE OF MINUTES AND RECOMMENDATIONS

5.1. Council Minutes

[Minutes - Council - January 24, 2024](#)

*RECOMMENDATION:*

**THAT** Council approve the minutes of the following meeting:

- Minutes of the Regular Meeting of Council held Wednesday, January 24, 2024.

5.2. Committee of Council Minutes

[Minutes - KLEDAC - September 27, 2023](#)

*RECOMMENDATION:*

**THAT** Council adopt the minutes of the following meeting:

- Minutes of the Kirkland Lake Economic Development Committee held September 27, 2023.

5.3. Local and Regional Board Minutes

[Minutes - KLPLB - November 29, 2023](#)

*RECOMMENDATION:*

**THAT** Council receive the minutes of the following meeting:

- Minutes of the Kirkland Lake Public Library Board held November 29, 2023.

## 6. REPORTS OF MUNICIPAL OFFICERS AND COMMUNICATIONS

6.1. Proposed Corporate Strategic Plan

Alan Smith, Chief Administrative Officer

Steve Lichty, Project Manager - Capital Park Consulting Inc.

[2024-CAO-002](#)

*RECOMMENDATION:*

**THAT** Report Number 2024-CAO-001 entitled "**Proposed Corporate Strategic Plan**" be received;

**AND THAT** Council approve and adopt the Corporate Strategic Plan as presented;

**AND FINALLY THAT** Council direct Administration to draft an annual Corporate Business Plan derived from annual Departmental Business Plans moving forward.

6.2. Operational Key Performance Indicators (O-KPIs) Update – 2023 Quarter Four

Alan Smith, Chief Administrative Officer

Stephanie Dell, Strategic Initiatives & Workplace Performance Coordinator

[2024-CAO-001](#)

*RECOMMENDATION:*

**THAT** Report Number 2024-CAO-001 entitled "**Operational Key Performance Indicators (O-KPIs) Update – 2023 Quarter Four**" be received for information.

6.3. Verbal Update - 2024 ROMA Annual Conference Delegations

Alan Smith, Chief Administrative Officer

*RECOMMENDATION:*

**THAT** the verbal report entitled "**2024 ROMA Annual Conference Delegations**" be received for information.

- 6.4. 2024 Proposed Budget Guidelines and Schedule  
Lloyd Crocker, Treasurer  
[2024-CORP-008](#)

*RECOMMENDATION:*

**THAT** Report Number 2024-CORP-008 entitled “**2024 Proposed Budget Guidelines and Schedule**” be received;

**AND THAT** the 2024 Budget Schedule be approved;

**AND FINALLY THAT** Council direct the Treasurer to prepare and submit an operating, capital and rate supported Budget for 2024.

## 7. CONSIDERATIONS OF NOTICES OF MOTIONS

None.

## 8. INTRODUCTION, READING AND CONSIDERATION OF BY-LAWS

- 8.1. **By-Law # 24-008**  
[24-008 By-Law for 2024 Water and Wastewater Rates](#)

*RECOMMENDATION:*

**THAT** the following by-law be deferred to the March 5, 2023 Regular Meeting to allow for a Public Meeting to take place on Tuesday, February 20, 2024 at 4:40 PM in accordance with the Town of Kirkland Lake Notice By-Law:

**By-Law Number 24-008**, being a by-law to set the Municipal Water and Wastewater Rates for 2024 prior to the adoption of a Budget.

## 9. QUESTIONS FROM COUNCIL TO STAFF

None.

## 10. NOTICE(S) OF MOTION

- 10.1. Mayor Wight - Public Private Partnership Senior Government Policy Changes Impacts (Supporting Northern College's Request)  
[Northern College Request - Federal Government Focus Motion](#)  
[Northern College Request - Provincial Governemnt Focus Motion](#)
- 10.2. Mayor Wight - Municipal Equipment Operator Course (Supporting AORS' Request)  
[AORS Request - Municipal Equipment Operator Course Support Motion](#)
- 10.3. Mayor Wight - Cemetery Transfer/Abandonment Administration & Management Support (Supporting Clearview Township Resolution)  
[Clearview Resolution - Cemetery Transfer Abandonment Administration Management Support](#)

- 10.4. Mayor Wight - Sustainable Municipal Finance (Supporting Township of Ewanturel Resolution)  
[Ewanturel Resolution - Social and Economic Prosperity Review](#)
- 10.5. Mayor Stacy Wight - 1/3 Funding Grant Programs (Supporting Municipality of Tweed Resolution)  
[Tweed Resolution - One Third Funding Grant Programs](#)

## 11. COUNCILLOR'S REPORTS

- 11.1. Updates from Members of Council  
*RECOMMENDATION:*  
**THAT** the verbal updates from members of Council be received.

## 12. ADDITIONAL INFORMATION

None.

## 13. CLOSED SESSION

*RECOMMENDATION:*

**THAT** Council adjourn in-camera pursuant to Section 239 (2) of the *Municipal Act*, 2001, as amended, at \_\_\_\_\_ PM to discuss:

- personal matters about an identifiable individual, including municipal or local board employees; and
- labour relations or employee negotiations;

for the following reason(s):

- Item 13.1 Chief Administrative Officer Annual Performance Evaluation
- Item 13.2 Supplemental Public Appointments to Committees (MAC, EDC & PAC)

*RECOMMENDATION:*

**THAT** Council reconvene in open session at \_\_\_\_\_ PM.

## 14. MATTERS FROM CLOSED SESSION

## 15. CONFIRMATION BY-LAW

- 15.1. **By-Law # 24-009**  
[24-009 Confirming Proceedings - February 6, 2024](#)



*RECOMMENDATION:*

**THAT** the following by-law be read, numbered, passed, signed by the Mayor and Municipal Clerk, and the Seal of the Corporation be affixed thereto;

**By-Law Number 24-009**, being a by-law to confirm the proceedings of Council at its meeting held Tuesday, February 6, 2024.

**16. ADJOURNMENT**

*RECOMMENDATION:*

**THAT** this Regular Meeting of Council do now adjourn at \_\_\_\_\_ PM.



# MINUTES

## Regular Council Meeting

Wednesday, January 24, 2024

4:40 PM

Council Chambers/Zoom

The Regular Council Meeting of the Town of Kirkland Lake was called to order on Wednesday, January 24, 2024, at 4:41 PM, in the Council Chambers/Zoom, with the following members present:

**Present:** Mayor Stacy Wight, Councillor Lad Shaba, Councillor Casey Owens, Councillor Dolly Dikens, Councillor Rick Owen, and Councillor Patrick Kiley

**Regrets:** Councillor Janice Ranger

**Staff:** Chief Administrative Officer Alan Smith, Director of Emergency Services / Fire Chief Earl Grigg, Director of Corporate Services Shawn LaCarte, Director of Development Services Clinton Johanson, Director of Community Services Bonnie Sackrider (4:41-5:48 PM), Director of Long-Term Care and Senior Services Tanya Schumacher (4:41-5:48 PM), Municipal Clerk Jennifer Montreuil, Treasurer Lloyd Crocker, Manager, Human Resources Services Kassandra Young, and Manager of Economic Development & Tourism Dan Laverdure (4:41-5:48 PM).

### 1. CALL TO ORDER AND MOMENT OF SILENCE

Mayor Wight read the Land Acknowledgment Statement, called the meeting to order, and requested a moment of silence.

### 2. APPROVAL OF THE AGENDA

Moved by: Councillor Lad Shaba  
Seconded by: Councillor Casey Owens

**BE IT RESOLVED THAT** the Agenda for the Regular Meeting of Council held on Wednesday January 24, 2024 be approved as circulated.

**CARRIED**

### 3. DECLARATION OF PECUNIARY INTEREST

Mayor Wight requested those present to declare any pecuniary interests with matters appearing on the open session agenda. None noted.

### 4. PETITIONS AND DELEGATIONS

None.

## 5. ACCEPTANCE OF MINUTES AND RECOMMENDATIONS

- 5.1. Moved by: Councillor Dolly Dickens  
Seconded by: Councillor Rick Owen

**BE IT RESOLVED THAT** Council approve the minutes of the following meeting:

- Minutes of the Regular Meeting of Council held January 9, 2024.

**CARRIED**

- 5.2. Moved by: Councillor Dolly Dickens  
Seconded by: Councillor Patrick Kiely

**BE IT RESOLVED THAT** Council adopt the minutes of the following meeting:

- Minutes of the Kirkland Lake Museum Advisory Committee Special Meeting held December 6, 2023.

**CARRIED**

- 5.3. Moved by: Councillor Rick Owen  
Seconded by: Councillor Lad Shaba

**BE IT RESOLVED THAT** Council receive the minutes of the following meeting:

- Minutes of the District of Timiskaming Social Services Administration Board of Directors held December 20, 2023.

**CARRIED**

## 6. REPORTS OF MUNICIPAL OFFICERS AND COMMUNICATIONS

- 6.1. Supplemental: Integrity Commissioner Vacancy  
Jennifer Montreuil, Municipal Clerk

Moved by: Councillor Lad Shaba  
Seconded by: Councillor Rick Owen

**BE IT RESOLVED THAT** Report Number 2024-CORP-003 entitled “**Supplemental: Integrity Commissioner Vacancy**” be received;

**AND THAT** Council authorize the Mayor and Municipal Clerk to enter into a Temporary Services Agreement with M. Harold G. Elston for integrity commissioner services commencing on January 24, 2024;

**AND THAT** Council hereby authorize the appointment of M. Harold G. Elston as Interim Integrity Commissioner for the Town of Kirkland Lake until such time that the Town appoints a new Integrity Commissioner;

**AND FINALLY THAT** an execution and appointment by-law be brought forward for three readings on January 24, 2024.

**CARRIED**

- 6.2.** Borrowing Authority for Current Expenditures  
Lloyd Crocker, Treasurer

Councillor Kiley left the meeting at 4:57 PM

Moved by: Councillor Rick Owen  
Seconded by: Councillor Patrick Kiely

**BE IT RESOLVED THAT** Report Number 2024-CORP-004 entitled “**Borrowing Authority for Current Expenditures**” be received;  
**AND FINALLY THAT** the by-law authorizing the borrowing for current expenditures for 2024 be brought forward for three readings on January 24, 2024.

**CARRIED**

Councillor Kiley returned to the meeting at 4:59 PM

- 6.3.** 2024 Water and Wastewater Rates  
Lloyd Crocker, Treasurer

Moved by: Councillor Lad Shaba  
Seconded by: Councillor Casey Owens

**BE IT RESOLVED THAT** Report Number 2024-CORP-005 entitled “**2024 Water and Wastewater Rates**” be received;  
**AND THAT** Council hereby approve an increase to Water Rates of 1.7% and Wastewater Rates of 3.5% for 2024;  
**AND FINALLY THAT** the by-law establishing the 2024 Water and Wastewater Rates for the Town of Kirkland Lake be brought forward for three readings on February 6, 2024.

**CARRIED**

- 6.4.** Benefits Policy (Non-Union Employees) & Vested Sick Leave Policy  
Kassandra Young, Manager, Human Resources Services

Moved by: Councillor Rick Owen  
Seconded by: Councillor Patrick Kiely

**BE IT RESOLVED THAT** Report Number 2024-CORP-006 entitled “**Benefits Policy (Non-Union Employees) & Vested Sick Leave Policy**” be received;  
**AND THAT** Council approve the updated Benefits Policy (Non-Union Employees) as presented;  
**AND THAT** Council approve the Vested Sick Leave Policy as presented;  
**AND FINALLY THAT** the updated Benefits Policy (Non-Union Employees) and Vested Sick Leave Policy both be numbered and inserted into the Corporate Policy Manual.

**CARRIED**

Councillor Shaba took the Chair at 5:12 PM

## 7. CONSIDERATIONS OF NOTICES OF MOTIONS

### 7.1. Mayor Stacy Wight - Guaranteed Livable Income Program

Moved by: Mayor Stacy Wight

Seconded by: Councillor Rick Owen

**WHEREAS** Kirkland Lake residents and those across the Province on programs such as Ontario Works, receive targeted fixed monthly incomes of \$733, and ODSP recipients receive \$1,376;

**AND WHEREAS** the current Ontario minimum wage rate for a person working 37.5 hours per week will earn approximately \$2,500 monthly (before tax);

**AND WHEREAS** in accordance with The Temiskaming Foundation's 2021 Vital Signs Report, in the District of Timiskaming, up to 15% are living on low income (less than \$36,000 a year after taxes);

**AND WHEREAS** the median rent for a one-bedroom apartment in the Town of Kirkland Lake in accordance with the District of Timiskaming Social Services and Administration Board for 2023 \$1,513 a month;

**AND WHEREAS** according to Canadian Mortgage and Housing Corporation (CMHC), rent is considered attainable when it is no more than 30% of gross annual income and the number of people receiving government benefits has increased to a level above the provincial average in the District of Timiskaming;

**AND WHEREAS** as of September 2023, there are 348 persons on the Social Services wait list for subsidized housing, with 5 persons on special priority, in the Town of Kirkland Lake;

**AND WHEREAS**, in accordance with the Kirkland Lake Salvation Army, Food Bank use is up 37% in the Town of Kirkland Lake, and as many as 782 residents experience food insecurity over a year's time;

**AND WHEREAS** District-wide collected data of housing and poverty statistics, and continuing to examine the pending economic vulnerability as a result, is important in establishing a livable income;

**THEREFORE BE IT RESOLVED THAT** the Council of The Corporation of the Town of Kirkland Lake join other municipalities in the District of Timiskaming to urge the Federal and Provincial governments to establish a Guaranteed Livable Income Program;

**AND THAT** this motion be sent to the Prime Minister of Canada, the Premier of Ontario, the Minister of Children, Community and Social Services, the Member of Parliament for Timmins-James Bay, the Member of Provincial Parliament for Timiskaming-Cochrane;

**AND FINALLY THAT** this motion be circulated to all municipalities within the District of Timiskaming, the Federation of Canadian Municipalities (FCM), the Association of Municipalities Ontario (AMO), and the Federation of Northern Ontario Municipalities (FONOM).

**CARRIED**

Mayor Wight resumed as Chair at 5:19 PM

**7.2.** Councillor Rick Owen - Investigate the Development of Multi-Unit Residential Development in the Downtown Core

Moved by: Councillor Rick Owen  
Seconded by: Councillor Casey Owens

**WHEREAS** there is a need for serviced multi-residential lots in Kirkland Lake;  
**AND WHEREAS** there are currently no pre-serviced subdivisions within the Town of Kirkland Lake;  
**AND WHEREAS** Provincial and Federal governments policies call for increased population density in municipal cores close to services;  
**AND WHEREAS** The Corporation of the Town of Kirkland Lake owns Part of Mining Claims 1829, L2103, TC709 and TC710, Parcels 6808, 7599 and 8670CST, which lands are currently serving as a parking lot;  
**AND WHEREAS** Council is of the opinion that the above-noted properties are underutilized;  
**AND WHEREAS** the above-noted properties connect to Town services (utilities), as well as, electrical services from Water Lane;  
**AND WHEREAS** the above-noted properties are close to services that residents would use on a regular basis;  
**THEREFORE BE IT RESOLVED THAT** Council direct the Chief Administrative Officer to investigate the feasibility of developing the above-noted lands for multi-unit residential buildings;  
**AND FINALLY THAT** an information Report be presented to Council for consideration.

**CARRIED**

## **8. INTRODUCTION, READING AND CONSIDERATION OF BY-LAWS**

**8.1.** Moved by: Councillor Lad Shaba  
Seconded by: Councillor Casey Owens

**BE IT RESOLVED THAT** the following by-law be read, numbered, passed, signed by the Mayor and the Municipal Clerk, and the Seal of the Corporation be affixed thereto; **By-Law Number 24-003**, being a by-law to authorize the execution of a Transfer Payment Agreement with His Majesty The King In Right of Ontario as represented by the Minister of Solicitor General for the 2023-2024 Mobile Crisis Response Team (MCRT) Enhancement Grant.

**CARRIED**

- 8.2. Moved by: Councillor Rick Owen  
Seconded by: Councillor Patrick Kiely

**BE IT RESOLVED THAT** the following by-law be read, numbered, passed, signed by the Mayor and the Municipal Clerk, and the Seal of the Corporation be affixed thereto; **By-Law Number 24-004**, being a by-law to authorize the execution of a Temporary Services Agreement for integrity commissioner services, and to appoint an Interim Integrity Commissioner for the Town of Kirkland Lake (M. Harold G. Elston).

**CARRIED**

- 8.3. Moved by: Councillor Lad Shaba  
Seconded by: Councillor Casey Owens

**BE IT RESOLVED THAT** the following by-law be read, numbered, passed, signed by the Mayor and the Municipal Clerk, and the Seal of the Corporation be affixed thereto; **By-Law Number 24-005**, being a by-law to provide for interim tax levy, and to provide for the payment of taxes, and to provide for penalty and interest.

**CARRIED**

- 8.4. Moved by: Councillor Rick Owen  
Seconded by: Councillor Lad Shaba

**BE IT RESOLVED THAT** the following by-law be read, numbered, passed, signed by the Mayor and the Municipal Clerk, and the Seal of the Corporation be affixed thereto; **By-Law Number 24-006**, being a by-law to authorize the borrowing for current expenditures for 2024.

**CARRIED**

## 9. QUESTIONS FROM COUNCIL TO STAFF

None.

## 10. NOTICE(S) OF MOTION

None.

## 11. COUNCILLOR'S REPORTS

- 11.1. Updates from Members of Council

Moved by: Councillor Dolly Dickens  
Seconded by: Councillor Patrick Kiely

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

**CARRIED**

## 12. ADDITIONAL INFORMATION

None.

Council took recess at 5:48 PM and resumed the meeting at 5:57 PM.

### 13. CLOSED SESSION

Moved by: Councillor Casey Owens  
Seconded by: Councillor Dolly Dikens

**BE IT RESOLVED THAT** Council adjourn in-camera pursuant to Section 239 (2) of the *Municipal Act, 2001*, as amended, at 5:58 PM to discuss personal matters about an identifiable individual, including municipal or local board employees; a proposed or pending acquisition or disposition of land by the municipality or local board; labour relations or employee negotiations; and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board for the following reason(s):

- Item 13.1 IAFF Collective Bargaining Direction
- Item 13.2 Request to Purchase - PT Mining Claims L1355 & L6730 on Archer Drive (CHAR Technologies)

**CARRIED**

Moved by: Councillor Dolly Dikens  
Seconded by: Councillor Rick Owen

**BE IT RESOLVED THAT** Council reconvene in open session at 6:58 PM.

**CARRIED**

### 14. MATTERS FROM CLOSED SESSION

Mayor Wight requested those present to declare any pecuniary interests with matters from the closed session appearing in the open session.

Councillor Shaba declared a pecuniary interest in relation to Item 14.1. "**Request to Purchase Part of Mining Claims L1355 & L6730 on Archer Drive**" as "*My firm did an Engineering work for CHAR Technologies – the purchase r of these land claims*".

Having declared a conflict with the next item, Councillor Shaba left the Council Chambers at 6:59 PM.

**14.1.** Request to Purchase Part of Mining Claims L1355 & L6730 on Archer Drive  
Brook-Lynn Rozon, Acting Planning Administrator

Moved by: Councillor Dolly Dikens  
Seconded by: Councillor Rick Owen

**BE IT RESOLVED THAT** Report Number 2024-DEV-003 entitled "**Request to Purchase Part of Mining Claims L1355 & L6730 on Archer Drive**" be received;



**AND THAT** Council declare Part Mining Claim L1355 & Part Mining Claim L6730 as surplus land;

**AND THAT** Council approve the sale of land described as Part Mining Claim L1355 & Part Mining Claim L6730 to CHAR Technologies Limited in the sum of \$111,592.00;

**AND THAT** Council authorize the Mayor and Municipal Clerk to execute the Offer to Purchase and all appropriate sale documents as may be required;

**AND FINALLY THAT** Council authorize the by-law of the sale of property be given three readings at an upcoming meeting.

**CARRIED**

Councillor Shaba returned to Council Chambers at 7:01 PM.

## **15. CONFIRMATION BY-LAW**

### **15.1. By-Law # 24-007**

Moved by: Councillor Dolly Dickens

Seconded by: Councillor Lad Shaba

**BE IT RESOLVED THAT** the following by-law be read, numbered, passed, signed by the Mayor and Municipal Clerk, and the Seal of the Corporation be affixed thereto;

**By-Law Number 24-007**, being a by-law to confirm the proceedings of Council at its meeting held Wednesday, January 24, 2024.

**CARRIED**

## **16. ADJOURNMENT**

Moved by: Councillor Rick Owen

Seconded by: Councillor Dolly Dickens

**BE IT RESOLVED THAT** this Regular Meeting of Council do now adjourn at 7:02 PM.

**CARRIED**

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Stacy Wight, Mayor

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Jennifer Montreuil, Municipal Clerk

APPROVED BY COUNCIL ON FEBRUARY 6, 2024

# KIRKLAND LAKE

# MINUTES

Corporation of the Town of Kirkland Lake  
Economic Development Committee  
Council Chambers, 3 Kirkland Street  
September 27, 2023  
4:30 PM

## Attendance

Chair: Stacy Wight, Mayor (Chair)  
Staff: Alan Smith, Chief Administrative Officer/ Acting Secretary  
Members: Brian Bronson  
Dolly Dikens (Councillor)  
Natasha Dombrowski  
Sarah Holden  
Brianna Julien

### 1. Call to Order

Chair Stacy Wight called the meeting to order at 4:30 PM.

### 2. Approval of the Agenda

Moved by: Natasha Dombrowski  
Seconded by: Brianna Julien

**BE IT RESOLVED THAT** the Agenda for the Economic Development Advisory Committee Meeting held on September 27, 2023, beginning at 4:30 PM be approved as circulated to all Committee Members.

**CARRIED**

### 3. Declaration of Pecuniary Interest

Jeff Molyneaux – In relation to Item 6.1 (report 2023-EDAC-010)

### 4. Petitions and Delegations

None noted.

### 5. Acceptance of Minutes and Recommendations

Moved by: Dolly Dikens  
Seconded by: Natasha Dombrowski

**BE IT RESOLVED THAT** the Economic Development Advisory Committee accept the minutes of the Economic Development Advisory Committee held August 16, 2023.

**CARRIED**

**6. Items for Discussion**

- 6.1 Report Number 2023-EDAC-010 "Terms of Reference: Economic Development and Tourism Strategic Plan"

Moved by: Natasha Dombrowski  
Seconded by: Brianna Julien

**BE IT RESOLVED THAT** Report Number 2023-EDAC-010 entitled "Terms of Reference: Economic Development and Tourism Strategic Plan", be received;

**AND FINALLY THAT** the Economic Development Advisory Committee recommend to Kirkland Lake Municipal Council that Council approve the draft terms of reference for an Economic Development and Tourism Strategic Plan as presented.

**CARRIED**

**7. Additional Information**

None noted.

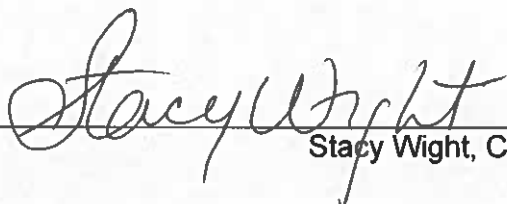
**8. Adjournment**

Moved by: Sarah Holden  
Seconded by: Brianna Julien

**BE IT RESOLVED THAT** Members adjourn the September 27, 2023, Economic Development Advisory Committee Meeting.

*The meeting adjourned at: 4:54 PM*

APPROVED BY COMMITTEE ON  
JANUARY 31, 2024

  
\_\_\_\_\_  
Stacy Wight, Chair

  
\_\_\_\_\_  
for: Alan Smith, Acting Secretary



# MINUTES

Corporation of the Town of Kirkland Lake  
Kirkland Lake Public Library Board  
Teck Centennial Public Library Meeting Room  
November 29, 2023  
5:00 pm

## Attendance:

Board Vice-Chair: Janine Johnson

Members: Helen Miller, Stacy Wight, Sebastian Mastrilli, Melissa Orth

Regrets: Shirley Scott, Chantal Perrier

Secretary/CEO: Cheryl Lafreniere

### 1. Call to Order

In the absence of the Board Chair, the Vice Chair, Janine Johnson, called the meeting to order at 5:07 pm.

### 2. Land Acknowledgement

The Land Acknowledgement was read by Vice Chair, Janine Johnson.

### 3. Additions to the Agenda

Added to New Business

### 4. Approval of Agenda

Moved by: Sebastian Mastrilli

Seconded by: Helen Miller

***Motion #2023-45: BE IT RESOLVED THAT the Agenda for the Kirkland Lake Public Library Board meeting held on November 16, 2023 beginning at 5:07 be approved as amended and circulated to all Board Members.***

**CARRIED**

### 5. Declaration of Pecuniary Interest

None noted.

**6. Presentations / Delegations**

None noted.

**7. Approval of the Minutes**

Moved by: Melissa Orth  
Seconded by: Stacy Wight

***Motion # 2023 –46 : BE IT RESOLVED THAT the Kirkland Lake Public Library Board accept the minutes of the regular meeting held on Thursday, October 26, 2023, as presented.***

**CARRIED**

**8. Business arising from the Minutes**

No business to discuss currently.

**9. Reports**

**9.1 Monthly Reports**

9.1.1 Librarian's Report

***BE IT RESOLVED THAT the Librarian's Report for the month of October be received as presented and discussed.***

9.1.2 Monthly Statistics

***BE IT RESOLVED THAT the monthly library statistics for the month of October be received as presented and discussed.***

**9.2 Financial Reports**

9.2.1 Bills and Accounts

Moved by: Melissa Orth  
Seconded by: Stacy Wight

**Motion # 2023 –47 : BE IT RESOLVED THAT** the Kirkland Lake Public Library Board accepts the Bills and Accounts for the month of October 2023, as presented and discussed.

**CARRIED**

The Library Board also reviewed the status of the current budget.

1.1.1 TCL Royal Bank Statement

**BE IT RESOLVED THAT** the Teck Centennial Library Royal Bank Statement for the month of October 2023, be received as information and has been reviewed and discussed.

1.1.2 KLPLB Royal Bank Statement

**BE IT RESOLVED THAT** the Kirkland Lake Public Library Board Royal Bank Statement for the month of October 2023, be received as information and has been reviewed and discussed.

**9.3 Policies / Amendments / Reviews**

There were no policies to discuss at this time.

**10. Correspondence**

There is no correspondence to discuss.

**11. Unfinished Business**

11.1 Square Terminal

CEO explained that she is still waiting to hear back from Lloyd Crocker as to whether the library should purchase the Square terminal and open its own bank account for e-transfers, or to use the same product as the municipality and their bank account.

11.2 Reserve Funds

CEO informed the Board that she sent an email to the municipal treasurer and is still waiting for his reply. He was waiting for the Financial Statements to be completed.

## **12. New Business**

### **12.1 2024 Library Board Meeting Schedule**

CEO dispersed the 2024 Library Board meeting schedule to all board members who were present.

### **12.2 Ladder**

CEO explained the need to have a ladder installed near the children's department west end entrance due to safety concerns. The CEO was instructed to get quotes from Dan Thomas, Municipal Maintenance Coordinator, which will be discussed at the January 2024 meeting.

## **13. Children's Refresh Project Update** (Verbal)

CEO gave a brief update to the library board on how the project is coming along.

- CEO has completed an extensive weeding and shifting in the adult non-fiction area to create a temporary space for children material.
- Bonnie has informed me that Kohut will begin the project on January 2, 2024. The estimated time of the project is approximately 8 weeks.
- I have been slowly working on the genealogy room.
- Painting is ongoing in the office area. We will need to erect the Health and Safety board in the office area.
- CEO informed the board about a few changes to the original plans. The first being the need to have fire rated doors installed for the inner set of doors. The second is the doors will need to be extended into the library by at least one foot to meet accessibility and building codes.
- A discussion took place about the position of the circulation desk, and it has been decided the circulation desk will remain in the current location rather than in front of the window. This will enable staff to a better vantage point of seeing the entire room.

## **14. Closed Session**

### 14.1 Closed Session agenda

#### 14.1.1 Additions/deletions to the Closed Session Agenda

-Students pay rate

#### 14.1.2 Adoption of the Closed Session Agenda as amended.

Moved by: Stacy Wight

Seconded by: Sebastian Mastrilli

***Motion # 2023 – 48: BE IT RESOLVED THAT the Kirkland Lake Public Library Board adopts the Closed Session Agenda as amended.***

**CARRIED**

### 14.2 Motion to move into Closed Session

Moved by: Stacy Wight

Seconded by: Helen Miller

***Motion # 2023 –49 : BE IT RESOLVED THAT the Kirkland Lake Public Library Board now hold a meeting that is closed to the public pursuant to: The Public Libraries Act, Section 16.1 (4), A meeting or part of a meeting may be closed to the public if the subject matter being considered is,***

(d) labour relations or employee negotiations.

Time: 5:37 p.m.

#### 14.2.1 Closed Session Items

1. Pay Grid
2. COLA Enhancement
3. Student Salary

### 14.3 Motion to reconvene from Closed Session



Moved by: Helen Miller  
Seconded by: Sebastian Mastrilli

**Motion # 2023 - 50: BE IT RESOLVED THAT** the Kirkland Lake Public Library move out of closed session to the public at 6:04 p.m.

**CARRIED**

## 15. Items arising from Closed Session

### 15.1 Policy

Moved by: Stacy Wight  
Seconded by: Melissa Orth

**Motion # 2023 – 51: BE IT RESOLVED THAT** the Kirkland Lake Public Library Board directs the CEO to develop a Pay Grid Policy.

### 15.2 COLA

Moved by: Helen Miller  
Seconded by: Melissa Orth

**Motion # 2023 – 52: BE IT RESOLEVED THAT** the Kirkland Lake Public Library Boards directs CEO to ensure library staff to receive the COLA effective January 1, 2024.

**CARRIED**

### 15.3 Minimum Wage

Moved by: Sebastian Mastrilli  
Seconded by: Helen Miller

**Motion # 2023 – 53: BE IT RESOLVED THAT** the Kirkland Lake Public Library Board directs CEO to increase the library page wage to the current minimum wage in compliance with the Employment Standards Act.

**CARRIED**

**16. Next Meeting**

Date: Thursday, January 18, 2024

Time: 5:00pm

Location: Teck Centennial Public Library

**17. Adjournment**

Moved by: Sebastian Mastrilli

Seconded by: Helen Miller

**Motion # 2023 –54 : *BE IT RESOLVED THAT*** the Kirkland Lake Public Library Board adjourned the November 16, 2023, regular scheduled meeting.

The meeting was adjourned at 6:15pm.



~~Janine Johnson, Vice Chair~~

Chantal Perrier, Treasurer  
and acting Chair



Cheryl Lafreniere, Secretary to the Board

APPROVED BY BOARD ON JANUARY 18, 2024

# REPORT TO COUNCIL

|   |                                  |
|---|----------------------------------|
| Meeting Date: 06/02/2024                  | Report Number: 2024-CAO-001      |
| Presented by: Alan Smith & Stephanie Dell | Department: Administration (CAO) |

## REPORT TITLE

Proposed Corporate Strategic Plan

## RECOMMENDATION

**BE IT RESOLVED THAT** Report Number 2024-CAO-001 entitled “**Proposed Corporate Strategic Plan**” be received;

**AND THAT** Council approve and adopt the Corporate Strategic Plan as presented;

**AND FINALLY THAT** Council direct Administration to draft an annual Corporate Business Plan derived from annual Departmental Business Plans moving forward.

## INTRODUCTION

A corporate strategic plan serves as a roadmap for the future, guiding decisions that will impact the well-being of a community and its residents. It's a dynamic framework that evolves with the changing needs and aspirations of the corporation and the community. This report presents a draft of Council’s Corporate Strategic Plan that will guide the Town of Kirkland Lake into the future.

## DISCUSSION

At its regular meeting held on August 15, 2023 Council resolved the following:

*“Moved by: Councillor Janice Ranger  
Seconded by: Councillor Casey Owens  
**BE IT RESOLVED THAT** Report Number **2023-CAO-010** entitled “**Corporate Strategic Plan**” be received;*

***AND THAT** Council approve the Terms of Reference for the Development of a Corporate Strategic Plan for The Corporation of The Town of Kirkland Lake as presented;*

***AND FINALLY THAT Council direct the Chief Administrative Officer to initiate a Request for Proposal (RFP) to retain a consultancy firm to complete a corporate strategic plan based on the approved Terms of Reference.***

**CARRIED”**

To address the above resolution, through the RFP process, Capital Park Consulting was retained. Capital Park’s work plan was to deliver a completed Corporate Strategic Plan that reflected Council’s priorities for the remainder of their term which would also serve as a foundation for the development of departmental business plans.

Capital Park’s work plan included several phases involving various consultations and engagement with Administration, staff, Council, and the community. Research and environmental scanning were also undertaken. Combined, all these components resulted in the finalization of a draft Corporate Strategic Plan (Attachment 1).

To fully capture the vision, mission, and priorities of Council, an in-person workshop was held on December 17th. Throughout the workshop, Council reviewed best practices for Vision and Mission statements, examined examples of corporate strategic plans, and evaluated elements of the Town’s previous corporate strategic plan. Through this process, Council developed four priorities: Infrastructure, Vibrant and Prosperous Community, Sustainable Core Services, and Service Excellence. It should also be noted that the Plan also includes a section that captures Council’s “Operational Aims” that were mentioned during the research and information-gathering stages of the Planning process.

The proposed 2024-2026 Corporate Strategic Plan continues the alignment of people, priorities, processes, and technology. It identifies the strategic initiatives that Administration will focus on to enable the execution and implementation of projects related to Council’s priorities and commitments to the residents of Kirkland Lake.

Once approved by Council, the Corporate Strategic Plan will be the guiding tool in developing the annual Corporate Business Plan, the Departmental Business Plans, and the 2024 Budget process. The Chief Administrative Officer (CAO) along with Kirkland Lake’s Senior Management Team will be working diligently to ensure alignment with the Corporate Strategic Plan when undertaking these projects.

## **OTHER ALTERNATIVES CONSIDERED**

Council may direct the Chief Administrative Officer to work with Capital Park Consulting to add amendments to the proposed Plan.

## FINANCIAL CONSIDERATIONS

Initiatives and operational aims of Council that arise as a result of the new Plan will contain financial implications, which will be incorporated into annual Departmental Business Plans, the annual Corporate Business Plan, and the annual Budget.

## ALIGNMENT TO STRATEGIC PRIORITIES

**Strategic Priorities:** Accountability; Transparency

**Goals:** Build the Team; Provide Outstanding Service

**Objectives:** Council Initiatives for Success; Develop Better Communications & Enhanced Openness and Transparency

Once the Corporate Strategic Plan is approved, this section of Reports to Council will be restructured to reflect alignment with the new strategic priorities.

## ACCESSIBILITY CONSIDERATIONS

In keeping with the vision of the Province to become barrier-free by 2025, the importance of accessible and age-friendly core services are highlighted in the proposed Plan.

## CONCLUSION

The Corporate Strategic Plan, as presented, supports Council's strategic directions and key priorities for the Town, as well as identifies Council's operational aims that support the Town's Vision of being "***The right environment for you: diverse, thriving, and efficient***", and its Mission of being "***The model of public service done right***".

## CONSULTATIONS

Capital Park Consulting

Strategic Initiatives and Workplace Performance Coordinator

The Town of Kirkland Lake Senior Management Team

Corporate Strategic Plans from Cochrane, Cobourg, Port Moody, Sault St. Marie, Sioux Lookout, and Thunder Bay.

## ATTACHMENTS

Attachment 1 – Proposed 2024-2026 Corporate Strategic Plan





WELCOME BIENVENUE  
**KIRKLAND LAKE**  
THE RIGHT ENVIRONMENT

KIRKLAND LAKE

KIRKLAND LAKE MUNICIPAL OFFICE

TOWN OF KIRKLAND LAKE  
**CORPORATE  
STRATEGIC PLAN**

2024–2026 AND BEYOND



**KIRKLAND LAKE**  
THE RIGHT ENVIRONMENT







► (L–R): Councillor Casey Owens, Councillor Janice Ranger, Councillor Lad Shaba, Mayor Stacy Wight, Councillor Dolly Dickens, Councillor Patrick Kiely, Councillor Rick Owen.

## Message from the Mayor, Council, and Administration

**W**e are honoured to introduce Kirkland Lake's new corporate strategic plan—a visionary roadmap shaping our municipality's future. This plan isn't just a document; it's a commitment to your aspirations, a collaborative effort between the council, dedicated staff, and, most importantly, our vibrant community.

You might wonder, how does a corporate strategic plan differ from a community strategic plan? Simply put, the corporate strategic plan focuses on the internal workings, aligning our operational strategies with the broader goals and aspirations of our residents. Our new plan will be the blueprint guiding our actions, investments, and initiatives to fulfill the shared vision we have crafted together.

Council, Town administration, and staff are resolutely focused on the key strategic priorities outlined: Service Excellence, Sustainable Core Services, and Infrastructure to ensure a Vibrant and Prosperous Community. These priorities aren't just words—they represent our commitment to enhancing infrastructure, fostering economic growth, ensuring sustainable services, and delivering top-notch services to you, our valued residents.

