

**Municipality of Chatham-Kent**  
**Community Development**

**To:** Mayor and Members of Council  
**From:** Bob Crawford, General Manager, Community Development  
**Date:** December 12, 2016  
**Subject:** Request for Proposals R16-262: Capitol Theatre Operation

**Recommendations**

It is recommended that:

1. The Municipality of Chatham-Kent assume in-house operation of the Capitol Theatre on a permanent basis.
2. The Municipality approve an annual operations budget of \$325,959 and annual facilities budget of \$217,927 for a total annual budget of \$543,886.
3. The User Fee By-law No. 20-2016 be amended to include fees as indicated in this report (by-law attached).

**Background**

St. Clair College served notice on October 15, 2015 of its intent to terminate the Capitol Theatre management contract. On October 19, 2015, Council directed administration to investigate the option to continue to own and operate the Capitol Theatre as well as investigate other organizations that could operate and possibly own the theatre on terms acceptable to the Provincial and Federal governments.

St. Clair College operated the Capitol Theatre from 2012 through to the termination of the operating agreement with the Municipality on June 30, 2016. St. Clair College was responsible for staff, performance, and minor building expenses. Most of this information is proprietary to the College; however, facility operating expenses were approximately \$200,000 per annum.

Administration has systematically determined the options for the theatre as set out in the Council direction. A Request for Interest (RFI) was issued in January 2016 followed by the release of a Request for Proposals (RFP) in August 2016.

At the November 21, 2016 meeting, Council was provided a background on the RFP process and a discussion on the theatre operations and general climate.

<http://www.chatham-kent.ca/Council/CouncilMeetings/2016/Documents/November/Nov-21-11bi.pdf>

## **Comments**

An RFP evaluation committee comprised of internal staff, external members and other stakeholders was assembled to establish the goals, scope of work and evaluation metrics for the RFP. The members of this committee are set out below:

<b>Community Representatives</b>	
Gail Hundt	President and CEO, Chatham-Kent Chamber of Commerce
Fannie Vavoulis	Director of Communications, Chatham-Kent Health Alliance
Darren Winger (resource)	Regional Advisor, Ministry of Citizenship & Immigration, Ministry of Tourism, Culture & Sport, Province of Ontario
<b>Municipal Staff</b>	
Bob Crawford	General Manager, Community Development
Audrey Ansell	Manager, Community Attraction and Promotion
Mike Turner	Chief Financial Officer
Jennifer Scherle (resource)	Purchasing Officer

As directed by Council, an internal bid committee was assembled to submit an “internal” bid to be compared to external bids in accordance with the evaluation criteria outlined in the RFP. Following consultation with the Municipality’s Chief Legal Officer, an “insulation wall” (separation of employees on an issue) was instituted so that municipal employees working on the internal bid were segregated for the purposes of the RFP process from the employees responsible for evaluating the internal and external bids.

### **RFP process**

Several measures were instituted to ensure integrity, fairness and transparency in the RFP process:

- A third party, Mellor Murray Consulting, was retained to facilitate the RFP process
- The RFP evaluation committee consisted of municipal employees and external community stakeholders
- The internal bid team and the evaluation committee members were segregated for the purposes of the proposal preparation and evaluation
- The Municipality’s Purchasing Officer participated as a resource member on the RFP evaluation committee to ensure Municipal purchasing policies were followed.

The RFP for Capitol Theatre Operation RFP# R16-262 was issued on August 4, 2016. The RFP called for a minimum three-year contract commencing in the spring of 2017 with a potential for two additional years on mutual consent.

Five proponents, including the internal bid team registered as bid takers. Four proponents attended a mandatory tour of the theatre on August 23, 2016. Three proponent submissions were received by the Purchasing Officer in advance of the September 14, 2016 deadline. The three proponents were interviewed by the RFP evaluation committee on October 12, 2016.

<b>RFP Issued</b>	<b>Mandatory Tour</b>	<b>Proposal Deadline</b>	<b>Interviews</b>
August 4, 2016	August 23, 2016	September 14, 2016	October 12, 2016
5 registered bid takers	4 participating groups	3 bids submitted	3 proponents interviewed

### Evaluation criteria for RFP

The Evaluation Committee established the evaluation criteria and weighting in July 2016. The criteria were intended to ensure the theatre operations would meet Council's direction while aligning with the Municipality's Cultural Plan, CK Plan 2035 and Tourism Destination Management Plan.

The proposals were evaluated using the following criteria:

<b>Category</b>	<b>Criteria</b>	<b>Weight</b>	
<b>Operations, Marketing, Sales Plan and Experience</b>	3 year management plan	9	
	Programming and marketing plan	7	
	Relevant experience & management team qualifications	7	
	Financial stability	3	
	Reporting plan	3	
	Staff recruitment/ management plan	3	
	Overall quality of proposal	3	
	<b>Total Operations</b>		
<b>Community &amp; Economic Benefits</b>	Plans to work cooperatively with CK performing arts venues and others	7	
	Alignment and collaboration with Municipal Culture and Tourism strategy and department	7	
	Plans and ability to create and measure economic impact	5	
	Use of local contacts/ suppliers	3	
	CK resource requirements	3	
	<b>Total Community &amp; Economic Benefits</b>		
<b>Value-Added</b>	Plans for Kiwanis programming	3	
	Others	2	
	<b>Total Value-Added</b>		
<b>Cost</b>	<b>Cost</b>		<b>30</b>
<b>References</b>	<b>References</b>		<b>5</b>
<b>TOTAL</b>			<b>100</b>

The RFP response proposals were evaluated in accordance with the two envelope process outlined in the Municipality's purchasing policy, whereby details of operational and pricing proposals for the theatre operations were submitted in two separate envelopes. The RFP evaluation team first reviewed the operational proposals submitted to establish each proponent's ability to meet the key criteria as outlined in the RFP.

The result of the proposal evaluations is as follows:

Proponent	Score
Jones Group	31.88 *
Studio Black	37.08 *
Municipal Internal	77.64

\*NOTE: Price envelopes were not opened as the RFP submissions did not meet the minimum requirements of the proposal evaluation.

### Recommended Proposal Details

Term of operation:

The Municipal internal proposal is based on the operation of the Capitol Theatre moving in-house on a permanent basis. While the RFP sought to secure an operator for a three-year term—with the potential to extend for an additional two years—the municipal plan and synergies proposed are predicated on long range proposal execution and planning.

Programming:

The Municipal internal proposal presents a theatre programming plan based on 166 days of use, matching the activity level in 2015. The plan includes a mixture of uses:

#### Presentations

- Capitol Theatre presentations, including theatre, comedy and dance
- Joint community presentations with non-profit and amateur community theatre productions
- Movies

#### Rentals

- Professional companies
- Community events
- Movies

The Municipal internal proposal addressed the evaluation criteria in the following ways:

- Plan identified the Capitol Theatre's role as an integral part of the downtown Chatham area and as a key contributor to the establishment of a cultural hub in the downtown precinct.
- Plan included commitments to collaborate and support other theatre and cultural venues throughout Chatham-Kent. It also includes plans to engage with tourism stakeholders and examine and take a proactive role in tourism product development and programming.
- The proposal recognizes the Capitol Theatre's role as a means of fulfilling the Municipality's cultural development goals. It includes working closely with the Cultural Network Committee in accordance with the Chatham-Kent Cultural Plan. As part of the Community Attraction and Promotion division, the Theatre Manager would work closely with the Culture and Tourism Development Coordinator to support the Municipality's strategic goals for culture and tourism

as outlined in the Chatham-Kent Cultural Plan and Chatham-Kent Tourism Destination Management Plan.

- Includes a plan for regular financial reports to Council through budget and variance reports. It also notes the requirement for the establishment of and regular reporting of performance metrics.
- RFP requirements to collaborate and coordinate plans with the Kiwanis Theatre were recognized as well as a requirement for a business plan to determine the best use of both facilities and identify further efficiencies.

In addition, the proposal outlines the following initiatives and services:

- An increase in the number of programs and services
- Establishing a Theatre Program Advisory Committee comprised of business, arts and other interested individuals to identify programming opportunities, and consult with the community with the aim of increasing theatre utilization
- Establishing a Friends of the Capitol Theatre organization to assist with fundraising and sponsorship activities
- Reviewing the current TixHub system and determining the best system to support performing arts venues in Chatham-Kent
- Identifying and implementing operational efficiencies with a target to reduce the Capitol Theatre's operational budget by \$9,178 within three years in order to maintain an annual subsidy of \$543,886.

#### Alignment with Municipal Objectives

The recommended proposal will address all the objectives established by the RFP evaluation committee:

- Secure a financially stable tenant/purchaser that will effectively manage and operate the Capitol Theatre
- Align with the Municipality's Cultural Plan, CK Plan 2035 and Tourism Destination Management Plan
- Contribute to the Municipality's community and economic development
- Use the facility for recreation, culture, heritage or tourism events and programs and remain open to the public
- Work cooperatively with the other performing arts, cultural, and tourism venues and organizations in the Municipality and beyond the municipal borders
- Work cooperatively with the downtown businesses, non-profit organizations and the business community to expand the community and economic benefit.

As noted in "The Evolution of Presenting Practice" (Brian McCurdy, Ontario Performing Arts Presenting Network, <https://ontariopresents.ca/blog/evolution-presenting-practice>), a fully evolved performing arts centre can fulfill a host of municipal goals including:

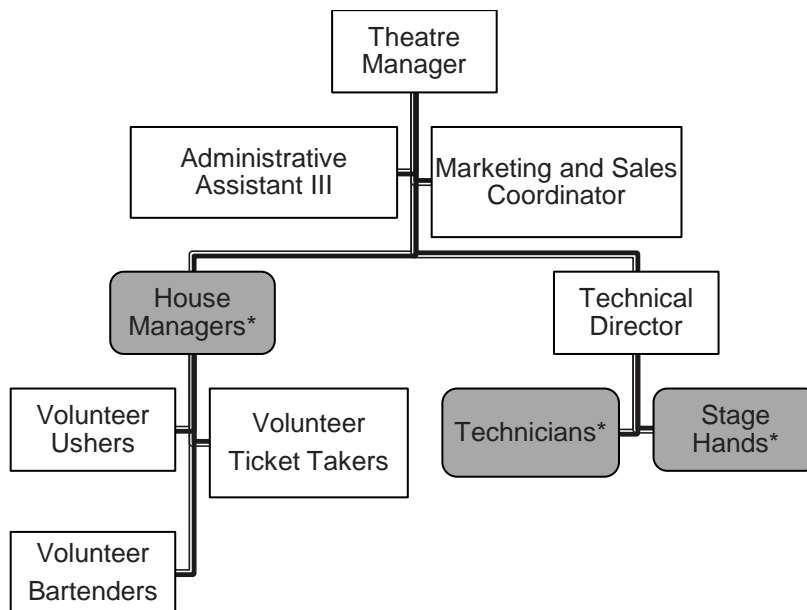
- Municipal cultural plans
- Downtown development

- Supporting entrepreneurial artists and grass roots arts organizations
- Community engagement
- Cultural development
- Education partner
- Cultural diversity
- Social equity

The Chatham Capitol Theatre will be a municipally supported organization with a mandate as a community cultural developer.

### Capitol Theatre Staff

The proposal includes the following staffing model:



\*House Manager and Stage Hand costs are fully offset by show revenues. Technician costs are partially offset by show revenues

The proposed theatre staffing model is based on adding an additional 5.93 fulltime equivalents (FTEs) for a total of 6.93 FTEs and includes;

- One existing full-time Theatre Manager. (The Manager has always been a municipal employee – St. Clair College reimbursed the Municipality for wages during the term of the operating agreement.)
- Contract technical positions (director and two technicians) becoming fulltime municipal positions
- Two new positions–Administrative Assistant and a Marketing and Sales Coordinator
- Estimated hours for show-related part-time staff, where costs are recouped, for an FTE equivalent of 1.43 staff.

The full-time and part-time workforce costs are included in the proposed operations budget.

Position	FT/PT	# FTE Municipal	Additional Municipal Staff (FTE)
Manager *	FT	1	---
Technical Director	FT	1	1
Administrative Assistant III	FT	1	1
Marketing Sales Coordinator	FT	1	1
Technician	FT	0.75	0.75
Technician	FT	0.75	0.75
Show-related part time staff**	PT	1.43	1.43
<b>Total</b>		<b>6.93</b>	<b>5.93</b>

\*The Manager has always been a municipal employee – St. Clair College reimbursed the Municipality for wages during the term of the operating agreement

\*\* Show related part-time staff costs are covered by show programming and consist of 35 contract staff working 2601.25 hours.

### Proposed Municipal Subsidy

The recommended bid proposes a subsidy of \$325,959 for theatre programming operations. This amount would be in addition to the facilities budget of \$217,927 for minor building maintenance, utilities and insurance resulting in a total annual subsidy of \$543,886. The annual lifecycle budget for the Capitol Theatre is \$165,000, which is addressed through the Municipal Asset Management Plan.

### Municipally Owned Theatre Examples

Municipal staff conducted an analysis of other municipally owned theatre operations and also conducted site visits in November 2016. Benchmark data for the theatre operations is outlined in the tables below.

The budget and full time employee complement proposed for the Capitol Theatre are the lowest among the municipally owned theatres. The subsidy proposed for the Capitol Theatre would be \$5.23 per capita, which lies towards the bottom end of the range for subsidies provided in the comparator communities.

	Pop.	Owner	Operation	Seats	Subsidy	FT Staff	PT Staff	Events 2015
<b>Brantford</b>	93,700	Municipal	Municipal	1125	\$670,000	8	NA	200
<b>Burlington</b>	175,800	City	Non-profit	718	\$750,000	23	38	
<b>Guelph</b>	121,700	City	City	Main 786 Studio 225	\$830,000	13	30+	430
<b>Kingston</b>	123,400	City	City	Main 775 Studio 75	\$655,000	6	30+	233
<b>Ottawa</b>	883,400	City	City	Main 954 Studio 199/230	\$350,000	10	60–80	
<b>Thunder Bay</b>	108,359	City	Non-profit	1500	\$700,000	12	45–50	150
<b>Capitol Theatre</b>	104,075	Municipal	Municipal	1208	\$543,886	6	35	166

	Pop.	Subsidy	Per capita subsidy
<b>Brantford</b>	93,700	\$670,000	\$7.15
<b>Guelph</b>	121,700	\$830,000	\$6.82
<b>Thunder Bay</b>	108,359	\$700,000	\$6.46
<b>Kingston</b>	123,400	\$655,000	\$5.31
<b>Capitol Theatre</b>	104,075	\$543,886	\$5.23
<b>Burlington</b>	175,800	\$750,000	\$4.27
<b>Ottawa</b>	883,400	\$350,000	\$0.40

During site visits to the municipally owned theatres in Kingston, Brantford and Guelph, municipal staff determined that theatre operations were integral to each community's implementation of their cultural and / or tourism master plans. These communities have identified investment in culture and the performing arts as a contributor to their overall community and economic development goals. These communities have similar regard for investments made in culture-based theatre and recreation-based arena and sports field facilities; regarding each as key components in enhancing community quality of life and making it attractive to current and prospective residents.

