

# **The Corporation of the City of Kawartha Lakes**

## **Agenda**

### **Committee of the Whole Meeting**

**COW2021-04**

**Tuesday, April 6, 2021**

**Commencing at 1:00 p.m. - Electronic Participation**

**Council Chambers**

**City Hall**

**26 Francis Street, Lindsay, Ontario K9V 5R8**

#### **Members:**

**Mayor Andy Letham**

**Deputy Mayor Patrick O'Reilly**

**Councillor Ron Ashmore**

**Councillor Pat Dunn**

**Councillor Doug Elmslie**

**Councillor Tracy Richardson**

**Councillor Kathleen Seymour-Fagan**

**Councillor Andrew Veale**

**Councillor Emmett Yeo**

**This will be an electronic participation meeting and public access to Council Chambers will not be available. Please visit the City of Kawartha Lakes YouTube channel at <https://www.youtube.com/c/CityofKawarthaLakes> to view the proceedings.**

**Accessible formats and communication supports are available upon request. The City of Kawartha Lakes is committed to accessibility for persons with disabilities. Please contact [AgendaItems@kawarthalakes.ca](mailto:AgendaItems@kawarthalakes.ca) if you have an accessible accommodation request.**

		Pages
1.	<b>Call to Order</b>	
2.	<b>Adoption of Agenda</b>	
3.	<b>Disclosure of Pecuniary Interest</b>	
4.	<b>Deputations</b>	
4.1.	COW2021-04.4.1	10 - 12
	<b>Request for Water Bill Relief for 121-123 William Street North, Lindsay</b> Marsha Watts Travis Doble	
4.2.	COW2021-04.4.2	13 - 25
	<b>Request for the Construction of a Culvert under Pleasant Point Road</b> Colleen Cook	
5.	<b>Correspondence</b>	
5.1.	COW2021-04.5.1	26 - 26
	<b>Concern Regarding COVID-19 Lockdown</b> Peter and Laura Wells	
5.2.	COW2021-04.5.2	27 - 28
	<b>Bill C-273, A National Strategy for Guaranteed Basic Income</b> Heather Kirby, Chair, Kawartha Lakes Food Coalition Aisha Malik, Chair, Food Security Working Group	
5.3.	COW2021-04.5.3	29 - 30
	<b>Bill C-273, A National Strategy for Guaranteed Basic Income</b> Marina Hodson, Executive Director, Kawartha North Family Health Team Marg Cox, Executive Director, Point in Time Centre for Children, Youth and Parents	



5.4.	COW2021-04.5.4	31 - 31
	<p><b>Request from the Lindsay Downtown BIA Regarding Garbage Containers for Privately Owned Buildings</b></p> <p>Steve Podolsky, Vice-Chair, Lindsay Downtown Business Improvement Association</p> <p>Melissa McFarland, Executive Director, Lindsay Downtown Business Improvement Association</p>	
6.	<b>Presentations</b>	
6.1.	COW2021-04.6.1	
	<p><b>Presentation from the Committee to Rebuild the Ops Community Centre</b></p> <p>Dennis Callaghan</p> <p>Karen Lynch</p>	
6.2.	COW2021-04.6.2	
	<p><b>New Provincial Vision for Social Assistance Presentation</b></p> <p>Janine Mitchell, Manager, Social Services</p>	
6.3.	COW2021-04.6.3	
	<p><b>Destination Development Plan Presentation</b></p> <p>Laurie McCarthy, Economic Development Officer - Tourism</p> <p>Ken Lambert, KWL Advisory</p> <p>Aileen Murray, Mellor Murray Consulting</p>	
6.3.1.	Report ED2021-009	32 - 187
	<p><b>Destination Development Plan</b></p> <p>Laurie McCarthy, Economic Development Officer - Tourism</p> <p><b>That</b> Report ED2021-009, <b>Destination Development Plan</b> be received;</p> <p><b>That</b> the Destination Development Plan as outlined in Appendix A be approved; and</p> <p><b>That</b> this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.</p>	
7.	<b>Reports</b>	

7.1.	<p>CAO2021-003</p> <p><b>Proposed Council Policy Review Program</b> Ron Taylor, Chief Administration Officer</p> <p><b>That</b> Report CAO2021-003, <b>Proposed Council Policy Review Program</b>, be received;</p> <p><b>That</b> the Council policies listed in Appendix B to report CAO2021-003, and substantially in their current form, be confirmed, renumbered and approved;</p> <p><b>That</b> the Council policies listed in Appendix C to report CAO2021-003, be rescinded;</p> <p><b>That</b> the Council policies listed in Appendix D to report CAO2021-003, be referred to staff for review, with recommended changes brought back to Council for consideration and policy approval before end of Q4 2021; and</p> <p><b>That</b> these recommendations be brought forward to Council for consideration at the next Regular Council Meeting.</p>	188 - 209
7.2.	<p>CAO2021-004</p> <p><b>Ops Community Centre Property Utilization</b> Ron Taylor, Chief Administrative Officer</p> <p><b>That</b> Report CAO2021-004, <b>Ops Community Centre Property Utilization</b>, be received; and</p> <p><b>That</b> this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.</p>	210 - 289
7.3.	<p>CAO2021-005</p> <p><b>Olde Gaol Museum</b> Ron Taylor, Chief Administrative Officer</p> <p><b>That</b> Report CAO2021-005, <b>Olde Gaol Museum</b>, be received; and</p> <p><b>That</b> this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.</p>	290 - 370
7.4.	<p>CLK2021-005</p> <p><b>Election Sign By-Law Update</b> Cathie Ritchie, City Clerk Joel Watts, Deputy Clerk</p>	371 - 386

**That** Report CLK2021-005, **Election Sign By-law Update**, be received;

**That** the necessary by-law substantially in the form as Appendix A be brought forward for adoption;

**That** By-law 2018-077, being A By-Law to Repeal and Replace By-law 2013-113 to Regulate the Placement of Election Signs in the City of Kawartha Lakes, be repealed; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

7.5.

RS2021-018

387 - 398

**Proposed Direct Sale of a Portion of the Denfield Road Property, Lindsay**  
Laura Carnochan, Law Clerk - Realty Services

**That** Report RS2021-018, **Proposed Direct Sale of Portion of Denfield Road Property, Lindsay**, be received;

**That** the sale of a portion of the City-owned property located on Denfield Road, Lindsay and legally described as Part of the Northwest 1/4 of Lot 19, Concession 4, Part of the West 1/2 of Lot 20, Concession 4, Part of the East 1/2 of Lot 20, Concession 4, being Parts 4 and 5 on Plan 57R-8131 and Part 1 on Plan 57R-6668, Except Parts 4, 5, and 6 on Plan 57R-8228, Except Part 1 on Plan 57R-9268, Subject to R234883 and R234884, Subject to an Easement in Gross over Part 1 on Plan 57R-10493 as in KL122703, in the Geographic Township of Ops, City of Kawartha Lakes (PIN: 63237-1095 (LT)) to Wilson Staples Holdings Ltd., be supported, in principle, in accordance with the provisions of By-Law 2018-020, as amended, and the Municipal Act, 2001, and subject to the parties entering into a conditional Agreement of Purchase and Sale;

**That** the property be sold “as is” with respect to the zoning and Official Plan designation of the property, with the City making no representation or warranty pertaining to same. The purchaser is to rezone and redesignate the land at its own expense, should it wish to change the permitted uses on the property;

**That** the property be sold as one parcel, to merge with adjacent reserve holdings of the purchaser. The purchaser is to obtain part lot control or consent to sever, at its own expense, should it wish to subdivide the property and current reserve holdings into three separate lots;

**That**, notwithstanding section 5.03 of By-Law 2018-020, the property be appraised at highest and best use and at pre-servicing value and sold for no less than that amount, plus 5% to account for cash-in-lieu of parkland, plus all costs associated with the transaction;

**That** a by-law (with any amendments deemed necessary) to authorize disposition of the subject property shall be passed if appropriate;

**That** the Mayor and Clerk be authorized to sign all documents to and conveyance of the lands; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

7.6.

PRC2021-002

399 - 403

**50/50 Community Project Capital Fund**

Shelley Cooper, Community Partnership and Programs Supervisor

**That** Report PRC2021-002, **50/50 Community Project Capital Fund**, be received; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

7.7. PRC2021-003 404 - 411

**Community Partnership and Development Fund**

Shelley Cooper, Community Partnership and Programs Supervisor

**That** Report PRC2021-003, **Community Partnership and Development Fund**, be received; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

7.8. ED2021-005 412 - 468

**Listing Properties on the Heritage Register**

Emily Turner, Economic Development Officer - Heritage Planning

**That** Report ED2021-005, **Listing Properties on the Heritage Register**, be received;

**That** the proposed addition of non-designated properties listed in Appendix A to the City of Kawartha Lakes Heritage Register be approved; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

7.9. ED2021-016 469 - 478

**Arts, Culture and Heritage Recovery Fund**

Donna Goodwin, Economic Development Officer - Arts, Culture and Heritage

**That** Report ED2021-016, **Arts, Culture, Heritage Recovery Fund** be received;

**That** the outstanding balance of \$59,000 be returned to the Pandemic Contingency Reserve; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

### **Community Pandemic Recovery Fund Grants**

Rod Sutherland, Director of Human Services

**That** Report HS2021-002, **Community Pandemic Recovery Fund Grants**, be received;

**That** the balance of \$205,668.22 in Lindsay Legacy CHEST Funds allocated to the Community Pandemic Recovery Fund but not awarded, be released to the Lindsay Legacy CHEST Fund Grant Committee and their distribution process be reinstated;

**That** the balance of \$49,162.48 in City Contingency Reserve funds allocated to the Community Pandemic Recovery Fund but not awarded, be made available to eligible organizations located outside the geographical boundaries for eligibility for the Lindsay CHEST Fund through a second application process of the Community Pandemic Recovery Fund, to a maximum of \$7,500 per application; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

## **8. Council Memorandums**

### 8.1.

COW2021-04.8.1

485 - 486

### **Memorandum Regarding Kenhill Beach Road Drainage**

Councillor Ashmore

**That** the Memorandum from Councillor Ashmore, **regarding Kenhill Beach Road Drainage**, be received;

**That** staff be referred to inspect the ditching and drainage in this area and determine if remediation is required;

**That** staff report back to Council by end of Q2 should any remediation be required; and

**That** this recommendation be forwarded to Council for consideration at the next Regular Council Meeting.

### 8.2.

COW2021-04.8.2

487 - 488

### **Memorandum Regarding Improvements to Pleasant Point Canal**

Councillor Ashmore

**That** the Memorandum from Councillor Ashmore, **regarding Improvements to Pleasant Point Canal**, be received;

**That** Public Works staff review the water flow at Pleasant Point Road to see if a culvert would improve the quality of the canal;

**That** Public Works staff report back to Council by Q3 2021; and

**That** this recommendation be forwarded to Council for consideration at the next Regular Council Meeting.

9.        **Closed Session**
10.      **Matters from Closed Session**
11.      **Adjournment**



# Request to Speak before Council

Request to Make a Deputation/Presentation to  
Council/Committee  
City of Kawartha Lakes  
City Clerk's Office  
26 Francis Street, PO Box 9000  
Lindsay, ON K9V 5R8  
705-324-9411

**Name: \***

Marsha Watts

**Address: \***

121 123 William Street North

**City/Town/Village:**

Lindsay

**Province: \***

ON

**Postal Code:**

K9V4A9

**Telephone: \***

**Email: \***

There can be a maximum of two speakers for each deputation. Please list the name(s) of the individual(s) who will be speaking. The names that are listed here will be included on the Council Meeting Agenda.

**Deputant One:**

Marsha Watts

**Deputant Two:**

Claire Doble



**Please provide details of the matter to which you wish to speak: \***

We own the triplex at 121-123 William Street North. We have invested in this property as we believe that it is important to restore and save the beautiful older buildings in our community. I, Marsha, live in 123 William Street North and there are tenants in the 2 units at 121 William Street North. We have a tenant who was in the property when we purchased the property. [REDACTED]

[REDACTED]

We received a water bill for \$1527.93 dated January 26, 2021. I called the Utility department to question this bill. Laurie Monahan suggested that I check all of the toilets in the building. I did this and our [REDACTED] tenant disclosed that [REDACTED] toilet is "running a little bit". We are replacing this toilet immediately to address this issue and have again asked [REDACTED] to let us know when there are any issues regarding maintenance or repairs that need to be addressed..

We are seeking your assistance with the cost of this water bill.

Thank you for your consideration.

Please attach any additional supporting documents you wish to provide and submit with this completed form.

**Have you discussed this matter with City Staff?**

☒ Yes

☐ No

**If yes, Which department and staff member(s) have you spoken to?**

**What action are you hoping will result from your presentation/deputation? \***

We are requesting assistance with the cost of this water bill. We would of course be more than happy to pay the cost of the water used other than for the running toilet. We are requesting assistance for the cost of the water used due to the running toilet.

By signing this form you are acknowledging that all of the information you are providing on this form is true, and giving the City permission to collect your personal information for the principal purpose of a request to make a deputation to Committee or Council as outlined below.

**Signature:**

Marsha watts

**Date:**

2/18/2021



The personal information is being collected by the City of Kawartha Lakes for the principal purpose of a request to make a deputation to Committee or Council pursuant to the City's procedural by-law. This information, including all attachments submitted may be circulated to members of Council, staff, the general public and posted on the City website. Questions about the collection of this information should be directed to the City Clerk or Deputy Clerk at 705 324-9411 ext. 1295 or 1322.

**Do you agree to the publication of your name and contact information on the City's website and the City Council agenda? \***

☒ Yes

☐ No

Please complete this form and return to the City Clerk's Office by submitting it online or:  
Fax: 705-324-8110 Email: [agendaitems@kawarthalakes.ca](mailto:agendaitems@kawarthalakes.ca)



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Council/Committee  
City of Kawartha Lakes  
City Clerk's Office  
26 Francis Street, PO Box 9000  
Lindsay, ON K9V 5R8  
705-324-9411

**Name: \***

Colleen Cook

**Address: \***

69 Indian Trail

**City/Town/Village:**

Lindsay

**Province: \***

Ontario

**Postal Code:**

K9V4R5

**Telephone: \***

**Email: \***

There can be a maximum of two speakers for each deputation. Please list the name(s) of the individual(s) who will be speaking. The names that are listed here will be included on the Council Meeting Agenda.

**Deputant One:**

Colleen Cook

**Deputant Two:**

First Name, Last Name

**Please provide details of the matter to which you wish to speak: \***

I wish to address council regarding the construction of a culvert underneath Pleasant Point Road to improve the water flow in the canal on Pleasant Point. A petition has been signed by the majority of residents on Indian Trail and Maple Grove to this affect.

Please attach any additional supporting documents you wish to provide and submit with this completed form.

**Have you discussed this matter with City Staff?**

☒ Yes

☐ No

**If yes, Which department and staff member(s) have you spoken to?**

**What action are you hoping will result from your presentation/deputation? \***

That the council will support Councillor Ron Ashmore's petition to construct a culvert under Pleasant Point Road at the end of the canal.

By signing this form you are acknowledging that all of the information you are providing on this form is true, and giving the City permission to collect your personal information for the principal purpose of a request to make a deputation to Committee or Council as outlined below.

**Signature:**

Colleen cook

**Date:**

3/25/2021



The personal information is being collected by the City of Kawartha Lakes for the principal purpose of a request to make a deputation to Committee or Council pursuant to the City's procedural by-law. This information, including all attachments submitted may be circulated to members of Council, staff, the general public and posted on the City website. Questions about the collection of this information should be directed to the City Clerk or Deputy Clerk at 705 324-9411 ext. 1295 or 1322.

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☒ Yes

☐ No

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Fax: 705-324-8110 Email: [agendaitems@kawarthalakes.ca](mailto:agendaitems@kawarthalakes.ca)

Person Submitting the Petition

Name: Colleen Cook

Address: 69 Indian Trail, Lindsay, Ont. K9V 4R6

Phone: [REDACTED]

**Petition**

TO: the Council of the City of Kawartha Lakes, 26 Francis Street, Lindsay, ON K9V 5R8

I/We the undersigned, petition the Council of the City of Kawartha Lakes as follows:

To undertake improvements to the canal on Pleasant Point to alleviate some if not all of the following issues:

1. Restriction of recreational activities, boating, fishing, and swimming.
1. Foul Smell caused by decaying aquatic weeds.
2. The stunting of fish populations and fish kills due to decomposition.
3. Accumulation of debris and sediment hastening the filling in of the canal.
4. Increase in disease vectors such as mosquitoes and snails.
5. The lowering of the aesthetic appeal of waterfront property reducing its value.
6. The exclusion of native plant species by invasive aquatic weeds.

#	Name	Contact Information	Signature
1	WADE Halliday	416 991 5530	[Signature]
2	Bonnie Leitch	905-806-3048	Bonnie Leitch
3	Jan LaMontagne	705-977-1654	[Signature]
4	Jacquelyn Halliday	289-928-5659	J. Halliday
5	Nicholas LeBlanc	647-227-3148	[Signature]
6	ED PINARELLI	416 200 6767 ED@STRANDS.CA Ed Pinarelli	[Signature]
7	[REDACTED]	[REDACTED]	[REDACTED]
8	PAUL ANGERS	705 928 2680	[Signature]
9	BRUCE LEMIT + D LANG	705-340-3756	[Signature]
10	KEN + NANCY GITHAM	705-793-2328	[Signature]
11	JOHN MULLIGAN	705-879-2427	[Signature]
12	Steph Patrick	705-879-5665	[Signature]
13	IAN PEEL	705-821-2324	[Signature]
14	Frank Phillips	705 879 4413	[Signature]
15	ANDY JENNINGS	705 879 4253	[Signature]
16	Rose Gomer	705 872 2066	[Signature]
17	Donna Dunlop	705-879-4372	[Signature]
18	Donna Green	705-793-2606	[Signature]
19	Duane Ariza	204-599 9312	[Signature]

Page 1 of 7

Signatories to a Petition are deemed to have waived any expectation of privacy as a result of the record being created for review by the general public. Questions about the collection and disclosure of personal information contained in this petition should be directed to the Office of the City Clerk at 705-324-9411 extension 1295 or 1322. All signature pages submitted must include the petition request for the signatures to be considered valid.



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5. The lowering of the aesthetic appeal of waterfront property reducing its value.
6. The exclusion of native plant species by invasive aquatic weeds.

#	Name	Contact Information	Signature
20	Michael D Fielding	905 999 6265	[Signature]
21	Colleen Cook	905-535-6191	[Signature]
22	ROSEY COOK	647 290-6191	[Signature]
23	ETHEL COURT	705-193-9318	[Signature]
24	Janet Dean	705-878-2229	[Signature]
25	Cassdee Hoffmann	705-928-6849	[Signature]
26	ROBERT MAYLOR	289-978 4158	[Signature]
27	DANIO SMITH	705 341 0045	[Signature]
28	Jack + Rich Thurston	705-340-0100	[Signature]
29	LAURIE-ANN COLLIN	416-992-7316	[Signature]
30	LUCY COLLIN	416-562-2642	[Signature]
31	HANSON TURNER	647 409 1147	[Signature]
32	Ron Johnston	705-793-3139	[Signature]
33	JOHN NAPIK	705 796-2167	[Signature]
34	ANDY ZYLSTRA	705 793 2414	[Signature]
35	Debbie Shiegal	705-887-3635	[Signature]
36	CRAIG SHIELDS	887 3635	[Signature]
37	Nathan Hubbard	905 340 1229	[Signature]
38	Tara Moffatt	705 344 1533	[Signature]



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#	Name	Contact Information	Signature
39	MR. SAL CARITO	705-341-2633	[Signature]
40	Cynthia Stucless	705-340-0421	[Signature]
41	Ken Zardo	416-485-7555	[Signature]
42	John Kypers	705-928-6194	[Signature]
43	Steve Hiltz	705-340-2248	[Signature]
44	Ryan Hayford	705-928-6194	[Signature]
45	Mr/Mrs G. Schneider	705-879-9269	[Signature]
46	RON LINDA TARNHAM	519-882-1439	[Signature]
47	SIEGFRIED SCHMIDT	705-793-3319	[Signature]
48	Kellie O'Leary	647-922-5703	[Signature]
49	Barry O'Leary	647-992-0136	[Signature]
50	Ryan O'Leary	289-923-8187	[Signature]
51	Heather Wilkins	705-340-1892	[Signature]
52	DAVE WILKINSON	705-872-6114	[Signature]
53	DAVID DAVES	705-878-8033	[Signature]
54	LORAN BUTSON	705-793-2682	[Signature]
55	DON BUTSON	705-793-2682	[Signature]
56	Jan Rousk	705-341-4465	[Signature]
57	Dan Anderson	705-464-1950	[Signature]

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#	Name	Contact Information	Signature
58	Jessica Fuhrman	289-928-3434	J Fuhrman
59	Geoff Mattiussi	705-341-3447	Geoff Mattiussi
60	Doreen Stetski	705-340-2107	Doreen Stetski
61	Dawn Mattiussi	705-341-3446	D Mattiussi
62	Emily McKeelis	705-328-2621	Emily McKeelis
63	MARK J. Hurston	705-308-2067	Mark Hurston
64	Angelique Junkin	705-344-4223	A Junkin
65	Stephen Junkin	205-934-9537	S. Junkin
66	Karen Reid	705 793 9892	K. Reid
67	Bill Thompson	"	B Thompson
68	Jeanette Sinclair	705-879-8942	Jeanette Sinclair
69	STEVE SINCLAIR	705-879-8947	Steve Sinclair
70	BRIAN CHISHOLM	705 793-9523	B Chisholm
71	JAN DOWIE	705 291 8202	Jan Dowie
72	Joelle Dowie	705 410 0546	Joelle Dowie



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#	Name	Contact Information	Signature
5673	<del>REDACTED</del> Sophie Su	289-969 8686	Sophie Su
74	GUEMAIL AND RANDHIR BENI	647-822-2400	Gurmail Beni
675	Rob Dudman	705-934-1642	Rob Dudman
76	Valda Stead	705-795-5478	Valda Stead
77	Gilbert Stead	705-795-3325	Gilbert Stead
78	Leilani Toudrie	705-344 1619	Leilani Toudrie
79	F. Keenan	705-793 1324	F. Keenan
80	Dorla Allan	705-328 4275	Dorla Allan
4381	Amber Lyall	905 926 0438	Amber Lyall
82	Terry Elliott	705 878 2976	Terry Elliott
83	ROSS WATERS	705 793-2297	Ross Waters
84	MARION BELL	705-341-6444	Marion Bell
85	Russ Bannister	705-793-2158	Russ Bannister
86	J. SPENCE	705-793-1104	J. Spence
87	E. DUNNIS	" " "	E. Dunnis
1188	Michael Marquardt	705 341-4314	Michael Marquardt
1089	MARK BOLLER	705-878-6397	Mark Boller
5490	JOAN BRENTNELL	705-793 2582	Joan Brentnell
91	Carol Falkenham	289 688 2462	Carol Falkenham

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Signatories to a Petition are deemed to have waived any expectation of privacy as a result of the record being created for review by the general public. Questions about the collection and disclosure of personal information contained in this petition should be directed to the Office of the City Clerk at 705-324-9411 extension 1295 or 1322. All signature pages submitted must include the petition request for the signatures to be considered valid.



Name:	Colleen Cook
Address:	69 Indian Trail, Lindsay, Ont. K9V 4R6
Phone:	[REDACTED]

**TO:** the Council of the City of Kawartha Lakes, 26 Francis Street, Lindsay, ON K9V 5R8

To undertake improvements to the canal on Pleasant Point to alleviate some if not all of the following issues:

1. Restriction of recreational activities, boating, fishing, and swimming.
1. Foul Smell caused by decaying aquatic weeds.
2. The stunting of fish populations and fish kills due to decomposition.
3. Accumulation of debris and sediment hastening the filling in of the canal.
4. Increase in disease vectors such as mosquitoes and snails.
5. The lowering of the aesthetic appeal of waterfront property reducing its value.
6. The exclusion of native plant species by invasive aquatic weeds.

[illegible]

Name:	Colleen Cook
Address:	69 Indian Trail, Lindsay, Ont. K9V 4R6
Phone:	[REDACTED]

I/We the undersigned, petition the Council of the City of Kawartha Lakes as follows:

1. Restriction of recreational activities, boating, fishing, and swimming.
1. Foul Smell caused by decaying aquatic weeds.
2. The stunting of fish populations and fish kills due to decomposition.
3. Accumulation of debris and sediment hastening the filling in of the canal.
4. Increase in disease vectors such as mosquitoes and snails.
5. The lowering of the aesthetic appeal of waterfront property reducing its value.
6. The exclusion of native plant species by invasive aquatic weeds.

[illegible]

Page 7 of 7

22



Pictures supporting Pleasant Point Canal Petition

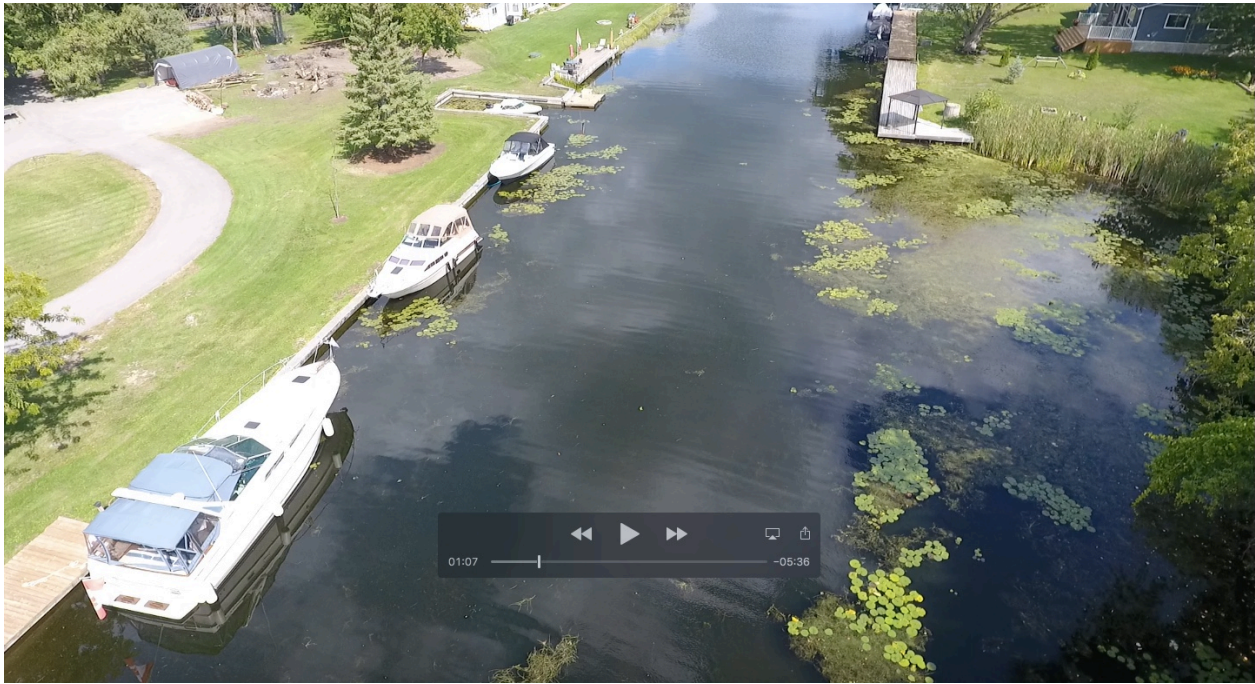
Person Submitting the Petition

Name:	Colleen Cook
Address:	69 Indian Trail, Lindsay, Ont. K9V 4R6
Phone:	



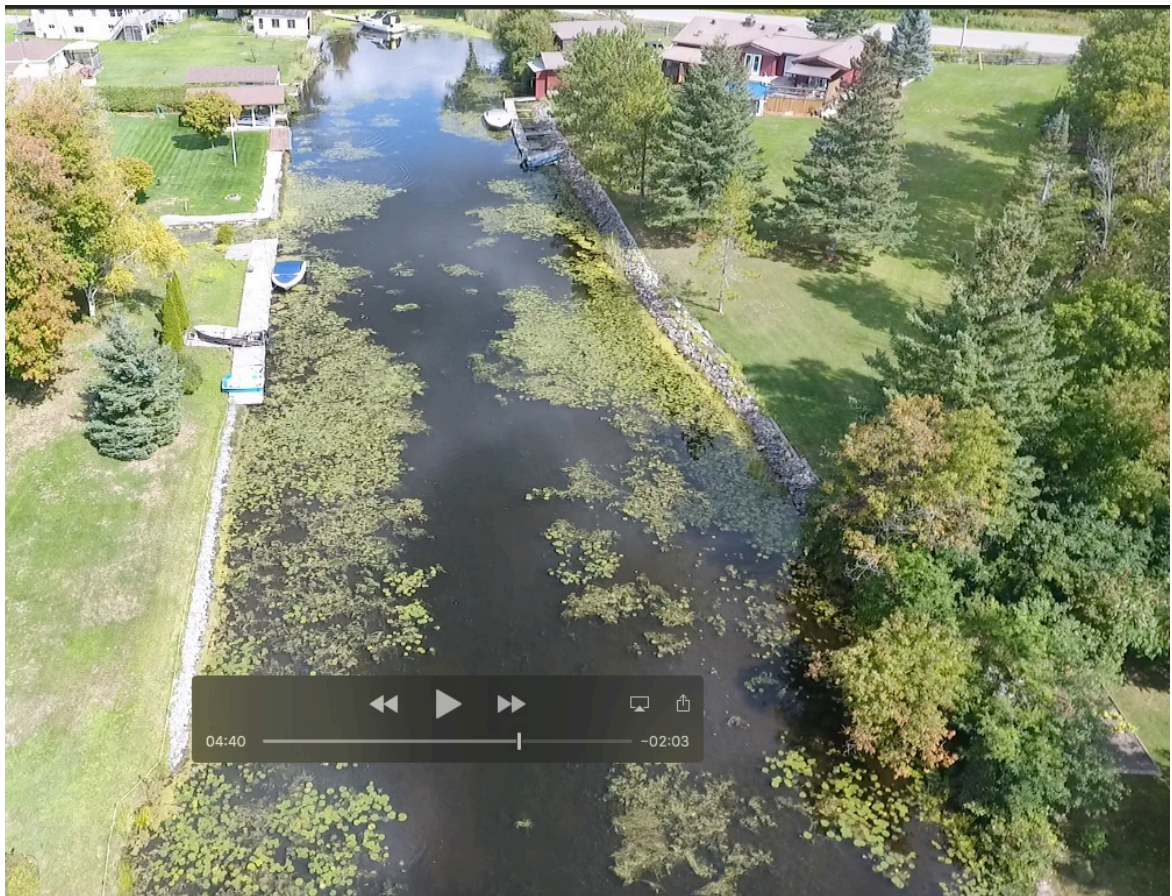


Pictures supporting Pleasant Point Canal Petition





## Pictures supporting Pleasant Point Canal Petition





**From:** Laura Wells <

**Subject:** Lockdowns

**Date:** March 6, 2021 at 7:58:02 AM GMT-5

**To:** [aletham@kawarthalakes.ca](mailto:aletham@kawarthalakes.ca), [eyeo@kawarthalakes.ca](mailto:eyeo@kawarthalakes.ca),  
[kseymourfagan@kawarthalakes.ca](mailto:kseymourfagan@kawarthalakes.ca), [delmslie@kawarthalakes.ca](mailto:delmslie@kawarthalakes.ca),  
[aveale@kawarthalakes.ca](mailto:aveale@kawarthalakes.ca), [pdunn@kawarthalakes.ca](mailto:pdunn@kawarthalakes.ca), [rashmore@kawarthalakes.ca](mailto:rashmore@kawarthalakes.ca),  
[poreilly@kawarthalakes.ca](mailto:poreilly@kawarthalakes.ca), [trichardson@kawarthalakes.ca](mailto:trichardson@kawarthalakes.ca)

Good morning, We are writing to you because we are deeply concerned about the government's response to the Covid-19 pandemic.

The lockdown measures being imposed by the government are draconian and are causing much more harm than good. People that are speaking out against such measures are being silenced by the media.

Are you in favour of these measures? Is this the future you want for yourself, your family, your friends? We know it's not the future we want for ourselves or anyone else and we believe these measures will just continue and that more more restrictive mandates will come into effect.

Please review the information at the link below and join with other politicians to help us get safely through this time and return to normal.

<https://www.libertycoalitioncanada.com/end-the-lockdown-caucus>

Peter & Laura Wells





March 16, 2021

Re: Bill C-273- A National Strategy for Guaranteed Basic Income

Dear Mayor Letham,

We are writing to you in support of Bill C-273, an Act to establish a national strategy for a guaranteed basic income in Canada.

We are writing on behalf of the Food Security Working Group of the Kawartha Lakes Food Coalition, a group bringing together representatives from agencies in social services, health care, and individuals committed to working with all levels of government to address food insecurity. Our advocacy is grounded in research and evidence-based policy, guided by the positions espoused by organizations such as the World Health Organization, PROOF-Food Insecurity and Policy Research, Universal Basic Income (UBI) Works, Ontario Dietitians in Public Health, and Food Secure Canada. The fundamental principle guiding our work is that household food insecurity (HFI) is not a food availability problem; it is rooted in inadequate and insecure income.

**This problem has unquestionably become worse with the COVID-19 pandemic.**

The number of Canadians who did not have enough money to put food on their tables in 2017-2018 is estimated to be 4.4 million (12.7% of households) – higher than any previous national estimate<sup>1</sup>. In addition to deteriorated circumstances for many people, now even more Canadians are experiencing HFI resulting from widespread work stoppages and job losses associated with the pandemic.

We urge you and City of Kawartha Lakes Council to support Bill C-273 by writing a letter of support to our local MP, Jamie Schmale and Federal Minister of Finance, Chrystia Freeland. As described by UBI works “the Act would provide much-needed answers about how a guaranteed Basic Income could work in partnership with the provinces; what effect it would have on the efficiency of government; how it could support entrepreneurship and job creation in a new economy; how it would impact labour market participation and civic action; and how it would impact recipients and their communities at large.

---

<sup>1</sup> Tarasuk V, Mitchell A. Household food insecurity in Canada, 2017-18. Toronto, ON: Research to identify policy options to reduce food insecurity (PROOF); 2020 [cited 2020 April 25]. Available from: <https://proof.utoronto.ca/>.

