



AGENDA

Special Committee of the Whole Meeting

Tuesday, December 3, 2024, 9:00 a.m.

City Hall Council Chambers

| | Pages |
|---|-------|
| 1. Call to Order | |
| 2. Land Acknowledgment - Councillor Manson | |
| 3. Public Information Notices None | |
| 4. Declaration of Pecuniary Interest and the General Nature Thereof Any Members of Council to declare any Pecuniary Interest and the General Nature Thereof pertaining to any items as follows: 1. On today's agenda or from a previous meeting; 2. From a meeting at which a Member was not in Attendance | |
| 5. Presentations/Deputations Approximately five (5) minutes per/group. | |
| 6. Special Items | |
| 6.1 2025 Operating Budget Decisions and Discussion | 2 |
| 6.2 Budget Decision Reports | |
| 6.2.1 Anicinabe Park Operating Model | 3 |
| 6.2.2 Economic Increase | 41 |
| 7. Adjourn to a Closed Session That pursuant to Section 239 of the Municipal Act, 2001, as amended, authorization for Council to move into a Closed Session to discuss items pertaining to the following:- - Security of the Property of the Municipality (1 matter-land relations) | |
| 8. Adjourn Meeting | |

2025 Budget Summary

| Operations Budget | 2023 Actual | 2024 Budget | 2025 Draft Budget |
|-------------------------|-----------------------|-----------------------|-----------------------|
| Total Revenues | \$10,915,081 | \$11,008,156 | \$12,636,900 |
| Total Operating Expense | \$22,991,480 | \$23,728,637 | \$26,279,293 |
| Total Other Expense | \$19,252,848 | \$18,311,815 | \$20,099,292 |
| Net Total | (\$31,329,247) | (\$31,032,296) | (\$33,741,685) |

Changes from the 2024 Adopted Budget to the 2025 Draft Budget:

| | | |
|---|------------------|---------------|
| Draft Budget - City | 1,672,413 | 5.39% |
| Draft Budget - External Organizations | 2,686,657 | 8.66% |
| Draft Summary as of November 2, 2024 | 4,359,070 | 14.05% |

November 26 Decisions:

| | | |
|---|------------------|--------------|
| Fees and Charges | (169,546) | -0.55% |
| General Manager of Information Technology | 161,306 | 0.52% |
| Fire Vehicle Replacement Program | 77,581 | 0.25% |
| Animal Shelter Grant (Dog & Cat) | 3,000 | 0.01% |
| Ontario Provincial Police Rebate | (1,721,378) | -5.55% |
| Required Increase | 2,710,033 | 8.73% |



Request for Budget Decision

| | |
|--------------------------|--|
| Project/Decision: | Operation and Maintenance of Anicinabe Park |
| Department: | Recreation and Culture |

Recommendation:

That Council considers this revenue generation option as part of the 2025 Operating Budget process.

Background

This report explores the feasibility, advantages, and potential challenges of transitioning campground operations from an outsourced model to in-house management. By assuming direct control, the organization can improve operational efficiency, enhance customer satisfaction, and retain a larger share of revenue. This shift requires careful planning, investment in resources, and an analysis of risks to ensure a successful transition.

Currently, the Anicinabe Park campground operations are managed by a third-party contractor through an operating and maintenance agreement. The most recent contract ran for the period starting January 1, 2019, to October 31, 2023, and was extended in accordance with the agreement until October 31, 2024, at which time it expired.

The Contractor is required to provide all supplies, materials, equipment, and staff required to maintain and operating the facilities as defined by the City of Kenora Operational Performance Standards. The performance standards set a minimum level for park operations; they include:

- Administration and Staffing – supervisory/clerical, facility and grounds maintenance, visitor/guest services, marketing, and security
- Sanitation and building cleaning including garbage collection
- Equipment, materials, and supplies required.

The cost structure of the historical outsourced model established a set annual revenue that averaged \$30,284/year for the duration of the previous contract. In 2024, revenues are \$32,704.85. The outsourced model has allowed for contractors to create and retain all revenues exceeding the base contract. While this model has provided some operational convenience, it has limited the organization's ability to fully capitalize on revenue opportunities, maintain quality standards, and to directly influence customer experience.

Objectives of In-House Operations

- **Operational Flexibility:** Direct control allows for quick adjustments as required.
- **Increased Revenue Retention:** Eliminating contractor fees can boost profitability, operational control allows for adjustments to pricing, policies, and operational procedures based on market trends and customer feedback.
- **Enhanced Quality Control:** Direct oversight of operations will ensure alignment with organizational goals and customer expectations.

- **Improved Customer Experience:** In-house staff trained in the organization's vision and values can provide personalized service.

By bringing the service in-house and improving operational efficiency, the organization can expect an increase in net profit. A detailed cost-benefit analysis was undertaken to validate this projection.

Operational Considerations:

- **Technology Integration:** Integration with organizational point-of-sale (POS) system, inventory management, and reservation system that can accommodate online and in person reservations 24 hours a day, 7 days a week, 365 days per year. Additionally, the City’s docking inventory will be expanded to include the 23 additional slips.
- **Infrastructure Maintenance:** The campground and facilities are City assets and are already included under the City’s comprehensive insurance portfolio and are subject to city inspection, and regular maintenance to ensure safety and risk is managed.
- **Staffing Needs:** Recruitment, onboarding, and training of staff will occur for operations, maintenance, and customer service in accordance with the Park Operational Performance Standards. The City actively recruits, trains, and manages a workforce that is knowledgeable, skilled, and able to deliver on the Park’s operational requirements. New opportunities to partner with third-party seasonal concession providers, such as food trucks or vendors to provide concession to the park facility providing additional revenue streams.
- **Equipment Needs:** To ensure effective operations, the following equipment will be required:
 - Mower: For maintaining green spaces and campsites.
 - Weed Whippers (x2): For detailed landscaping and trimming.
 - Mule: For staff transportation and hauling within the park.
 - Bobcat: For heavy-duty maintenance and snow clearing during the winter.
- **Regulatory Compliance:** Ensuring adherence to safety, environmental, and local government regulations. Supported by an internal escalation and response process, a security contract to undertake off hours, and to support gate closures would mitigate risk during off hours.

Financial Projections:

| | | |
|--|---|-----------------|
| Campground Revenues | 81 sites, \$45.00 per night average rate | \$355,000 |
| Additional Revenue Sources | Dock rental fees, merchandise, firewood, storage, stage and park rentals, concession/food truck. | \$50,000 |
| Operating Expenditures | Utilities, repairs and maintenance, materials and supplies, seasonal staffing salary and benefits, security | \$330,000 |
| Annual Net Income: The estimated annual income from campsite rentals and additional revenues less the operating costs | | \$75,000 |

Startup Budget: An initial startup budget of \$75,000 is recommended to cover all materials and equipment (identified in Equipment Needs) required for park operations.