#### Municipal Internal bid team members

<b>Internal Bid Team</b>	
Evelyn Bish	Director, Community Attraction and Leisure Services (CALs)
Ann Robinson	Manager, Recreation and Culture Services
Peter Mullins	Analyst, Budget and Performance
Ray Harper	Analyst, Budget and Performance
Stephanie Saunders	Curator, Chatham-Kent Museum
Lesley Grand	Manager, Capitol Theatre
Shannon Paiva	Supervisor, Tourism Development
Denise Dent	Administrative Assistant II, CALS

#### Next Steps

If Council proceeds with the recommended internal bid, there will be a period of time required to fully integrate, hire, and train staff and to put administrative processes in place. It will be "business as usual" during this time. Also, administration will complete a business plan on the Kiwanis Theatre to determine best usage, including the possibility of integrating programming and operations at the Kiwanis and Capitol Theatres to best support the Municipality's cultural development priorities. The business plan will include community consultation.

Administration will develop key performance indicators and provide Council with updates on the Municipality's progress towards cultural development goals.



### **Areas of Strategic Focus and Critical Success Factors**

The recommendations in this report support the following areas of strategic focus:

- Economic Prosperity:**  
Chatham-Kent is an innovative and thriving community with a diversified economy
- A Healthy and Safe Community:**  
Chatham-Kent is a healthy and safe community with sustainable population growth
- People and Culture:**  
Chatham-Kent is recognized as a culturally vibrant, dynamic, and creative community
- Environmental Sustainability:**  
Chatham-Kent is a community that is environmentally sustainable and promotes stewardship of our natural resources

The recommendations in this report support the following critical success factors:

- Financial Sustainability:**  
The Corporation of the Municipality of Chatham-Kent is financially sustainable
- Open, Transparent and Effective Governance:**  
The Corporation of the Municipality of Chatham-Kent is open, transparent and effectively governed with efficient and bold, visionary leadership
- Has the potential to support all areas of strategic focus & critical success factors
- Neutral issues (does not support negatively or positively)

### **Consultation**

The RFP Evaluation committee included the following members:

<b>Community Representatives</b>	
Gail Hundt	President and CEO, Chatham-Kent Chamber of Commerce
Fannie Vavoulis	Director of Communications, Chatham-Kent Health Alliance
Darren Winger (resource)	Regional Advisor, Ministry of Citizenship & Immigration, Ministry of Tourism, Culture & Sport, Province of Ontario
<b>Municipal Staff</b>	
Bob Crawford	General Manager, Community Development
Audrey Ansell	Manager, Community Attraction and Promotion
Mike Turner	Chief Financial Officer
Jennifer Scherle (resource)	Purchasing Officer

Aileen Murray of Mellor Murray Consulting facilitated the RFP process.

Each member of the RFP Evaluation Committee scored the RFP submissions individually. Aileen Murray consolidated those scores to establish the average scores for each proponent.

Consultations took place with; St. Clair College; users and patrons of the Capitol and Kiwanis Theatres; other municipalities regarding their theatre operations; the Municipality's Chief Legal Officer regarding the integrity of the RFP process; and the Municipality's Purchasing Officer regarding the RFP process.

The Ontario Ministry of Tourism, Culture and Sport was consulted regarding \$600,000 of Sports, Culture and Tourism Partnership (SCTP) grant funding and confirmed that should the municipality continue to operate the Capitol Theatre, there would be no need to review the grant requirements for municipal operation and no grant repayment would be required.

The Ministry of Economic Development and Growth has also confirmed "the terms and conditions of the \$7m 2008 Municipal Infrastructure Investment Initiative (MIII) program do not include any specific requirements regarding the Theatre staying open, or prohibiting a transfer of the Theatre. This means that Chatham-Kent would not be in breach of any obligations to the Ministry if an organization other than the municipality were to operate or own the theatre."

### **Financial Implications**

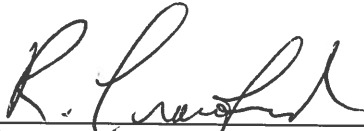
The internal municipal bid includes an annual operations subsidy of \$325,959 (See Attachment A), in addition to the facility costs of \$217,927, for a total budget of \$543,886. Pending Council's decision regarding this report, administration is preparing a budget request for \$543,886 for the operation and maintenance of the Capitol Theatre for the 2017 budget.

	Total Budget			Description
	2017	2018	2019	
Building and Maintenance	\$217,927	\$217,927	\$217,927	Base budget
Theatre Operations Subsidy	\$325,959	\$325,959	\$325,959	See detailed 2017 budget in appendix A
<b>Total Budget</b>	<b>\$543,886</b>	<b>\$543,886</b>	<b>\$543,886</b>	

Note: The proposal also requires a one-time set up cost of \$15,000 in 2017 for computers and uniforms.

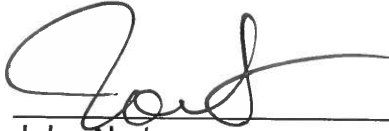
The proposal assumes that the Capital Replacement Fund (CRF), a \$2 surcharge levied on ticket sales, will continue to help offset ongoing theatre equipment requirements.

Prepared by:

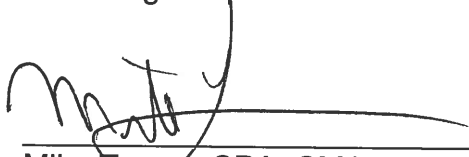


Robert J Crawford  
General Manager

Consulted and confirmed the content of the consultation section of the report by:



John Norton  
Chief Legal Officer



Mike Turner, CPA, CMA  
Chief Financial Officer, Treasurer

Attachments:

Attachment A: Detailed Price Proposal – Municipal Internal bid  
Attachment B: User Fee By-law No. 20-2016

C: RFP Evaluation Committee  
Aileen Murray, Mellor Murray Consulting  
John Norton, Chief Legal Officer

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**Attachment A**

**Detailed Capitol Theatre Operations Price Proposal – Municipal Internal bid**

Category	Budget			Description
	2017	2018	2019	
Administrative/ Technical Staff	\$422,315	\$426,464	\$430,682	<ul style="list-style-type: none"> <li>• Theatre Manager</li> <li>• Administrative Assistant</li> <li>• Marketing and Sales Coordinator</li> <li>• Technical Director</li> <li>• Technicians</li> </ul>
Presentations				<ul style="list-style-type: none"> <li>• Professional Presentations</li> <li>• Joint Community Presentations</li> <li>• Movies</li> <li>• Staffing; technicians, stage hands, front of house managers – fully offset by revenue</li> </ul>
<ul style="list-style-type: none"> <li>• Expenses</li> <li>• Revenues</li> <li>• Net</li> </ul>	\$300,366 <u>(\$251,659)</u> \$48,707	\$305,473 <u>(\$255,937)</u> \$49,536	\$310,666 <u>(\$260,288)</u> \$50,378	
Rentals				<ul style="list-style-type: none"> <li>• Professional Rentals</li> <li>• Community Rentals</li> <li>• Community Presentations</li> <li>• Movies</li> <li>• Staffing; technicians, stage hands, front of house managers – fully offset by revenue</li> </ul>
<ul style="list-style-type: none"> <li>• Expenses</li> <li>• Revenues</li> <li>• Net</li> </ul>	\$99,568 <u>(\$213,009)</u> (\$113,440)	\$101,262 <u>(\$216,630)</u> (\$115,368)	\$102,982 <u>(\$220,312)</u> (\$117,330)	
Concessions				<ul style="list-style-type: none"> <li>• Food and Bar Revenues</li> </ul>
<ul style="list-style-type: none"> <li>• Expenses</li> <li>• Revenues</li> <li>• Net</li> </ul>	\$24,566 <u>(\$56,189)</u> (\$31,623)	\$24,566 <u>(\$56,189)</u> (\$31,623)	\$24,566 <u>(\$56,189)</u> (\$31,623)	
<b>Subtotal</b>	<b>\$325,959</b>	<b>\$329,009</b>	<b>\$332,107</b>	<b>Theatre Operations Subsidy</b>
<b>Offset*</b>	<b><u>\$0</u></b>	<b><u>(\$3,040)</u></b>	<b><u>(\$ 6,138)</u></b>	
<b>Total</b>	<b>\$325,959</b>	<b>\$325,959</b>	<b>\$325,959</b>	

\*Efficiencies and/or additional revenues

In addition, the proposal calls for a one-time set up fee of \$15,000 for uniforms and computers for the new staff.

The proposed budget does not include any increases for the three year term, as the goal is to increase revenues and reduce expenses where possible.

As outlined in the RFP, the theatre will reserve six dates per year for Municipal use at no cost.

## BY-LAW NUMBER -2016

OF THE CORPORATION OF THE  
MUNICIPALITY OF CHATHAM-KENT

A By-law to amend By-Law Number 20-2016  
A By-law to Establish Certain User Fees

FINALLY PASSED the 12<sup>th</sup> day of December, 2016.

WHEREAS the Corporation of The Municipality of Chatham-Kent did enact By-law 20-2016 for the purpose of establishing certain user fees in the Municipality of Chatham-Kent.

AND WHEREAS The Corporation of the Municipality of Chatham-Kent now deems it expedient to amend certain provisions contained in Schedule "A" of said By-law 20-2016.

NOW THEREFORE the Municipal Council of The Corporation of the Municipality of Chatham-Kent enacts as follows:

1. Schedule "A" Comprehensive User Fee/Deposit Review of By-law 20-2016 be amended by adding:

Local Not For Profit Fee Schedule

Item No.	Dept.	Division	Business	Issue	Fee
	CD	CALS	Capitol Theatre	Theatre Rent – daily rate – performance	\$1,300
	CD	CALS	Capitol Theatre	Theatre Rent – daily rate – minimum 3 day run	\$750/day
	CD	CALS	Capitol Theatre	Rehearsal – daily rate (full day rate if rehearsal falls on Fri or Sat)	\$900

**Attachment B**

	CD	CALS	Capitol Theatre	Hourly Rate for non-performance use	\$150
	CD	CALS	Capitol Theatre	House Manager, ushers, ticket takers	\$50/hr
	CD	CALS	Capitol Theatre	Technical staff*	\$40.50/hr
	CD	CALS	Capitol Theatre	Stage Hands*	\$30/hr
	CD	CALS	Capitol Theatre	Equipment	Cost plus 20%
	CD	CALS	Capitol Theatre	Dance Floor Rental	\$450
	CD	CALS	Capitol Theatre	Projector Use	\$50
	CD	CALS	Capitol Theatre	Piano Use & Tuning	\$250
	CD	CALS	Capitol Theatre	Re: Sound	Per tariff (approx. \$25-\$50/show)
	CD	CALS	Capitol Theatre	SOCAN	Per tariff (3% of gross)
	CD	CALS	Capitol Theatre	Insurance – client can provide own or purchase from Capitol	Up to \$350/day
	CD	CALS	Capitol Theatre	Intermission	\$500 if no intermission
	CD	CALS	Capitol Theatre	Cleaning Fee	Event based, starts at \$250
	CD	CALS	Capitol Theatre	Merchandising	15% if you sell, 20% if we sell
	CD	CALS	Capitol Theatre	Box Office Fees	
	CD	CALS	Capitol Theatre	Box Office Handling Fee (Paid by consumer)	\$1.25 - \$5.00 per ticket
	CD	CALS	Capitol Theatre	Facility Fee/CRF (must be included in ticket price)	\$2.00 per ticket (min \$700/perf)

	CD	CALS	Capitol Theatre	Bank/Credit Card Fees (must be included in ticket price)	4% of cc, \$0.25/debit
	CD	CALS	Capitol Theatre	Lounges	
	CD	CALS	Capitol Theatre	Pioneer Boardroom (per day)	\$125-\$200
	CD	CALS	Capitol Theatre	Mainstreet Lounge ½ day (up to 4 hours)	\$300
	CD	CALS	Capitol Theatre	Mainstreet Lounge – full day (up to 8 hours)	\$450
	CD	CALS	Capitol Theatre	Rotary Lounge ½ day (up to 4 hours)	\$400
	CD	CALS	Capitol Theatre	Rotary Lounge – full day (up to 8 hours)	\$650

\*Technical staff are charged at time and a half after 8 hours in a day. Double time after midnight, Sundays & holidays.

All prices are plus HST and are in Canadian Funds

Insurance \$2 million liability naming the Municipality of Chatham-Kent as co-insured.

2. Schedule “A” Comprehensive User Fee/Deposit Review of By-law 20-2016 be amended by adding:

#### Movie Fee Schedule

<b>Item No.</b>	<b>Dept.</b>	<b>Division</b>	<b>Business</b>	<b>Issue</b>	<b>Fee</b>
	CD	CALS	Capitol Theatre	Theatre Rent – movie rate	\$900
	CD	CALS	Capitol Theatre	Theatre Rent – movie rate (local not-for-profit)	\$500
	CD	CALS	Capitol Theatre	House Manager, ushers, ticket takers	Included
	CD	CALS	Capitol Theatre	Projectionist*	Included

	CD	CALS	Capitol Theatre	Projector Use	Included
	CD	CALS	Capitol Theatre	Re:Sound	Per tariff (approx. \$25-\$50/show)
	CD	CALS	Capitol Theatre	Insurance – client can provide or purchase from CK	\$50 - \$225/day
	CD	CALS	Capitol Theatre	Cleaning Fee	Included

Projectionists are charged at time and a half after 8 hours in a day. Double time after midnight, Sundays & holidays.

All prices are plus HST and are in Canadian Funds. Insurance; \$2 million liability naming the Municipality of Chatham-Kent as co-insured.

3. By-law 20-2016 of the Corporation of the Municipality of Chatham-Kent as heretofore amended from time to time is hereby ratified and confirmed in all respects save and except as amended hereby.

THIS By-law shall come into full force and effect upon the final passing thereof.  
 READ A FIRST, SECOND AND THIRD TIME this 12<sup>th</sup> day of December, 2016.