The economic recovery from COVID-19 may be the most asymmetric in history, with the bottom 60% of Canadians representing the bulk of lost income, while higher-income workers have largely already recovered. Meanwhile, 4 in 10 recent business closures and layoffs may be permanent. Many will never recover their income, as the adoption of job-displacing technology continues to accelerate. The time to look at how to improve our social safety net in order to better serve Canadians is now.

A national Basic Income in Canada could grow our economy more than it costs, creating hundreds of thousands of jobs, and supporting Canadian businesses, while ending poverty and growing the middle class. Bill C-273 sets out a path for our government to make this a reality.”<sup>2</sup>

We have signed this petition along with our other partners at <https://UBIWorks.ca/basicincomebill>.

Please support Bill C-273. The insight it would provide will enable us to build a more resilient Canadian economy that leaves us all better off.

Sincerely,

A handwritten signature in blue ink, reading "Aisha Malik".

Aisha Malik, RD  
Chair, Food Security Working Group

A handwritten signature in blue ink, reading "Heather Kirby".

Heather Kirby  
Chair, Kawartha Lakes Food Coalition

---

<sup>2</sup> [Canada's First Basic Income Bill C-273 - Add Your Voice and Tell Your MP to Support the Bill Today \(ubiworks.ca\)](https://ubiworks.ca)



**Haliburton County - City of Kawartha Lakes Roundtable for Ending Poverty**  
PO Box 129, 50 Colborne St., Fenelon Falls ON K0M 1N0 705-887-3535 ext. 27

March 23, 2021

Re: Bill C-273- A National Strategy for Guaranteed Basic Income

Dear Mayor Letham,

We are writing to you in support of Bill C-273, an Act to establish a national strategy for a guaranteed basic income in Canada. We are writing on behalf of the Haliburton County-City of Kawartha Lakes Roundtable for Ending Poverty, a group bringing together representatives from agencies in social services, health care, municipal government and individuals committed to working with all levels of government to address ending poverty. Our advocacy is grounded in research and evidence-based policy, guided by the positions espoused by organizations such as the World Health Organization, Universal Basic Income (UBI) Works, and The Canadian Centre for Economic Analysis (CANCEA) and their report, Potential Economic Impacts and Reach of Basic Income Programs in Canada, November 2020 (in which portions of this analysis are based on Statistics Canada's Social Policy Simulation Database and Model).

The fundamental principle guiding our work is that poverty is not solely an individual's responsibility; it is systemically rooted in inadequate and insecure income, and the inability to meet the basic needs of life (i.e. housing, clothing, and food).

**This problem has unquestionably become worse with the COVID-19 pandemic.** According to a February 2020 Statistics Canada report, there were approximately 3.2 million Canadians living below Canada's Official Poverty Line – people who do not have enough money to pay rent, buy clothing or put food on their tables. At 13.1%, 9,625 of Kawartha Lakes households are considered low-income. This includes 16.5% (2,000) of children 0-17 years of age, 13.2% (5,710) of adults 18-64 and 10.7% (1,915) of adults 65 and older.

In addition to deteriorated circumstances for many people, now even more Canadians are experiencing increased economic impacts resulting from widespread work stoppages and job losses associated with the pandemic.

Basic income has been explored in numerous government reports and studies for over a half-century in Canada. Canada already has a modest basic income program in place for people

with children: the Canada Child Benefit. In 2020, the idea of a universal income guarantee has been thrust into the spotlight by the COVID-19 pandemic and the programs that have been created to provide economic relief to Canadians.

We urge you and City of Kawartha Lakes Council to support Bill C-273 by writing a letter of support to our local MP, Jamie Schmale and Federal Minister of Finance, Chrystia Freeland. As described by UBI works “the Act would provide much-needed answers about how a guaranteed Basic Income could work in partnership with the provinces; what effect it would have on the efficiency of government; how it could support entrepreneurship and job creation in a new economy; how it would impact labour market participation and civic action; and how it would impact recipients and their communities at large.

The economic recovery from COVID-19 may be the most asymmetric in history, with the bottom 60% of Canadians representing the bulk of lost income, while higher-income workers have largely already recovered. Meanwhile, 4 in 10 recent business closures and layoffs may be permanent. Many will never recover their income, as the adoption of job-displacing technology continues to accelerate. The time to look at how to improve our social safety net in order to better serve Canadians is now.

A national Basic Income in Canada could grow our economy more than it costs, creating hundreds of thousands of jobs, and supporting Canadian businesses, while ending poverty and growing the middle class. Bill C-273 sets out a path for our government to make this a reality.”<sup>1</sup>

Please support Bill C-273. The insight it would provide will enable us to build a more resilient Canadian economy that leaves us all better off.

Sincerely,



Marina Hodson, Executive Director  
Kawartha North Family Health Team



Marg Cox, Executive Director  
Point in Time Centre for Children Youth & Parents

**And**

Co-Chairs

Haliburton County - City of Kawartha Lakes Roundtable for Ending Poverty

---

1. Canada's First Basic Income Bill C-273 - Add Your Voice and Tell Your MP to Support the Bill Today ([ubiworks.ca](http://ubiworks.ca)).



March 31<sup>st</sup>, 2021

Mayor Andy Letham  
and Members of Council  
City of Kawartha Lakes

On behalf of the Lindsay Downtown BIA Board of Directors, we wanted to bring to your attention an ongoing issue facing our downtown, and a request that a new by-law be investigated and developed by City Staff.

**We would like to request that City Council and the Municipal Law Enforcement department mandate that property owners/landlords who own and operate buildings within Downtown Lindsay must provide a private garbage bin, or have alternate measures in place for their tenants to dispose of their refuse.**

While we understand there is already a by-law in place to stop residential tenants from using public waste containers for their household garbage (#2016-144 / 2.01 / a / vi) it is very difficult to enforce and penalize those who violate the current by-law.

The rationale behind this request is as follows:

The Lindsay Downtown BIA is responsible for the maintenance, beautification and general upkeep within our geographic area. Although there is a City contract in place for garbage removal of the public waste containers in our downtown, the public garbage containers are constantly overflowing with additional residential garbage between regular scheduled pickups in the City contract. This causes excessive garbage in front of our businesses, it causes garbage to be strewn all over the streets when there is a wind event, and further causes unsightly and odorous garbage cans which is not very inviting to residents or tourists who patronize our downtown.

While the BIA does have some resources to deal with general garbage cleanup downtown, we cannot under our current budget structure afford to constantly clean up the excessive garbage in and around the public cans. Further, even when we are able to pick up some of the additional garbage, we don't have a place to dispose of the garbage free of charge, causing additional strain on our current budget.

We're aware of the proposed initiative to provide additional services, such as waste pickups throughout the area downtowns this summer, and are optimistic about the improvement to the waste issue as a result. We also appreciate the property owners who already provide bins to their tenants, and would like to see this be the standard throughout the downtown.

Thank you for your consideration.

Sincerely,

Steve Podolsky  
Vice-Chair - LDBIA Board of Directors

Melissa McFarland  
Executive Director



## Committee of the Whole Report

---

**Report Number:** ED2021-009  
**Meeting Date:** April 6, 2021  
**Title:** Destination Development Plan  
**Description:** New 5 Year Tourism Strategy for Kawartha Lakes  
**Author and Title:** Laurie McCarthy, Economic Development Officer – Tourism

---

### Recommendations:

**That** Report ED2021-009, **Destination Development Plan** be received;

**That** the Destination Development Plan as outlined in Appendix A be approved; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

**(Acting) Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_

## **Background:**

The 2020 Kawartha Lakes Corporate Strategic Plan identifies the priority of A Vibrant and Growing Economy, the goal to Enhance Tourism, and the objective to refresh and execute a Destination Development Plan for Kawartha Lakes.

This report addresses the direction to complete the Destination Development Plan.

## **Rationale:**

### **1. The Destination Development Plan**

Destination development happens when industry and government work together to enhance the quality of visitors' experiences by ensuring tourism products, services, amenities and practices meet and exceed expectations over the long term.

Tourism has two primary economic drivers – supply and demand. Creative marketing efforts strive to generate short-term demand for a destination and create immediate urgency for people to want to visit. Destination development focuses on the supply side of tourism by creating a compelling visitor experience to attract new visitors, entice repeat visitation, encourage extended length of stay, and increase visitor spending.

The Kawartha Lakes Destination Development Plan (Plan) was created to enhance tourism in Kawartha Lakes over the next 5 years and beyond. The Plan was developed as part of the Kawartha Lakes tourism program to support and guide the coordinated efforts of City staff and tourism stakeholders to build upon the sector's significant contribution to the local economy.

The Destination Development Plan identifies areas with greatest potential to augment Kawartha Lakes' natural assets and differentiate the municipality from competing destinations thus increasing the contribution of the tourism sector to the local economy. The Plan is focused on increasing the spend-per-tourist on an individual trip basis and the overall contribution to the economy as part of a sustainable and diversified economic development strategy.

## **2. Methodology**

The work in creating the Destination Development Plan began in 2019 through collaboration with the consulting firms of KWL Advisory and Mellor Murray Consulting, alongside the Destination Development Plan Steering Committee.

The Steering Committee consisted of City Staff representing internal departments that would be impacted by the Destination Development Plan. The steering committee members included the Managers of the Economic Development; Planning; Communications, Advertising and Marketing; and Parks, Recreation and Culture Divisions as well as the Economic Development Officers for Tourism and Culture. The steering committee contributed their expertise to reviewing and discussing the key findings in the report, and helped develop the goals, objectives and strategies contained in the plan.

The Destination Development Plan is the result of the detailed process of gathering, synthesizing, and validating information with stakeholders about the current status and future direction of the tourism industry in Kawartha Lakes. The strategy development process was built on comprehensive research, strategic option analysis and a consultative framework.

The planning approach to the development of the Destination Development Plan consisted of two phases:

### **Phase One:**

Phase one included a review of previous strategies and other relevant documents, development of a visitor profile, comprehensive stakeholder engagement, and asset identification and analysis.

### **Phase Two:**

Phase two included a review of best practices in four comparator communities, an analysis of the City's tourism asset strengths, weaknesses, opportunities and threats (SWOT) and the crafting of the Destination Development Plan aimed at enhancing the City's tourism product offering and optimizing the economic impact of the tourism sector.



### 3. COVID-19 Considerations:

The Destination Development Plan, including all research, stakeholder consultation and strategy development was completed throughout 2019 and during the beginning of 2020, prior to the COVID-19 pandemic. The impacts of COVID-19 are expected to have long term implications on the tourism industry that will influence how the recommendations and action items detailed in the Destination Development Plan are implemented. The changes within the tourism industry over the past year as a result of the pandemic have been assessed, and the final Destination Development Plan has been prepared with the impacts of COVID-19 in mind. Ultimately, the strategic priorities, goals and actions in the Destination Development Plan will support the economic recovery efforts of the Kawartha Lakes tourism economy.

### 4. Strategic Priorities, Goals and Objectives

The Destination Development Plan culminates with two overriding goals, five strategic priorities and 56 specific actions to achieve the goals and objectives.

Goals are the desired results the destination wants to achieve while objectives are the strategic actions the destination must take to attain the identified goals. The overriding goals in the Destination Development Plan are to:

- **Increase visitor spending**
- **Increase tourism activity outside the summer season**

Strategic priorities are the items which must be addressed to ensure Kawartha Lakes achieves the established goals and thrives as a tourism destination with increased visitor spending and greater off-season tourist activity. The strategic priorities for Kawartha Lakes' Destination Development Plan are as follows:

- **Asset development** – building the breadth and depth of tourism assets to encourage greater duration and spend of targeted visitor segments
- **Sustainability** – making environmental and economically sustainability cornerstones of Kawartha Lakes' tourism sector
- **Tourism Development Capacity** – providing the human and financial resources to drive Kawartha Lakes' Destination Development Plan.

The strategic objectives outlined to guide the actions and achieve the desired goals are:

- 1. Establish Kawartha Lakes as a leader in outdoor experiences**
- 2. Build culinary, local culture and accommodation infrastructure**
- 3. Bundle Kawartha Lakes' offerings to expand draw and duration**
- 4. Become a leader in sustainable tourism practices**
- 5. Allocate the resources to implement the Destination Development Plan**

There are 56 specific actions recommended to achieve these five strategic objectives over the next 5 years. These actions are meant to highlight the priorities and as such tactical implementation will be addressed through implementation planning.

## **5. Implementation and Reporting**

Through destination development, we envision Kawartha Lakes as a thriving tourism destination leading industry standards while offering remarkable products and experiences that are authentic, driven by visitor demand, and exceed expectations. This vision has been developed into a strategy that will guide the growth of the Kawartha Lakes tourism sector in an economically, socially and environmentally sustainable manner over the next 5 years.

Delivering the actions and achieving the objectives in the Destination Development Plan will require contribution from multiple City departments including staff in the Communications, Advertising and Marketing; Parks, Recreation and Culture; and Economic Development divisions. Implementation will also involve collaboration with tourism sector organizations and businesses.

Reporting on the Destination Development Plan at regular intervals will be important for measuring the impact of actions undertaken as well as revisiting the current objectives to reflect the evolution of the sector over time. It is proposed that Council receive an annual review of activities undertaken.

## **Other Alternatives Considered:**

The Destination Development Plan provides Council with a guide to support the continued growth and development of the tourism sector in Kawartha Lakes. As an alternative to current recommendations, Council could decide to adopt the plan in part, however it is recommended that the plan be adopted in its entirety.

## **Alignment to Strategic Priorities**

The Destination Development Plan was created with regard to the Kawartha Lakes Corporate Strategic Plan and directly supports;

Goal 3: A Vibrant and Growing Economy and the goal to Enhance Tourism through the refresh and execution of a Destination Development Plan.

The Destination Development Plan also supports the goals and objectives outlined in the Kawartha Lakes Economic Development Strategy and aligns with other relevant department plans.

## **Financial/Operation Impacts:**

The Tourism Development Plan is a five-year strategy. As such, it contains actions with a financial impact to the City. Similar to the structure of the Corporate Strategic Plan, there are some action items that will be led and delivered by the municipality, there are other action items where the municipality with partner, facilitate and advocate to other organizations for delivery.

Implementation work undertaken in 2021 will be completed within the approved 2021 operating budget.

Other actions will be evaluated and brought forward to Council for consideration over the life cycle of the Destination Development Plan, brought forward during the annual budget cycle.

The action items in the Plan have been created to allow for flexibility in implementation and can be scaled depending on the resources that are available within the existing operating budget as well as through grant funding. Some of these action items inform and give strategic consideration to other corporate projects and initiatives. The primary aim is to fit the majority of these actions into the operating budget, any projects that require additional funds will be brought to Council as a request for additional funding.

External funds will be sourced through various funding sources including the Ministry of Heritage, Sport, Tourism and Culture Industries and the Regional Tourism Organization RTO8 to support the financial impacts of the actions within the plan wherever possible.

## **Consultations:**

Chief Administrative Officer and Senior Management Team

Manager of Economic Development

Manager of Planning

Manager of Communications, Marketing and Advertising

Manager of Parks, Recreation and Culture

Economic Development Officers – Tourism, Culture, Community and Agriculture

The Destination Development Plan was informed by the numerous businesses, associations and related organizations who regularly interact with visitors to Kawartha Lakes. The stakeholder consultation included one-on-one interviews, focus group sessions and an online survey.

In total there were over 120 interactions with stakeholders via interviews, three focus groups and an online survey.

## **Attachments:**

Appendix A: Destination Development Plan



Appendix A 2021  
Destination Develop

**(Acting) Department Head email:** [rholy@kawarthalakes.ca](mailto:rholy@kawarthalakes.ca)

**(Acting) Department Head: Richard Holy**



## City of Kawartha Lakes Draft Destination Development Plan

KWL Advisory Practice & Mellor Murray Consulting  
April 2021

KWL | Advisory  
Consulting Practice



## Consulting Team

**Ken Lambert**, KWL Advisory

**Aileen Murray**, Mellor Murray Consulting

## City of Kawartha Lakes Project Team

**Laurie McCarthy**, Project Lead – Economic Development Officer - Tourism

**Rebecca Mustard**, Manager - Economic Development

**Donna Goodwin**, Economic Development Officer - Arts & Culture

**Cheri Davidson**, Manager - Communications, Advertising & Marketing

**Richard Holy**, Manager - Planning

**Jenn Johnson**, Manager – Parks, Recreation & Culture

Our thanks to the businesses, residents and visitors that contributed to the development of this report.

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## 1. Executive Summary

### A Note on COVID-19:

The Destination Development Plan including all research, stakeholder consultation and strategy development was completed throughout 2019 and during the beginning of 2020, prior to the COVID-19 pandemic. The impacts of COVID-19 are expected to have long term implications that will influence how the recommendations and action items detailed in the Destination Development Plan are implemented. The Destination Development Plan has been reviewed with the impacts of COVID-19 in mind and will be a tool utilized in the economic recovery efforts of the local Kawartha Lakes tourism industry

This Destination Development Plan was commissioned by the City of Kawartha Lakes to guide the coordinated efforts of City staff and tourism stakeholders to build upon the sector's significant contribution to the local economy.

The Destination Development Plan identifies those areas with the most potential to augment Kawartha Lakes' natural assets and differentiate the City from competing destinations thus increasing the contribution of the tourism sector to the City's economy. The plan is focused on increasing the spend-per-tourist on an individual trip basis and the overall contribution to the economy as part of a sustainable and diversified economic development strategy.

This report documents the development of the resulting recommendations as outlined in the table below. Phase One included a comprehensive review of the existing policies, strategic plans and research related to Kawartha Lakes' tourism offering. The report includes a detailed analysis of the key visitor profiles for consideration in establishing the Destination Development Plan. Broad stakeholder consultation was a major feature of this study and included a combination of individual interviews (most of which were in-person), focus groups and an on-line survey. A total of 94 key tourism assets in the community were assessed and evaluated based on their visitor draw, duration and potential for off-season activity.

Phase Two of the study included a review of best practices of three communities with similar natural assets and access to major markets. The next step was determining Kawartha Lakes' strengths, weaknesses, opportunities and threats through a SWOT analysis. The SWOT analysis provided the basis of the establishment of strategic priorities. Strategic Priorities are those items that must be addressed in the plan.







The Destination Development Plan culminates with two overriding goals, five strategic objectives and 57 specific actions to achieve the goals and objectives. The implementation plan, in the appendix of this report, outlines the priority (critical, high, medium and nice to do) and recommended timeframe (immediate, short, medium and long term) for addressing the recommended actions.

### Phase one

			
Literature Review	Visitor Profiles	Stakeholder Engagement	Asset Identification & Analysis

### Phase two

			
Best Practice Review	SWOT analysis	Strategic Priorities	Destination Development Plan

### Visitor Profile

A survey of travel patterns<sup>1</sup> for Kawartha Lakes indicates that overnight visitors represent 60 percent of all visitors and 75 percent of all visitor spending. The main purpose of visitors to Kawartha Lakes is almost equally divided between visiting friends and relatives (VFR) and pleasure visits. A total of 78 percent of all overnight visitors stay at private cottages and homes. Primary activities while in Kawartha Lakes are outdoor and sports activities (53 percent) and visiting friends and relatives (39 percent).

Despite a 26 percent increase in total person visits, total visitor spending increased by just six percent. The average expenditure per person per overnight visit decreased from \$144 per person to just \$81 per person by 2016. Spending on food and beverage

<sup>1</sup> Statistics Canada Travel Survey of Residents and International Travel Survey 2016

increased from \$44.8 million to \$54.5 million in 2016 with the growth primarily in food and beverage sales at stores.

This analysis cross-referenced with the TNS visitor profiles for Kawartha Lakes identified the following seven key visitor profiles for Kawartha Lakes Destination Development Plan.

### Highest Potential

Knowledge Seekers



Up and Coming Explorers



### High Potential

Family Memory Builders



Sports Lovers



Nature Lovers



### Medium Potential

Outgoing Mature Couples



Connected Explorers



### Asset Evaluation

A total of 94 key tourism assets were evaluated based on their visitor draw, duration and potential for off-season activity. Based on this analysis the following tourism assets were identified with high potential for further enhancement:

#### High Potential

- Trent-Severn Waterway Locks: Lindsay Lock 33, Rosedale Lock 35
- Land Based Trails
- Branded Touring Trails Art, Agri-tourism, Food and Beverage
- Water-based Activities: Canoeing, Kayaking
- Land based Activities: ATVs, Mountain Bike
- Outdoor Recreation Events: Road Cycling / Angling

- Provincial Parks: Improved camping facilities/ amenities, extended season
- Entertainment: June/Sept/Oct concerts / theatre
- Culinary/Farm to Table
- Celebrate Winter Festival Young demographic /active outdoor & music
- Main Streets
- B&B Accommodations

The assets and activities identified as lower potential, (because they are already working very well, the projected economic impact is low or the dependence on a specific investor) are as follows:

### **Lower Potential**

- Trent-Severn Waterway Locks: Fenelon Falls Lock 34, Bobcaygeon Lock 32 (already working well)
- Boating (already working well)
- Summer events (summer visitor numbers are already high)
- Fishing (lower visitor spend)
- Hotel/Resort: Limited Service (dependent on an independent investor with specific investment motivations)

### **Best Practices Analysis**

This study includes an analysis of three comparator communities with similar geography and tourism assets to provide some insights into potential approaches and best practices in destination development. The communities of Shawinigan Québec, Skaneateles New York and Muskegon, Michigan were studied and provided the following insights.

The three communities offer a combination of food and beverage, accommodation and cultural amenities. They provide some tourism offerings that merit consideration in Kawartha Lakes.

- Concerts in a natural setting
- A separate website focusing on outdoor activities
- Events celebrating local beer
- A focus on fall and winter season events
- Active winter sport agendas with outdoor competitions
- Winter camping / glamping combined with cross-country skiing and snowshoeing
- Fixed all-season assets: museums and galleries offering off-season tours paired with culinary attractions
- Four-star accommodation options with hotels and B&B's

- Vibrant Main Streets with heritage themes, up-market retail, food and beverage, brewpubs and galleries

## Opportunity Summary





Based on the evaluation, the areas with the greatest opportunity for clustered tourism offerings are, cycling, land-based trails and ATV'ing. Those opportunities assessed as having medium potential include canoeing/kayaking, angling, boating and B&Bs. Snowmobiling is assessed as medium to low potential and the resort potential was identified as limited.

## Strategic Priorities

The strategic priorities identified for the Destination Development Plan are:

- **Asset development** – building the breadth and depth of tourism assets to encourage greater duration and spend of targeted visitor segments
- **Sustainability** – making environmental and economic sustainability cornerstones of Kawartha Lakes' tourism sector
- **Tourism Development Capacity** – providing the human and financial resources to drive Kawartha Lakes' Destination Development Plan.

Destination Development in Kawartha Lakes should be focused in four areas: Active Outdoor Experiences, Culinary, Culture (include art, music and heritage) and Accommodation.






			
<b>Active Outdoor Experiences</b>	<b>Culinary</b>	<b>Kawartha Lakes' Culture</b>	<b>Accommodation</b>
Boating, paddling, hiking, cycling, camping, angling, etc.	Local food, food markets, food & beverage establishments	Art, music, heritage, festivals & events, agri-tourism and community connections	Rental cottages/homes, b&b, fixed roof, resort

## Goals and Objectives

The overriding **goals** of the Destination Development Plan are to:

- Increase visitor spend
- Increase tourism activity outside the summer season

The Destination Development Plan includes five strategic objectives:

	Strategic Objectives
	1. Establish Kawartha Lakes as a leader in outdoor experiences
	2. Build culinary, local culture and accommodation infrastructure
	3. Bundle Kawartha Lakes' offerings to expand draw and duration
	4. Become a leader in sustainable tourism practices
	5. Allocate the appropriate resources to implement the Destination Development Plan

The plan includes 57 specific actions to address these objectives. The implementation plan included in the appendix includes the recommended priority level and timing for all 57 actions.

## 2. Introduction

The City of Kawartha Lakes commissioned the development of a five-year Destination Development Plan to guide the coordinated efforts of City staff and its tourism partners in growing this important sector of the local economy.

Tourism is an important component of the Ontario economy. The Ontario Ministry of Heritage, Sport, Tourism and Culture Industries estimates that tourism is a \$34 billion industry in Ontario<sup>2</sup>. There were 1.6 million Canadian tourist visits to Kawartha Lakes in 2016<sup>3</sup> with spending of \$106 million for food and beverage, transportation, accommodation, retail, recreation and entertainment<sup>4</sup>. Tourism spending helps diversify and stabilize the local economy, creating local jobs and business opportunities. It brings new money into the economy and contributes to the tax base. It also helps attract additional businesses and services to support the tourism industry.

Beyond the economic impacts, tourists can support community services and facilities that would otherwise not be developed and available for residents. It encourages civic

<sup>2</sup> [Source](#)

<sup>3</sup> Data on US visitors and related spending is not available

<sup>4</sup> Statistics Canada Survey of Residents and International Travel Survey, 2016

involvement, pride and provides cultural exchange between hosts and guest. Tourism encourages community beautification and revitalization and fosters conservation and preservation of natural, cultural and historical resources.

The tourism industry relies on the destination's tourism assets and the marketing of those assets. A Destination Development Plan is a structured approach to identifying and addressing a destination's tourism product offering. Destination Development focuses on the visitor experience as opposed to tourism strategies which are typically dominated by positioning statements and marketing tactics. Destination Development focuses on the tourism product that is the subject of the marketing activities.

The Destination Development Plan identifies those areas with the most potential to augment Kawartha Lakes' natural assets and differentiate the City from competing destinations thus increasing the contribution of the tourism sector to the City's economy.

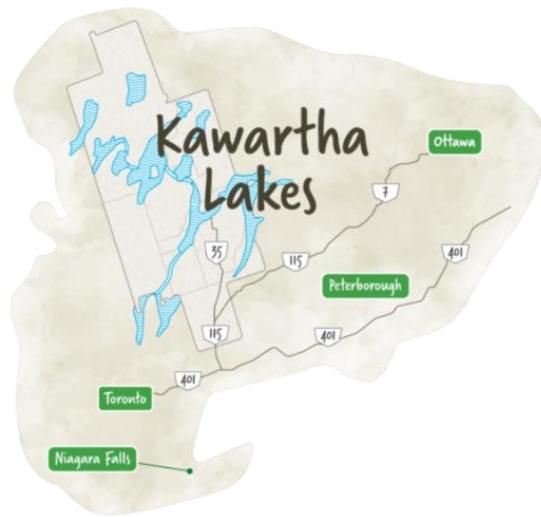
Specifically, this strategy will consider the opportunity to increase the spend-per-tourist on an individual trip basis and an overall contribution to the economy as part of a sustainable and diversified economic development strategy.

## 2.1 About Kawartha Lakes

The City of Kawartha Lakes has a population of over 75,000 residents and an additional 31,000 seasonal residents. Kawartha Lakes is located 130 kilometres north-east of the Greater Toronto Area and 300 kilometres south-west of Ottawa. The City includes a collection of towns and villages dispersed across 3.1 million km<sup>2</sup>.

The main population centres are Lindsay, Bobcaygeon, Fenelon Falls, Omemee and Coboconk.

The Kawartha Lakes Economic Development Division within Development Services oversees all tourism activity. One full-time staff person, the Tourism Economic Development Officer, is responsible for product development and the City's tourism marketing efforts. In addition, many other municipal departments and staff contribute to tourism through downtown revitalization, agri-business, arts, culture, heritage and economic development programming and corporate communications.



## 2.2 Creating a Destination Development Plan





The planning process of the Destination Development Plan consisted of two phases. Phase one included a review of previous strategies and other relevant documents, developing a visitor profile, comprehensive stakeholder engagement and asset identification and analysis.

Phase two included a review of best practices in four comparator communities, an analysis of the City's tourism asset strengths, weaknesses, opportunities and threats (SWOT) and the crafting of a Destination Development Plan aimed at enhancing the City's tourism product offering and optimizing the economic impact of the tourism sector. The approved plan will be supplemented with a business case for investment to realize the recommendations of the Destination Development Plan.

### Phase one

			
Literature Review	Visitor Profiles	Stakeholder Engagement	Asset Identification & Analysis

## Phase two

			
Best Practice Review	SWOT analysis	Strategic Priorities	Destination Development Plan

## 2.3 Background Strategies and Reports

A review of existing policy, strategic plans and research documents ensures that the Destination Development Plan builds upon the previously established priorities and principles established by the City of Kawartha Lakes. Previous research and strategies prepared by the City of Kawartha Lakes and other strategic partners provided strong direction for the development of the Destination Development Plan. Key documents referenced to create the Destination Development Plan include the following:

- Kawartha Lakes Corporate Strategic Plan (2020-2023)
- Kawartha Lakes Economic Development Strategy (2017)
- Growing Food Tourism in Kawartha Lakes (2018)
- Heritage Master Plan for Kawartha Lakes (2012)
- Kawartha Lakes Strategic Community Improvement Plan (2018)
- Downtown Revitalization Strategic Action Plans (2014)
- RTO8 Consumer Insights Survey (October 2019)
- City of Kawartha Lakes Cultural Master Plan 2020 - 2030 (2020)
- City of Kawartha Lakes Healthy Environment Plan, 2019

The key themes that informed the plan included recommendations related to culture, food, downtowns, incentives, itineraries, visiting friends and relatives and the overall market readiness of the current business mix as follows:



Theme	Key Recommendation
<b>Culture</b>	Improve cultural spaces and places including training for cultural businesses and organizations, focus on authentic local culture and maximize collaboration
<b>Food</b>	Raise profile of food experience, building on unique local places and tastes
<b>Downtowns</b>	Encourage more vibrant downtowns, focus on tourism assets, arts and culture, food and beverage
<b>Incentives</b>	Offer supports for beautification, walkability, signage, support tourism assets and programs
<b>Itineraries</b>	Connect experiences, tourism assets for visitors
<b>VFR</b>	Expand the economic impact of the visiting friends and relatives' visitor market
<b>Market Readiness</b>	Assist businesses to become market ready
<b>Sector Development</b>	Refresh and execute a Destination Development Plan, increase visitor spend and capitalize on visitor experiences that differentiate Kawartha Lakes. Grow the tourism and culture sectors, increasing year-round accommodation, developing operator experiences and guided touring, expanding off-season activity and unique retail, .
<b>Environment sustainability</b>	Protect and enhance the City's natural environment assets, protect water resources, cultivate environmentally friendly transportation options

### 3. Stakeholder Consultation

The Destination Development Plan was informed by the numerous businesses, associations and related organizations who regularly interact with visitors to Kawartha Lakes. The stakeholder consultation included one on one interviews, focus group meetings and an online survey.

In total there were over 120 interactions with individuals via interviews, three focus groups and an online survey. Some individuals participated in more than one form of stakeholder engagement.

The following section provides a summary of the key insights on Kawartha Lakes' tourist offering based on the stakeholder engagement.

#### **Key Attractions:**

The stakeholders indicated Kawartha Lakes' tourism product included a variety of attractions including the Trent-Severn Waterway, active outdoor experiences (hiking, cycling, camping, water-based activities, kayaking/canoeing), Kawartha Lakes' branded tours and Main Street offerings (incorporating arts and culture, outdoor features, food and beverage, local culture).

#### **The Tourism Product Offering**

The stakeholders identified a number of ways to enhance Kawartha Lakes' tourism offering:

- Connecting experiences
- Linking experiences geographically
- Enhancing food and restaurant offerings
- Enhancing downtown cores
- Connecting downtowns to the waterfront areas
- Improving market readiness including providing public washrooms, wayfinding, parking and water access
- Providing transportation options to help visitors across Kawartha Lakes

#### **Accommodation**

Along with seasonality, the stakeholders said they wanted to increase the accommodation options in Kawartha Lakes.

#### **Events/Activities**

Survey participants spoke of the potential for events to drive tourism in Kawartha Lakes but also noted the lack of signature events.

## **Waterways**

Many stakeholders identified Kawartha Lakes' waterways as a key tourism asset for the City. The stakeholders reported that boaters were among the biggest spenders of the various visitor segments. They noted that the boaters' visits are currently limited by a shortage of mooring space.

The stakeholders recommended providing day and evening programming around the locks during peak boating season such as outdoor music to encourage boaters off of their boats, extend the duration of other visitors and encourage incremental spending on retail and food and beverage. They noted that the towns on the waterways could be more visitor friendly by providing public washrooms nearby for boaters and other visitors.

Many spoke of the need to provide greater access to the water through watercraft, kayak and canoe rentals, paddling access to the waterways and additional swimming access. As one individual noted "Tourists are drawn to the water but when they get here (Kawartha Lakes) they can't access it."

Others spoke of expanding waterside accommodation options such as Yurts, to provide easy entry into a camping experience.

## **Seasonality**

Overall, there was support for expanding the visitor traffic outside of the summer. The stakeholders did note however that Kawartha Lakes has not had sufficient interest in off-season events.

Several interviewees indicated that climate change has reduced the area's potential for winter outdoor activity. They said that winter trails used for snowmobiling, cross-country ski or snow shoeing, often lacked appropriate snow in the peak months of January through March.

Summer overcrowding in the main tourism towns was mentioned as a concern by many stakeholders. They reported that sophisticated middle-aged arts and culture visitors were turned off by the large volumes of visitors during summer. Additionally, the large crowds surrounding the Trent-Severn Waterway locks each summer are leading to a perception of 'too busy for me to visit'.

There was significant feedback surrounding the notion of promoting 'serene' winter hiking trails and, specifically, snow shoeing as an activity for all demographics. Snowmobiling was viewed as the most significant spending activity during the winter season, although comments were mixed with respect to the value of this type of activity for the community.

## **Main Street**

The stakeholders reported that the small businesses in Kawartha Lakes' downtowns provided an alternative activity and a break from the visitors' primary leisure activities. Many of the interviews included a focus on additional services and businesses in Lindsay and Fenelon Falls to serve tourists.

Many of the ideas regarding the downtowns required private investment although the stakeholders also referenced the planned downtown reconstruction projects. They said that the upcoming downtown reconstruction would result in an extended period of disruption which may have an impact on visitor spending during the construction periods.

A lack of available parking sites in Lindsay, Bobcaygeon and Fenelon Falls was frequently cited as an issue in the summer peak. There was additional discussion about providing a shuttle service with off-site parking during the busy summer season especially in Bobcaygeon and Fenelon Falls.

Another common theme was the need for additional public washrooms both in the busy 'lock' communities and throughout Kawartha Lakes.

The stakeholders described food and beverage offerings as 'scattered' and suggested there was an opportunity to attract new chefs and restaurant owners by providing rental space for these operations. Some recommended providing incentives for artisan businesses and spoke of the appeal for a younger demographic, who would be attracted to smaller communities in Kawartha Lakes, to own and operate these businesses.