Assumptions Behind Financial Projections include:

1. Campground Occupancy Rates:

- May: 14 days at 55% occupancy
 - June: 30 days at 80% occupancy
 - July & August: 31 days each at 90% occupancy
 - September: 30 days at 40% occupancy
 - October: 12 days at 30% occupancy
- *based on historical trends

2. Opportunities for Growth:

- Expanded operations into winter through partnerships or programming.
- Strategic marketing to attract more visitors.
- Rate adjustments, subject to Council review through a future Tariff of Fees and Charges Bylaw report.

This financial structure demonstrates the park's sustainability as a valuable community asset and its potential for increased profitability with targeted enhancements and effective management.

Revenues are based strictly on campground operations from May 1st to October 12th. Year-round activation is possible as well as expanding opportunities to drive revenue through rental and bookings for winter camping sites. Additional work and park activation could be demonstrated to Council for future planning.

Advantages of In-House Operations

Bringing campground operations in-house presents significant opportunities for improved financial performance, enhanced customer satisfaction, and greater control over brand representation. However, the transition must be carefully managed to mitigate risks.

In addition to campground operations, Anicinabe Park provides an excellent venue to increase activation in all four seasons. Concerts, wedding/corporate events, children/youth/adult programming and day camp, rentals, winter camping, etc. In house operations provides the City with the ability to:

- Create and customize service and program offerings allowing the City the opportunity to create and deliver unique packages, promotions, and experiences, that align with organizational values and branding.
- Provide direct customer feedback: Enables quicker response to complaints and suggestions.
- Reduces dependency on external contractors, encouraging cost efficiency in the long term.

Risk Analysis

The City of Kenora accepting the operations of Anicinabe park allow for following risks:

- **Minor Operational Risk:** Transitioning to in-house management may temporarily disrupt services.
- **Moderate Risk – Staffing and Operational Capacity:** Adequate staffing will be critical to avoid impacting other City operations.
- **Moderate Risk – Financial Uncertainty:** Revenue may fluctuate due to external factors such as weather or competition.
- **Minor Risk – Reputational Impact:** Negative guest experiences could affect the City’s image.
- **Moderate Risk - Quality Control** - An external operator may not maintain the same level of quality in services, maintenance, or guest experiences as desired by the City.
- **Moderate Risk - Loss of Oversight** - The City would have limited control over day-to-day operations, which may result in decisions not aligned with the City's goals or community expectations.
- **Minor Risk - Reputational Impact-** Negative guest experiences or disputes with the operator could harm the City's reputation, even if the City is not directly responsible for the issues.
- **Minor Risk - Dependency on External Party** - Over-reliance on an external operator could create challenges if the operator fails to fulfill contractual obligations, goes out of business, or performs poorly.
- **Minor Risk - Potential for Misalignment with Community Goals** - An external operator may prioritize profit over community-oriented programming or inclusivity.
- **Moderate Risk - Legal and Contractual Risks** - Disputes or ambiguities in contract terms could lead to legal challenges, delays, or additional costs.
- **Minor Risk - Limited Flexibility for Future Changes** - Long-term contracts may restrict the City's ability to adapt operations based on emerging needs, such as year-round activation or expanded services.

Impact x Likelihood = Risk Level

| Likelihood | Impact | | | | |
|--------------------|-------------------|-----------|--------------|-----------|-------------|
| | Insignificant (1) | Minor (2) | Moderate (3) | Major (4) | Extreme (5) |
| Almost Certain (5) | M | H | H | C | C |
| Likely (4) | L | M | H | C | C |
| Possible (3) | L | M | M | H | H |
| Unlikely (2) | L | L | M | M | H |

Appendix:

Operational Standards Policy – Anicinabe Park

Strategic Plan or another Guiding Document:

Charting Our Course 2027 – Strategic Plan

3.1 Deliver coordinated four-season cultural and recreational infrastructure, programs, and events.

4.1 Deliver coordinated four-season cultural and recreational infrastructure, programs, and events.

4.2 Maximize human capacity and capability.

The Corporation of the City of Kenora

By-law Number _____

A By-law to Execute an Agreement between the Corporation of the City of Kenora and **The Tenant** for the Operation and Maintenance of Anicinabe Park

Whereas the Corporation of the City of Kenora is the owner of Anicinabe Park in the City of Kenora and requires a Contractor to supply services for the operation and maintenance of Anicinabe Park; and

Whereas The Tenant wishes to provide services for the operation and maintenance of Anicinabe Park; and

Whereas The Municipal Act, 2001, S.O. 2001, Chapter C.25, s.94 and 110, provide that by-laws may be passed by Council of Municipalities for entering into agreements for maintaining, operating or managing parks, recreational areas or playgrounds;

Now Therefore the Corporation of the City of Kenora enacts as follows:

1. That the Corporation of the City of Kenora enter into an Agreement with The Tenant for the operation and maintenance of Anicinabe Park, on the terms and conditions as contained in the said Agreement, a copy of which is annexed to this By-law, to be effective the 1st day of _____, 2025 to October 31, 2028.
2. That the land known as Anicinabe Park be exempt from taxation for municipal and school purposes, from this date until October 31 , 2028.
3. That the Mayor and Clerk be hereby authorized to execute all documents related to this Agreement on behalf of The Corporation of the City of Kenora.
4. That bylaw number 153 – 2018 be hereby repealed.

By-law read a first and second time this _____

By-law read a third and final time this ___th day of _____, 2028

The Corporation of the City of Kenora:-

Andrew Poirier, Mayor

Heather Pihulak, City Clerk

This Agreement made this _____ day of January 2025

B E T W E E N:

THE CORPORATION OF THE CITY OF KENORA
(hereinafter called "the City")

OF THE FIRST PART

The Tenant
(herein after called "The Tenant")

OF THE SECOND PART

Whereas the City is the owner of Anicinabe park in the City of Kenora and requires a Contractor to supply services for the operation and maintenance of Anicinabe Park; and

Whereas The Tenant wishes to provide services for the operation and maintenance of Anicinabe Park;

Now Therefore This Agreement Witnessed that in consideration of the premises, and the covenants and conditions hereinafter contained, the parties hereto covenant and agree as follows:

1. Scope of the Service

- a. The Tenant shall provide all supplies, materials, equipment and staff required to maintain and operate those facilities in Anicinabe Park as outlined in the Operations Standards Policy attached hereto as Schedule "A", including the attached appendixes A – H.
- b. The Tenant shall provide and staff a local telephone information line for inquiries and requests for information during regular hours of operation.
- c. The Tenant shall not allow the parking of seasonal R.V. rentals and shall adhere to the Ontario Parks Rules and Standards which state the length of stay not to exceed 28 (twenty- eight) days within a 31 (thirty-one) day period. The Tenant shall not allow long-term storage or semi-permanent or permanent structures on the campsites or storage areas. This provision includes the same person, party or RV unit occupying similar space in the park within the same summer period. The Tenant shall not allow overnight parking in the public parking lot nor overnight docking at the public docks.
- d. The Tenant shall supply to the City the following required forms before the 1st day of _____, 2025:
 - (i) City of Kenora - Business Licence
 - (ii) Clean Criminal Reference Check
 - (iii) Indemnification Agreement – duly signed document
 - (iv) Fairness is a Two-Way Street – duly signed document

(v) Pre-Qualification Check List – duly signed document

(vi) Undertaking to Comply – duly signed document

e. The Tenant shall advise the City of Kenora of any rentals of the Park for events where alcohol will be served to ensure that the rental party is in accordance with the Municipal Alcohol Policy and has signed all documents related to such. The rental name, contact information and nature of event must be reported to the City as soon as the rental is confirmed.