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Mayor – Randy R. Hope

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Clerk - Judy Smith





# Capitol Theatre Operation

December 12, 2016

# Operating the Capitol Theatre

2008 Municipality acquired theatre

2010 Provincial funding: restrictions through 2027, leased theatre to CCTA

2012 MOU with St. Clair College

October 2015 St. Clair announced termination of agreement

June 2016 Municipality took over theatre operation

# Planning the Capitol's Next Steps

**October 2015**

Council direction: External Owner,  
Tenant, or Municipal Owner/Operator

**January 2016**

Community survey, RFI

**June 2016**

Staff and contracts transferred to  
Municipality

**July 2016**

RFP Evaluation Committee formed

# Evaluation Committee Members

## Community Stakeholders

Gail Hundt,  
CK Chamber of Commerce

Fannie Vavoulis  
CK Health Alliance

Darren Winger (Resource)  
Ontario Ministry of Tourism,  
Culture & Sport

## Municipal Staff

Bob Crawford  
General Manager, Community  
Development

Audrey Ansell  
Manager, Community Attraction  
and Promotion

Mike Turner  
Chief Financial Officer, Treasurer

Jennifer Scherle (Resource)  
Purchasing Officer

**RFP Process Facilitation: Aileen Murray, Mellor Murray Consulting**

# The RFP Process





## RFP Objectives

- Financially stable tenant/ owner
- Align with Municipal plans
- Community and economic development
- Recreation, Culture, Heritage or Tourism programs;  
Open to public (Provincial grant requirements)
- Work with other venues
- Work with downtown businesses, non-profits &  
business community

## Evaluation Criteria and Weight

Developed by Evaluation Committee

<b>Operations, Marketing, Sales Plan and Experience</b>	<b>35%</b>
<b>Community and Economic Benefits</b>	<b>25%</b>
<b>Cost and Value for Investment</b>	<b>30%</b>
<b>References</b>	<b>5%</b>
<b>Value Added Elements</b>	<b>5%</b>



## Scores



Jones Entertainment Group

31.88\*



Studio Black

37.08\*



Internal Municipal Bid

77.64

\* Price envelopes were not opened as the RFP submissions did not meet the minimum requirements of the proposal evaluation



## Internal Bid

### RFP Team

Evelyn Bish, Director, Community Attraction and Leisure Services

Peter Mullins, Budget and Performance Analyst

Ray Harper, Budget and Performance Analyst

Lesley Grand, Theatre Manager, Capitol Theatre

Ann Robinson, Manager, Recreation and Culture Services

Shannon Paiva, Supervisor, Tourism Development

Stephanie Saunders, Curator, Chatham-Kent Museum

Denise Dent, Administrative Assistant, Community Attraction and Leisure Services

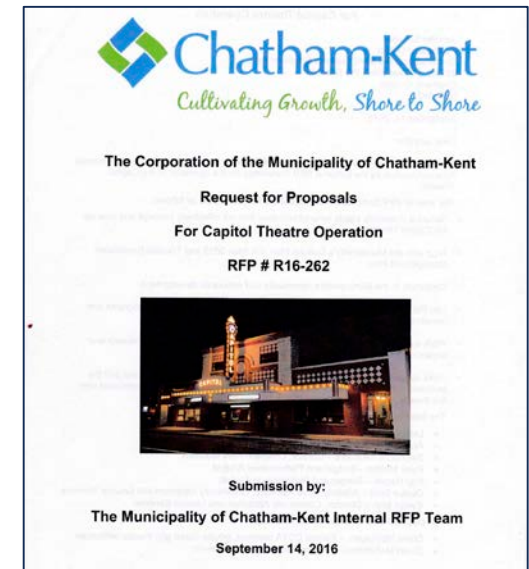
### Reviewed By

Diane McGuigan, Former CCTA member, private donor, theatre enthusiast

Stuart McFadden, Acting Director, Economic Development Services

## Internal Municipal Proposal

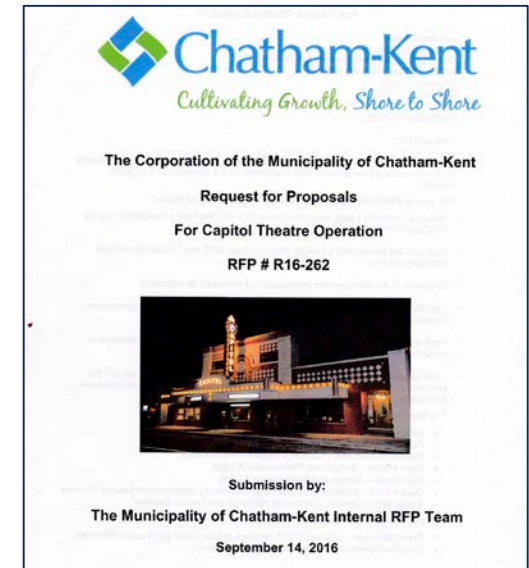
- 166 events  
(2015 activity level)
- Presentations & Rentals
- Meets all RFP objectives



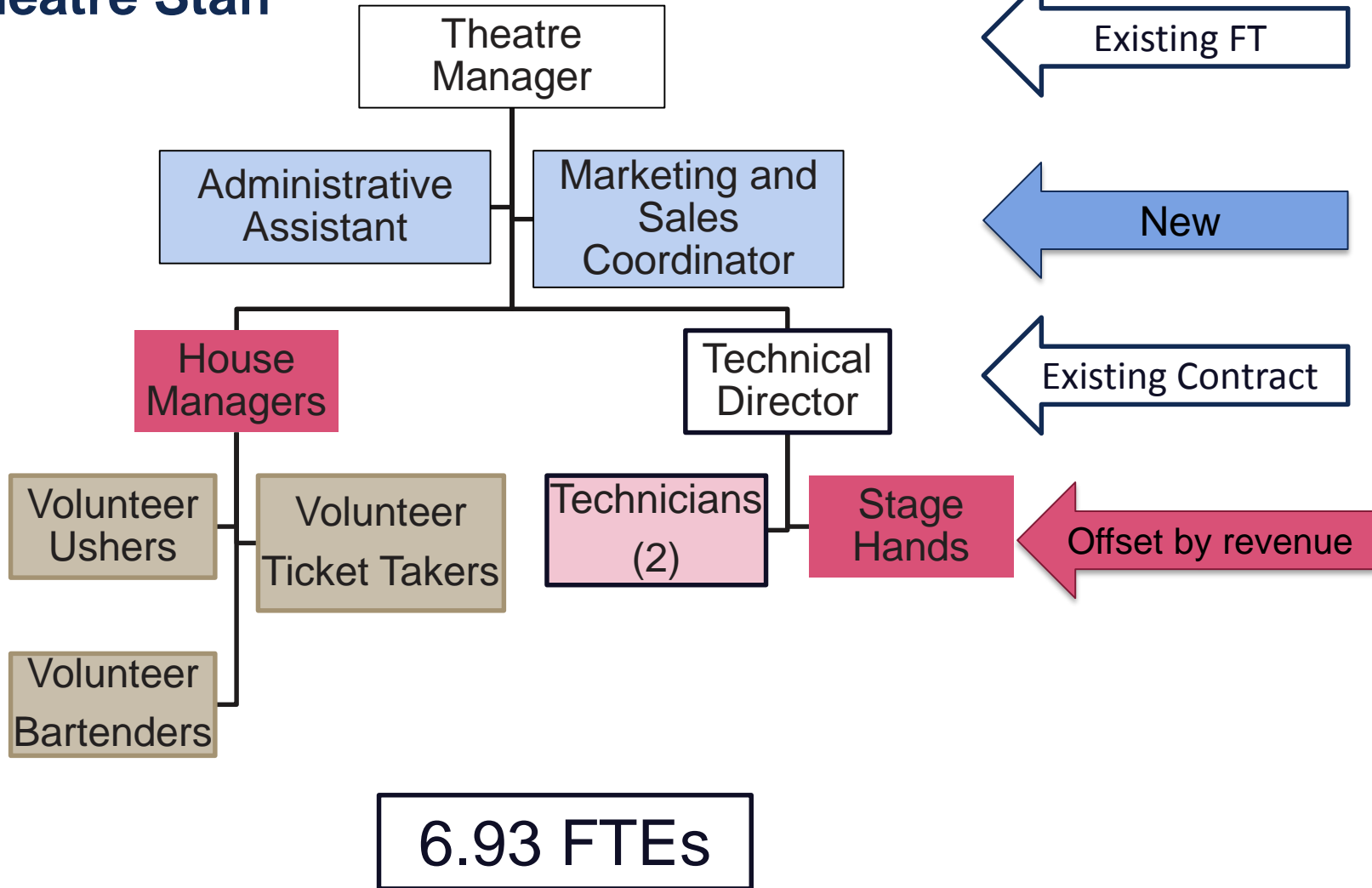
## Internal Municipal Proposal

### Additional Initiatives & Services

- Increased programs and services
- Theatre Program Advisory Committee
- Friends of the Capitol Theatre Organization
- Review of ticketing system
- Identifying operational efficiencies



# Theatre Staff



## Budget

Annual Budget 2017 - 2019		
Building and Maintenance	\$217,927	Base Budget (facility costs)
Theatre Operations Subsidy	\$325,959	Net annual subsidy (presentations, rentals & concessions)
<b>Total Budget</b>	<b>\$543,886</b>	

- Onetime set up fee of \$15,000 in 2017
- Lifecycle budget of \$165,000 from Municipal Asset Management Plan

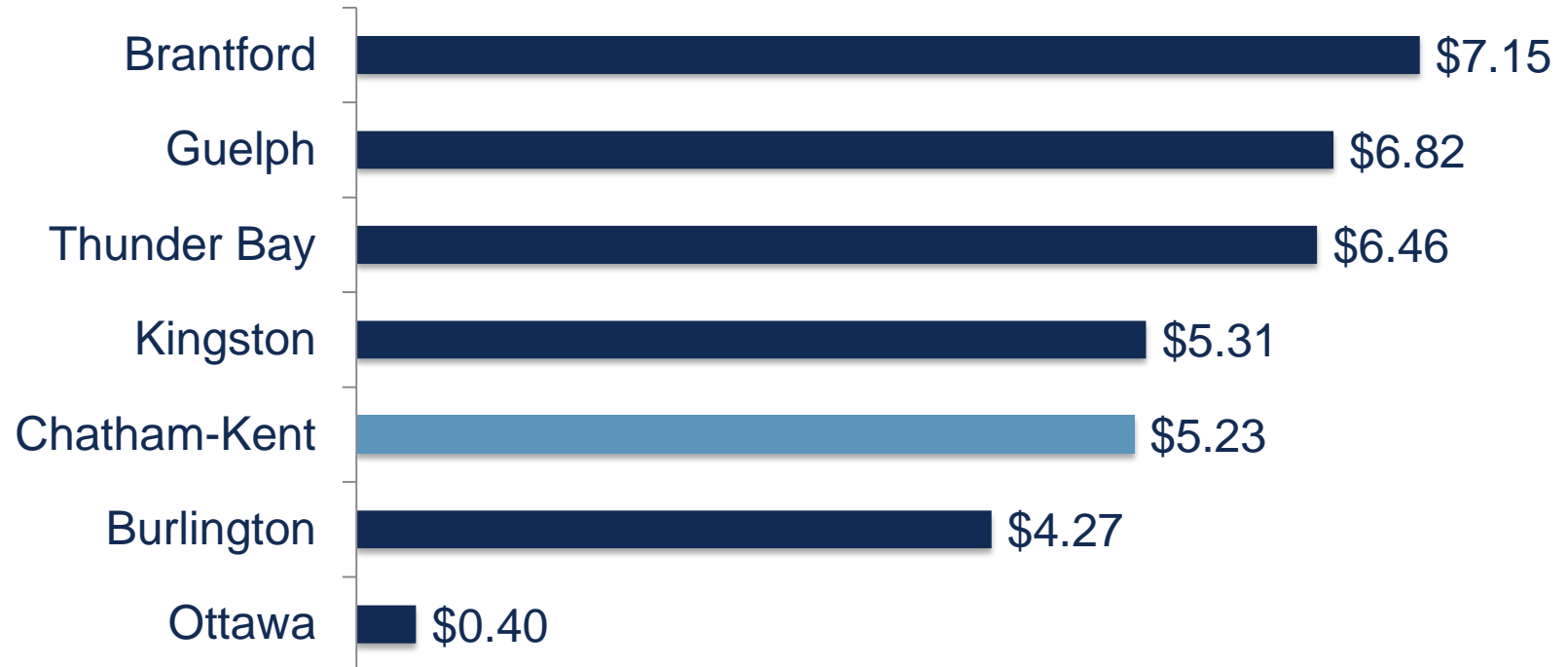
## Municipally Owned Theatre Comparison

<b>Community*</b>	<b>Subsidy</b>	<b>FT Staff</b>	<b>PT Staff</b>
Brantford	\$670,000	8	N/A
Burlington	\$750,000	23	38
<b>CK Capitol Theatre**</b>	<b>\$543,886</b>	<b>6</b>	<b>35</b>
Guelph	\$830,000	13	30+
Kingston	\$655,000	6	30+
Ottawa	\$350,000	10	60-80
Thunder Bay	\$700,000	12	45-50

\* Community budget and staffing as of November 2016

\*\*Capitol Theatre Proposed Budget and Staff for 2017

## Per Capita Subsidy Comparison



\* Community budget as of November 2016

\*\*Capitol Theatre Proposed Budget and Staff for 2017

# Evolution of Presenting Practice\*



1.0

Profit focus

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2.0

Curator of performances

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3.0

Community cultural developer

Cultural plans, downtown redevelopment, entrepreneurial artists, community engagement, cultural development, education partner, cultural diversity, social equity

\*Brian McCurdy, Ontario Performing Arts Presenting Network





## Next Steps

- Period of time to fully integrate, hire and train staff and put administrative processes in place - Business as usual during this time
- Complete a business plan on the Kiwanis Theatre to determine best usage, including the possibility of integrating programming and operations at the Kiwanis and Capitol Theatres to best support the Municipality's cultural development priorities
- Establish Theatre Program Advisory Committee & Friends of the Capitol Theatre organization
- Develop key performance indicators (KPIs)

# Recommendations

1. The Municipality of Chatham-Kent assume operations of the Capitol Theatre on a permanent basis.
2. The Municipality approve an annual operations budget of \$325,959 and annual facilities budget of \$217,927 for a total \$543,886.
3. The User Fee By-Law #20-2016 be amended to include fees as indicated in this report.

# Questions?



Images: Noun Project, Oskana Latysiva, Tyler Comrie, Peter Fecteau, Romzicon, Arthur Schlain

**Municipality Of Chatham-Kent**

**Chief Administrative Office**

**Corporate Initiatives**

**To:** Mayor and Members of Council

**From:** Amy Wilcox, CPA, CMA, PMP  
Manager, Corporate Initiatives

**Date:** October 26, 2016

**Subject:** Community Partnership Fund – Core Grant Program Recommendations

**Recommendations**

It is recommended that:

1. The Core Grant recipients listed in Appendix A, receive one additional year of funding.
2. \$25,000 from the Core Grant Program base budget be transferred to Health and Family Services, Public Health as matching funds for an Age-Friendly Coordinator position.
3. \$100,000 from the Core Grant Program base budget be transferred to Community Attraction and Promotion for the implementation of a community-wide recruitment program.

**Background**

In 1998, organizations receiving grants were informed that a comprehensive grant policy would be developed as part of the 1999 budget process. The annual Core Grant budget was \$150,000 in 1998, it subsequently increased to a base budget of \$423,455 and has remained at this level since 2012. At that time, Council directed administration to ensure the method of distributing grant funds was fair and equitable, and open to new applicants.

In 2013, the Core Grant Program was renamed, becoming the Community Partnership Fund–Core Grants Program with a similar application process to the well-known and successful Community Partnership Fund (CPF) used for one-time projects. The requirement to provide annual financial statements would remain; however, every four years each core grant recipient would be required to reapply, providing a comprehensive business plan, including plans for sustainability. The Core Grant Review Committee reviews and ranks applications, presents the recommendations to EMT and makes final recommendations to Council for funding approval. The first round of core

grant funding did not have an individual grant limit and was for three years ending December 2016. During the first round, eight applications were endorsed by the 2013 Community Partnership Fund Core Grant Review Committee (CPFCGRC) for a total grant distribution of \$378,530 in funding supporting gross project costs of \$1,077,178.

The primary goals of the Municipality of Chatham-Kent's Community Partnership Fund - Core Grant program are:

- To facilitate and ensure effective involvement in community groups and in civic events.
- To improve the well-being of the community and enhance our quality of life.