The stakeholders said that Kawartha Lakes was a collection of communities and that each downtown should be developed to build upon its unique character and charm.

A number of interviews spoke about the lack of a strong visitor center offering, commenting on the low profile or presence of the existing operations. The notion of 24-hour digital self-serve visitor installations was most commonly viewed as the solution to this issue. They described existing visitor centers as primarily "brochure racks". Stakeholders described the visitor centres as somewhat outdated as travelers utilize smart phones for current travel information.

Further details of the survey results are included in the Appendix.

## 4. Visitor Profiles

A key element in establishing Kawartha Lakes' Destination Development Plan is identifying the visitor profiles with the greatest affinity or alignment with Kawartha Lakes' tourism assets. The process includes identifying the visitor profiles who have the greatest alignment with Kawartha Lakes' goals including greater visitor spend and increased activity in the fall, winter and spring seasons. It also includes consideration of the City of Kawartha Lakes' Economic Development Strategy to attract a younger demographic to visit and ultimately live in Kawartha Lakes.

### 4.1 Statistics Canada Visitor Profiles

**Source: Statistics Canada Travel Survey of Residents and International Travel Survey 2016**

The Statistics Canada Survey of Residents and International Travel Survey provides a comprehensive profile of Canadian visitors to Kawartha Lakes. Data on visitors originating outside of Canada is not available. The survey data provides a summary of the trip purpose, length of stay, visitor origin accommodation type, the type of activities visitors participated in and visitor demographics.

The data is available for 2012 through 2016. During this time there have been some significant changes in the tourism sector particularly with platforms such as Airbnb and VRBO and explosive population growth in the Greater Toronto Area, which will continue to impact visitor behaviour.

As noted earlier, this survey does not include any measures of the numbers or economic impact of visitors from the US. It has already been established that U.S. based boaters are an important component of Kawartha Lakes' visitors. This group typically stay longer and spend more than many other types of visitors. The information that is available on Canadian visitors does however provide important insights into the current activity and trends for visitors to Kawartha Lakes.

The survey shows that the City experienced a 26 percent increase in total person visits between 2012 and 2016. Overnight visitors make up 60 percent of all visitors and represent 75 percent of total visitor spending. The main purpose of visitors to Kawartha Lakes is equally divided between visiting friends and relatives and pleasure.

The largest share of overnight visitors stay at private cottages and homes. That share has increased from 68 to 78 percent of overnight visits in five years. The vast majority of Canadian visitors (99 percent) are from Ontario with Durham Region, York Region and Simcoe County accounting for 70 percent of all visitors.

The primary activities of visitors are outdoor/ sports activities (53 percent) and visiting friends and relatives (39 percent).

The dominant forms of outdoor activities, in order of person visits, were boating, camping, visiting a beach, canoeing, hiking, and fishing. All these activities experienced increased participation over the five-year period. The largest increases were in canoeing with an 81 percent increase and boating with a 58 percent increase between 2012 and 2016.

Despite a 26 percent increase in total person visits, total visitor spending increased by just six percent. The average expenditure per person per overnight visit decreased from \$144 per person to just \$81 per person by 2016. Spending on food and beverage increased from \$44.8 million to \$54.5 million in 2016 although the largest growth was in food and beverage sales at stores. A more detailed summary of the Visitor Profile data is included in the appendix.

## 4.2 TNS Visitor Profiles

The visitor statistical information accessed through the 2016 study: **Statistics Canada Travel Survey of Residents and International Travel Survey 2016**, provides context to the volume of visitors by season to the City of Kawartha Lakes. It also serves as an important resource in the application of visitor spending; originating trip from regions within Ontario, as well as providing detail on the significant percent of cottage visitors represented in the overall visitor trip purpose to this destination.




To assist with understanding and analyzing visitors to Kawartha Lakes, they are characterized in a select few groups. These visitor profiles provide perspective on the visitors currently attracted to the destination. They also provide direction to assist in developing future visitor experiences to meet the travel needs and expectations of various target groups.

The **TNS Travel Intentions Study (2014)**, provides visitor profiling and psychographic characteristics associated with travelers within Ontario. It provides tourism practitioners with a proven method of understanding and targeting potential visitor types. The study attributed certain travel interests and requirements for a variety of specific groups; from those with an affinity for a nature/ outdoors experience, to those who favour urban activities such as casino visits and entertainment venues.





The study includes 12 travel segments specifically relevant to the travel experiences offered within Ontario at the time of the study. The profiles that relate most closely to the development potential for Kawartha Lakes are: Knowledge Seekers, Up and Coming Explorers, Family Memory Builders, Sports Lovers, Nature Lovers, Connected Explorers

and Outgoing Mature Couples. The characteristics described in these visitor profiles will be used to determine the degree to which the current and potential assets/ experiences support the development of tourism product over the ensuing five-year period.

### Key Visitor Profile Segments for Kawartha Lakes

	<b>Knowledge Seekers</b>	These are older travelers who appreciate and understand the places they visit. Their trips are typically based on expanding their knowledge base through active exploration, as opposed to those who look for relaxation. This category of traveler looks for galleries, museums, and historic sites, and is recognized for spending money on local artisan offerings. This segment represents seven percent of all North American visitors and eleven percent of all traveller's dollars. Travel budget: above average
	<b>Up and Coming Explorers</b>	This segment is a younger demographic who are entering into a stage of life characterized by increased spending potential and an interest in new travel opportunities. This group, represented by both visible minorities and/or New Canadians as well as offspring of early generation Ontarians, seeks adventure, music events, and energetic travel experiences. The segment represents the fastest growing category of travel throughout the province. Up and coming explorers are often challenged by acquiring transportation to destinations outside of the GTA. This segment represents nine percent of travellers and 14 percent of travellers' dollars. Travel budget: above average
	<b>Family Memory Builders</b>	This segment includes families with younger children or teens, looking for a playful and event-filled vacation that offers memories from their visit. Although this category is related to families visiting high profile events or theme parks, it also includes the travel group that looks for energetic outdoor activity such as lakes and trails located away from urban centers. This segment represents 14 percent of all travelers and 10 percent of travellers' dollars. Travel budget: below average



	<b>Sports Lovers</b>	<p>This segment of travelers is seeking a vacation that includes physical pursuits. The dominant feature of this segment is the traveler's passion for participating in sports and outdoor activity. This segment, consisting of mid to younger females and males, like to cycle, run, hike, and climb on trips away from home. Cross-country skiing, snowmobiling and, to a certain degree, camping also fall into the category. This segment represents five percent of travellers and seven percent of travellers' dollars. Travel budget: above average</p>
	<b>Nature Lovers</b>	<p>This segment is attracted to outdoor experiences including Ontario's parks and lakes offerings. Their interests include camping, hiking, canoeing, kayaking, fishing, ATV and bike trails. This segment represents six percent of travellers and four percent of travellers' dollars. They are typically families with older children and teens. Travel budget: below average</p>
	<b>Connected Explorers</b>	<p>This segment has a psychological need to take a break from the everyday need and be exposed to new experiences and knowledge. The internet and new technologies are key to facilitate their travel interests and experiences. They research, book and share travel experiences through social media before, during and after trips. This segment represents eight percent of travellers and 12 percent of travellers' dollars. Connected explorers are typically a younger demographic consisting of couples and families. Travel budget: above average</p>
	<b>Outgoing Mature Couples</b>	<p>This segment is made up of seniors and retirees with a desire to maintain their vitality and connection with the world. Not particularly adventurous, they like to interact with travellers and locals alike. The segment represents six percent of travellers and five percent of travellers' dollars. Travel budget: average</p>

Source: Modified from TNS Applying Consumer Insights to Attract North American Visitors, 2014.



### 4.3 Visiting Friends and Relatives

Visiting Friends and Relatives (VFR) is a form of travel generally defined as travel for the specific purpose of visiting friends or relatives. It is distinct from other recreation or business travel and typically includes the accommodation utilized at the friend or relatives' residence or cottage.

VFR travel has in past decades not been a strategic focus, for destination marketers as the bulk of a tourism organization's budget was derived from hotel contributions in the form of a mandatory lodging levy. Furthermore, hotel associations in most urban centers have, legitimately, held the senior positions on a tourism body's Board of Directors.

Additionally, the exponential growth of sharing economy operators, namely Airbnb and VRBO, has altered the landscape of leisure travel and travel accommodation is no longer dominated by the hotel category opening.

VFR travel expenditures differ from the typical business or leisure segments as the spending is more dispersed throughout the community beyond the physical hotel location in a 'hotel strip' or the downtown core. VFR expenditures are more closely related to that of local residents including expenditures at grocery stores, suburban food and beverage locations etc.

A key factor affecting the spending potential of VFR travel is the propensity for this travel segment to involve a much longer length of stay in a destination. The average length of stay of a VFR tourist is twice as long as the average length of stay of a leisure tourist, and nearly three times as long as the average length of stay of a business tourist.<sup>5</sup>

A study by Ryerson University indicates that VFR travelers create more stable demand year over year than other travellers. It also showed that the spending was more dispersed across the destination and resulted in greater spending of the resident hosts.<sup>6</sup> In essence, a VFR spend pattern is more similar to that of a local resident in that it tends to replicate the activities of their local host. VFR activity also elevates the resident's knowledge of the community which has an indirect, longer term benefit to the tourism profile and value to the local economy.

The local economy benefits from VFR activity due to the repetitive behavior that results from a traveler visiting an acquaintance. The propensity for a return visit is greater when

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<sup>5</sup> [Source](#)

<sup>6</sup> Griffin, T. (2013). Visiting friends and relatives tourism and implications for community capital. Journal of Policy Research in Tourism, Leisure and Events

a traveler has friends or relatives as residents. Kawartha Lakes, by virtue of its vast number of cabins and cottages throughout the City, has the potential to attract a large number of VFR travelers, even when the hosts do not have the capacity in their own residence or cottage.

Unlike other target groups, local hosts are already familiar with the destinations more well-known attractions and events. They are more likely to see information on the lesser known 'hidden gems' in a destination and the upcoming events.

There is a distinct difference between the visiting friends and the visiting relatives' markets. Travelers visiting relatives tend to be older. They are more likely to go shopping and to spend money on transport, souvenirs, gifts and other shopping. In comparison, travelers visiting friends tend to be younger and tend to spend more on food and drinks and pubs and nightclubs.<sup>7</sup>

Increasingly, destinations are developing strategies to market tourism opportunities to local residents who influence visitor activities. Accommodation providers, attraction owners and event organizers would benefit from an increased level of awareness of their business among local residents. Hosts actively seek out trip itinerary ideas including filters for cost, duration, activities and audience, how to guides for hosting visitors and reviews of local attractions.

## 5. Asset Analysis

Tourism infrastructure are the elements required to support tourism activity. It consists of commercial elements such as accommodation, restaurants and stores, attractions such as waterways, trails and cultural assets and more fundamental elements such as transportation corridors. Recognizing that the private sector invests in and operates many of the commercial elements which attract and support visitors, the destination government also has a role to identify the necessary elements to support tourism activity and create the environment to support or attract those elements. For example, a community that identifies a need for additional accommodation or conference facilities could conduct a feasibility study, provide incentives for commercial development or even invest in a publicly owned conference centre.

Additionally, the municipality or province could provide support for animating the downtown core through by-law amendments, funding for attractor events or incentives for tourism-related businesses. Infrastructure such as public spaces, wayfinding

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<sup>7</sup> [Source](#)

programs and public docks are further examples of tourism related infrastructure that support tourism activity.

Kawartha Lakes' Destination Development Plan is intended to serve as a working document or guideline to support the destination's tourism asset investment strategy evolving from a detailed analysis of its existing product mix. Ultimately the asset mix is the foundation of the potential destination experiences that attract visitors of various interests and profiles.

Tourism assets are the various tourism infrastructure, activities, programs and people that visitors can experience in the destination. They are at the core of the reasons people visit a destination. A successful tourism strategy relies on strong marketing and strong tourism product. The best tourism marketing cannot overcome an inadequate tourism product offering. Visitors may be attracted to a destination based on a strong marketing program, but they will not return if their experience does not match or exceed their expectations.

The following analysis provides an assessment of the various tourism assets in Kawartha Lakes. This asset analysis includes the various categories of assets that would typically contribute to the overall tourism asset mix including branded touring trails, land-based trails, waterway facilities, culinary experiences and accommodations.

This asset analysis is not an inventory of all tourism assets in Kawartha Lakes. It is a summary of the typical experiences of visitors to Kawartha Lakes. For example, the City of Kawartha Lakes has various restaurants and bars which serve primarily the local customer, thus do not generate significant numbers of visitors from outside of the area. The assets for analysis were identified based on direction from City staff, consultation with tourism stakeholders and the consultants' in-market assessment.

The asset analysis is based on a combination of the following:

- On site operator interviews
- Interviews with non-operator stakeholders in the municipality (i.e., non-private sector)
- Web site information
- Consultant visits not including operator interviews (e.g., branded trails)
- Research from other locations in Ontario with similar assets

The detailed analysis (included in the appendix) includes an assessment of each asset's draw, duration and off-season potential. The individual assets were rated on a (high/medium/low) scale for draw, duration, off-season potential and market readiness. This assessment helps to identify any signature visitor experiences. The assets for analysis were identified based on direction from City staff, consultation with tourism

stakeholders including a number of businesses and natural assets personally accessed during the consultants' in-market assessment.

Visitor experiences that are deemed to have an 'attractor' status are typically highlighted in the destination's marketing and promotion efforts. The following section outlines the ranking of the current tourism asset categories offered within the Kawartha Lakes destination.

**Draw** refers to the impact that an asset has in drawing visitors to the destination. The Ontario Ministry of Heritage, Sport, Tourism and Culture Industries have defined a tourist as someone travelling more than 40 kilometres from their residence (one way) or staying overnight. Draw has been further defined below:

- Low (1):** The attraction is of local interest only and will not draw visitors or may serve as a short stop on the way to somewhere else.
- Medium (3):** A small number of visitors from outside the area may be drawn to the attraction.
- High (5):** The attraction is of great interest to visitors from outside of the area and as many as a third of all visitors are from outside the area.

**Duration** refers to the length of time a typical visitor will want to remain at the tourism asset. For the purposes of this analysis, duration is defined as follows:

- Low (1):** The typical visitor will remain only a few minutes.
- Medium (3):** A visitor may spend from an hour to a half day at this attraction and may include a small meal or snack in the destination.
- High (5):** The attraction is worth stopping for an entire day or overnight with one or more meals.

**Off-season potential** refers to the asset's access or potential, outside of the peak summer season. The off-season potential as be evaluated as outlined below:

- Low (1):** The asset is not open or available off-season.
- Medium (3):** There is limited access or potential for visitors in spring, fall and winter.
- High (5):** The asset is available year-round.



The detailed analysis of the individual tourism assets is included in the Appendix. The average scores for Draw, Duration and Off-season Potential by category are listed below. The analysis of Kawartha Lakes' tourism assets also includes an assessment of the market readiness of each of the asset categories.

**Market-readiness** is the degree to which the destination is prepared to meet the expectations of the target customer:

- Low (1):** The sector provides some basic elements of a tourism offering with an outline of what visitors can see or do, hours of operation, a contact phone or email address and branded on-site signage.
- Medium (3):** The sector is actively marketed, operations have a staffed business location and published pricing policies, visitors can communicate with sector businesses or representatives year-round, parking is in close proximity to sites, inquiries can be addressed within 24 to 48 hours.
- High (5):** Stakeholders participate in City tourism efforts, front line staff are trained in customer service, sites/ experiences have high resolution and video footage for promotional purposes, sites are able to accept reservations by phone, or email and provide same day confirmation of booking arrangements.

## 5.1 Branded Tours

### Trent-Severn Trail Towns

### Kawartha Art and Heritage Trail

### Legends and Lore Walking Tour




### Kawarthas Northumberland Butter Tart Tour

These touring assets are key elements in introducing day trip or weekend travellers to Kawartha Lakes. The four themed and branded tours appeal to a mature demographic originating from larger urban centers with an interest in exploring new destinations within driving distance from home. These tours enhance visitor spending in the destination in retail and food and beverage while encouraging longer durations and an overnight stay in Kawartha Lakes. The propensity for off-peak seasonal travel creates additional value from touring trails, as the demographic tends to favour spring and fall weekends for this segment of travel.

The bundling of assets through branded tours represents a significant opportunity to increase the draw and duration of visitors to Kawartha Lakes. This strategy of combining assets has been used successfully by destinations to support tourism assets that are dispersed across a large geographic area such as Kawartha Lakes. It does however often rely on visitors to drive from tourism asset or experience (with the exception of the Legends and Lore Walking Tour). There may be opportunities to connect additional branded tours through boaters (especially 'loopers') and cyclists.

### Branded Tours

Assessment	Average Score
Draw	4.0 (High)
Duration	3.5 (Medium)
Off-Season Potential	2.0 (Low)
Market Readiness	High

Key Visitor Profiles	
Outgoing Mature Couples	
Knowledge Seekers	
Family Memory Builders, Up and Coming Explorers, Connected Explorers (tied)	

## 5.2 Active Outdoor Recreation

The Kawartha Lakes tourism offering is defined by its natural environment offering a variety of active outdoor activities for its residents and visitors alike. Kawartha Lakes offers a combination of outdoor experiences ranging from summer camping and beach activity, to the plethora of trails and rugged terrain for those pursuing more strenuous pursuit of cycling, hiking, ATVing, and on/off road long distance running. Kawartha Lakes' combination of gentle and rugged terrain makes it a prime destination for snow mobile and cross-country skiing enthusiasts in the winter season. The City's location just two hours from the GTA makes it a viable option for day and overnight visitors.

The land-based trails and branded touring trails reviewed below are primary 'attractors' for visitors considering a short getaway or a one week or more vacation to an outdoor environment in Southern Ontario.

### Land Based Trails

The Victoria Rail Trail, running approximately 60 kilometers through the heart of Kawartha Lakes from Lindsay to Kinmount, serves as an off-road artery for cyclists, hikers, and ATV enthusiasts. In the winter, Kawartha Lakes provides snowmobilers and cross-country skiers departing provided with a weekend outdoor experience that feels far removed from the city.

Kawartha Lakes' Trans Canada Trail, is part of a national network of trails from Atlantic Canada to BC. It traverses the southern part of Kawartha Lakes from Omemee through Lindsay and west through Ontario. The numerous walking segments along the Trail allows visitors to explore the hidden gems in Kawartha Lakes' towns and villages. The Trans Canada Trail is recognized by cyclists as an important off-road artery.

The Somerville Tract, located in the northern sector of Kawartha Lakes, east of Norland, is a circular, nine kilometre trail which serves as a one-day hike suitable for visitors looking for an immersive nature experience. These three examples of land-based trails rank as a substantial visitor draw and duration to Kawartha Lakes due to the more rigorous activity and length of time required on the trails.

Kawartha Lakes' land-based trails are a defining feature of the Kawartha Lakes' tourism product offering and have the potential for even greater profile in the marketing of the destination. The trails are strongly aligned with the target visitor profile and offer flexible single or multi-day activities. The trails have the potential to become an even greater influence on visitor draw and duration.

## Land Based Trails

Assessment	Average Score
Draw	3.3 (Medium)
Duration	2.7 (Medium)
Off-Season Potential	3.3 (Medium)
Market Readiness	Medium

## Key Visitor Profiles

**Up and Coming Explorers, Sports Lovers, Nature Lovers (tied)**



## Waterway Facilities/ Activities

The Trent-Severn Waterway National Historic Site of Canada is a 386-kilometre route of connective rivers, lakes, locks and canals managed by Parks Canada. The Trent-Severn Waterway bisects Kawartha Lakes with lock stations and services for boaters in Bobcaygeon, Fenelon Falls, Rosedale, Lindsay and Kirkfield. The Waterway represents the most valuable asset to Kawartha Lakes in terms of tourism spending. This very busy canal system delivers boaters from throughout North America and beyond and in the summer months with high visitor spending levels. The economic impact of summer boating activity in Kawartha Lakes has a significant impact on fueling the success of tourism businesses located in the towns adjacent to the Trent-Severn Waterway.

One commonly mentioned downside of the impact of the Trent-Severn Waterway is the overcrowding of tourist activity from both boaters and other visitors who line the shores near the five locks to see the constant flow of high-end boats.

The waterways category also includes the numerous lakes with accessible beaches which serve as the main 'attractor' to Kawartha Lakes for four months of the year. While the destination development plan does not require strategies to increase the attraction of visitors to the Trent-Severn Waterway System and the various lake and river assets which bring cottagers, beach goers, and anglers from outside the municipality, the plan may consider opportunities to increase spending by existing boaters or encourage visitors to the waterway assets to visit less visited areas across the entire area.





The Waterways already draw significant summer attraction to Kawartha Lakes. There may be opportunities to expand the draw, duration and market readiness of the Rosedale, Lindsay and Kirkfield locks and increase the visitor spend overall. Kawartha Lakes could also expand the events on the lakes into late Spring and early fall to extend the off-season potential.

The Trent-Severn Trail Towns has the potential to encourage visitors to travel all the locks and establish some interesting experiences around the operation and engineering

of the locks. There is the potential to reflect the unique character of each community and feature the setting and amenities at each lock.

### Locks

Assessment	Average Score
Draw	2.75 (Medium)
Duration	3.5 (Medium)
Off-Season Potential	1.2 (Low)
Market Readiness	High

Key Visitor Profiles	
Family Memory Builders	
Knowledge Seekers, Outgoing Mature Couples (tied)	
Nature Lovers	
Up and Coming Explorers, Sports lovers, Connected Explorers (tied)	

### Beaches

Kawartha Lakes' tourism image is tied in large part to its many lakes and beaches. Kawartha Lakes is a popular destination for visitors from larger urban centres to enjoy a lakeside escape in the summer months. Kawartha Lakes does not have the large beaches of communities such as Wasaga Beach and Grand Bend, located on the Great Lakes. Instead, Kawartha Lakes offers a more intimate waterside experience that can be paired with other water activities such as paddling and fishing. A key determinate in extending duration for a complete beach and waterfront experience is the access to amenities such as light watercrafts, food and beverage establishments and other activities.

The preservation and attention to environmental elements of Kawartha Lakes' beaches is a key factor in their continued appeal. Local government has an important role in alerting beachgoers to any risks with respect to clean and safe waters. Programs such as the Blue Flag Certification, provide environmental and water quality standards along with an international eco-certification program. These types of programs have been adopted by communities on the Great Lakes and elsewhere to document and promote the safety and quality of their beaches.

The New Canadian segment, an emerging young demographic primarily located in the GTA with an urban lifestyle, is a desired demographic for destination across Ontario. The duration of these younger beach goers' visits may be impacted by the supply of



accommodations to meet their needs. A younger demographic seeking an inexpensive accommodation may be limited by the availability of campgrounds. Younger travellers may also face challenges in finding accommodations as many cottage owners restrict younger groups, especially during the peak summer period. Many cottage rentals also have minimum rentals of one week which eliminates weekend travellers.

In order to increase visitor spend and duration for the summer beach market, Kawartha Lakes will need to connect elements such as evening concerts and entertainment with the lakeside locations. The very popular Highland Cinemas film experience complete with a unique cinema museum tour is one possibility. This experience is very popular with the younger demographic and provides a complimentary activity that will encourage a greater duration of stay. Summer evening concerts targeting the younger demographic are another way to increase duration and spending levels.

### Beaches

Assessment	Average Score
Draw	3.4 (Medium)
Duration	2.1 (Low)
Off-Season Potential	1.0 (Low)
Market Readiness	Medium

### Key Visitor Profiles

**Family Memory Builders, Up and Coming Explorers, Sports Lovers, Nature Lovers (tied)**



There are over 40 public boat launch areas and 14 marinas in Kawartha Lakes. Those boat launches that provide parking and proximity to a restaurant after boating have the greatest potential to increase visitor spend and duration in Kawartha Lakes. All public boat launches should have directional signs to parking and population centres (with restaurants, retail and other services) to capture visitor spending.

### Boat Launches

Assessment	Average Score
Draw	5.0 (High)
Duration	3.0 (Medium)
Off-Season Potential	1.0 (Low)
Market Readiness	High

### Key Visitor Profiles

**Family Memory Builders, Up and Coming Explorers, Outgoing Mature Couples (tied)**



### 5.3 Water Based Experiences (canoeing, kayaking, boating and fishing)

A summer visit to Kawartha Lakes is largely defined by its water themed activities. The visitor experience is typically dominated by water-based activities including power boating, canoe or kayaking, swimming or fishing.

There are opportunities to increase visitor duration and overall tourism spend in Kawartha Lakes by enabling easy access to the waterways through the rental of boats, canoes, kayaks and stand-up paddle boards. There is also opportunity to continue to position Kawartha Lakes as an anglers' paradise. The protection and stewardship of its rivers and lakes to sustain the product over future years must be a key element of destination development. Ensuring the pristine waters and environment continues to thrive in future years will maintain its appeal to sport fishing enthusiasts.

Also fundamental to this destination is the visitor experience of being able to access the waterways to find solace in a canoe in a peaceful setting on a river or lake, or in enabling a younger generation to rent boats to access the larger lakes.

The water-based visitor experience throughout the summer and fall seasons will continue to be a differentiating factor for travel to Kawartha Lakes. Key destination attributes such as access to boat rentals, canoes and other forms of enjoyment on the water will continue to position Kawartha Lakes as a desired option for one's summer travel experience.

#### **Canoeing/Kayaking;**

Kawartha Lakes' lakes and rivers, particularly in the north/west sector, give the destination a competitive advantage for attracting tourists seeking this experience. A key target is experienced paddlers and a younger demographic wishing to escape urban life. The Gull River route options south or north from Coboconk are an opportunity for serious paddlers with overnight camping at Balsam Lake.

#### **Boating (Powerboating)**

Kawartha Lakes is well known for boating within southern and eastern Ontario. The Trent-Severn Waterway access has a very high profile throughout Ontario the United States and Europe.

The Trent-Severn Waterway is part of the 'Great Loop', a system of waterways that encompasses the eastern portion of the United States and Canada. Boaters traveling on the loop are referred to as 'loopers'. The looper culture is a recognized contributor to the boating market in Kawartha Lakes with a high spend impact, particularly in Bobcaygeon and Fenelon Falls. Balsam and Sturgeon Lakes, among others, are popular destinations for boat launching. Other boaters would be considered medium-spend visitors for cottage rentals, groceries, retail and food and beverage.

## Angling

Anglers, the more avid and committed recreational fishing enthusiasts, have long recognized Kawartha Lakes as a rich source of a variety of prized fish varieties. Experienced anglers are drawn to the area with its relatively easy access from the GTA and eastern Ontario. Kawartha Lakes is known for muskie; a challenging regional catch and edible fish such as pickerel, small-mouth and large-mouth bass and yellow perch. The angler demographic is deemed to spend at a medium level, due to the propensity to utilize campsites or cottages as location for dining. Ice fishing has been, for years, a popular winter activity but is at risk due to climate change and unreliable ice conditions.

## Water-Based Experiences

Assessment	Average Score
Draw	High
Duration	Medium
Off-Season Potential	Low
Market Readiness	High

## Key Visitor Profiles

**Family Memory Builders, Sports Lovers, Nature Lovers (tied)**



## 5.4 Parks, Outdoor Assets and Activities

Kawartha Lakes tourism product is defined by its summer outdoor assets, from its numerous beaches to its three provincial parks located on lakes. The outdoor camping and lakeside beach experience serves as this destination's primary visitor draw during the summer season.

Additional outdoor events in the shoulder seasons are required to increase Kawartha Lakes' profile within its target market.

Two current major active outdoor events: the Kawartha Lakes Classic Cycling Tour and the anglers' Canada/US Walleye Tournament are significant attractors to the destination and, more importantly, create word of mouth value from its participants.

Assessment	Average Score
Draw	5 (High)
Duration	2.7 (Medium)
Off-Season Potential	1.3 (Low)
Market Readiness	Medium

## Experiences (Hiking, Cycling, ATVs, Snowmobiling)

Assessment	Average Score
Draw	3.8 (Medium)
Duration	3.3 (Medium)
Off-Season Potential	2.0 (Low)
Market Readiness	High

### Hiking

Hiking is one of Kawartha Lakes' high profile active outdoor activities. It appeals to a broad range of tourists including the 20 to 30-year-old demographic, families and mature, experienced hikers. The combination of rugged and flat terrain in Kawartha Lakes serves the needs of all levels of experience and conditioning. High profile trails include the Victoria Trail (a 50-kilometre trail bisecting the destination), the Trans Canada Trail, a branded attractor for visitors and others such as the Ken Reid Conservation Area, Dunsford Nature Trail and Emily Tract.

### Cycling




Cycling is a high opportunity attractor facing some significant competition from other Southern ON destinations (e.g., Collingwood). Kawartha Lakes offers superb cycling terrain, less vehicle traffic outside of summer peak than other locations in southern Ontario. There is a strong, active local cycling culture which can support events targeting GTA. The Kawartha Lakes Cycling Tour is a high-profile event held annually in August. There is potential to develop additional high-profile events in spring and fall.

### ATVs

Kawartha Lakes' abundance of trails which suit hiking/cycling activities are also popular with the burgeoning ATV market. There are numerous ATV clubs in Southern Ontario for enthusiasts which also promote safety and environmental sustainability. Common demographics for this activity are families, males age 20+ and middle-aged outdoor enthusiasts. They are typically medium spend visitors.

### Snowmobiling

The snowmobile market is a similar demographic to warm weather ATV sector with a similar spend profile. The snowmobile market is at risk of declining activity due to climate change and a diminishing snow season. It is considered a marginal opportunity for growth as Kawartha Lakes cannot compete with communities a few hours north of the City with a longer and more reliable snow season and a greater network of snowmobile trails.

Key Visitor Profiles	
<b>Sports Lovers</b>	
<b>Family Memory Builders and Nature Lovers (tied)</b>	
<b>Up and Coming Explorers</b>	

## 5.5 Sports and Recreational Facilities

Many of the sport and recreation facilities within the City are designed serve the local community, although specific organizations may host activities that provide some visitor spending.

Two key sport hosting assets are located in Lindsay: the Lindsay Recreation Complex and the Wilson Fields and Ball Parks. Both of these facilities are first class, market ready installations which accommodate regional hockey, court sports, baseball and soccer tournaments.

The supply of limited-service hotel rooms within Lindsay, a requirement for hosting youth sporting events, supports the development of additional sports and recreation tourism activity. Also required are local organizations with the interest and sufficient staff or volunteer resources to host events.

Hosting tournaments is a result of the interest and staffing resources of local sport organizations to bid on potential events in future years.

Sport tourism is a potential growth factor within Kawartha Lakes, although it would require focus and support from the Lindsay community. The future growth of this segment is dependent on support in enhancing the regional profile of Lindsay as a sport hosting center.

### Sports and Recreation Facilities

Assessment	Average Score
Draw	3.1 (Medium)
Duration	1.6 (Low)
Off-Season Potential	3.0 (Medium)
Market Readiness	Medium



## Key Visitor Profiles

### Family Memory Builders, Sports Lovers (tied)



## 5.6 Festivals and Events

Events contribute to a destination by attracting visitors, providing media exposure, building awareness and stimulating infrastructure upgrades. Destination marketers generally recognize the value of high-profile events or festivals to build awareness of a destination. Large summer music events or a recognized winter festival, held on a regular basis can help to ‘trademark’ a destination. Niche events with close links to the host destination including arts, food drink events and sports events attract travelers of all demographics and encourage VFR visits. Participatory sports events attract competitors and other supporters such as spouses, friends and family members. Large scale cultural events such as Barrie’s Boots and Hearts and Toronto’s Nuit Blanche build the community’s image with target visitor groups.

An attractor event is one that generates attention and draws visitors to the destination. The events can be large or small in scale. The Kawartha Yarn and Fibre festival is an example of a small-scale event that attracts a niche loyal visitor segment with strong appeal outside the local community.

Event tourism includes a marketing orientation attracting tourists in contrast to community events focused on local residents. Community events can develop into tourism events by incorporating a profiled entertainment component that draws interest and visitors from other regions. The bundling of community focused events with Kawartha Lakes’ culinary and agricultural assets pose an opportunity to create a compelling tourist offering that cannot be replicated in another destination and draw visitors from outside the City.

One of the key differentiators for the target visitor market of the GTA with its abundance of entertainment and cultural options throughout the year, lies in the positioning of events within the outdoor natural setting not found in the large urban centers.

Another opportunity for event tourism is the growing demand for green or zero waste events. This approach to events will appeal to the same visitors attracted to Kawartha Lakes’ natural features. Events derived from Kawartha Lakes culinary and agricultural amenities and outdoor experiences are an ideal complement to sustainable events.

Kawartha Lakes boasts a number of high-profile events. Bikefest, Classics on Kent, and the Milk Run all take place in summer while Farmfest is held in October. Long standing




assets such as the Lindsay Exhibition Center and Highland Cinemas continue to add value as a visitor attractor in the peak season period. Investment in developing additional fall or winter activities such as Fenelon Falls' Santa Day to expand its tourist draw would enhance Kawartha Lakes' reputation as a key event destination.

The municipality has a role in defining the tourist draw and incremental spend of current festivals and events. The City needs an established process to identify the origin and volume of visitors from outside the region. This information will assist the City in identifying true tourism events and in assisting event organizers from accessing provincial funding and expanding event programming and draw.

This visitor information can include tallying receipts and festival staff comments, on-site visitor intercepts or mobile data collection. Social media interaction is another common method of determining the share of attendees originating from outside the destination. Kawartha Lakes' can assist event organizers by conducting workshops for local event staff or volunteers on how to measure the number and economic impact of out of town attendees. The City could also provide online event planning resources along with information on municipal requirements for tracking event activity and tourist attendance. It could also provide training on the use of tools such as TREIM, the Tourism Regional Economic Impact Model and STEAM to estimate the economic impact of the events and sporting events respectively.

### Entertainment/Events

Assessment	Average Score
Draw	3.7 (Medium)
Duration	1.3 (Low)
Off-Season Potential	1.8 (Low)
Market Readiness	Medium to High

Key Visitor Profiles	
<b>Family Memory Builders and Up and Coming Explorers (tied)</b>	
<b>Ongoing Mature Couples</b>	
<b>Knowledge Seekers, Connected Explorers, Sports Lovers (tied)</b>	

## 5.7 Main Streets

There is growing recognition of the important role of downtowns, placemaking and the interconnection with tourism and economic development. Placemaking is focused on

creating vital, vibrant and livable communities where people want to live, work and play. Destinations need strong community spaces that attract both residents and visitors.