This plan isn't static; it's dynamic and adaptable, designed to evolve in response to your feedback and changing needs. Your involvement and input will continue to be instrumental as we work together to bring this plan to life.

We invite you to explore this roadmap, engage with us, and join hands as we embark on this journey toward a brighter, more prosperous future for Kirkland Lake.

## Land Acknowledgement

We acknowledge that the Town of Kirkland Lake is located on the traditional territory of Algonquin peoples including the Beaverhouse First Nation, and unceded territory of other Indigenous peoples.

We recognize the presence of the Algonquin, Anishinaabe, Ojibwe, Cree, and Métis people in our community since time immemorial and honour their stewardship and care of these lands.

We hereby affirm our continued commitment and responsibility to reconciliation.

# Executive Summary



▶ Alan Smith, Chief Administrative Officer

The new corporate strategic plan is a defining moment in our pursuit of excellence. Our mission is succinct but powerful:

**"To be the model of public service done right"**

This statement embodies our continued commitment to raising our standard of public service. This will entail:

- ▶ striving to consistently surpass expectations to deliver exceptional value
- ▶ upholding transparency and ethical conduct to ensure the trust and confidence of those we serve
- ▶ embracing change and innovating our operations to foster a culture of continuous improvement
- ▶ creating an environment in the Corporation for personal and professional growth to empower our team members to thrive in their roles

This corporate strategic plan sets out short- and long-term strategic priorities that will provide clear guidance to staff to achieve the targets set by Council.

Of particular importance over the next few years will be the enhancement of our infrastructure. Well-maintained infrastructure contributes to a higher quality of life. It acts as a catalyst for economic growth, attracting investments, creating job opportunities, and providing a foundation for innovation and technological advancements. Investing in and maintaining strong infrastructure is an investment in the prosperity, resilience, and sustainability of our community and its residents.

This plan is not just a document. It is our solemn commitment to ensuring reliable and sustainable services for the town of Kirkland Lake. We firmly believe that through collaboration and unity, we can achieve our shared goals to make our town the right environment for you.





# VISION *to* ACTION:

## OUR VISION

The right environment for you:  
diverse, thriving, and efficient.

## OUR MISSION

To be the model of public  
service done right

## STRATEGIC PRIORITY AREAS



Service  
Excellence



Sustainable  
Core Services



Infrastructure



Vibrant and  
Prosperous  
Community

## ACTION

### ADMINISTRATION

- Develop corporate business plan
- Track and report on progress



VISION TO ACTION



STRATEGIC PRIORITY:

## Service Excellence



Service excellence is not just about delivering satisfactory service, it is about caring for the people surrounding the service. Service excellence means letting our residents know that they are valued and understood. It also means ensuring our employees feel supported, valued, and capable in their position to provide the quality of service aspired to by the Corporation. Our mission is succinct but powerful: “to be the model of public service done right”.

### Strategic Actions for 2024 to 2026

1.

Assess points of contact with residents to identify ways to streamline communications, increase stakeholder engagement, demonstrate user-friendliness, and provide optimal service

2.

Retain and attract the best talent through a positive work environment and strong collaborative corporate culture, and through the development and implementation of human resources policies and best practices, to support the aim of making the Town of Kirkland Lake an Employer of Choice.

3.

Embrace modern technologies that will promote customer service and increase efficiency and access

4.

Develop long-term financial plans and budgets to ensure financial sustainability and value for money

### Strategic Questions

- Is this improving service for residents and customers?
- Is it embracing the use of technology?
- Are residents involved in the planning and implementation of this initiative?
- Does this foster a supportive and growth-oriented work environment?
- Have we considered the financial costs and value for money?

STRATEGIC PRIORITY:

## Sustainable Core Services

(including those legislated under the Municipal Act)



Sustainable core services are the bedrock of a municipality, providing essential functions and infrastructure that support the daily lives of our residents. Ensuring their sustainability guarantees ongoing quality of life and forms the foundation for long-term growth and development.

### Strategic Actions for 2024 to 2026

1.

Prioritize core services and explore alternatives for non-core services, which may include divestment or changes to operating models

2.

Provide clear, fair, and consistent regulations and policies governing municipal operations

3.

Investigate strategies to reduce our environmental footprint

4.

Develop and implement key performance indicators to evaluate the efficiency and effectiveness of service delivery

### Strategic Questions

- Are there viable alternatives for divesting or modifying the operating models of non-core services to optimize resource allocation?
- Does this enhance transparency and stakeholder engagement in the decision-making process?
- Will these KPIs be effective to track progress, identify areas for improvement, and ensure continuous enhancement of service delivery?
- Have we considered the financial costs and value for money?

STRATEGIC PRIORITY:

# Infrastructure



Infrastructure, encompassing roads, sidewalks, water, and wastewater systems, forms the backbone of a functional and thriving community. Infrastructure is essential for our health, growth, and prosperity.

## Strategic Actions for 2024 to 2026

1. Prioritize infrastructure projects based on critical needs, aging systems, potential environmental risks, and community needs
2. Proactively prepare and plan projects and continue to identify and apply for additional funding opportunities
3. Establish the Asset Management Plan as a resource for the preparation of capital and operating budgets
4. Develop long-term financial plans and budgets to align with the lifecycle of assets

## Strategic Questions

- Will this initiative meet the community's long-term needs?
- Will this project contribute to sustainable growth and economic development?
- Can transparency and accountability be ensured throughout the implementation of this strategic action?
- Will this improve the lives of residents?
- Have we considered the financial costs and value for money?





STRATEGIC PRIORITY:

# Vibrant and Prosperous Community



A “vibrant and prosperous community” has the services and amenities that promote economic development, community well-being, and quality of life for residents.

## Strategic Actions for 2024 to 2026

1.

Prioritize the implementation of the economic development and tourism program to improve the local business climate and foster growth

2.

Invest in infrastructure projects that facilitate residential growth, business expansion and increased housing options

3.

Provide public spaces that enhance the appearance of the town and encourage social interaction and active lifestyles for all ages

4.

Develop long-term financial plans and budgets to support the aim of being a vibrant and prosperous community

## Strategic Questions

- Does this encourage sustainable growth and economic development?
- Does this support a complete community where people can live, work, shop, and access services in close proximity?
- Does this enhance community well-being and make us more inclusive, equitable, and accessible?
- Does this consider opportunities to collaborate with local businesses, organizations, or institutions, to amplify the positive impact of this initiative?
- Have we considered the financial costs and value for money?

# Current Council's Operational Aims

2024 and Beyond



Service Excellence

## Streamlined processes

- ⇒ Centralized communication platform for residents' queries, feedback, and requests
- ⇒ Online submission and processing of common forms and applications
- ⇒ A comprehensive database or knowledge base accessible to residents for commonly sought information

## Employer of choice

- ⇒ Competitive salaries, comprehensive benefits, and distinct benefits
- ⇒ Prioritization of employee well-being and work-life balance
- ⇒ Paths for career advancement and opportunities for professional development for succession planning
- ⇒ Empowered employees with autonomy and opportunities to innovate
- ⇒ Transparent communication between leadership and employees

## Financial sustainability

- ⇒ Long-term financial plans and budgets aligned with the Corporation's vision and mission
- ⇒ Increased and diversified revenue streams
- ⇒ A strategy for future use of municipal lands
- ⇒ Regular transparent reporting to stakeholders on financial health and performance

## Modern technologies

- ⇒ Development of a culture of learning and openness to new tools and platforms, including providing training for staff
- ⇒ A clear roadmap for innovative technology adoption aligned with Corporate needs

## Stakeholder engagement

- ⇒ Effective channels for two-way communication with stakeholders to understand their interests and concerns
- ⇒ Communication strategies tailored to stakeholder needs and expectations
- ⇒ Consistency in messaging, tone, and visual elements to reinforce the corporation's image and values

# Current Council's Operational Aims

2024 and Beyond



## Sustainable Core Services

(including those legislated under the Municipal Act)

### Core services

- Development of alternatives for divestment or changes to operating models for non-core services
- Prioritization of budget allocations and resource distribution to bolster core services that directly impact residents' well-being
- Review of core services through an age-friendly lens to ensure best practices and accessibility requirements are met or exceeded
- Enhancement of standards for the maintenance and snow removal for roads and sidewalks
- Evaluation of the operating agreement with Ontario Clean Water Agency
- Analysis of the options for public transit and the financial viability of providing this service
- Establishment of key performance indicators (KPIs) to track the efficiency and effectiveness of core service delivery

### Governance

- Clear, fair, and consistent regulations and policies governing municipal operations
- Training programs and resources for municipal staff and officials to enhance governance competencies
- Timely reports from staff to Council on all significant projects and initiatives
- Regular communication with residents to explain governance structures, processes, and decisions

### Environmental sustainability

- Implementation of strategies to reduce our environmental impact
- Optimization of waste management systems to prioritize recycling, repurposing, and reducing landfill waste
- Implementation of urban planning strategies that prioritize sustainability in construction and development

# Current Council's Operational Aims

2024 and Beyond



## Infrastructure

### Roads and sidewalks

- Prioritization of repairs and upgrades based on usage, safety concerns, and community needs
- Development of a long-term Road Reconstruction Plan that includes all roads in the Town
- Upgraded sidewalks to comply with accessibility standards, including safety measures such as crosswalks, signage, and traffic calming measures
- Strategies to secure additional funding to supplement municipal budgets for road and sidewalk projects

### Water and wastewater systems

- Prioritization of infrastructure projects based on critical needs, aging systems, potential environmental risks, and community needs
- Development of a long-term Water and Wastewater Reconstruction Plan for the repair and expansion of the Town's systems
- Integration of advanced technologies for efficient water treatment and distribution, as well as wastewater collection and treatment processes
- Development of contingency plans in case of system failures or natural disasters
- Strategies to secure additional funding to supplement municipal budgets for water and wastewater projects

### Asset Management Plan

- Establishment of the Asset Management Plan as a tool in the preparation of capital budgets and a significant instrument for the preparation of operating budgets
- Integration of the Fleet Management Replacement Plan into the Corporation's Asset Management Plan
- Establishment of an equipment procurement policy based on maintenance data and analysis rather than the age of the asset
- Implementation of a Maintenance Management program
- Completion of Building Condition Assessments on all municipally owned buildings
- Implementation plan for construction of a new Fire Hall



# Current Council's Operational Aims

2024 and Beyond



Vibrant and Prosperous Community

## Affordable housing

- Encourage housing options that cater to diverse needs, including accessibility features for people with disabilities and seniors
- Collaboration with employers, non-profit organizations, housing agencies, and community groups to increase affordable housing initiatives
- Evaluation of conditions to accommodate alternative housing models such as tiny homes, co-housing, or accessory dwelling units to increase affordable options
- Encouragement of mixed-use developments that incorporate various housing types (e.g., apartments, townhomes, single-family homes) within neighborhoods

## Growth

- Investment in infrastructure projects that facilitate residential growth and business expansion and greater housing options
- Investment in public amenities such as parks, recreational facilities, and public spaces to enhance the quality of life of residents
- Collaboration with educational institutions to provide education, training, upskilling and reskilling programs to match the demands of evolving job markets

## Local business climate

- Updated regulations that expedite the permitting process without compromising safety or quality standards
- Establishment of partnerships with local businesses and tourism boards to attract visitors and showcase local products/services
- Expansion of the Community Improvement Plan for areas designated for commercial and industrial development
- Support for emerging industries to diversify the local economy, reducing dependency on the resource sectors

## Community wellbeing

- Continued support and participation in the implementation of the Community Safety and Wellbeing Plan
- Recognition programs, including Community Grants, for volunteers and community organizations



**THE RIGHT ENVIRONMENT FOR YOU:  
DIVERSE • THRIVING • EFFICIENT**

# How We Will Use This Corporate Strategic Plan

## Corporate and Departmental Business Plans

This corporate strategic plan is a living document. The plan will provide a framework for decision-making. It will be integrated into all municipal activities through the development of annual departmental business plans, that will identify strategic initiatives aligned with the corporate strategic plan.

Together, the development business plans will comprise the annual corporate business plan. This plan will be brought to council for approval and will form the basis for progress reports to the community.

The vision, mission, and strategic priorities identified in this corporate strategic plan will be integrated into the Town’s organizational structure and policy framework.



📍 PO Box 1757, 3 Kirkland St. W.,  
Kirkland Lake, Ontario P2N 3P4  
☎ 705-567-9361 🌐 [kirklandlake.ca](http://kirklandlake.ca)

# REPORT TO COUNCIL

|                              |                                  |
|------------------------------|----------------------------------|
| Meeting Date: 06/02/2024     | Report Number: 2024-CAO-001      |
| Presented by: Stephanie Dell | Department: Administration (CAO) |

## REPORT TITLE

Operational Key Performance Indicators (O-KPIs) Update – 2023 Quarter Four

## RECOMMENDATION(S)

**BE IT RESOLVED THAT** Report Number 2024-CAO-001 entitled “**Operational Key Performance Indicators (O-KPIs) Update – 2023 Quarter Four**” be received for information.

## INTRODUCTION

Operational Key Performance Indicators (O-KPIs) are a set of measurements that relate to the overall status of each department within the Corporation. This report provides an overview of O-KPIs collected by Administration for the purpose of performance reporting to Council and the public.

## DISCUSSION

Revisions to the O-KPIs are conducted quarterly with a report presented to Council once completed. This is the second quarter that this Administration has monitored and reported upon (Attachment 1). Administration remains open to adjusting these metrics as priorities and focuses change.

## OTHER ALTERNATIVES CONSIDERED

Council may choose not to have O-KPIs reported to them. This is not recommended as reporting on these metrics provides Council with a transparent and accountable update on the operational performance of all Departments/divisions.

## FINANCIAL CONSIDERATIONS

Not Applicable.

## **ALIGNMENT TO STRATEGIC PRIORITIES**

**Strategic Priorities:** Accountability; Efficiency

**Goals:** Build the Team; Achieve Sustainable Operational Excellence

**Objectives:** Find & Implement Efficiencies; Improving Staff Accountability to Council & Residents; Improving Staff Accountability to Each other

## **ACCESSIBILITY CONSIDERATIONS**

Not Applicable.

## **CONCLUSION**

Administration is committed to the ongoing development of Operational KPIs as needs and priorities within Departments change.

It should be noted that Key Performance Indicators in alignment with Council's strategic initiatives will be developed as part of the new Corporate Strategic Plan that is in the final phase of completion. This process may also result in new O-KPIs which would be included in future reporting of metrics.

## **CONSULTATIONS**

Town of Kirkland Lake Senior Management Team

## **ATTACHMENTS**

Attachment 1 – Town of Kirkland Lake O-KPI Statistics 2023 Q4





**KIRKLAND LAKE**  
THE RIGHT ENVIRONMENT



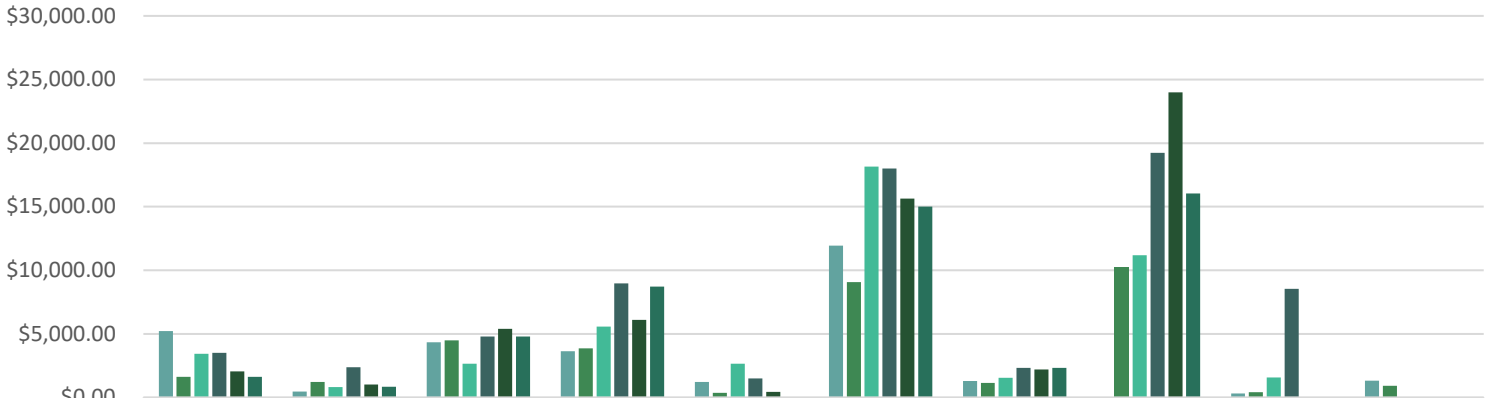
## Operational Key Performance Indicators (OKPIs)

2023 Q4

February 2, 2024

# COMMUNITY SERVICES

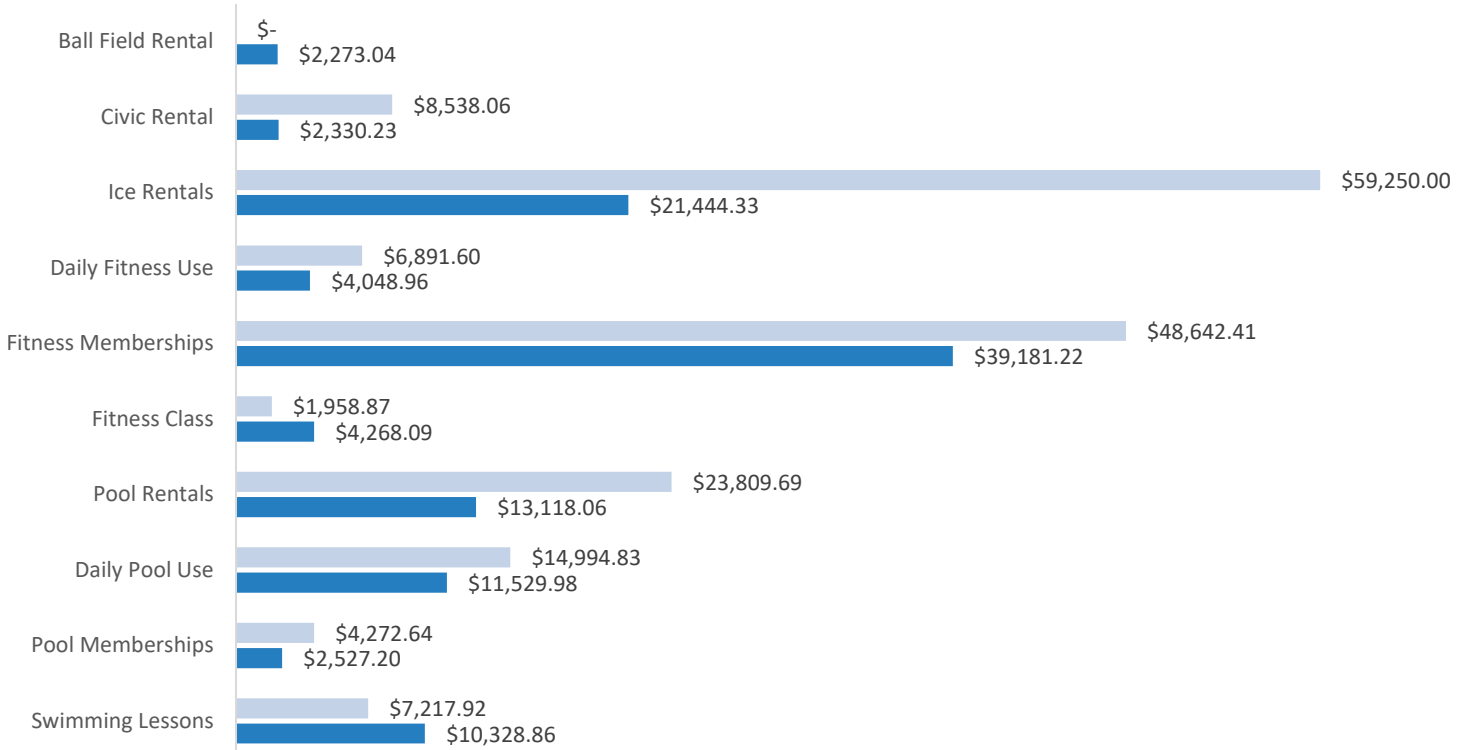
## Revenue



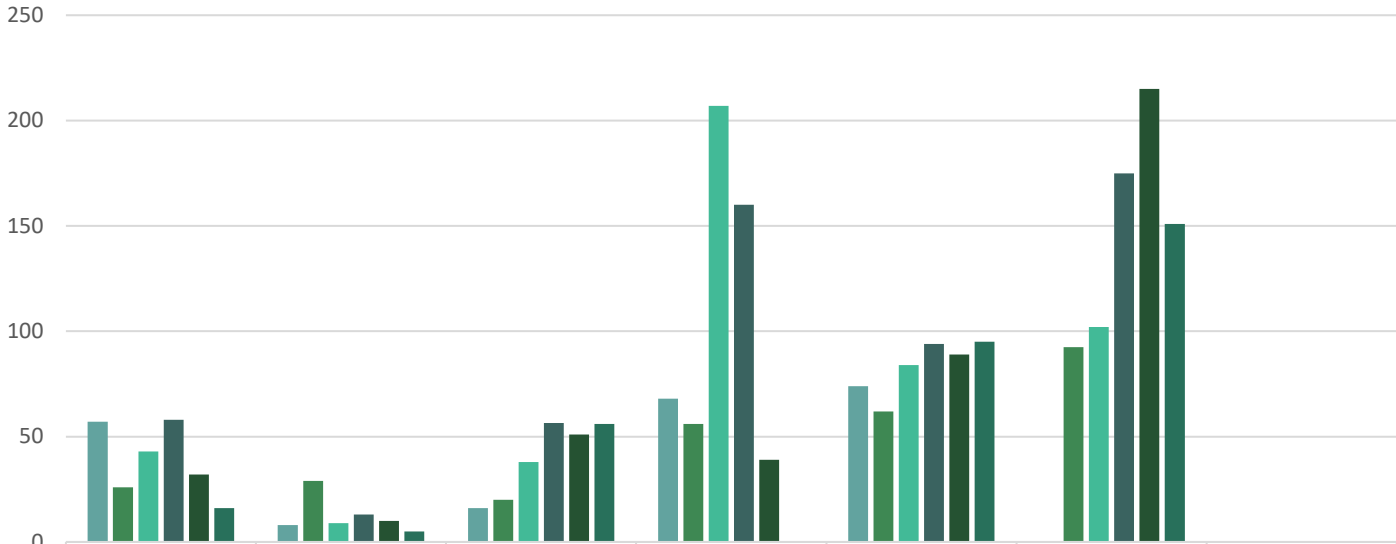
|           | Swimming Lessons | Pool Memberships | Daily Pool Use | Pool Rentals | Fitness Class | Fitness Memberships | Daily Fitness Use | Ice Rentals | Civic Rental | Ball Field Rental |
|-----------|------------------|------------------|----------------|--------------|---------------|---------------------|-------------------|-------------|--------------|-------------------|
| July      | \$5,236.86       | \$483.26         | \$4,358.08     | 3656.07      | \$1,226.54    | \$11,936.87         | \$1,312.94        | 0           | \$324.90     | \$1,343.16        |
| August    | \$1,641          | \$1,222.39       | \$4,497.84     | 3875.59      | \$379.59      | \$9,082.07          | \$1,166.99        | \$10,256.00 | \$417.60     | \$929.88          |
| September | \$3,451          | \$821.55         | \$2,674.06     | 5586.4       | \$2,661.96    | \$18,162.28         | \$1,569.03        | \$11,188.33 | \$1,587.73   | 0                 |
| October   | \$3,515          | \$2,374.39       | \$4,801.65     | \$8,979.74   | \$1,518.51    | \$18,004.51         | \$2,335.28        | \$19,238.00 | \$8,538.06   | 0                 |
| November  | \$2,071          | \$1,034.59       | \$5,400.82     | \$6,115.29   | \$440.36      | \$15,634.48         | \$2,211.74        | \$23,979.00 | 0            | 0                 |
| December  | 1632             | 863.66           | 4792.36        | \$8,714.66   | 0             | \$15,003.42         | \$2,344.58        | \$16,033.00 | 0            | 0                 |

## Q3 vs Q4 Revenue

■ Q4 ■ Q3



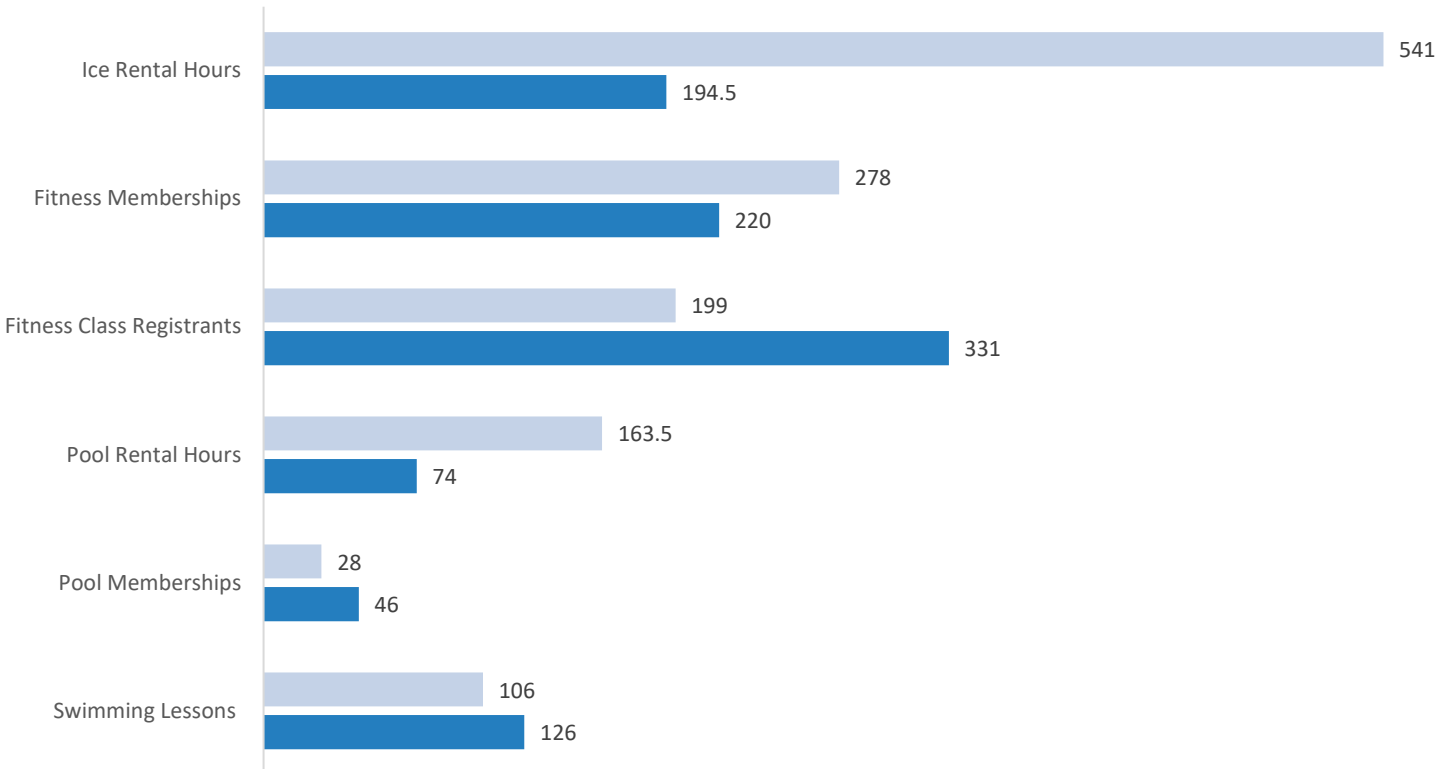
### Purchases



|           | Swimming Lessons | Pool Memberships | Pool Rental Hours | Fitness Class Registrants | Fitness Memberships | Ice Rental Hours |
|-----------|------------------|------------------|-------------------|---------------------------|---------------------|------------------|
| July      | 57               | 8                | 16                | 68                        | 74                  | 0                |
| August    | 26               | 29               | 20                | 56                        | 62                  | 92.5             |
| September | 43               | 9                | 38                | 207                       | 84                  | 102              |
| October   | 58               | 13               | 56.5              | 160                       | 94                  | 175              |
| November  | 32               | 10               | 51                | 39                        | 89                  | 215              |
| December  | 16               | 5                | 56                | 0                         | 95                  | 151              |

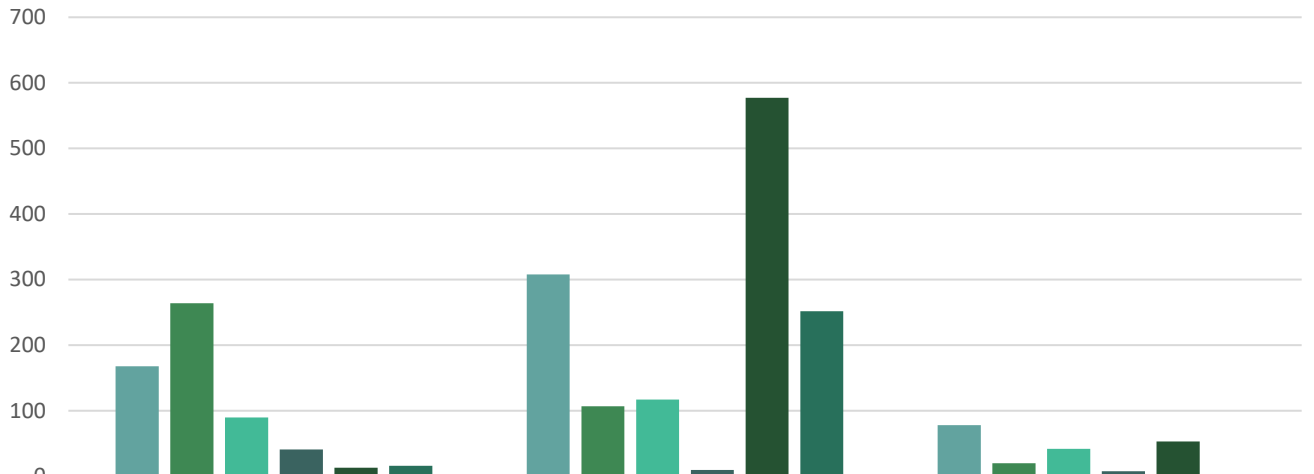
### Q3 vs Q4 Purchases

■ Q4 ■ Q3



# Museum of Northern History

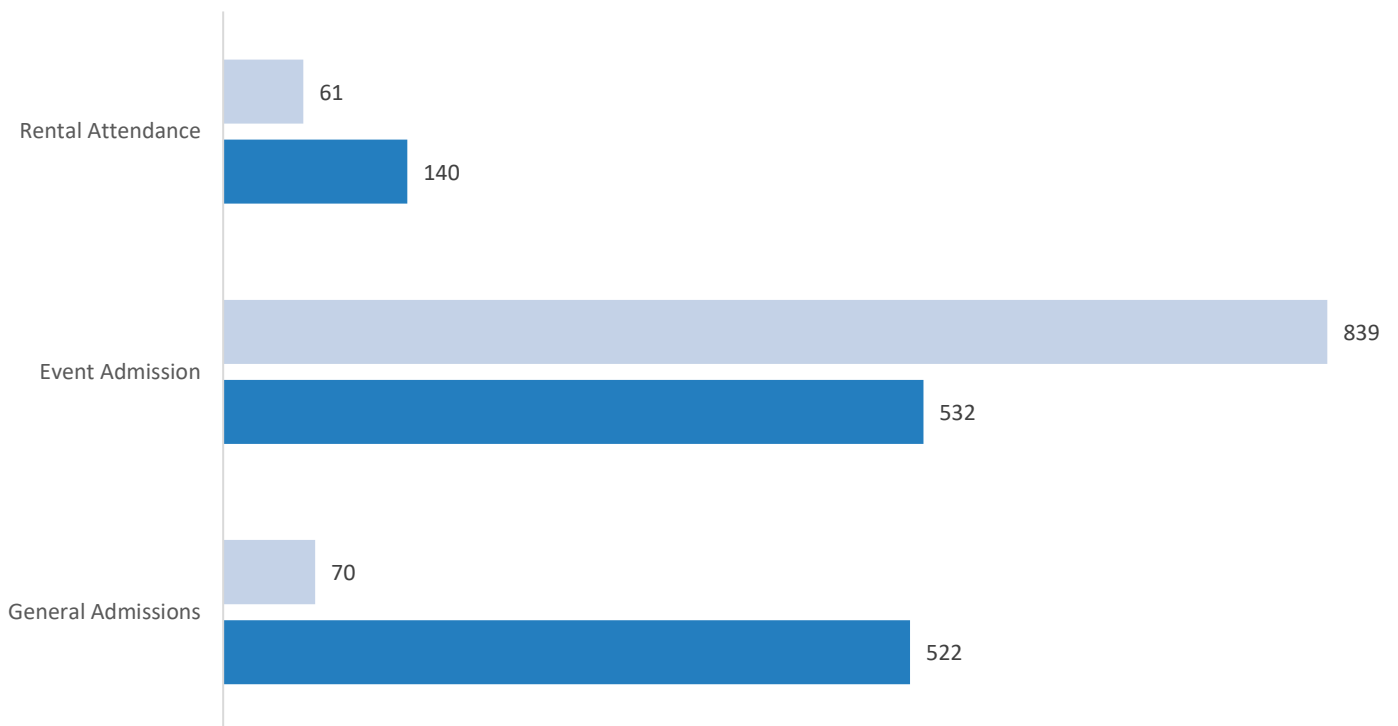
## Visits



|           | General Admissions | Event Admission | Rental Attendance |
|-----------|--------------------|-----------------|-------------------|
| July      | 168                | 308             | 78                |
| August    | 264                | 107             | 20                |
| September | 90                 | 117             | 42                |
| October   | 41                 | 10              | 8                 |
| November  | 13                 | 577             | 53                |
| December  | 16                 | 252             | 0                 |