2. Term of the Agreement

- a. This Agreement shall come into force and effect commencing the 1st day of _____, 2025, ending October 31, 2028. The City retains the option to further extend the contract for a two-year term: if all terms of the Contract have been met by The Tenant and if it is in the best interest of the City.
- b. Either party may terminate this Agreement by providing prior written notice by registered mail of sixty (60) days of the Party's intent to terminate;
- c. The City may terminate this Agreement with no notice in the event that Tenant is in breach of this Agreement.

3. Municipal Responsibilities

- a. The City shall maintain park roads and parking lots in accordance with Schedule "A".
- b. The City shall be responsible for maintenance costs in excess of \$250.00, per year, associated with the Anicinabe Park operations in accordance with Schedule "A", provided that the City must approve the work and costs, in writing, prior to the expense being incurred.

4. Capital Improvements

- a. Prior to undertaking any capital improvements, approval must be obtained, in writing, from the City.
- b. All capital improvements shall become the property of the City.

5. Insurance

- a. The Tenant shall, at his own cost and expense, place, maintain and keep in force, general public liability insurance in a company or companies satisfactory to the City in the joint names of the City and The Tenant, against claims for personal injury or death occurring upon, in, or about Anicinabe Park, such insurance to afford protection in respect to injury or death and in respect to property damage in such amounts as may from time to time be reasonably required by the City and The Tenant shall furnish to the City during the continuance of this Agreement, evidence satisfactory to the City that such insurance is in full force and effect.

Evidence of renewal or replacement of such policy shall be delivered to the City at least thirty (30) days before the expiration of each such policy. The amount of insurance for the first year and thereafter until The Tenant is advised to the contrary shall be in the inclusive amount of not less than five million dollars (\$5,000,000.00).

- b. The Tenant covenants to keep the City indemnified against all claims and demands whatsoever by any person, whether in respect of damage to person or property, arising out of or occasioned by or arising from the act, default, or negligence of The Tenant, his agents, servants, employees, contractors, customers, invitees or licensees:
 - i. And The Tenant agrees that the foregoing indemnity shall survive the termination of this Agreement notwithstanding the provisions of this Agreement to the contrary.
- c. The Tenant shall carry insurance in his own name insuring against the risk of damage to The Tenant 's property within Anicinabe Park caused by fire or other perils and the policy shall provide for coverage on a replacement cost basis to protect The Tenant's equipment, decorations and improvements.
- d. And Tenant shall provide the City with a certified copy of the policies.
- d. Tenant shall be required to produce a Workplace Safety and Insurance Board Certificate at the commencement of the Agreement and from time to time as may be required by the City.

6. Financial

- a. The Tenant shall pay to the City, the fees set forth as follows:

2025 - \$75,000 Minimum Contractual Requirement
2026 - \$75,000 Minimum Contractual Requirement
2027 - \$75,000 Minimum Contractual Requirement

- b. The annual fees shall be payable to the City of Kenora in two equal payments, or 12 equal payments due on the 1st of each month.

Equal Payments Schedule is as follows:

- i. July 31st
 - ii. October 15th
- c. The Tenant shall retain all fees and charges associated with the Anicinabe Park operation during the term of this Agreement.
 - i. The Tenant shall keep accurate books and records of all funds received and disbursed in accordance with accepted accounting standards and deliver a copy to the City Treasurer by November 30th of each year relating to the campground operations.
 - ii. The Tenant shall inform the City of the fee schedule and any changes, thereto, to park users.

iii. The Tenant shall collect fees for the following: tent campsite rentals, trailer campsite rentals, docks and other permanent structure rentals, concession sales, firewood, and equipment rentals.

iv. The Tenant shall provide the City with an annual report related to the operations identified in the above section (i).

7. Assignment

a. The Tenant shall not sublet, sub-contract or assign any of the works identified in this Agreement without the written consent of the City.

8. Notice

a. Any notice, direction or other instrument required or permitted to be given to the City hereunder shall be in writing and may be given by mailing same, postage prepaid, or delivering same to the City at One Main Street South, Kenora, Ontario, P9N 3X2. Any notice, direction or other instrument required or permitted to be given to The Tenant hereunder shall be in writing and may be given by mailing same, postage pre-paid or delivering same to David Longe, President, Middle Lake Enterprises, 4 Middle Lake Road, Site 8, Box 50, RR 1, Keewatin, ON P0X 1C0.

b. Any notice, direction or other instrument aforesaid if delivered shall be deemed to have been given or made on the date on which it was delivered, or, if mailed, shall be deemed to have been given or made on the next business day following the date upon which same was mailed.

9. Termination

Upon expiry or other termination of this Agreement:

a. The Tenant shall leave the assets and improvements of Anicinabe Park in a clean, repaired and well-maintained condition.

b. The Tenant shall give an up-to-date financial and activity report to the City.

c. The Tenant shall transfer to the City, all deposits.

10. This Agreement shall ensure to the benefit of and be binding upon the respective parties hereto and their respective heirs, executors, administrators, successors and/or assigns.

In Witness Thereof the parties have hereunto affixed their hands and seals the day and year first above written.

Signed, Sealed and Delivered)

in the presence of:

The Corporation of the City of Kenora

)

)

)

) **per:** _____

Andrew Poirier, Mayor

)

)

) **per:** _____

Heather Pihulak, City Clerk

)

)

)

Witness

) _____
The Tenant.

Lake of the Woods
KENORA



**CITY OF KENORA
OPERATIONAL STANDARDS POLICY
ANICINABE PARK**

August 2018 Winter

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CITY OF KENORA
Operational Standards Policy – Anicinabe Park

PURPOSE OF OPERATING STANDARDS:

This manual defines the City of Kenora standards for the operation of Anicinabe Park and has been developed for the following purposes:

- Provides opportunity to work towards Provincial Park Standards (available on request);
- provides bench marks for the variety of functions which comprise park operations;
- focuses attention on the objective of park operation – the delivery of a product to park visitors; and defines those elements of park operating activities considered essential to the provision of an acceptable level and quality of product;
- ensures that visitors receive consistent levels and qualities of service;
- defines, clearly, those situations where park operations are unsatisfactory because they do not deliver the product or service at an acceptable level or quality;
- provides a basis for assessing and rationalizing park budget allocation in relationship to the product delivered;
- assists in establishing appropriate targets for park operations and in developing consistent priorities and work programs to achieve these targets;
- provides a yardstick to assist in auditing performance of park operations activities.