The Project for Public Spaces outlines four elements required to make a great place:

1. They are accessible and well connected to other important places in the area.
2. They are comfortable and project a good image.
3. They attract people to participate in activities there.
4. They are sociable environments in which people want to gather and visit again and again.<sup>8</sup>

Successful downtown destinations have multiple places addressing these four categories to attract residents and visitors. According to the Project for Public Spaces, a great place has at least 10 things to do. Cumulatively these activities and destinations make a great place. These spaces are further defined by their sociability, uses and activities, comfort and image and access and linkages.

Kawartha Lakes' Main Street assets are situated in the towns of Lindsay, Bobcaygeon, Fenelon Falls and Cobocok. Additionally, Omemee is an attractive and quaint community which attracts visitors to its downtown core and has potential to increase its profile as an entry point for visitors on the way through Kawartha Lakes. All four towns have witnessed an increase in the number of young entrepreneurs seeking to leave the more congested and expensive GTA. The migration of business owners from the larger urban centers to the Main Streets of Kawartha Lakes' towns is evident over the past five years.

Kawartha Lakes' downtown core refurbishments have the significant potential of attracting and engaging tourists in the three seasons beyond the summer peak season. Currently, Lindsay's downtown assets are currently more closely aligned with the needs of its residents. The retail and restaurant offerings in Lindsay would benefit from a closer alignment with the visitors visiting the arts, culture and heritage assets in Kawartha Lakes. The retail sector has the greatest opportunity to drive tourism spending by providing interesting and unique options for visitors. Visitor activity in Lindsay would benefit from greater connection from the Lindsay lock and the downtown through wayfinding or other connections.

In Bobcaygeon, retailers such as Bigley's, coupled with emerging cafes and independent restaurants, attract day trip activity during the spring, fall and winter

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<sup>8</sup> Placemaking, the Project for Public Spaces, [www.pps.org/article/what-is-placemaking](http://www.pps.org/article/what-is-placemaking)

seasons. Increased use of public spaces and programs to animate Bobcaygeon's downtown area would be particularly beneficial during lower traffic periods.

Fenelon Falls has seen an influx of public space improvements along with new retail businesses, restaurants and bars to bring the number of things to do in the summer months above the threshold of 10. The town would however also benefit from increased programs and activities in other periods. Accessibility during the summer months can also be an issue due to traffic congestion. The recently completed parking strategy recommends using wayfinding to help visitors and residents find parking spaces so they can enjoy the downtown area.

There is significant potential for increased visitor spending in all seasons with the continued development of retail, arts, and culinary experiences in Lindsay, Bobcaygeon and Fenelon Falls and Omemee. Municipal events, arts and culture events and promotional activities could all contribute to the activation of downtowns, connecting the tourism demographic and accessing the retail and food and beverage options in the downtowns.




Omemee is home to the well-known Mikael's Café and is one of several downtowns undergoing refurbishment which is expected to attract greater small business investment. This small community would benefit from a focus on expanding the activities or things to do up to 10.

The branded touring routes also serve to connect the smaller communities and destinations within Kawartha Lakes to provide a compelling product offering.

### Main Streets

Assessment	Average Score
Draw	4.0 (High)
Duration	3.6 (Medium)
Off-Season Potential	2.8 (Medium)
Market Readiness	Medium

### Key Visitor Profiles




<b>Outgoing Mature Couples</b>	
<b>Knowledge Seekers</b>	
<b>Family Memory Builders, Up and Coming Explorers, Sports Lovers, Connected Explorers (tied)</b>	

## 5.8 Arts, Culture and Heritage

Kawartha Lakes has a valued offering of galleries and artisan installations attracting a similar demographic to the branded touring trails. These assets combined with the Globus and Academy Theatres further define Kawartha Lakes' image as a touring destination for the large visitor segment seeking a getaway from the urban centers.


### Arts and Culture

Assessment	Average Score
Draw	4.2 (High)
Duration	Medium
Off-Season Potential	Medium
Market Readiness	High

Key Visitor Profiles	
Knowledge Seekers	
Up and Coming Explorers, Outgoing Mature Couples (tied)	
Family Memory Builders, Connected Explorers (tied)	

### Arts and Culture Experiences

Assessment	Average Score
Draw	4.3 (High)
Duration	2.7 (Medium)
Off-Season Potential	2.0 (Low)
Market Readiness	High



Key Visitor Profiles	
Knowledge Seekers	
Up and Coming Explorers, Connected Explorers, Outgoing Mature Couples (tied)	

The various heritage assets such as the Dry Stone Wall, Quaker Oats Farm, and Settlers' Village support the interests of visitors seeking arts and culture amenities. The key element to driving further visitor spending within this category will be connecting these experiences to enhance the area's profile with a specific target market.



## Heritage

Assessment	Average Score
Draw	3.0 (Medium)
Duration	1.7 (Low)
Off-Season Potential	2.3 (Low)
Market Readiness	Medium

Key Visitor Profiles	
Knowledge Seekers, Family Memory Builders (tied)	
Outgoing Mature Couples	

## 5.9 Culinary Experience

The Growing Food Tourism in Kawartha Lakes strategy (2018) aims to define Kawartha Lakes with a variety of restaurants and culinary options that allow visitors to immerse themselves in the local culture, agritourism and unique foodways, highlighting local food and drink.

Visitors can enjoy a local farm to table dining experience, promoting long-term sustainability and increasing demand for local food and beverages. A key initiative to promote the local culinary experience is through festivals and culinary events. These events will set Kawartha Lakes apart from other communities. Tourism development will grow and benefit when a critical mass of market-ready local food operators creating a regional product are recognized throughout its visitor catchment region.

The strategy is a platform to support the growth and financial health of local food and beverage producers. The study is intended to create greater awareness and facilitate access to local producers. storytelling is an important element of the strategy. Over the past decade, there has been increased recognition of storytelling to create a greater understanding, appreciation and enjoyment of local offerings.

Continued support and implementation of the Tourism Strategy will strengthen Kawartha Lakes' food offerings and provide a compelling attraction for the majority of the City's key visitor segments including as Knowledge Seekers, Up and Coming Explorers, Connected Explorers, Nature Lovers and Outgoing Mature Couples.



Kawartha Lakes boasts a host of restaurants mostly located in the downtown cores, which attain significant volumes in the peak summer periods. The Riverview Inn in Norland is a particularly well-known destination restaurant serving the summer cottagers in Kawartha Lakes and beyond.

Craft breweries in Lindsay, Fenelon Falls and Bobcaygeon can play a key role in attracting all-season visitors to their respective Main Streets. This fast-growing segment of the food tourism sector has the added benefit of attracting a younger demographic to the area which spend freely on nearby food and beverage and retail businesses.

The City should continue to support the use and highlighting of local produce by Kawartha Lakes' restaurants through networking and procurement events. Local producers and restaurants should also be encouraged to participate in tourist and cultural events which highlight the use of local products and business.

### Culinary Experience

Assessment	Average Score
Draw	3.9 (Medium to High)
Duration	Medium
Off-Season Potential	3.0 (Medium)
Market Readiness	Medium

Key Visitor Profiles	
<b>Knowledge Seekers, Up and Coming Explorers, Connected Explorers, Nature Lovers, Outgoing Mature Couples (tied)</b>	
<b>Couples (tied) Family Memory Builders, Sports Lovers (tied)</b>	

### Farmer's Markets

Assessment	Average Score
Draw	3.8 (Medium)
Duration	1.4 (Low)
Off-Season Potential	1.0 (Low)
Market Readiness	Medium

Key Visitor Profiles	
<b>Knowledge Seekers, Family Memory Builders, Up and Coming Explorers (tied)</b>	

Closely aligned with the culinary experience in Kawartha Lakes is the agri-tourism offerings of South Pond Farms, the roadside stands (many of which are operated by the Mennonite community), the Fenelon Craft Brewery, the Kawartha Choice Farm Fresh non-restaurant offerings and the Zehrs' Family Amish Farm. These agri-tourism products serve as a strong nucleus of tourism offerings that connect agriculture with the culinary offerings in Kawartha Lakes.

## 5.10 Accommodation

Kawartha Lakes' tourist accommodation supply consists of fixed roof accommodations (hotels and motels), cottage and home rentals, bed and breakfasts and camping/ RV sites. The largest share of accommodation supply is in private homes and cottages.

Kawartha Lake's fix roof accommodation supply is primarily made up of limited service hotels based in Lindsay. An upgrade Select Service Holiday Inn product will be added within the next year by the owners of the Days Inn. Both of these properties will provide approximately 250 rooms of good quality product that exists in mid-size communities throughout Ontario.

Overall, the majority of the fixed roof lodging segment, located primarily in the Town of Lindsay, represents an assortment of Limited Service<sup>9</sup>, motel style options. Limited-service accommodations are typically designed for business travellers and do not meet the service expectations of many leisure visitors. Contemporary hotel options are lacking in Bobcaygeon, Fenelon Falls, and communities in the northern region of Kawartha Lakes.

Kawartha Lakes does not have a branded hotel product in Bobcaygeon and Fenelon Falls. The Eganridge Inn and Country Club, located outside of Fenelon Falls, is the lone resort asset currently existing in Kawartha Lakes. The lack of branded hotel development outside of Lindsay is due to the limited hotel demand and owner return on investment during the non-summer seasons.

Investment in a four-season resort, serving a combination of summer upscale travellers and the increasing volume of winter activity enthusiasts, would advance the tourism profile of Kawartha Lakes.

The short-term overnight accommodation market is primarily served throughout much of the municipality by the sharing economy segment, namely Airbnb and VRBO. The vibrant short-term rental market of cottage product represents the largest majority of the Kawartha Lakes accommodation supply.

There is a small supply of high-quality bed and breakfast (B&B) product throughout Kawartha Lakes. B&Bs offers a high level of service in contrast with the large volume of sharing economy overnight rentals.

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<sup>9</sup> Branded limited service accommodations typically have established standards for room size and furnishings as well as amenities or services such as free Wifi, complimentary breakfast, business centres, fitness centres and laundry facilities

Overall, the market will continue to be served by cottage owners offering their product on Airbnb or VRBO sites as the large percentage of overnight demand from the GTA is comfortable with the sharing economy options.

### **Private Homes and Cottages**

Kawartha Lakes has a very strong rental market especially with the growth of sharing economy profiles such as Airbnb and VRBO. There are opportunities to target winter rentals, promoting the solitude on the lakes and engaging and supporting operators and VFR hosts. In 2018, City Council considered but ultimately declined to establish additional controls for short-term cottage and home rentals, providing tacit approval of self-managed tourist accommodations.

### **B&Bs**

Kawartha Lakes is defined by its proximity to natural setting, heritage motif and non-standard building style, incorporating food and beverage, quality and reputation. There are 15 B&Bs in Kawartha Lakes, half of which are in suburban (standard) houses. There is an opportunity to grow its appeal to the arts and culture tourist looking for unique accommodation paired with local food.

### **Fixed Roof**

The fixed roof accommodation in Kawartha Lakes is appropriate for business travelers and sport groups. The lack of branded fixed roof accommodation outside of Lindsay is a result of insufficient demand outside the summer months.

### **Camping/RV Parks**

The camping and RV park market supports an older, wealthier demographic with longer stays. The camping in Balsam Lake and Emily Provincial Park camping is a significant draw. The parks have a great appeal for New Canadians. The supply of RV sites is growing. The camping sector represents a high growth opportunity with a low spend.

### **Resort**

Eganridge Resort is currently the only resort in Kawartha Lakes. Resorts require the appropriate resort property and a motivated investor. The best opportunity in Kawartha Lakes would be to combine with Kawartha Lakes' other key assets or draws. Options include building on the existing golf base at Eganridge, a fishing-oriented resort on one of the many lakes or a wellness resort to capitalize on the growing interest in providing wellness programming in a natural setting.

### **Key Visitor Profiles**

The Lindsay accommodation market serves the corporate traveller including the significant demand from work crews servicing the region. The lucrative conference market existing throughout the surrounding region of the GTA is currently not served by

the existing hotel supply in Lindsay or anywhere in Kawartha Lakes with the exception of the Eganridge Resort.

The recreation facilities within Lindsay create a market for amateur and high school ice, indoor courts, and field sports. Many of the hotels in Lindsay referenced the sport leisure segments as a source of room nights along with social and wedding events.

The largest segment of the overnight market to Kawartha Lakes is served by the private cottage rentals through Airbnb and other sharing economy participants. The visitor profile utilizing this component of the accommodation market is virtually all segments of the travel industry with particular emphasis on Up and Coming Explorers, Connected Explorers and Knowledge Seekers.

An increasing expanding element of the overnight accommodation segment in Kawartha Lakes, particularly during the summer, is the Camping/RV travel segment. The natural beauty and outdoor experience offered in Kawartha Lake lends to travellers seeking an overnight natural setting for their campers and recreational vehicles. Recognizing that this market skews toward the Outgoing Mature Couples and possibly Nature Lovers, the potential for growth across Ontario, and particularly in Kawartha Lakes, is obvious.

The value of the sharing economy inventory offered in Kawartha Lakes is not necessarily price driven, but more a product decision as families or couples can rent an entire house/cottage which affords more space, cooking facilities, and privacy not found in conventional accommodation.

### 5.11 Additional Opportunities

Kawartha Lakes' proximity to the GTA, natural assets and beautiful setting provide some additional opportunities as a location for film and television production and wellness retreats. These options are explored in the Appendix of this report. A discussion on the potential for a conference centre is also included later in this report.

An obvious consideration for a destination located within two hours of approximately six million people is the development of a regional attraction, typically targeted to families or young adults. Notwithstanding the investment hurdles involved in developing a large-scale business, the financial risk profile related to a tourism attraction is a deterrent.

The comparator community section of the study reflects that the existence of a year-round attraction such as a museum may provide a draw for visitors in the less busy non-summer seasons. The investment in a legitimate 'destination' museum is only going to occur with the involvement of a provincial or federal government, as is noted in the information relating to Shawinigan, Québec. There is potentially a strategy to be adopted by a municipal or regional jurisdiction that considers support in a private or



public facility connected to the heritage of Kawartha Lakes, such as the waterways and boating culture. It is more certain that the primary role of the Municipality is that of an enabler in support of a private venture that has potential to be a visitor draw

## 6. Connecting Destination Assets with Visitor Profiles

A key element in the creation of a Destination Development Plan involves the connection of a destination's assets to the profiles of those seeking the experiences associated with a destination.

The asset study has identified seven profiles that relate to the Kawartha Lakes current tourism asset inventory. Each of these identified profiles may be now connected to specific categories of Kawartha Lakes' assets in order to move the process on to the recommendation phase of the study.

The asset charts, representing all of the visitor profile categories positioned against the asset groupings, provide the following areas of visitor to asset connectivity, as well as the importance of specific visitor profiles to the Destination Development Plan.

The visitor profiles utilized in the asset study have been separated into three groups of visitor categories: highest, high and medium potential.

The visitor profiles that reflect the highest potential for experience enhancement and potential investment are: Knowledge Seekers and Up and Coming Explorers, Family Memory Builders, Sports Lovers, and Nature Lovers.

The Outgoing Mature Couples and Connected Explorer profiles have marginally less potential for generating greater economic impact than the above five visitor profile categories and will be addressed to a lesser degree in the Destination Development Plan.

The Knowledge Seekers and Up and Coming Explorers visitor profiles have the highest potential in that they relate to the Arts, Entertainment, Main Streets, and Culinary asset categories. The younger demographic Up and Coming Explorers is active in both the Parks and Outdoor and the Sport and Recreation asset groups.

The Sport Lovers, Nature Lovers, and Family Memory Builders visitor profiles are also key targets for Kawartha Lakes due to the connection to all of the natural outdoor activities, particularly the trails which support cycling, ATV's, winter cross-country/snowshoeing. Additionally, the waterways, which define the municipality, connect to these three visitor profiles.

The less time-sensitive Outgoing Mature Couples are recognized as frequent regional travellers. This segment is already well represented in the tourist base in Kawartha Lakes and as a result does not require further development.

The Connected Explorers who are research and digitally driven in the selection of their travel plans clearly connect with various asset groups existing in Kawartha Lakes. They do not, however, utilize the outdoor activity opportunities to the extent of the other five visitor profile categories.

### Highest Potential

Knowledge Seekers



Up and Coming Explorers



### High Potential

Family Memory Builders



Sports Lovers



Nature Lovers



### Medium Potential

Outgoing Mature Couples



Connected Explorers



## 7. Comparator Communities

A study of practices of destinations with comparable geography and other tourist assets provides key insights into best practices and potential approaches to destination development for the City of Kawartha Lakes. This assessment of comparator destination details three communities with location and seasonality elements that resemble Kawartha Lakes. Each of the three communities are located in states or provinces adjacent to Ontario. They are potential competitors to Kawartha Lakes in that they derive a component of visitor spending from the GTA. These selected destinations offer visitor experiences and have developed assets in periods outside of their peak

summer seasons; an issue that is key to expanding the annual visitor spend in Kawartha Lakes.

The three destinations were selected based on tourism assets similar to that existing in Kawartha Lakes. Assessing the tourism product of alike communities, including the broad strategic initiatives and the marketing outreach to a similar demographic target market, provides context to the potential enhancements to Kawartha Lakes' tourism product offering.

The communities were selected based on the following attributes:

- The natural environment and amenities are a dominant factor and attractor.
- Located within a two to three-hour drive from a major urban center source travel market.
- Has a peak summer tourist season and requires specific development strategies to increase travel interest and spending in the remaining three seasons.
- Does not possess an iconic regional attraction, such as a theme park, or a broadly recognized natural asset attracting tourism from varied source markets.

For the purposes of this review, Kawartha Lakes has been compared to the communities of:

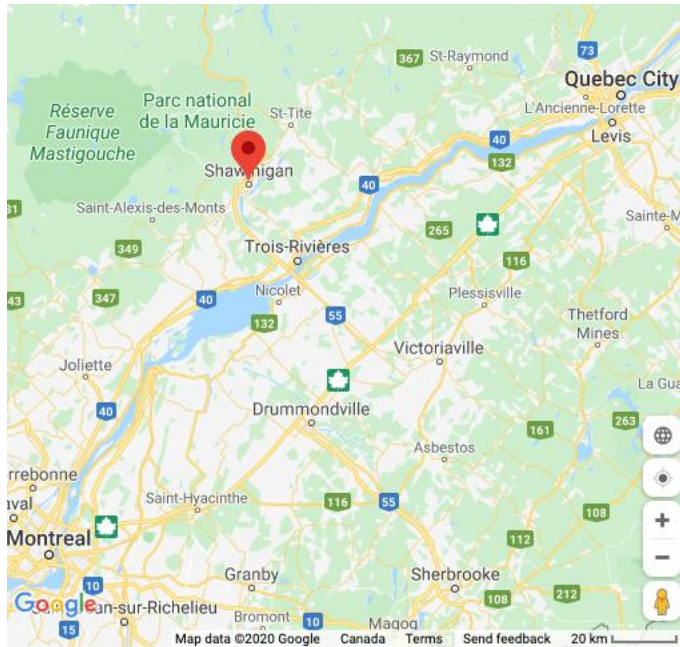
- Shawinigan, Québec
- Skaneateles, New York
- Muskegon, Michigan

Community	Population	Rationale
<b>Kawartha Lakes</b>	<b>75,423</b>	<b>Project Focus</b>
<b>Shawinigan, Québec</b>	54,181	<ul style="list-style-type: none"> <li>• Summer and winter ‘getaway’ destination – Montreal</li> <li>• Vibrant downtown core reflecting both its cultural assets and large selection of popular food and beverage.</li> <li>• Active Outdoor destination: all-season camping and glamping, combined with rugged terrain supporting winter cross-country, skiing, and snowmobiling.</li> <li>• Access to lakes offering summer water activities and a noted ice fishing destination within southern Québec.</li> <li>• Reputation of art, culture and heritage sites.</li> <li>• Winter-season event: Geekcon</li> </ul>
<b>Skaneateles, New York</b>	7,209	<ul style="list-style-type: none"> <li>• Gateway to Finger Lakes, NY cottage/boating</li> <li>• 8 annual events: Concert on lakes, Art walks</li> <li>• Agritourism focus, local farm tours, wineries</li> <li>• ‘Norman Rockwell’ downtown core recognized for upmarket retail, antiques, food and beverage</li> <li>• Targeting younger demographic: casino/entertainment complex, craft breweries/wineries</li> </ul>
<b>Muskegon, Michigan</b>	38,401	<ul style="list-style-type: none"> <li>• Located two to three hour drive from Detroit and Chicago</li> <li>• Median age of 35</li> <li>• Known for sand dune beaches, active Outdoor hiking, cycling, boating</li> <li>• Winter sports complex attracting events from mid-north Michigan</li> <li>• Regional arts and culture center outside Detroit</li> <li>• Three museums targeting off-season visits</li> <li>• 30+ art/photography galleries, antique center</li> <li>• Fall: Arts and Drafts Festival attracting young urban visitor</li> <li>• Egelston Lake Festival – use of lakes for concerts</li> </ul>

## 7.1 Shawinigan, Québec

### Overview:

The City of Shawinigan is located an approximate two-hour drive from Montréal along the Sainte Maurice River 30 minutes northwest of Trois-Rivières. Shawinigan has a population of approximately 50,000<sup>10</sup> and is located in Québec's Maurice County. Shawinigan is similar to Kawartha Lakes, spanning a diverse landscape of forest, mountains, and lakes.



Shawinigan is a summer and winter 'getaway' destination for the approximate 1.75 million inhabitants of and southern Québec communities along the St. Lawrence River. It has popular natural features are accompanied by the city's well-known reputation of art, culture and heritage sites. Shawinigan's vibrant downtown core is home to cultural assets and a large selection of popular food and beverage locations. Shawinigan has a significant inventory of festivals and events which introduce Montreal and other provincial visitors to its varied assets throughout the four seasons.

Shawinigan is also recognized as an adventure travel destination boasting all-season camping and glamping, combined with rugged terrain supporting winter cross-country, skiing, and snowmobiling. It is known for its lakes, summer water activities and ice fishing within southern Québec.

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<sup>10</sup> Québec Census 2016



## Review of Tourism Assets

Shawinigan draws provincial visitors throughout the year for three key assets:

- Contemporary circus theatre evolving from the success of Cirque de Soleil
- Active outdoor competitions utilizing its waterways and natural hilly terrain. This destination's Canoe and Dragon Boat competitions draw in excess of 50,000 visitors, while boating and cycling events are predominant features of Shawinigan's tourism product
- Art and culture including two museums and summer art throughout the downtown

Three signature summer assets which draw visitors from throughout southern Québec: TreeGO, Parc de L'Île Melville, and the July Tribal Fest sporting event have positioned Shawinigan as a popular choice for families and young adults touring Québec.

Two major circus themed shows: Cirque Eloise and Dragao Acrobat Festival operating each summer are high profile entertainment assets which serve as a focus for destination marketing representing landmark visitor attractors to the destination.

The Shawicon convention targets a younger tech-focused demographic. The winter has developed as a significant off-peak tourism draw from the surrounding urban centers. Promoting local artists throughout Québec is a staple of tourism marketing. Shawinigan is home to a street side Painter's Alley in summer and the Saint Flore Art conference drawing artists and cultural tourists from throughout the province each July.

Shawinigan operates two museum attractions throughout the year; Musée de Jean Chretien and Le cite d'Énergie. Both attractions draw school groups and a broad range of visitors year-round.

Shawinigan targets the regional food and beverage casual traveller with nine mid to high-end restaurants/brasseries and seven cafe/bakeries. Restaurants in Shawinigan including Zele, Café Bucolique and Le Trou du Diable, feature local Québécois cuisine and serve as a regional draw to the destination.

Similar to Kawartha Lakes, Shawinigan is both a summer and winter getaway option located in Québec's cottage country. Shawinigan ranks higher than Kawartha Lakes' accommodation offering of highly ranked bed and breakfasts, and a somewhat larger selection of restaurants and brew pubs. including the highly ranked Broadway Pub.

The accommodation sector includes mostly three-star properties and B&B's including

- Four Full Service: Two four-star and three two-star properties
- Four Limited Service: Three three-star and one two-star properties
- Nine Bed and Breakfasts

The accommodation offering, particularly the bed and breakfasts, are highlighted in destination communications, particularly those well regarded on guest rating sites such as Auberge du Missionnaire, Gite les Petites Pommiers, and Gite Chez Baza. The two four-star hotels: the Domaine St. Flore and the Hotel Marineau Shawinigan provide the destination with signature properties widely recognized on tourism sites.

### **Tourism Messaging**

Shawinigan: *Your source of energy, naturally*

Shawinigan Tourism positions itself as the outdoor enthusiast's destination within Québec. The reference to energy is an indicator of its younger demographic target. The destination is known for its art and culture assets including two museums which have a high profile throughout the province.

The Shawinigan website reflects numerous outdoor competition events primarily in summer months as the winter Québec travel market is very much connected to the downhill skiing centers north of Montreal and Québec City.

A secondary tourism marketing message references the 'quick access to Shawinigan's natural landscapes, and small urban delights like cafes, breweries, shops and fine restaurants.'

The experiences promoted by the tourism marketers which best define Shawinigan include:

- Four seasons active outdoor activity
- A culture of local culinary farm-table products including craft breweries
- Art and culture including the La Cite de Énergie historical theme park and the Musée de Jean Chrétien
- Shawinigan targets the regional food and beverage casual traveler boasting its mid to high end restaurants/brasseries as well as the cafe/bakeries. The destination is recognized by 'foodies' with four to five well known restaurants featuring local cuisine and fine wines
- Trendy Brew Pubs, attracting visitors seeking a casual lunch or dinner, are highlighted in Shawinigan's tourism messaging attracting the younger active demographic

## 7.2 Skaneateles, New York

### Overview:

Skaneateles is located in upper, western New York and serves as the unofficial eastern gateway to New York State's popular Finger Lakes cottage and boating region. It is situated on the shores of Skaneateles Lake, boasting historic downtown shops and galleries housed in restored 19<sup>th</sup> century buildings. The small upscale town of 2,500 residents swells five-fold each summer as visitors arrive to partake in activities around the popular Finger Lakes, and to visit the small-town retail boutiques, upscale eateries and heritage architecture.



The Finger Lakes District, approximately two hours beyond the Canadian border and 3.5 hours from New York City, serves as a cottage and boating playground during the summer season. The area is also well known for its multitude of wineries drawing visitors in the spring and fall seasons. Skaneateles is a renowned food and agritourism destination, with a calendar of festivals and food and beverage events.

Skaneateles hosts numerous music festivals, a classic boat show, and a regionally acclaimed Dickens Christmas event.

### Review of Tourism Assets

Skaneateles Tourism is home to eight major events largely focused on live concerts and art shows. The events take place on Lake Skaneateles or in the town centre. The high-profile festivals include Curbstone, Dickens Christmas and Winterfest take place on Main Street Skaneateles in proximity to its restaurants, antique stores and somewhat exclusive retail shops.

Skaneateles visitors are predominantly middle age, originating from either the GTA, Niagara or upstate New York. It also attracts the Northern Pennsylvania and Ohio visitors in summer. Most visitors are interested in two primary assets beyond the summer lake experience: Skaneateles' well-known shops as well as its popular farmers' markets and local food stands.

Skaneateles competes for the Knowledge Seekers and Outgoing Mature Couples segment of the urban source markets within the Ontario and New York regions. Additionally, the Up and Coming Explorers segment, seeking a summer lake, nature and winery experience, frequents the Finger Lakes region.

This destination has over ten winter hiking and cross-country ski trails providing outdoor activities for the winter getaway. The nearby casino / entertainment center, craft brewery and three Finger Lakes' wineries are added features for a smaller destination with such natural outdoor appeal.

There is an abundance of accommodation options for a small center: seven unique high service inns and nine bed and breakfast options, many of which appeal to upscale middle-aged visitors.

Skaneateles offers a variety of high quality, somewhat formal restaurants throughout its downtown and environs. Lighter fare options include seven café / bakery combinations which provide a quick stop for the traveller.

Skaneateles offers less active outdoor options than Kawartha Lakes but serves as a competitor targeting the GTA two to three-hour getaway drive market interested in arts, culinary experiences and romantic inns.

### **Tourism Messaging**

*Skaneateles: A Unique Visit on the Lake*

Skaneateles' marketing materials present the destination as a quaint 'Norman Rockwell' village located within the lakes district of Western New York. The marketing materials feature the ambience of Skaneateles downtown heritage buildings, high end shops, antique stores and restaurants. Although the area is a mecca for summer and winter outdoor activity including boating and snowmobiling, Skaneateles targets urban travelers seeking upscale inns and culinary options.



Image Source

Skaneateles does not have the variety and expanse of winter activities compared to Kawartha Lakes, such as cross-country skiing, trail hiking and snowmobiling. The destination is positioned as a visitor destination for Up and Coming Explorers and those seeking a variety of food and beverage quality options setting it apart from many destinations, particularly those located in non-urban regions.

Key experiences which best define Skaneateles and are promoted by the tourism marketers include:

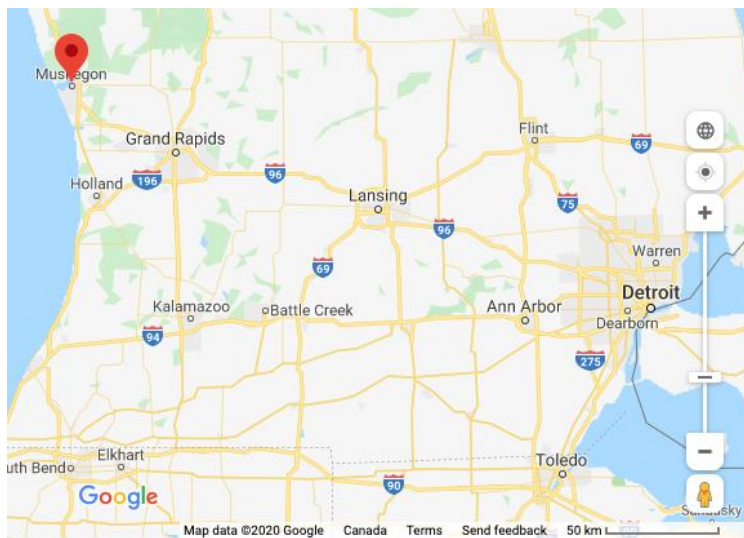
- Historic village with upscale food and beverage and cultural amenities
- Access to outdoor adventure on both lakes and rugged terrain
- Access to the Finger Lakes wine region
- Quality accommodation particularly within the B&B category

### 7.3 Muskegon, Michigan

#### Overview:

Muskegon, population 38,000, is located in north western Michigan on the shores of Lake Michigan, approximately 2.5 hours from Detroit and Chicago. The city is famous for its sand dune beaches and its well profiled fishing within Michigan and Illinois.

Muskegon is a burgeoning municipality with a median age of 35, attracting young families seeking employment and a less hectic lifestyle in comparison to the large urban centers to its south.



Muskegon is an outdoor focused destination, housing a winter sports complex which offers speedskating, luge, and cross-country skiing. Its location on the Lake Michigan shoreline features 26 miles of sandy beaches, well known Pere Marquette Park with a variety of lakeside summer sports, and three state parks with hiking paths and sand dune trails.

The surrounding Muskegon County area attracts recreational boaters and anglers to its numerous inland lakes and rivers. In winter, the Pere Marquette has over two acres of outdoor skating trails, miles of cross-country and snowshoe trails along the Lake Michigan shoreline.

Muskegon is the primary regional arts and culture center outside of the urban centers of Detroit and Chicago. The small city lists over 30 art and photo galleries in addition to numerous antique and heritage shops.

#### Review of Tourism Assets



Muskegon programs its summer season with a variety of music festivals ranging from rock to chamber music. The Fourth of July Rock Stock Festival combines a rock concert, weekend carnival and holiday fireworks extravaganza. The Egelston Lake Festival running one week later in July, is a family-oriented festival featuring live music for all ages.

Muskegon houses museums such as Muskegon Museum of Art, Jesse Jackson Museum of African American Culture, and the SS Milwaukee Clipper ship museum on its waterfront attract visitors from across Northern Michigan.

Although it is recognized for its winter outdoor activities, the destination does not program festivals celebrating winter similar to that of the Shawinigan and Skaneateles examples.

Muskegon has a variety of craft breweries within the city. It features this burgeoning sector by developing a unique Arts and Drafts Festival held in the fall. This concept serves as an interesting tourist event combining the younger and middle-aged demographic, the City's arts assets and the popularity of craft beer facilities.

#### **Tourism Messaging** *Adventure Begins Here*

Muskegon's tag line promotes its outdoor adventure to the target market of the large urban centers of Chicago and Detroit. Muskegon is similar to Kawartha Lakes in that it is located in an expansive natural outdoor rugged region similar to that of Kawartha Lakes northeast of the GTA, however it is much more defined by Lake Michigan in terms of its boating amenities.



*Image Source*

The water experience on the Great Lakes is clearly not comparable to the numerous lakes and rivers on the Trent-Severn Waterway. However, Muskegon is a larger urban center with more amenities and accommodation options including a conference center, than each of the three towns of Lindsay, Bobcaygeon and Fenelon Falls.

Muskegon Tourism promotes its activities and events with a simple 52-week slide show on its website. All city events that may interest a visitor are presented in an easily accessible manner over the calendar year.

Muskegon has created a *Sports Muskegon* web component which combines its outdoor amenities such as trails, lakes, and beaches with its recreational assets which target competitive amateur tournaments. It positions the destination as an outdoor/ organized sport option for the northern sector of Michigan. Typically, destinations promote organized sports separately from the outdoor/adventure assets.

Within this selection of destinations, Muskegon promotes fall in a significant manner with fall colour tours promoted each weekend in October. Combined with specific promotions of its craft breweries and restaurants, Muskegon recognizes that October is the last month prior late spring to attract visitors, with the exception of specific Christmas events.

Muskegon's destination development includes the presence of indoor assets that draw visitor activity through the entire year. Fixed cultural assets such as museums or galleries offering programming through twelve months serve as a required element in the destination asset mix. Shawinigan, as stated above, benefits from the Province of Québec's investment in both the Musée de Jean Chretien and Le cite d'Énergie museums which adds profile to the destination throughout the year. Shawinigan also hosts fixed installation circus companies that draw families and regional tourists throughout the off-peak seasons.

Muskegon possesses three museums operating year-round which add to its product offering in the quieter winter and spring seasons. It also focuses its marketing on a year-round weekly 'slide show' of events promoting activity in the destination throughout the off-peak periods.