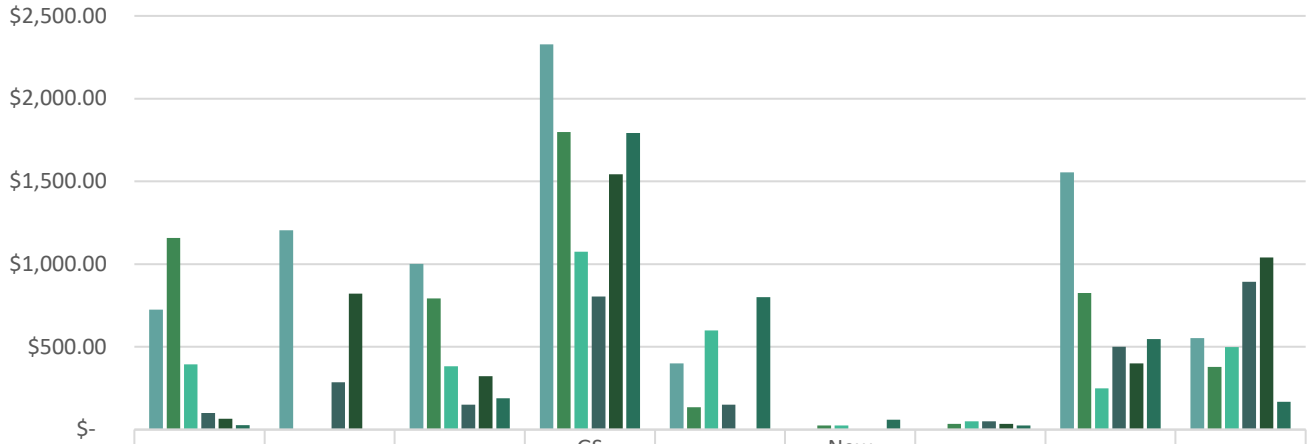
## Q3 vs Q4 Visits

Q4 Q3



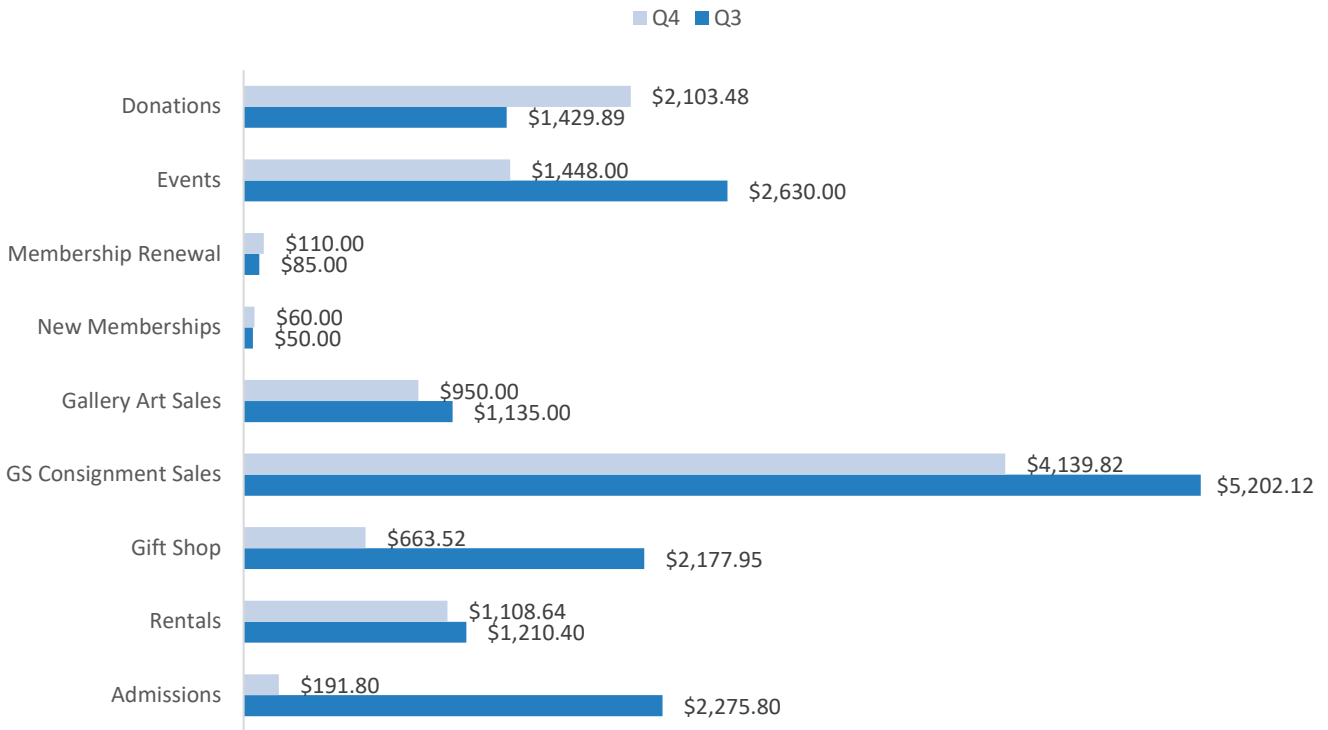


### Revenue

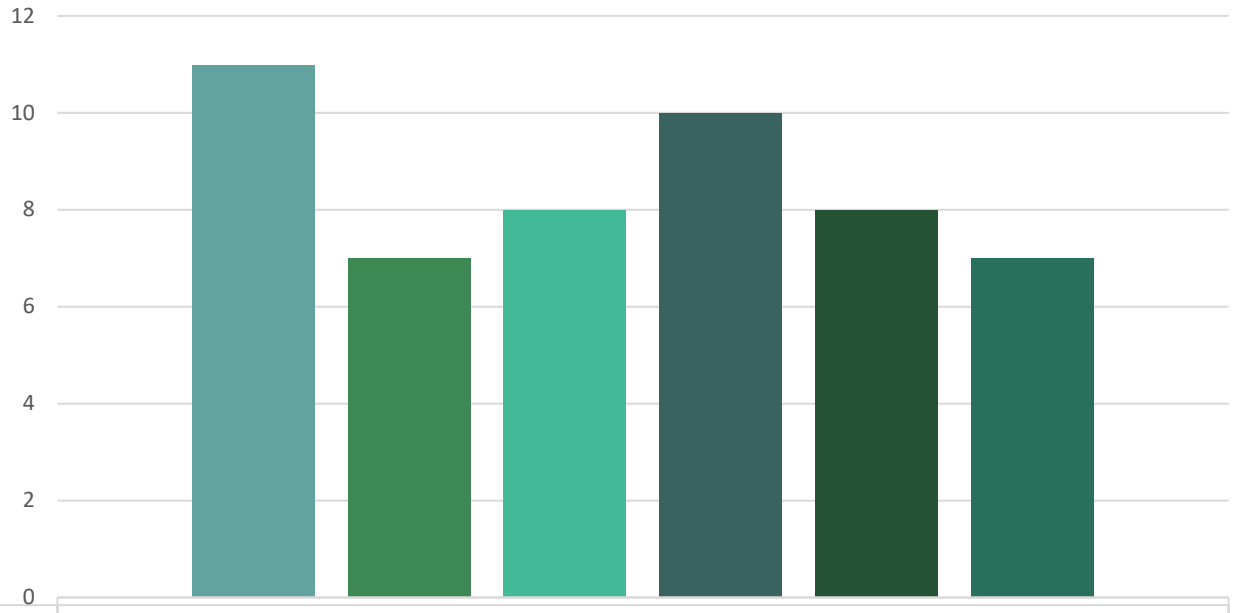


|           | Admissions | Rentals    | Gift Shop  | GS Consignment Sales | Gallery Art Sales | New Memberships | Membership Renewal | Events     | Donations  |
|-----------|------------|------------|------------|----------------------|-------------------|-----------------|--------------------|------------|------------|
| July      | \$724.40   | \$1,204.00 | \$1,002.42 | \$2,328.14           | \$400.00          | \$-             | \$-                | \$1,555.00 | \$552.02   |
| August    | \$1,157.70 | \$4.40     | \$791.94   | \$1,798.98           | \$135.00          | \$25.00         | \$35.00            | \$825.00   | \$378.57   |
| September | \$393.70   | \$2.00     | \$383.59   | \$1,075.00           | \$600.00          | \$25.00         | \$50.00            | \$250.00   | \$499.30   |
| October   | \$100.10   | \$286.56   | \$150.95   | \$804.49             | \$150.00          | \$-             | \$50.00            | \$500.00   | \$893.60   |
| November  | \$65.20    | \$822.08   | \$322.58   | \$1,542.44           | \$0.00            | \$-             | \$35.00            | \$400.00   | \$1,040.88 |
| December  | \$26.50    | \$-        | \$189.99   | \$1,792.89           | \$800.00          | \$60.00         | \$25.00            | \$548.00   | \$169.00   |

### Q3 vs Q4 Revenue



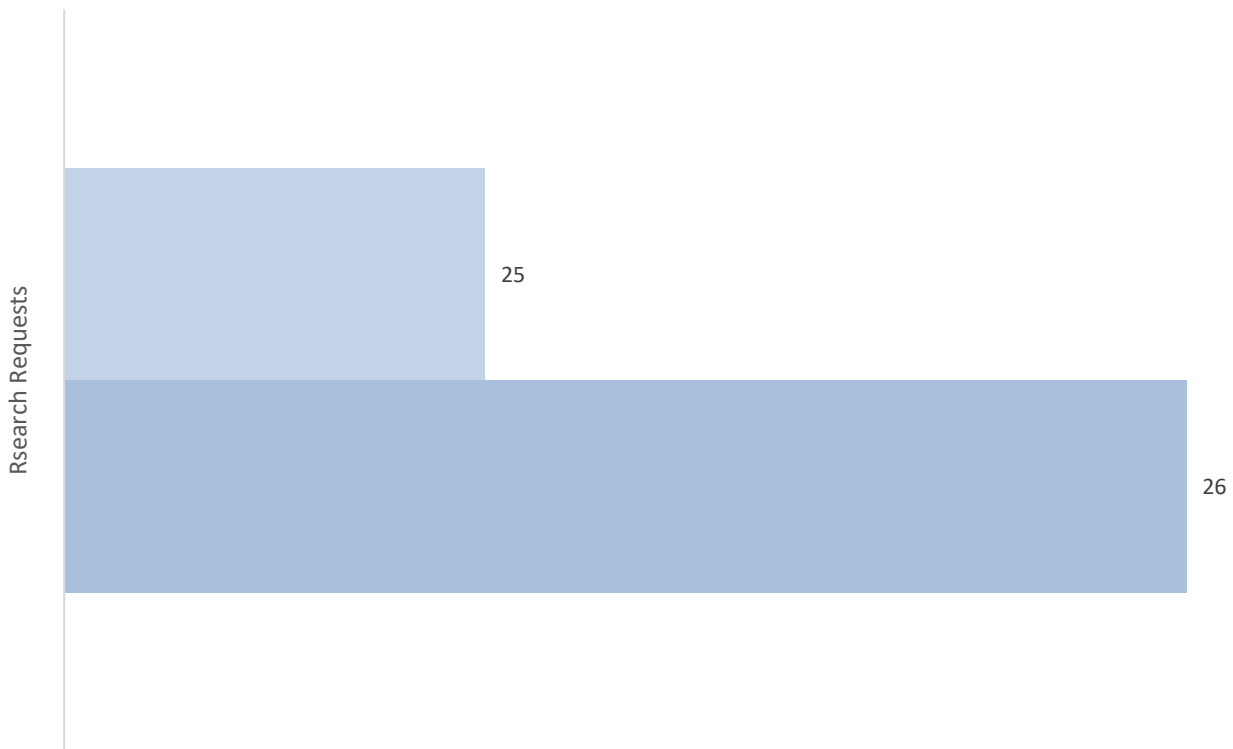
### Research Requests



|           |    |
|-----------|----|
| July      | 11 |
| August    | 7  |
| September | 8  |
| October   | 10 |
| November  | 8  |
| December  | 7  |

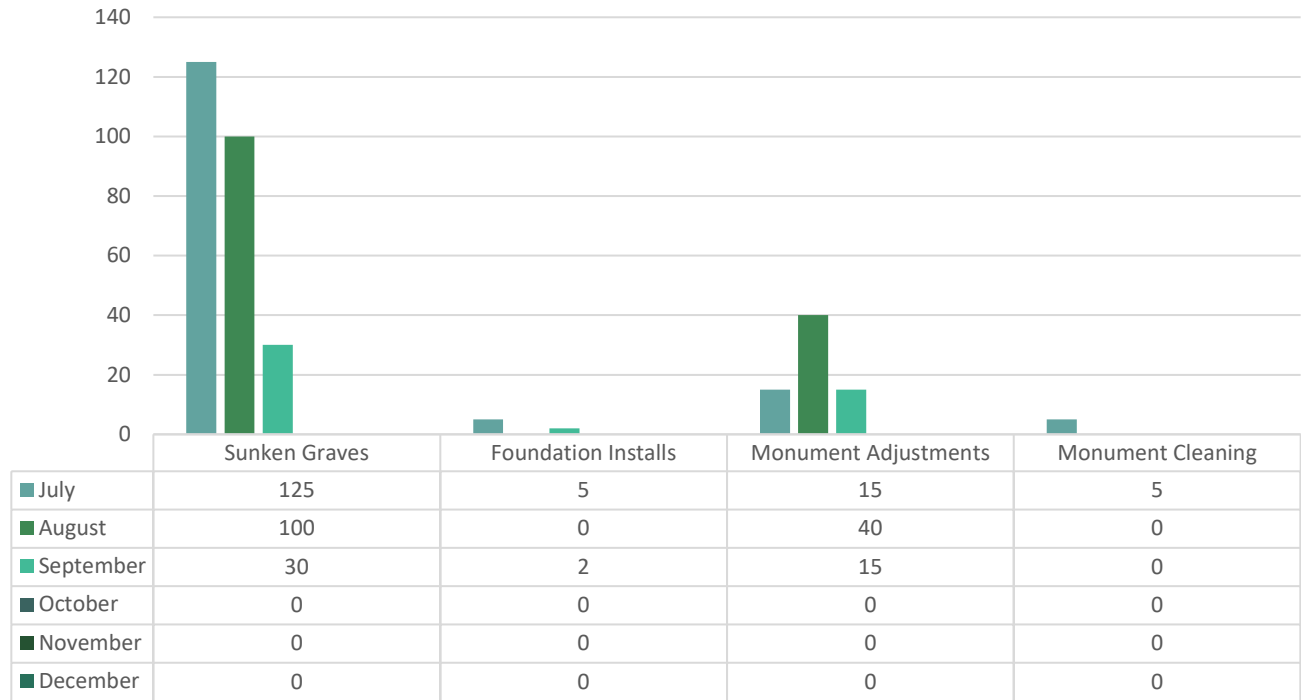
### Q3 vs Q4 Research Requests

■ Q4 ■ Q3

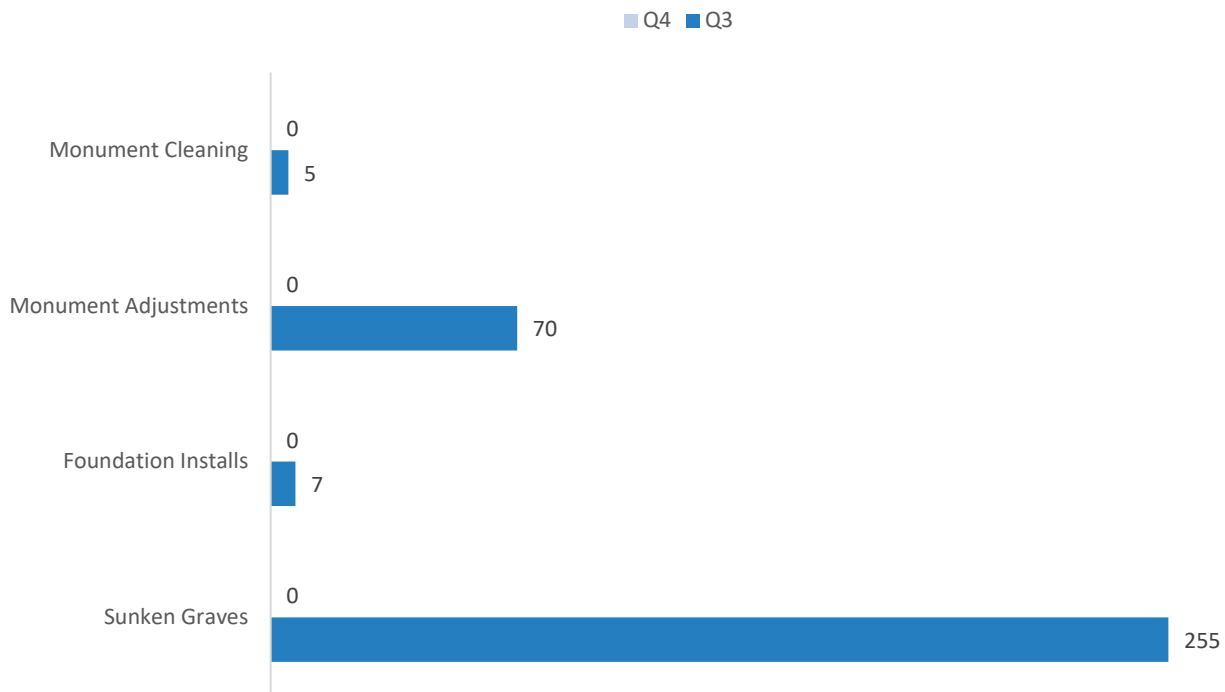


# Cemetery

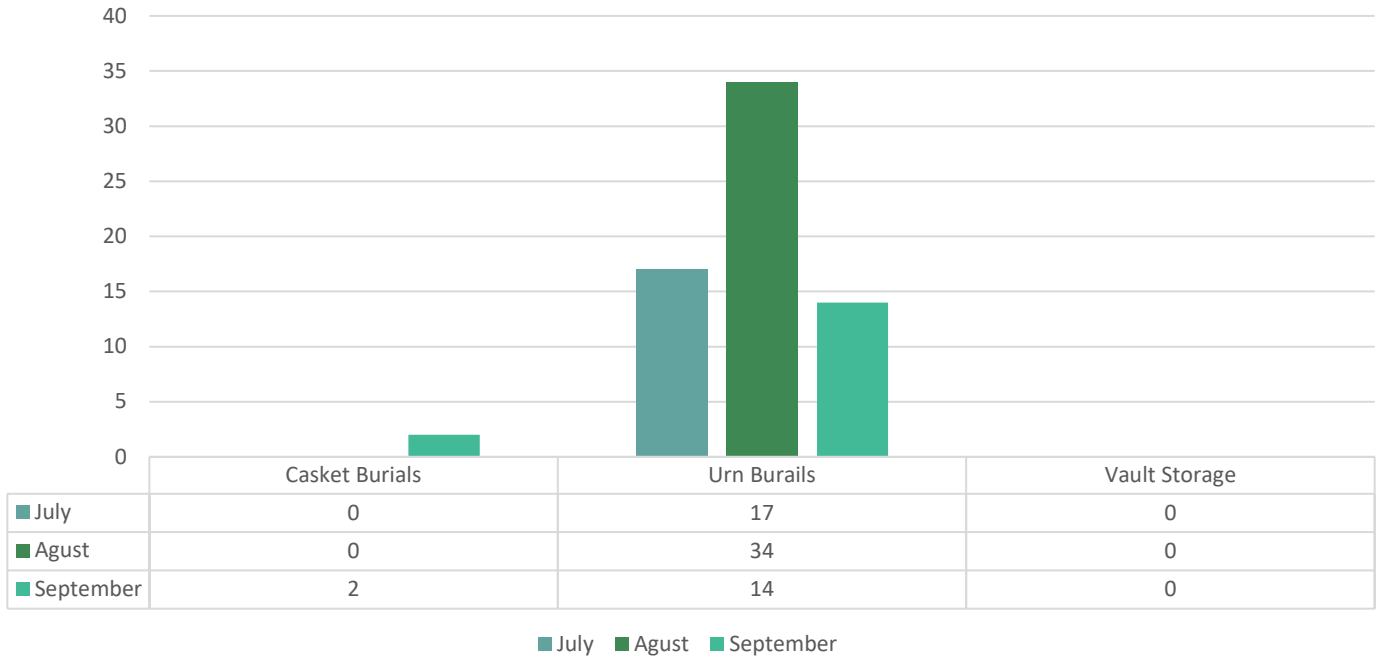
## Grave Maintenance



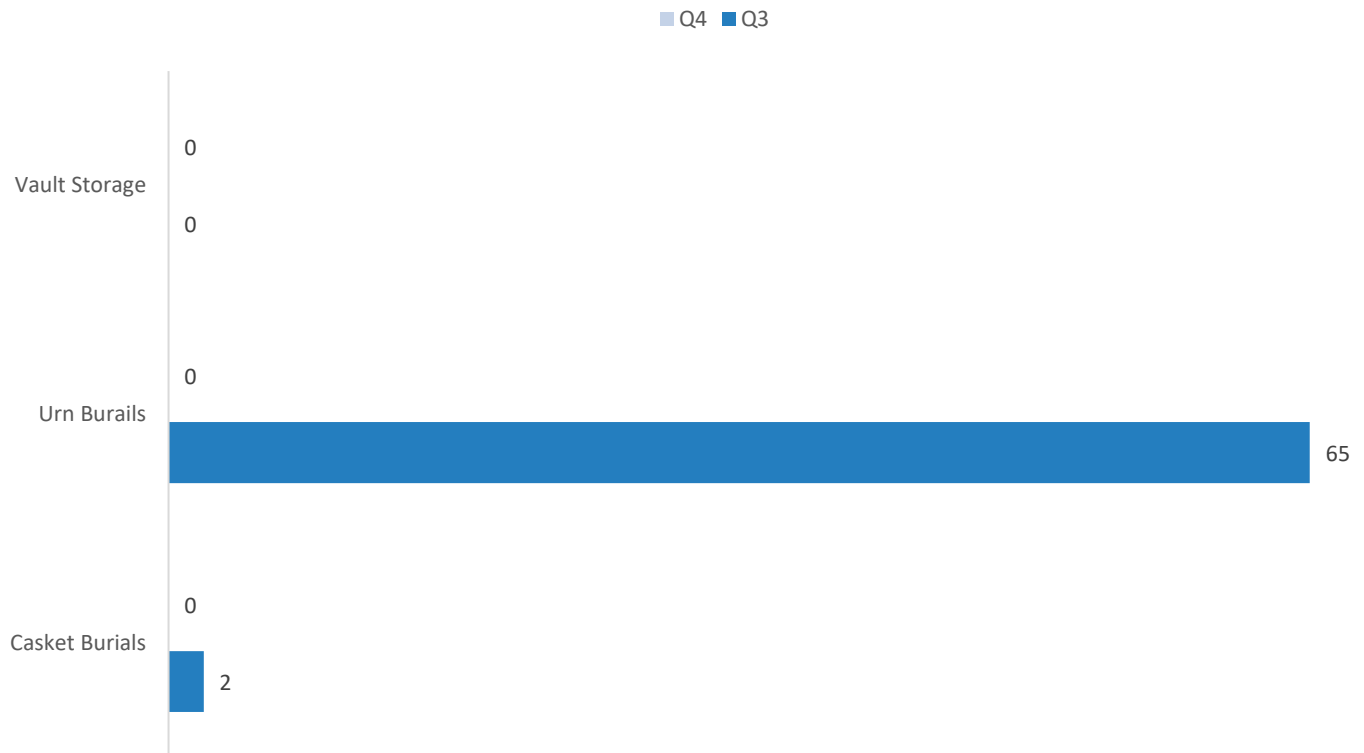
## Q3 vs Q4 Grave Maintenance



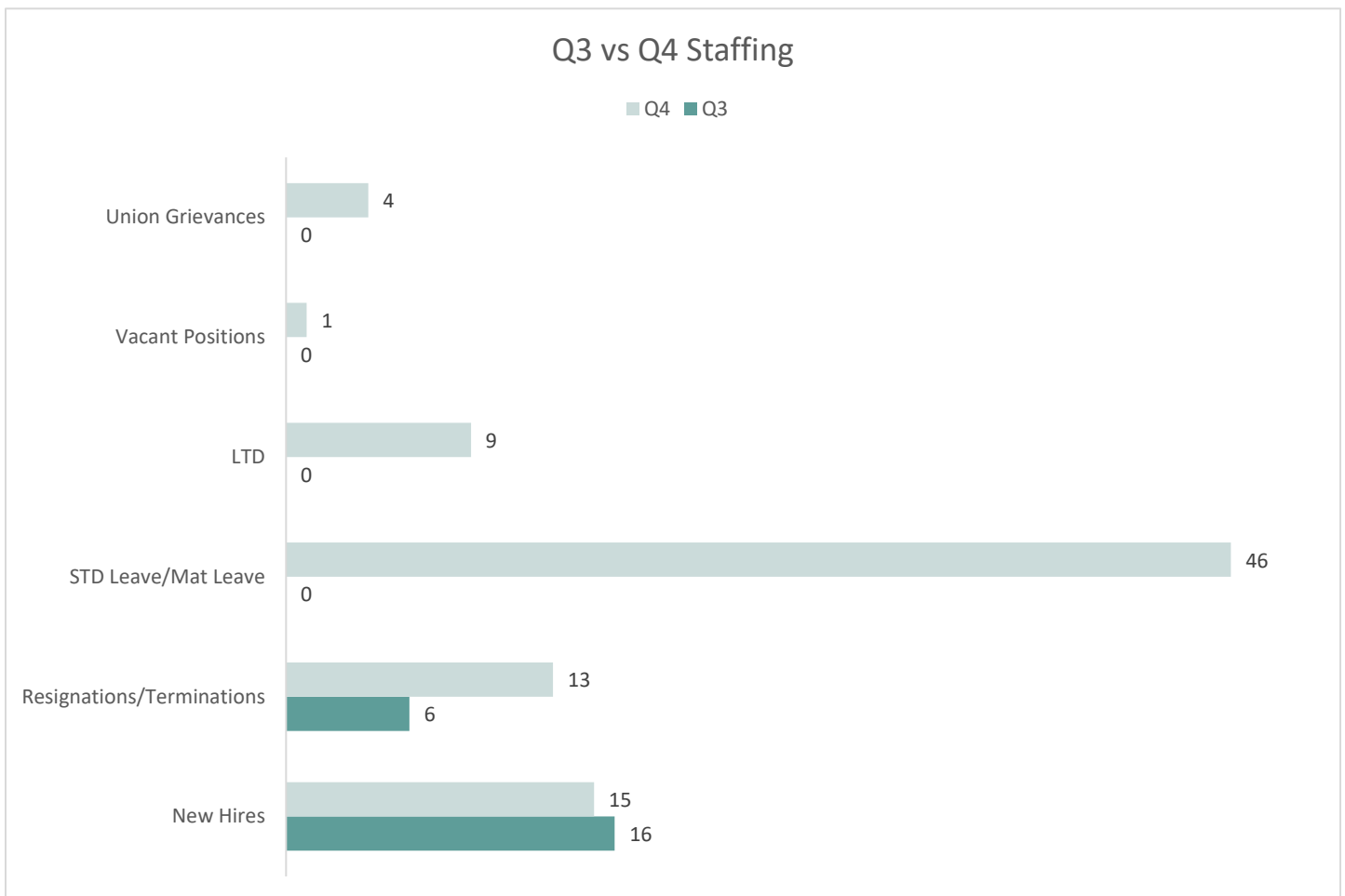
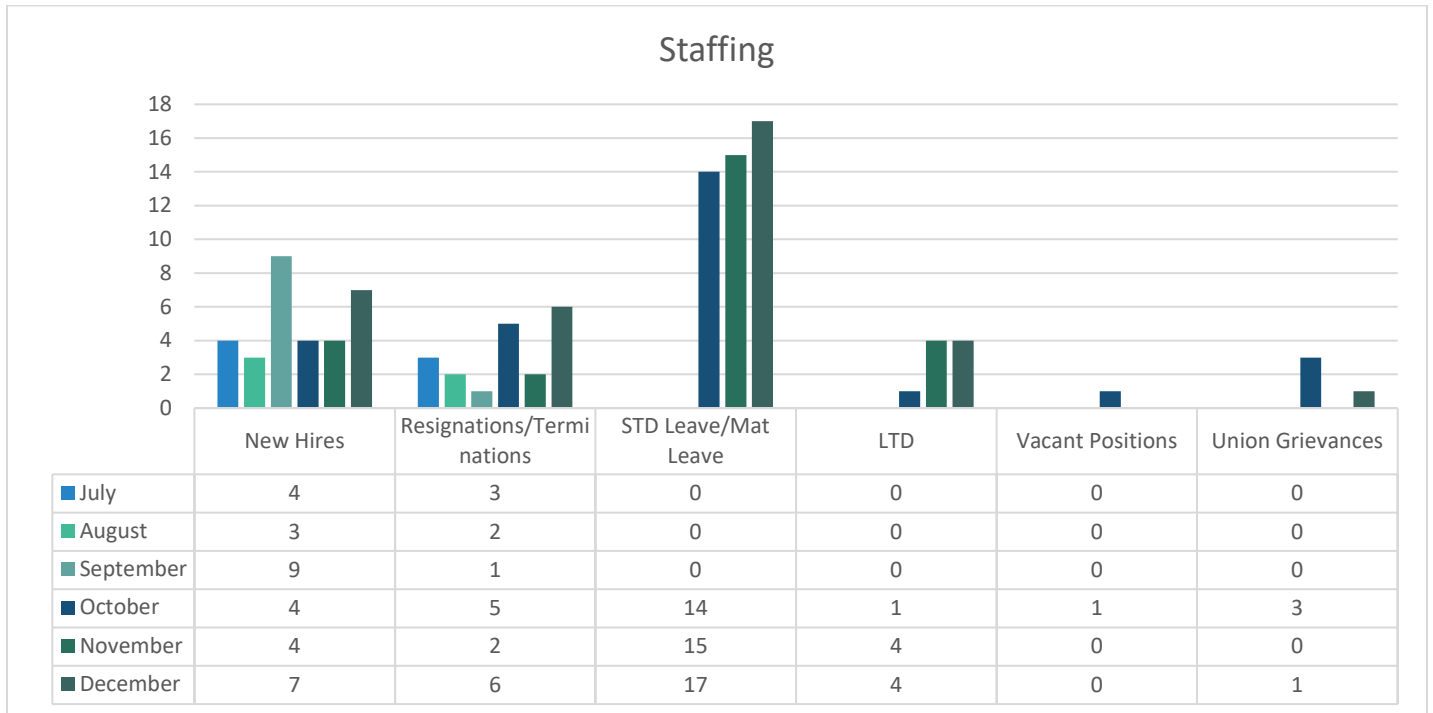
### Burials



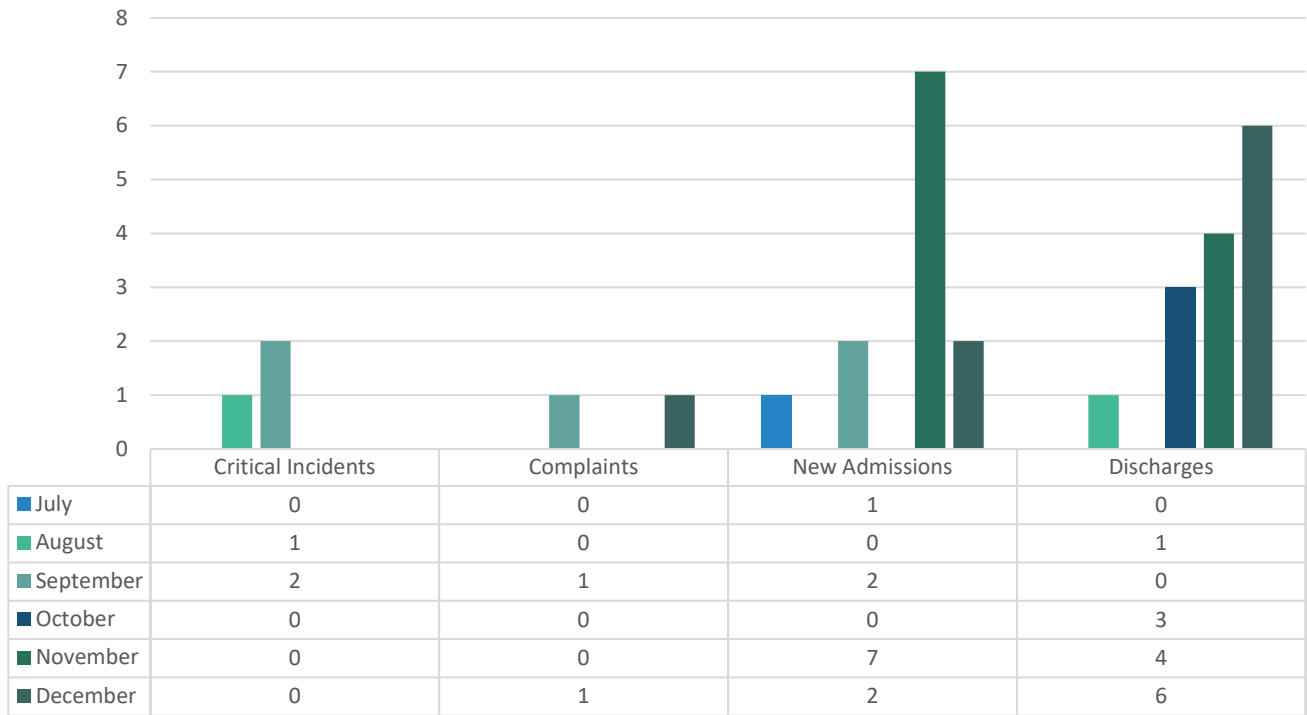
### Q3 vs Q4 Burials



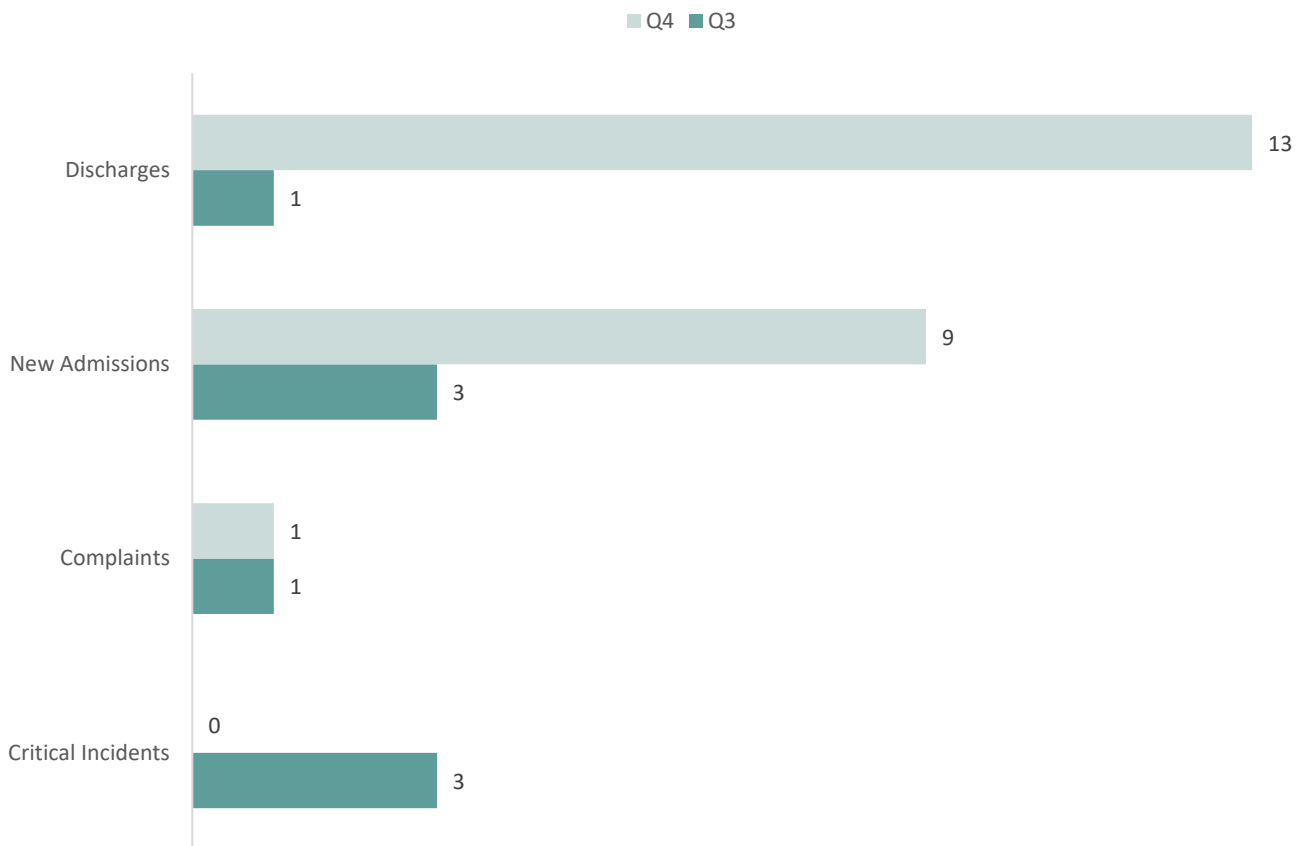
# TECK PIONEER RESIDENCE



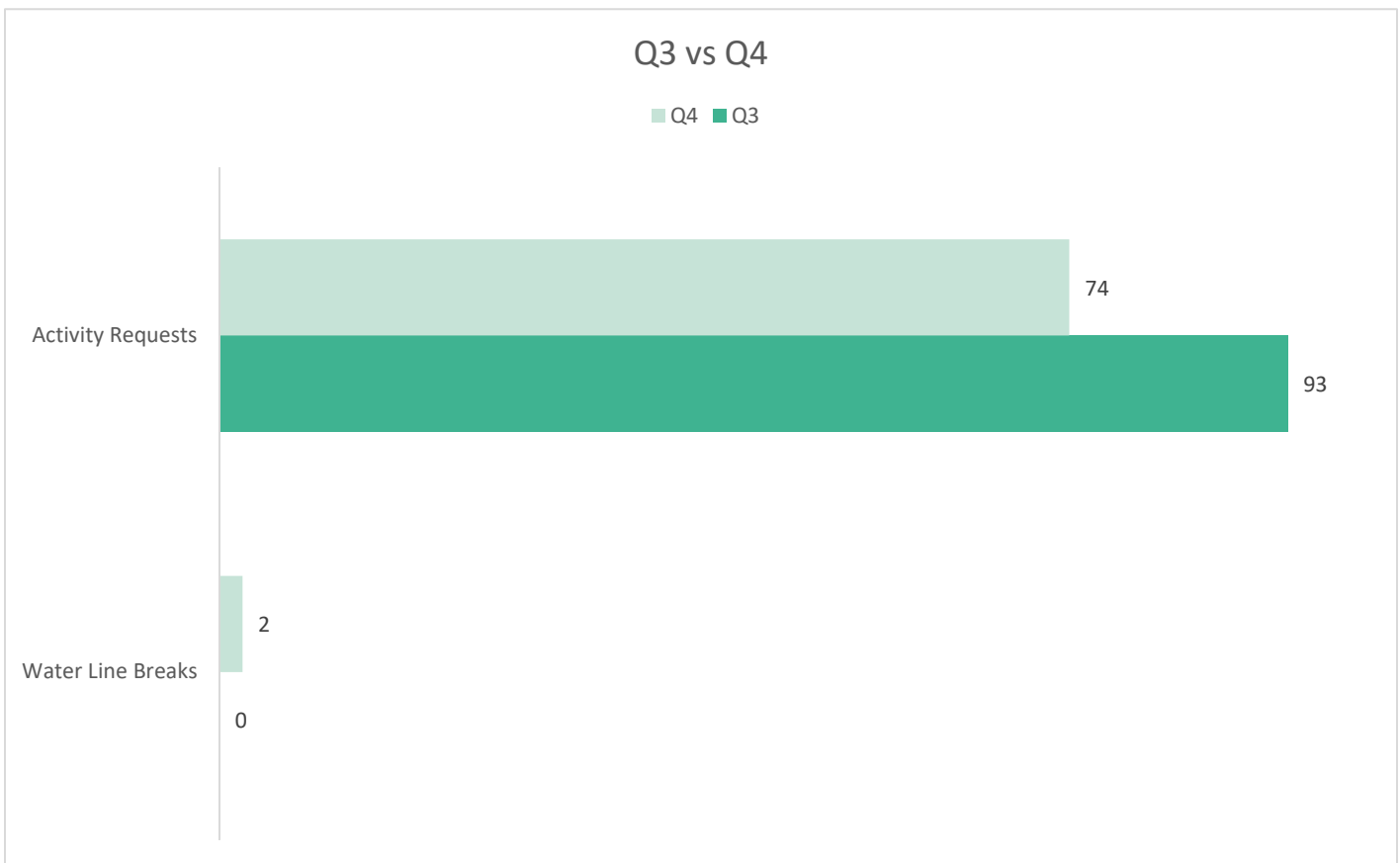
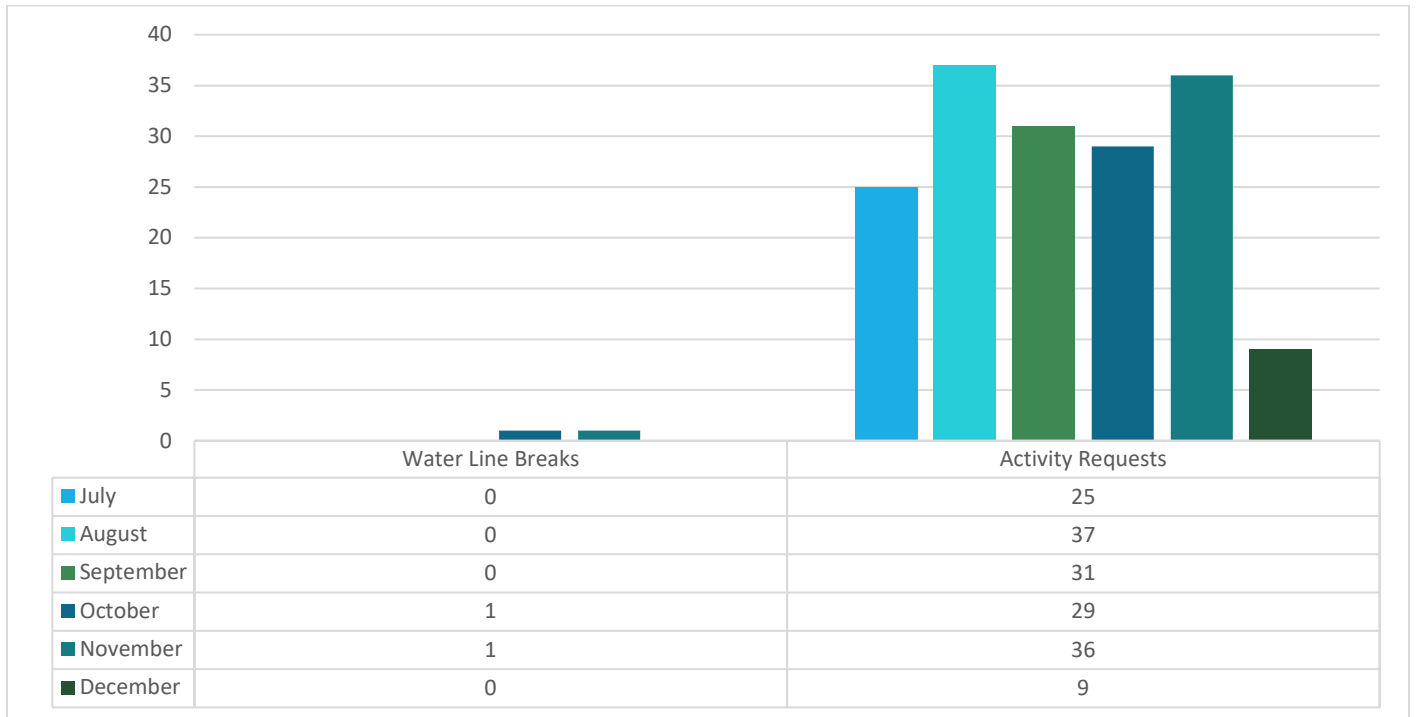
### Resident Statistics