These standards define the minimum level for park operations. Operations not achieving this level are considered unacceptable. The operating standards do not necessarily indicate an optimal level for park operations, nor do they set upper limits on park operations activities. They are intended to serve as a basis on which to build with the aim to achieve an optimal level of operations.

Standards are presented in the following format:

| | |
|-------------------|--|
| Objective: | the result to be achieved |
| Achieved by: | activities (including frequency and duration specifications) required to achieve the result |
| Outline of Tasks: | where appropriate, specific tasks which comprise these activities are outlined in appendices |

OPERATING PERIODS/LEVELS OF OPERATIONS:

Objective: To ensure the park is accessible to park visitors during demand periods and that levels of operation during the operating season are appropriate to use levels and user needs.

Achieved By: Establishing levels of operation appropriate to use levels, user needs and seasonal conditions affecting operations, based on the following:

PEAK LEVEL OF OPERATION: represents the highest level of operation and includes the operation of all park facilities and services to meet maximum user demand. Full fees are charged and the park shall be staffed to provide the required level of service in order that all amenities of the park are available to park patrons at the prescribed acceptable level and condition. The period of this operation shall commence on the first (1st) day of May and conclude on the fifteenth (15th) of October or as mutually agreed upon between the City and the Contractor.

OFF SEASON PERIOD LEVEL OF OPERATION: represents the lowest level of operation of which no camping or overnight stay shall be permitted, washrooms and change room facilities are closed, electrical power and water services are not operated and the administration offices are closed with no staff, personnel or supervision being on site. The public will only be allowed to use and access the outdoor facilities and grounds during this period. This period of operation shall commence on the sixteenth (16) day of October and conclude on the thirtieth (30th) day of April or as mutually agreed upon between the City and the Contractor.

ADMINISTRATION – SUPERVISION and CLERICAL SUPPORT:

Objective: To provide supervision and clerical support for park operations.

Achieved by:

- The park must be provided with administrative support by the Contractor as per the period specified under the Peak Period Level of Operation.
- When the park is open, the Contractor shall maintain a person in charge and accountable for the park operations.
- Clerical support will be the responsibility of the Contractor.
- Provide any data or information of park operations as may be required by the City of Kenora.
- Administration Building/Office hours will be 7:00 a.m. – 9:00 p.m. daily and weekends.
- The main gate which gives access to the beach and boat ramp will be opened at 6:00 a.m. and closed at 11:00 p.m. daily and weekends.

ADMINISTRATION – TRAINING OF STAFF:

Objective: To ensure that all Contractor's staff have appropriate training.

Achieved by: The Contractor to train and inform their staff of this policy and the following:

- Park management policies/procedures
- First aid, public safety, WHMIS, Occupational Health & Safety, City of Kenora Health & Safety Policies and Procedures.
- Enforcement
- Familiarization of park and surrounding area relevant to the park
- Cash and permit handling
- Equipment operation
- Maintenance
- Safety Equipment operation
- Control of this will be in a form being signed by the Contractor and Employee that relates this has been done

ENTRY CONTROL:

Objective: To ensure entry control for security purposes.

Achieved by:

- During the off season period, the park will have limited access as determined by the City.
- Also, refer to Security and Enforcement Section (Page 10).

GARBAGE COLLECTION:

Objective: To ensure a healthy and sanitary park environment through garbage removal.

Achieved by:

- The Contractor will provide central garbage collections and bins on a Monday to Friday basis during the peak operation period.

- The City will provide monthly garbage collection in the permanent bear wise receptacles, in the off season. (November – April)
- The Contractor is to empty garbage receptacles and containers throughout the park daily near the end of the day to minimize the amount of garbage left out overnight.
- Garbage receptacles at sites should be checked when doing daily rounds and removed if necessary in addition to the end of the day;
- The central garbage bins and receptacles will be removed from the park following peak period operations.

SANITATION and BUILDING CLEANING:

Objective: To ensure that washrooms and change rooms are maintained in a clean and sanitary condition.

Achieved by:

- Cleaning washrooms and change rooms at least three times daily during the peak period of operation with a minimum of four hours between cleanings or more often when the park is busy.
- Cleaning administration building once daily during peak period of operation.
- Cleaning maintenance buildings once weekly during use period.

Outline of Tasks:

Appendix "A" – Sanitation and Building Maintenance Guidelines

ROAD & PARKING MAINTENANCE:

Objective: To maintain park roads and parking lots in good repair.

Achieved by:

- The City will apply a dust treatment, a minimum, of once per year, dependent upon availability of staff and equipment.
- The City will grade once in the spring and, as required, during peak periods of operation, dependent upon availability of staff and equipment.
- The City will perform all maintenance and repairs required to the roads and parking lots within the parks.

Outline of Tasks:

Appendix "B" – Road and Parking Lot Maintenance Guidelines

BUILDING/FACILITY INSPECTION AND REPAIRS:

Objective: To ensure park facilities remain fully operative, safe and in good condition.

Achieved by:

- The contractor will do regular daily visual inspection of park facilities and report deficiencies and required repairs to the appropriate City personnel. Where public health and safety is involved, or major property damage could occur, reporting and repairs shall be performed immediately, or the area(s) isolated for safety. Written weekly reports will be submitted to the Parks Supervisor.
- The City will instruct the Contractor on procedures, methods or assistance that will be made available to correct the deficiency or repair.
- The Contractor will assume maintenance cost up to \$250.00 and the City of Kenora will assume all maintenance costs over \$250.00.

Outline of Tasks:

Appendix "A" – Sanitation and Building Maintenance Guidelines

Appendix "C" – Facility Maintenance Guidelines

SECURITY AND ENFORCEMENT:

Objective: To provide adequate levels of security and safety for park visitors.

Achieved By:

- Provide an individual on-site on a twenty-four (24) hour basis for security and enforcement purposes.
- Provide regular enforcement patrols on a daily (day and evening) basis.
- Contractor to ensure patrons and visitors to the Park adhere to the City of Kenora Noise Bylaw #27-2007.
- Contact and assist the police force in cases of vandalism, stolen property, trespassing and disorderly conduct beyond the control of park staff.

- During the peak period operations, locking of gates to the beach/boat launch area at 11:00 p.m. on a daily basis. These gates shall be reopened at 6:00 a.m. daily.

Outline of Task:

Appendix "E" – Noise Bylaw #122-2021

GROUNDS MAINTENANCE:

Objective: To ensure grounds are kept in an aesthetically pleasing and safe condition.