The objectives of the program are:

- To provide municipal funds, in limited amounts, to community groups and organizations that warrant municipal support.
- To ensure that full value be obtained for each dollar provided by the Municipality.
- To evaluate all requests equitably and consistently.

The grant program was designed to provide funding to community groups and organizations for a limited time providing them with an opportunity to develop sustainability plans.

### **Comments**

As pressure on municipal funds continues to rise and more community groups are requesting limited resources, the Manager of Corporate Initiatives (grant administrator) determined an evaluation of the core grant program would be helpful for the selection committee. Areas reviewed included the effectiveness of the "no grant limit", working with community groups that currently receive Core Grant funding, and identifying funding priorities that align with the CK Plan 2035 "Areas of Strategic Focus"

In order to help support the CK Plan 2035 and the initiatives contained in the plan, the Community Partnership Fund–Core Grant Review Committee should give priority to applications that help the community work towards achieving:

- Economic Prosperity
- A Healthy and Safe Community
- People and Culture
- Environmental Sustainability

CK Plan 2035 continues to evolve and administration is still working with community groups to identify areas of priorities within each area of strategic focus.

Currently, the CPF-Core Grant program does not have a limit to the grant approved amount. Most grant programs accessible to community groups and organizations have an established grant limit. The CPF Community Projects and CPF Festival and Events

programs both have maximum grant amounts of \$10,000 and \$5,000 respectively. The Community Partnership Fund–Core Grant Review Committee recommends a limit to the amount of core grant funding available per applicant. The Review Committee further recommends that no group receive more than 50% of its operating costs, up to a maximum of \$50,000. The implementation of a grant limit of up to 50% of operating costs is consistent with other municipal and government granting programs and by providing only 50% of the operating expenses, it ensures groups continue to work towards becoming sustainable. Three of the eight groups currently receiving core grant funding receive over \$50,000. Three of the eight groups receive more than 50% of their operating budgets, and three others receive between 35% and 50% of their operating costs.

The proposed changes were discussed with each of the community groups currently receiving core grant funding. Most stated that without municipal funding, their groups would not remain viable. Through these discussions it was also determined that each group required support and guidance regarding the need for sustainability plans. The Core Grant program was developed to allow all community groups within Chatham-Kent a competitive opportunity to receive a share of the limited resources available. The program was not designed to provide indefinite funding to community groups.

The Core Grant recipients identified in Appendix 1, will see no change in their funding allotment for 2017. Administration will work with these community groups to ensure both business and sustainability plans are in place before the next call for grant submissions takes place in 2017. Administration will convene a community working group to:

- Identify grant priorities based on the completed CK Plan 2035
- Provide guidance to current grant recipients to develop sustainment plans
- Identify evaluation criteria
- Create an evaluation matrix
- Discuss options with the grant recipients

Proposed Project timeline:

- Develop project charter: October 2016
- Working Group: November 2016 – February 2017
- Report to Council: March 2017
- Application In-take Period to begin: May 2017
- Application Deadline: June 2017
- Review of Applications: July 2017
- Report to Council – Core Grant Recommendations: August 2017

Two initiatives have been separated from the CGP warranting further discussion.

### Senior Advisory Committee – Age Friendly Coordinator

The Senior Advisory Committee is a committee of Council and is one of the current core grant recipients, receiving \$25,000 annually. This group is the only Committee of Council that does not receive municipal administrative support. In December 2015, the General Manager of Health and Family Services presented a Senior Centre report to Council. In that report, it was recommended that:

The Municipality fund an Older Adult Centre Coordinator (1.0 FTE) to assume responsibilities of center coordination, including but not limited to:

- Grant/funding management,
- Volunteer recruitment and retention,
- Programs and services organization,
- On-line presence and social media, and
- Senior Advisory Committee coordination.

It is recommended that the \$25,000 received by the Senior Advisory Committee be re-allocated to Public Health. Public Health will provide matching monies to fund an Age-Friendly Coordinator position (See Alignment of Senior Advisory Committee with Age Friendly Council Report). This recommendation is supported by The Senior Advisory Committee, The Age-Friendly Community Working Group, and St. Andrew Residence who managed the core grant funds for the Senior Advisory Committee.

### Community Recruitment Program

Between 2002 and 2007, Health and Family Services funded, and was responsible for, a physician recruitment program.

In 2007, Council determined that staffing for the local hospital and family physicians should be the responsibility of the health sector, and discontinued financial support of the program. The Chatham-Kent Health Alliance was advised to apply for a Core Grant. Since the percentage of Chatham-Kent residents without a primary care physician was extremely high, Council approved a \$100,000 core grant for the Alliance's physician recruitment program.

Since that time, and through several successful strategies, our community has been very effective in attracting primary care personnel to Chatham-Kent. Currently, the percentage of residents without a primary care practitioner is only 8%.

It has been determined that the more pressing issue at this time is recruitment for other industry sectors. Appendix B is a Business Case for utilizing the \$100,000 for a more comprehensive recruitment programs, which would also target physicians. The deliverables would be accomplished through the strategic work of 1 FTE.

It is therefore recommended that \$100,000 from the Core Grant Program be transferred to Community Attraction and Promotion as base funding for the implementation of a community-wide recruitment program.

Administration met with representatives from the Chatham-Kent Health Alliance and their Board. Although the representatives expressed disappointment in the proposed recommendation to divert the funds from the specific physician recruitment program managed by CKHA to a recruitment program that will support all industries, they indicated that physician recruitment for the hospital will continue through their operations.

### **Areas of Strategic Focus and Critical Success Factors**

The recommendations in this report support the following areas of strategic focus:

- Economic Prosperity:  
Chatham-Kent is an innovative and thriving community with a diversified economy
- A Healthy and Safe Community:  
Chatham-Kent is a healthy and safe community with sustainable population growth
- People and Culture:  
Chatham-Kent is recognized as a culturally vibrant, dynamic, and creative community
- Environmental Sustainability:  
Chatham-Kent is a community that is environmentally sustainable and promotes stewardship of our natural resources

The recommendation(s) in this report support the following critical success factors:

- Financial Sustainability:  
The Corporation of the Municipality of Chatham-Kent is financially sustainable
- Open, Transparent and Effective Governance:  
The Corporation of the Municipality of Chatham-Kent is open, transparent and effectively governed with efficient and bold, visionary leadership
- Has the potential to support all areas of strategic focus & critical success factors
- Neutral issues (does not support negatively or positively)



**Consultation**

Those consulted in the preparation of this report and in support of the recommendations include:

- General Manager, Health and Family Services
- General Manager, Community Development
- Director, Community Attraction and Leisure Services
- Director, Budget and Performance Management
- Manager, Recreation and Culture
- Manager, Community Attraction and Promotion

Core Grant Recipients Consulted:

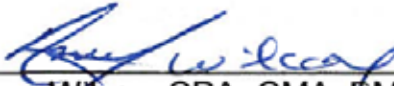
- Buxton Historical Society
- Wallaceburg & District Historical Society
- Chatham Concert Band
- Chatham-Kent Black Historical Society
- Chatham-Kent Health Alliance
- Chatham-Kent Senior Advisory Committee
- Chatham-Kent Senior Games Association

As indicated earlier in the report, changes to the CGP will have an impact to the grant recipients. The Senior Advisory Committee is supportive of the recommendation impacting their CGP funding and that of the Chatham-Kent Senior Games Association. The Chatham-Kent Health Alliance does not support the loss of CGP funding however they do acknowledge the need for a Community Wide Recruitment Program.

**Financial Implications**

The financial implications of the recommendations made in this report are fully discussed in the comments section above.

Prepared by:

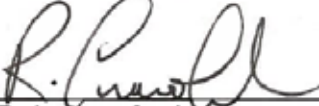
  
\_\_\_\_\_  
Amy Wilcox, CPA, CMA, PMP  
Manager, Corporate Initiatives

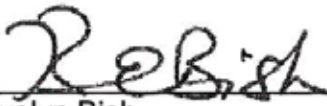
Reviewed by:

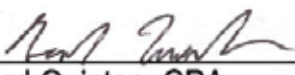
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Don Shropshire  
Chief Administrative Officer

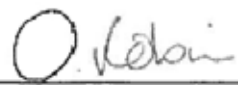
Consulted and confirmed the content of the consultation section of the report by:

  
\_\_\_\_\_  
Dr. April Rietdyk, RN, BScN, MHS, PhD PUBH  
General Manager,  
Health and Family Services

  
\_\_\_\_\_  
Bob Crawford  
General Manager,  
Community Development

  
\_\_\_\_\_  
Evelyn Bish  
Director,  
Community Attraction and Leisure Services

  
\_\_\_\_\_  
Gord Quinton, CPA  
Director,  
Budget and Performance Measurement

  
\_\_\_\_\_  
Ann Robinson  
Manager,  
Recreation and Culture Services

  
\_\_\_\_\_  
Audrey Ansell  
Manager,  
Community Attraction and Promotion

Attachments:

- Appendix A List of Core Grant Recipients
- Appendix B: Business Plan - RAR - 2016

c The CPF-Core Grant Review Committee

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APPENDIX A: List of Core Grant Recipients for 2017

Item #BR051  
attachment

	Group Name	Group Project	Grant Amount
1	WARD TWO Buxton Historical Society	Buxton National Historical Site & Museum	\$85,800.00
2	WARD FIVE Kinsmen Club of Wallaceburg	Kinsmen Community and Recreation Centre	\$4,000.00
3	WARD FIVE Wallaceburg & District Historical Society	Municipal's Share for Operating the Wallaceburg Museum and Von Ayres Cultural Centre	\$82,738.00
4	WARD SIX Chatham Concert Band	Chatham Concert Band	\$16,970.00
5	WARD SIX Chatham-Kent Black Historical Society	The Operations of Chatham-Kent Black Historical Society	\$34,022.00
6	ALL WARDS Chatham-Kent Senior Games Association	Chatham-Kent Senior Games	\$30,000.00

# Community Development

## Community Attraction and Promotion

### Resident Attraction and Retention

#### **A. How does Community Attraction and Promotion contribute to the quality of life in Chatham-Kent?**

The Community Attraction and Promotion (CAP) section serves the community by providing services and supports that assist with: promoting Chatham-Kent to existing and potential residents through its resident attraction and retention (RAR) activities (including the baCK to Chatham-Kent initiative and the Newcomers Portal); the settlement of newcomers to Canada through the CK LIP; the development of tourism and culture as drivers of community and economic vibrancy in CK and the attraction of visitors to the community; and the development and promotion of community assets that attract new meetings and conference business, and that provide entertainment options in a theatre environment.

CAP serves every resident within Chatham-Kent by working to attract and retain people and visitors in this municipality, which ultimately benefits the quality of life for all residents. CAP contributes to the quality of life in Chatham-Kent through activities that aim to attract visitors and to attract and retain young people, immigrants and active retirees in Chatham-Kent, thereby assisting with population maintenance, diversity, connectedness, economic development and CK's ability to be a welcoming community.

RAR contributes to the quality of life in CK by attracting new residents and contributing towards making a vibrant community, and assisting employers with identifying, attracting, and retaining a skilled and diversified workforce.

#### **B. Which of CK Council Directions does this business unit work to achieve?**

RAR specifically addresses the PEOPLE component of Council's key investment areas. Through community development and marketing activities that seek to attract and retain residents across age, ethnic and diversity spectrums, Chatham-Kent can seek to address a population crisis and stem population decline. Doing so will add to the quality of life for all residents by ensuring that Chatham-Kent is a culturally vibrant and attractive place in which people choose to live, learn, work and play.

##### **Jobs 1.1 Support a sustainable business environment by promoting CK's competitive position relative to competing jurisdictions**

- Promote Chatham-Kent as a location of choice for skilled workers whose skills are needed by local employers
- Promote the Top 10 Reasons to Choose Chatham-Kent, profiling a range of factors, including house price, climate, and cost of living comparisons with other jurisdictions
- Promote Chatham-Kent as a viable location for young and immigrant entrepreneurs (e.g., RAR promotional activities, collaboration with CK Association of Realtors, Small Business Centre, Junior Achievement)

##### **Jobs 1.2 Promote CK as the investment destination of choice to targeted sectors supporting the creation of a diversified economy**

- Assist Economic Development Services with the promotion of CK to targeted sectors
- Work with Economic Development and local employers to showcase the lifestyle opportunities available to executives and their potential workforce

##### **Jobs 1.3 Strengthen the skillset of the workforce to meet the needs of current and future employers**

- Support initiatives from the CK Workforce Planning Board to identify sector workforce gaps and then work collaboratively with employers, professional associations, and with Economic Development Services to address these through targeted recruitment initiatives

- Participate in community initiatives that support the development of young people and their knowledge of the career opportunities available in Chatham-Kent (e.g., Junior Achievement “World of Choices” event, YMCA Youth Achievement Awards, Take your Kids to Work Day, Municipal HROD promotional activities)

#### **Jobs 1.4 Encourage the development of small and medium size enterprises**

- Promote Chatham-Kent as a viable location for young and immigrant entrepreneurs (e.g., RAR promotional activities)

#### **Indicators**

- \* Employment rate
- \* Post-secondary education attainment
- \* CAP: Employer collaboration on targeted recruitment initiatives  
Success rate with identifying, attracting and retaining employees in areas where there are skills shortages

#### **People 2.1 Attract and retain residents with a focus on young people, immigrants and active retirees**

- Community development and promotional activities to attract residents include working with employers, community partners and municipal departments to market, advertise and promote CK elsewhere in Ontario, within Canada and overseas in order to raise awareness among potential new residents and alumni regarding the opportunities for Employment, Entrepreneurship, Education and Exchange & Interaction, and to promote the Quality of Life in Chatham-Kent e.g., Globe and Mail feature, advertising initiatives
- Community development activities to retain residents include working with employers, community partners and municipal departments to market, advertise and promote CK within the community to existing residents, with the aim of raising awareness regarding the opportunities for Employment, Entrepreneurship, Education, and Exchange & Interaction and Quality of Life. Activities also include the development and implementation of initiatives that build connections with community members with the aim of enhancing community engagement, ties with young people leaving to pursue opportunities (education/employment) elsewhere, and levels of community satisfaction and connectedness with/to the community e.g., baCK to Chatham-Kent initiative, CK Welcome Network.

#### **People 2.3 Support and encourage the community and citizen engagement**

- Engage the community on the merits and advantages of #LivingCK and #VisitCK (staycations)
- Partner with community groups to deliver events and activities that bring residents together e.g., international student welcome events, Diverse City Dance Party, annual baCK to CK flag raising, Your roots are always in CK annual tree plantings, Annual Tourism Week Celebration.
- Surveys and polls that seek and act on feedback provided by target groups e.g., Employer Surveys re. workforce skills gaps; CK Survey of Young People

#### **People 2.4 Promote the diversity of CK’s cultural heritage**

- Promote and develop CK as a vibrant place in which people can celebrate their culture

#### **Indicators**

- \* Population growth/change
- \* Average house purchase price
- \* Community belonging
- \* Life satisfaction
- \* RAR:
  - Social media reach and engagement
  - Census data by age cohort and origin
  - RAR - Who we help (walk-ins, phone calls, email, mail) data
  - Employer collaboration on targeted outreach

## C. Budget

The total current gross budget for RAR is \$120,367, approximately 40% of which is recovered from matched funding initiatives through Employment and Social Services. The budget is comprised of the Coordinator's salary, marketing and promotion activities, and some administrative expenses.