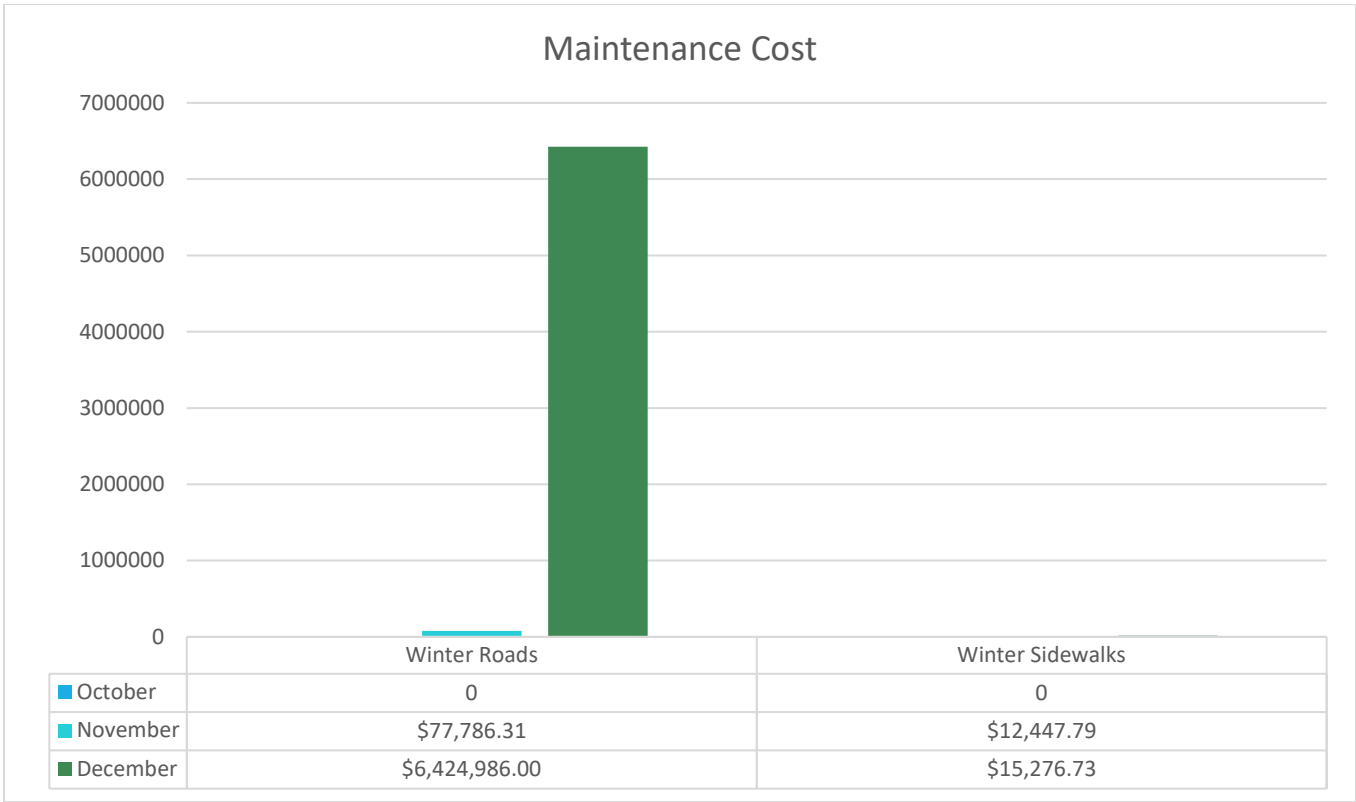


### Q3 vs Q4 Resident Statistics



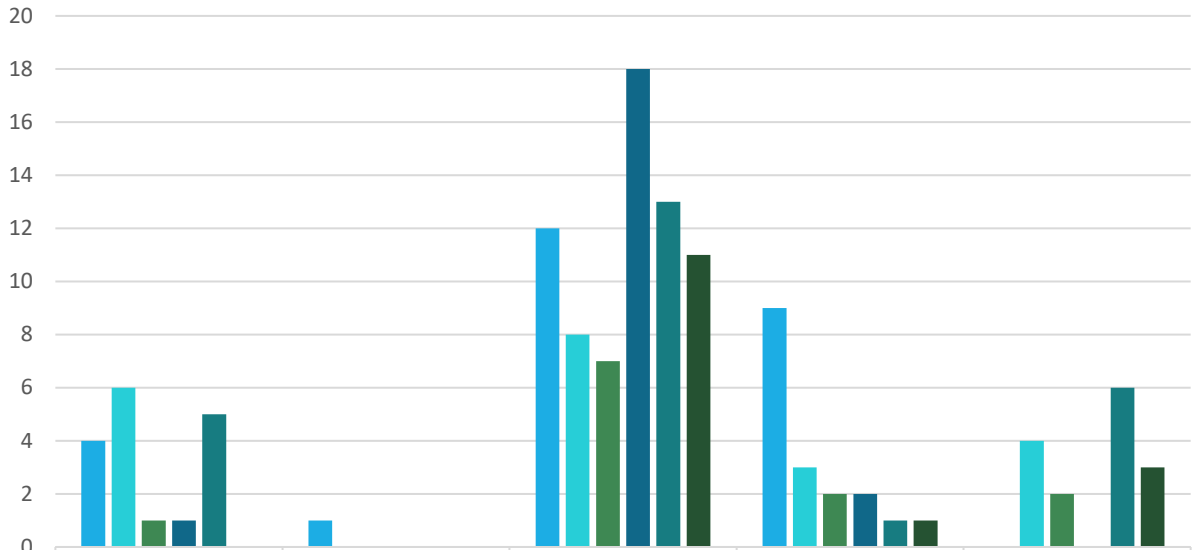
# PUBLIC WORKS





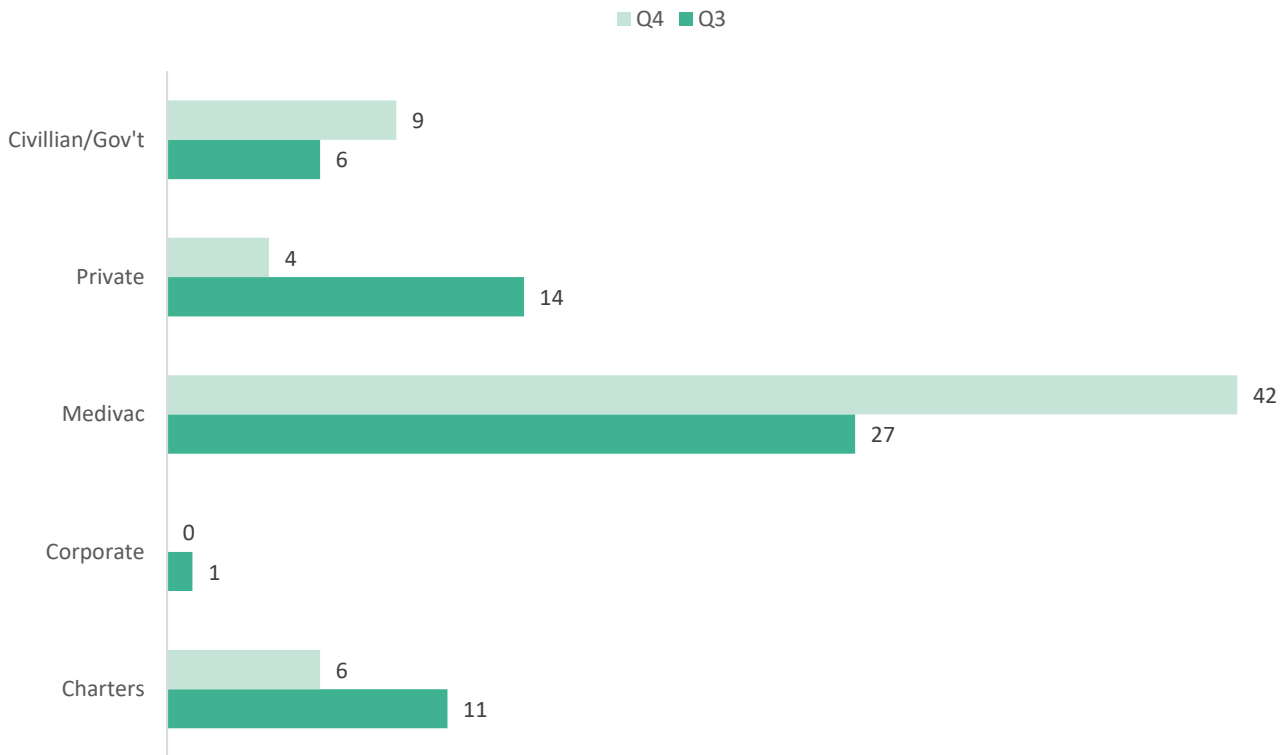


### Airport Use

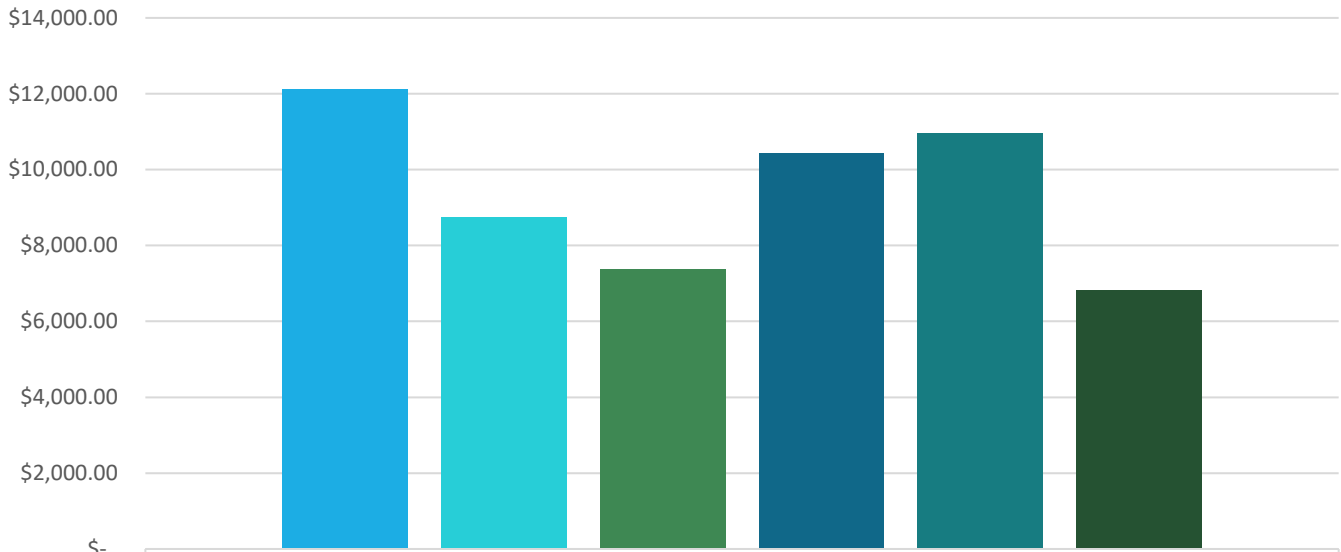


|           | Charters | Corporate | Medivac | Private | Civilian/Gov't |
|-----------|----------|-----------|---------|---------|----------------|
| July      | 4        | 1         | 12      | 9       | 0              |
| August    | 6        | 0         | 8       | 3       | 4              |
| September | 1        | 0         | 7       | 2       | 2              |
| October   | 1        | 0         | 18      | 2       | 0              |
| November  | 5        | 0         | 13      | 1       | 6              |
| December  | 0        | 0         | 11      | 1       | 3              |

### Q3 vs Q4 Airport Use



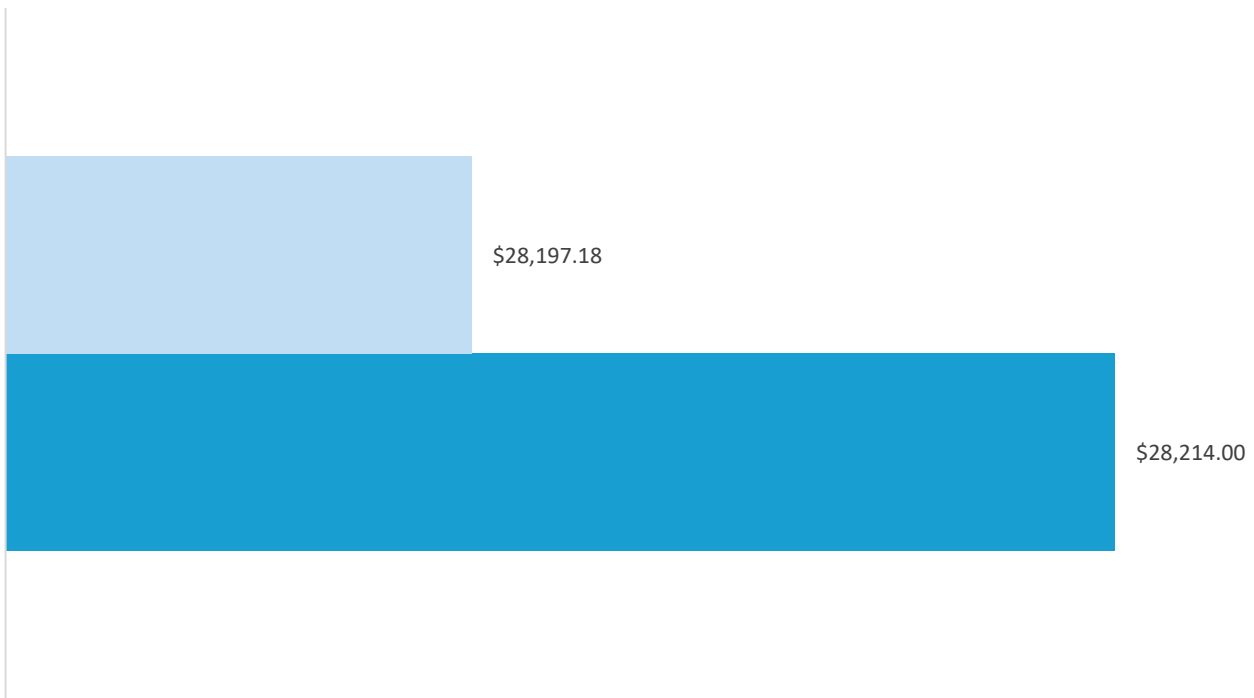
### Airport Revenue



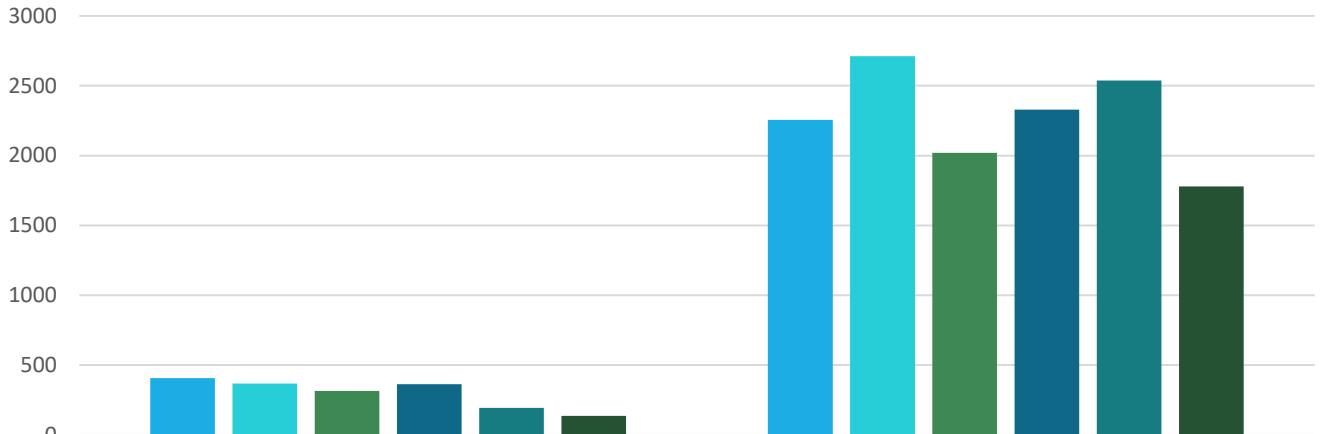
|             |             |
|-------------|-------------|
|             | \$1.00      |
| ■ July      | \$12,100.00 |
| ■ August    | \$8,740.00  |
| ■ September | \$7,374.00  |
| ■ October   | \$10,425    |
| ■ November  | \$10,953    |
| ■ December  | \$6,819     |

### Q3 vs Q4 Airport Revenue

■ Q4 ■ Q3



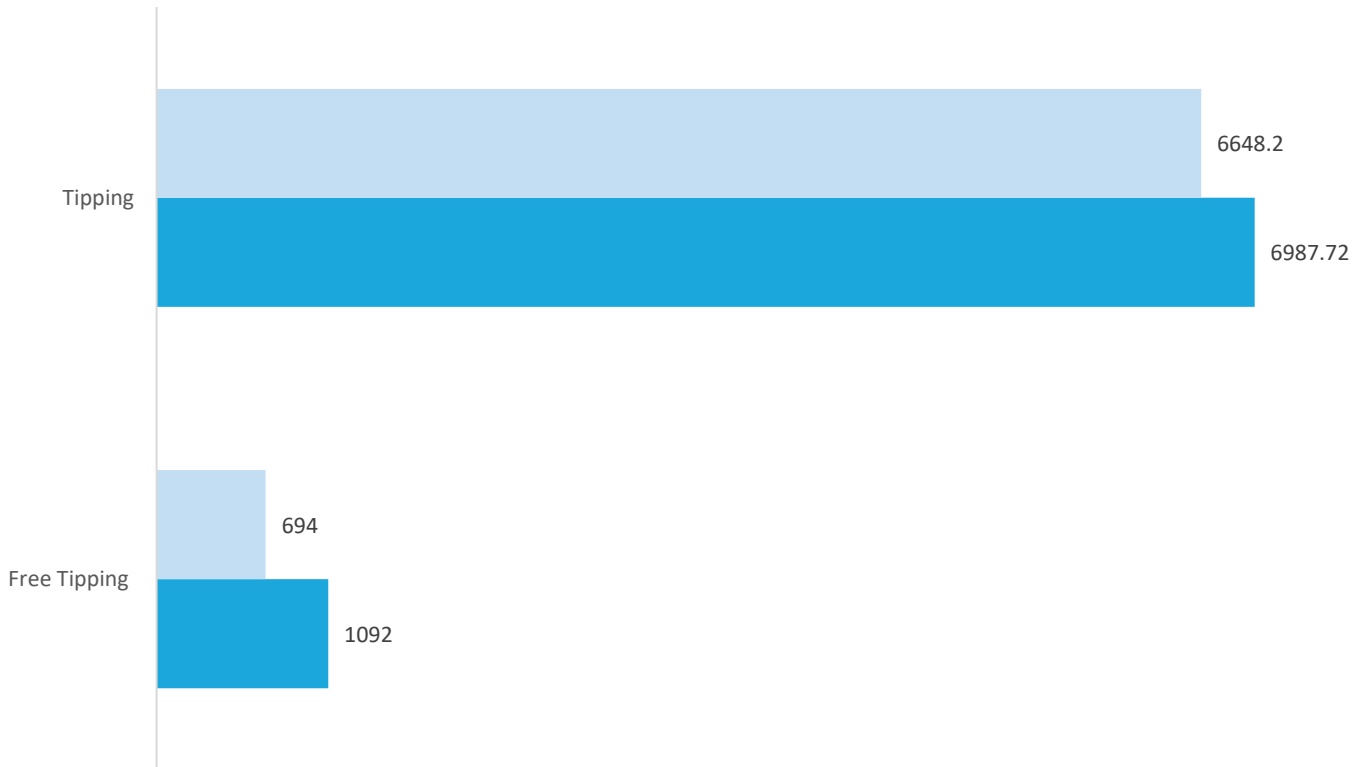
### Waste Management



|           | Free Tipping | Tipping |
|-----------|--------------|---------|
| July      | 408          | 2256.44 |
| August    | 368          | 2710.97 |
| September | 316          | 2020.31 |
| October   | 364          | 2330.1  |
| November  | 194          | 2538.1  |
| December  | 136          | 1780    |

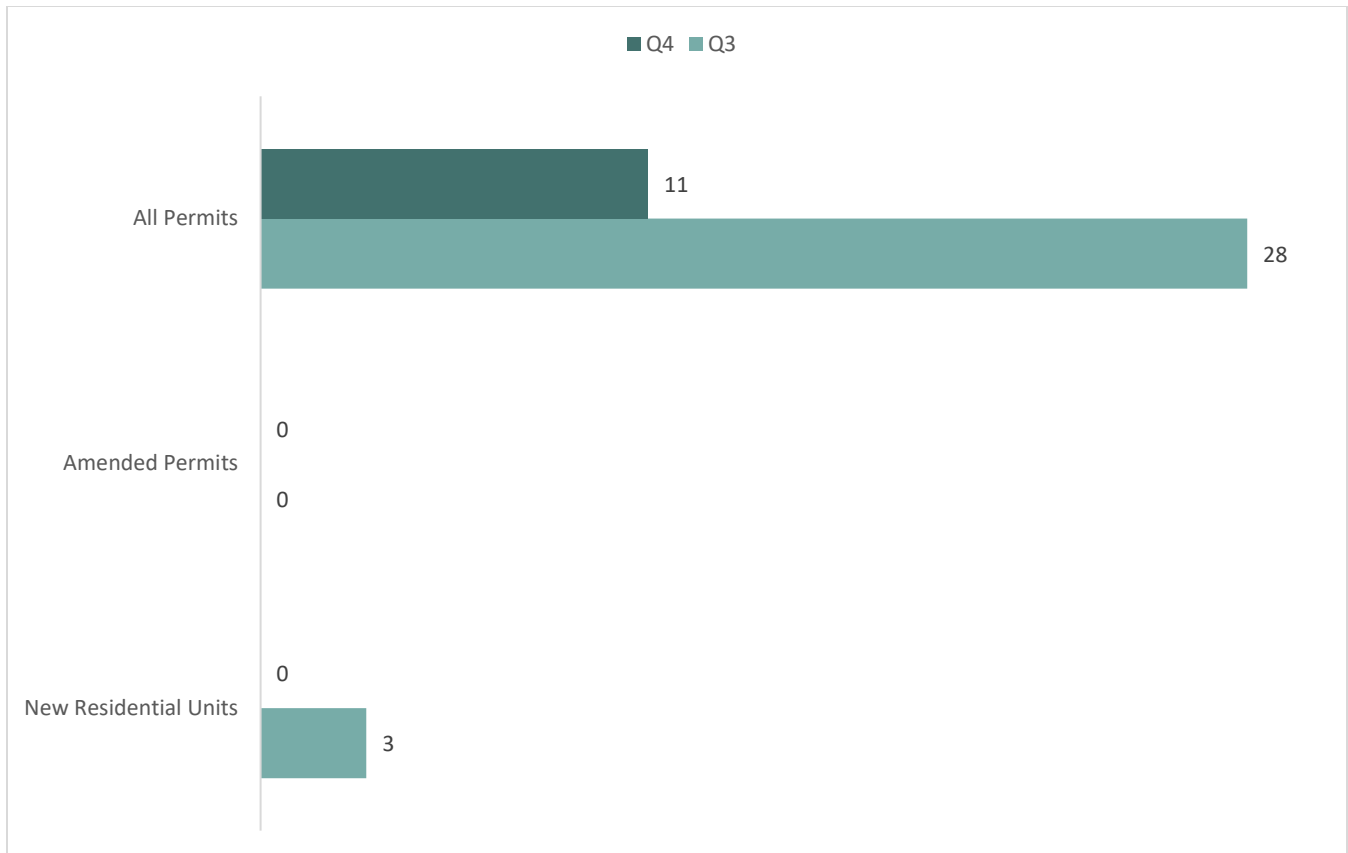
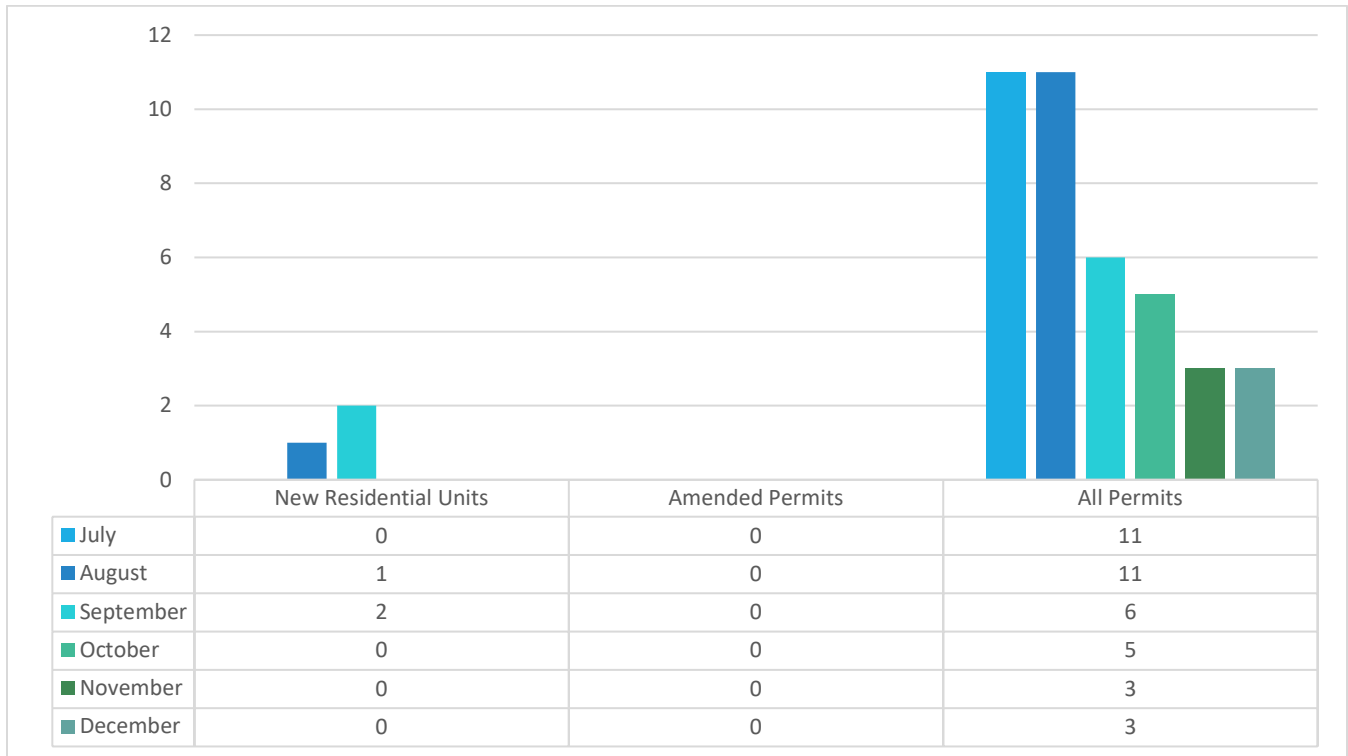
### Q3 vs Q4 Waste Management