Achieved by:

- Picking up litter as required throughout the campsites.
- Identify hazard trees throughout the park. Inform Parks Technician of all hazard trees.
- Cleaning of campsites (including removal of ashes) as required.
- Maintaining clean, safe and sanitary campsites.
- Cleaning and raking of beaches daily.

Outline of Tasks:

Appendix "D" – Grounds Maintenance Guidelines

FIREWOOD:

Objective: To ensure that firewood is made available to park visitors.

Achieved by:

- The Contractor will provide at his/her expense, the required firewood for selling to the campers.
- The wood storage area will be used for stockpiling the wood.
- The Contractor will supply staff and equipment to prepare the wood for sale and have the staff in place for the sale of the firewood.

- The Contractor will retain all monies produced by this operation.
- This operation must be performed in accordance with all the Acts and Regulations (i.e. Occupational Health & Safety, City of Kenora Health & Safety Policies etc.)

VISITOR SERVICES:

Objective: To provide and assist park visitors with information and directions for both the park and City amenities, facilities and events.

Achieved By:

- Providing a basic level of visitor information services pertaining to the park and surrounding area. This information will be provided through the Contractor’s staff in the Administration Building.
- Free informational material can be acquired at the Lake of the Woods Discovery Centre located at 931 Lakeview Drive.

CONTACTS LISTING:

Objective: To provide the Contractor with contact names and telephone numbers of City personnel when assistance is required.

Achieved By: The following contacts:

ADMINISTRATIVE OFFICE:

Objective: To provide an area in the administration building to facilitate the registration of guests and information area for park patrons.

Achieved By:

- The City of Kenora has a “No Smoking” policy and therefore there will be no smoking in the administration building and any other areas in the park that are designated “No Smoking”.
- All patrons who are smoking will remain outside the administration building.

- In addition to staffing, the Contractor will supply, maintain and install all necessary desks, computers, filing cabinets, phones, answering services, credit card equipment, cash registers and adding machines.

INSPECTIONS:

Objective: To monitor and ensure the standards and policies are adhered to for the operation of the park.

Achieved by:

- City personnel to perform random inspections for park cleanliness, guest registration and to ensure the park policies are being followed.
- City personnel to inspect the park to ensure the grounds and buildings are in an acceptable condition after peak period closing.
- Random inspections will be carried out at least once per month.
- Play structures will be inspected yearly by a qualified City Representative and weekly visual inspections will be carried out by City Parks Staff.
- The Contractor will daily do visual parks inspections. Any hazards will be dealt with in a timely fashion by the Contractor and/or City.

UTILITIES:

Objective: To provide sewer and water, telephone and electrical power for operations of the park.

Achieved By:

- The Contractor will be responsible for all hydro, phone, heat, sewer and water costs for the duration of this contract.

SPECIAL ACTIVITIES/EVENTS (LIQUOR ORIENTATED):

Objective: To obtain City approvals prior to the Contractor holding liquor oriented activities, services and/or events within the Park.

Achieved By:

- Contractor to notify in writing to the attention of the City Clerk specific details for the request. The City of Kenora Municipal Alcohol Policy must be followed.
- Prior to the usage, the Contractor will ensure the area(s) of usage is/are clean and free of garbage and other debris.
- The requests for usage of the park (other than campsites) will be the responsibility of the contractor and the contractor will establish a fee schedule for this usage.
- The Contractor will retain all revenues generated from these usages.

SPECIAL ACTIVITIES/EVENTS – NO LIQUOR:

Objective: To allow special activities and events to take place within the Park, where no liquor will be served.

Achieved By:

- Contractor to accept applications for the special activities or events with details of the request.
- Prior to usage, the Contractor will ensure the area(s) of usage is/are clean and free of garbage and other debris.
- The requests for usage of the park (other than campsites) will be the responsibility of the contractor and the contractor will establish a fee schedule for this usage, with a copy of the fee schedule given to the City of Kenora.
- The Contractor will retain all revenues generated from these usages.
- The City of Kenora will have free access to the park for three special activities and/or events, with 30 days’ notice in writing. The activities and/or events must be City events or approved City events. Final approval for free Anicinabe Park rental to be attained from the Parks Technician and the Contractor. The City staff booking the event will be responsible for clean-up and garbage removal.

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 CITY OF KENORA
 Operational Standards Policy – Anicinabe Park

REGISTRATION AND SITE USAGE INSPECTIONS:

Objective: To identify the required process to be used for telephone reservations, registrations and inspections relating to ensuring only paid campsites are in use.

Achieved By:

- Hours of Operations:
- Administration building opens for registration at 7:00 a.m. daily, including weekends.

- Administration building closes for registration at 9:00 p.m. daily, including weekends.
- Check-out time is 12:00 p.m. (Noon).

Campsite Check List:

- Must be prepared daily with the expiry dates brought forward.
- Are to be filed chronologically.

Rates:

- Rates charged are established by the Contractor. City of Kenora to be informed of rates.

Reservations:

- Guests will be allowed to stay a maximum of 28 Days at one site.
- Guest are given a pre-registration form to complete (guests with reservations are matched with appropriate forms).
- Pre-registration forms are filed alphabetically.
- Guest is assigned a campsite.
- The Contractor legibly records information into the park register.
- Guest is issued a two part permit: first part of completed permit is filed chronologically by check-in date, second part is to be placed in the permit holder.
- Expiry date of permit day/month (dd/mm) format is put on second part of permit in black marker to facilitate inspections.
- New permits must be issued for changing campsite locations – if the first permit has expired, it is still used as the receipt and is referenced to the second permit – if the first permit has expired, and the second permit is used in the same manner as a new permit.
- New permits must be issued for extending departure dates prior to the 12:00 noon departure deadline.

Inspections:

- The Contractor shall perform as he/she deems necessary to ensure campsites are in use with a permit.

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CITY OF KENORA
Operational Standards Policy – Anicinabe Park

PARK ADVERTISEMENT/PROMOTION:

Objective: To ensure a consistent advertising and promotion campaign is carried out annually for Anicinabe Park.

Achieved By:

- It is the Contractor's responsibility to promote the Park in various advertising campaigns or advertisements. These campaigns should include Good Sam, Trailer Life Directory, website, brochures, etc. Minimum amount of advertising dollars – three thousand dollars (\$3,000.00). Notice of all advertising to be given to the Tourism Development Officer before proceeding with any advertisement. Copies of all advertising to be given to the Parks Technician.

APPENDIX “A”

ANICINABE PARK

Sanitation & Building Maintenance Guidelines

APPENDIX “A”

SANITATION & BUILDING MAINTENANCE GUIDELINES

The following guidelines identify regular pre-season maintenance tasks for buildings and structures within the park. General building maintenance guidelines applicable to all buildings are outlined, followed by additional guidelines for specific buildings or structures. The City of Kenora will conduct pre-season and post-season tasks unless otherwise stated.