## D. Addressing the Employee Attraction and Retention Needs of Chatham-Kent Employers

### Ø A business case for investment in a targeted workforce recruitment initiative.

#### Goal

All Chatham-Kent employers will be able to access a pool of talented employees and will be able to access assistance with attracting employees to work and settle in Chatham-Kent.

#### Objectives

1. Address the employment attraction and retention needs of Chatham-Kent employers
2. Address Chatham-Kent's population and workforce challenges

#### Background

The CK Survey of Young People (age 15-39 years)<sup>1</sup> of 2013 identified the importance of employment in the resident attraction and retention equation. This knowledge regarding employment as a key driver of where people choose to live was used as the basis for the design of the Livingck.ca website and for RAR outreach activities.

Website: The Livingck.ca website is used to provide online information about Chatham-Kent as a location of choice for young people, immigrants and active retirees. The landing page is organized on the basis of opportunities in Chatham-Kent for Employment, Entrepreneurship, and Education.

The January 2016 Employer One Survey<sup>2</sup> conducted by the Chatham-Kent Workforce Planning Board and completed by 143 employers in Chatham-Kent identified some key labour market constraints in Chatham-Kent among respondents. Organizations struggle to fill positions for three main reasons;



<sup>1</sup> <http://www.chatham-kent.ca/Newcomers/ChooseCK/Pages/CKSurveyofYoungPeople2012.aspx>

<sup>2</sup> <http://ckworkforcedev.com/wp-content/uploads/2016/03/Booklet-with-narrative1.pdf>

Of the 143 survey completions, employers identified over 50 hard to fill positions in CK in 2015. The scope of the positions ranged from technically specific (trades) to broader roles in general labour and customer service. Current recruitment methods fall into five main activities;

### Top five **recruitment methods** of CK employers in 2015



### Demonstrated need for support among CK employers

**Past need:** In recent years, the RAR area has participated in a number of outreach activities with the express aim of building awareness and promoting Chatham-Kent as a place to put down roots given the range of employers and employment opportunities and the overall quality of life. CK-based employers supported this outreach activity by providing promotional materials and giveaways; employers included Union Gas, Scribendi, Dajcor, RM Auctions, CK Health Alliance, Teksavvy, and Greenfield Ethanol.

Such outreach has included in-person promotion at job fairs and events, some examples include;

- **RIM Park** (February 6, 2013) for students from Conestoga, Waterloo, Laurier and Guelph

**# visitors:** 4,000 students

**# at booth:** 3 municipal, 1 employer

#### Tools used:

- § CK promotional banners
- § Multilingual documents – Top 10 Reasons to call Chatham-Kent “Home”
- § Employer information (direct link to “Employers” page on Newcomers Portal) – Union Gas, Teksavvy, RM Auctions, CK Health Alliance, Municipality of Chatham-Kent, Dajcor, Greenfield Ethanol, Scribendi (in attendance), The Ground Floor, and CK Small Business Centre



- **Western Job Fair** (February 7, 2013)
- **Toronto Newcomer Fair:** September 6 & 7, 2013
- **Indo-Canada Chamber of Commerce – Event Presentation**

RAR has periodically been called upon to provide support to a range of employers seeking to attract new employees from outside Chatham-Kent to work at their organization. Employers seeking this support have included those in both the public and private sector and typically the assistance sought is to attract employees for difficult to fill roles where local skills and experience is not available e.g., Information Technology, Engineering, and management in a specific manufacturing environment.

In addition, the RAR area is called upon to provide support to the spouses and families of relocating professionals or skilled employees. The overall support provided can range from online information and brochures to face-to-face meetings and community orientations. Information tailored to the needs of each relocating professional or family has been found to be a key component in their successful recruitment to, and settlement in, Chatham-Kent.

### Testimonial

*Two years ago, we recruited a software developer from Alberta, and Audrey provided community orientation, information about housing, and answered questions about the area. The person subsequently accepted our offer and moved to Chatham with a young family, and continues to be employed with us.*

*From an employer's perspective, it was great for us to be able to provide information about the company and position while relying on C-K to provide information about the community. This allowed the candidate to get a realistic idea about what the position would be like and what it would be like to live in C-K, and this enabled them to make an informed decision about whether the position and the community were a good fit.*

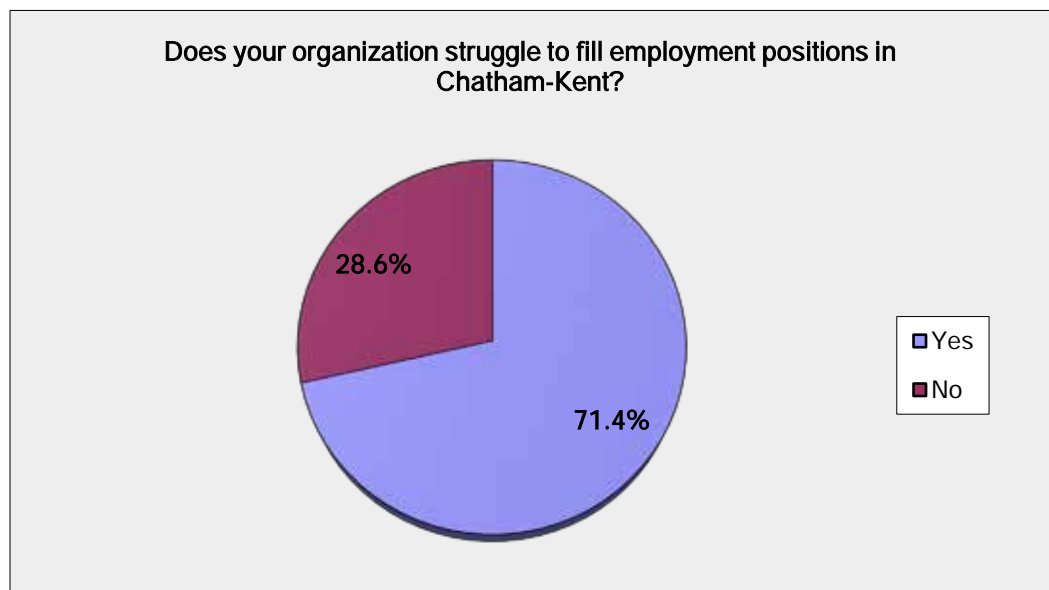
Scribendi.com

**Current need:** To help establish the current demand for a service that supports the recruitment and retention of employees from outside Chatham-Kent, RAR worked in collaboration with Economic Development Services, to issue a short, informal survey to assess employer experiences when trying to attract employees and their interest in a service that would support their recruitment and retention efforts.

The survey ran for one week in early October and a total of 42 responses were received.

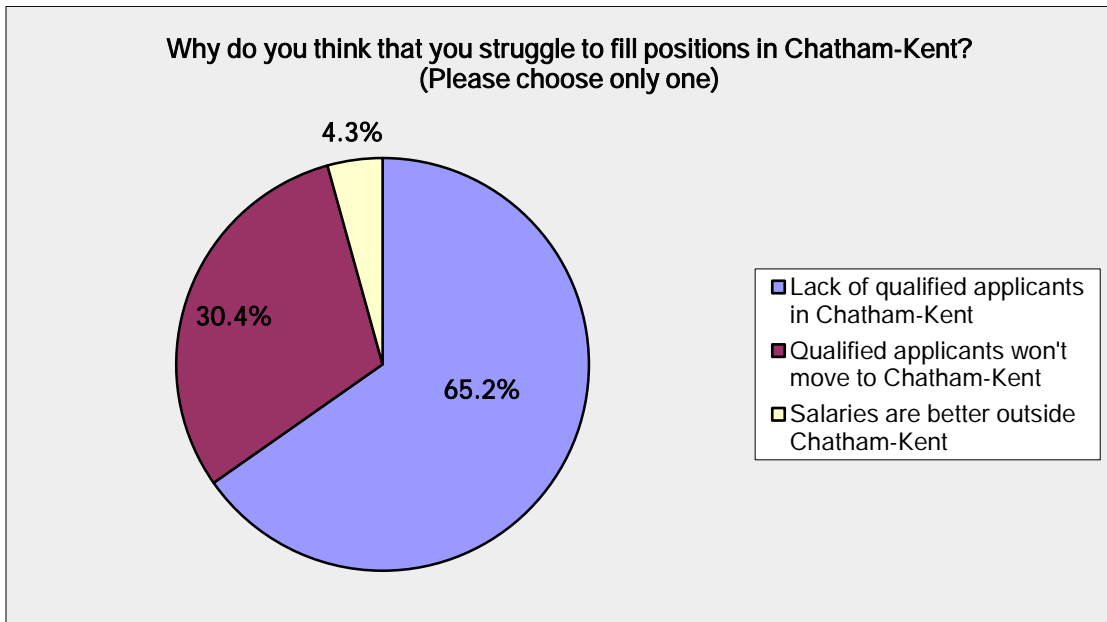
### Key findings:

- Over 71% of employer respondents struggle to fill employment positions in Chatham-Kent, primarily because there are no qualified applicants locally or qualified applicants won't move to Chatham-Kent.

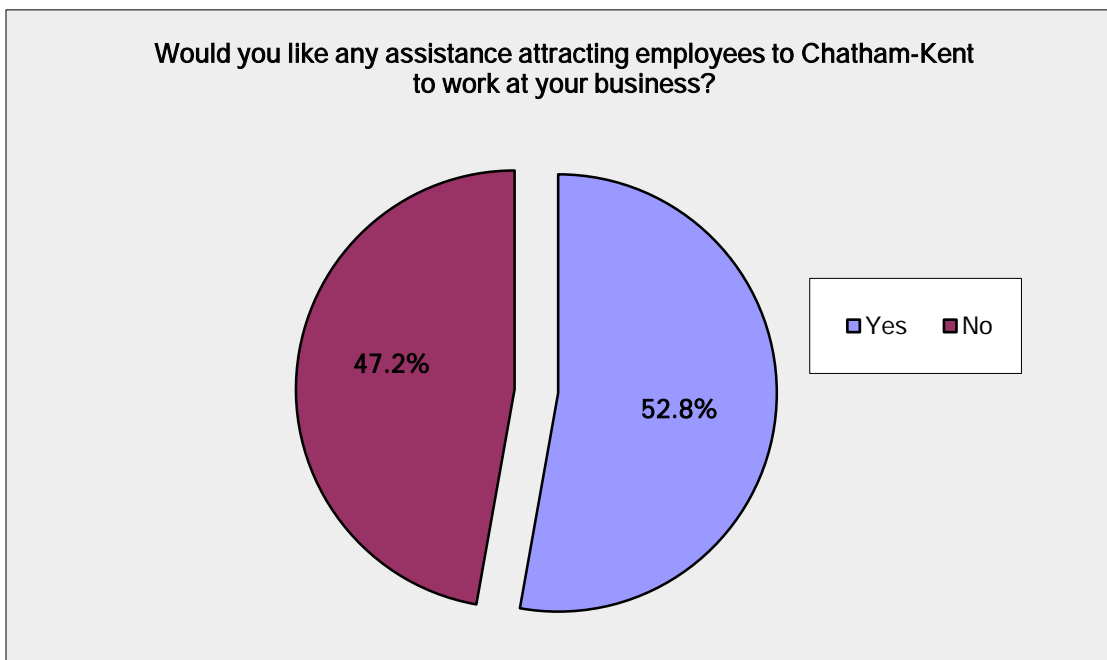




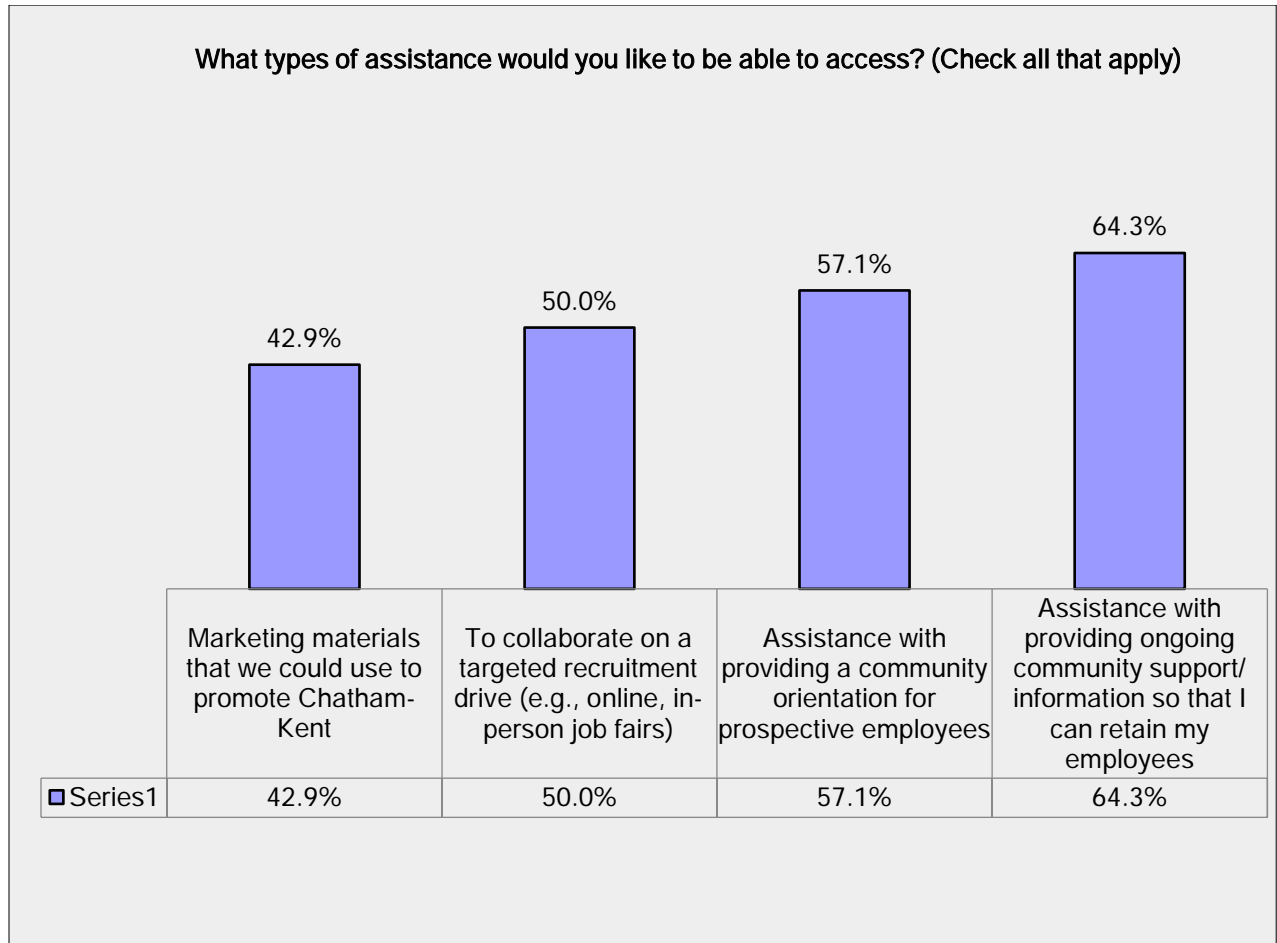
- Employers struggle to fill positions primarily because of a lack of qualified applicants in Chatham-Kent



- 53% of employers would like assistance with attracting employees



- Assistance required includes ongoing support to retain staff (64%), community orientations (57%), collaboration at outreach events (50%), and CK marketing materials (43%)



## E. Strategies

### Tasks

- Hire RAR Officer to work in collaboration with employers, professional associations, Economic Development Services and CK Workforce Planning Board to determine top skill/workforce shortages.
- Identify positions that are difficult to recruit for and determine targeted workforce recruitment areas of focus.
- Develop targeted promotional and marketing activities.
- Deliver activities in-market, including at trade shows, on-campus, professional/trade association events, and online.
- Targeted recruitment initiatives will seek to develop cooperative marketing and community orientation activities in conjunction with Chatham-Kent employers and professional or trade associations.
- Develop ambassador process for delivery of community orientations.