Q4 Q3

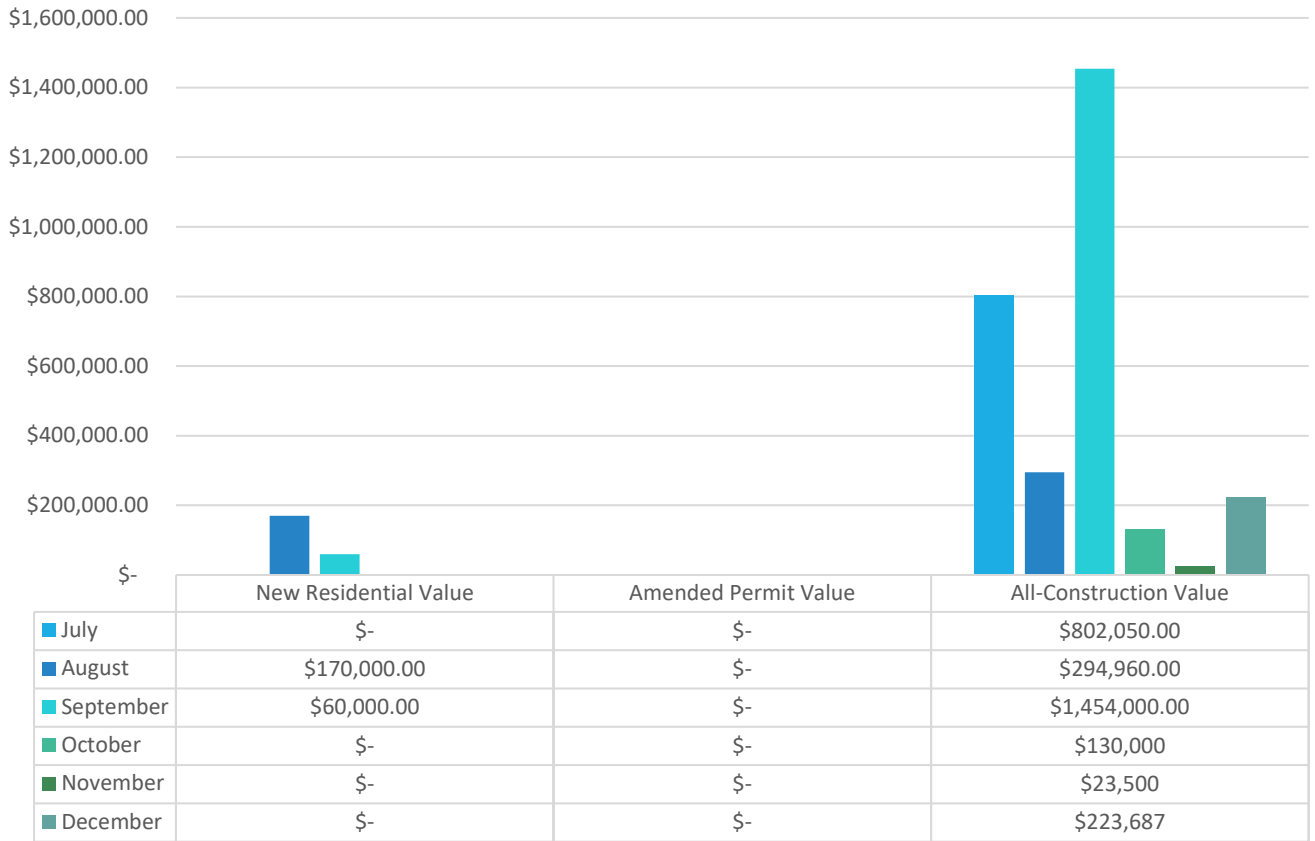


# DEVELOPMENT SERVICES

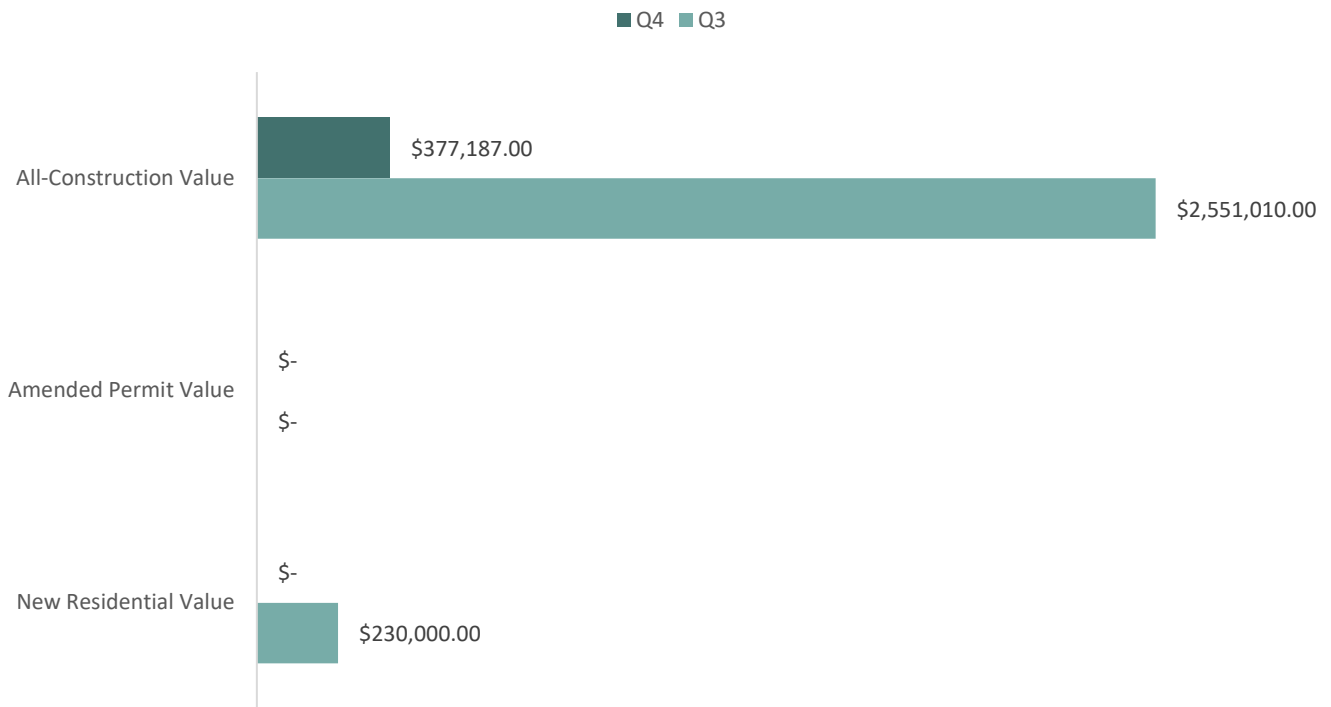
## Building



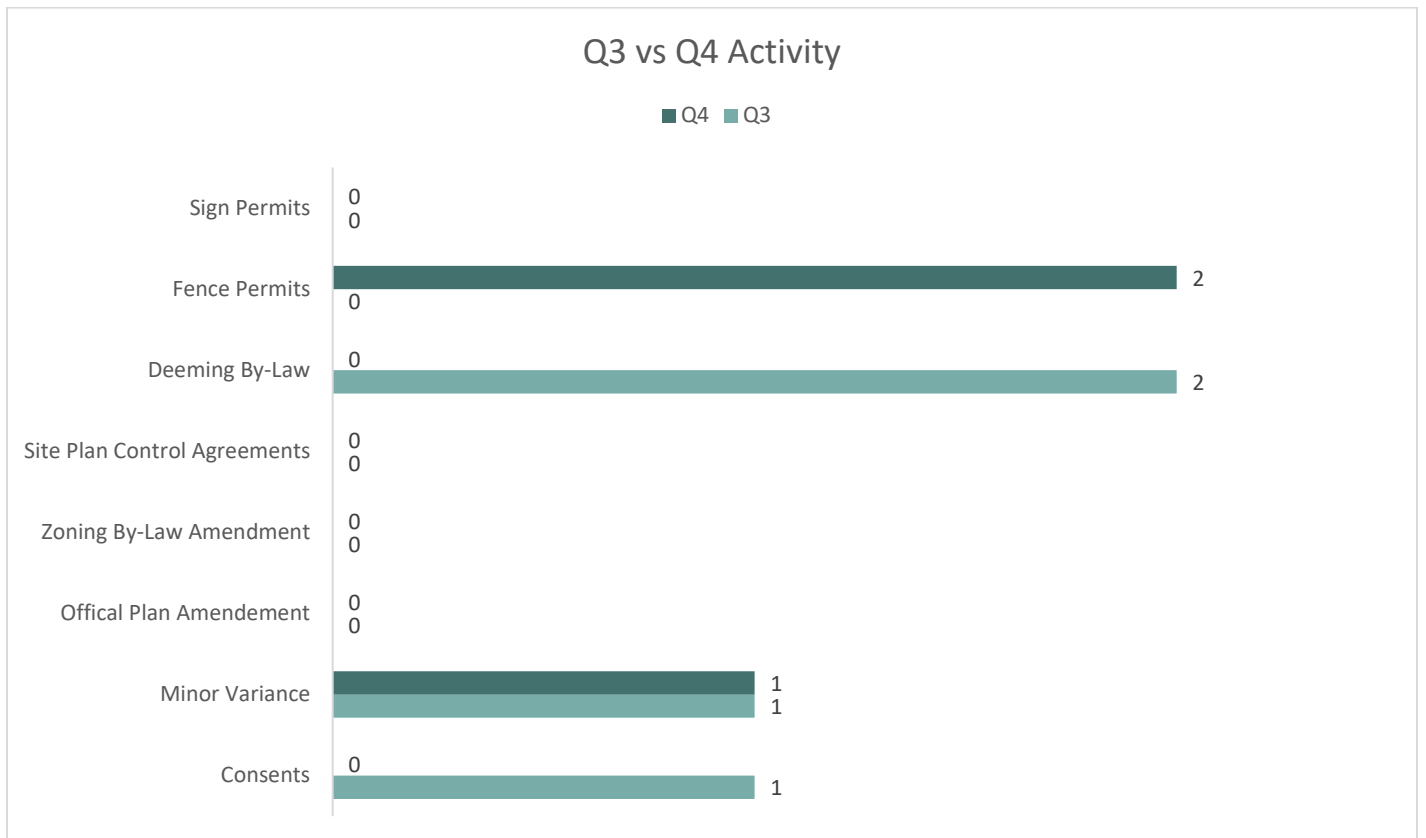
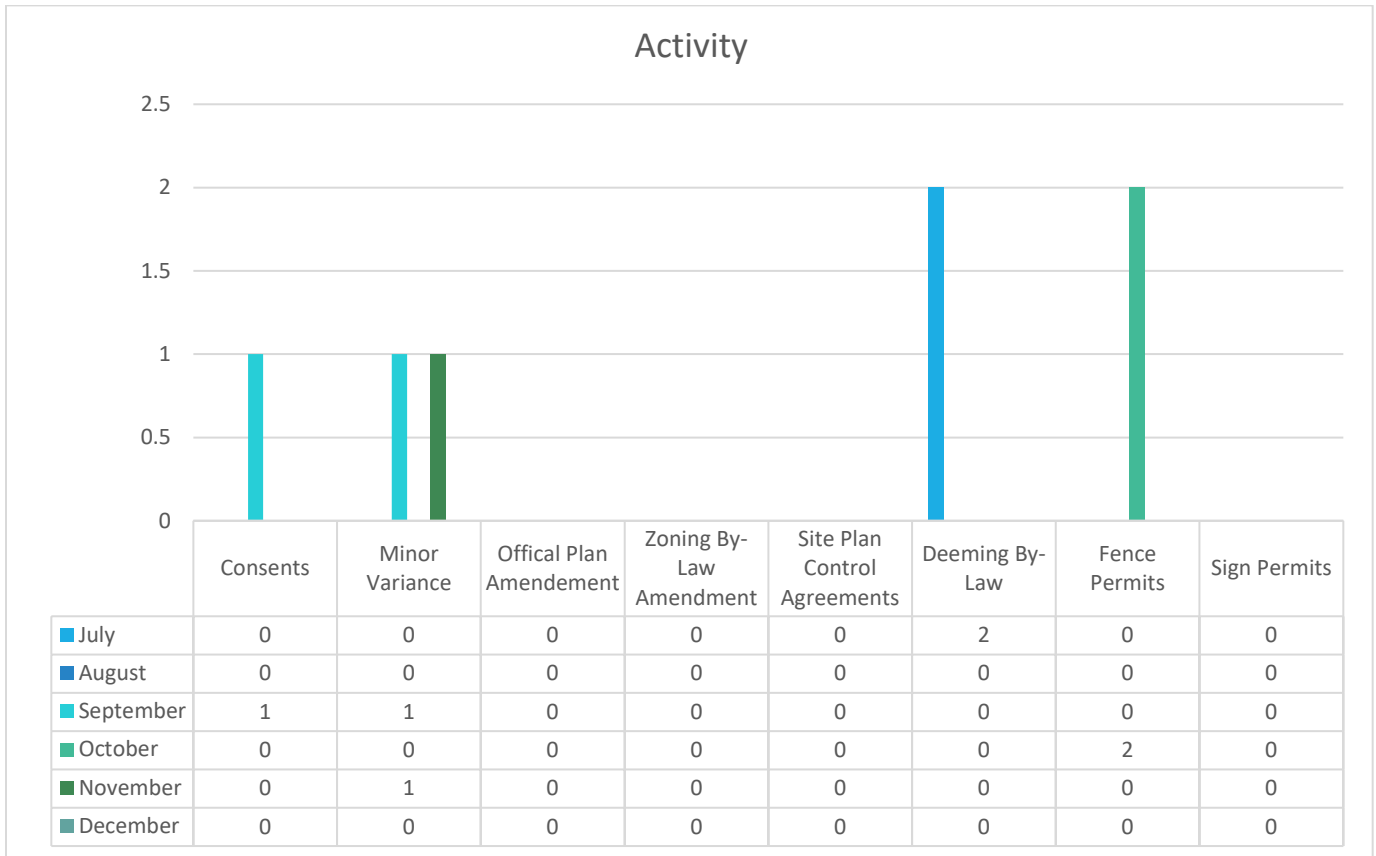
### Building Revenue



### Q3 vs Q4 Building Revenue

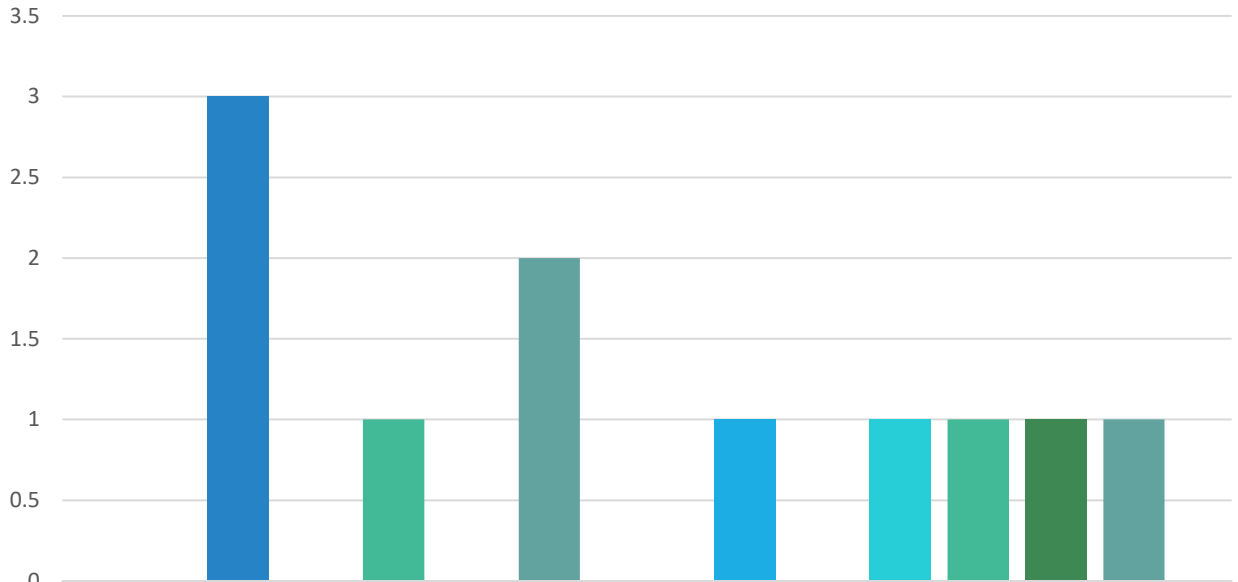


# Planning





### Land Proposals



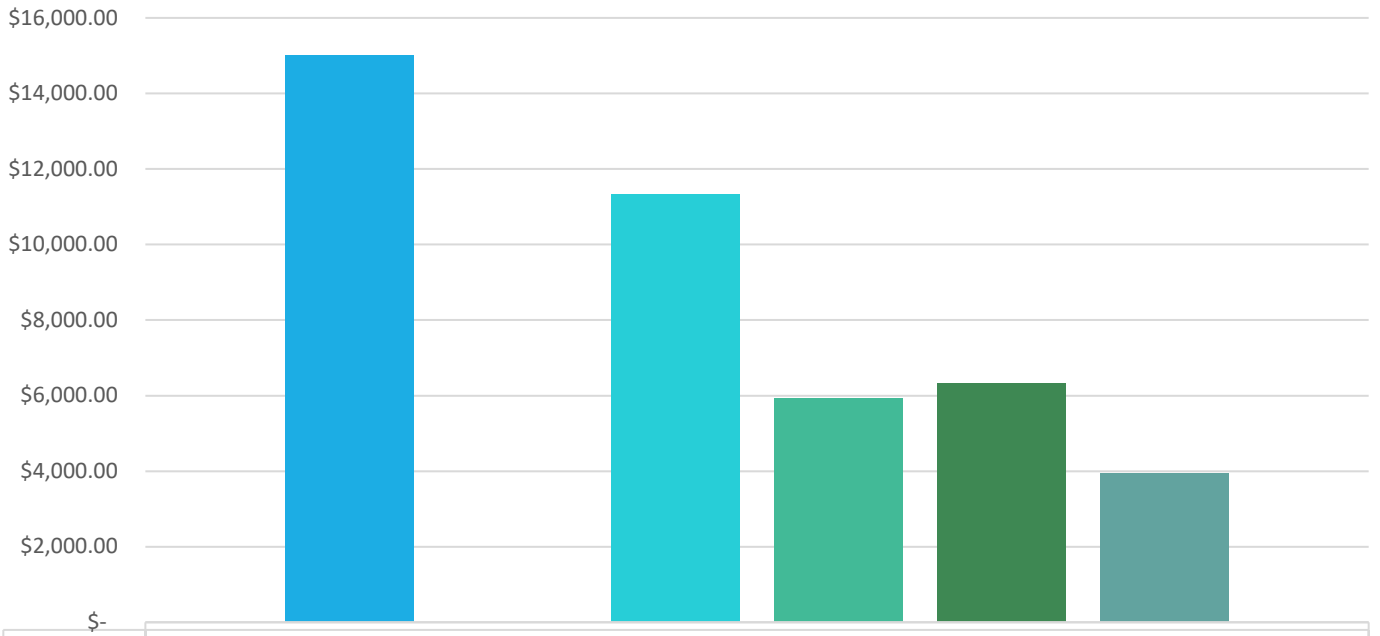
|           | Proposed Sales | Actual Sales |
|-----------|----------------|--------------|
| July      | 0              | 1            |
| August    | 3              | 0            |
| September | 0              | 1            |
| October   | 1              | 1            |
| November  | 0              | 1            |
| December  | 2              | 1            |

### Q3 vs Q4 Land Proposals

■ Q4 ■ Q3



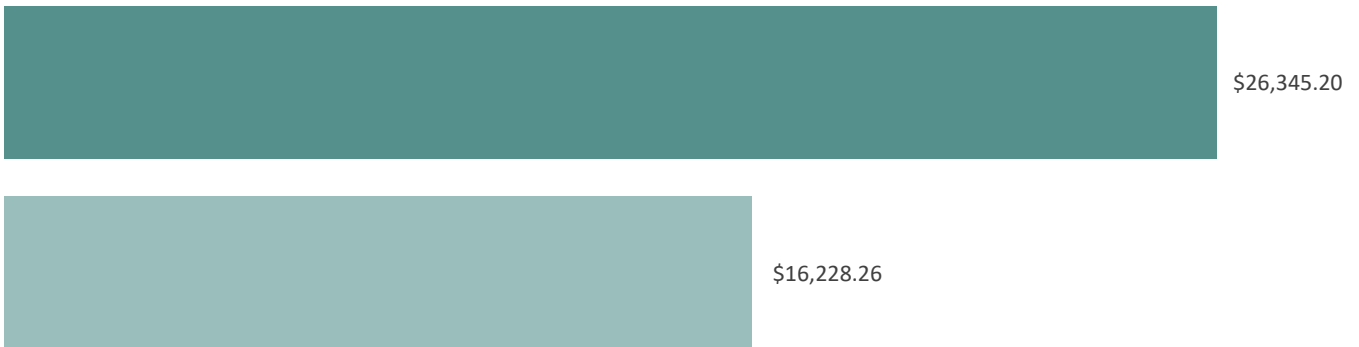
### Land Transaction Revenue



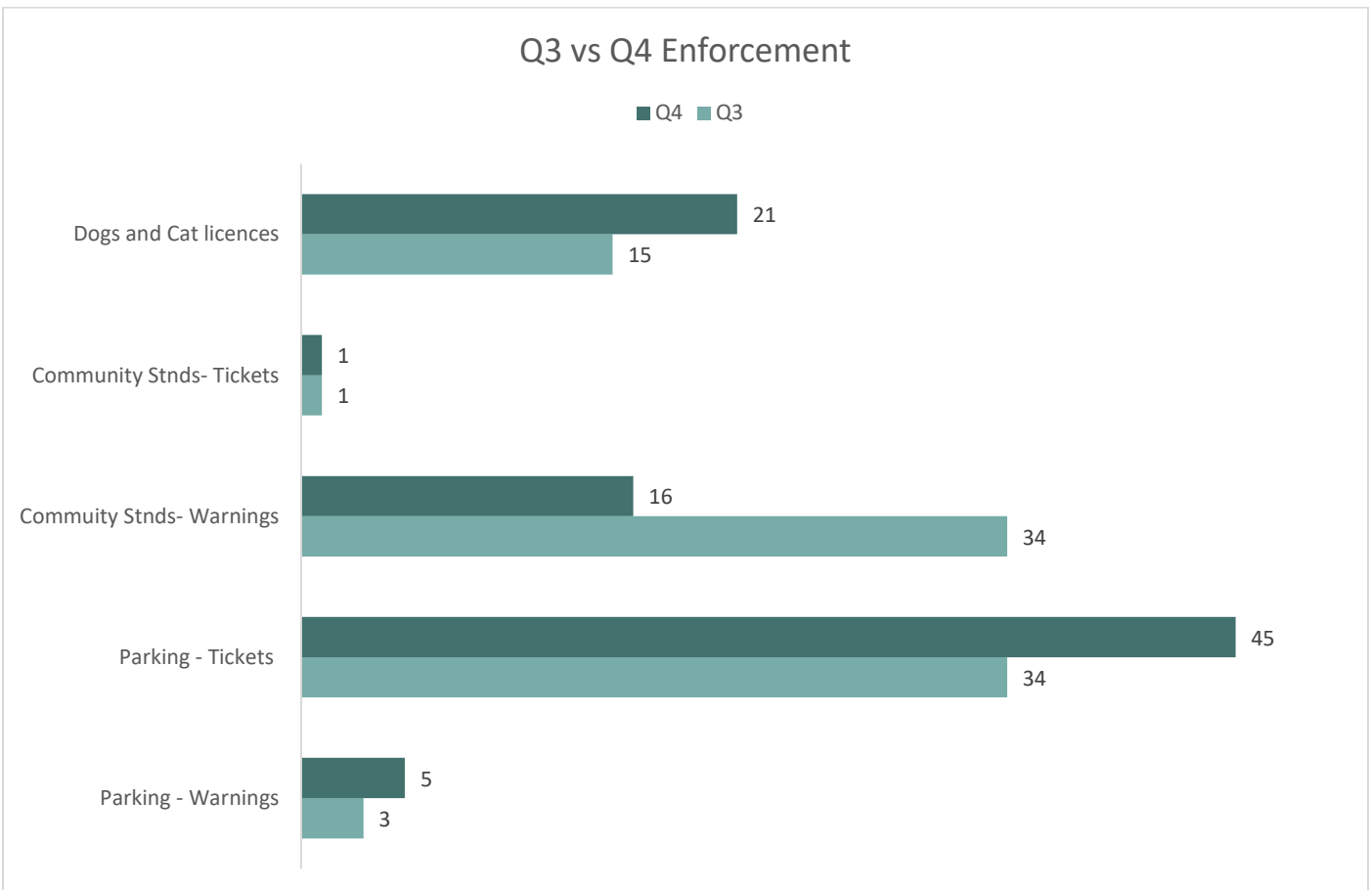
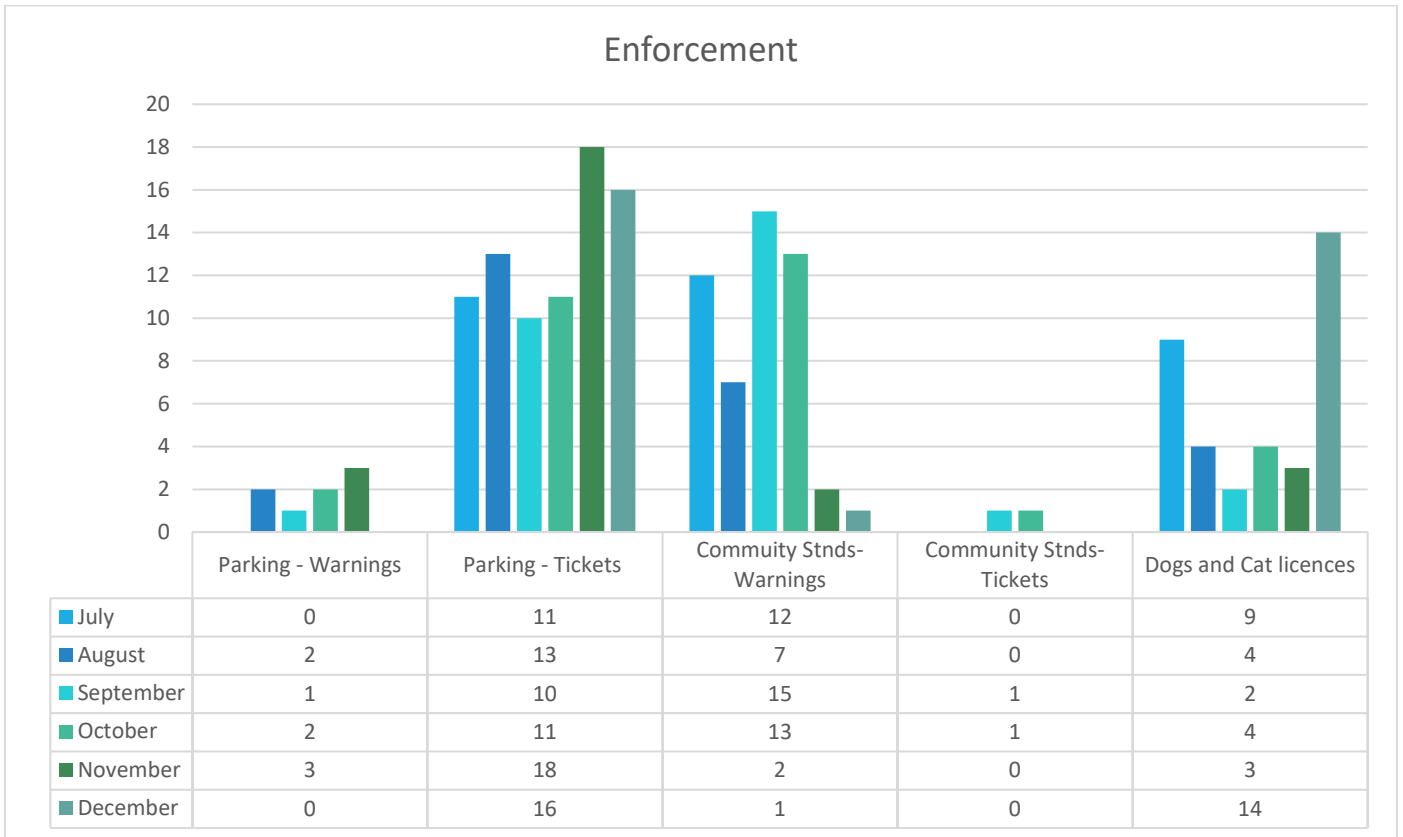
|           |             |
|-----------|-------------|
| July      | \$15,000.00 |
| August    | \$-         |
| September | \$11,345.20 |
| October   | \$5,948.38  |
| November  | \$6,324.88  |
| December  | \$3,955.00  |

### Q3 vs Q4 Land Transaction Revenue

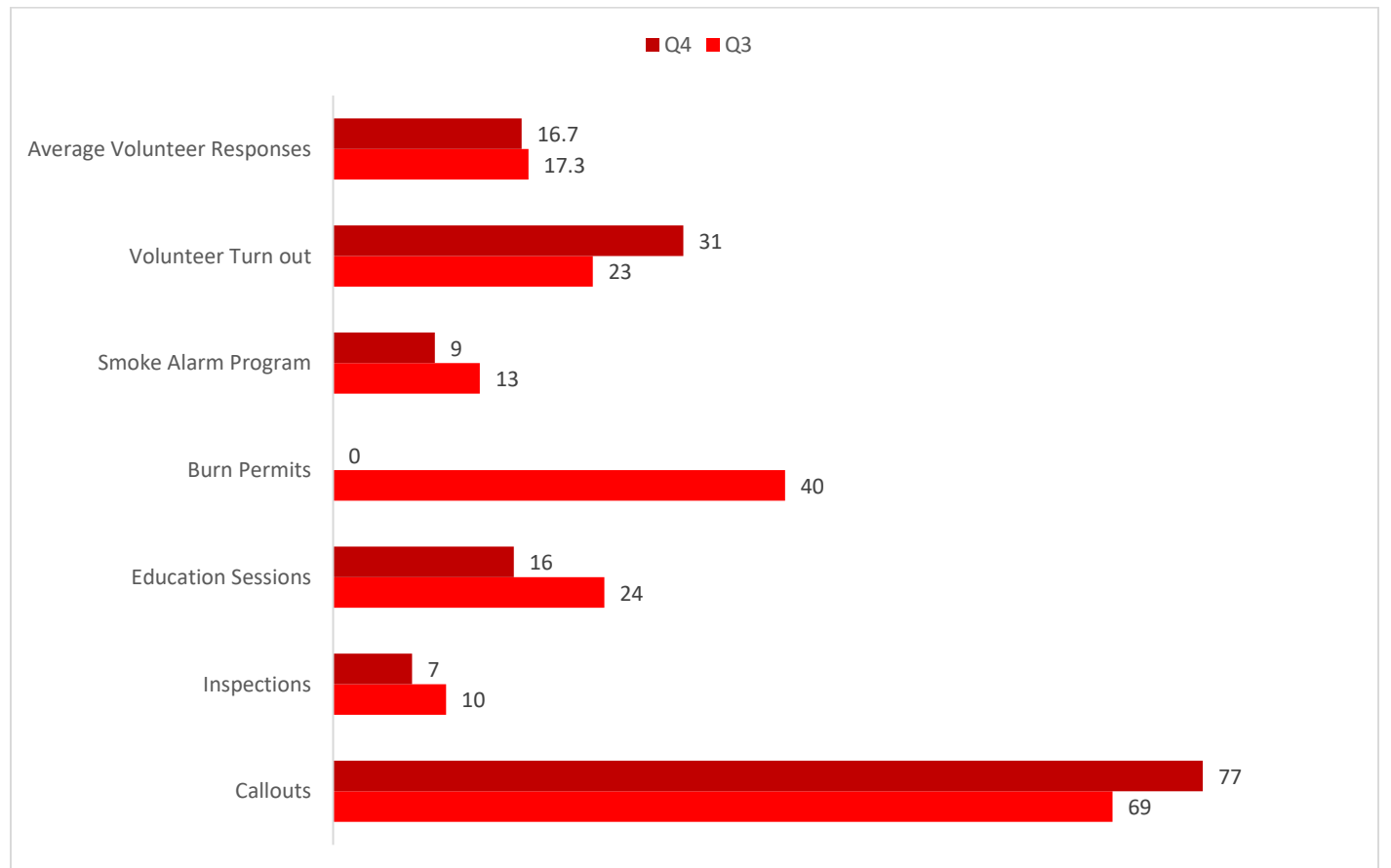
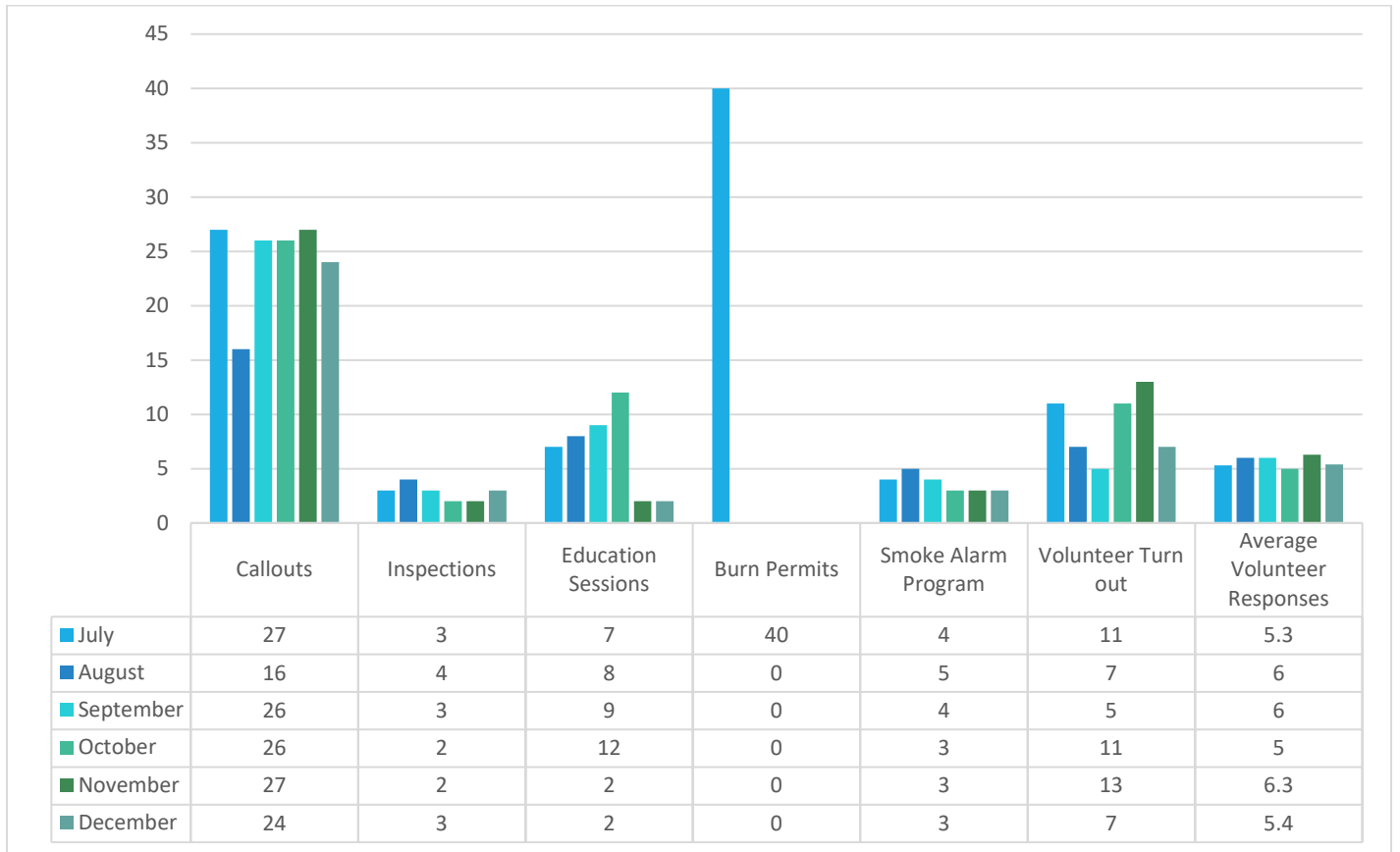
■ Q3 ■ Q4