## 7.4 Best Practice Considerations for Kawartha Lakes

The analysis of the three comparable communities provides the following observations that can assist in the development of Kawartha Lakes' Destination Development Plan:

- None of the three comparable destinations possess the expanse of natural outdoor amenities such as lakes, trails, and parks for camping, outdoor excursions as exist in Kawartha Lakes.
- Kawartha Lakes' five locks on the Trent-Severn Waterway are strong visitor attractors; an attraction not matched by the other destinations.
- The three destinations have developed signature festivals and events which are promoted prominently by the destination.
- Each destination puts significant focus on its Main Street product which includes numerous food and beverage options and a strong retail presence to target visitor spending.
- Neither Muskegon nor Skaneateles have created a strong off-season event offering.
- Shawinigan has two well-known circus attractions coupled with Shawicon / Geekcon in February. These events and the abundance of winter sport activity positions it as a strong off-season tourism product, driving spending throughout the year.
- The three destinations all utilize their lakeside assets for music concerts in the summer.
- All three destinations have a number of craft brewery outlets and have prominently promoted the local beer experience on their websites. This promotion reflects a recent move in destination development targeting the Up and Coming Explorer.
- The three destinations highlight their unique restaurants and bed and breakfast offering. These assets are of particular interest to Knowledge Seekers and Outgoing Mature Couples visitor segments which are typically high spenders.

The comparator communities also provide some offerings that merit consideration in Kawartha Lakes:

- Concerts on the lake
- Sport Muskegon website featuring outdoor activity focus, supported by related regional sponsors
- Events celebrating local beer
- Focus on fall/ winter season events (e.g., Shawicon/ Geekcon, concerts)
- Active winter sport agenda outdoor competitions

- Winter camping / glamping combined with x-country, snowshoe
- Fixed all-season assets: museum, gallery tours off-season paired with culinary attractions
- Four-star accommodation options hotels and B&B
- Main Street: heritage motif up-market retail, food and beverage, brewpubs, galleries

## 7.5 Kawartha Lakes Destination Opportunities

The City of Kawartha Lakes is a dispersed community offering varied travel experiences across a vast area. By comparison, the three destinations offer a concentration of food and beverage, accommodation and cultural amenities within a defined area providing a different visitor experience.

The recent practice of connecting experiences through branded driving routes is an opportunity to create a more robust destination experience, particularly when combined with the local culinary experience. There may be potential for a limited summer peak season transportation offering to connect the three largest towns.

The future revitalization of Main Streets in Lindsay, Fenelon Falls, and Bobcaygeon should result in an enhanced dining, retail and gallery experience and support visitor interest outside of the peak summer period. The addition of smaller-sized lodging options for an up-market traveler, required to support Main Street as a four-season destination. The destinations offer the B&B experience in their downtown cores as well as in the adjacent rural areas. Investment in larger scale hotels depends on lodging brands investment requirement, which include a strong level of demand outside of the summer peak travel period.

The comparator communities use a variety of events or festivals to generate visitor awareness and activity throughout four seasons. All three communities promote food and beverage events such as local brewery festivals, supported by outdoor concerts to attract the casual traveller.

Kawartha Lakes' would benefit from the development and funding of strategic attractor events. It could also build awareness and draw for the active, young GTA demographic by establishing a concert site with entertainment in the fall and winter in an outdoor natural location.

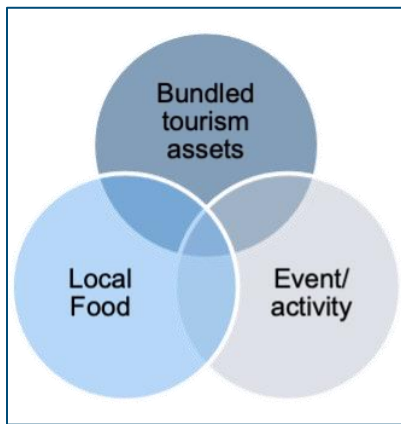
A year-round cultural or sports institution related to the history of the region could drive visitation outside the busy summer season. Museums and cultural institutions can serve as visitor attractors as well as elevating the awareness of the history and culture of Kawartha Lakes. The City could consider the potential of an existing facility for an

expanded role in supporting tourist activity through enhancement of its current assets, along with additional connections with other tourism assets and activities including outdoor activities, local foods and tourism events.

Kawartha Lakes is located relatively close to major source markets in the GTA, eastern Ontario and Québec. It could endeavour to ‘own the winter outdoor experience’. Shawinigan and Muskegon, in particular position the winter getaway out of the large regional urban source markets as a key element of their product development and marketing.

## 8. Clustered Tourism Offerings

Kawartha Lakes is home to a variety of tourism assets including natural landscapes, outdoor activities cultural installations and quaint and historic downtowns each offering a variety of amenities within their respective Main Streets. The City is the second largest single-tier Ontario municipality in terms of land area at 3,000 square kilometres. The distance between the various tourism assets may be a challenge for the short-term visitor.



Kawartha Lakes’ Destination Development Plan includes a broad strategy to extend visitors’ length of stay and incremental spend. It focuses on an emerging younger demographic typically residing in rental accommodation in the GTA and a more mature demographic with more discretionary income.

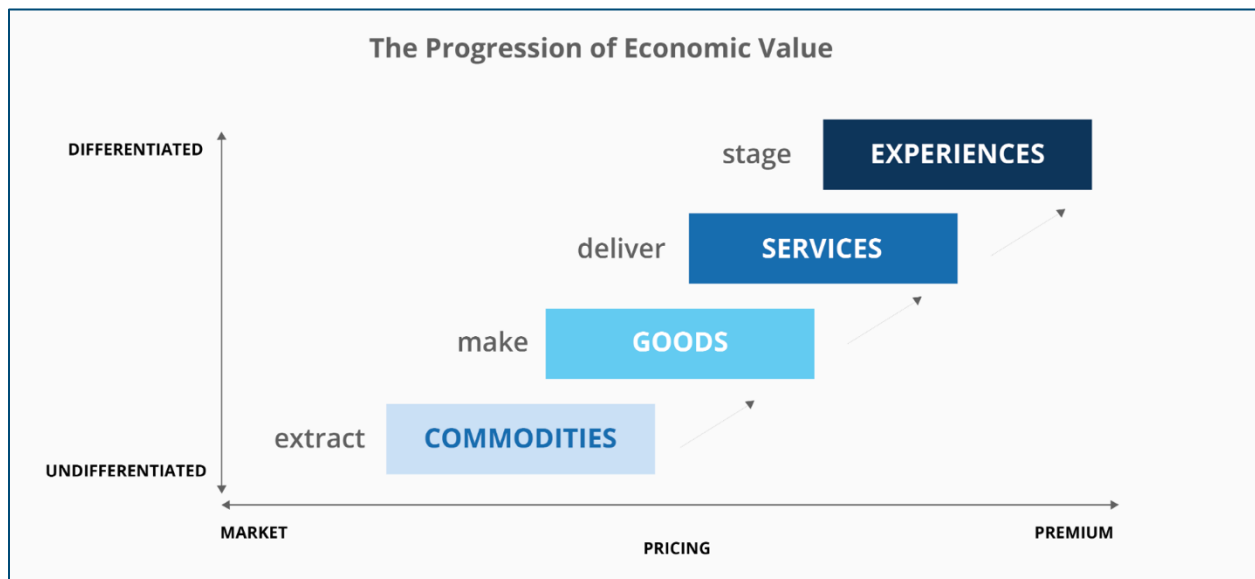
As shown in the tourism asset evaluation outlined earlier in this report, the various tourism assets, when experienced individually may not provide a compelling value proposition to support extended stays and spending in Kawartha Lakes. By building on the branded touring offerings with clusters of culinary, cultural and outdoor activities, natural amenities, events and entertainment, Kawartha Lakes can provide an attractive

tourism product that encourages longer stays, connects with higher spending visitors and supports greater tourism activity outside the summer peak season.

By clustering, the tourism offering in Kawartha Lakes becomes the combination of the visitors' experience with the physical assets, event or activity and the local food.

The following clustered tourism offering illustration provides an example of a cluster of tourism activities and assets including a branded tour such as the Kawartha Heritage and Arts Trail, local food and a special event. While any one of these elements could be deemed to be a visitor 'attractor' on its own, the combination of the three experiences enhances both a broader range of visitor types and the potential for an overnight stay.

Developing and profiling cluster asset groups creates longer excursions including greater demand for overnight stays. The notion of combining travel experiences in such as widespread destination as Kawartha Lakes influences visitor spending particularly when an overnight stay is included.



Source

Clustering tourism offerings also increases the yield or tourism spend while differentiating the tourism offering. By clustering tourism assets Kawartha Lakes can take a standardized offering and customize it to the needs and interests of the individual visitor. Authors Joseph Pine and James Gilmore pioneered the concept of the



“experience economy”<sup>11</sup> in 1998. They demonstrated that the economic value of the offering is increased through mass customization or elevating a standard product offering or commodity and creating a unique experience for the visitor. By customizing the experience of the visitor, Kawartha Lakes can differentiate itself from other destinations while providing an experience for which visitors are prepared to pay a premium.

The following clusters, combining the various towns’ retail and food and beverage offerings with an outdoor activity broadens the visitor options for a proposed destination visit. Targeting the active outdoor enthusiast, such as a cyclist, allows marketers to combine the August Kawartha Classic Cycling Tour with scheduled entertainment options such as cultural events or concerts. Kawartha’s culinary tourism product adds a third dimension to the trip planning process. It serves to strengthen the visitor demand potential of the destination.

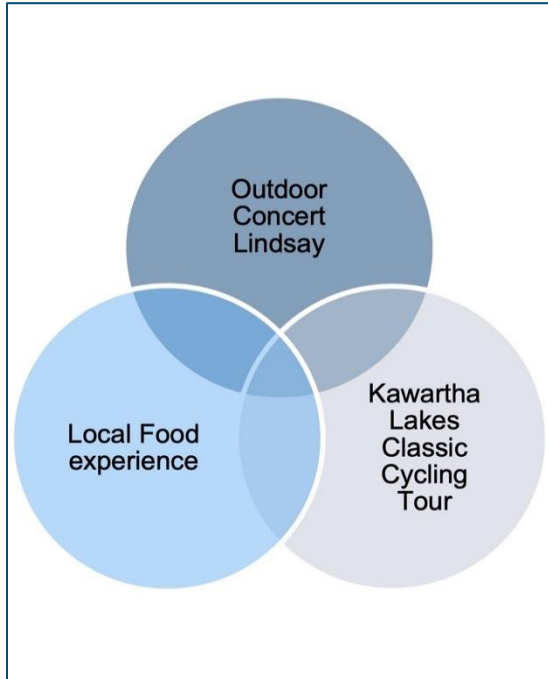
#### Retail, food and outdoor recreation







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<sup>11</sup> The Experience Economy, Competing for Customer Time, Attention and Money, B. Joseph Pine II and James, H. Gilmore, Harvard Business Review (Updated December 2019).

## Food, cultural event and sports event



Bundled tourism activities can include branded tours, events or experiences, local food, entertainment and culture, Kawartha Lakes' downtowns, hidden gems throughout the City including restaurants, destination retail, artisans and heritage assets, agri-tourism activities and experiential tourism activities.

Music Festival	Art Tour	Farmfest
 <p>A Venn diagram with three overlapping circles. The top circle is dark blue and labeled 'Cultural Event'. The bottom-left circle is light blue and labeled 'Shopping'. The bottom-right circle is light grey and labeled 'Food &amp; Beverage'.</p>	 <p>A Venn diagram with three overlapping circles. The top circle is dark blue and labeled 'Branded Touring Route'. The bottom-left circle is light blue and labeled 'Experience / Event'. The bottom-right circle is light grey and labeled 'Local Food'.</p>	 <p>A Venn diagram with three overlapping circles. The top circle is dark teal and labeled 'Local entertainment'. The bottom-left circle is medium teal and labeled 'Food &amp; Beverage'. The bottom-right circle is light teal and labeled 'Local Food'.</p>

## 9. Opportunity Review

### 9.1 Active Outdoor Experiencers

As previously outlined, clustering visitor experiences has potential to fuel the overall duration and spend within the destination. The cultural assets found on the Arts and Heritage Trail combined with the retail, and food and beverage options within the three primary towns is one example of a tourism cluster which targets specific visitor profiles during the summer and early fall. The developing culinary segment throughout Kawartha Lakes, including participating in a farm to table experience at South Pond Farms, represents an emerging growth segment and valued experience for a combination of visitor profiles and seasons.

Active outdoor experiences are a well-regarded prime attractor for visitation to Kawartha Lakes available in all four seasons. The lakes and waterways support powerboat and paddling enthusiasts in summer months. The cycling routes on paved roads and gravel trails support cycling and ATV activity in spring, fall and summer. The land-based trails also support cross-country skiing and snowmobiling in the winter months.

The younger demographic, ranging from 25 to 35 year of age, residing in the heavily populated Southern Ontario region, is attaining a level of affluence that supports increased travel spending. This wide range of highly active options aligns with their interests and is sure to drive future destination spending. The opportunity lies in Kawartha Lakes' continued focus on maintaining and sustaining the natural assets which define the destination.

The following Active Outdoor pursuits comprise a significant competitive offering within a few hours' drive from large urban centres in Ontario and Québec. These opportunities are described in terms of the infrastructure, seasonality, and visitor profile. The opportunity lies in matching the branding and marketing components to the appropriate demographic targets.

#### **Cycling**

Cycling is a rapidly growing recreation and tourist segment. The superb cycling terrain, combination of on and off-road options and low vehicle traffic positions Kawartha Lakes as a priority destination within Southern Ontario. The destination possesses a high profile, active local cycling culture with the ability to facilitate competitions and events targeting participation from the GTA.

The Kawartha Lakes Classic Cycling Tour held annually in late August continues to increase its profile in attracting all cycling skill levels and has the potential to serve as a province-wide signature event for the destination. The event has developed into a

recognized attractor not only for cyclists, but for drawing recognition to Kawartha Lakes for those who may not have previously visited.

Item	Notes
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Superb riding terrain</li> <li>• Some routes already established</li> <li>• Long-term commitment to shoulder widening</li> <li>• Active Transportation Plan underway</li> <li>• Additional wayfinding required</li> </ul>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Opportunities for independent travel, group tours, special events</li> </ul>
<b>Seasonality</b>	<ul style="list-style-type: none"> <li>• Opportunities for shoulder season travel and events</li> </ul>
<b>Visitor Profile</b>	<ul style="list-style-type: none"> <li>• Sports lovers</li> <li>• Middle age</li> <li>• Higher spend</li> </ul>
<b>Potential</b>	<ul style="list-style-type: none"> <li>• High</li> </ul>

### Canoeing/Kayaking

The expanse of lakes and rivers throughout the destination positions Kawartha Lakes at a competitive advantage throughout Southern Ontario within this segment of summer outdoor activity. The less populated northwest sector of the Municipality is a haven for experienced paddlers, particularly a younger demographic escaping summer urban life. The Gull River water routes through Coboconk attract the highly experienced paddler and may have future potential in developing events to increase the area's profile. The access to camping in Balsam Lake Provincial Park supports a longer stay and increased spending in the region.

Item	Notes
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Limited municipal rentals starting in 2020</li> <li>• Highly desirable canoeing, kayaking locations</li> </ul>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Currently limited to independent travelers</li> <li>• Gull River Route north and south of Coboconk for serious paddlers</li> <li>• Opportunity for rentals, outfitters and guides</li> </ul>
<b>Seasonality</b>	<ul style="list-style-type: none"> <li>• Summer season</li> </ul>

Item	Notes
<b>Visitor Profile</b>	<ul style="list-style-type: none"> <li>• Sports lovers</li> <li>• Up and coming explorers</li> <li>• New Canadians potential</li> <li>• Younger demographic</li> </ul>
<b>Potential</b>	<ul style="list-style-type: none"> <li>• Medium</li> </ul>

## Angling

Angling in Kawartha Lakes is a key asset attracting visitors from the GTA and Eastern Ontario into Québec. The opportunity to challenge the landing of the regional Muskie draws anglers to this region. Well known edible catch including Pickerel, Bass and Yellow Perch attract all levels of anglers and families. The winter ice fishing experience is still relevant although the length of season due to environmental warming is shorter than in past decades. The younger new Canadian residing in the GTA is an emerging sector interested in experiencing Kawartha Lakes' natural environment with weekend fishing excursions.

Another factor with respect to angling in Southern Ontario relates to the younger New Canadian residing in the GTA; a demographic that is rapidly exploring the natural environment in the destination through weekend fishing excursions.

Item	Notes
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Recognized strengths</li> <li>• Easy access to GTA and Eastern Ontario market</li> </ul>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Independent</li> <li>• Canada/US Walleye Tournament (May)</li> </ul>
<b>Seasonality</b>	<ul style="list-style-type: none"> <li>• Year round – dominated by summer</li> <li>• Ice-fishing at risk due to climate change</li> </ul>
<b>Visitor Profile</b>	<ul style="list-style-type: none"> <li>• Nature lovers</li> <li>• Medium spend</li> </ul>
<b>Potential</b>	<ul style="list-style-type: none"> <li>• Medium</li> </ul>

## Land-Based Trails

Kawartha Lakes, with over 600 km of self-directed trails, has the potential to define the destination as an active outdoor target for virtually all types of visitors from experienced hikers, young families, and the young urban sector looking to escape the city. The various terrains from rugged to flat serves the abilities of all levels of experience. The Victoria Rail Trail, Ganaraska Trail and the Kawartha Trans Canada Trail are high profile trails, providing varying levels of hiking experiences for visitors.

Item	Notes
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Combination of rugged and flat terrain serving all levels and experiences</li> <li>High profile assets: Gararaska Trail, Victoria Rail Train, Trans Canada Trail</li> </ul>
<b>Activities</b>	<ul style="list-style-type: none"> <li>Independent travelers</li> </ul>
<b>Seasonality</b>	<ul style="list-style-type: none"> <li>Four-season potential</li> <li>Hiking, ATVs, snowshoeing, snowmobiling</li> </ul>
<b>Visitor Profile</b>	<ul style="list-style-type: none"> <li>All levels of experience and conditioning</li> <li>Up and coming explorers, family memory builders, sports lovers, nature lovers</li> </ul>
<b>Potential</b>	<ul style="list-style-type: none"> <li>High</li> </ul>

## ATVs, Snowmobiling

Kawartha Lakes attracts numerous ATV and Snowmobile clubs due to the abundance of similar trails that attract mountain cyclists and hikers. A range of demographics including families, mature outdoor enthusiasts and the 20-30 predominantly male segment participate in both winter and summer pursuits. The spending profile of this group ranges from medium to high depending on the age group.



Item	Notes
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Existing trail network</li> </ul>
<b>Activities</b>	<ul style="list-style-type: none"> <li>Independent travelers</li> <li>Group travel</li> <li>Active ATV and snowmobile clubs</li> </ul>
<b>Seasonality</b>	<ul style="list-style-type: none"> <li>Four-season</li> <li>Snowmobiling under threat due to climate change</li> </ul>
<b>Visitor Profile</b>	<ul style="list-style-type: none"> <li>Male 20+ and middle age demographic</li> <li>Nature lovers</li> <li>Snowmobile high spend, more couples</li> <li>ATVs medium spend</li> </ul>
<b>Potential</b>	<ul style="list-style-type: none"> <li>ATV High</li> <li>Snowmobile medium to low</li> </ul>

### Boating (Powerboats)

Kawartha Lakes has a long-standing reputation for boating throughout Ontario, USA and overseas. The 'Looper' community, made up of predominantly US based travelers traversing a continuous waterway that connects the Trent-Severn Waterway with inland rivers, the Great Lakes and Gulf Intercoastal waterways, are a valued summer visitor to the area with a high visitor spend in Bobcaygeon and Fenelon Falls. Growing activity on the Trent Severn Waterway has resulting in a shortage of docking.

Additionally, Sturgeon and Balsam Lakes offer additional boat launch facilities. These boaters have a medium to high spend impact, particularly in cottage rentals, grocery, retail, food and beverage.

Item	Notes
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Additional boat slips required to address seasonal demand</li> </ul>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Independent travelers at cottages</li> <li>• Strong VFR component</li> <li>• “Looper” cluster</li> <li>• Houseboat rentals</li> </ul>
<b>Seasonality</b>	<ul style="list-style-type: none"> <li>• Strictly summer activity</li> </ul>
<b>Visitor Profile</b>	<ul style="list-style-type: none"> <li>• Higher spend demographic</li> <li>• “loopers: primarily US based</li> <li>• Family memory builders, outgoing mature couples, up and coming explorers</li> </ul>
<b>Potential</b>	<ul style="list-style-type: none"> <li>• Medium</li> </ul>

## Accommodation

Overnight visitors to Kawartha Lakes have three main accommodation options:

- Conventional fixed roof lodging
- Cottage and home rentals (typically via a web-based platform such as Airbnb and VRBO)
- Camping and RV sites

Standard fixed room accommodation is in short supply outside of Lindsay. Lodging developers have focused primarily on the business travel market clustered in the town of Lindsay. However, north and eastern areas of the municipality have seen the continued emergence of ‘Sharing Economy’ supply with cottage owners renting their premises for overnight stays. Brands such as Airbnb, VRBO, and One Fine Stay have supplied the lodging requirements that the standard accommodation supply does not fulfill.

In the peak summer season, a majority of visitors to Kawartha Lakes are seeking a selection of rentable waterfront properties or campsites with appropriate amenities.

## Fixed Roof Accommodation

Limited services hotel for the family market with a moderately priced offering including a suitable guest room, self-serve breakfast and typically an indoor pool are limited outside the town of Lindsay. Lodging brands such as Super 8, Days Inn, Comfort Inn and Hampton Inn have grown in popularity for business and leisure travellers seeking

moderately priced, clean and comfortable accommodation located outside of downtown locations.

Conventional fixed roof accommodation is typically established in locations that can provide stable occupancy rates. Transportation costs and the availability of skilled workers are also considerations in establishing revenue certainty.

The average cost for constructing a limited-service hotel such as the Days Inn in Lindsay is approximately \$140,000 per room. Thus a 90 to 110 room property would require an investment of approximately \$14 million. The debt load for this investment would typically be between 60 and 65%. A lodging developer in Ontario building new limited-service assets would want to ensure predictable occupancy and rate levels to service the debt<sup>12</sup>.

Conventional fixed room accommodation is typically located in communities with four season business activity providing stable occupancy and rates for the hotel owner/operators and amateur sport infrastructure to attract sports tournaments and events year-round.

The limited-service accommodations are located in and around Lindsay, the largest community in Kawartha Lakes and the centre of the majority of year-round business and government activity. Lindsay also has the amateur sport facility infrastructure to support sports tournaments and competitions. The summer demand for Bobcaygeon and Fenelon Falls would fill hotels with high rates providing short-term profits for the owner operator from June to labour day. Outside of the peak season however, there would not be sufficient business travel to provide the hotel owner/operator with the required occupancy and rates to justify the investment.

Another key consideration for a prospective investor is the customer mix attracted to the hotel's size and service level. A property located in the heart of Kawartha Lakes' tourism activity near the Trent Severn Waterway would provide seasonal occupancies ranging from 80% in the late June – Labour Day period, to a low of 30% average daily occupancy between January and April<sup>13</sup>.

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<sup>12</sup> Canadian Hotel Development Cost Survey 2018

<sup>13</sup> These figures represent an estimate of hotel occupancies based on the annual leisure travel market demand for the region based on a low corporate travel demand factor as existing hotel room supply in both Peterborough and Lindsay more than satisfies the winter business travel demand for the region.

A prospective hotel developer will also view the high demand for summer accommodation and factor in the desirable cottage rental market on the sharing economy platforms such as Airbnb and other competitors. In many cases, a fully outfitted cottage will be made available throughout the year for similar prices similar to a hotel supply during the peak summer period.

### **Resorts**

Resorts are purpose-built facility targeted to the leisure individual or groups, located on a lake or natural setting away from urban centers. The Eganridge Inn and Country Club located north of Fenelon Falls is the Municipality's sole resort accommodation with a focus on golf during warm weather seasons. Resort properties such as Eganridge usually include meeting facilities, providing an added dimension in non-summer periods to add occupancy and food and beverage revenues.

Attracting a second resort to Kawartha Lakes would require an investor with plans to serve the itinerary warm season traveller and a method of generating revenue in the fall through spring period. Other resorts such as Deerhurst or Grandview in Muskoka run low occupancies in the winter outside of the Christmas season. This type of resort heavily relies on meetings and conference business in the Fall and winter to maintain minimum occupancies required to finance the operation. Additionally, summer properties in Muskoka attain peak season rate levels at the highest level in the Province. Investors would also consider that the overall demand and room rate expectations for customers in Kawartha Lakes would be lower than the Muskoka.

The development of a niche resort product in Kawartha Lakes targeting the outdoor enthusiast, such as anglers, hikers or snowmobilers could be a consideration for an investor. This type of investment would most likely require a local or regional well-financed resident with a long-term return-on-investment perspective who is prepared to market and engage significantly with Ontario's outdoor associations.

In this scenario, a themed resort outfitted for sport and outdoor guests could potentially attract a four-season clientele and support a well-run cost-driven business. This type of venture would require appropriate meeting space at a competitive price in order to attract fall through spring groups and regional associations and compete with meeting facilities located in Collingwood or Muskoka.

### **RV Parks**

Another accommodation option that has gained traction with the mature travel market is the RV Campground experience including Lonesome Pine in Bobcaygeon and Beaver Narrows in Omemee. This segment of the market consists of higher spending visitors. This segment has extended length of stay in summer or late spring/early fall, exceeding

any other visitor profile in Ontario. They are an older more financially stable demographic with the leisure time to enjoy a mobile lifestyle.

The relatively low cost of development of RV parks with appropriate amenities includes much less developer risk in comparison to fixed roof accommodation, when demand is very much tilted toward the warm weather months. Access to land for this form of accommodation is much easier considering the abundance of natural landscape sites throughout Kawartha Lakes. This leisure travel niche may be looked at similar to boaters utilizing the Trent Severn Waterway. Additionally, RV culture is expanding in all parts of North America as the mature demographic sells their valuable family homes and move into condominiums in the large urban centers. The re-investment in a mobile option provides freedom to travel anywhere in North America. This market is projected to grow even further as the baby boomer segment retires.

### **Bed and Breakfasts (B&Bs)**

B&Bs represent an area of opportunity for Kawartha Lakes. A B&B is a small lodging offering overnight accommodation and breakfast. The hosts typically live in the house and provide a high level of catering and personalized service.

Despite the alignment of B&Bs and Kawartha Lakes' visitor profiles, there is a limited supply of B&Bs in Kawartha Lakes. B&Bs continue to gain popularity within the short haul touring segment, particularly with the mature market seeking a combination of heritage accommodation matched with personal attention. These properties are particularly suited to the Mature Outgoing Couples visitor profile.

The current availability of a true B&B experience in a heritage or unique residence located in a small community or natural setting, offering friendly service coupled with a high-quality breakfast is limited. This lodging requires a commitment to operate one's home as a B&B by an outgoing individual, typically of mature age, who is less dependent on the income than the numerous enjoyable relationships created throughout the year.

The City can have a significant impact on encouraging expanded B&B offerings. Homeowners within both the Towns and outlying areas typically require by-law and licensing support to convert their home or outer building to a guest house. The investment requirement, even for a small scaled B&B, is a factor for 'heritage motif' accommodations to attract the traveller. The City can also support the repurposing of these buildings with heritage programs and incentives.

Establishing a significant number of Bed and Breakfast options can help define Kawartha Lakes' brand with its target visitor groups, particularly those interested in the City's emerging culinary and arts and culture offerings.

**Cottage and home rentals**

According to market analysts Airdna, rentals through Airbnb and VRBO peaked with 513 active rentals July through August 2019. The average rental size was 3.6 bedrooms and the units accommodated 9.3 guests on average. Occupancy rates ranged from a low of 21% in February 2019 to a high of 81% in August.<sup>14</sup> Kawartha Lakes City Council has recognized the role of these rental platforms to support overnight visits to the area and have determined that the City will not restrict these operations. Currently the Kawartha Lakes Tourism does not have any formal programs or supports designed specifically for cottage and home rental operators.

**Meetings and Conferences**

Many destinations include meetings and conference facilities in their tourism product offering. Meeting and conferences are a high potential option for increasing both the tourism visitation and average spend in the destination with the development of a meetings facility that would be of the scale to attract Ontario-based associations. A conference center in Kawartha Lakes would attract corporate meetings, including board and staff breakaways from the GTA.

A conference centre in Kawartha Lakes would face stiff competition however from existing facilities, located in Haliburton, Muskoka and Orillia that have been in existence over a number of decades and have established a corporate and association customer base. Furthermore, Trent University in nearby Peterborough has significant meeting space for conferences in the summer. Another key factor is that most Ontario-based associations seek warm weather May-September conference scheduling as opposed to Kawartha Lakes' off-peak periods.

While the notion of the Municipality investing in a stand-alone purpose-built facility may not be financially viable, there may be potential for a private sector developer to establish a small-medium scale resort with appropriately sized space for small to medium meetings. The most viable option would involve the expansion of the existing Eganridge Resort to include meeting facilities.

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<sup>14</sup> [AirDNA.co Vacation Rental Data](#)



Item	Notes
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Dominated by cottage rentals</li> <li>• Lack of upscale accommodation</li> <li>• Seasonal demand limits fixed roof accommodation supply</li> <li>• Growing supply of RV parks</li> <li>• Provincial park camping at capacity in peak season</li> </ul>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Fixed room accommodation supporting business travel, sports teams and social family events</li> </ul>
<b>Seasonality</b>	<ul style="list-style-type: none"> <li>• Heavy summer demand</li> <li>• Sufficient cottage capacity in off-season to build four season activity</li> </ul>
<b>Visitor Profile</b>	<ul style="list-style-type: none"> <li>• All visitor profiles</li> </ul>
<b>Potential</b>	<ul style="list-style-type: none"> <li>• Opportunity to expand B&amp;B offering</li> <li>• Limited potential for resort development (fishing?)</li> </ul>

### Arts, Heritage and Culture

The arts, heritage and culture tourism assets are particularly poised to benefit from the clustering of experiences as outlined earlier in this report. They have strong appeal to four of the key visitor profiles; Knowledge Seekers, Family Memory Builders, Up and Coming Explorers and Outgoing Mature Couples.



Currently most cultural events are scheduled in the summer season however there is significant potential for additional off-season cultural events, especially those bundled with local food, agri-tourism and related programming. Cultural and heritage organizations should be encouraged to participate in or host events in the downtowns to build critical mass. Additional wayfinding is required to connect the culture and heritage assets with each other and with the downtowns.

Item	Notes
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Arts and Heritage Trail</li> <li>• Farmfest</li> <li>• New Amphitheatre potential</li> <li>• Limited cultural &amp; heritage activities in the downtowns</li> </ul>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Independent travelers</li> </ul>
<b>Seasonality</b>	<ul style="list-style-type: none"> <li>• Events currently clustered in summer season</li> </ul>

	<ul style="list-style-type: none"> <li>Potential for greater attractor events off peak</li> </ul>
<b>Visitor Profile</b>	<ul style="list-style-type: none"> <li>Knowledge seekers</li> <li>Family memory builders</li> <li>Up and coming explorers</li> <li>Outgoing mature couples</li> </ul>
<b>Potential</b>	<ul style="list-style-type: none"> <li>High</li> </ul>

## Opportunity Summary

Based on the above evaluation, the areas with the greatest opportunity are clustered tourism offerings, cycling, land-based trails and ATVs. Those opportunities assessed as having medium potential include canoeing/kayaking, angling, boating and B&Bs. Snowmobiling is assessed as medium to low potential and the resort potential was identified as limited.

Opportunities	Sector	Potential
	<b>Clustered Tourism Offering</b>	High
	<b>Cycling</b>	High
	<b>Land Based Trails</b>	High
	<b>ATVs and Snowmobiling</b>	ATVs High Snowmobiling medium to low
	<b>Canoeing/ Kayaking</b>	Medium
	<b>Angling</b>	Medium
	<b>Boating</b>	Medium
	<b>Accommodation</b>	B&B Medium Resort Limited

## 10. SWOT Analysis

The purpose of a SWOT Analysis included in a Destination Development Plan process is to attain broad-based agreement from key decision-makers and stakeholders on the specific elements that determine growth opportunities moving forward.

Key to understanding the way forward on producing a plan that will affect positive change to the tourism spending and long-term sustainability is the identification of the

current attributes supporting visitation from key source markets. Conversely, the identification of a destination's weakness relative to its current tourism assets is a necessary component in establishing a base level for future improvement.

The function of a SWOT is to identify the elements, in both the current and future state, which require action over a mid to long-term period to increase destination tourism spending. In the case of Kawartha Lakes, a SWOT is required to define both the volume of tourism activity required, as well as providing context to the balancing of seasonal tourism growth to achieve a more robust overall product. Clearly, there potentially is a threat to future visitation if the two peak summer months take on the image of an overcrowded and, somewhat, undesirable destination. Furthermore, the longer-term potential and opportunity associated with the other three seasons should be a focus of destination development.

The following identification of each element of the SWOT is derived from a combination of extensive stakeholder feedback over a three-month timeframe, coupled with an extensive tourism asset analysis over a similar period. This analysis considers the following:

- Strengths:** Major internal strengths of Kawartha Lakes' tourism product offering.
- Weaknesses:** Major internal weaknesses of Kawartha Lakes' tourism product offering.
- Opportunities:** Major external factors that will affect Kawartha Lakes' tourism product offering in a positive way.
- Threats:** Major external factors that will affect Kawartha Lakes' tourism product offering in a negative way.

One of the key building blocks in the Kawartha Lakes Destination Development process is the identification of the elements describing the destination's Strengths and Weaknesses coupled with the impact that is defined within the Opportunities and Threats.

Kawartha Lakes has an array of tourism product strengths, particularly its natural beauty, outdoor amenities and proximity to Canada's largest metropolitan center. The strong arts and heritage sector offer a cluster of cultural amenities, available throughout its towns and rural natural settings. The collection of tourism assets available throughout this large municipal area provide a robust touring experience.

The vast majority of Kawartha Lakes' tourist activity and spending occurs in the summer season. The warm weather draw for visitors from the large urban center is a positive for local business while, at the same time, creating a busy tourism season with traffic and waterway overcrowding. The lack of resorts, or appropriate hotel product, outside of Lindsay limits the ability to attract additional tourism spending. Much summer demand is housed in cottage rentals which appears to correspond with a weakening effect on the overall tourism spend.

The current Main Street experience tourism product requires upgrading. There is also demand for greater food and beverage selection especially up-scale dining options which could be served by innovative young chefs escaping the high cost of start-up in the GTA.