7. Disseminate community information for employers to share with new employees with the aim of supporting retention.
8. Assess outcomes and retention rates.

### **Resource Requirements**

- Staff – RAR Officer staff position focused on data collection, development of tools, implementation and delivery, orientations and assessment
- Budget for in-market delivery (travel, event registrations, development of marketing content, advertising and promotion)

**Supplementary Budget – Briefing Note****2017 Budget***One page brief per request***Briefing Note required for:****-items >\$50,000****-changes in FTE**

Dept	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
CD	FES	14251, 14254	Land Ambulance Contract Increase	B	\$954,357	0
			One-time funding from the Ambulance Operations CK/Prov Reserve	S	(\$508,879)	0

**BACKGROUND:**

-BRIEFLY provide why this is a request  
(eg. Based on 3 year history)

Previously approved at the June 27, 2016 meeting of Council:

“That Council approve an agreement with the current contract provider for land ambulance services for a five year term for \$10,363,416 for 2017, \$10,578,325 for 2018, \$10,947,956 for 2019, \$11,165,752 for 2020 and \$11,393,835 for 2021 subject to a legal agreement approved by the Chief Legal Officer and Fire Paramedic Chief.”

Thus increasing the payout to Medavie EMS for the provision of land ambulance services by \$954,357 for 2017. Council meeting minutes have been attached for more information.

One-time funding of \$508,879 to offset Provincial short fall due to funding formula (50% funding based on previous year budget) being recommended from the Ambulance Operations CK/Prov Reserve.

**COMMENT:**

- provide any further details if required, impact to user fees, etc  
(eg. Gross expenses, any revenues, subsidies, etc.)

The increase to the land ambulance contract is actually \$1,006,340 from 2016 to 2017. CKFES is anticipating the Ministry grant to match what was received in 2016 (\$51,983), thereby decreasing the contract increase to \$954,357 for the year 2017.

**11. DEPUTATIONS - ITEMS ON CURRENT AGENDA**  
*(requests must be received by 3:00 p.m.)*

Council received the following deputations for items on the current agenda:

- Bob Belleghem spoke with regard to Item 16(a) – Chatham-Kent Fire and Emergency Services Service Review
- Dr. Christopher Foerester spoke with regard to Item 16(a) – Chatham-Kent Fire and Emergency Services Service Review
- Sarah Henderson spoke with regard to Item 16(a) – Chatham-Kent Fire and Emergency Services Service Review
- Mike Stinson spoke with regard to Item 16(a) – Chatham-Kent Fire and Emergency Services Service Review
- Belinda Keith spoke with regard to Item 16(a) – Chatham-Kent Fire and Emergency Services Service Review

**16(a) – Chatham-Kent Fire and Emergency Services Service Review**

**Municipality Of Chatham-Kent**

**Fire and Emergency Services**

**To:** Mayor and Members of Council  
**From:** Ken Stuebing, Fire Paramedic Chief  
**Date:** June 16, 2016  
**Subject:** Chatham-Kent Fire and Emergency Services Service Review

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**Recommendations**

It is recommended that:

1. Council approve an agreement with the current contract provider for land ambulance services for a two year term for \$10,463,416 for 2017 and \$10,678,325 for 2018, subject to a legal agreement approved by the Chief Legal Officer and Fire Paramedic Chief.
2. Council direct administration to negotiate a blended Fire-Paramedic Service (Model C) and report back to Council if recommended for implementation.

**Background**

CKFES is responsible to Council for the delivery of Fire Services, Emergency Medical Services (land ambulance) and Emergency Management. The current EMS contract is

set to expire on December 31, 2016. The Municipality must provide six months' notice to the current contractor of its intentions to renew the contract.

On May 16, Council directed staff to discuss or negotiate Model B and C with the respective parties and report back to Council on proceeding with Model A, B, or portions or all of C, and report back at the June 13, 2016 Council Meeting. Based on time constraints, the report to Council was moved to June 27, 2016.

Since receiving this direction, administration has:

- 1) Had numerous meetings including discussions with health care agencies, Legal, HR, Finance, Fire and Service Review team representatives.
- 2) Prepared an FAQ document that is posted online.
- 3) Responded to numerous enquiries from the public, media and members of Council regarding the results of the service review and models A, B and C.
- 4) Had discussions with the current contractor regarding contract renewal.

## **Comments**

### **Recent Developments**

1) On June 14, 2016, Premier Wynne made an announcement regarding the Provincial Government's plan to allow fulltime Firefighters who are certified Primary Care Paramedics (PCP) to practice their PCP skills while working on a fire apparatus. As a result of this very recent announcement, further investigation is required to determine the impact on EMS and Fire services in Chatham-Kent.

2) In addition to the Premier's announcement, various stakeholders, including the Chatham-Kent Professional Firefighter's Association (CKPFFA), AMO, the Ontario Association of Paramedic Chiefs and the Ontario Association of Fire Chiefs have asked to be consulted regarding this announcement. Following this consultation, more information will be required for Council to consider the Municipality's best long-term interest.

3) Paramedics who work for the contractor have expressed concerns about how a change in the service delivery model might impact their jobs.

### **Currently in Progress:**

- 1) More analysis on future Capital Costs associated with implementation of Model C (as requested by members of Council)
- 2) Preparing information for the MOHLTC to validate costing and ambulance service licensure for a direct delivery model
- 3) Collective Agreement Review by Legal, HR, Finance and Fire

### **Strategy Moving Forward:**

- 1) Secure an extension on the current land ambulance contract for a two year period (using Option 1).
- 2) Administration to negotiate Model C with the respective parties.
- 3) Administration to inform MOHLTC and Base Hospital of its future plans.
- 4) Administration to apply for an ambulance license.
- 5) Develop and roll out a communication strategy, including public meetings.
- 6) Report back to Council for ratification subject to business case OR recommendation of Model A, C, or another model beyond year two.
- 7) Keep Council apprised of progress.

## Summary

Although there have been many productive conversations with various stakeholders regarding this matter, more time is required to ensure all aspects of this plan are properly in place and fully understood by all parties before Council is asked to approve a change in the service delivery model for EMS.

The responsibility for the provision of land ambulance services continues to rest with the upper tier municipal government or designated delivery agent. The Municipality must continue to provide an ambulance service during this evaluation and exploration process in order to meet its obligations to the Province.

It is therefore recommended that the contract with Medavie EMS Ontario Ltd., the only respondent to a recent Request for Interest regarding Land Ambulance Services be renewed for an additional two years with the current deployment resources (Option 1), as per the RFI submission by the current contractor.

## Council Directions

The recommendations in this report support the following Council Directions:

- Jobs:  
Everyone in Chatham-Kent who wants to work is able to work in meaningful employment
- People:  
Chatham-Kent is a welcoming community where people choose to live, learn, work, and play
- Health:  
Chatham-Kent is a healthy, active, safe, accessible community within a healthy natural and built environment
- Financial Sustainability:  
The Corporation of the Municipality of Chatham-Kent is financially sustainable
- Has the potential to support **all** Council Directions
- Neutral issues (does not support negatively or positively)

## Consultation

Budget and Performance Services interpreted and provided financial information and analyses for this report. Human Resources and Organizational Development was consulted for Human Resources staffing costs contained in this report. Legal Services was consulted and provided input on the RFP documents, evaluation process and legal issues.

## Financial Implications

The cost of implementing the recommendations is expected to increase the cost of the Land Ambulance Service Contract by \$1,106,340 for 2017 and a further \$214,909 for 2018. Funding of this will be deliberated during the 2017 budget.

Prepared by:

Reviewed by:

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Ken Stuebing, BHSc, CCP(f)  
Fire Paramedic Chief

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Don Shropshire  
Chief Administrative Officer

Councillor VanDamme declared a conflict of interest and removed himself from discussion and voting.

Councillor C. McGregor moved, Councillor Faas seconded:

**“That**

- 1. Council approve an agreement with the current contract provider for land ambulance services for a two year term for \$10,463,416 for 2017 and \$10,678,325 for 2018, subject to a legal agreement approved by the Chief Legal Officer and Fire Paramedic Chief.**
- 2. Council direct administration to negotiate a blended Fire-Paramedic Service (Model C) and report back to Council if recommended for implementation.”**

Councillor Pinsonneault requested that the recommendations be voted on separately.

Mayor Hope indicated that he had questions that would need to be answered in closed session.

Councillor C. McGregor moved, Councillor Myers seconded:

**“That Council moved into Closed Session to discuss Fire and Emergency Services Service Review.”**

The Mayor put the Motion to move into Closed Session

**Motion Carried**

Council adjourned to Closed Session at 8:20 p.m.

Council resumed open session at 8:45 p.m.

The Mayor put Recommendation #1

Councillor	Vote	Councillor	Vote
Authier	No	Myers	No
Bondy	No	Pinsonneault	Absent
Canniff	Yes	Robertson	Absent
Faas	Yes	Sulman	No
Fluker	No	Thompson	Absent
Herman	Absent	VanDamme	Conflict
Leclair	Yes	Vercouteren	No
B. McGregor	Yes	Wesley	No
C. McGregor	Yes	Mayor Hope	Yes

Yes Votes: 6

No Votes: 7

**Motion Defeated**

The Mayor put Recommendation #2

Councillor	Vote	Councillor	Vote
Authier	No	Myers	No
Bondy	No	Pinsonneault	Absent



Canniff	Yes	Robertson	Absent
Faas	Yes	Sulman	No
Fluker	No	Thompson	Absent
Herman	Absent	VanDamme	Conflict
Leclair	Yes	Vercouteren	No
B. McGregor	Yes	Wesley	No
C. McGregor	Yes	Mayor Hope	Yes

Yes Votes: 6  
No Votes: 7

**Motion Defeated**

Councillor Bondy moved, Councillor Wesley seconded:

**“That Council approve an agreement with the current contract provider for land ambulance services for a five year term for \$10,363,416 for 2017, \$10,578,325 for 2018, \$10,947,956 for 2019, \$11,165,752 for 2020 and \$11,393,835 for 2021 subject to a legal agreement approved by the Chief Legal Officer and Fire Paramedic Chief.”**

The Mayor put the Motion

Councillor	Vote	Councillor	Vote
Authier	Yes	Myers	Yes
Bondy	Yes	Pinsonneault	Absent
Canniff	Yes	Robertson	Absent
Faas	No	Sulman	Yes
Fluker	Yes	Thompson	Absent
Herman	Absent	VanDamme	Conflict
Leclair	No	Vercouteren	Yes
B. McGregor	Yes	Wesley	Yes
C. McGregor	No	Mayor Hope	Yes

Yes Votes: 10  
No Votes: 3

**Motion Carried**

**Supplementary Budget – Briefing Note****2017 Budget***One page brief per request***Briefing Note required for:****-items >\$50,000****-changes in FTE**

Dept	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
FBIS	ITS	Technology Services	Service Level Agreement with Police Services to provide technology related support.	B	\$105,933	1.0
Police	Administrative Support	Administrative Support	Police request for ITS service	B	(\$105,933)	(1.0)

**BACKGROUND:**

-BRIEFLY provide why this is a request  
(eg. Based on 3 year history)

[Information Technology Services Division] in partnership with Chatham-Kent Police Services will assist the ITS Police Services team with the following IT Support Services as required and agreed to:

Operational IT Support: Operational Support for all Technology Areas, Systems, Software, Network, Communications; including Computers, Applications, Printers, Network, Systems, and generally all Technology

- Operational IT Support
- Service Desk Support
- Technology Support
- Systems Support
- Network Support
- Communication Support
- Security Support
- OnCall Support

Infrastructure Management: Maintenance, Configuration, Security, Licenses, Asset and Lifecycle Management of all Infrastructure; including Phone Systems, Datacenter, Devices, Systems, Network, etc.

- Communication Management
- Network Management
- Systems Management
- Applications Management
- Hardware Management
- Information Management
- Administration
- Project Resources
- Software Acquisition

- Software Implementation
- IT Consulting
- Technology Research

**COMMENT:**

- provide any further details if required, impact to user fees, etc  
(eg. Gross expenses, any revenues, subsidies, etc.)

Increase in technology and requirements for support and specialized expertise

**Supplementary Budget – Briefing Note****2017 Budget***One page brief per request***Briefing Note required for:****-items >\$50,000****-changes in FTE**

Dept	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
HFS	Public Health	Chronic Disease and Injury Prevention	Age Friendly Coordinator	B	50,000	0.6 FTE
HFS	Public Health	Health Services Admin	Funding for Age Friendly Coordinator	B	(25,000)	
Non Departmental	Grants & Requisitions	Community Partnership Grants	Funding for Age Friendly Coordinator	B	(25,000)	

**BACKGROUND:**

-BRIEFLY provide why this is a request  
(eg. Based on 3 year history)

In 2015 Council approved the Age Friendly Community Action Plan. One of the recommendations in that plan was to "Request Administration to come back with a Report to Council to facilitate and support a permanent Age Friendly Advisory Committee responsible for coordinating, and promoting Age Friendly Initiatives and evaluation activities."

A funding proposal submitted to the Trillium Foundation for continued funding for the Age Friendly Coordinator was not approved.

In order to support the implementation of this plan, staff support is required and an increase in 0.6 FTE is requested.

No additional funds are requested. Currently the Senior Advisory Committee receives \$25,000 annually as part of the Core Grant Program. Following Council's approval, \$25,000 will be reallocated from the Core Grant budget. Healthy aging is an identified priority of CKPHU. CKPHU will match the funding by allocating \$25,000 to the implementation of this strategy.

**COMMENT:**

- provide any further details if required, impact to user fees, etc  
(eg. Gross expenses, any revenues, subsidies, etc.)