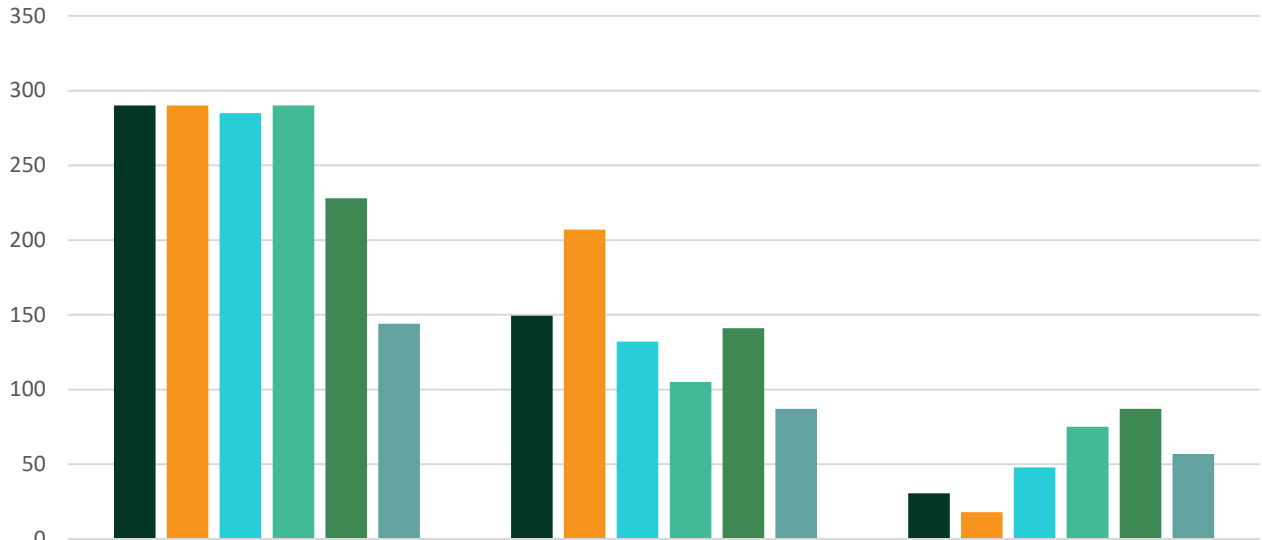
# By-Law Enforcement



# FIRE SERVICES



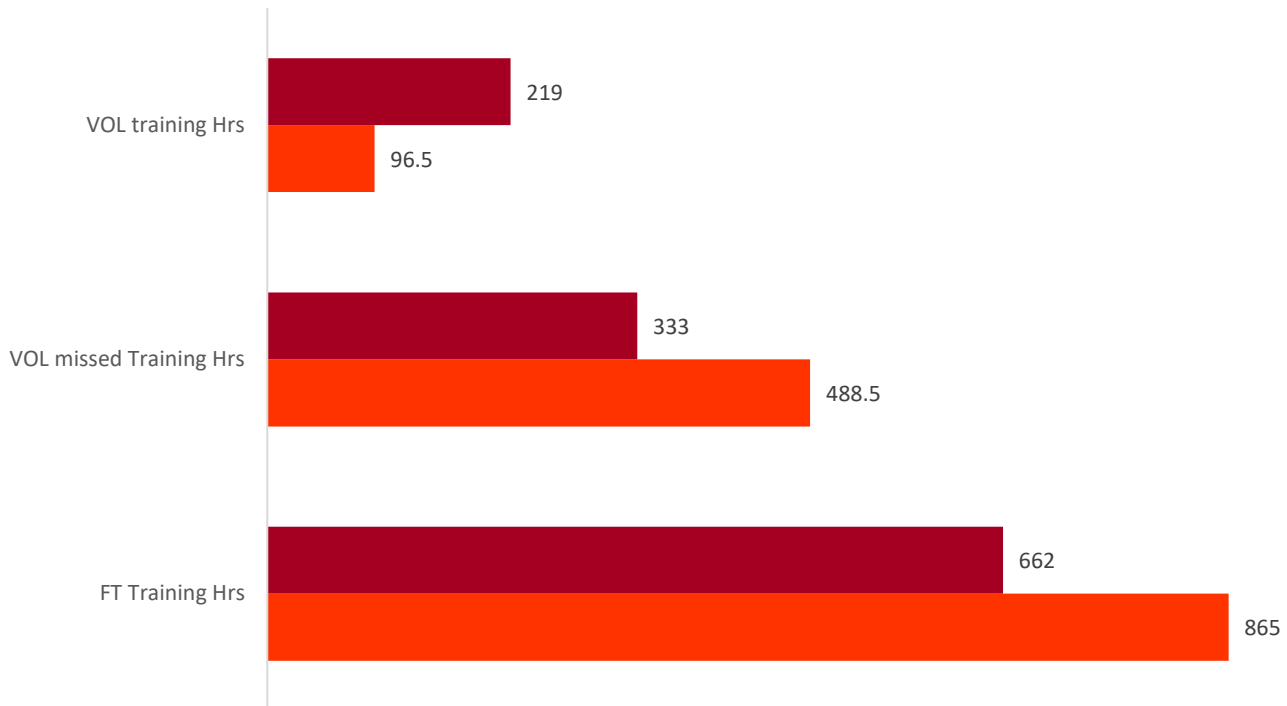
### Training



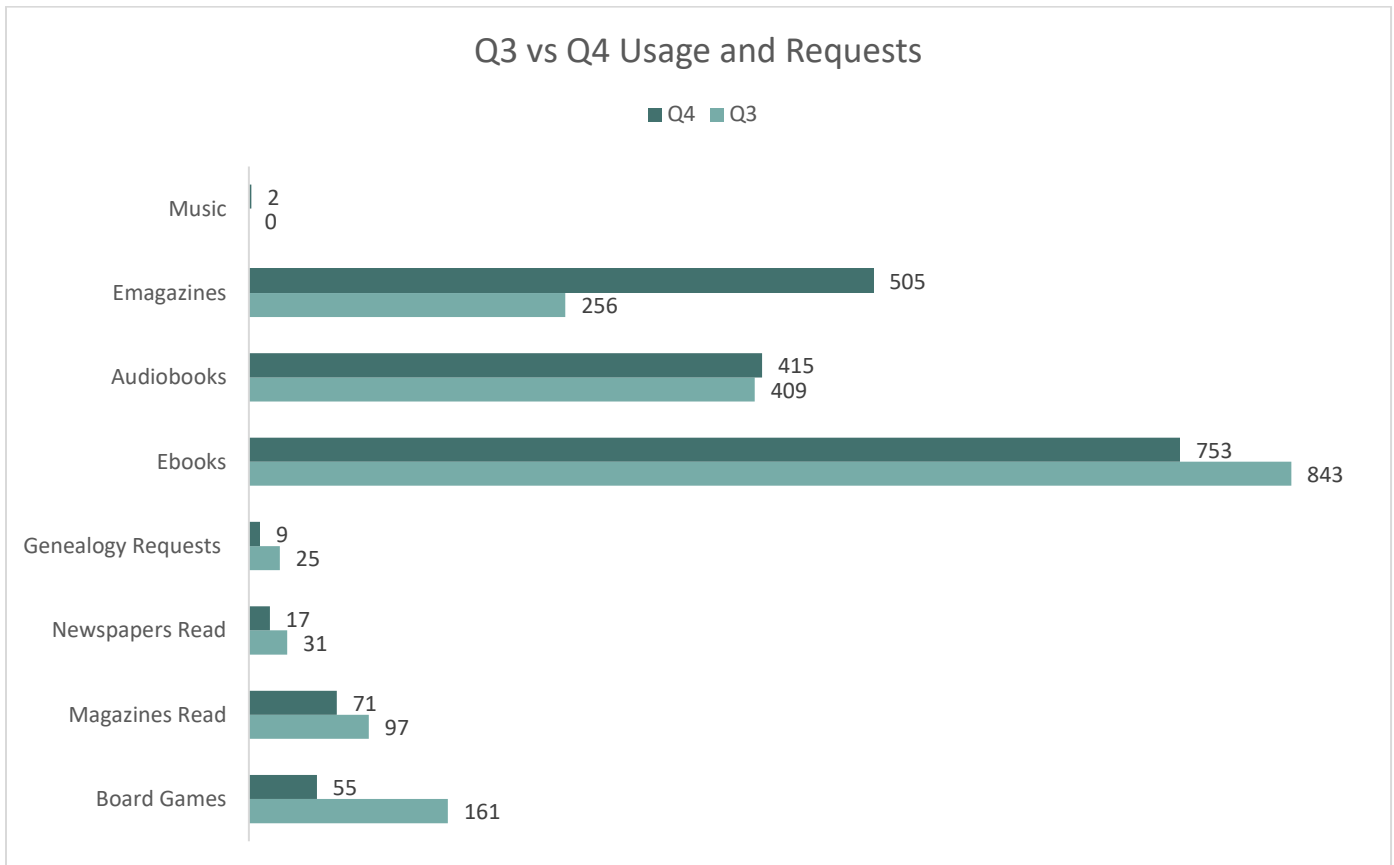
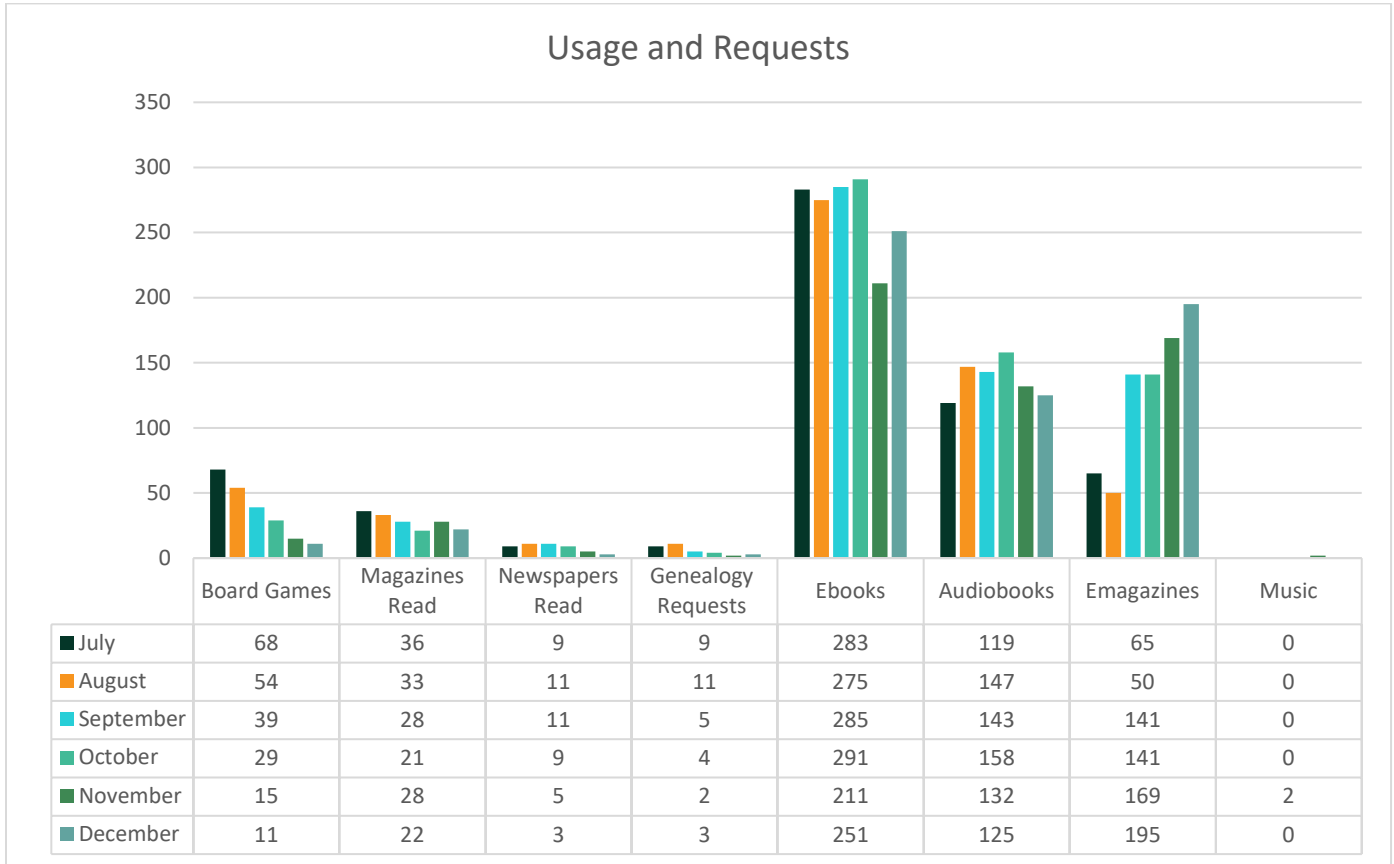
|           | FT Training Hrs | VOL missed Training Hrs | VOL training Hrs |
|-----------|-----------------|-------------------------|------------------|
| July      | 290             | 149.5                   | 30.5             |
| August    | 290             | 207                     | 18               |
| September | 285             | 132                     | 48               |
| October   | 290             | 105                     | 75               |
| November  | 228             | 141                     | 87               |
| December  | 144             | 87                      | 57               |

### Q3 vs Q4 Training

■ Q4 ■ Q3

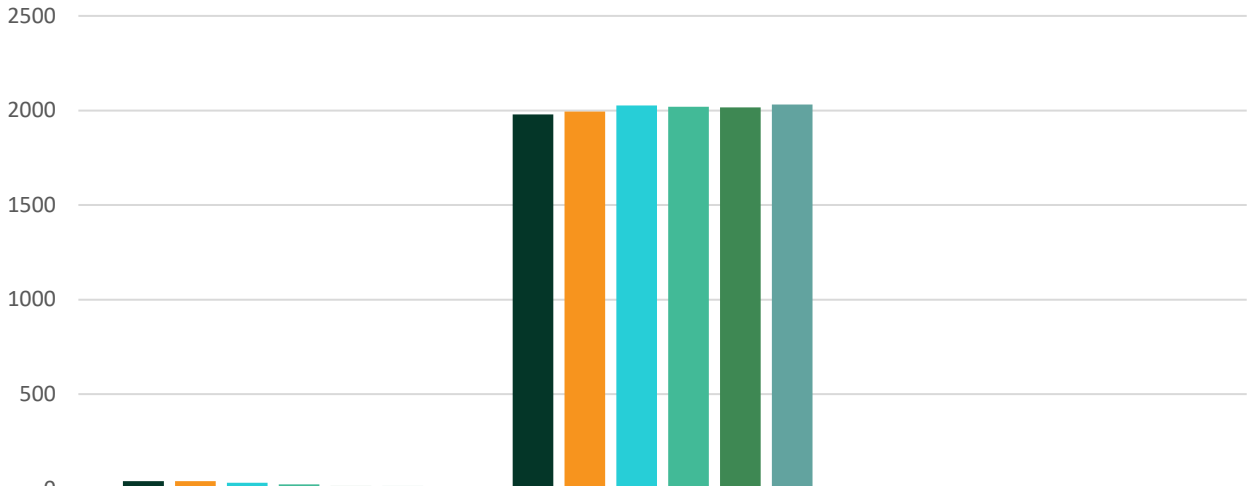


# LIBRARY SERVICES





### Participation



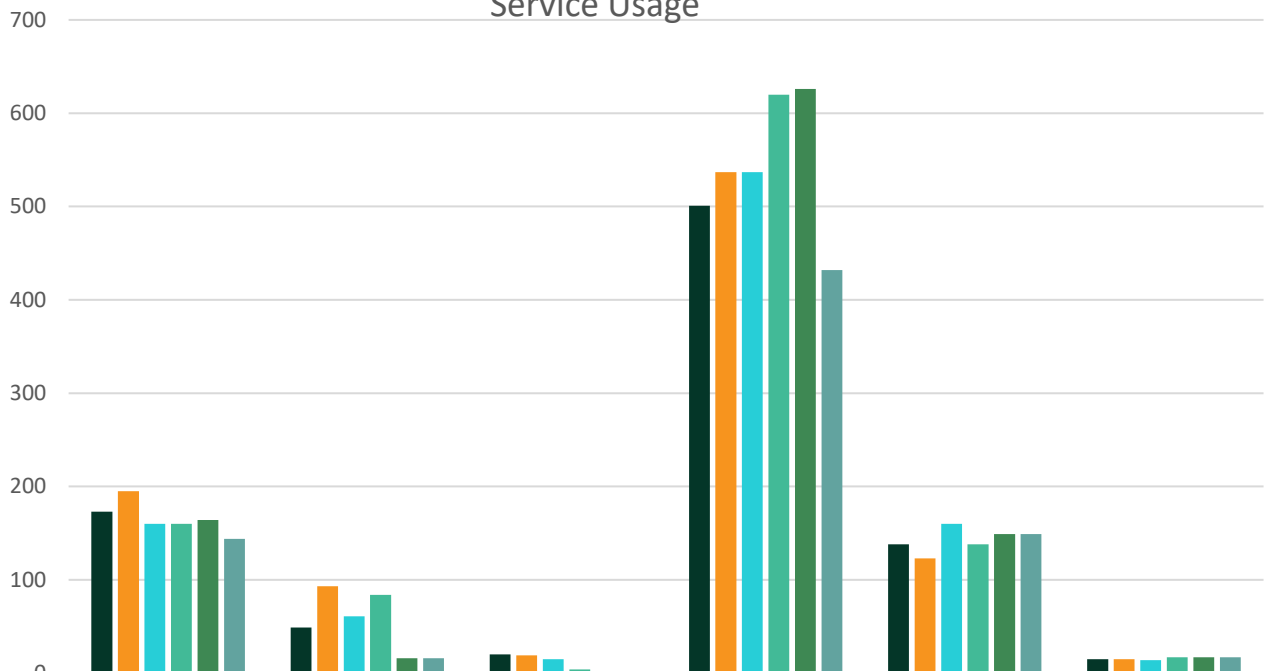
|             | New Card Holders | Active Card Holders | New Digital Users |
|-------------|------------------|---------------------|-------------------|
| ■ July      | 40               | 1980                | 0                 |
| ■ August    | 40               | 1994                | 0                 |
| ■ September | 33               | 2027                | 0                 |
| ■ October   | 23               | 2019                | 4                 |
| ■ November  | 16               | 2016                | 2                 |
| ■ December  | 15               | 2031                | 1                 |

### Q3 vs Q4 Participation

■ Q4 ■ Q3



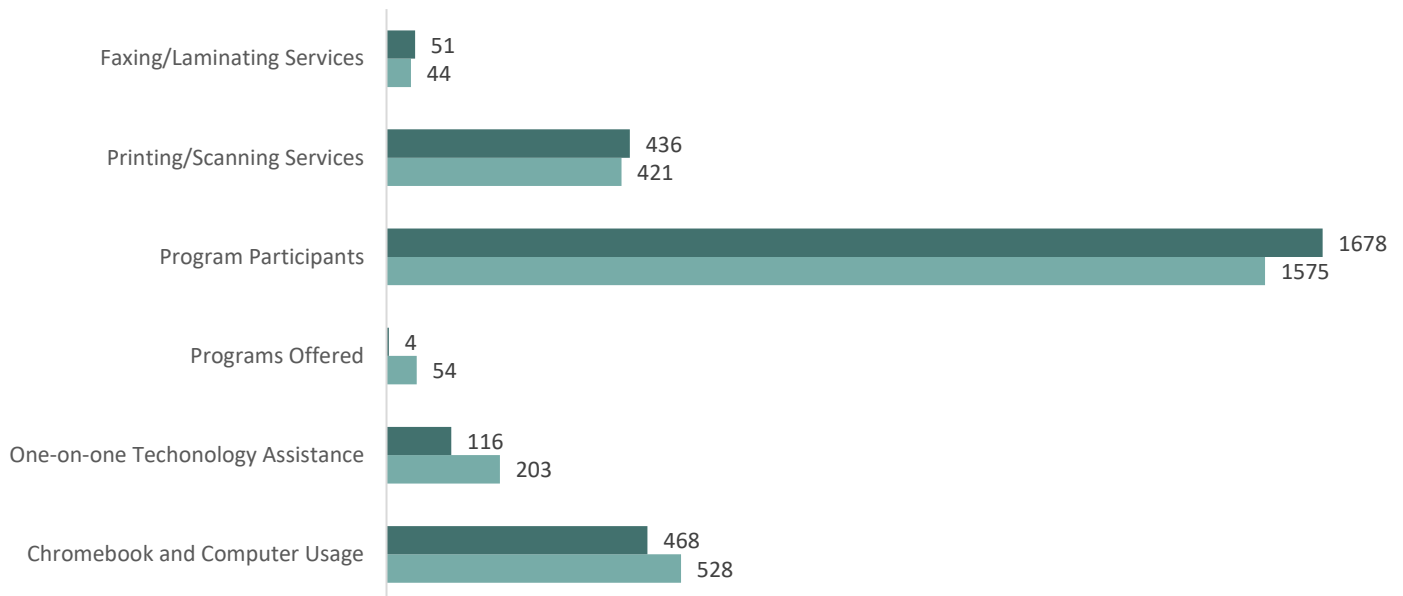
### Service Usage



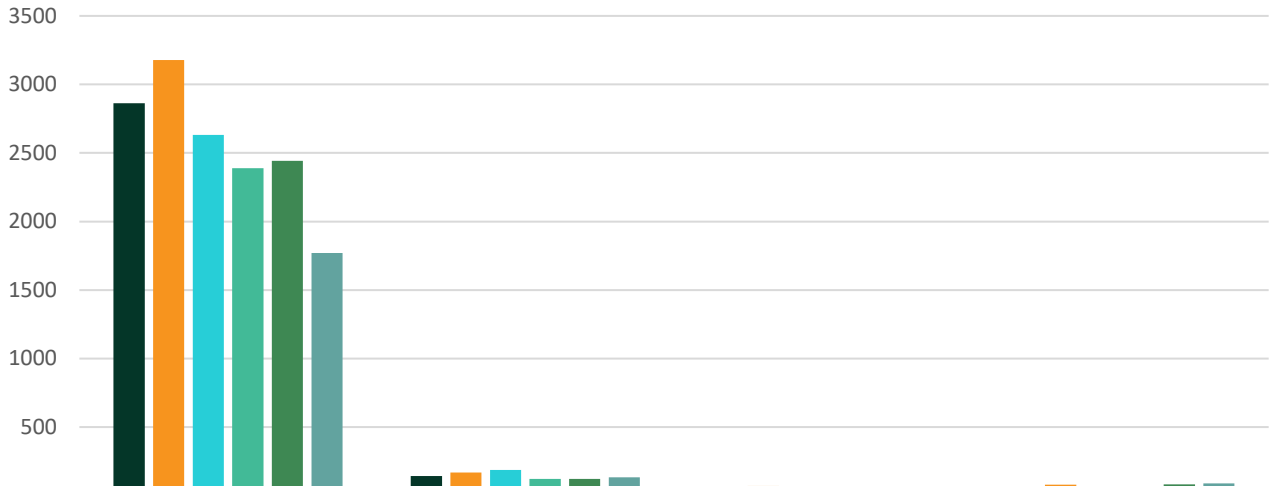
|             | Chromebook and Computer Usage | One-on-one Techonology Assistance | Programs Offered | Program Participants | Printing/Scanning Services | Faxing/Laminating Services |
|-------------|-------------------------------|-----------------------------------|------------------|----------------------|----------------------------|----------------------------|
| ■ July      | 173                           | 49                                | 20               | 501                  | 138                        | 15                         |
| ■ August    | 195                           | 93                                | 19               | 537                  | 123                        | 15                         |
| ■ September | 160                           | 61                                | 15               | 537                  | 160                        | 14                         |
| ■ October   | 160                           | 84                                | 4                | 620                  | 138                        | 17                         |
| ■ November  | 164                           | 16                                | 0                | 626                  | 149                        | 17                         |
| ■ December  | 144                           | 16                                | 0                | 432                  | 149                        | 17                         |

### Q3 vs Q4 Service Usage

■ Q4 ■ Q3

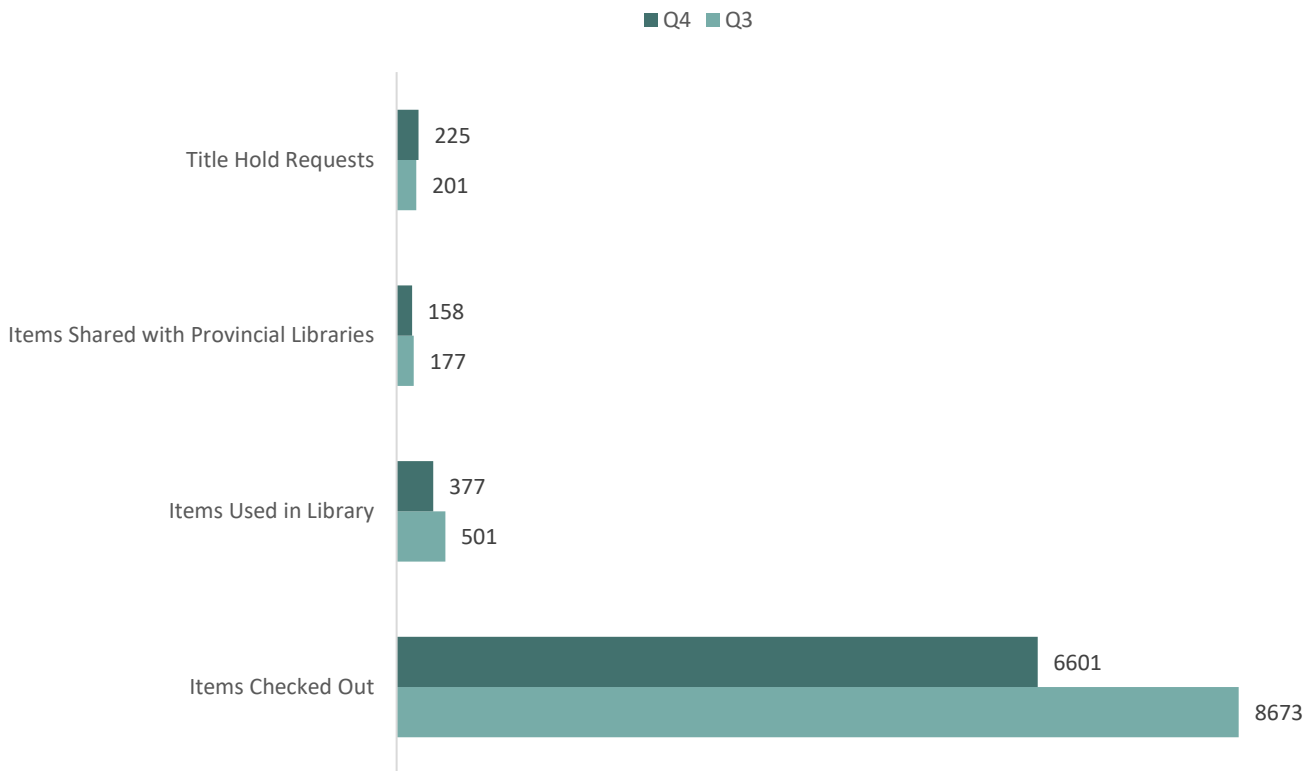


### Physical Collection Usage and Interlibrary Services



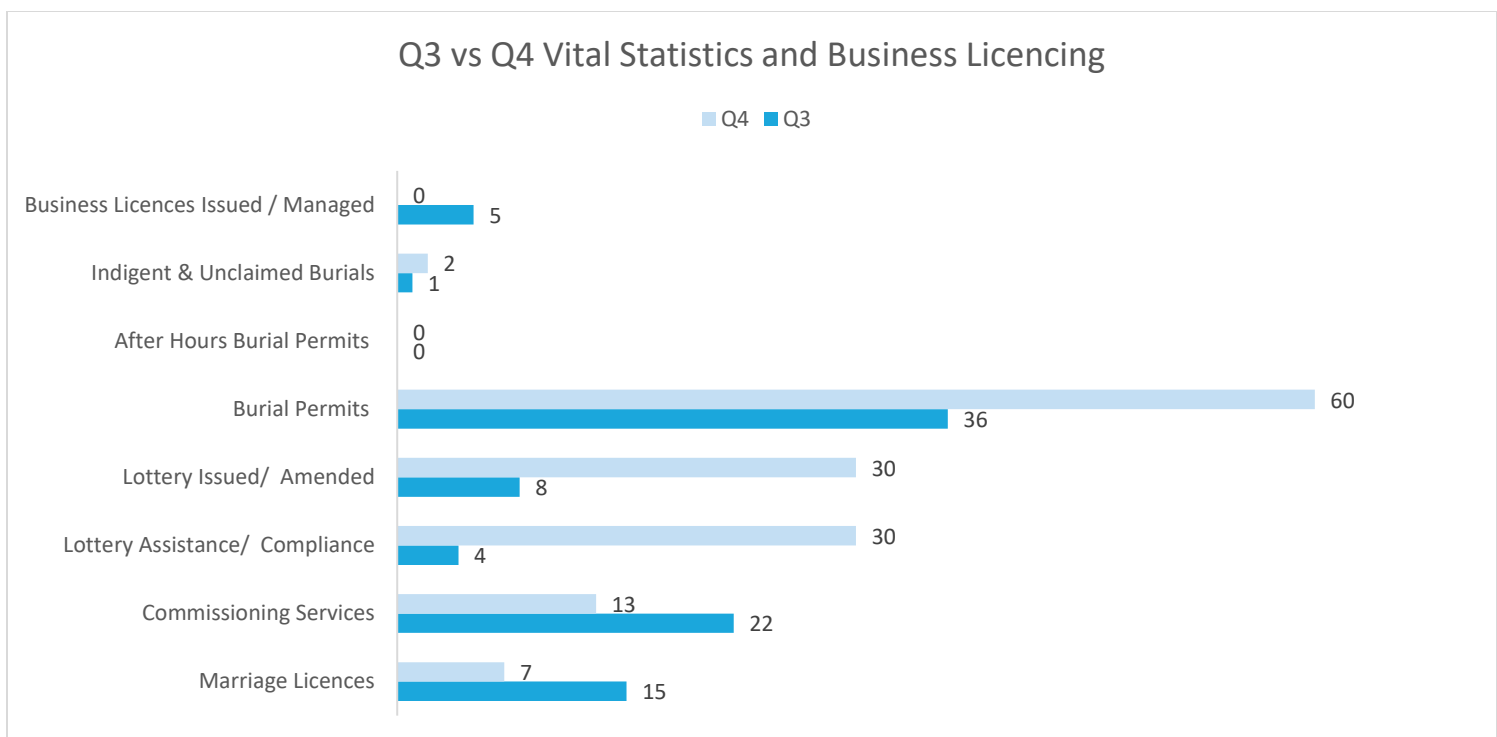
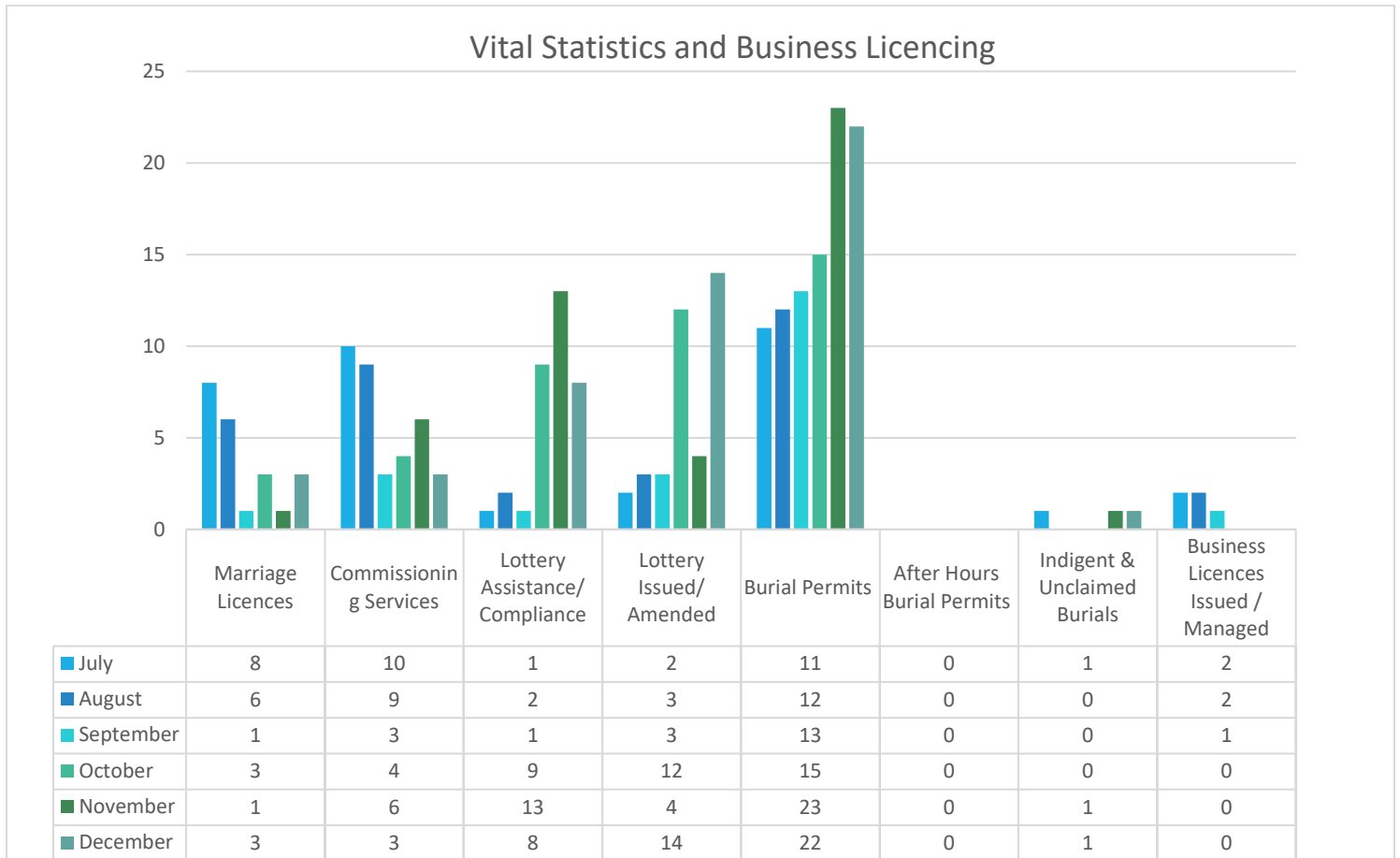
|             | Items Checked Out | Items Used in Library | Items Shared with Provincial Libraries | Title Hold Requests |
|-------------|-------------------|-----------------------|--|---------------------|
| ■ July      | 2864              | 144                   | 60                                     | 52                  |
| ■ August    | 3177              | 169                   | 70                                     | 80                  |
| ■ September | 2632              | 188                   | 47                                     | 69                  |
| ■ October   | 2388              | 122                   | 63                                     | 52                  |
| ■ November  | 2443              | 122                   | 45                                     | 83                  |
| ■ December  | 1770              | 133                   | 50                                     | 90                  |

### Q3 vs Q4 Physical Collection Usage and Interlibrary Services

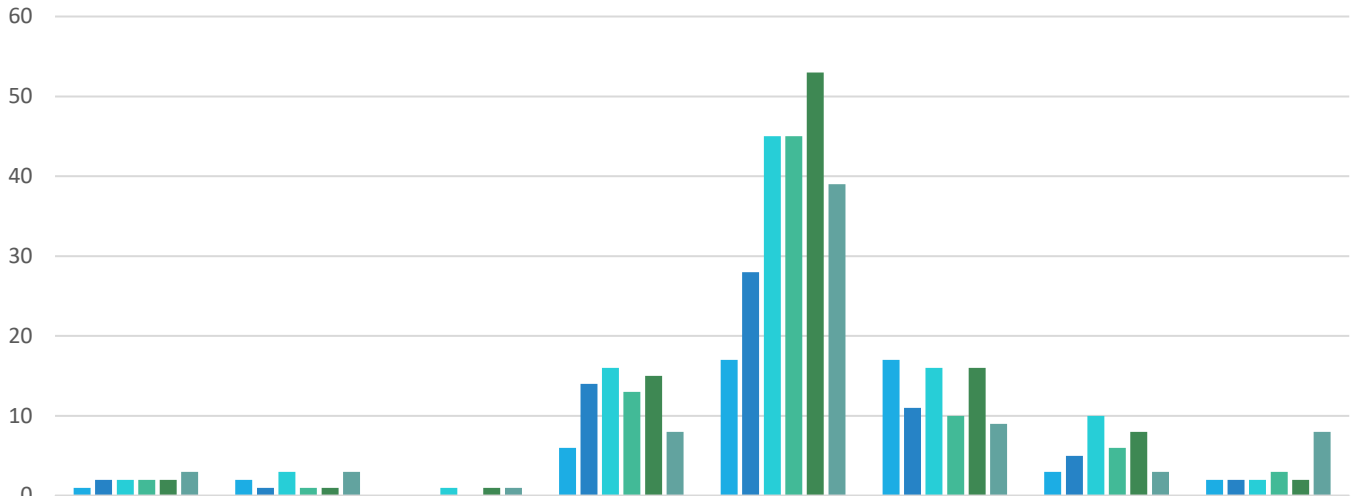


# CORPORATE SERVICES

## Clerk's Office



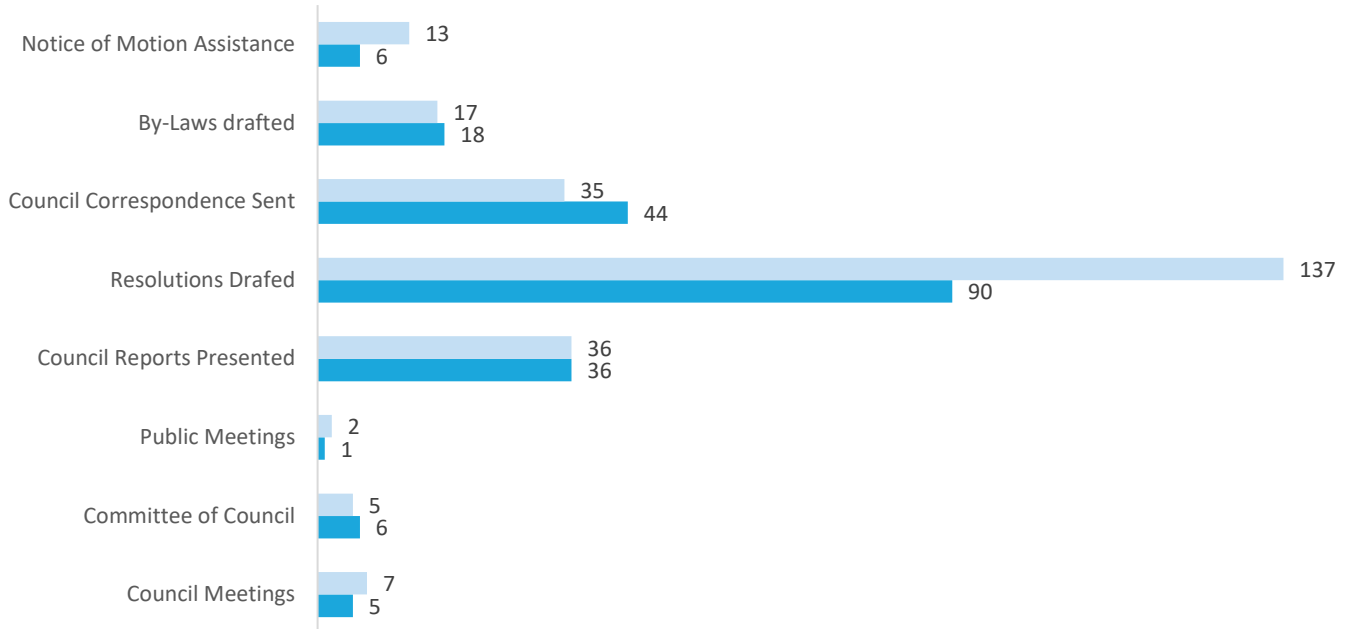
### Council Services



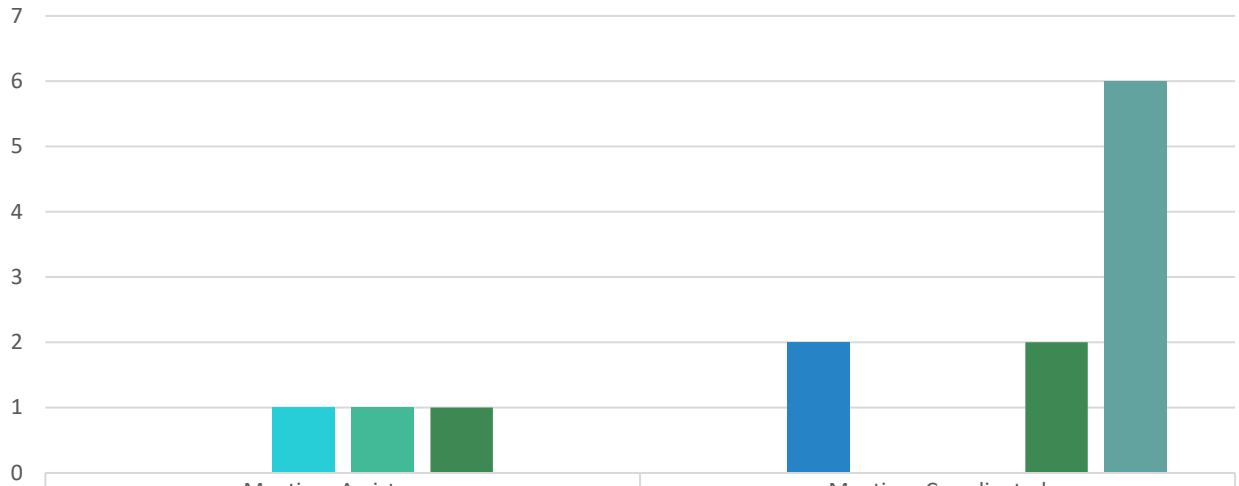
|           | Council Meetings | Committee of Council | Public Meetings | Council Reports Presented | Resolutions Drafed | Council Correspondence Sent | By-Laws drafted | Notice of Motion Assistance |
|-----------|------------------|----------------------|-----------------|---------------------------|--------------------|-----------------------------|-----------------|-----------------------------|
| July      | 1                | 2                    | 0               | 6                         | 17                 | 17                          | 3               | 2                           |
| August    | 2                | 1                    | 0               | 14                        | 28                 | 11                          | 5               | 2                           |
| September | 2                | 3                    | 1               | 16                        | 45                 | 16                          | 10              | 2                           |
| October   | 2                | 1                    | 0               | 13                        | 45                 | 10                          | 6               | 3                           |
| November  | 2                | 1                    | 1               | 15                        | 53                 | 16                          | 8               | 2                           |
| December  | 3                | 3                    | 1               | 8                         | 39                 | 9                           | 3               | 8                           |