1) GENERAL BUILDING MAINTENANCE GUIDELINES

Pre-Season: (City’s responsibilities unless otherwise stated)

- Contractor is responsible for maintenance costs up to -\$200.00 and the City is responsible for maintenance over \$200.00 annually, within approved Operational & Capital Annual Budgets.
- Check all water systems and water fixtures for leaks.
- Check electrical system (i.e. electrical outlets, lights, fuses etc.) and replace as necessary.
- Turn on water and electrical power.
- Check all fire alarm systems and fire extinguishers.
- Repair cracks or damage to floor and walls and inspect foundations for deterioration where warranted.
- Check roof for snow and ice damage.
- Repair any damage to building, area or walkways.
- Replace signs if required.
- The Contractor shall sweep out and wash down interior surfaces with germicidal cleaners.

- Clean doors, door frames, piping under sinks.

Daily: (Contractor – Administration Building)

- Maintain public office area in neat and tidy condition.
- Check all facilities for proper functioning and damage, repair as required.
- Sweep floors.
- Wash interior walls, showers and floors with deodorant cleaner and rinse thoroughly with clean water.
- Empty waste receptacles and pick up any litter outside of building.
- Wash outside of building, if required.
- Clean sinks, urinals, toilets, toilet partitions, mirrors, shelves with disinfectant cleaners.
- Clean doors, door frames, piping under sinks.

Post-Season: (City’s responsibilities unless otherwise stated)

- Turn off power to water heater where applicable.
- Disconnect and drain all water lines and tanks.
- Remove water from toilet bowls, toilet tanks and floor drains.
- Add antifreeze to fixtures and taps to prevent frost damage.
- Inspect sewage system, repair if necessary, pump out if required.
- The Contractor to ensure buildings are secured and boarded up to limit vandalism and entry during season closure.
- The Contractor will remove all supplies from storage area that may freeze.
- Clean out eaves trough.
- Turn off power.
- The Contractor to lock buildings and supply set of keys to Parks Supervisor or designate.
- Remove potentially damaging snow loads from buildings.
-

APPENDIX “A”

SANITATION & BUILDING MAINTENANCE GUIDELINES

2) WASHROOMS & CHANGE ROOMS

Pre-Season:

Refer to General Building Maintenance Guidelines for Pre-Season and Post-Season Maintenance. These guidelines also apply to washroom facilities and other buildings.

- The Contractor will restock supplies and cleaning equipment in storage areas at the Contractor’s expense.

Daily:

The Contractor shall perform washroom cleanings a minimum of three times daily, four (4) hours between cleanings and more frequently when the park is extremely busy.

- Clean interior and exterior of toilets and urinals.
- Replenish toilet tissue and paper towels at the Contractor’s expense.
- Wipe off vents and partitions.
- Wipe off light fixtures over mirrors.
- Clean mirrors, counter tops and wash basins.
- Clean shower stalls with deodorant cleaner, rinse thoroughly.
- Pick up litter and empty garbage containers.

- Sweep and mop floors.

Post -Season:

Refer to General Building Maintenance Guidelines.

3) PICNIC SHELTERS

Refer to General Building Maintenance Guidelines for Pre-Season, Daily and Post-Season Maintenance.

Pre-Season (City's responsibilities unless otherwise posted)

- The Contractor will thoroughly clean charcoal grill units inside and out; remove ashes and litter, scrape down cooking surfaces with a wire brush; apply heavy coat of stove black or heat resistant paint to exterior surfaces.
- Examine stone work for damage or loose pieces, repair/replace as necessary.

Operating Season: (Contractor)

- Clean out ashes and litter daily.

Post Season: (City's responsibilities unless otherwise posted)

- The Contractor will remove ashes to minimize corrosion of fire boxes.

APPENDIX "A"

SANITATION & BUILDING MAINTENANCE GUIDELINES

4) STRUCTURES – ENTRANCES, SIGNS, BRIDGES, DOCKS, BOAT RAMPS, MAP BOARDS, FLAG POLES, DISPLAYS, FENCES AND PLAY STRUCTURE EQUIPMENT.

Refer to General Building Maintenance Guidelines for Pre-Season and Post-Season Maintenance.

Pre-Season: (City's responsibility unless otherwise posted)

- Erect signage.
- Check for and correct any safety hazards.
- Grade, level and fill washouts at dock and boat launch areas.
- Repair docks.

Daily: (Contractor's responsibility)

- The Contractor will check for safety hazards and report same to City personnel.

Post-Season:

- Contractor to remove and store signs.

5) ADMINISTRATION OFFICE/CONCESSION/STORE

Refer to General Building Maintenance Guidelines for Pre-Season, Daily and Post-Season Maintenance.

Pre-Season: (City's responsibility unless otherwise posted)

- Refer to General Maintenance Guidelines.

Daily: (Contractor's responsibility)

- Clean floors and counters of Administration area.
- Clean walls, windows, doors etc. of Administration area (on weekly basis).
- General housekeeping of Concession/Store and basement (minimum weekly basis).

Post-Season: (City's responsibility unless otherwise posted)

- Refer to General Maintenance Guidelines.

6) MAINTENANCE, UTILITY, WOODSHED AND COMPOUND BUILDING

Pre-Season: (City's responsibility unless otherwise posted)

- Inspect structures for damage and deficiencies and make necessary repairs.

Daily: (Contractor)

- Remove safety hazards immediately, such as chemical or oil spills from floors.
- Keep flammable and toxic materials stored in proper locations.
- Keep compound always locked.

Post-Season: (City's responsibility unless otherwise posted)

- Ensure building and compound is secured during park closure.

APPENDIX "A"

SANITATION & BUILDING MAINTENANCE GUIDELINES

7) CONCESSION BUILDING

Refer to General Maintenance Guidelines for Daily, Pre and Post Season Maintenance.

8) SEWAGE PUMPING STATION

Pre-Season: (City's responsibility unless otherwise posted)

- Check pumps and replace or repair if necessary.
- Check all valves for leaks and cycle each valve.
- Lubricate when necessary.
- Check all line connections for leakage and tighten flanges and replace gaskets.
- Secure, repair, replace, adjust and paint pipe hangers, brackets, clamps etc.
- Have qualified person check electrical connections and panel.
- Check operation of float switches.

Monthly: (City's responsibility unless otherwise posted)

- Check operation of pumps; ensure that discharge pressure is in the normal operating range of the pump.
- Check motor and pump for excessive vibrations while under load.
- Check to ensure that pump's suction or discharge is not plugged.
- Check operation of automatic control devices.

Post-Season: (City's responsibility unless otherwise posed)

- Disconnect all unions and flanges and drain all piping.
- Remove all pumps and store in a warm location, fill pumps with suitable antifreeze.
- Note – submersible pumps at depth which precludes freezing may be left in the pumping station providing they are submerged in liquid.
- Cycle all valves and repair where necessary.
- At 3 year intervals, pumps should be returned to the manufacturer for inspection and repair if necessary.