There are a number of external factors which could support the growth of tourism in Kawartha Lakes. Improved road access from the GTA with the extension of Hwy 418 to Hwy 35/115 makes it easier for travelers to access Kawartha Lakes. The growth of the younger demographic and New Canadian travellers escaping the large urban centers in Southern Ontario bodes well for future travel activity to the destination with a host of outdoor activities throughout all seasons. The growing popularity of cycling, hiking and culinary travel all support potential tourism growth for Kawartha Lakes. There is also potential to promote overnight getaway travel from the GTA during the three non-summer seasons where the beauty of the destination can be enjoyed with less traffic.

The most significant threat to the Kawartha Lakes tourism product is environmental. Climate change has resulting in warming winters which decrease the opportunity to provide snow and ice related activities and make the winter season less predictable. Additionally, the beauty of Kawartha Lakes coupled with a less hectic lifestyle is currently and will continue to attract a greater number of retirees relocating to the area who will occupy the cottage rental supply and reduce visitor inventory options. In the short term, the projected construction required to refurbish the downtown cores of Lindsay and Fenelon Falls will impact the visitor enjoyment, although the improvements to the Main Street product will improve offering in the longer term.

A thorough list of Kawartha Lakes' strengths, weaknesses, opportunities and threats is included in the table below.

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Iconic waterway: Trent-Severn Waterway</li> <li>2. Diverse Natural Outdoor features</li> <li>3. Self-guided trails</li> <li>4. Arts/ Creative Economy</li> <li>5. Proximity to GTA population</li> <li>6. Provincial Park camp, hike, canoe</li> <li>7. Variety of hiking trails</li> <li>8. Recognized cultural cluster</li> <li>9. Boat launch access</li> <li>10. Fishing (summer and winter)</li> <li>11. Cottage rental inventory</li> <li>12. Emerging arts reputation</li> <li>13. Newly established Healthy Environment Plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Shortage of non-summer assets fueling visitor draw</li> <li>2. Lack of concentration of tourism assets (dispersed)</li> <li>3. Upscale, trendy accommodation (matching needs of GTA market)</li> <li>4. Lack of quality accommodation for upscale travel segment</li> <li>5. Lack of a year-round attraction</li> <li>6. Brand recognition: City of Kawartha Lakes</li> <li>7. Towns' Main Street visitor appeal</li> <li>8. Limited food and beverage options</li> <li>9. Off- season events</li> <li>10. Beach access</li> <li>11. Inconsistent non-summer hours of tourism businesses</li> <li>12. Reputation: summer boating – overcrowding</li> <li>13. Accommodation – no resorts</li> </ol>

Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Hwy 418 extension to Hwy 35/115</li> <li>2. Emerging younger demographic relocation</li> <li>3. Sharing Economy: awareness / growth of overnight visitors</li> <li>4. Growing popularity of cycling tourism</li> <li>5. Growing GTA population (especially the emerging new Canadians market)</li> <li>6. Growing popularity of touring trails</li> <li>7. Growing popularity of tourist experiences</li> </ol>	<ol style="list-style-type: none"> <li>1. Climate change: eroding winter snow/ice activities</li> <li>2. Impact of Main Street revitalization closures: retail, FandB, galleries</li> <li>3. Conventional vacation patterns (lower demand outside of summer months)</li> <li>4. Competition</li> <li>5. Transition from cottage accommodation to four season housing could further limit supply of accommodation</li> <li>6. Provincial Parks funding, marketing subject to changes in provincial government</li> <li>7. Locks management/ operation/ funding subject to changes in federal government budgets</li> <li>8. Competition from established vacation destinations with large budgets and sophisticated product development and marketing plans</li> </ol>

## 11. Strategic Priorities

Strategic Priorities are those items which must be addressed to ensure Kawartha Lakes thrives as a tourism destination with increased visitor spend and greater off-season tourist activity. The strategic priorities for Kawartha Lakes' Destination Development Plan are as follows:

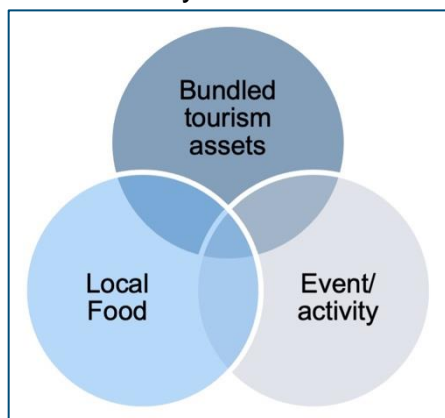
- **Asset development** – building the breadth and depth of tourism assets to encourage greater duration and spend of targeted visitor segments.
- **Sustainability** – making environmental and economic sustainability cornerstones of Kawartha Lakes' tourism sector.
- **Tourism Development Capacity** – providing the human and financial resources to drive Kawartha Lakes' Destination Development Plan.



## Asset development

Clustering the tourism assets is critical to establishing a compelling value proposition for visitors to Kawartha Lakes. Independently Kawartha Lakes' assets do not have the draw nor the duration required to act as a true attractor. The combination of tourism assets, local food and an event or activity establishes a compelling product offering that cannot be replicated in another destination. It also encourages visitors to stay longer, encouraging overnight stays which contribute to a greater visitor spend.

Clustering tourism offerings in the spring, fall and winter can also offset the water-based activities only available in the summer months thus extending the tourist season.



## Sustainability

Kawartha Lakes' tourism offering is grounded by its pristine waters, beautiful vistas and natural environment. This finite resource must be preserved, protected and restored for future residents and visitors. This philosophy resonates with Kawartha Lakes' key visitor segments and creates an even greater connection between the visitor and the destination. Tourism operators and stakeholders must be active partners in developing a sustainable tourism offering.

Seasonal overcrowding issues could be addressed in part by encouraging visitors to explore areas with less traffic, spreading the economic potential more broadly throughout Kawartha Lakes. By expanding product offerings in the fall, winter and spring, the destination development plan can contribute to year-round business sustainability and the overall economic impact of the tourism sector.

## Tourism Development Capacity

Developing a destination is a long-term commitment with long-term rewards. This effort requires dedicated staff and financial resources. Kawartha Lakes currently has one staff person responsible for product development and tourism marketing. Kawartha Lakes will require additional resources to effectively implement the Destination Development

Plan as outlined. Separating the marketing and product development functions would allow a dedicated staff member to begin the time-consuming work of engaging with tourism operators and other stakeholders to expand and enhance Kawartha Lakes' tourism assets.

The Destination Development Plan serves as a tool which guides the process of enhancing both the overall product offering within Kawartha Lakes, and in supporting the destination's profile and brand presence within the Southern Ontario tourism target market.





The role of developing Kawartha Lakes tourism brand requires investment in marketing communications provided by an outside marketing agency, or a staff person within the Economic Development department dedicated to the tourism marketing. The primary mandate of the marketing activity would include a comprehensive digital marketing program, ensuring that appropriate tourism partners, (including external sites such as the RTO or Destination Ontario) are provided with updated content and, to support local tourism operators with the ongoing requirements of developing and promoting their businesses.

Another key factor in developing a greater marketing presence on behalf of Kawartha Lakes tourism is the tourism brand management on a daily basis; one which is imperative in ensuring that a consistent message and appropriate tactics are communicated to the target market in Southern Ontario and neighbouring jurisdictions. The requirement to promote Kawartha Lake's non-summer seasons should be a primary focus for the marketing role and the communications strategy in order to address the significant issue of off-season tourism revenue generation.

## 10. Goals and Objectives

Kawartha Lakes' tourism product offering is a collection of the assets and experiences that visitors experience in the destination. The destination development should be focused in four areas: active outdoor experiences, culinary, culture (include art, music and heritage) and accommodation.

### Tourism Product Offerings






			
<b>Active Outdoor Experiences</b>	<b>Culinary</b>	<b>Kawartha Lakes' Culture</b>	<b>Accommodation</b>
boating, paddling, hiking, cycling, camping, angling, etc.	Local food, food markets, food and beverage establishments	art, music, heritage, festivals and events, agri-tourism and community connections	rental cottages/homes, B&B, fixed roof, resort

### Goals


Goals are the desired results the destination wants to achieve while objectives are the strategic actions the destination must take to attain the identified goals. The overriding **goals** of the Destination Development Plan are to:

- **Increase visitor spend**
- **Increase tourism activity outside the summer season**

The following objectives are the culmination of the efforts documented above in this document. The key findings of the environmental scan, visitor profile, asset analysis, and stakeholder consultation all resulted in the identified strategic proprieties. These five strategic objectives are detailed in the section below. There are 57 specific actions recommended to achieve these five strategic objectives.

	Strategic Objectives
	1. Establish Kawartha Lakes as a leader in outdoor experiences
	2. Build culinary, local culture and accommodation infrastructure
	3. Bundle Kawartha Lakes' offerings to expand draw and duration
	4. Become a leader in sustainable tourism practices
	5. Allocate the resources to implement the Destination Development Plan

## 11. Strategic Actions


	Strategic Objective
	1. Establish Kawartha Lakes as a leader in outdoor experiences

Kawartha Lakes offers an abundance of outdoor visitor experiences, particularly in the highly active segment which, generally, targets a younger demographic located within the urban target markets. Additionally, camping and boating outdoor activities will continue to define the Kawartha Lakes destination within Southern Ontario.

Activities such as cycling, hiking, and overnight camping continue to gain popularity with visitors of all ages from the metropolitan centres. There are a number of opportunities to leverage the popularity of cycling to attract additional participation in Kawartha Lakes, some of which focus on extending the season into the quieter and more adventurous winter months.

Kawartha Lakes' hiking trails must compete with trails throughout Ontario. Maintenance and improvements to the trail network will be important to ensure Kawartha Lakes can match the quality of competing destination. There are a number of options for elevating the experience and profile of the destination by developing hiking product at all exertion levels. Hiking appeals to a broad range of the population and can be clustered with other experiences to extend the visitor's length of stay. Outdoor experiences are the

root of the tourism product in Kawartha Lakes and efforts to enhance these experiences will further define Kawartha Lakes as a premier destination for outdoor activities.

	<b>Strategic Objective</b>
	<b>1. Establish Kawartha Lakes as a leader in outdoor experiences</b>
Policy Alignment	<p>City of Kawartha Lakes Economic Development Strategy</p> <ul style="list-style-type: none"> <li>• Goal 1: Adopt a City-wide focus <ul style="list-style-type: none"> <li>○ Leverage City wide resources with local implementation</li> </ul> </li> <li>• Goal 2: Grow specific business sectors <ul style="list-style-type: none"> <li>○ Develop a guided tourism sector (e.g. two wheels, snowmobiles, cross country skiing, waterways)</li> <li>○ Expand visitation into the shoulder season and winter</li> </ul> </li> </ul>

	<b>Boating</b>
<b>Action 1.1</b>	<b>Build itineraries to direct visitors to less visited locks the three locks (Lindsay, Kirkfield, Rosedale)</b>
Description	<p>The Bobcaygeon and Fenelon Falls locks are expected to continue to attract a high volume of boaters. Kawartha Lakes can develop itineraries that include the Kirkfield, Rosedale and Lindsay locks to encourage greater visitation to these sites. There will also be opportunities to focus on activities that would benefit from lower volumes such as interpretive experiences or those focused on the natural environment and limited commercial activity.</p> <p>The Lindsay lock should be a feature of an itinerary for boaters seeking a combination of a lower volume lock and access to the amenities of Lindsay commercial district.</p>
Anticipated Outcomes	Developing itineraries which include these three locks will provide another alternative for visitors to Kawartha Lakes, particularly those looking for a quieter destination. These itineraries will support dispersed visitor patterns and greater tourism activity at low volume destinations.

<b>Action 1.2</b>	<b>Support improvements at the Lindsay, Rosedale and Kirkfield Locks to meet Fenelon Falls, Bobcaygeon locks' amenities</b>
Description	Additional investment in these three locks will create a gentle redirection to boaters to the less crowded locks. Providing additional tourist focused amenities includes a modest investment in supporting amenities such as the adjacent parks and trails.
Anticipated Outcomes	The redirection strategy for summer boaters should help address any perceptions of overcrowding in the summer. This action is expected to encourage additional visitation in Lindsay, Kirkfield and Rosedale while relieving traffic congestion in Bobcaygeon and Fenelon Falls. Recognizing that summer overcrowding is typically associated with vehicular traffic.


	<b>Cycling</b>
<b>Action 1.3</b>	<b>Explore opportunities for fat bike experiences for winter months</b>
Description	Fat bikes are modified mountain bikes designed for snow, sand or uneven terrain. These bikes would open up additional experiences for a younger demographic outside the peak summer months. This activity would require a private sector business to supply the fat bike rentals, preferably in two or three locations in Kawartha Lakes and targeted promotional support.
Anticipated Outcomes	This initiative would require a new business offering from an existing Kawartha Lakes business, preferably in multiple locations. It would have the potential to raise the profile of Kawartha Lakes as a destination for active winter experiences, particularly with the millennial and NextGen visitors from the GTA.
<b>Action 1.4</b>	<b>Develop supporting conventional and digital wayfinding</b>
Description	Supporting an active outdoor travel destination image requires a modification to current wayfinding. Current wayfinding directing highway traffic to specific attractions and towns should be augmented with less expensive and more flexible digital tools such as Strava, Map my Ride and Google maps.
Anticipated Outcomes	An updated wayfinding program will supply Kawartha Lakes' image as a leading-edge outdoor destination which offers an infrastructure of both conventional signage and digital tools, elevating awareness of cycling routes and supporting the growth of this sector.



<b>Action 1.5</b>	<b>Establish Kawartha Lakes as a select destination for trail cycling</b>
Description	Kawartha Lakes has strong cycling infrastructure. The Victoria Rail Trail provides an assortment of surfaces from hard pack to gravel that accommodates all levels of cyclists. The Kawartha Trans Canada Trail running east/west through the southern region in addition to the Victoria Rail Trail positions the municipality as a preferred destination for trail rides
Anticipated Outcomes	Providing adequate funding to maintain this asset is necessary to ensure Kawartha Lakes will continue to be recognized as a desirable cycling destination on par with other highly valued trails such as those in Collingwood/ Georgian Bay and Eastern Ontario regions.

<b>Hiking</b>	
<b>Action 1.6</b>	<b>Ensure funding for on-going trail maintenance</b>
Description	Kawartha Lakes' hiking product is the assortment of defined natural trails suitable for a minimum one-hour hike. The City need to protect these assets upkeep and maintenance of the municipal trails and advocate for maintenance of the others. The required investment is a factor of seasonality trends; clearly the most beneficial hiking visitor is one that utilizes trails in the non-summer period.
Anticipated Outcomes	Providing the maintenance of this important asset is necessary to ensure the consistency and quality of the trail, support continued visitor growth and protect Kawartha Lakes' position as a popular destination for hiking.
<b>Action 1.7</b>	<b>Include opportunities for natural interpretation in the trail network trails, incorporate historical, cultural and arts landmarks into Kawartha Lakes' trails</b>
Description	Adding interpretive elements to the current trail inventory is a logical component of Kawartha Lakes' hiking trail experience.  The development of a broader based arts and heritage hiking program is an extension of the current branded tours providing physical activity and interpretive elements.
Anticipated Outcomes	Combining hiking trails with the unique culture and heritage of Kawartha Lakes will elevate the City's offering and encourage visitors


	to experience the natural outdoor and cultural tourism assets together providing a more comprehensive offering.
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	<b>Strategic Objective</b>
	2. Build tourism culinary, local culture and accommodation infrastructure

Conventional tourist infrastructure such as restaurants, retail services and accommodation are essential to ensuring tourism contributes to the local economy. Kawartha Lakes has an established food tourism strategy that provides a framework for incorporating local food into the overall tourism offering.

There are a variety of culinary offerings in Kawartha Lake that can be used to profile local food production and agri-businesses. Cultural assets and events help to differentiate Kawartha Lakes from other communities with similar outdoor amenities while the downtowns provide a destination for shopping, dining and entertainment.

Kawartha Lakes' accommodation is a mix of private rentals, fixed roof accommodation. The City can provide a leadership role in working with existing accommodation providers to engage their visitors and expand their duration and spend during their visit. Hosts for private cottage and home rentals and visiting friends and relatives (VFR) in particular, can become important influencers in welcoming visitors to the area and guiding their activities.

	<b>Strategic Actions</b>
	2 Build culinary, local culture and accommodation infrastructure
Policy Alignment	<p>City of Kawartha Lakes Economic Development Strategy</p> <ul style="list-style-type: none"> <li>• Goal 2: Grow specific business sectors <ul style="list-style-type: none"> <li>○ Increase the volume of year-round accommodations of all kinds, in all markets Develop operator experiences to boost tourism traffic (cross-sector and cross promotion)</li> <li>○ Increase the number and capacity of arts, culture and heritage for profit and not-for-profit businesses (expansion and attraction)</li> <li>○ Foster the development of cultural events and festivals (partnering with tourism)</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Develop the arts, heritage, culture brand of Kawartha Lakes so that it becomes an attraction for tourists, new residents and entrepreneurs working in the sector</li> <li>○ Grow the craft/ maker segment (number of small or micro businesses and sales per business due to increased tourism traffic)</li> <li>○ Action the Heritage and Cultural Implementation plans</li> <li>○ Support the innovation and diversification of local agriculture to increase farm revenues</li> <li>○ Grow agri-culinary participation among producers and connect the results to tourism</li> <li>○ Increase businesses, increase employment, Increase tourist visits</li> <li>○ Increase the number and capacity of arts, culture and heritage for profit and not-for-profit businesses (expansion and attraction)</li> </ul> <p>Growing Food Tourism in Kawartha Lakes</p> <ul style="list-style-type: none"> <li>● Opportunity 1: Taste of Place <ul style="list-style-type: none"> <li>○ 1.1 Develop unique taste of place experiences as demand drivers for the region</li> <li>○ 1.2 Grow awareness of and celebrate Kawartha Lakes' foodways through ancillary products and experiences</li> </ul> </li> <li>● Opportunity 2: Capacity Building <ul style="list-style-type: none"> <li>○ 2.1 Increase market readiness of businesses in the food tourism value chain</li> </ul> </li> <li>● Opportunity 3: Enhancing Existing Products <ul style="list-style-type: none"> <li>○ 3.1 Strengthen regional agriculture programs and agri-tourism events</li> <li>○ 3.2 Use existing festivals, events and experiences to showcase regional foodways</li> </ul> </li> </ul> <p>Kawartha Lakes Strategic Community Improvement Plan Objectives</p> <ul style="list-style-type: none"> <li>● Heritage districts and building restoration and improvements</li> <li>● Downtown mainstreet revitalization and enhancements</li> </ul> <p>Downtown Revitalization Strategic Action Plans</p>
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	<ul style="list-style-type: none"> <li>• Improve the physical environment, visual appearance and functionality of the public realm, maintain and enhance the historic character,</li> <li>• Support and enhance a robust business community</li> <li>• Grow an animated ecofriendly pedestrian town linking natural assets and businesses</li> <li>• Support, promote and develop new and existing cultural assets and recreational assets</li> <li>• Enhance and build upon the positive relationship with the Trent Severn Waterway</li> <li>• Develop and implement a signage plan that supports the community businesses, recreation and tourism</li> </ul> <p>Cultural Master Plan</p> <ul style="list-style-type: none"> <li>• Priority One: Build cultural sector capacity</li> <li>• Priority Two: Address local factors inhibiting cultural sector growth</li> <li>• Priority Three: Improve cultural spaces and places</li> <li>• Priority Four: Expand cultural sector funding options</li> <li>• Priority Five: Develop cultural products based on authentic local culture</li> <li>• Priority Six: Collaborate and build partnerships</li> </ul>
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	<b>Culinary</b>
<b>Action 2.1</b>	<b>Connect restaurants with local food providers</b>
Description	Kawartha Lakes has an important role in fostering collaboration across the food tourism value chain between local grower/farmers and local restaurants. These collaborations will inform visitors on the quality of the culinary product as well as local food culture. The municipality may play a role in establishing local forums or workshops to connect businesses associated with food production and customer delivery.
Anticipated Outcomes	The collaboration of local restaurants and producers will ensure a better understanding of each other's' requirements while providing made in Kawartha Lakes offerings not available anywhere else. The personal connections will also increase awareness of the benefits of a collaborative culinary approach to growing their individual businesses.

<b>Action 2.2</b>	<b>Implement the Growing Food Tourism Strategy</b>
Description	The 2018 Growing Food Tourism Strategy is the foundation for culinary tourism in the Kawartha Lakes. The strategy recommends leveraging Kawartha Lakes' rural culture and identity. This can be accomplished through industry collaboration in developing local food experiences, supported by the promotion of the practice of story-telling among the local operators and residents.
Anticipated Outcomes	Implementation of the Growing Food Strategy is expected to elevate the local food and drink offerings and establish Kawartha Lakes as a desirable destination with unique food and drink offerings.
<b>Action 2.3</b>	<b>Support local food producers to expand visitor experiences, increasing tourism activity and revenue</b>
Description	<p>Kawartha Lakes can provide supports to farms and other local producers, including breweries and cideries to develop visitor-facing activities or services.</p> <p>Businesses such as Kawartha Dairy and the local breweries have the greatest potential to lead this initiative.</p>
Anticipated Outcomes	Kawartha Lakes has an opportunity to develop brand recognition associated with a culinary destination, whereby the food production sector is visitor-focused in providing a food experience beyond its historic production role.
<b>Action 2.4</b>	<b>Tell the story of local food producers</b>
Description	Storytelling is a key component of destination marketing. Storytelling differs from traditional advertising or digital messaging in that it depends on sharing relevant stories about individuals or businesses that are unique. Kawartha Lakes can lead this effort and begin to develop a story-telling culture among local food producers, developing and sharing their unique history and principles.
Anticipated Outcomes	A conscious effort to develop food producers' stories will become an important element in the tourism offering. Over time Kawartha Lakes will accumulate an inventory of these stories which will add to the visitors' experience and help to differentiate Kawartha Lakes from other destinations.

<b>Action 2.5</b>	<b>Connect restaurants with heritage organizations – encourage use of heritage references in menu offerings</b>
Description	Kawartha Lakes can encourage local restaurants and bars to connect with heritage organizations, local history and incorporate the local history and culture into their offerings. Kawartha Lakes can foster these connections in product development workshops that include restaurant operators and chefs with heritage and cultural groups and experts. .
Anticipated Outcomes	Including heritage references within menus will enhance the image and customer interest level of a standard restaurant in Kawartha Lakes. It will also encourage a level of creativity in menus that may previously have been missing.
<b>Action 2.6</b>	<b>Create a brewery itinerary and map</b>
Description	There are three craft breweries in Kawartha Lakes in Lindsay, Bobcaygeon and Fenelon Falls with the potential for additional in the future. This small cluster provide the nucleus of a beer themed itinerary including local foods and noteworthy tourism assets along the way. A themed map should also include nearby food options including restaurants or unique snack options.
Anticipated Outcomes	A craft beer themed itinerary and map will facilitate beverage touring as an active local experience and promote both the craft brewery and associated culinary businesses. This popular activity can be expected to result in an increase in visits by a millennial visitor demographic, which may not have previously recognized the Kawartha Lakes as an option.



	<b>Events</b>
<b>Action 2.7</b>	<b>Support the development of cultural events in natural environment, with artisans and local food</b>
Description	Kawartha Lakes can leverage two complimentary assets in creative ways to attract visitors. Cultural events provide a forum to connect the cultural activity with local food and related retail offerings. The combination of cultural elements and natural setting provides the ingredients for events with the potential to grow in visitors and profile over the years.
Anticipated Outcomes	Successful cultural events set in nature will reinforce Kawartha lakes' image as a premier destination for outdoor experiences. Such a cultural event supported, initially, by municipal seed funding has the potential to evolve into a recognized 'Signature Event' within the province.
<b>Action 2.8</b>	<b>Support the establishment of a juried art show themed around Kawartha Lakes' natural assets</b>
Description	A juried art show such as an "Art in the Woods" event, an extension of the common Art in the Park concept, could combine the City's growing art and artisan community and the natural setting. This event could incorporate a structure competition for artists and artisans who would also display and sell their work. The event would be scheduled over a weekend with fall colours as a backdrop. This could be led by the City in its inaugural year and sponsored by local media.
Anticipated Outcomes	Any first-time event within the community should be evaluated in terms of event attendance with separate measure for locals and visitors, social media pre/post impact/response, local sponsorship support, and participation within the arts community. The evaluation should include quantitative and qualitative measures of the number of exhibitors, exhibitors' sales and overall impression.

	<b>Downtown Main Streets</b>
<b>Action 2.9</b>	<b>Provide public spaces for events</b>
Description	<p>Communities in Ontario typically stage festival and event programming in or near the downtown core or Main Street. Developing gathering places within the vicinity of the core facilitates access to retail, food and beverage amenities supporting most events.</p> <p>The Towns of Lindsay, Bobcaygeon and Fenelon Falls all have Main Streets with robust amenities within the food and beverage, retail, including art installation storefronts. Event programming intended to draw visitors to Kawartha Lakes, require a dedicated area within walking distance of the commercial district. This location may serve as a parking lot throughout the year which is transformed to event space when required. A natural park setting adjacent to the Main Street is, another option to supports an event organizer's requirements. Public spaces for events can be accessed through a rental fee process and do not need to be made available to public event organizers at no charge.</p>
Anticipated Outcomes	<p>Providing public space for tourism events in the downtowns will create additional tourist activity for the restaurants, services and stores in the immediate surrounding. Access to a year-round outdoor space with power connections will enable the facilitation of events. The designation of specific spaces will support event planners with consistent options that supports pedestrian traffic access to supporting services.</p>
<b>Action 2.10</b>	<b>Incorporate public art, street furniture, streetscaping in the downtowns, recognizing the character of individual communities</b>
Description	<p>The planned refurbishment of Kawartha Lakes' three downtowns over the near future is an opportunity to add character to its Main Streets. Municipalities now recognize streetscaping as an important component to attracting visitors and increasing sales in the downtowns. The City should engage businesses in Lindsay, Bobcaygeon, Omeme and Fenelon Falls to collaborate on further streetscaping elements such as street furniture and signage to enhance the City's streetscaping work.</p>


	Rotating public art installations by local artisans would further animate the Main Streets beyond the previously budgeted enhancements.
Anticipated Outcomes	The four predominant towns in Kawartha Lakes establish a five-year plan for an independent character themed streetscape that distinguishes each of them from many of Ontario's small-mid-size communities. Kawartha Lakes utilizes its Main Streets to promote its artisan culture by investing in and designating a storefront as a rotating showcase for its local arts community. The downtowns can differentiate themselves, reflecting their history and culture through themed streetscapes.
<b>Action 2.11</b>	<b>Consider establishing design guidelines in the Community Improvement Plan</b>
Description	The 2018 Kawartha Lakes CIP document outlines opportunities for municipal investment and support in the areas of both downtown revitalization and derelict buildings and improvements. These initiatives will elevate the image and visitor appeal of the four largest Towns. There may be an option for further managing the overall appeal by developing a specific design motif that reflects the individual character of each downtown.
Anticipated Outcomes	Downtown design guidelines would provide individual themes for Kawartha Lakes' towns, establishing an identifiable look for each community's Main Street.  Kawartha Lakes provides independent design guidelines for its towns which establishes an identifiable look for each community's Main Street. The transformation will support community culture, differentiate the various downtowns and create a platform for Kawartha Lakes' tourism product offering ultimately attract additional visitors to the downtown and creating greater opportunity for retail service, and food and business operations.
<b>Action 2.12</b>	<b>Utilize the CIP to support second story accommodation rental spaces</b>
Description	Kawartha Lakes does not have sufficient hotel occupancy demand in the fall to spring period to support additional fixed roof accommodation above that already planned. There is, however, the potential to convert

	<p>private homes to B&amp;B accommodation that would not require year-round occupancy to support the operators' business model.</p> <p>The City may need to relax existing zoning restrictions to facilitate short-term accommodation uses in the downtowns. The City would also need to include this new accommodation in all directories of tourist accommodation.</p>
Anticipated Outcomes	Permitting second story accommodation in the downtowns would provide additional revenue to local businesses and landlords in the downtown cores, increase tourist traffic in the downtowns, provide additional options for peak travel times and provide additional year - round accommodation to support Kawartha Lakes' goal of expanding off-season tourism.
<b>Action 2.13</b>	<b>Target downtown businesses for tourism networking, workshops, bundling activities</b>
Description	<p>The current Main Street business owners and operators in Kawartha Lakes are not necessarily conversant with tourism networking and promotion. In many cases, the retailers benefit from the summer surge of visitor activity, but typically serve the year-round local customer. The City should strive to educate local businesses of the economic impact of tourism in Kawartha Lakes, the value of the visitor spend and opportunities to partner with others to bundle their tourism offerings.</p> <p>The City should initiate workshops periodically throughout the year to inform the commercial partners of the value of the visitor spend, and the opportunity in partnering with others to bundle offerings.</p>
Anticipated Outcomes	More engagement by main street businesses would result in more visitor-friendly experiences. It would also encourage greater collaboration between downtown businesses, the City and other tourism operators.

	<b>Accommodations</b>
<b>Action 2.14</b>	<b>Create itineraries for VFR and Airbnb hosts</b>

Description	Kawartha Lakes should prepare various itineraries for VFR and cottage rental hosts to share with their guests. These itineraries can be themed around various visitor interests such as arts and culture, culinary, heritage or active outdoor activities. The suggested itineraries should be updated regularly to reflect the change in potential activities by season.
Anticipated Outcomes	The suggested itineraries will help inform hosts on the various tourism activities in Kawartha Lakes and help inform visitors to Kawartha Lakes of the wide variety of amenities and activities they can participate in and ultimately support greater visitor duration and spend during their stay.
<b>Action 2.15</b>	<b>Establish a database of Airbnb/VRBO owners to share municipal information tourism marketing and event calendar information</b>
Description	A database of all of Kawartha Lakes' tourism partners including emails, social media and street addresses is the first step in ensuring all members of the tourism industry are engaged and informed of Kawartha Lakes' tourism activity. It will be important to include private cottage and home rental operators such as those using rental platforms Airbnb and VRBO.
Anticipated Outcomes	Establishing a mutually supportive relationship between the largest accommodation sector and the municipality will benefit both parties. The regular communication will assist hosts to gain a valuable perspective on serving their guests.


	<b>Wayfinding</b>
<b>Action 2.16</b>	<b>Consider the development of a municipal wayfinding strategy</b>
Description	Kawartha Lakes' wayfinding infrastructure should make it easy for visitors to find the City's key tourism assets. A wayfinding strategy would identify key assets and provide orientation cues along well-structured paths.
Anticipated Outcomes	The development of a wayfinding program would profile Kawartha Lakes' outdoor tourism assets. It would assist create awareness of the City's key tourism assets and make them easy to find.

	Strategic Objective
	3. Bundle Kawartha Lakes' offerings to expand draw and duration

A significant factor driving the growth of tourism in any destination is related to the degree by which the tourism brand is recognized by the target market; and that the awareness is translated to a greater volume of visitors experiencing the destination. Clearly, 'draw' is a function of brand strength developed by a selection of travel experiences that consistently satisfy those who visit the destination. Continuing to improve the core asset groups that define Kawartha Lakes such as Active Outdoor, Art and Culture, and the Main Street amenities within the Towns of Omemee, Lindsay, Bobcaygeon, and Fenelon Falls.

The length of visitor stay is the other factor driving tourism spend, recognizing that the primary goal of the destination is to provide a travel experience that encourages the overnight visit. The activities related to entertainment, culinary, arts and culture, coupled with role of the Main Street in a visitor's experience, all support a longer stay duration creating increased visitor spending.

By combining tourism assets, Kawartha Lakes can elevate the tourism offering from separate elements to a comprehensive experience that will differentiate the tourism offering and can generate higher returns. The City has an important role in educating tourism stakeholders, encouraging collaboration with similar and complementary tourism operators and experimentation to develop bundled offerings that appeal to visitors.