### Council Services

■ Q4 ■ Q3



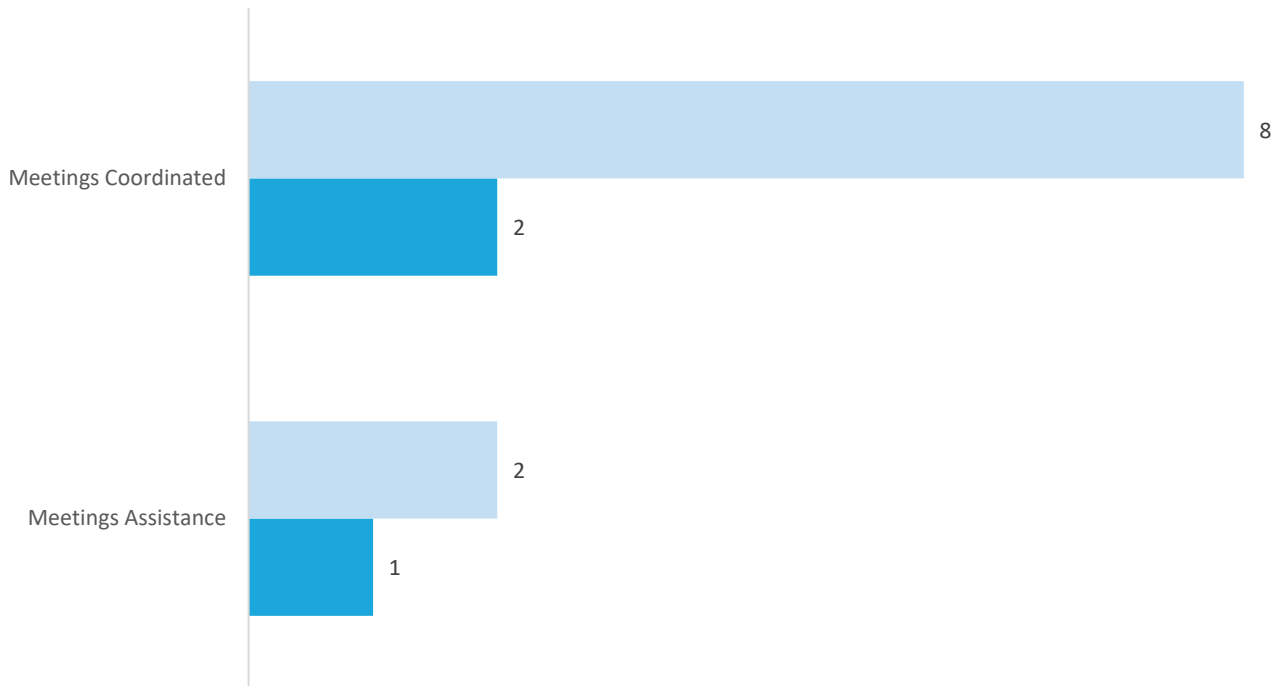
### KL Police Services Board Secretarial Services



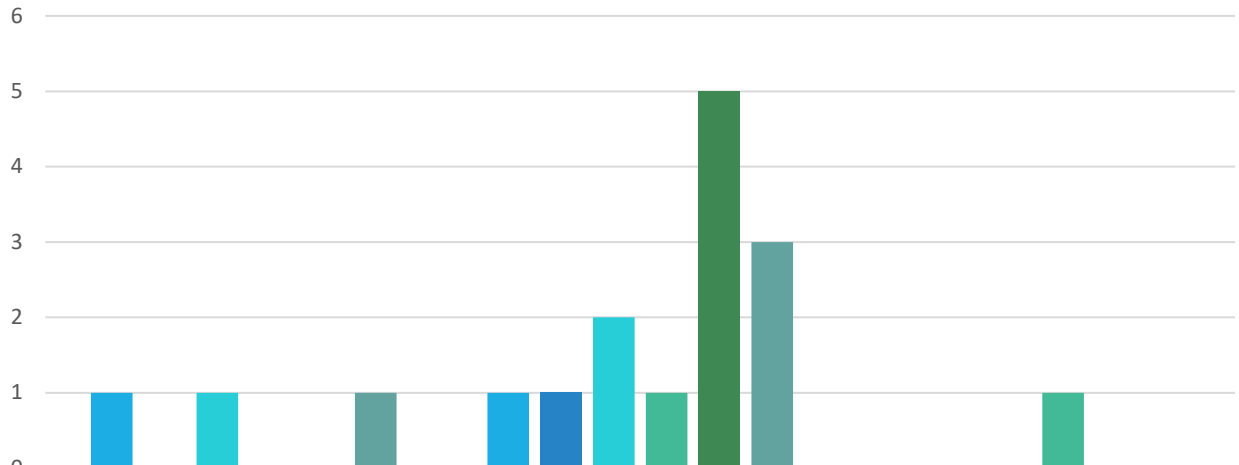
|           | Meetings Assistance | Meetings Coordinated |
|-----------|---------------------|----------------------|
| July      | 0                   | 0                    |
| August    | 0                   | 2                    |
| September | 1                   | 0                    |
| October   | 1                   | 0                    |
| November  | 1                   | 2                    |
| December  | 0                   | 6                    |

### Q3 vs Q4 KL Police Services Board Secretarial Services

■ Q4 ■ Q3



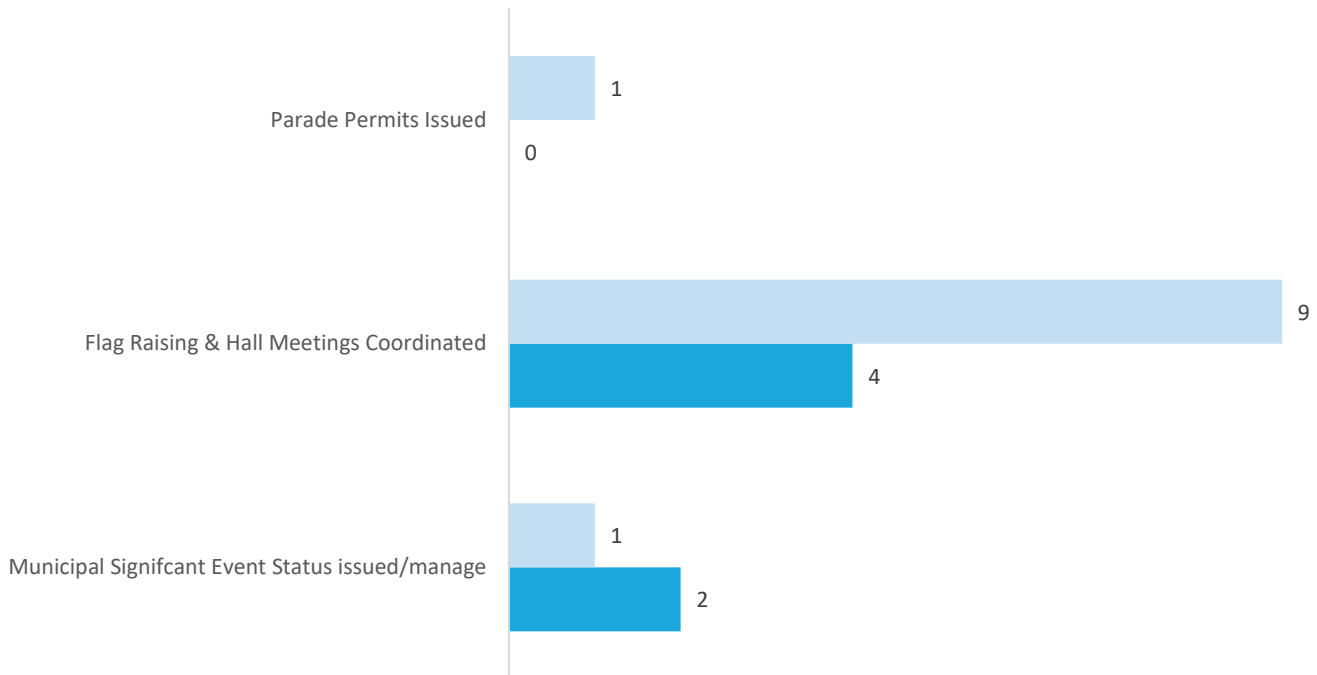
### Public Events Coordination



|           | Municipal Significant Event Status issued/manage | Flag Raising & Hall Meetings Coordinated | Parade Permits Issued |
|-----------|--|--|-----------------------|
| July      | 1  | 1  | 0                     |
| August    | 0  | 1  | 0                     |
| September | 1  | 2  | 0                     |
| October   | 0  | 1  | 1                     |
| November  | 0  | 5  | 0                     |
| December  | 1  | 3  | 0                     |

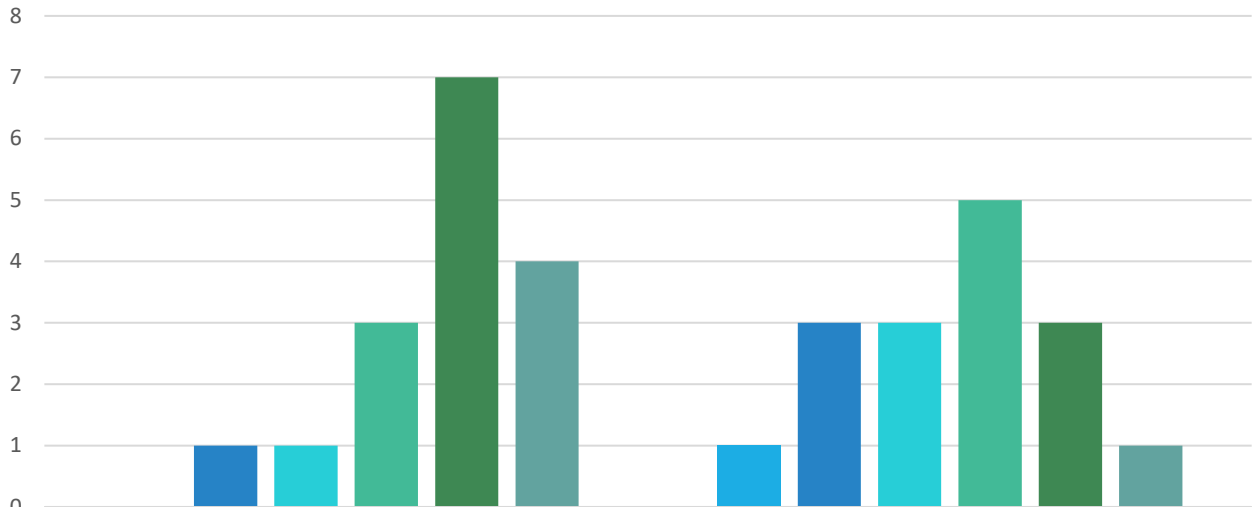
### Q3 vs Q4 Public Events Coordination

■ Q4 ■ Q3





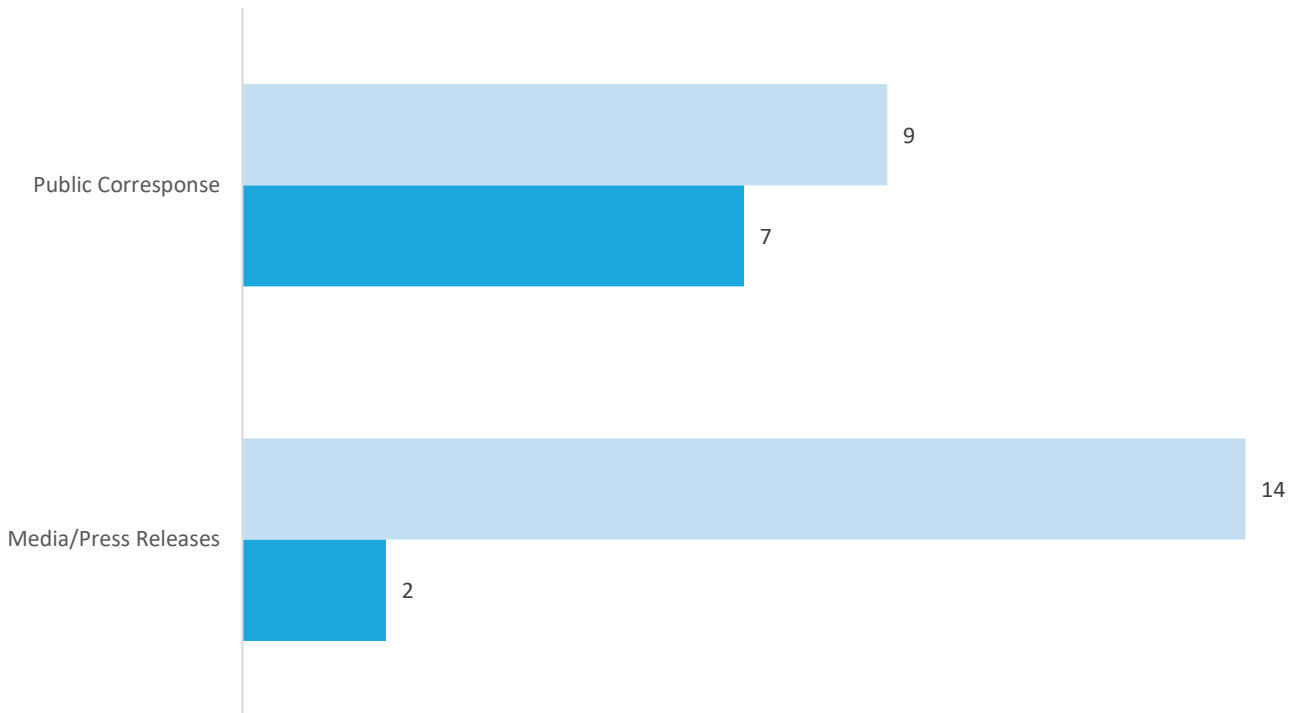
### Corporate Communications



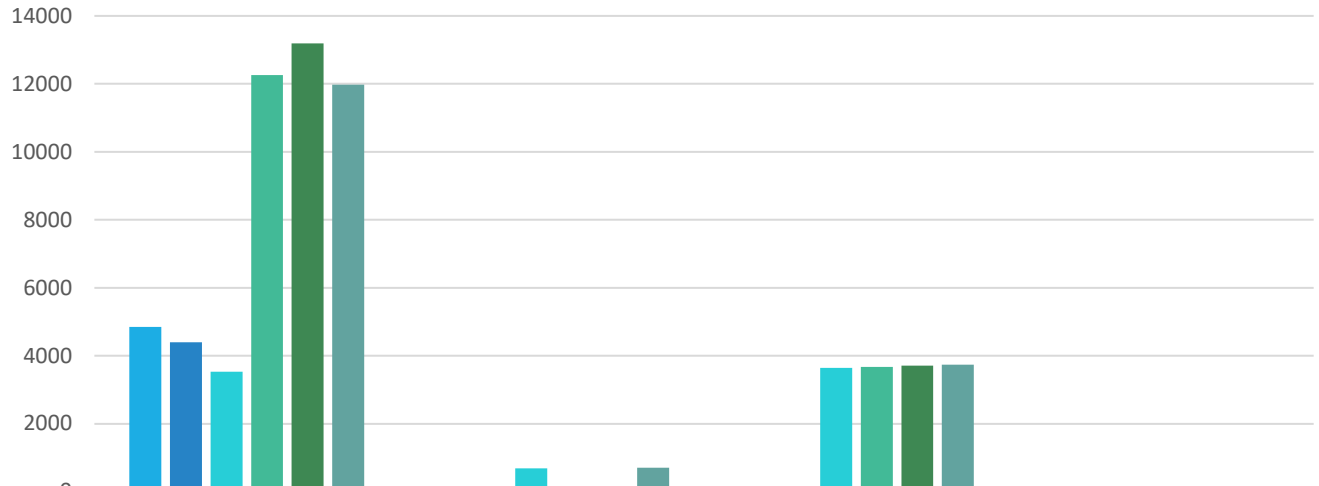
|           | Media/Press Releases | Public Correspondence |
|-----------|----------------------|-----------------------|
| July      | 0                    | 1                     |
| August    | 1                    | 3                     |
| September | 1                    | 3                     |
| October   | 3                    | 5                     |
| November  | 7                    | 3                     |
| December  | 4                    | 1                     |

### Q3 vs Q4 Corporate Communications

■ Q4 ■ Q3



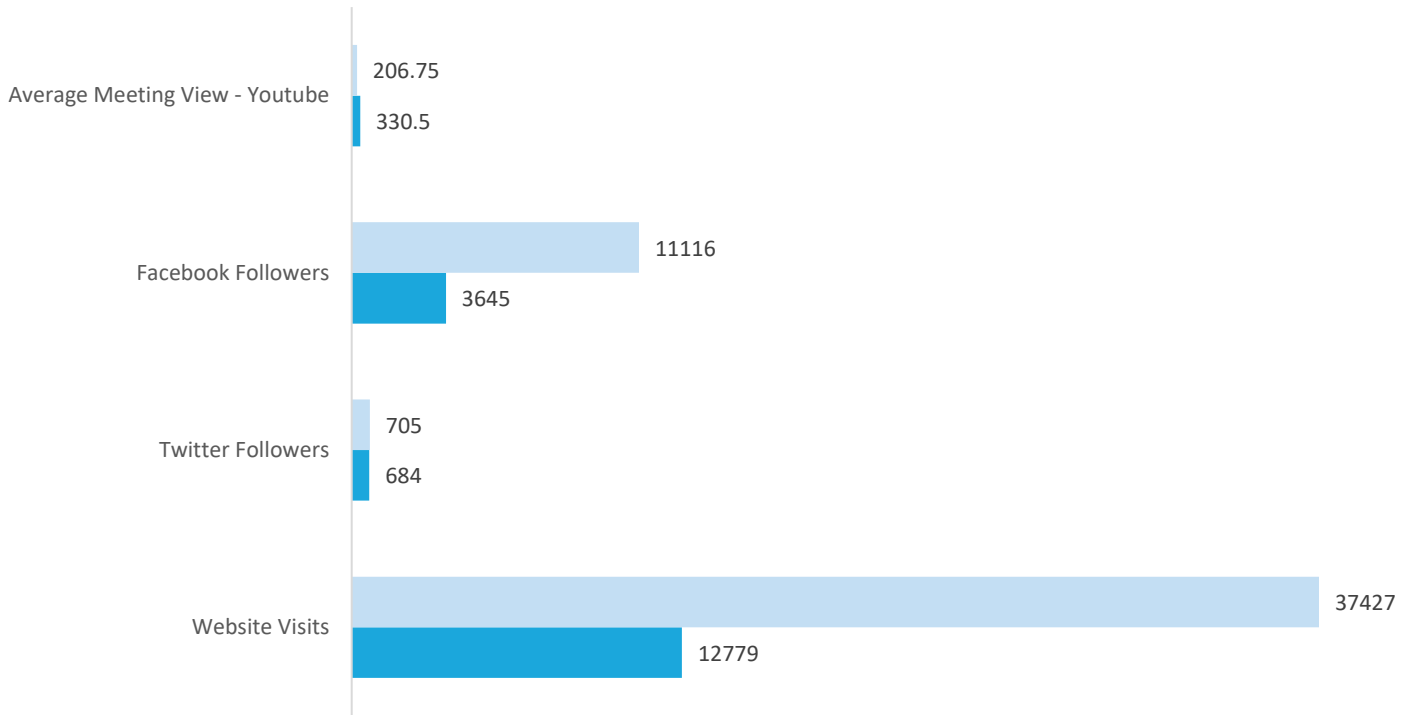
### Public Engagement



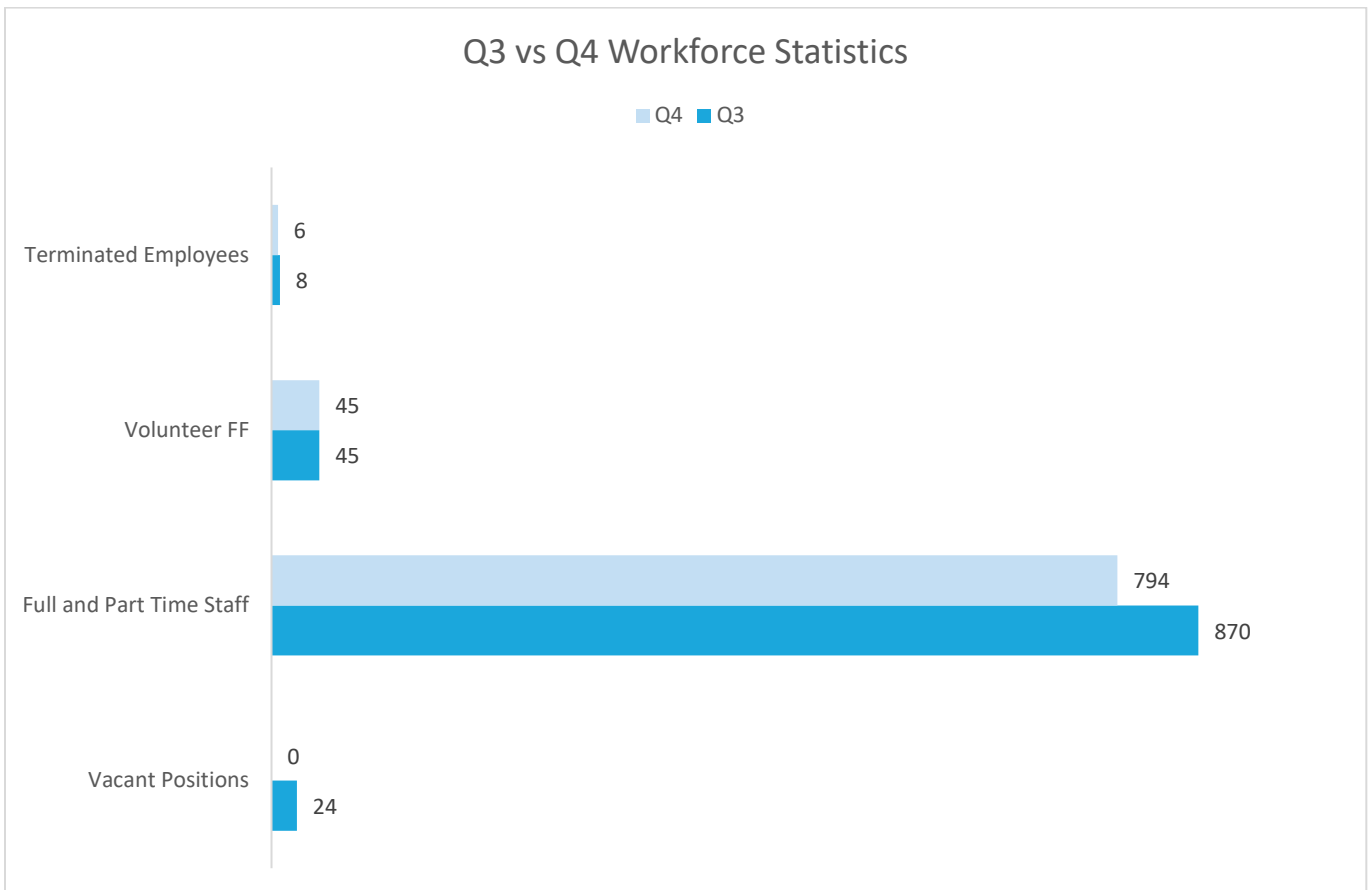
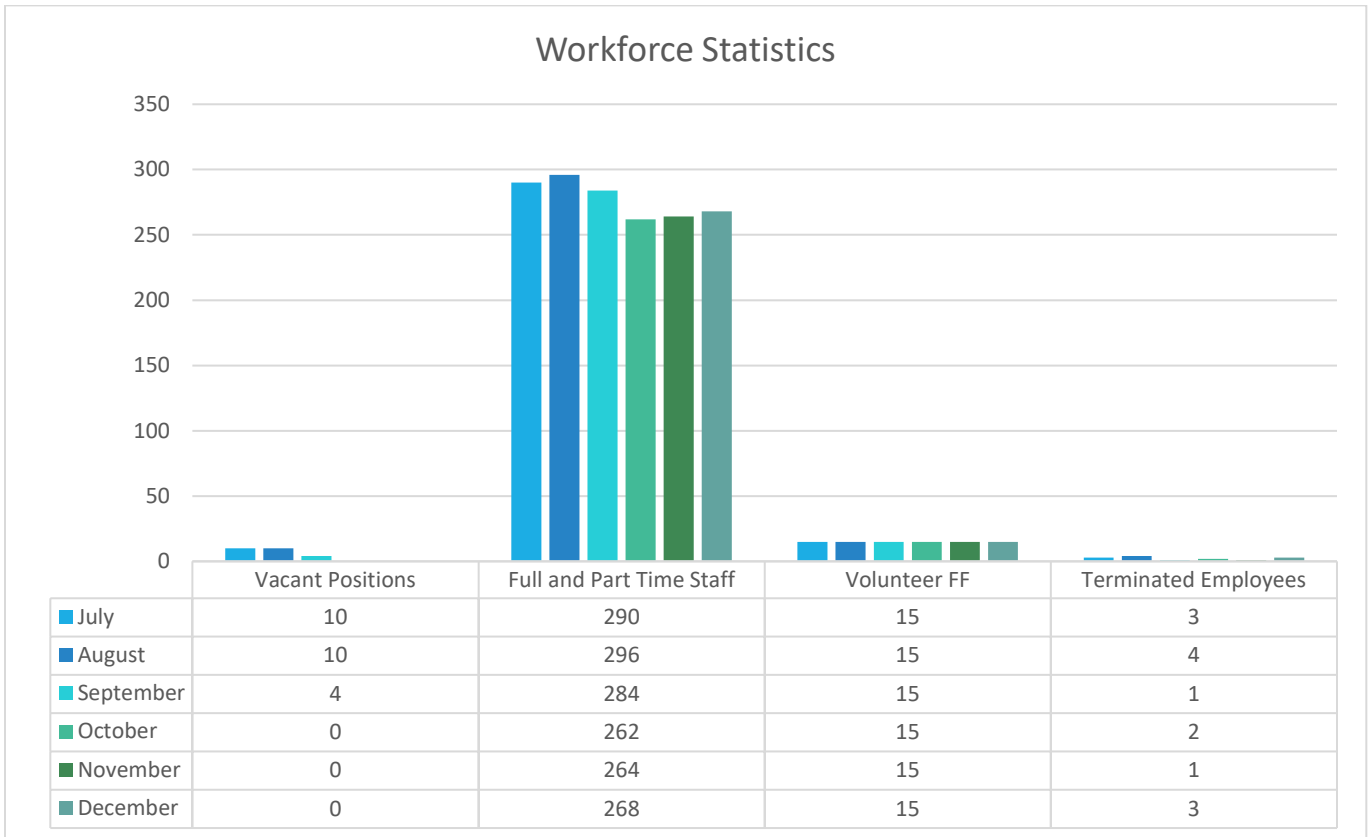
|           | Website Visits | Twitter Followers | Facebook Followers | Average Meeting View - Youtube |
|-----------|----------------|-------------------|--------------------|--------------------------------|
| July      | 4845           | 0                 | 0                  | 114                            |
| August    | 4399           | 0                 | 0                  | 138                            |
| September | 3535           | 684               | 3645               | 78.5                           |
| October   | 12261          |                   | 3668               | 52.5                           |
| November  | 13190          |                   | 3711               | 94.5                           |
| December  | 11976          | 705               | 3737               | 59.8                           |

### Q3 vs Q4 Public Engagement

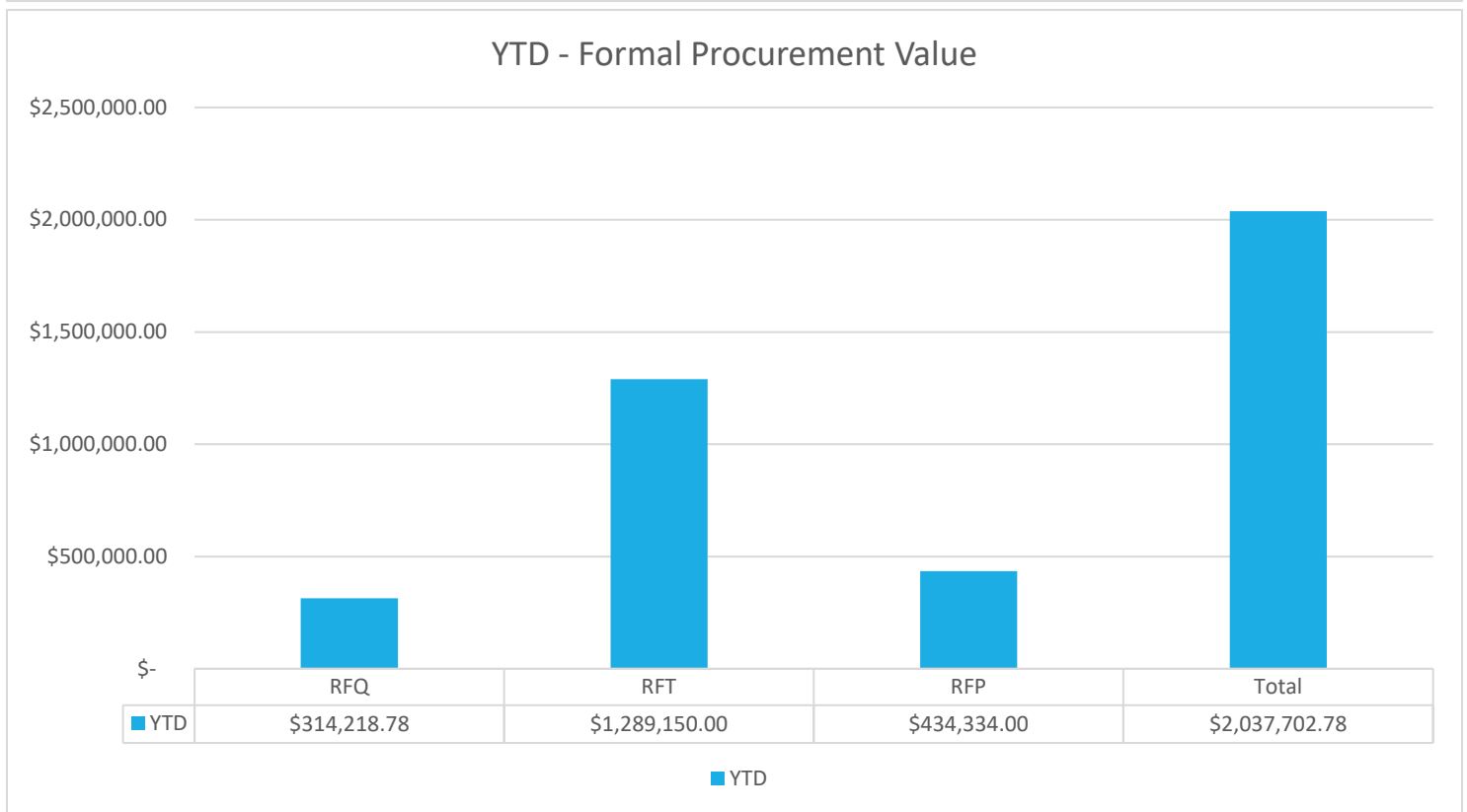
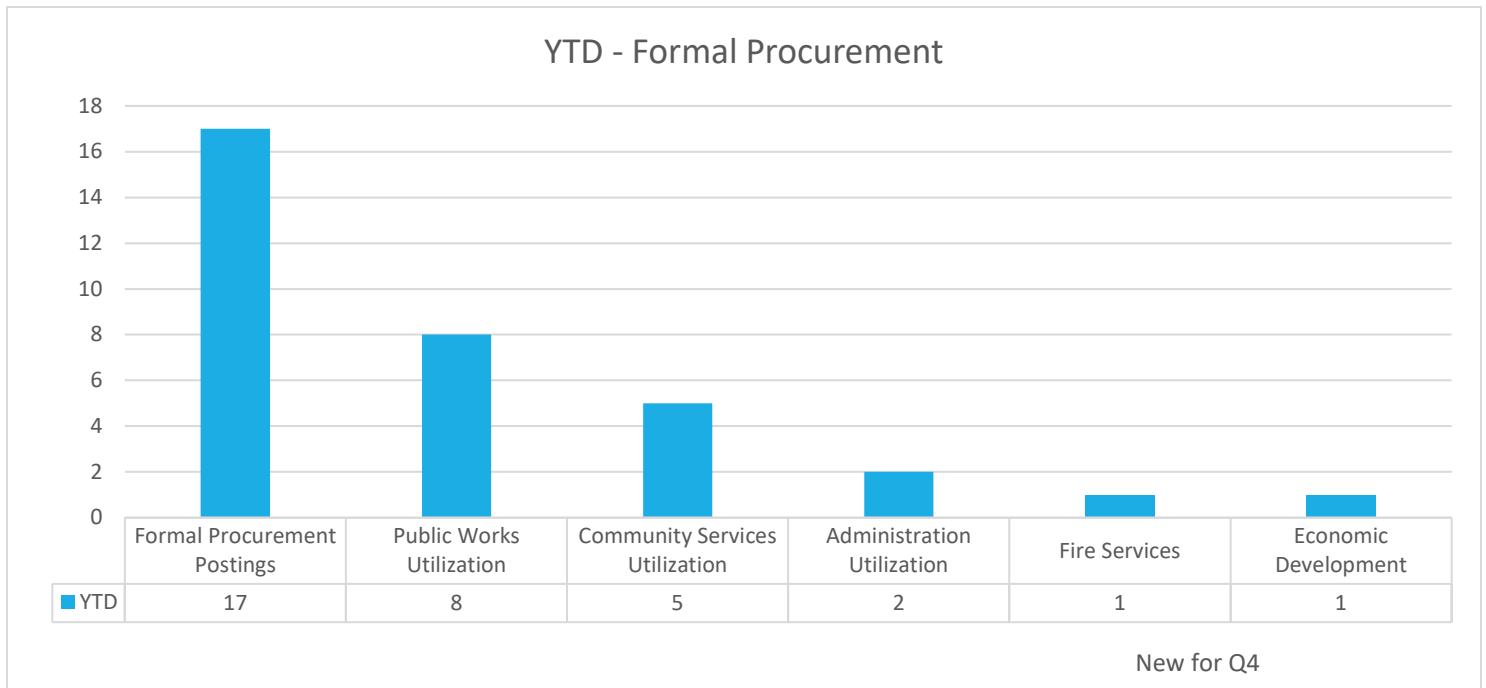
■ Q4 ■ Q3