APPENDIX "B"

ANICINABE PARK

Road and Parking Lot Maintenance Guidelines

APPENDIX “B”
ROAD and PARKING LOT MAINTENANCE GUIDELINES

Park roads are not designed for high speed or heavy vehicular traffic. They are usually built with sharper curves, steeper grades, narrower widths and less rigid surfaces than major highways. It is essential that they be safe for the class of traffic they carry.

The maintenance of roads, parking lots and trails must be directed towards ensuring the highest degree of safety. Hazardous conditions should be corrected immediately or the hazardous section of the road closed to traffic.

The City of Kenora will perform the required maintenance and repairs to the road system and parking lots as per the following:

1) ACCESS AND MAIN INTERIOR ROADS

Pre-Post Season: (City’s responsibility unless otherwise posted)

- Check the surfaces for cracks and repair when equipment and staff are available.
- Check for water ponding on the surface, if the ponding is caused by high shoulders, these should be corrected , and if caused by surface depressions, report for future repairs.
- Check the surface for potholes and broken pavement edges and repair when equipment and staff are available. If too early for patching with hot mix, asphalt, fill the holes with gravel and calcium chloride or cold mix as a temporary repair.
- Check for water running over asphalt in spring, if caused by blocked drainage, correct .
- The Contractor will clean right-of-way of all litter and debris.
- When making permanent repairs to cracks or potholes, place the filler directly into the crack or pothole to avoid creating a bump.
- Check guardrails and posts, straighten or replace if necessary.
- Carry out major repairs and/or reconstruction as scheduled under the capital maintenance program.

Weekly/Monthly: (City’s responsibility unless otherwise posted)

- Maintain gravel shoulders in good repair, flush with travel surface and repair ruts over five (5) cm. in depth when equipment and staff are available.
- The Contractor will maintain grassed shoulders and rights-of-way to be cut to a maximum height of 15 cm.
- Where guardrails or signs make mechanical moving difficult, clipper or trimmers should be used.
- Spot clean litter periodically from road rights-of-way.
- Check for damaged or missing signs.
- Check for damaged guardrails, blockage or drainage ditches, culvert and washouts.
- The Contractor will remove vegetation from edge of pavement (within 40 cm.) periodically to reduce damage from weeds growing through pavement.
- During winter season, plough roads only where necessary (to minimize damage to surface).

APPENDIX "B"
ROAD and PARKING LOT MAINTENANCE GUIDELINES

2) CAMPGROUND ROADS, GRAVEL SURFACES

Pre-Post Season: (City's responsibility unless otherwise posted, when equipment and staff are available.

- Carry out maintenance repairs as scheduled under the capital maintenance program.
- Check for washouts and frost damage.
- Spot patch with gravel where required.
- When road surface has dried sufficiently, grade and crown road bed.
- Clean right-of-way of litter.
- Clean obstructions from culverts, off-take ditches.
- Straighten posts and install signs.
- Brush/debris should be removed a minimum of 1 m. road shoulder.

Weekly/Monthly: (City's responsibility unless otherwise posted, when equipment and staff are available.

- Carry out road dust- program as required.
- Grade roads as required, preferably after a light rain.
- The Contractor to remove large stones from travelled surface of the road.
- Check park roads as soon as possible after a heavy rain storm and repair any damages.

APPENDIX “C”

ANICINABE PARK

Facility Maintenance Guidelines

APPENDIX "C"
FACILITY MAINTENANCE GUIDELINES

Pre and post-season tasks will be conducted by City staff unless otherwise posted.

1) GENERAL PARK EQUIPMENT MAINTENANCE

a) **PICNIC TABLES:**

It may not be economical to make major repairs to picnic tables, such as replacing table tops or seats beyond the table's normal live service. Tables should be kept in good condition and checked regularly for loose bolts, hazards etc.

Daily/Weekly: (Contractor)

- Check regularly for damage and cleanliness.
- Wash as required with a detergent cleaner, particularly those located in heavy day-use areas and campgrounds.

Pre-Post Season: (City's responsibility unless otherwise posted)

- Take inventory. (Contractor)
- Repair or replace damaged picnic tables.
- Remove tables for winter storage. (Contractor)

b) **FIREPLACE AND BARBEQUE GRILLS:**

Operating Season: (Contractor)

- Inspect regularly.
- Clean out ashes and clean grills as required at least once per week.

Pre-Post Season: (City's responsibility unless otherwise posted)

- Repair or replace damaged or worn grills.
- Apply a heavy coat of stove black or heat resistant paint to exterior surfaces, when budget permits.

c) **GARBAGE CONTAINERS:**

Operating Season: (Contractor)

- Plastic bags are to be used to line garbage cans, lids are to be used to control scatter of garbage.
- Garbage receptacles to be emptied daily, bear wise receptacles every second day.
- Cans should be cleaned once per week with a detergent cleaner or as required to prevent odours and breeding of flies; cleaning should be done at a central location away from use areas; a good practice is to have spare cans that can be used when dirty containers are being washed and dried.
- Contractor to supply garbage cans, lids & bags, except for the permanent bear wise receptacles.

Pre-Post Season: (Contractor)

- Clean with detergent cleaner before putting out.
- Garbage cans should be stored to allow moisture to drain freely.
- Damaged cans should be replaced or repaired.

APPENDIX "C"
FACILITY MAINTENANCE GUIDELINES

d) BEACH EQUIPMENT:

Beach equipment consists of devices such as buoy lines, hazard buoy, ladders, docks and other types of equipment in the beach and boat launch area.

Daily: (Contractor)

- Check for hazards.
- Repair/replace any hazards reported. (City's responsibility)

Pre-Post Season: (City's responsibility unless otherwise posted)

- Store in dry location during off-season.
- Repair or replace if required.

APPENDIX “D”

ANICINABE PARK

Grounds Maintenance Guidelines

GROUNDS MAINTENANCE GUIDELINES

Maintaining the landscape in developed areas and upkeep of campgrounds and day use areas is an important part of park operations. The daily maintenance required during the park season can keep maintenance staff busy. As a general rule, a dirty use area and deteriorating facilities will be treated poorly by park visitors. However, the public tends to cooperate in taking care of facilities that are kept clean, well cared for and in good repair.

1) CAMPGROUNDS, PICNIC GROUNDS, BEACHES, COMMON AREAS MAINTENANCE

Pre-Season: (City's responsibility unless otherwise posted)

- Contractor and/or City to remove and clean up felled or dangerous trees, limbs etc. which have accumulated over winter.
- Complete landscaping or refurbishing not completed from previous fall (e.g. Sodding, graveling park spurs, painting posts etc.) within budget guidelines.
- Maintain park picnic tables, grills, beach equipment as specified in Appendix "C".
- Inspect and repair play structure equipment.
- Inspect and replace any fire emergency equipment.
- Check and repair any damaged permit holders.
- Check out electrical pedestals, transformers and water taps.
- Contractor and/or City to inspect and repair trails and trim trees along road rights-of-way, trails etc.
- Erect signs.