**Municipality of Chatham-Kent**  
**Health and Family Services**  
**Seniors Services**

**To:** Mayor and Members of Council  
**From:** Tami Gillier  
Director, Seniors Services  
**Date:** May 22, 2015  
**Subject:** Age Friendly Chatham-Kent 2015 Community Action Plan

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**Recommendations**

It is recommended that:

1. The Age Friendly Chatham-Kent 2015 Action Plan (attached as Appendix 1) be accepted as written.
2. Administration investigate the means by which each department can contribute toward meeting the goals and recommendations contained in the Action Plan.
3. The Municipality register Chatham-Kent with the World Health Organization (WHO), and apply to join its "Age-Friendly Cities and Communities Network," at no cost, and commit to the obligations of membership.\*
4. It be a priority of Council for Chatham-Kent to become an age-friendly community, as required by the WHO, and that administration submit a letter with the application to join the WHO's Network stating this priority.
5. Administration prepare a Report to Council to facilitate and support a permanent Age Friendly Advisory Committee responsible for coordinating and promoting Age Friendly initiatives and evaluation activities.

\* According to the WHO, the "obligations of membership" include:

- a) Submitting an application
- b) Submitting along with the application, a letter from Mayor and Administration indicating their commitment to the Network cycle of continual improvement
- c) Commence the Network cycle of four steps:

1. Establish mechanisms to involve older people throughout the Age Friendly cycle of improvement;
2. Develop a baseline assessment of the age-friendliness of the community;
3. Develop a three year community wide action plan based on the findings of this assessment; and
4. Identify indicators to monitor progress against this plan.

### **Background**

In June 2011, the Municipality launched the Chatham-Kent Age Friendly initiative with an all day workshop where representatives of many municipal departments and senior service organizations brainstormed what an age-friendly Chatham-Kent should look like. In August 2012, a follow-up session to the June 2011 workshop was held and determined the next logical step was to hire a coordinator to involve the public in a needs assessment to identify priorities that would improve the lives of community members, and develop an action plan to address these priorities.

In the spring of 2013, a collaborative partnership between the Senior Advisory Committee (SAC), a Committee of Chatham-Kent Council, and St. Andrew's Residence, received funding from the Ontario Trillium Foundation to hire the coordinator and fund the needs assessment and development of a community action plan. From July 2013-March 2014, the Age Friendly Advisory Committee, a sub-committee of the SAC, was formed to assist the Project Coordinator to identify and set targets for the needs assessment and public consultations. Research and collaboration took place with Western University, Chatham-Kent Public Health Unit and the New York Academy of Medicine.

Starting in April of 2014, and continuing for the next seven months, 14 focus groups, with a combined 112 participants, were held in each ward of the Municipality and 613 completed surveys were submitted from the general public. Six review teams were established, incorporating representatives of municipal administration, the private sector, social service sector and retirees, to review and analyze the data, and develop the goals and recommendations contained in the action plan.

### **Comments**

The Action Plan is a direct result of input and participation from residents of Chatham-Kent, and representatives of municipal administration, private sector business and social services organizations. This inclusive, community wide endeavor has been two years in the making, and followed the framework for building an age-friendly community initiative as designed by the World Health Organization (WHO) and the Province of Ontario.

The public participation rate was one of the highest in Ontario, both in terms of direct number of residents consulted and as a percentage of the overall population. The snapshot it provides of present conditions for aging residents in the community is therefore reliable. Responding to the needs participants have raised represents a prime opportunity to make Chatham-Kent the kind of inclusive, accessible and caring community we all know that it can be.

As the Municipality's population continues to age (with the percentage of residents over the age of 65 projected to nearly double over the next 20 years), it is important that the community is prepared to accommodate these needs to ensure a healthy and active population. Helping individuals achieve or maintain health and independence as they age reduces the rates and early on-set of preventable age-related diseases and reduces further dependency on family, government and social services to meet day-to-day needs. This directly translates into savings for health care and social services while improving indicators in the Canadian Index of Wellbeing.

Becoming an "Age Friendly" community allows the Municipality to brand and market itself as committed to enabling healthy aging in its population, and therefore support the campaign to attract active retirees to the community to grow the population and expand the tax base.

According to the Ontario Senior Secretariat, only 40 communities in Ontario have begun an age-friendly program, and 16 communities in all of Canada have joined the WHO Network of Age Friendly Cities and Communities. In this respect, Chatham-Kent has the opportunity to become a leader in developing inclusive and accessible neighbourhoods and services.

The Action Plan does not believe a government provided solution is the answer to all of its goals and recommendations. Enacting the plan requires a community wide effort, with contributions from community leaders, business, unions, faith community, service providers and families. However, the Municipality's support is integral to the success of the plan and this support will encourage others to get involved. The Action Plan identifies opportunities for service providers and business to expand to meet the evolving needs of the community while adopting an age-friendly mindset throughout. Municipal administration can further help influence policy and prioritize needs not addressed directly in the action plan.

The next steps include passing a motion explicitly stating that becoming an Age Friendly community is a priority for the Municipality, and encouraging the community to become engaged in achieving the goals and recommendations of the Action Plan. It is also important for the Municipality to recognize and pledge to:

- Recognize the great diversity among older adults
- Promote inclusion and contribution in all areas of community life
- Respect an older person's decisions and lifestyle changes
- Protect those who are the most vulnerable
- Anticipate and respond flexibly to aging and its related needs.

The Municipality is encouraged to join the WHO Network. Membership in the Network requires the Municipality to conduct a needs assessment and develop a three-year action plan, and include seniors in the process, all of which has already been completed. Membership in the Network allows the Municipality to collaborate and share best practices with communities all around the globe.

Once the three-year time frame is completed, the action plan is to be evaluated, and new action plans are then produced every five years as part of a cycle of continual improvement. Age Friendly is best understood as an evolutionary process and not a one-time action plan with a defined end point. Additional public consultations should be carried out as needed during each evaluation phase. There are no penalties for failing to accomplish goals and recommendations contained in this first, or any future, action plan.

During the period of the first action plan, the Municipality is to encourage administration to read the Plan, identify specific recommendations it has accountability for, develop options on how to achieve them, and identify other ways in which it can contribute to meeting the goals. The goals and recommendations are written in such a manner that the Municipality has the flexibility to decide how and when it achieves the objectives and how much it is prepared to spend when a financial investment may be required. The plan's authors did not design it to be a binding agreement on the Municipality or lock it into explicit spending on a program or infrastructure item. The authors' defer to the authority and experience of Council and administration which must balance financial, logistical, and political perspectives.

### **Council Directions**

The recommendations in this report support the following Council Directions:

- Jobs:**  
Everyone in Chatham-Kent who wants to work is able to work in meaningful employment
- People:**  
Chatham-Kent is a welcoming community where people choose to live, learn, work, and play
- Health:**  
Chatham-Kent is a healthy, active, safe, accessible community within a healthy natural and built environment
- Financial Sustainability:**  
The Corporation of the Municipality of Chatham-Kent is financially sustainable
- Has the potential to support **all** Council Directions



## **Consultation**

Focus groups, with a combined 112 participants, were held in each ward of the Municipality and 613 completed surveys were submitted from the general public. Six review teams were established, incorporating representatives of municipal administration, the private sector, social service sector and retirees, to review and analyze the data, and develop the goals and recommendations contained in the action plan. Research and collaboration took place with Western University, Chatham-Kent Public Health Unit and the New York Academy of Medicine.

## **Financial Implications**

There are no financial implications with this report.

Membership in the WHO's Age Friendly Cities Network is free.

Accepting the 2015 Community Action Plan "as written" is also free. Acceptance of the Action Plan does not commit the Municipality to initiating any of recommendations contained therein. Each municipal department will have the opportunity to investigate what is being asked within its purview, and report back with options for Council's approval on a case-by-case basis. Whether individual actions or items are approved or not does not impact or affect Council's overall support for becoming an age friendly community.

Further, implementation strategies may have:

- no incremental costs – the Municipality is already doing many things that support older adults or are making infrastructure upgrades to comply with the new Accessibility legislation,
- only minor costs (add benches to trail design) or
- more significant budget implications – Council can prioritize over the coming years. For example, infrastructure can be updated to incorporate age-friendly design concepts over the normal project life cycle, deferring changes to the dates only when infrastructure is already being replaced, renovated or built and the cost to such design elements is negligible to the overall cost of the project.

It is also anticipated that the Provincial government will be investing in programs that support older adults to age in place in their home communities, as it further develops its Seniors Strategy, first outlined in "Living Longer, Living Well" by Dr. Samir Sinha, Ontario Senior Secretariat in December 2012.

Prepared by:

Reviewed by:

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Devin Andrews  
Age Friendly Plan Project Coordinator

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George Darnley  
Chair, Senior Advisory Committee

Reviewed by:

Reviewed by:

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April Rietdyk RN, BScN, MHS, PhD PUBH  
General Manager  
Health and Services

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Tami Gillier, BScN  
Director, Senior Services

Attachment: Appendix 1 – Age Friendly Chatham-Kent 2015 Action Plan

**Supplementary Budget – Briefing Note****2017 Budget***One page brief per request***Briefing Note required for:****-items >\$50,000****-changes in FTE**

Dept	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
Non Departmental	General Revenues	Grants in Lieu	Change in Grants in Lieu	B	(\$65,000)	0

**BACKGROUND:**

-BRIEFLY provide why this is a request  
(eg. Based on 3 year history)

(\$21,000)	Increase in revenues received for federal properties
(\$80,000)	Increase in payments in lieu received for provincial properties
(\$20,000)	Increase in revenues as a result of expansion at PUC properties
\$5,000	Decrease in revenues from colleges due to reduced head count
\$51,000	Decrease in revenues as a result of WDC Rail lower assessment

**COMMENT:**

- provide any further details if required, impact to user fees, etc  
(eg. Gross expenses, any revenues, subsidies, etc.)

**Supplementary Budget – Briefing Note****2017 Budget***One page brief per request***Briefing Note required for:****-items >\$50,000****-changes in FTE**

Dept	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
Non Departmental	Grants & Requisitions	Requisitioning Bodies	LTVCA tree planting program	B	\$171,909	0

**BACKGROUND:**

-BRIEFLY provide why this is a request  
(eg. Based on 3 year history)

The Lower Thames Valley Conservation Authority is a requisitioning body. The LTVCA Board adopted its 2016 Budget and Municipal Levy at its Annual Meeting on February 16, 2016 by unanimous vote of the members present. The LTVCA moved the greening strategy from supplementary funded to base funded (now in place throughout the watershed), removing flexibility from Chatham-Kent's future budget decisions. The result was a \$345,330 increase in base funding for the LTVCA. The issue to Chatham-Kent is that it was only funding part of the reforestation project with base funding with the rest being supplementary funded from the Emerald Ash Borer Reserve that is now depleted. The chart below summarizes the 2016 base changes.

	CK Budget	LTVCA Budget	Difference
Requisitioning Bodies - LTVCA Base	\$636,478	\$981,808	(\$345,330)
Reforestation Base	\$173,421	\$0	\$173,421
Total	\$809,899	\$981,808	\$171,909

**COMMENT:**

- provide any further details if required, impact to user fees, etc  
(eg. Gross expenses, any revenues, subsidies, etc.)

Administration is recommending transferring \$173,421 from the Reforestation base budget to Requisitioning Bodies - LTVCA base budget to offset the \$345,330 base increase leaving \$171,909 to be funded in the 2017 budget.

The LTVCA has submitted their 2017 draft budget. The 2017 request falls within normal inflation targets and is included in the inflation request.

**Supplementary Budget – Briefing Note****2017 Budget****Briefing Note required for:**

<b>Dept</b>	<b>Division</b>	<b>Business Unit</b>	<b>Item</b>	<b>Base Supp</b>	<b>Amount</b>	<b>FTE Impact</b>
CD	CALS-RecFac	12597	Thames Campus Arena - Reduction of PT wages Grid 4.3 to offset ice revenue loss	B	(\$4,757)	(.11)
CD	CALS-RecFac	12597	Thames Campus Arena - Reduction in ice revenue	B	\$4,757	
CD	CALS-RecFac	12598	Memorial Arena - Reduction of PT wages Grid 4.3 to offset ice revenue loss	B	(\$5,860)	(.14)
CD	CALS-RecFac	12598	Memorial Arena - Reduction in ice revenue	B	\$5,860	
			<b>Total:</b>		<b>Net:\$0</b>	<b>(0.25)</b>

**BACKGROUND:**

The Thames Campus Arena was built in 1991 and features an Olympic size ice surface of 100'x200' with six dressing rooms. This accessible facility provides for numerous youth and adult programs such as figure skating, ice hockey and special events.

Chatham Memorial Arena was built in 1950. The ice pad measures 80'x190' and provides ice for numerous youth and adult hockey programs. Figure skating, Jr. B Hockey and other special events.

**COMMENT:**

A reduction in adult seasonal bookings of 29 hours at prime rental rate in both arenas. Arena staffing schedules have been adjusted to maintain operational budget. This base budget request reduces expenses to offset the decrease in ice rentals.

**Supplementary Budget – Briefing Note****2017 Budget****Briefing Note required for:**

Dept	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
CD	CALS-RecFac	12641	Ridgetown Arena - Reduction in 300 hours PT wages to offset ice revenue loss	B	(\$6,973)	(.16)
CD	CALS-RecFac	12641	Reduction in OT to offset ice revenue loss	B	(\$1,637)	
CD	CALS-RecFac	12641	Reduction in car allowance	B	(\$300)	
CD	CALS-RecFac	12641	Reduction in ice revenue	B	\$8,910	
			<b>Total:</b>		<b>Net:\$0</b>	<b>(0.16)</b>

**BACKGROUND:**

The Ridgetown Arena, built in 1954 is home to hockey, figure skating and the annual Ridgetown Fair. The arena has a 185' x 80' ice surface with seating for approximately 550 people. There is a hall, five dressing rooms, a skate shop and a concession area. May through August, the arena floor is used for special events for up to 1000 people.

**COMMENT:**

There has been a decline in usage resulting in a decrease in revenues from the Kent County Fillies, South Kent Minor Hockey and the adult groups. This base budget request reduces expenses to part-time staff and some administrative costs to offset the decrease in ice rentals.

**Supplementary Budget – Briefing Note****2017 Budget***One page brief per request***Briefing Note required for:****-items >\$50,000****-changes in FTE**

Dept	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
CD	CALS-RecFac	12647	Ground maintenance - base adjustment	B	\$433	
CD	CALS-RecFac	12647	Interest	B	(\$2,800)	
CD	CALS-RecFac	12647	Transfer to Loan	B	(\$40,770)	
CD	CALS-RecFac	12647	Transfer to Lifecycle	B	\$43,137	
<b>Total:</b>					<b>Net: \$0</b>	

**BACKGROUND:**

-BRIEFLY provide why this is a request  
(eg. Based on 3 year history)

Clearville Park provides spacious serviced and non-serviced sites that include amenities such as washrooms, showers, boat launching, recreation hall, playground equipment, picnic tables and shelter, laundry facilities and close proximity to the beach.

The capital loan for Clearville Park will be paid in full by the end of 2016, which is three years ahead of schedule. This supplementary budget request is for the transfer of annual profits from the operation of this park to the Clearville Park Lifecycle for future projects at the site. Staff would bring a report to Council annually in the spring to identify lifecycle requirements for the campground.

**COMMENT:**

- provide any further details if required, impact to user fees, etc (eg. Gross expenses, any revenues, subsidies, etc.)