	Strategic Actions
	3 Bundle Kawartha Lakes' offerings to expand draw and duration
Policy Alignment	<p>City of Kawartha Lakes Economic Development Strategy</p> <ul style="list-style-type: none"> <li>Goal 1: Adopt a City-wide focus <ul style="list-style-type: none"> <li>Leverage City wide resources with local implementation</li> </ul> </li> <li>Goal 2: Grow specific business sectors <ul style="list-style-type: none"> <li><b>Agriculture and Food:</b> Increase businesses, increase employment, Increase tourist visits. Grow agri-culinary participation among producers and connect the results to tourism</li> </ul> </li> </ul>




	<ul style="list-style-type: none"> <li>○ <b>Tourism:</b> Increase the volume of year-round accommodations of all kinds, in all markets. Develop operator experiences to boost tourism traffic (cross-sector and cross promotion). Develop a guided touring sector (e.g., two wheels, snowmobiles, cross-country skiing, waterways). Expand visitation into the shoulder-season and winter and connect these off-peak activities to culture. Identify and support unique or differentiated retail that either generates tourism visits or extends those visits on a community-by-community basis.</li> <li>○ <b>Culture:</b> Develop the arts, heritage, culture brand of Kawartha Lakes so that it becomes an attraction for tourists, new residents and entrepreneurs working in the sector. Grow the craft/ maker segment (number of small or micro businesses and sales per business due to increased tourism traffic)</li> <li>● Goal 3: Encourage a positive community business culture             <ul style="list-style-type: none"> <li>○ Peer to peer networks: Work with leaders in each cluster to develop networks and an annual summit focused on building the cluster through new ideas, private investment and informing the City's annual cluster work plan (2018)</li> <li>○ Create a peer-to-peer business ambassador program in each cluster to attract and connect with new business owners and promote the City</li> <li>○ Local community business organizations: Continue to develop relationships and programming with local business organizations (e.g. business development workshops, integrating support networks) to advance the area as a place for business (ongoing)</li> <li>○ Support community-based business organizations in local economic development activities (ongoing)</li> </ul> </li> </ul> <p>Cultural Master Plan</p> <ul style="list-style-type: none"> <li>● Priority Six: Collaborate and build partnerships</li> </ul>
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	<b>Bundled tourism assets</b>
<b>Action 3.1</b>	<b>Expand branded tour development</b>
Description	<p>Branded tours connect tourism assets and encourage visitors to explore beyond one community and season. There are currently four branded tour in Kawartha Lakes: the Kawartha Art and Heritage Tour, Butter Tart Tour, Legends and Lore Walking tour and the newly established Trent-Severn Trail Towns. Tours provide a route for visitors to travel and combine various tourism assets in a compelling way, while engaging local businesses and operations to extend their offering to appeal to new or expanded markets.</p> <p>Kawartha Lakes' vast number of tourist assets provides a multitude of additional opportunities to build tours based on geography (e.g. rural destinations), themes (e.g. group of Seven destinations), best fall colour sites) and supporting efforts of local tourism operators on developing tourism packages.</p> <p>Additional tours based on geography, themes and season will expand the draw and duration of visits.</p>
Anticipated Outcomes	<p>Expanding the offering of branded tours will help increased awareness of local tourism assets and related businesses. It will provide greater access to information on tourism assets. The development of additional branded tours should encourage greater engagement of the operators of local tourism assets and related businesses. The increased number of branded tours should ultimately result in greater draw and duration of visits to Kawartha Lakes.</p>
<b>Action 3.2</b>	<b>Host package workshops for tourism stakeholders incorporating three components (food, event and tourist activity)</b>
Description	<p>The City of Kawartha Lakes has an important role in educating and supporting efforts of local tourism operators on developing tourism packages. Kawartha Lakes can provide workshops that connect local tourism stakeholders with the tools, knowledge and local network they need to combine activities, food and other tourism assets in themed programs.</p> <p>Bundling tourism activities provide an opportunity to create a more authentic and differentiated tourism offering. Combining any tourism</p>

	activity with food encourages greater spend and duration. Providing workshops for tourism stakeholders such as restaurants, tourism related businesses and other assets leverages the experience and knowledge of the local operators and greatly increases Kawartha Lakes' capacity to create meaningful compelling tourist experiences.
Anticipated Outcomes	Themed packages will increase Kawartha Lakes' appeal to a variety of visitor profiles with specific interests. Package development will encourage tourism stakeholders to collaborate. The workshops will increase the knowledge, and revenue generating potential for tourism operators and tourism related businesses. The workshops will also result in differentiated tourism product offering for inclusion in the tourism marketing efforts.
<b>Action 3.3</b>	<b>Host tourism event workshops for event organizers</b>
Description	Making the distinction between community and tourist events is a common area of misunderstanding between community organizers and Destination Marketing Organizations. The City of Kawartha Lakes can educate event organizers on making the distinction between community events and those with tourism potential. These workshops would include educating participants on the components required to appeal to and attract visitors. They would encourage organizers to work together to establish and achieve their event objectives and provide workbooks and tools to incorporate tourist focused principles in their event planning. They will also provide organizers with the knowledge and tools to measure tourist participation and economic impact.
Anticipated Outcomes	These workshops and related workbooks will provide a platform for informed discussion on tourism related events and ultimately increase the number of tourism focused events. The workshops will encourage greater collaboration between event organizers and the City staff while providing tourism staff with greater data on tourist attendance and economic impact.
<b>Action 3.4</b>	<b>Identify experiential tourism opportunities and host experiential tourism workshops for potential experience providers</b>
Description	Experiential tourism is an immersive form of tourism which focuses on experiencing a community by actively engaging and participating with its history, people, culture, food and environment. Unlike tours, experiential tourism includes hands on participation such as preparing

	<p>food, making a craft, experiencing a historic site the way that previous inhabitants would, sampling and learning about various beers, or a snowshoeing adventure including lessons, woodland tour and outdoor picnic.</p> <p>Kawartha Lakes should continue to work with local operators to develop experiences, particularly those experiences that can extend the tourism season and encourage off-season activity.</p>
Anticipated Outcomes	<p>The creation of unique tourist experiences in Kawartha Lakes will serve to differentiate the community compared to other destinations. The workshops will create greater capacity for local operators to develop experiences.</p> <p>Experiential tourism is recognized for its potential as a high-yield activity to generate additional revenue for existing tourism operators and related businesses.</p> <p>The creation of experiential tourism offerings will also provide greater off-season tourism offerings.</p>


	Strategic Objective
	4. Become a leader in sustainable tourism practices

Sustainable tourism considers the future economic, social and environmental impact of the industry. Kawartha Lakes is extremely rich in natural assets and has a stewardship responsibility on behalf of its citizens and tourism operators. It has a responsibility to protect the natural environment for resident and visitor enjoyment with a sustainable approach to all of its strategies and actions. There are many elements in the practice of sustainable tourism where the City can provide leadership in establishing and applying a sustainability principles and actions including transportation, festivals, waterways or campground assets.

Visitors' demands for sustainable practices are growing and sustainable tourism will be a common element in all product development and messaging in the near future.

Education and communication are key components of a sustainable tourism development. Websites or social channels will set the tone and the ultimate brand essence of the destination. Sustainable practices begin with the Economic Development office's actions and communication and extend to the tourism businesses and related organization operating throughout the destinations.

In addition to the obvious benefits of protecting finite resources for future residents and visitors, sustainable tourism development shows tourists that the community cares. It can result in lower costs for energy and other resources and contribute to the overall positive image of businesses adopting sustainable practices.

	Strategic Actions
	<b>4 Become a leader in sustainable tourism practices</b>
Policy Alignment	<p>Kawartha Lakes Healthy Environment Plan</p> <ul style="list-style-type: none"> <li>• Ensure land-use policies and planning encourage the development of compact neighbourhoods that integrate residential, office, and retail developments and promote transit and active transportation</li> <li>• Enhance the protection of natural assets and ecosystems, while expanding the City's natural capital and building climate resilience in the environment</li> </ul>


	<ul style="list-style-type: none"> <li>• Develop and implement a community-wide tree management and resilience program to increase tree canopy and protect existing canopy from climate and weather-related risks</li> <li>• Support and encourage the uptake of electric and low-emission vehicles</li> <li>• Encourage residents and visitors to use transit, walk, bicycle and carpool</li> </ul>
<b>Action 4.1</b>	<b>Establish a regenerative / sustainable tourism mandate and standards</b>
Description	Residents and visitors are increasingly demanding tourism that meets the United Nations World Tourism Organization definition of sustainable tourism which is; “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”.
Anticipated Outcomes	Adopting sustainable tourism practices will support the Kawartha Lakes Healthy Environment Plan. Incorporating these principles in the tourism delivery in Kawartha Lakes will ensure that tourism contributes to the quality of life for residents and that the natural elements are preserved for current and future visitors. It will also maintain Kawartha Lakes’ appeal to the growing number of tourists demanding sustainable practices.
<b>Action 4.2</b>	<b>Lead by example. Adopt green principles in the tourism department</b>
Description	Kawartha Lakes can help to educate tourism stakeholders on green or sustainable tourism practices by incorporating them into the everyday operation of the tourism department and further communicating these practices to visitors and tourism stakeholders.
Anticipated Outcomes	Adoption of green and sustainable tourism principles by local operators and tourism stakeholders will support the Kawartha Lakes Healthy Environment Plan and establish Kawartha Lakes as a sustainable tourism destination. Programs such as the Green Marine and Blue Flag environmental certification programs assist in reducing the environmental footprint of water-based tourism. Educating local operators and tourism stakeholders will also reduce the impact of tourism on the community.



<b>Action 4.3</b>	<b>Advise tourism partners, operators, event organizers and related businesses on how to adopt green principles</b>
Description	The City of Kawartha Lakes should take the lead in educating tourism stakeholders on practices that reduce the environmental impact of their operations. They can also encourage stakeholders to work together to support the adoption of sustainable practices throughout the City and highlight those businesses that have successfully adopted these principles through a variety of communications tools and methods including workshops, stakeholder communications and toolkits.
Anticipated Outcomes	These efforts will result in the adoption of green and sustainable tourism principles by local operators and tourism stakeholders. Together tourism stakeholders can reduce the impact of tourism on the community and help to preserve local environment for future residents and visitors. Their efforts will establish Kawartha Lakes as a sustainable tourism destination.
<b>Action 4.4</b>	<b>Advise visitors on how to have a green trip</b>
Description	Kawartha Lakes' marketing plan should include communication about Kawartha Lakes' sustainable tourism practices and the visitors' role in supporting these objectives.
Anticipated Outcomes	These efforts will reinforce the visitors' role in supporting sustainable tourism principles and establish Kawartha Lakes' positioning as a sustainable tourism destination.
<b>Action 4.5</b>	<b>Provide electric vehicle charging stations</b>
Description	There are currently a handful of electric vehicles charging stations in Kawartha Lakes. The City should work with businesses to establish public charging stations in Bobcaygeon and Fenelon Falls at a minimum (there are charging stations in Lindsay and Norland)
Anticipated Outcomes	Kawartha Lakes can address growing demand for electric vehicle charging stations, particularly those visitors from larger population centres such as the GTA and Ottawa markets.
<b>Action 4.6</b>	<b>Explore sharing options to address visitor transportation demand in the summer months</b>

Description	Municipalities across Ontario are exploring and establishing transportation programs to address visitor and resident transportation needs. These programs can include expanding the bike sharing facilities in Bobcaygeon and Fenelon Falls to other Trent Severn Waterway communities, transit on demand programs and agreements with ride sharing companies such as Uber or shuttle services.
Anticipated Outcomes	A transportation system for visitors to Kawartha Lakes has the potential to increase visitor traffic to less populated areas, relieve congestion in high traffic areas such as Bobcaygeon and Fenelon Falls. It also has the potential to distribute visitor spending throughout the City while supporting its Healthy environment objectives.
<b>Action 4.7</b>	<b>Expand bike sharing opportunities in Kirkfield, Lindsay and Rosedale</b>
Description	The bike sharing programs at the Bobcaygeon and Fenelon Falls locks provides bicycles to individuals on a short-term basis. The program was enthusiastically embraced by visitors. Expanding the program to the Kirkfield, Lindsay and Rosedale locks would build on the success of this program.
Anticipated Outcomes	Additional bike sharing opportunities will support the Healthy Environment Strategy. These additional facilities will also result in increased activities for visitors at the locks with lower tourism activity. It will build critical mass of activities, provide transportation options for visitors without vehicles including boaters, reduce congestion and provide transportation flexibility for visitors. The availability of bikes on an as needed basis will allow people who may not otherwise use bicycles to do so.
<b>Action 4.8</b>	<b>Support the development of the Active Transportation Strategy</b>
Description	The City of Kawartha Lakes is currently undertaking an Active Transportation strategy to address walking, biking and other active mobility options for residents and visitors. Tourism and the economic impact of tourists is an important consideration in an active transportation plan. This is particularly true for Kawartha Lakes and its hiking and cycling offerings.
Anticipated Outcomes	The Active Transportation Strategy will provide strategies to maintain the existing hiking trails, identify opportunities to expand hiking routes and improve the connections between existing trails. The plan is also expected to support the continued expansion of cycling infrastructure

	including shoulder widening and possibly cycling lanes on municipal roadways.
<b>Action 4.9</b>	<b>Work with seasonal businesses on development of off-season programs and product offerings to support sustainable businesses</b>
Description	Destinations have increasingly recognized the opportunity to generate tourism activity beyond the peak summer season. Economic development and tourism staff can encourage seasonal businesses to participate in the package development and experiential tourism initiatives. These businesses can also be included in the expanded branded tours and itineraries.
Anticipated Outcomes	Efforts to engage seasonal businesses to expand their offerings outside the peak season has the potential to generate additional tourist activity, revenue and employment in Kawartha Lakes while adding to the sustainability of the entire tourism sector.
<b>Action 4.10</b>	<b>Develop itineraries that drive visitors to low traffic areas within Kawartha Lakes</b>
Description	<p>Itineraries that include some tourism assets identified as having high potential but currently have lower traffic should be included in the expanded number of itineraries. These itineraries can include hidden gems such as the smallest jail, restaurants worth searching for, local food stands and scenic cycling routes.</p> <p>These itineraries should encourage visitors at some of the busier towns along the Trent-Severn Waterway to the natural settings and less visited areas in the north and western sectors including towns like Kinmount and Rosedale.</p>
Anticipated Outcomes	Increased tourism activity in remote areas will help to spread the economic impact throughout Kawartha Lakes. There is an opportunity to promote Kawartha Lakes' more remote roadways and cycling routes as an advantage for cyclists.

	Strategic Objective
	5. Allocate the necessary resources to implement the Destination Development Plan

Developing Kawartha Lakes' tourism assets and expanding and enhancing the visitor experiences as laid out in the Destination Development Plan requires dedicated human resources to successfully affect change.

This plan identifies the need for both internal and external resources within the municipal structure to:


- Focus on the development of Kawartha Lake's tourism product
- Provide a role in Economic Development to effectively market the tourism brand, and provide support for the tourism stakeholder business operators

An entry level staff role is needed in support of the existing senior municipal tourism role with the myriad of marketing tasks required. The marketing role could be filled by a recent graduate of a Tourism Diploma Program out of the Community College environment or a local marketing firm.

The marketing role would be a conduit to the community tourism businesses. This individual would be responsible for implementing marketing programs through social media, regional partner opportunities, and the various promotional opportunities presented to the department.

### Kawartha Lakes' Tourism Roles

Destination Development	Destination Marketing	Tourism Development Plan
<ul style="list-style-type: none"> <li>• Senior Role</li> <li>• Product Development</li> <li>• Industry Engagement</li> <li>• Education, collaboration, consultation with stakeholders</li> <li>• Collaboration with regional and provincial tourism organization</li> </ul>	<ul style="list-style-type: none"> <li>• Junior Role</li> <li>• Design and implement marketing programs</li> <li>• Social media and web marketing tactics</li> <li>• Create tourism ads</li> <li>• Support tourism stakeholders marketing efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Combined effort</li> <li>• Development and promotion of key tourism assets and experiences</li> </ul>

	<b>Strategic Objectives</b>
	5 Allocate the resources required to implement the Destination Development Plan
<b>Policy Alignment</b>	<p>Economic Development Strategy</p> <ul style="list-style-type: none"> <li>• Goal 1: Adopt a City-Wide Focus <ul style="list-style-type: none"> <li>○ Refocus economic development programs around the five clusters focusing on entrants, growers, mentors and cluster growth</li> <li>○ Integrate programs (existing and new) around each cluster (network building, shared promotion, business skills training, youth business training, capacity building, skills identification and attraction)</li> </ul> </li> <li>• Goal 3: Encourage a positive community business culture <ul style="list-style-type: none"> <li>○ Develop peer to peer networks <ul style="list-style-type: none"> <li>▪ Annual cluster summit and workplan</li> <li>▪ Peer to peer business ambassador program</li> </ul> </li> <li>○ Support local community business organizations <ul style="list-style-type: none"> <li>▪ Develop relationships and programming with local business organizations</li> <li>▪ Support community-based business organizations in local economic development activities</li> </ul> </li> </ul> </li> <li>• Leverage city wide resources with local implementation</li> </ul> <p>Cultural Master Plan</p> <ul style="list-style-type: none"> <li>• Priority One: Build cultural sector capacity</li> <li>• Priority Six: Collaborate and build partnerships</li> </ul>

	<b>Stakeholder Engagement</b>
<b>Action 5.1</b>	<b>Consult with the economic development cluster and tourism stakeholders on the potential for new experiences</b>
Description	Tourism operators and other stakeholders will play a dominant role in developing new tourism product in Kawartha Lakes. These individuals will have significant insights into the potential for new experiences. The tourism staff will need to consult with them regularly through economic development cluster meetings and regular individual meetings focused on continuing to explore existing tourism offerings and opportunities to address evolving visitor needs and interests.
Anticipated Outcomes	The consultation process with the local tourism, food and beverage and events stakeholders will provide solid input and insight to the future development of travel experiences within Kawartha Lakes.
<b>Action 5.2</b>	<b>Consult with the economic development cluster on branding the current outdoor active product with an off-season focus</b>
Description	<p>This strategy is intended to reposition Kawartha Lakes as a four-season destination. The City should work with the economic development cluster and tourism stakeholders to identify the assets and experiences that best represent the City in future marketing programs. One segment with real potential in all four seasons is the active outdoor segment.</p> <p>The City can encourage existing tourism stakeholders to develop competitions or active outdoor events that are scheduled in the fall or winter periods.</p>
Anticipated Outcomes	Consultation with key industry stakeholders will help to build consensus on the key experiences by season to represent Kawartha Lakes. The consultation will encourage other tourism-related operators to collaborate on tourism offerings.
<b>Action 5.3</b>	<b>Work with existing operators and event organizers to identify potential extensions to existing summer experiences</b>



Description	In many cases trails, branded tours and summer festivals can provide the inspiration for fall and winter tourism asset and experience development. Existing operators and event organizers should be encouraged to develop off-season offerings leveraging the success of summer activities and experiences. They may also identify examples of successful programs and offerings in other jurisdictions to help generate ideas for new offerings in Kawartha Lakes.
Anticipated Outcomes	Increased programming offered at off-peak times is expected to increase visitor traffic and related spending year-round. It is also expected to result in a gradual increase in the number of tourism related businesses remaining open outside of the summer season.
<b>Action 5.4</b>	<b>Encourage event organizers to create post Labour Day and winter tourist events</b>
Description	<p>Kawartha Lakes can encourage organizers to host events after Labour Day by helping minimize the risk of holding these events. Support for these events could include easing specific bylaws (e.g., parking restrictions, hours of operation, etc.), volunteer recruitment and financial support (see Action 5.7). The events would also require significant media support, especially targeting visitors outside of Kawartha Lakes.</p> <p>The period through to Thanksgiving weekend is a robust travel period with less traffic congestion and fall colours. Connecting this season with culinary events and farmers' markets could support a getaway for urban residents.</p> <p>Another potential event would be combining Kawartha Lake's art and heritage assets with its farm-table culinary offering. Municipal support could include both assistance in planning the event and a modest financial seed contribution in the inaugural year.</p> <p>A winter snow-based event could use one of Kawartha Lakes' iconic trails as a conduit or backdrop.</p>
Anticipated Outcomes	The expectations for an off-season event in Kawartha Lakes should be modest in the early years. Collaboration of local operators and event organizers would be a sign of a successful event. Over time the event should be expected to attract a large number of visitors from the GTA.

Action 5.5	Develop a research bank to share best practices for tourism stakeholders
Description	Kawartha Lakes can assist local tourism related businesses by educating them on best practices in other jurisdictions. This best practice material can be used to assist event organizers with event planning and promotion. The City can play a leadership role in the best ideas and methods to develop a successful event and promote it to a broader target group. This information can be shared via an online database, tourism development workshops and during consultation with existing tourism stakeholders.
Anticipated Outcomes	With the establishment of a bank of best-practices, Kawartha Lakes can provide valuable materials that help elevate the product offerings in the City. They will help build the capacity and knowledge of the existing tourism sector and reinforce the City as a valuable resource for tourism stakeholders.

	Funding
Action 5.6	Explore opportunities to access RTO and provincial funding to support product development
Description	The Celebrate Ontario grants process is a structure that provides seed funding for tourism product development. Specifically, within this funding process, the Cultural Development Fund supports local cultural associations in developing events that have potential to attract event participants beyond the local level. The value of the Cultural Development Fund lies in its mandate to improve local organizations skill set in developing and growing tourism-ready events.
Anticipated Outcomes	The opportunity to continuously develop and/or update local tourism assets such as cultural, heritage or entertainment events through a seed fund serves to jumpstart the development of events, particularly those contemplated for the non-peak seasons.

<b>Action 5.7</b>	<b>Host grant writing workshops for event organizers and other tourism stakeholders</b>
Description	Kawartha Lakes should assist event organizers and other tourism operators to access funding to establish new programs and expand existing events from organizations such as Celebrate Ontario and the Regional Tourism Organization.
Anticipated Outcomes	Providing workshops to support grant writing will help increase the number of successful applications resulting in increased number of events and higher funding application approval rates. The increase in funding for local events will also increase the capacity of local stakeholders to successfully apply for funds and provide the needed resources to stage these events.

	<b>Human and Financial Resources</b>
<b>Action 5.8</b>	<b>Establish separate roles for tourism marketing and product development</b>
Description	<p>The skills and experience required for the tourism product development and marketing roles are distinct and complementary.</p> <p>Kawartha Lakes needs a tourism professional responsible for the tourism offering and for implementation of the Destination Development Plan while advising and consulting with tourism stakeholders and regional and provincial tourism organizations. This individual will maintain data on all local businesses and work in concert with these businesses so that they have the resources and supports they need to effectively manage their tourism business.</p> <p>A more junior or entry-level position within the tourism program is required to establish out-bound messaging to the identified target sectors using a combination of conventional and digital media. This individual will have proficiency in social media content and messaging.</p>
Anticipated Outcomes	The establishment of the tourism marketing role within the tourism program would ensure Kawartha Lakes has the capacity and the expertise to develop and then promote Kawartha Lakes tourism experiences in an effective and productive manner.

## 12. Next Steps

This document provides the detailed account of the actions and analysis in Phase One and Two of the development of this plan from the initial literature review through to the crafting of the final Destination Development Plan. The implementation plan included in the appendix of this report provides a recommended timeline and priority level for the 57 recommended actions.





The success of this Destination Development Plan is dependent on the plan's implementation. Tourism stakeholders are critical to this implementation. Regular engagement, through workshops, individual meetings and ongoing discussion, will be essential to achieve stakeholder buy-in and participation in the evolution of Kawartha Lakes' tourism offerings.

Once the work has begun on the actual tourism product, City staff can begin to develop the marketing plan based on the visitor profiles and product offerings outlined in this report. Performance measurement, based on the anticipated outcomes outlined above, will ensure that staff can track progress towards the plan objectives and provide the necessary data to revise and refine the plan as needed.

### Phase one

			
Literature Review	Visitor Profiles	Stakeholder Engagement	Asset Identification & Analysis

### Phase two

			
Best Practice Review	SWOT analysis	Strategic Priorities	Destination Development Plan

## Implementation

			
Tourism Operator Support and Engagement	Marketing Plan	Performance Measurement	Revise and Refine Offering

## 13. Appendix

### Select Survey Results

#### Top Activities

Festivals and local events	32
Water based (swimming, kayaking, canoeing, etc.)	26
Retail shopping	25
Trent-Severn Waterway boating	24
Culinary experiences	16
Exploring neighbouring communities	14
Fishing	12
Cultural/heritage attractions	11
Natural attraction sightseeing (e.g. fall colours)	9
Agri-tourism experiences	6
ATVing	5
Community/regional sports participation	4
Cycling	4
Hiking and trails	2
Snowmobiling	2
Cross Country Skiing and Snowshoeing	1
Other	7

#### Q4: What is the biggest challenge/ threat to the local tourism economy?

Lack of transit services	2
Parking	3
Dock slips	6
Public restrooms	7
Lack of tourism driving signature festivals & events	13
Lack of activities in Fall/Winter/Spring	24
Other	14



**What is your impression of the quality of the tourism assets compared to other destinations?**

	<b>Superior</b>	<b>High</b>	<b>Moderate</b>	<b>Low</b>
Natural assets and hiking trails	12	27	15	3
Outdoor activities	11	29	16	1
Parks and Campgrounds	7	27	20	4
Heritage	5	15	30	8
Arts and Culture	4	17	31	6
Festivals and events	3	21	26	8
Food and beverage	3	23	25	7
Agri-tourism	2	17	24	13
Experiential tourism activities	2	9	30	17
Retail	2	21	28	7
Roofed accommodation	2	9	25	21
Themed trails and auto routes	0	10	28	20

**Q7: When you think about the tourism assets and experiences in Kawartha Lakes, what would you like to save or protect?**

Waterways	24
Parks/ nature	13
Downtown	9
Trails	6
Events	5
Accommodation	4
Heritage	3

**Q8: When you think about tourism assets and experiences in Kawartha Lakes, what you like to change or remove?**

Events	11
Waterway	6
Trails	6
Off-season	5
Restrooms	4
Branding/ Promotion	4
Accommodation	3
Traffic	3
Parking	2
Signage	2
Shoulder Season	2

**Q:9 How could we increase tourism in the spring, fall and winter seasons?**

Events	24
Winter activities	12
Food/restaurants	9
Accommodation	6
Funding/incentives	5
Marketing	5
Packages	4
Arts & Culture	3
Collaboration	2
Family activities	2

## 11.1 Detailed Visitor Profile

The Statistics Canada Survey of Residents and International Travel Survey provides a comprehensive profile of Canadian visitors to Kawartha Lakes. Data on visitors originating outside of Canada is not available. The survey data provides a summary of the trip purpose, length of stay, visitor origin accommodation type, the type of activities visitors participated in and visitor demographics.

According to Statistics Canada, Kawartha Lakes Census Division 16 had 1,649,535 total person visits in 2016. The majority (60 percent) of all person visits were overnight visits and 40 percent were same day visits. The main purpose of the trip was equally divided with 49 percent indicating that they were visiting friends and relatives (VFR) and 48 percent indicating their main purpose was for pleasure.

Census Division 16: Kawartha Lakes  
**Total Person visits (1,649,535)**

### Length of Stay, 2016

Overnight	989,357	60%
Same day	660,178	40%

### Main purpose of Trip

Pleasure	791,740	48%
VFR	812,383	49%
All other	1,649,535	3%

### Origin of Trip

Ontario	1,642,366	99%
Rest of Canada	3,913,836	1%

Almost all Canadian visitors, a full 99 percent of visitors or 1,642,366 person visits, were from Ontario. A breakdown of the remaining one percent indicates that 2,588 of the 1.6 million person visits were from British Columbia followed closely by 2,462 from the Maritimes and another 1,232 from Manitoba.

The largest number of visitors occurred between July and September with 810,838 person visits, followed by 405,596 visits in April through June and 237,011 visits from January through March. There were just 196,093 visits in October through December of 2016.

The following tables consider the origin of the visitors using a variety of geographical regions. Using the Regional Tourism Organization (RTO) regions, the majority of

persons visits originated from RTO6 which includes York, Durham and the Hills of Headwater with 57 percent of all visits, followed by RTO7 (Bruce Peninsula, South Georgian Bay and Lake Simcoe with 15 percent and the Greater Toronto Area with 13 percent of all person visits.

<b>Origin of Trip, Ontario Regions (Person Visits) by RTO</b>	<b>#</b>	<b>%</b>
Region 12: Muskoka, Parry Sound and Algonquin Park	-	
Region 13b: North Central Ontario	-	
Region 13c: North West Ontario	795	0%
Region 13a: North East Ontario	1,894	0%
Region 13: Northern Ontario	2,689	0%
Region 10: Ottawa and Countryside	6,594	0%
Region 9: South Eastern Ontario	10,721	1%
Region 2: Niagara Falls Canada	11,968	1%
Region 11: Haliburton Highlands to the Ottawa Valley	15,370	1%
Region 1: Southwest Ontario	25,095	2%
Region 4: Huron, Perth, Waterloo, Wellington	30,778	2%
Region 8: Kawartha and Northumberland	36,746	2%
Region 3: Hamilton, Halton, Brant	104,059	6%
Region 5: Greater Toronto Area	217,432	13%
Region 7: Bruce Peninsula, Southern Georgian Bay and Lake Simcoe	244,337	15%
Region 6: York, Durham, Hills of Headwaters	936,578	57%

When comparing visitors using Census Metropolitan Area (CMA) regions, a full 62 percent came from the Toronto CMA and 21 percent from the Oshawa CMA, the Hamilton and Barrie CMAs each represented six percent of all person visits to Kawartha Lakes.

<b>Origin of Trip, Ontario Regions by CMA</b>	<b>(Person Visits)</b>	<b>%</b>
CMA543: Brantford	2,730	0%
CMA541: Kitchener	5,269	0%
CMA505: Ottawa-Hull	5,704	0%
CMA555: London	6,466	0%
CMA521: Kingston	6,646	0%
CMA539: St. Catharines-Niagara	8,501	1%
CMA550: Guelph	19,099	1%
CMA529: Peterborough	35,874	2%
CMA568: Barrie	87,586	6%
CMA537: Hamilton	88,214	6%
CMA532: Oshawa	314,301	21%
CMA535: Toronto	940,253	62%

The following table shows the top origins of visitors by Census Division (CD). The largest share, 38 percent, were from Durham Region. Another 19 percent were from York Region followed by 13 percent from Simcoe County. The Toronto Metropolitan Municipality represented eight percent of total person visits with six percent from Halton Region and five percent from Peel Region.

<b>Origin of Trip, Ontario Regions by Census Division</b>	<b>Person Visits</b>	<b>%</b>
CD46: Haliburton County	9,280	1%
CD42: Grey County	9,381	1%
CD28: Haldimand-Norfolk Regional Municipality	10,449	1%
CD26: Niagara Regional Municipality	11,968	1%
CD41: Bruce County	16,254	1%
CD23: Wellington County	19,839	1%
CD15: Peterborough County	35,874	2%
CD21: Peel Regional Municipality	88,899	5%
CD24: Halton Regional Municipality	96,174	6%
CD20: Toronto Metropolitan Municipality	138,796	8%
CD43: Simcoe County	218,702	13%
CD19: York Regional Municipality	303,989	19%
CD18: Durham Regional Municipality	617,134	38%

## 11.2 Accommodation Type

As shown below, 78 percent of all overnight visitors stayed in private homes and cottages, followed by 15 percent who stayed in camping or RV facilities. Just six percent stayed in traditional roofed accommodations. Of the visitors who stayed in private home and cottages, a larger share (58 percent) stayed in private cottages compared to 42 percent who stayed in private homes. This distinction may have implications on the number of accommodations available for off-season visitors as many cottages may not be winterized.

Accommodation Type	(Person Visits)
Roofed commercial	58,212
Camping/RV facilities	144,061
Private homes/cottages	774,130
Other accommodation type	13,434

As previously indicated, some 40 percent of visitors (660,178 person visits) did not stay in Kawartha Lakes overnight. For those that stayed overnight, the largest number stayed for two nights representing 32 percent or 520,528 person visits followed by 203,503 visits or 13 percent who stayed one night and 147,249 or 9 percent who stayed 3 nights. Just 2 percent of all person visits were one or more weeks (6 to 9 or 10 plus nights).

### Number of Nights (person visits)

Number of nights	Person visits	%
0	660,178	40%
1	208,503	13%
2	520,528	32%
3	147,249	9%
4	72,265	4%
5	10,417	1%
6 to 9	12,447	1%
10+	17,948	1%
Total	1,649,535	100%

Outdoor and sports activities dominated the primary activities with 53 percent indicating outdoor sports and activities was the primary activity for the visit, followed by 39 percent who reported visiting friends or relatives was the primary activity.



Activities Participated	Person Visits	%
<b>Zoos/Aquariums/Botanical Gardens</b>	1,604	0%
<b>Cultural Performances</b>	2,196	0%
<b>Theme Parks</b>	2,722	0%
<b>Shopping</b>	4,002	0%
<b>Museums/Art Galleries</b>	4,764	0%
<b>Historic Sites</b>	6,309	0%
<b>Festivals/Fairs</b>	13,648	1%
<b>National/Provincial Nature Parks</b>	14,762	1%
<b>Business Meeting/Conference/Seminar</b>	16,942	1%
<b>Restaurant or bar</b>	19,612	1%
<b>Medical/Dental appointment</b>	20,647	1%
<b>Sightseeing</b>	21,912	1%
<b>Visit Friends or Relatives</b>	647,290	39%
<b>Any Outdoor/Sports Activity</b>	863,946	53%

Breaking down the outdoor sports and activities; boating was the dominant outdoor sport or activity representing 372,769 of the person visits followed by camping with 290,468 person visits visiting a beach (226,075 visits), canoeing (213,395 visits), hiking (190,046 visits) and fishing (157,641 visits).

#### Outdoor/Sports Activities

Activity	Number of Person Visits
Skiing/Snowboarding	4,375
Hunting	4,964
Play a sport	5,199
Cross-country Skiing	9,746
Snowmobiling	24,379
Wildlife/Bird watching	66,329
ATV	78,635
Golfing	84,070
Cycling	84,112
Fishing	157,641
Hiking	190,046
Canoeing	213,395
Visit a beach	226,075
Camping	290,468
Boating	372,769

The top activities excluding outdoor/sports and visiting friends and relatives were sightseeing, medical/ dental appointments, restaurants and bars, business meetings, national or provincial parks and festivals and fairs.

#### Activities Participated Excluding VFR and Outdoor/Sports (Person Visits)

Activity	Person Visits
Zoos/Aquariums/Botanical Gardens	1,604
Cultural Performances	2,196
Theme Parks	2,722
Shopping	4,002
Museums/Art Galleries	4,764
Historic Sites	6,309
Festivals/Fairs	13,648
National/Provincial Nature Parks	14,762
Business Meeting/Conference/Seminar	16,942
Restaurant or bar	19,612
Medical/Dental appointment	20,647
Sightseeing	21,912

#### Visitor Demographics

There were more male adult visitors (58 percent of total visitors) compared to 42 percent female adult visitors. One quarter of the visitors travelled with children. The age of adult visitors was fairly equally distributed with 25 percent or 362,826 age 55 to 64 and 22 percent or 362,826 age 25 to 34. There were 17 percent aged 35 to 44 and 16 percent aged 45 to 54.

#### Age of Adult Visitors

Age	Visits	%
18 - 24	149,182	9%
25 - 34	362,826	22%
35 - 44	284,194	17%
45 - 54	264,832	16%
55 - 64	407,630	25%
65+	180,872	11%

#### Gender of Adult Visitors (18+) (Person Visits)

Gender	%
Female	42%
Male	58%

The largest share of visitors has some post-secondary education (48 percent) with 26 percent having completed a university degree.

Education	%
< High school	9%
High school	17%
Some post-secondary	48%
University degree	26%

As would be expected, the overnight visitor spending far exceeds the same day visitor spending. Overnight spending of \$80,161,617 in 2016 represented 76 percent of all visitor spending while same day spending of \$25,925,674 accounted for 24 percent of total visitor spending.

The largest share of visitor spending was for food and beverage at \$54.5 million followed by \$26.5 million for transportation. Accommodation accounted for \$16 million in visitor spending followed by \$6.2 million in retail spending and \$2.7 million for recreation and entertainment.

#### Visitor Spending in Region

Overnight	\$ 80,161,617
Same-Day	\$ 25,925,674

### 11.3 Five Year Trends 2012-2016

As noted earlier, this report provides data from 2012 through 2016 but studying the change in visitor patterns can provide some indication on the general direction that could be expected for subsequent years. Visitation, as measured by total person visits, has increased from 1.1 million total person visits to over 1.6 million visits in five short years.

<b>Total Visitor Spending</b>	\$106,087,291
<b>Food &amp; Beverage</b>	54,510,316
<b>Transport</b>	26,572,225
<b>Accommodation</b>	16,021,746
<b>Retail/Other</b>	6,237,290
<b>Recreation/Entertainment</b>	2,745,713

### Total Person Visits (Weighted)

Year	2012	2013	2014	2015	2016
Total Person Visits (Weighted)	1,176,334	1,155,905	1,478,759	1,512,626	1,649,535

The share of overnight visits has also increased over the same time period from 46 percent of visits in 2012 to 60 percent of visits by 2016. The average number of nights of overnight visits on the other hand has decreased slightly from 2.79 average nights in 2012 to 2.43 nights in 2016.