Daily/Weekly: (Contractor)

- Check for and remove as soon as possible dangerous trees, emerging shrubs, nails and ropes on trees, replace or repair broken tables, broken bottles.
- Clean up litter, animal scat and other refuse in campsite areas.
- Check electrical pedestals and water taps.
- Check emergency fire equipment.
- Maintain picnic tables, grills and garbage receptacles as specified in Appendix "C".
- Inspect and rake trails as required and record.
- Fill in holes and ditching on tent pads.
- Keep woodshed and compound orderly and neat.
- Once per week, clean out ashes and debris from fire pits at each campsite or as required.
- Clean beach of weeds, shore algae, litter and **rake on daily basis**.
- Inspect and record play structure equipment inspections. (City staff)
- Cut all grass areas, trim hedges as required; remove vegetation encroaching around buildings and facilities.
- Once per week, pick up litter around perimeter of camp grounds.

Post-Season: (City's responsibilities unless otherwise posted)

- Turn off electrical power, water systems.
- Maintain picnic tables, grills, beach equipment as specified in Appendix "C".
- Carry out landscape maintenance/refurbishing as required and within budget guidelines.



Request for Budget Decision

| | |
|--------------------------|---------------------------------|
| Project/Decision: | Anicinabe Park Facility |
| Department: | Recreation & Culture |

Purpose:

That Council receive this information for consideration during the 2025 Operating Budget process.

Decision:

That Council provides directions as to the following:

Background:

On June 25, 2024, due to a fire, the Anicinabe Park Concession Building was declared a total loss. The appraised structure was described as follows:

- Section 1 – Single story restaurant area with a reinforced concrete full basement, approximately 1,160 SF of gross floor area, 8-foot storey heights
- Section 2 – Pavilion with concrete pile construction type, timber framed open vault ceiling, approximately 1,016 SF of gross floor area with 8-foot eave heights

The appraisal was based on a structure with the original construction dimensions and design as the pre-existing building, using like, kind and quality materials, and labour rates as of October 2024.

Based on the information and documentation received and reviewed to date, the value for replacement was assessed at \$694,559.00.

The deductible on this property loss claim is \$25,000.00.

At the discretion of Council, the insured value could be treated as follows:

1. Rebuild a facility to the assessed value – resulting in facility of a similar size and structure.
2. Receive the insurance settlement and use the funds to build/acquire a new structure that may be above or below the assigned value.
3. Receive the insurance settlement and defer any decision to rebuild.

Financial Impact:

As this was an unanticipated loss, the insurance settlement would be received as revenue of \$694,559.00 in 2024. At the discretion of Council, these funds can be committed in the 2025 budget to undertake the following:

1. Rebuild the facility at Anicinabe Park
2. Purchase a modular building to be placed on slab or piles, of a similar size for lesser value, estimated at approximately \$200,000 - \$225,000. Providing the remaining amount to be used to offset future operation and maintenance of the park.
3. Received the funds to be used at Council’s discretion.

Risk Analysis:

Financial Risk - Increased building and supply costs may increase between December 2024 and a potential build/purchase date.

Operational Risk – Failure to have a structural presence on the Anicinabe Park site will result in a deficiency in the provision of campground registration and site management.

Reputational Risk – Potential for conflicting priorities and expectations amongst residents and visitors resulting in high need for increased communication support.

Impact x Likelihood = Risk Level

| Likelihood | Impact | | | | |
|--------------------|-------------------|-----------|--------------|-----------|-------------|
| | Insignificant (1) | Minor (2) | Moderate (3) | Major (4) | Extreme (5) |
| Almost Certain (5) | M | H | H | C | C |
| Likely (4) | L | M | H | C | C |
| Possible (3) | L | M | M | H | H |
| Unlikely (2) | L | L | M | M | H |

Strategic Plan or Other Guiding Document:

Charting Our Course 2027 – Strategic Plan



Request for Budget Decision

| | |
|--------------------------|---|
| Project/Decision: | Economic Increase – Professional & Managerial (Non-Union) and City Council |
| Department: | Human Resources |

Purpose:

To seek Council approval to add the following item(s) to the 2025 Operating Budget.

Decision:

That Council approve an economic increase of:

- Option #1 – At the actual annual percentage adjustment as bargained by the City of Kenora and its bargaining units.
- Options #2 – 1.5% increase
- Option #3 - 0%, or any other percentage Council desires.

Background:

Economic adjustments to the Management Pay Grid may be authorized by Council through budget approval in accordance with HR-3-1 Salary Administration Policy. Factors to be considered when any adjustment is to be made to the Management Pay Grid shall include:

- Ability of the Municipality to pay based on approved budget guidelines.
- Wage and benefit package approved by Council for City employees covered by CUPE, IBEW, and KPFFA Collective Agreements.

In accordance with CC-15-1 City Council Annual Remuneration Policy Annual economic adjustment to Council remuneration will be based on the actual annual percentage adjustment approved for the City’s Non-Union Group

Financial Impact:

| Salary and Benefit Cost | | 2025 | 2026 | 2027 |
|---|------------------|------------|------------|------------|
| Options #1 – Aligned with Bargaining 3%, 3%, 2% | Total Impact | \$264,611 | \$326,180 | \$310,186 |
| | Operating Budget | *\$237,170 | *\$283,617 | *\$252,214 |
| | Utilities | **\$27,441 | **\$42,563 | **\$57,972 |
| Option #2 - 1.5% | Total Impact | \$132,305 | \$155,650 | \$120,000 |
| | Operating Budget | *\$118,585 | *\$141,709 | *\$106,450 |
| | Utilities | **\$13,720 | **13,941 | **\$13,550 |

** Operating Budget Impact

*Portions of this total will be allocated to the Utility.

Risk Analysis:

The increase of the City of Kenora’s Professional and Managerial Grid and Council Renumeration will treat the following risks:

Financial Risk

- Increases in salaries and benefits impact the risk to the municipality’s ability to pay, as well as affordability.
- Operational Risk - Deviation from uniform salary presents high risk to alignment with wages and benefit package approved by Council for City employees covered by CUPE.
- Moderate risk to the Professional & Managerial Grid and Council Renumeration falling behind comparable labour market rates.
- Moderate risk to employee and elected official morale concerning compensation.

Impact x Likelihood = Risk Level

| Likelihood | Impact | | | | |
|--------------------|-------------------|-----------|--------------|-----------|-------------|
| | Insignificant (1) | Minor (2) | Moderate (3) | Major (4) | Extreme (5) |
| Almost Certain (5) | M | H | H | C | C |
| Likely (4) | L | M | H | C | C |
| Possible (3) | L | M | M | H | H |
| Unlikely (2) | L | L | M | M | H |

Strategic Plan or Other Guiding Document:

Charting Our Course 2027 – Strategic Plan
 4.2 Maximize human capacity and capability