Projects identified for 2017-2018 are as follows:

- 2017 - Roof on main washroom is deteriorated; approx. 20 years old and requires replacement (\$7,500)
- 2017 – Upgrade shelter at recreation centre (\$17,500)
- 2018 – Addition of washroom building in the transient area (close the south building) (\$60,000)
- 2019 - Park has consistently had a waiting list of approx. 15 potential campers. Development of 10 seasonal sites at approximately \$4,000 each site would accommodate more campers and provide an additional \$18,000 annually in seasonal revenue (\$40,000)
- 2020 –Tar and chip south roadways (\$30,000)
- 2021 – Tar and chip north roadways (\$30,000)

**Supplementary Budget – Briefing Note****2017 Budget**

<b>Dept</b>	<b>Division</b>	<b>Business Unit</b>	<b>Item</b>	<b>Base Supp</b>	<b>Amount</b>	<b>FTE Impact</b>
CD	CALS-RecFac	12676	Tilbury and Wheatley Arenas - Restructuring Canteen Supervisor position from 40 hr/wk to 24/hr/wk plus LB	B	(\$15,125)	(.30)
CD	CALS-RecFac	12678	Adjusting PT wages to accommodate restructuring of Canteen Supervisor position plus LB	B	\$695	.03
CD	CALS-RecFac	12678	Restructuring Canteen Supervisor position from 40 hr/wk to 24/hr/wk plus LB	B	(\$6,820)	(.13)
CD	CALS-RecFac	12679	Restructuring Canteen Supervisor position from 40 hr/wk to 24/hr/wk plus LB	B	(\$2,645)	(.10)
CD	CALS-RecFac	12679	Adjusting PT wages to accommodate restructuring of Canteen Supervisor position plus LB	B	\$2,919	.06
			<b>Total:</b>		<b>Net: (\$20,976)</b>	<b>(0.44)</b>

**BACKGROUND:**

Historically, there was a full-time Canteen Supervisor position which was responsible for canteen operations for Tilbury and Wheatley Arenas. In late 2016, the Supervisor retired.

**COMMENT:**

The retirement enabled an assessment of canteen operations in Tilbury/Wheatley. It was determined that there would be efficiencies and cost savings in modifying the canteen schedules of the Supervisor and the Attendant. As a result, the Supervisor hours were reduced from 40 hrs/wk to 24 hrs/wk and the Canteen Attendant hours were adjusted accordingly, resulting in a savings of \$20,976.



**Supplementary Budget – Briefing Note****2017 Budget***One page brief per request***Briefing Note required for:****-items >\$50,000****-changes in FTE**

Dept	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
FBIS	Financial Services	13204	ReOrg Purchasing and Accounts Payable	B	\$73,528	1.0
FBIS	Financial Services	13203	ReOrg Purchasing and Accounts Payable	B	(\$66,464)	(1.0)
			Total		\$7,064	0.0

**BACKGROUND:**

-BRIEFLY provide why this is a request  
(eg. Based on 3 year history)

The Financial Services Division met with the CAO and received approved to go ahead with a minor reorganization of the division following a retirement of an Accounts Payable staff member in the summer of 2016. It included an increase of the FTE count in the Purchasing Division from 1.0 to 2.0 and a reduction of the FTE count in Accounts Payable from 7.0 to 6.0.

(there was an allocation of a staff member from Accounts Payable to assist Purchasing for 0.5 FTE for approximately 10 years)

**COMMENT:**

- provide any further details if required, impact to user fees, etc  
(eg. Gross expenses, any revenues, subsidies, etc.)

Legislative and purchasing requirements have more than doubled the workload in the purchasing area over the last 10 years. While some of this has been offset by technology advancements, the workload is no longer sustainable and does not provide for succession planning. With the technological advances it has allowed for a reduction in Accounts Payable due to attrition which will assist in fund most of this requirement.

**Supplementary Budget – Briefing Note****2017 Budget***One page brief per request***Briefing Note required for:****-items >\$50,000****-changes in FTE**

Dept	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
FBIS	ITS	ITS Corporate Programs	Ongoing Support and Maintenance of PCI DSS Compliance - Corporate	B	\$81,000	
FBIS	ITS	ITS Corporate Programs	One time setup for base infrastructure and software to meet requirements of PCI Compliance - Recommended funding from the ITS Applications Reserve	S	\$48,000	

**BACKGROUND:**

-BRIEFLY provide why this is a request  
(eg. Based on 3 year history)

In order for the Municipality to accept Credit Card Payments compliance with Payment Card Industry Data Security Standard (PCI DSS) is required. These PCI Standards include processes: technology, training and standards that govern all aspects of utilizing payment cards as an accepted payment method. Details: The Payment Card Industry Data Security Standard (PCI DSS) is a proprietary information security standard for organizations that handle branded credit cards from the major card schemes including Visa, MasterCard, American Express, Discover, and JCB. The PCI Standard is mandated by the card brands and administered by the Payment Card Industry Security Standards Council. The standard was created to increase controls around cardholder data to reduce credit card fraud. Validation of compliance is performed annually, either by an external Qualified Security Assessor (QSA) or by a firm specific Internal Security Assessor (ISA) that creates a Report on Compliance (ROC) for organizations handling large volumes of transactions, or by Self-Assessment Questionnaire (SAQ) for companies handling smaller volumes.

This standard secures cardholder data that is stored, processed or transmitted by merchants and processors.

PCI DSS specifies 12 categories entailing many security technologies and business processes, and reflects most of the usual best practices for securing sensitive information.

Translate to approximately 250+ policies and processes that must be documented and followed.

Not just technology - PCI Compliance involves people, processes and technology and should be treated from a Business point of view. PCI compliance must be re-assessed at least annually or after any significant network or business process changes. Not a once a year thing, but an ongoing process that needs to be kept up.

The Cardholder Data Environment (CDE) is comprised of people, processes and technologies that store, process, or transmit cardholder data or sensitive authentication data.

**COMMENT:**

- provide any further details if required, impact to user fees, etc  
(eg. Gross expenses, any revenues, subsidies, etc.)

Non compliance would mean Chatham-Kent would not be able to accept payments via Credit Cards.

All Municipal sites that will be accepting payment cards;

- Civic Centre,
- Service Centres
- Cultural Centre
- Health and Family Services
- ArtSpace
- WISH Centre
- Libraries
- Provincial Offences Court
- PABC
- Arenas and others etc.

PCI DSS v3.0 in effect - January 1, 2015

- The Municipality will be a Level 4 Merchant
- Processing less than 20,000 e-commerce transactions (online)
- Processing less than 1,000,000 total transactions (Visa/MasterCard)
- Processing less than 50,000 total transactions (American Express)
- Level 3 for AmEx, no Level 4
- Self assessment must be completed and sent to the bank on a annual basis
- Quarterly external scans done by 3rd party

Recommendation

1) Provide the sustainment and budget to allow for purchase of services, software, and training to ensure Municipality can maintain PCI Compliance.

A security breach and subsequent compromise of payment card data:

- Regulatory notification requirements
- Loss of ability to process credit cards
- Loss of reputation
- Loss of customers
- Potential financial liabilities (for example, regulatory and other fees and fines)
- Litigation

**Supplementary Budget – Briefing Note****2017 Budget***One page brief per request***Briefing Note required for:****-items >\$50,000****-changes in FTE**

Dept	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
IES	DAWM	16643	Increase in Ridge Landfill Host Community Fee	B	(\$200,000)	
IES	DAWM	16643	Recommended to transfer to the Community Investment Fund	B	\$200,000	

**BACKGROUND:**

-BRIEFLY provide why this is a request  
(eg. Based on 3 year history)

A budget request is being made based on the projected increase to the 2016 Host Community Fee from the Ridge Landfill estimated at between \$1.9 to \$2.1 Million. The revenue varies from year to year so using a 3-year average allows for a base increase of \$200,000 for 2017. The current base budget is \$1,566,311 therefore, we are recommending that this revenue amount be increased to reflect the expected increase. The 2017 budget will therefore be \$1,766,311.

**COMMENT:**

- provide any further details if required, impact to user fees, etc  
(eg. Gross expenses, any revenues, subsidies, etc.)

According to the Host Community Agreement (HCA), we receive an annual royalty payment (host community fee) on a per metric tonne basis for all non-municipal refuse delivered to the Ridge Landfill. The increase in 2016 is based on the landfill's performance and actual volume of private sector waste to be received.

The royalty payment from the HCA flows directly into the Corporate Community Investment Fund (CIF).

**IMPACT IF NOT FUNDED**

This is a revenue budget line. The intent is to more closely align the budget values with the actual credits received.

**Supplementary Budget – Briefing Note****2017 Budget***One page brief per request***Briefing Note required for:****-items >\$50,000****-changes in FTE**

Dept	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
IES	PW	16480	Public Works Purchasing and Quality Control Officer	B	\$74,404	1
IES	PW	various	LED Streetlight conversion savings - ph 1	B	(\$74,404)	

**BACKGROUND:**

-BRIEFLY provide why this is a request  
(eg. Based on 3 year history)

A new Purchasing by-law came in to effect in May 2015. At the time, Public Works brought up concerns that this would increase the administrative workload on Managers, Supervisors, and Administration Assistants but the decision was made not to increase staff. Upon review of the past year's data, the Purchasing By-Law has added 1700 person hours per year which represent 1 FTE ( 500 hrs - POs, 600 hrs - Simple and Detailed quotes, 500 hrs RFPs, and 100 hrs contract and QC administration). The existing staff took on some of the load at the expense of other tasks like site supervision or mandatory reporting. With the current situation, Public Works cannot be 100% compliant with the by-law and meet the operational and administrative deadlines.

Public Works currently does not have a quality management system to ensure that our purchased goods and services are delivered as specified. An adhoc quality control process is in place without divisional oversight. This position will also assist to improve our compliance in this area.

**COMMENT:**

- provide any further details if required, impact to user fees, etc  
(eg. Gross expenses, any revenues, subsidies, etc.)

It is expected that Public Works will have created 3,000 POs in 2016 with a similar or increased number in 2017. In 2013, Public Works created approximately 640 POs. This represents a significant increase in staff time to create and process acquisitions and payments.

There are additional measures that should be taken concurrently to streamline the purchasing process: first, increase

the purchasing limit with no process for PW supervisors to \$10, 000 from \$2,500. Second, adjust the purchasing process to reduce the number of POs required.

A dedicated person looking after purchasing and quality will improve the quality and consistency of the contracts that are required.

This position is to be funded from a portion of the LED streetlight conversion savings (Phase 1) .

The impact of not funding this position is:

- Supervisors, managers spending less time in the field
- There will not be full compliance with the Purchasing by-law
- There will be no improvement in quality, management of contracted work and services
- Increased liability related to health and safety compliance of contractors hired by CK

**Supplementary Budget – Briefing Note****2017 Budget***One page brief per request***Briefing Note required for:****-items >\$50,000****-changes in FTE**

Dept	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
LEG	BES	12101	Wage Cost Increases due to ReOrg	B	\$26,511	
LEG	BES	12101	Base Budget Maintenance	B	(\$6,628)	
LEG	BES	12101	Net wage Increases to Building Dept due to ReOrg	B	\$19,883	
LEG	BES	12103	One time funding from Bill 124 Reserve - permit fee increase in 2018	S	(\$19,883)	

**BACKGROUND:**

-BRIEFLY provide why this is a request  
(eg. Based on 3 year history)

With the reorganization of Building Development Services a Manager of Inspection and Enforcement will be hired. This individual will be skilled and responsible for reviewing complex buildings identified by the Chief Building Official. This position will improve consistency on these high risk structures, through review and issuance of permits. Having this position will allow our current inspectors to focus more on the enforcement of by-laws.

The hiring of the new Manager position will see an increase in base budget wages of \$26,511. The budget increase in by-law was offset by base budget maintenance. The building department increase is \$19,883, which is to be funded one time from our Building Reserve (Bill 124) 12103-78166-GEN for 2017.

In 2018 we are proposing to raise all building inspection fee's by 1.6% to cover the \$19,883 base funding.

**COMMENT:**

- provide any further details if required, impact to user fees, etc  
(eg. Gross expenses, any revenues, subsidies, etc.)

**Supplementary Budget – Briefing Note****2017 Budget***One page brief per request***Briefing Note required for:****-items >\$50,000****-changes in FTE**

Dept	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
LEG	Legal Services	11125	Claims Investigator position increase from 0.4 FTE to 1.0 FTE	B	\$64,511	0.60
LEG	Legal Services	11101	Reduction in transfer to Insurance Risk Reserve	B	(\$64,511)	

**BACKGROUND:**

-BRIEFLY provide why this is a request  
(eg. Based on 3 year history)

In 2014, Council approved the creation of an in house litigation and claims unit within the Legal Services Division. This resulted in the claims being handled internally by staff as a cost reduction measure, in contrast with the use of external handling by contract investigators and lawyers. In 2015, as part of the 2016 Budget process, Council approved a one year pilot project to increase the Claims Investigator position from .4FTE to .6FTE. At this time we are recommending that this increase is now made to the Base Budget. In addition, this position has recently been reviewed by the Job Evaluation Committee and it was determined that it is appropriately placed at a grade 8 level. This budget request takes this re-evaluation into account.

A claims investigator assists the supervising lawyer by performing basic legal work, including fact finding and evidence gathering. A claims investigator costs less than a lawyer and therefore is cost efficient for work that a non-lawyer can do. The workload required of a claims investigator cannot be performed in a part-time position of .4 FTE - it is equal to that of a full time position. The alternative is to contract out the additional work at a typical hourly rate of \$100 to \$125 per hour. This is cost prohibitive and far exceeds the cost per hour of the claims investigator. If the work is contracted out, \$40,000 will only buy approximately 400 hours of work (at a typical minimum contract cost of \$100 per hour). If the work is done in-house, this additional \$40,000 salary will buy approximately an additional 1,000 hours of work.

**COMMENT:**

- provide any further details if required, impact to user fees, etc  
(eg. Gross expenses, any revenues, subsidies, etc.)

Set off from insurance premium savings and potential subrogation efforts. This position has played a large role in the



recovery of over \$125,000 this year for various municipal departments.

**Supplementary Budget – Briefing Note****2017 Budget***One page brief per request***Briefing Note required for:****-items >\$50,000****-changes in FTE**

Dept	Division	Business Unit	Item	Base Supp	Amount	FTE Impact
Non Departmental	General Administration	General Administration	Eliminate Funding to Ambulance Reserve	B	(\$80,000)	0

**BACKGROUND:**

-BRIEFLY provide why this is a request  
(eg. Based on 3 year history)

In 2000 when Ambulance Services were downloaded from the Province, Administration set up the original budget. \$160,000 was charged to the ambulance budget to cover time spent by existing staff in Finance, Human Resources, Legal, Fleet, Asset Management and Council itself. As Ambulance Services are 50% funded from the Province this charge created \$80,000 of new subsidy. Because the Ambulance budget was for basic operations and there were no accrued accounting for assets at that time, it was prudent to take this funding and set aside in a dedicated Reserve for Ambulance capital expenditures.

**COMMENT:**

- provide any further details if required, impact to user fees, etc  
(eg. Gross expenses, any revenues, subsidies, etc.)

Now that assets are amortized over their useful life and funded 50% by the province, and proper lifecycle budgets exist for ambulance assets, there is no longer a reason to build up a Reserve for Ambulance capital expenditures.