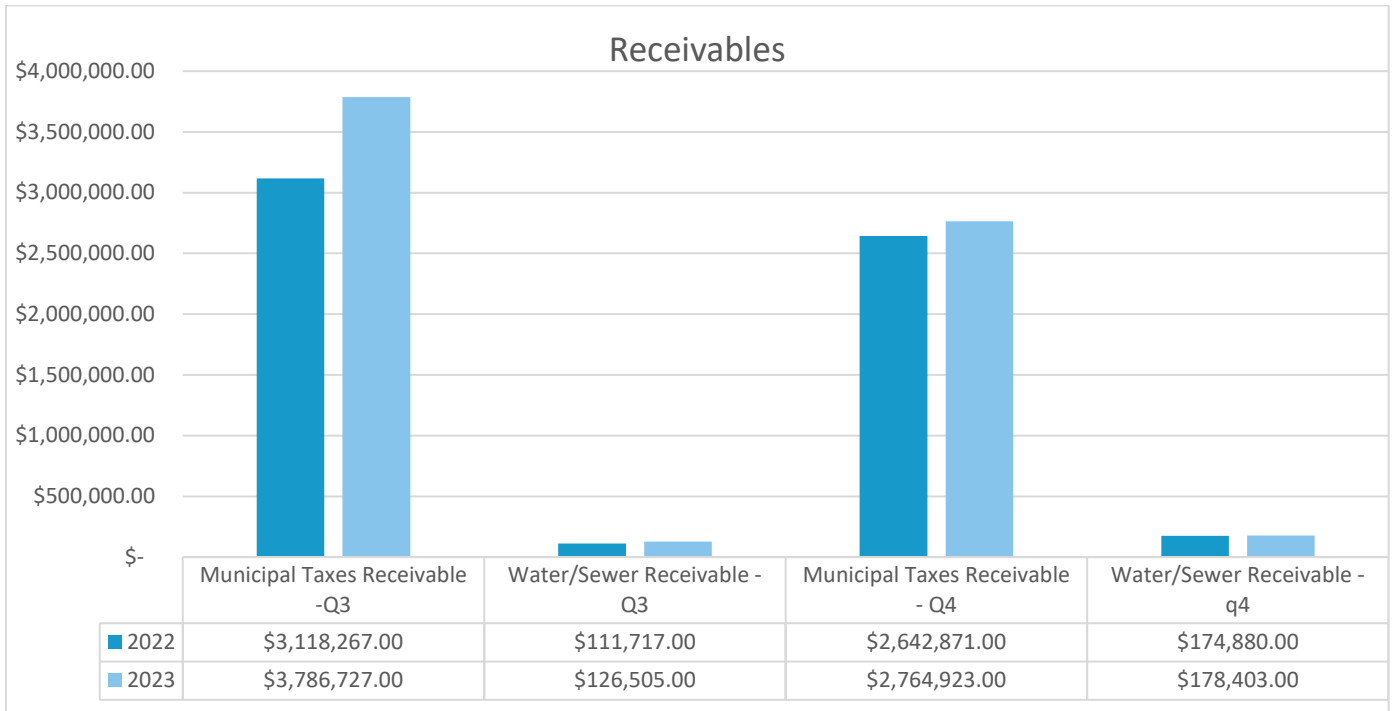
# Human Resources



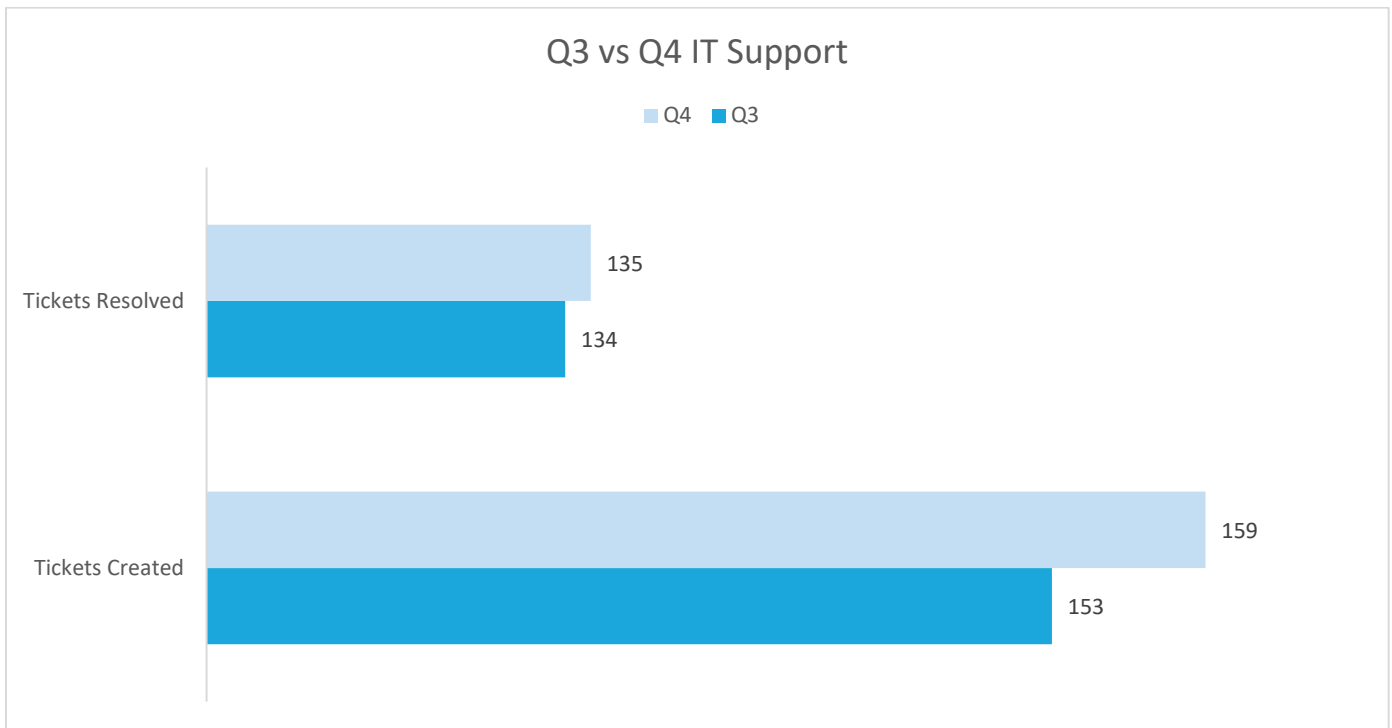
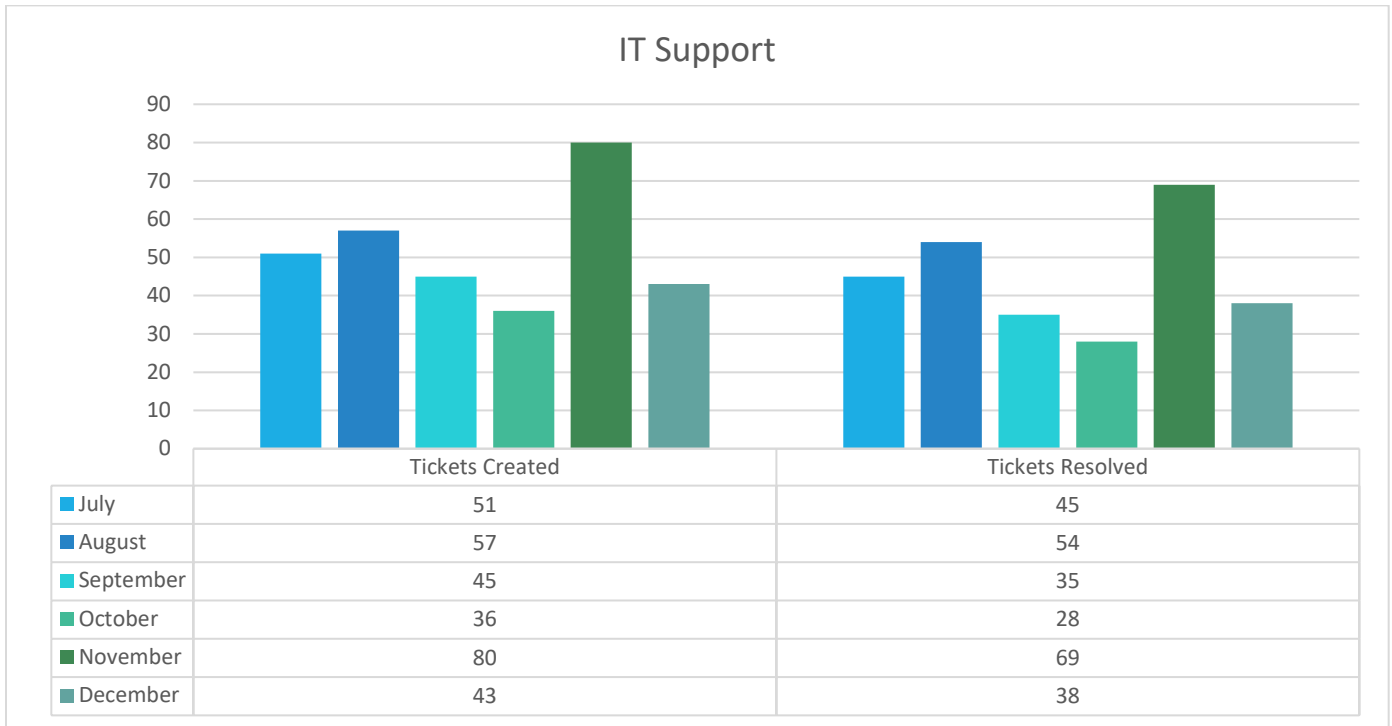
# Procurement



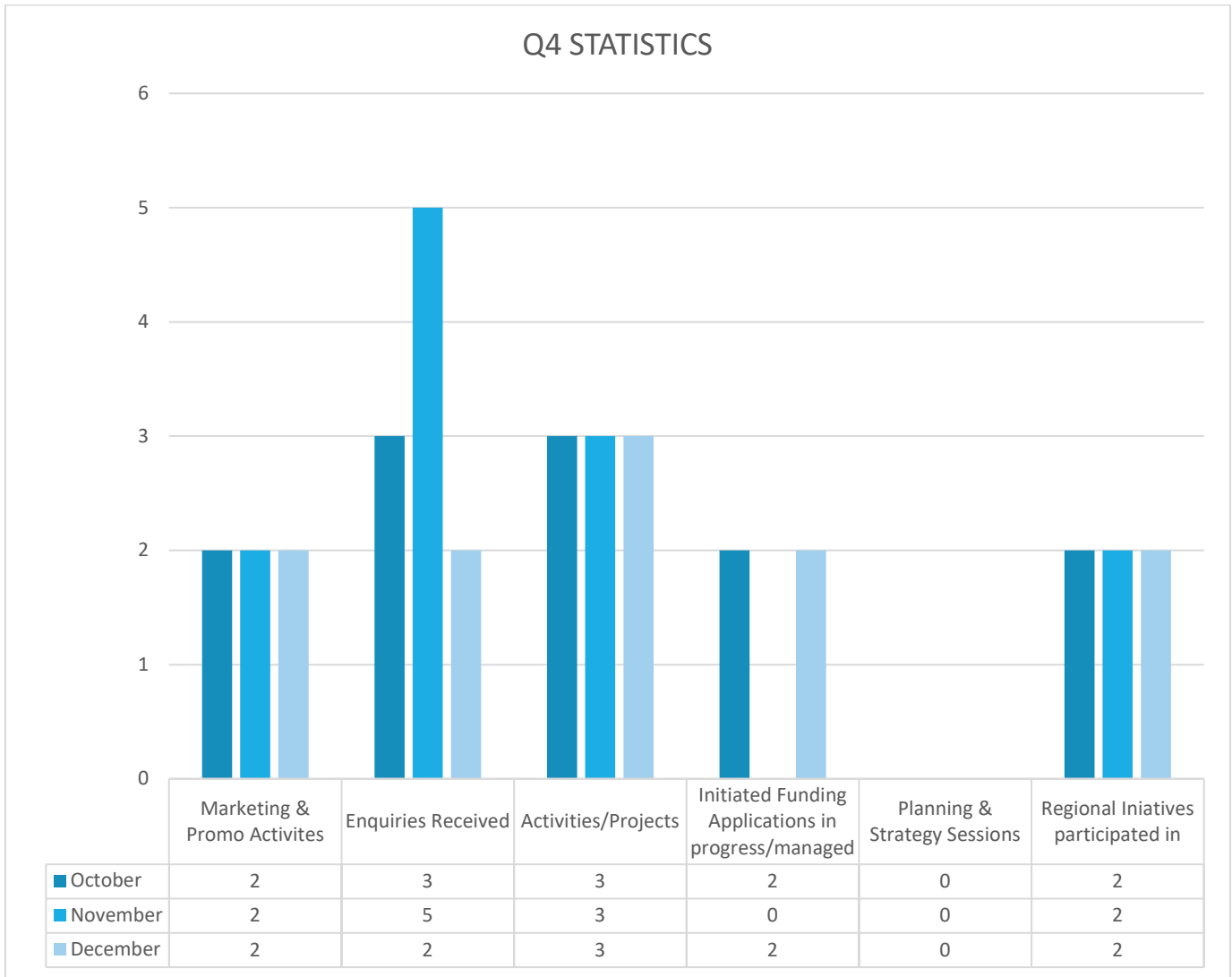
# Treasury



# Information Technology



# ECONOMIC DEVELOPMENT AND TOURISM





# REPORT TO COUNCIL

|                             |                                |
|-----------------------------|--------------------------------|
| Meeting Date: 06/02/2024    | Report Number: 2024-CORP-008   |
| Presented by: Lloyd Crocker | Department: Corporate Services |

## REPORT TITLE

2024 Proposed Budget Guidelines and Schedule

## RECOMMENDATION(S)

**BE IT RESOLVED THAT** Report Number 2024-CORP-008 entitled “**2024 Proposed Budget Guidelines and Schedule**” be received;

**AND THAT** the 2024 Budget Schedule be approved;

**AND FINALLY THAT** Council directs the Treasurer to prepare and submit an operating, capital and rate supported Budget for 2024.

## INTRODUCTION

This report recommends a proposed set of timelines for the 2024 budget process.

## DISCUSSION

The following is a proposed budget schedule for Council's review. Should Council approve the following timelines, staff anticipate the budget approval process will be completed on April 23, 2024. However, should Council require further dates for deliberation, then approvals may be delayed.

| <b>DATE</b>                | <b>ACTION</b>  |
|----------------------------|--|
| <b>Dec 15, 2023</b>        | Departmental Capital Budget submissions due to the Treasurer     |
| <b>Jan 12, 2024</b>        | Departmental Operational Budget submissions due to the Treasurer |
| <b>Feb 7 - Mar 1, 2024</b> | Public Survey  |

| DATE                 | ACTION  |
|----------------------|---|
| Feb 5 - 23, 2024     | Capital/Operating Priority Meetings set with CAO and Senior Management Team (building Departmental Business Plans)  |
| Feb 26 - Mar 8, 2024 | Consolidation and finalization of proposed 2024 Budget, and building of 2024 Corporate Business Plan                |
| March 19, 2024*      | Regular Meeting – Table proposed 2024 Town Operating & Capital Budget; overview of the 2024 Corporate Business Plan |
| March 27, 2024*      | Special Meeting - Departmental Operating Budget Presentations and the Capital Budget Presentation                   |
| April 4, 2024*       | Public Meeting - public input on the 2024 Budget Departmental Presentations   |
| April 9, 2024*       | Special Meeting - Commencement of Budget Deliberations  |
| April 11, 2024*      | Special Meeting - Budget Deliberations, if required   |
| April 23, 2024*      | Special Meeting - Operating, Capital (including Water and Wastewater Budget for Approval                            |

*\* meeting start times are at 4:40 PM*

The annual municipal budget is a policy document that serves as a financial plan, an operational guide, and a communications tool for Council, staff, and the public. It is a strategic planning document that provides for the allocation of resources to achieve the corporate and strategic goals and objectives through the provision of services and infrastructure. The annual tax levy is the balancing revenue source for the annual operating and capital budgets. Administration recommends that the budget be tabled on March 19, 2024.

During the upcoming budget cycle, the Treasury Division will prepare the forecast using the assumptions and factors that are known at the current time. As Administration continue to work through the process, assumptions will be revised as information becomes available. The budget templates and submissions will be in a format consistent with the prior year. Administration will be collaborating on their efforts to produce the proposed 2024 Budget while encompassing the municipality’s values, and incorporating its priorities based on the new Corporate Strategic Plan and the annual Corporate Business Plan.

## **OTHER ALTERNATIVES CONSIDERED**

Council may decide on alternative dates. The Municipal Clerk should be consulted to ensure that scheduling does not conflict with other meetings/conferences where the Town actively participates and/or has been registered to represent the Town.

## **FINANCIAL CONSIDERATIONS**

Not Applicable.

## **ALIGNMENT TO STRATEGIC PRIORITIES**

**Strategic Priorities:** Efficiency; Transparency

**Goals:** Achieve Sustainable Operational Excellence; Provide Outstanding Service

**Objectives:** Aim for Financial Stability, Better Management of Capital Assets, Find & Implement Efficiencies; Implement Sustainable Service Delivery

## **ACCESSIBILITY CONSIDERATIONS**

Not Applicable.

## **CONCLUSION**

The proposed 2024 Budget Guidelines and Schedule allows Administration the ability to conduct the preparatory work with established timelines for Council's review the Corporation's annual budget. Enhanced community engagement was factored into the proposed timelines to obtain meaningful public input, and in keeping with legislation and local policy.

## **CONSULTATIONS**

Town of Kirkland Lake Senior Management Team

## **ATTACHMENTS**

None.

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

**BY-LAW NUMBER 24-008**

---

**BEING A BY-LAW TO SET THE MUNICIPAL WATER AND WASTEWATER RATES  
FOR 2024 PRIOR TO THE ADOPTION OF A BUDGET**

---

**WHEREAS** Section 391 of the *Municipal Act*, 2001, S.O. 2001, c.25, as amended (hereinafter referred to as "*Municipal Act*"), authorizes municipalities to impose fees or charges on persons for services or activities provided/done by/on behalf of the municipality, for costs payable for services/activities provided/done by/on behalf of the municipality or its local boards, and for the use of its property;

**AND WHEREAS** Section 398 of the *Municipal Act* provides that fees or charges imposed in accordance with this By-Law constitute a debt owed to the municipality for which the Treasurer may add the outstanding fees or charges, including interest on the unpaid balance, to the tax roll for the property owned by the persons responsible for paying the fees and charges, and the amount shall be collected in the same manner as municipal taxes;

**AND WHEREAS** the *Municipal Act*, the *Public Utilities Act* and the *Ontario Water Resources Act*, authorizes municipalities to pass by-laws to regulate the supply of water and to fix the price by owners or occupants of lands who derive a benefit from the installation and maintenance of a public water works system;

**AND WHEREAS** the *Sustainable Water and Sewage Systems Act*, imposes the duty upon a regulated entity to recover the full cost of providing water services from the public who make use or take enjoyments of those services;

**AND WHEREAS** a Public Meeting was held on \_\_\_\_\_ in accordance with the *Municipal Act* in the matter of the proposed amendments to existing Water Rates and Wastewater Rates;

**AND WHEREAS** public notice was provided in accordance with the Town of Kirkland Lake's Notice Policy ([By-Law 22-047](#));

**AND WHEREAS** at its Regular Meeting held on January 24, 2024, Council resolved to approve an increase of 1.7% for Water Rates and 3.5% for Wastewater Rates in the Town of Kirkland Lake;

**NOW THEREFORE BE IT RESOLVED THAT THE COUNCIL OF THE CORPORATION  
OF THE TOWN OF KIRKLAND LAKE ENACTS AS FOLLOWS:**

- 1 THAT** the rates provided in Schedule 'A' attached hereto are hereby imposed and levied for:
  - a) water supplied to all water users from the waterworks system, and
  - b) discharge of wastewater for all users of Kirkland Lake and Swastika.
- 2 THAT** where payment of water and/or wastewater rates are made after the due date, an interest charge will be assessed on any outstanding balance due at the rate of one percent (1%) per month applied on the first day of each month.
- 3 THAT** the Treasurer is hereby authorized to accept amounts payable under this By-Law. Amounts shall be paid to the Office of the Treasurer, Town of Kirkland Lake, P.O. Box 1757, 3 Kirkland Street West, Kirkland Lake, Ontario, P2N 3P4, on or before the respective due dates.

- 4 In the event of non-payment of an account, the Treasurer, shall, upon notice from the Tax Collector of the amount due and the person by whom it is due and of the Property upon which any work was done or furnished the supply of water, enter any such unpaid amounts as fixed by Schedule "A" to this By-Law for such service or work upon the Tax Roll, and collect them in the same manner as taxes.
- 5 **THAT** By-Law 23-002 be repealed on April 1, 2024.
- 6 **THAT** this By-Law shall come into force and take effect on April 1, 2024.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 5<sup>TH</sup> DAY OF MARCH, 2024.**

---

Stacy Wight, Mayor

---

Jennifer Montreuil, Municipal Clerk

DRAFT



**SCHEDULE "A" to BY-LAW 24-008**

**2024 Water & Wastewater Rates**

|              |              |
|--------------|--------------|
| <b>WATER</b> | <b>SEWER</b> |
|--------------|--------------|

**PRIVATE DWELLING RATES**

The flat rate for water used in private houses and apartments shall be per quarter:

|                           |          |          |
|---------------------------|----------|----------|
| First room                | \$ 54.92 | \$ 45.51 |
| Each additional room      | \$ 9.92  | \$ 8.23  |
| Private toilet            | \$ 18.73 | \$ 15.52 |
| Private bathtub or shower | \$ 18.73 | \$ 15.52 |

except that where a common toilet, bathtub or shower is provided for the use of more than one apartment, each additional apartment including the first shall pay **\$18.73 water (\$15.51 sewer) for the use of the toilet and \$18.73 water (\$15.51 sewer) for the use of the bathtub or shower.**

**BOARDING/ROOMING HOUSE RATES**

The flat rate for water used in boarding or rooming houses shall be per quarter:

|                           |          |          |
|---------------------------|----------|----------|
| First room                | \$ 54.92 | \$ 45.51 |
| Each additional room      | \$ 9.92  | \$ 8.23  |
| Private toilet            | \$ 46.86 | \$ 38.83 |
| Private bathtub or shower | \$ 46.86 | \$ 38.83 |
| Urinal                    | \$ 23.24 | \$ 19.26 |

except that boarding or rooming houses with ten rooms or over shall be on a meter.

**HOTELS, PUBLIC BUILDINGS & OTHER RATES**

Standard hotel and beverage rooms, business houses where water is used for manufacturing, steam baths, bottling works, wash racks, public buildings excluding churches and municipal office buildings, shall be on a meter with a minimum charge of **\$68.96 (water) \$57.15 (sewer)** monthly.

Any business water user may apply for a meter.

**BUSINESS RATES**

|  | <b>PER QUARTER</b> |           |
|--|--------------------|-----------|
| Business houses (except where used for manufacturing)    | \$ 83.95           | \$ 69.57  |
| Toilet for above   | \$ 19.12           | \$ 15.83  |
| Urinal for above   | \$ 23.24           | \$ 19.26  |
| Office - single room                                     | \$ 19.12           | \$ 15.83  |
| Each additional room                                     | \$ 9.92            | \$ 8.23   |
| Toilet for above   | \$ 19.12           | \$ 15.83  |
| Office for doctor of medicine or dentistry (each office) | \$ 46.86           | \$ 38.83  |
| Toilet for above   | \$ 19.12           | \$ 15.83  |
| Sink for above   | \$ 46.86           | \$ 38.83  |
| Barber shops, hairdressers, beauty salons                | \$ 134.97          | \$ 111.83 |
| Bakeries and pastry shops                                | \$ 134.97          | \$ 111.83 |
| Hand laundries   | \$ 531.74          | \$ 440.59 |
| Toilet for above   | \$ 19.12           | \$ 15.83  |
| Public halls   | \$ 134.97          | \$ 111.83 |
| Theatres   | \$ 134.97          | \$ 111.83 |
| Garages and service stations                             | \$ 134.97          | \$ 111.83 |
| Restaurants, grills, and lunch counters                  | \$ 331.26          | \$ 274.47 |
| Toilet for above   | \$ 46.86           | \$ 38.83  |
| Urinal for above   | \$ 23.24           | \$ 19.26  |

## 2024 Water & Wastewater Rates

|  | WATER | SEWER |
|--|-------|-------|
|--|-------|-------|

### CONSTRUCTION RATES

|                        | PER QUARTER |          |
|------------------------|-------------|----------|
| Construction Charge    | \$ 68.12    | \$ 56.44 |
| Tanker (per 1,000 gal) | \$ 323.79   |          |
| Trailer (each)         | \$ 111.06   | \$ 92.02 |

### SPRINKLER CONNECTIONS

|               | PER MONTH |  |
|---------------|-----------|--|
| 4" Connection | \$ 29.62  |  |
| 6" Connection | \$ 44.42  |  |
| 8" Connection | \$ 59.23  |  |

### HYDRANT RENTALS & INSPECTIONS

|  | PER MONTH |  |
|--|-----------|--|
| Hydrant Rental (each municipal hydrant - per day)    | \$ 7.42   |  |
| Private Hydrant Inspection (each hydrant - per year) | \$ 385.01 |  |

### TURN OFF/ON ORDERS & SEALING/UNSEALING

|  |           |  |
|--|-----------|--|
| Turn OFF/ON Order (working hours, Mon-Fri 7:00 AM to 4:00 PM - each) | \$ 118.45 |  |
| Turn OFF/ON Order (after hours - each)                               | \$ 303.56 |  |
| Sealing or Unsealing (each)  | \$ 74.05  |  |

### THAWING FROZEN WATER SERVICE

Thaw Orders are deemed to be the property owner's responsibility.

|  |
|--|
| Standard Charge: <b>\$681.16</b> (minimum charge)<br>(working hours, Mon-Fri 7:00 AM to 4:00 PM) |
| After Hours Charge: minimum charge <b>\$681.16</b> + actual expense                              |

### METERED SERVICE CHARGE

|  | PER MONTH |          |
|--|-----------|----------|
| <b>FIRST</b> 50,000 gallons (per 1,000 gallons)  | \$ 6.96   | \$ 5.77  |
| <b>SECOND</b> 50,000 gallons (per 1,000 gallons) | \$ 5.99   | \$ 4.97  |
| <b>THIRD</b> 50,000 gallons (per 1,000 gallons)  | \$ 4.37   | \$ 3.63  |
| <b>BALANCE</b> (per 1,000 gallons)               | \$ 3.11   | \$ 2.58  |
| <b>Minimum Charge</b> (for 10,000 gallons)       | \$ 70.35  | \$ 58.29 |

**INTEREST** (1% per month applied on outstanding balances)

|              |          |
|--------------|----------|
| 5/8" Meter   | \$ 3.33  |
| 3/4" Meter   | \$ 4.52  |
| 1" Meter     | \$ 5.99  |
| 1 1/2" Meter | \$ 9.19  |
| 2" Meter     | \$ 12.00 |
| 3" Meter     | \$ 17.63 |
| 4" Meter     | \$ 23.17 |
| 6" Meter     | \$ 35.10 |

### OTHER SEWER CHARGES

|  |           |
|--|-----------|
| Unblock residential sewer (working hours)        | \$ 283.24 |
| Unblock other sewer (working hours - commercial) | \$ 421.40 |
| Unblock residential sewer (after hours)          | \$ 511.21 |
| Unblock other sewer (after hours - commercial)   | \$ 566.48 |
| Video Sewer Inspection (residential)             | \$ 207.25 |
| Video Sewer Inspection (other, commercial)       | \$ 414.50 |

**Note:** Rates above are Minimum Charges; actual labour & material will also be charged.

## Council Resolution - Federal Action Required

**Mover:**

**Seconder:**

**WHEREAS** the Federal Government has recently announced policy changes that will negatively affect publicly funded colleges, particularly those in small, northern and rural regions of Ontario, by altering the framework through which international students are admitted and managed;

**WHEREAS** Northern College has developed an important public-private college partnership with PURES College that contributes \$30 million annually in revenue to Northern College, equal to one-third of the Northern College Budget;

**WHEREAS** students enrolled in programs offered through the PURES public-private partnership campuses are recognized as students of a publicly funded college and are held to the same high standards of academic rigor, are provided with comparable wrap-around support services to those offered at Northern College and receive a Northern College credential;

**WHEREAS** the elimination of Post-Graduate Work Permits for students graduating from programs offered through the PURES public-private partnership campus would result in an immediate suspension of revenue to Northern College, adversely affect the sustainability of the college and undermining the ability to support local employers;

**WHEREAS** the Federal Government's policy changes have been made abruptly, without any consultation with postsecondary institutions and without a clear understanding of the severe financial hardship to smaller public colleges primarily outside of the GTA;

**THEREFORE BE IT RESOLVED** that Council for \_\_\_\_\_ urge the Federal Government to reconsider its recent policy changes and specifically exempt public-private partner institutions from being excluded in offering students who successfully complete their program of study, a Post-Graduate Work Permit.



## Council Resolution – Provincial Action Required

**Mover:**

**Seconder:**

**WHEREAS** there is a growing concern over the inadequate funding of postsecondary education by the Ontario Government, which has placed additional financial pressures on publicly funded colleges, undermined their sustainability and made it more difficult for colleges to respond to the needs of local employers;

**WHEREAS** Northern College has developed an important public-private college partnership with PURES College that contributes \$30 million annually in revenue to Northern College, equal to one-third of the Northern College Budget;

**WHEREAS** students enrolled in programs offered through the PURES public-private partnership campuses are recognized as students of a publicly funded college and are held to the same high standards of academic rigor, are provided with comparable wrap-around support services to those offered at Northern College and receive a Northern College credential;

**WHEREAS** the elimination of Post-Graduate Work Permits by the Federal Government for students graduating from programs offered through the PURES public-private partnership campus would result in an immediate suspension of revenue to Northern College, adversely affect the sustainability of the college and undermining the ability to support local employers;

**WHEREAS** the Ontario Government has recently called together a group of experts who have released recommendations in the Blue-Ribbon Panel report that are designed to ensure the long-term sustainability of the postsecondary education sector in Ontario:

**THEREFORE BE IT RESOLVED** that Council for \_\_\_\_\_ urge the Ontario Government to immediately implement the Blue-Ribbon Panel recommendations and actively work with the Federal Government to restore the eligibility of public-private partner colleges, to grant students who successfully complete their program of study, a Post-Graduate Work Permit.

## **Notice of Motion – Municipal Equipment Operator Course**

**WHEREAS**, municipal public works departments from across the Province of Ontario provide invaluable services to our communities ensuring the health and safety of all residents;

**AND WHEREAS**, if it was not for our municipal public works employees from across the Province of Ontario maintaining our public roads systems, our communities would not be able to function as emergency personnel could not respond to calls, school buses could not get our children to school, residents would not be able to get to work, school or appointments and many more basic functions would not be able to happen;

**AND WHEREAS**, municipal public works departments are already feeling the impacts of a labour shortage, which will only be exasperated over the next three to five years, which will cause levels of service municipalities are able to provide to ensure the health and safety of our residents to decrease;

**AND WHEREAS**, there is currently no provincial-wide course that properly trains potential municipal public works employees, specifically relating to municipal heavy equipment.

**THEREFORE IT BE RESOLVED**, that (INSERT MUNICIPALITY NAME) supports the work of the Association of Ontario Road Supervisors to develop a Municipal Equipment Operator Course to address this issue;

**AND THAT**, (INSERT MUNICIPALITY NAME) calls on the Province of Ontario's Ministry of Labour, Training, Immigration and Skilled Trades to fully fund the Municipal Equipment Operator Course in 2024 through the Skills Development Fund;

**AND THAT**, a copy of this resolution be sent to the Minister of Labour, Training, Immigration and Skilled Trades David Piccinni, (INSERT MUNICIPALITY'S NAME)'s Member of Provincial Parliament (INSERT LOCAL MPP NAME) and the Association of Ontario Road Supervisors.



CLEARVIEW  
TOWNSHIP

**Clerk's Department**  
Township of Clearview  
Box 200, 217 Gideon Street  
Stayner, Ontario L0M 1S0  
[clerks@clearview.ca](mailto:clerks@clearview.ca) | [www.clearview.ca](http://www.clearview.ca)  
Phone: 705-428-6230

December 12, 2023

File: C00.2023

Hon. Todd McCarthy  
Ministry of Public and Business Service Delivery  
777 Bay Street, 5<sup>th</sup> Floor  
Toronto ON M5B 2H7

Sent by Email

**RE: Cemetery Transfer/Abandonment Administration & Management Support**

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Please be advised that Council of the Township of Clearview, at its meeting held on December 11, 2023, passed a resolution regarding Cemetery Transfer/Abandonment Administration & Management Support as follows:

Moved by Councillor Walker, Seconded by Councillor Broderick, Whereas under the Funeral, Burial and Cremation Services Act, 2002 (FBCSA), when a cemetery is declared abandoned by a judge of the Superior Court Justice, the local municipality within whose geographic boundaries the land of the cemetery is located, becomes the owner of the cemetery with all the rights and obligations in respect of the cemetery and the assets, trust funds and trust accounts related to it that the previous owner or operator possessed;

And Whereas over the last decade, there has been an increase in the number of churches and local cemetery boards initiating processes to transfer ownership or abandon their owned and operated cemeteries to the local municipality due to such issues as high maintenance costs, inaccuracy of records, lack of financial and human resources to effectively operate and maintain the cemetery, increased regulatory processes regarding training, selling of interment rights, financial operation of the care and maintenance fund, etc.;

And Whereas municipalities experience the same issues and pressures that churches and local boards experience with the operation and maintenance of cemeteries within its jurisdiction, and additional transfers of cemetery lands only compound the burden on municipal taxpayers;

And Whereas cemeteries are important infrastructure where the reasonable costs for interment rights, burials, monument foundations, corner stones and administration charges do not sufficiently support the general operation of cemeteries;

And Whereas the interest earned from the care and maintenance fund(s) of a cemetery do not provide adequate funding to maintain the cemetery with the rising costs of lawn and turf maintenance contracts and monument restoration;

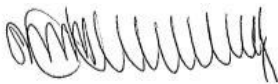
Now Therefore Be It Resolved that Council of the Township of Clearview requests that the Province through the Ministry of Public and Business Service Delivery and the Bereavement Authority of Ontario (BAO) consider the following to assist municipalities in this growing concern of cemetery transfers:

- Amend the Funeral, Burial and Cremation Services Act, 2002 (FBCSA), to have the Province, through the BAO, identified as the default owner and operator of a cemetery when it is abandoned;
- Provide annual funding (based on the number of cemeteries a municipality owns and operates) to municipalities to assist with the maintenance of inactive and active cemeteries; Page 6 of 7
- Provide free training opportunities for municipalities regarding cemetery administration; and,
- Investigate and support the design of universal cemetery software for use by municipal cemetery operators that can be offered at an affordable cost.

And that this resolution be circulated to the Hon. Todd McCarthy, Ministry of Public and Business Service Delivery, Jim Cassimatis, BAO Interim CEO/Registrar, MPP Brian Saunderson and all Ontario municipalities. Motion Carried.

For reference, please find attached the Staff Report LS-032-2023 that provides background for the above resolution. If you have any questions, please do not hesitate to contact the undersigned.

Regards,



Sasha HelmKay-Playter, B.A., Dipl. M.A., AOMC  
Clerk/Director of Legislative Services

cc: Jim Cassimatis, BAO Interim CEO/Registrar  
MPP Simcoe Grey, Brian Saunderson  
Ontario Municipalities

**Resolution of Council**

Moved by: Councillor Be-Ly

Date: January 24, 2024

Seconded by: Councillor Belanger

Resolution No: 7

**WHEREAS** current provincial-municipal fiscal arrangements are undermining Ontario's economic prosperity and quality of life;

**AND WHEREAS** nearly a third of municipal spending in Ontario is for services in areas of provincial responsibility and expenditures are outpacing provincial contributions by nearly \$4 billion a year;

**AND WHEREAS** municipal revenues, such as property taxes, do not grow with the economy or inflation;

**AND WHEREAS** unprecedented population and housing growth will require significant investments in municipal infrastructure;

**AND WHEREAS** municipalities are being asked to take on complex health and social challenges – like homelessness, supporting asylum seekers and addressing the mental health and addictions crises;

**AND WHEREAS** inflation, rising interest rates, and provincial policy decisions are sharply constraining municipal fiscal capacity;

**AND WHEREAS** property taxpayers – including people on fixed incomes and small businesses – cannot afford to subsidize income re-distribution programs for those most in need;

**AND WHEREAS** the province can, and should, invest more in the prosperity of communities;

**AND WHEREAS** municipalities and the provincial government have a strong history of collaboration;

**NOW THEREFORE, BE IT RESOLVED THAT** the Council of the Corporation of the Township of Evanturel requests the Province of Ontario commit to undertaking with the Association of Municipalities of Ontario a comprehensive social and economic prosperity review to promote the stability and sustainability of municipal finances across Ontario.

Carried   
 Derek Mundle - Reeve

**DIVISION VOTE**

| YEAS | NAME OF MEMBER OF COUNCIL   | NAYS |
|------|-----------------------------|------|
|      | BARBARA BEACHEY, COUNCILLOR |      |
|      | GISELE BELANGER, COUNCILLOR |      |
|      | ROB MACPHERSON, COUNCILLOR  |      |
|      | JOHN SIMMENS, COUNCILLOR    |      |
|      | DEREK MUNDLE, REEVE         |      |
|      | TOTALS                      |      |

Declaration of Pecuniary Interest – Report to Council TW2019-05 – Form A – Reeve Mundle \_\_\_; Councillor

Certified to be a true copy of Resolution No. 7 of the Corporation of the Township of Evanturel passed in open Council on the 24th day of January, 2024.

Virginia Montminy – Clerk  
 Township of Evanturel

Municipality of Tweed Council Meeting  
Council Meeting



Resolution No.

665

Title:

Councillor J. Flieler

Date:

Tuesday, November 14, 2023

---

Moved by

J. Flieler

Seconded by

P. Valiquette

WHEREAS Municipalities are facing ever increasing demands for services along with demands for repairs, maintenance, and replacement of existing infrastructure to the detriment of the tax paying public they serve as the cost of living continues to rise throughout the country;  
AND WHEREAS the Federal and Provincial governments in the past contributed through partnerships to fund projects that have been out of the financial reach of small municipalities;  
AND WHEREAS these 1/3 funding agreements have been instrumental in allowing municipalities to adequately plan and execute projects to protect the aging infrastructure already in place;  
AND WHEREAS the Municipality of Tweed has successfully completed more than 19 capital projects using these funding scenarios over the years;  
AND WHEREAS it is incumbent upon our Federal and Provincial governments to assist municipalities with limited access to funding except through municipal taxes to re-establish this very important funding stream;  
NOW THEREFORE BE IT RESOLVED THAT Council lobby the relevant Federal and Provincial representatives to bring these concerns to the forefront;  
AND FURTHER, that Council consider making a Delegation at the 2024 ROMA Conference;  
AND FURTHER, that copies be sent to MP Kramp-Neuman, MPP Bresee, the Hastings County Warden, the Association of Municipalities of Ontario, and all Ontario municipalities.

**Carried**





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

**BY-LAW NUMBER 24-009**

---

**BEING A BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL AT ITS  
MEETING HELD FEBRUARY 6, 2024**

---

**WHEREAS** Subsection 5(1) of the *Municipal Act*, 2001, S.O. 2001, Chapter 25 (hereinafter referred to "*Municipal Act*") provides that the powers of a municipal corporation are to be exercised by its Council;

**AND WHEREAS** Subsection 5(3) of the *Municipal Act* provides that the powers of every Council are to be exercised by by-law;

**AND WHEREAS** it is deemed expedient that the proceedings of the Council of the Town of Kirkland Lake at this meeting be confirmed and adopted by by-law;

**NOW THEREFORE BE IT RESOLVED THAT THE COUNCIL OF THE CORPORATION  
OF THE TOWN OF KIRKLAND LAKE ENACTS AS FOLLOWS:**

- 1** THAT the actions of the Council of the Town of Kirkland Lake in respect of each motion passed and other actions taken by the Council of the Town of Kirkland Lake at these meetings are hereby adopted and confirmed as if all such proceedings were expressly embodied in this By-Law.
- 2** THAT the Mayor and Officers 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 or to obtain approvals where required as referred to in the preceding sections.
- 3** THAT the Mayor and the Municipal Clerk are hereby authorized to execute all documents necessary on behalf of the Council and to affix thereto the Corporate Seal of The Corporation of The Town of Kirkland Lake.
- 4** THAT this By-Law comes into force upon adoption by Council of the Town of Kirkland Lake.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 6<sup>TH</sup> DAY  
OF FEBRUARY, 2024.**

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Stacy Wight, Mayor

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Jennifer Montreuil, Municipal Clerk