### Length of Stay

	2012	2013	2014	2015	2016
Overnight	46%	53%	51%	57%	60%
Same-Day	54%	47%	49%	43%	40%

### Average nights of overnight visits

	2012	2013	2014	2015	2016
Average nights of overnight visits	2.79	2.33	2.33	2.4	2.43

The main purpose of the trip has also seen a slight increase in the share of total visits attributed to visiting friends and relatives increasing from 47 percent to 49 percent of all person visits.

### Main purpose of Trip

	2012	2013	2014	2015	2016
Pleasure	46%	51%	51%	51%	48%
VFR	47%	42%	42%	43%	49%
All Others	7%	7%	6%	5%	3%

There has been a significant change in the origin of visitors by Census Metropolitan Areas. The Toronto CMA which represented 34 percent of person visits in 2012 grew dramatically to represent 57 percent of all person visits in 2016.

### Origin of Trip, Top 5 CMAs

	2012	2013	2014	2015	2016
Peterborough	8%	9%	6%	4%	2%
Barrie	2%	6%	7%	8%	5%
Hamilton	2%	4%	3%	2%	5%
Oshawa	19%	16%	13%	18%	19%
Toronto	34%	44%	49%	48%	57%

There was also a significant change in the accommodation type, with the share of visitors using private homes and cottages jumping from 68 percent of all accommodation in 2012 to 78 percent by 2016.

### Accommodation Type

	2012	2013	2014	2015	2016
Roofed commercial	7%	8%	10%	11%	6%
Camping/RV facilities	22%	10%	19%	17%	15%
Private homes/cottages	68%	78%	70%	72%	78%
Other accommodation type	3%	4%	1%	0%	1%

Kawartha Lakes experienced some big swings in the primary outdoor activity with all participation in all activities, except golfing and wildlife/bird watching, growing. The following graphs show the number of person visits by outdoor activities. The growth of the boating and camping sectors are particularly strong with boating growing from 155,688 person visits in 2012 to 372,769 in 2016. Camping also grew from 154,457 person visits to 290,468 by 2016.

### Top 6 Outdoor Activities Participated

	2012	2013	2014	2015	2016
Boating	155,688	166,648	236,503	252,248	372,769
Camping	154,457	95,185	169,694	174,236	290,468
Visit a beach	155,446	103,414	113,861	129,959	226,075
Canoeing	40,717	75,181	100,725	169,239	213,395
Hiking	154,099	82,195	76,289	223,750	190,046
Fishing	103,288	177,530	250,538	172,669	157,641

The following graph shows the growth of the top six primary outdoor activities by person visits from 2012 to 2016. All the activities experienced substantial growth. Canoeing saw the most dramatic growth with an increase of 81 percent over the five-year period while boating grew by 58 percent. Camping experienced a 47% increase while fishing,

visiting and beach and hiking saw increases of 34 percent, 31 percent and 19 percent respectively.

#### % Change in Activities Participated 2012 to 2016

Activity	%
Canoeing	81%
Boating	58%
Camping	47%
Fishing	34%
Visit a beach	31%
Hiking	19%

The profile of the visitor has also changed over the five-year period. The share of visitors that have completed high school has decreased from 32 percent down to 17 percent while the share that has completed some post-secondary education has increased from 38 percent in 2012 to 48 percent by 2016. The share of individuals with a university degree has also increased from 16 percent to 26 percent.

#### Education Level of Respondents

	2012	2013	2014	2015	2016
< High school	13%	7%	5%	4%	9%
High school	32%	35%	40%	30%	17%
Some post-secondary	38%	35%	25%	35%	48%
University degree	16%	23%	31%	31%	26%

One concerning figure is the average visitor spending in the region. The average same day per person spend increased slightly from \$34 per to \$39 per visit. At the same time the average spend per person per overnight visit has decreased dramatically from \$144 per person to just \$81 per person by 2016.

#### Total Person Visits and Visitor Spending

	2012	2013	2014	2015	2016
Total Person Visits (Weighted)	1,176,334	1,155,905	1,478,759	1,512,626	1,649,535
<b>Total Visitor Spending</b>	\$99.2	\$89.4	\$99.4	\$109.5	\$106.1

Total visitor spending increased by just 7 percent while the total person visits increased by 26 percent between 2012 and 2016.



#### Total Person Visits and Visitor Spending (2012 to 2016)

	2012	2013	2014	2015	2016
Transport	24,564,171	26,095,505	29,814,431	27,213,157	26,572,225
Accommodation	15,421,220	15,571,176	15,194,871	21,096,662	16,021,746
Food & Beverage	44,788,290	34,637,910	40,259,724	50,843,420	54,510,316
Recreation/ Entertainment	7,037,273	6,232,060	5,075,920	3,779,774	2,745,713
Retail/Other	7,358,365	6,865,882	9,044,887	6,604,465	6,237,290

Looking a little closer at total visitor spending, food and beverage is the only sector with a significant increase over the five-year period. The Accommodation sector has experienced some swings in spending from a low of \$15.2 million in 2014 to a high of \$21.1 in 2015 before dropping down to \$16 million in 2016. Spending on transportation is up from \$24.6 million to \$26.6 million. At the same time the spending on recreation/entertainment is less than half the level of 2012. Retail spending is also down from a high of \$9 million in 2014 to \$6.2 million in 2016.

The food and beverage spending patterns may also be a reflection of the growth in visits to private homes and cottages. While the spending at restaurants and bars has increased six percent over the five years, there was a sizeable increase of 27 percent in food and beverage spending at stores.

#### Food and Beverage Spending

	2012	2013	2014	2015	2016
Stores	22,238,636	16,217,614	17,907,944	29,893,065	30,572,010
Restaurants & Bars	22,549,654	18,420,296	22,351,780	20,950,355	23,938,306

Spending on culture and recreation has declined over the five-year period from \$7 million in 2012 to just \$2.7 million in 2016. The spending on recreation declined 29 percent while the spending on culture declined by over 200 percent.

## Recreation and Culture Spending

	2012	2013	2014	2015	2016
Recreation	1,194,952	2,728,693	3,673,307	2,428,682	928,294
Culture	5,842,321	3,503,368	1,402,612	1,351,092	1,817,419

## 11.4 Detailed Asset Analysis

### Asset Category: Branded Touring Trails

Assessment	Draw	Duration	Off Season
Trent Severn Trail Towns	Medium	Medium	Low
Kawartha Arts & Heritage Trail	High	High	Low
Butter Tart Tour	High	High	Medium
Legends and Lore Walking Tour	Medium	Low	Low

### Visitor Profiles

**Trent Severn Trail Towns:** Knowledge, Family Memory Outgoing Mature Couples

**Kawartha Arts & Heritage Trail:** Knowledge, Up & Coming, Outgoing Mature Couples

**Butter Tart Tour:** Family Memory, Up & Coming, Outgoing Mature Couples

**Legends and Lore Walking Tour:** Knowledge, Outgoing Mature Couples

### Asset Category: Branded Touring Trails

Assessment	Draw	Duration	Off Season
Kawartha Trans Canada Trail	Medium	Medium	Medium
Victoria Rail Trail	High	Medium	Medium
Somerville Trail	Medium	Medium	Low

### Visitor Profile

**Kawartha Trans Canada Trail:** Knowledge, Up & Coming, Sports Lovers, Connected Explorers, Nature Lovers

**Victoria Rail Trail:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Somerville Trail:** Up & Coming, Sports Lovers, Nature Lovers

## Asset Category: Waterway Facilities

Assessment	Draw	Duration	Off Season
<b>1. Locks</b>			
Bobcaygeon Locks	High	High	Low
Fenlon Falls Locks	Medium	Medium	Low
Rosedale Lock/OTENTiks	Medium	Medium	Low
Lindsay Lock	Medium	Medium	Low
Kirkfield Lock	Medium	Medium	Low

## Visitor Profile

**Bobcaygeon Locks:** Knowledge, Family Memory, Outgoing Mature Couples

**Fenlon Falls Locks:** Knowledge, Family Memory, Outgoing Mature Couples

**Rosedale Lock/OTENTiks:** Family Memory, Up & Coming, Sports Lovers, Connected Explorers, Nature Lovers, Outgoing Mature Couples

**Lindsay Lock:** Knowledge, Family Memory, Nature Lovers, Outgoing Mature Couples

**Kirkfield Lock:** Knowledge, Family Memory, Nature Lovers, Outgoing Mature Couples

Assessment	Draw	Duration	Off Season
<b>2. Beaches</b>			
Blanchard's Road Beach	Medium	Medium	Low
Beach Park	High	Medium	Low
Riverview Beach Park	High	Medium	Low
Centennial Park West	High	Medium	Low
Omeme Beach	Low	Low	Low
Birch Point	Low	Low	Low
Bond Street	High	Medium	Low
Sturgeon Point Beach	Low	Low	Low
Head Lake	High	Medium	Low
Norland Bathing Area	Medium	Low	Low
Valentia Beach (aka Sandbar Beach)	High	Low	Low
Burnt River Beach	Medium	Low	Low
Burnt River Four Mile Lake	Low	Low	Low
Centennial Beach	High	Low	Low
Verulam Recreational Park	High	Low	Low
Boat Launches (multiple launches in 11 communities)	High	Medium	Low

## Visitor Profile

**Blanchard's Road Beach:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Beach Park:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Riverview Beach Park:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Centennial Park West:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Omeme Beach:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Birch Point:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Bond Street:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Sturgeon Point Beach:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Head Lake:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Norland Bathing Area:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Valentia Beach (aka Sandbar Beach):** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Burnt River Beach:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Burnt River Four Mile Lake:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Centennial Beach:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Verulam Recreational Park:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Boat Launches (Multiple launches in 11 communities):** Family Memory, Up & Coming, Outgoing Mature Couples

## Asset Category: Experiences

Assessment	Draw	Duration	Off Season
Canoeing/Kayaking	Medium	Medium	Low
Boating	High	High	Low
Fishing	Medium	Medium	Low

## Visitor Profile

**Canoeing/Kayaking:** Family Memory, Sports Lovers, Nature Lovers

**Boating:** Family Memory, Sports Lovers, Nature Lovers

**Fishing:** Family Memory, Sports Lovers, Nature Lovers

### Asset Category: Parks/Outdoor

Assessment	Draw	Duration	Off Season
Balsam Lake Provincial Park	High	High	Low
Emily Provincial Park	High	Medium	Low
Indian Point Provincial Park	High	Medium	Low
Canada US Walleye Tournament	High	Low	Medium
Kawartha Lakes Classic Cycling Tour	High	Medium	Low
Queen Elizabeth II Wildlands Provincial Park (Adjacent KL)	High	Low	Low

### Visitor Profile

**Balsam Lake Provincial Park:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Emily Provincial Park:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Indian Point Provincial Park:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers

**Canada US Walleye Tournament:** Up & Coming, Sports Lovers, Nature Lovers

**Kawartha Lakes Classic Cycling Tour:** Family Memory, Sports Lovers

**Queen Elizabeth II Wildlands Provincial Park (Adjacent to KL):** Knowledge, Up & Coming, Sports Lovers, Nature Lovers

### Asset Category: Experiences

Assessment	Draw	Duration	Off Season
Hiking	High	High	Low
Cycling	High	Medium	Low
ATVs	Medium	Medium	Low

### Visitor Profile

**Hiking:** Family Memory, Up & Coming, Sports Lovers, Nature Lovers, Outgoing Mature Couples

**Cycling:** Family Memory, Up & Coming, Sports Lovers

**ATVs:** Family Memory, Sports Lovers

**Snowmobiling:** Family Memory, Sports Lovers

### Asset Category: Entertainment/Events

Assessment	Draw	Duration	Off Season
Lindsay Exhibition	Medium	Low	Medium
Highland Cinemas	High	Low	Low
Kawartha Farmfest	Medium	Low	Low
Bikefest: Bobcaygeon	High	Medium	Low
Milk Run	High	Low	Low
Santa Day in Fenelon Falls	Medium	Low	Low
Simcoe Day in Fenelon Falls	Medium	Low	Low
Classics on Kent, Lindsay	Medium	Low	Low

### Visitor Profile

**Lindsay Exhibition:** Family Memory, Up & Coming

**Highland Cinemas:** Knowledge, Family Memory, Up & Coming, Connected Explorers

**Kawartha Farmfest:** Knowledge, Family Memory, Up & Coming, Connected Explorers, Outgoing Mature Couples

**Bikefest: Bobcaygeon:** Knowledge, Family Memory, Up & Coming, Outgoing Mature Couples

**Milk Run:** Family Memory, Up & Coming, Sports Lovers

**Santa Day in Fenelon Falls:** Family Memory

**Simcoe Day in Fenelon Falls:** Family Memory, Up & Coming, Outgoing Mature Couples

**Classics on Kent, Lindsay:** Family Memory, Up & Coming, Outgoing Mature Couples

### Asset Category – Main Streets

Assessment	Draw	Duration	Off Season
Lindsay	Medium	Medium	Medium
Bobcaygeon	High	High	Medium
Speciality retail (Bigley's, Kawartha Store)	High	High	Medium
Fenelon Falls	High	Medium	Medium
Omeme	Low	Low	Low



## Visitor Profile

**Lindsay:** Knowledge, Family Memory, Up & Coming, Sports Lovers, Connected Explorers, Outgoing Mature Couples

**Bobcaygeon:** Knowledge, Family Memory, Up & Coming, Sports Lovers, Connected Explorers, Outgoing Mature Couples

**Speciality retail (Bigley's, Kawartha Store):** Knowledge, Family Memory, Up & Coming, Sports Lovers, Connected Explorers, Outgoing Mature Couples

**Fenelon Falls:** Knowledge, Family Memory, Up & Coming, Sports Lovers, Connected Explorers, Outgoing Mature Couples

**Omeme:** Knowledge, Outgoing Mature Couples

## Asset Category – Heritage

Assessment	Draw	Duration	Off Season
Dry Stone Wall	Medium	Medium	Low
Canada's Smallest Jail	Medium	Low	Medium
Olde Gaol Museum	Medium	Low	Medium

## Visitor Profile

**Dry Stone Wall:** Knowledge, Outgoing Mature Couples

**Canada's Smallest Jail:** Family Memory

**Olde Gaol Museum:** Knowledge, Family Memory

## Asset Category – Arts & Culture

Assessment	Draw	Duration	Off Season
Colborne Street Gallery	Medium	Low	Medium
Jean Watson Studio	Medium	Low	Medium
Clayworks Pottery	Medium	Low	Medium
Kawartha Settlers Village	Medium	Medium	Low
Quaker Oats Farm	High	Medium	Medium
Globus Theatre	High	Medium	Medium
Celebration Event Centre	Medium	Medium	Medium
Academy Theatre	High	Medium	Medium
Kawartha Art Gallery	Medium	Low	Medium
South Pond Farms	High	Medium	Low

### Visitor Profile

**Colborne Street Gallery:** Knowledge, Up & Coming, Connected Explorer, Outgoing Mature Couple

**Jean Watson Studio:** Knowledge, Up & Coming, Connected Explorer, Outgoing Mature Couple

**Clayworks Pottery:** Knowledge, Up & Coming, Connected Explorer, Outgoing Mature Couple

**Kawartha Settlers Village:** Knowledge, Family Memory, Outgoing Mature Couples

**Quaker Oats Farms:** Family Memory, Up & Coming

**Globus Theatre:** Knowledge, Up & Coming, Outgoing Mature Couples

**Celebration Event Centre:** Knowledge, Family Memory, Connected Explorers

Academy Theatre: Knowledge, Up & Coming, Outgoing Mature Couples

**Kawartha Art Gallery:** Knowledge, Up & Coming, Outgoing Mature Couples

**South Pond Farms:** Knowledge, Up & Coming, Connected Explorers, Outgoing Mature Couples

### Asset Category – Experiences

Assessment	Draw	Duration	Off Season
Yam and Fibre Festival	Medium	Medium	Low
Kawartha Arts Festival	High	Medium	Low
Gallery Tour	High	Medium	Low

### Visitor Profile

**Yam and Fibre Festival:** Knowledge

**Kawartha Arts Festival:** Knowledge, Up & Coming, Connected Explorers, Outgoing Mature Couples

**Gallery Tour:** Knowledge, Up & Coming, Connected Explorers, Outgoing Mature Couples

## Asset Category – Agri-Tourism/Local Food

Assessment	Draw	Duration	Off Season
<b>1. Farmer's Market</b>			
Lindsay Saturday	High	Medium	Low
Lindsay Thursday	Medium	Low	Low
Kinmount	High	Low	Low
Bobcaygeon	Medium	Low	Low
Fenelon Falls	Medium	Low	Low

### Visitor Profile

**Lindsay Saturday:** Knowledge, Family Memory, Up & Coming

**Lindsay Thursday:** Knowledge, Family Memory, Up & Coming

**Kinmount:** Knowledge, Family Memory, Up & Coming

**Bobcaygeon:** Knowledge, Family Memory, Up & Coming

**Fenelon Falls:** Knowledge, Family Memory, Up & Coming

Assessment	Draw	Duration	Off Season
<b>2. Notable Restaurants</b>			
Zirardo's Resturant, Fenelon Falls	High	Low	Medium
Donatella Bar & Grill, Bobcaygeon	Medium	Low	Medium
Lindsay's Aroma	Medium	Low	Medium
Riverside Inn, Norland	High	Medium	Medium
Kawartha Dairy Headquarters	High	Medium	Medium
Olympia Restaurant, Café & Bar, Lindsay	Medium	Low	Medium
Little Schnitzel House, Lindsay	High	Medium	High
Water's Edge Restaurant, Bobcaygeon	Medium	Low	Low
Mickeals Bakery (Lindsay, Omemee)	High	Low	High
Kawartha Choice Farm Fresh	High	Low	Low

### Visitor Profile

**Zirardo's Resturant, Fenelon Falls:** Knowledge, Family Memory, Up & Coming, Sports Lovers, Connected Explorers, Nature Lovers, Outgoing Mature Couples

**Donatella Bar & Grill, Bobcaygeon:** Knowledge, Family Memory, Up & Coming, Sports Lovers, Connected Explorers, Nature Lovers, Outgoing Mature Couples

**Lindsay's Aroma:** Knowledge, Family Memory, Up & Coming, Sports Lovers, Connected Explorers, Nature Lovers, Outgoing Mature Couples  
**Riverside Inn, Norland:** Knowledge, Family Memory, Up & Coming, Sports Lovers, Connected Explorers, Nature Lovers, Outgoing Mature Couples  
**Kawartha Dairy Headquarters:** Knowledge, Family Memory, Up & Coming, Sports Lovers, Connected Explorers, Nature Lovers, Outgoing Mature Couples  
**Olympia Restaurant, Café & Bar, Lindsay:** Knowledge, Family Memory, Up & Coming, Sports Lovers, Connected Explorers, Nature Lovers, Outgoing Mature Couples  
**Little Schnitzel House, Lindsay:** Knowledge, Family Memory, Up & Coming, Sports Lovers, Connected Explorers, Nature Lovers, Outgoing Mature Couples  
**Water's Edge Restaurant, Bobcaygeon:** Knowledge, Family Memory, Up & Coming, Sports Lovers, Connected Explorers, Nature Lovers, Outgoing Mature Couples  
**Mickeals Bakery (Lindsay, Omeme):** Knowledge, Family Memory, Up & Coming, Sports Lovers, Connected Explorers, Nature Lovers, Outgoing Mature Couples  
**Kawartha Choice Farm Fresh:** Knowledge, Up & Coming, Connected Explorers, Nature Lovers, Outgoing Mature Couples

#### Asset Category – Accommodation

Assessment	Draw	Duration
<b>Lindsay</b>		
Days Inn	Low	NA
Admiral Inn/Conference Centre	Low	NA
Knights Inn	Low	NA
Howard Johnsons	Low	NA
Kent Inn	Low	NA
Ramada	Low	NA
<b>Fenelon Falls</b>		
Bobcaygeon Inn	High	NA
Eganridge Resort	High	NA

## 11.5 Comparator Community Events

### Muskegon, Michigan

Category	Season	Festival/Event/Attr action	Comments
Music, Family	Summer	White Lake Chamber Music	2-day classical music fest
Music, Family	Summer	Rock Stock	4 <sup>th</sup> of July rock festival
Music, Family	Summer	Irish Music Festival	Sept- culture, music 4 stages Irish market
Music, Family	Summer	Muskegon City Youth Fair	3 days/Experience farm life/ music/theatre
Arts	Summer	Lakeshore Arts Fest.	July-350 arts exhibitors
Arts	Summer	Arts and Drafts Festival	Sept/ combine culture fest and local brewery open house
Arts	Summer	Muskegon Museum Art	
General	Summer	Jesse Jackson African Amer. Museum	
General	Summer	SS Milwaukee Ship Museum	
General	Summer	Rebel Road Motorcycle Fest.	Main St. July charity event att: 1,000+
General	Summer	Seaway Run and Expo	Regional health/fitness
General	Dec-Apr	Snowfest	Main St- food/breweries/comp.
General	Dec-Apr	Winter Beerfest	Feb: Brewers Guild event
General	Fall	Fall Colour Tours (weekly)	
General	Fall	Antique Tractor/Engine	Celebrate farms/ food
General	Fall	Free Fishing Wknd	Licence fees waived wknd

### Skaneateles, New York

Category	Season	Festival/Event/Attraction	Comments
Entertainment	Summer	Band Concerts on Lake	Fri eve. all summer
Entertainment	Summer	Skaneateles Music Fest	Chamber music on lake
Entertainment	Summer	Curbstone Festival	Shop, music, events
Entertainment	Summer	Antique Classic Boat Fest.	
Arts	Summer	Antique Fair	Artisan/antique fair
Arts	Summer	Walking gallery tour	
Arts	Winter	Dickens Christmas	Retail fair/Nov Thksg-Xmas
Arts	Winter	Winterfest	Jan24/25 – food/events

### Shawinigan, Québec

Category	Season	Festival/Event/Attraction	Comments
Museum	Year Round	Le Cite de l'Energie	Prov'l Attraction year-round
Museum	Year Round	Musee de Jean Chretien	
Outdoor Activities	Summer	Intl. Classic Canoe Race	Since 1934/ river race 30km, prov. attraction
Outdoor Activities	Summer	Defis du Parc Cycle race	Sept/ Can. #1 sport cycle event
Outdoor Activities	Summer	Prov. Dragon Boat Race	
Outdoor Activities	Summer	GPS Car Rally	
Outdoor Activities	Summer	TreeGO	Tree-Top Aerial Adventure/ camping/rock climbing
Outdoor Activities	Summer	Parc de L'il Melville	Natural Forest/ hiking/ Camping O'tents
Outdoor Activities		Tribal Fest	Competitive sports, BMX, paddleboard slacsine etc.
Outdoor Activities	Winter	Defis du Parc Nordic Race	3-day winter x-ski event
Outdoor Activities	Winter	Valle Rocanigan	16km ttl, X-Ctry/snowshoe
Entertainment	Winter	Cirque Eloize	Contemporary circus

Category	Season	Festival/Event/ Attraction	Comments
Entertainment	Winter	Dragao Acrobat Fest.	Fantasy acrobat event
Arts	Fall	Ste. Flore Painters Conference	Art show, seminars
Arts	Fall	Book Fair	
Arts	Fall	Painter's Alley	Regional artist downtown streets
Entertainment	Fall	Shawicon	Québec Pop culture, gaming, virtual reality events

## 11.6 Emerging Opportunities

### Wellness Retreats.

Adapted from [CBI website](#)

Wellness tourism is travel in pursuit of maintaining or enhancing physical or emotional wellbeing. It can include visits to a spa, beauty treatments, massage, yoga, meditation and mindfulness. Wellness travelers are particularly interesting because they are typically higher spending visitors.

Key attractor elements for a wellness traveler are:

- Beach access
- Pools or swimming
- Healthy cuisine
- Access to nature and the scenic outdoors
- Fitness facilities and classes
- Outdoor adventure programming
- Environmentally friendly
- Traditional sports like golf or tennis
- Doing good for the local community
- Hot springs or mineral springs.

Wellness travel pairs well with active travel activities such as hiking and cycling, especially in nature. Cultural and historical excursions are also an interesting addition to a wellness holiday.



Wellness tourists are typically between age 36 and 55. Adventure, environmental and social sustainability and giving back to the local community are significantly more important to younger wellness tourists. Older wellness tourists prefer resorts, while the younger wellness tourists prefer nature and yoga retreats.

### **Opportunity Review: Film and Video Production**

Compiled from [OMDC website](#)

Ontario municipalities are increasingly recognizing the benefits of attracting and supporting film and video production as part of their tourism efforts. Film production can grow the profile of the community while providing an economic boost through food and accommodation expenditures.

Ontario destinations are an attractive option for film production due to the variety of location looks and terrains along with the significant incentives and services available for film production in the province.

Ontario Creates, the agency responsible for attracting and supporting film production in Ontario, reports that there were 324 film and television projects were produced in Ontario in 2018. contributing \$1.9 billion to the economy and created 37,000 full-time direct and spin-off jobs.

Kawartha Lakes has the potential to benefit from the growing opportunities in Ontario due to the City's proximity to Toronto's production studios, and film industry workforce. Recent reports indicate a 50 -person film crew can have an economic impact of \$3,000 per day increasing to \$9,000 per day for crews spending the night in the community<sup>15</sup>.

Key elements for supporting a film industry include:

- An inventory of filming locations with detailed property information and image library
- Information and promotional materials targeting film production
- Film production procedures and permitting
- A film liaison responsible for responding to requests for information, timely processing of permits, coordinating access to filming locations and other municipal services such as road closures

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<sup>15</sup> [Brantford Expositor Article](#)

- Support services (hotel accommodation, restaurants, mobile catering services, equipment rental, couriers, lumberyards, temporary services and car rental agencies).

Ontario Creates provides a variety of services to municipalities to facilitate film production most notably inclusion in the agency's location directory and location preparedness support.

## 11.7 Kawartha Lakes Destination Development Plan – Implementation Plan

### Objective 1

### Establish Kawartha Lakes as a leader in outdoor experiences

#### Boating

Recommended Action	Time Frame	Priority
1.1 Build itineraries to direct visitors to less visited locks the 3 locks (Lindsay, Kirkfield, Rosedale)	Immediate	High
1.2 Support improvements in the other three locks to meet Fenelon, Bobcaygeon locks' amenities	Long-term	High

#### Cycling

Recommended Action	Time Frame	Priority
1.3 Explore opportunities for fat bike experiences for winter months	Medium term	Medium
1.4 Develop supporting conventional and digital wayfinding	Medium term	High
1.5 Establish Kawartha Lakes as a select destination for trail cycling	Long term	Medium

## Hiking

Recommended Action	Time Frame	Priority
1.6 Ensure funding for on-going trail maintenance	Short-term	High
1.7 Include opportunities for natural interpretation in the trail network trails, incorporate historical, cultural and arts landmarks into Kawartha Lakes' trails	Long term	Medium

## Objective 2

### Build culinary, local culture and accommodation infrastructure

#### Culinary

Recommended Action	Time Frame	Priority
2.1 Connect restaurants with local food providers	Medium-term	High
2.2 Implement the Growing Food Tourism Strategy	Short-term and ongoing	High
2.3 Support local food producers to expand visitor experiences, increasing tourism activity and revenue.	Short-term and ongoing	High
2.4 Tell the story of local food producers	Medium-term and ongoing	Medium
2.5 Connect restaurants with heritage organizations – encourage use of heritage references in menu offerings	Long-term	Nice to do
2.6 Create a brewery itinerary and map	Immediate	High

## Events

Recommended Action	Time Frame	Priority
2.7 Support the development of cultural events in natural environment, with artisans and local food	Medium-term	High
2.8 Support the establishment of a juried art show themed around Kawartha Lakes' natural assets	Long-term	Medium

## Downtown Main Streets

Recommended Action	Time Frame	Priority
2.9 Provide public spaces for events	Long-term	High
2.10 Incorporate public art, street furniture, streetscaping in the downtowns, recognizing the character of individual communities	Long-term	Medium
2.11 Consider establishing design guidelines in the Community Improvement Plan	Long-term	Medium
2.12 Expand the CIP to support second story accommodation rental spaces	Medium-term	High
2.13 Target downtown businesses for tourism networking, workshops, bundling activities	Short-term and ongoing	High

## Objective 2

### Build culinary, local culture and accommodation infrastructure

#### Accommodations

Recommended Action	Time Frame	Priority
2.14 Create itineraries for VFR and Airbnb hosts (also referenced under bundling)	Short-term	High
2.15 Establish a database of Airbnb/VRBO owners to share municipal information tourism marketing and event calendar information	Short-term	High

#### Wayfinding

Recommended Action	Time Frame	Priority
2.16 Consider the development of a municipal wayfinding strategy.	Medium-term	Medium
2.17 Distinguish key tourism offerings from current destination wayfinding program	Medium-term	Nice to do

### Objective 3

#### Bundle Kawartha Lakes' offerings to expand draw and duration

Recommended Action	Time Frame	Priority
3.1 Expand branded tour development	Medium-term	High
3.2 Host package workshops for tourism stakeholders incorporating three components (food, event and tourist activity)	Medium-term	High
3.3 Host tourism event workshops for event organizers	Short-term and ongoing	High
3.4 Identify experiential tourism opportunities and host experiential tourism workshops for potential experience providers	Medium-term	Medium

### Objective 4

#### Become a leader in sustainable tourism practices

Recommended Action	Time Frame	Priority
4.1 Establish a regenerative/ sustainable tourism mandate and standards	Medium-term	High
4.2 Lead by example. Adopt green principles in the tourism department	Short-term and ongoing	High
4.3 Advise tourism partners, operators, event organizers and related businesses on how to adopt green principles	Medium-term and ongoing	Medium



Recommended Action	Time Frame	Priority
4.4 Advise visitors on how to have a green trip	Medium-term and ongoing	Medium
4.5 Provide electric vehicle charging stations	Long-term	Nice to do
4.6 Explore sharing options to address visitor transportation demand in the summer months	Medium-term	Medium
4.7 Expand bike sharing opportunities in Kirkfield, Lindsay and Rosedale	Short-term	High
4.8 Support the development of the Active Transportation Strategy	Immediate	High
4.9 Develop itineraries that drive visitors to low traffic areas within Kawartha Lakes	Short-term	High

## Objective 5

### Allocate the necessary resources to implement the Destination Development Plan

#### Stakeholder Engagement

Recommended Action	Time Frame	Priority
5.1 Consult with the economic development cluster and tourism stakeholders on the potential for new experiences	Medium-term	High
5.2 Consult with the economic development cluster on branding the current outdoor active product with an off-season focus	Medium-term	Medium
5.3 Work with existing operators and event organizers to identify potential extensions to existing summer experiences	Medium-term	High

Recommended Action	Time Frame	Priority
5.4 Encourage event organizers to create a post Labour Day and winter tourist events	Medium-term	Medium
5.5 Develop a research bank to share best practices for tourism stakeholders	Long-term	Nice to do

### Funding

Recommended Action	Time Frame	Priority
5.6 Explore opportunities to access RTO and provincial funding to support product development	Short-term	High
5.7 Host grant writing workshops for event organizers and other tourism stakeholders.	Medium-term	Medium

### Human and Financial Resources

Recommended Action	Time Frame	Priority
5.8 Establish separate roles for tourism marketing and product development	Short-term	High

## Committee of the Whole Report

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**Report Number:** CAO2021-003

**Meeting Date:** April 6, 2021

**Title:** Proposed Council Policy Review Program

**Description:** Confirm and review all Council policies within this term of Council, as required by Policy CP2016-003.

**Author and Title:** Ron Taylor, Chief Administrative Officer

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### Recommendation(s):

**That** Report CAO2021-003, **Proposed Council Policy Review Program**, be received;

**That** the Council policies listed in Appendix B to report CAO2021-003, and substantially in their current form, be confirmed, renumbered and approved;

**That** the Council policies listed in Appendix C to report CAO2021-003, be rescinded;

**That** the Council policies listed in Appendix D to report CAO2021-003, be referred to staff for review, with recommended changes brought back to Council for consideration and policy approval before end of Q4 2021; and

**That** these recommendations be brought forward to Council for consideration at the next Regular Council Meeting.

**Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_

## **Background:**

Council Policies are to be reviewed at least once during each term of Council, pursuant to Policy CP2016-003, being the Council Policy on the City's Policy System. A copy of this policy is included as Appendix A to this report. Council currently has 78 established policies. This report provides recommendations to Council to confirm and/or review all established policies within this term of Council.

## **Rationale:**

In preparation for the review of Council Policies, a new page has been created within the City's website to house all of the established policies for the City of Kawartha Lakes.

<https://www.kawarthalakes.ca/en/municipal-services/council-policies.aspx>

Staff has completed an initial review of Council's 78 established policies. All are listed in Appendix B to E, respectively, to this report. This listing recommends:

- 34 policies that are relevant in their current form, and Council should confirm this by renewing with no update(s) required;
- 5 policies that should be rescinded, as these policies are no longer relevant or have been replaced by management directives or guidelines;
- 26 policies that require further review and update. Of these policies, 16 are corporate or department-focused, and 9 are council-focused; and
- 13 policies that have already been updated and approved by this current council (requiring no further action).

## **Other Alternatives Considered:**

Council could choose to review other policies not currently recommended within this review program. Additional direction to refer these policies to staff for review, consideration and report back would be required.

Council could choose to establish a task force to review some or all existing policies. Direction to staff to establish a draft terms of reference and scope of work for council approval would be required.

Council could choose to maintain all established policies in their current form. This is not recommended as some do require substantive updates.

## **Alignment to Strategic Priorities**

Reviewing policies aligns with Council's priority of Good Government. The Plan establishes a goal of "... increasing efficiency and effectiveness of service delivery." To accomplish this goal, the City will:

- develop and document current levels of service; and
- streamline by-laws, policies and processes.

## **Financial/Operation Impacts:**

There are no immediate financial implications resulting from the review of Council policies. Council could, through a review of individual policies, adjust resultant service levels to inform future budgets.

Reviewing council policies regularly is important to confirm service levels, and to provide clear guidance for processes, expectations and service delivery implementation to the administration.

## **Consultations:**

City Council  
All departments

## **Attachments:**

Appendix A – CP2016-003 - Council Policy on the City's Policy System



CP2016-003 Policy  
System.docx

Appendix B – Council Policies – Confirm and Renew



Appendix B - Council  
Policies - Confirm and

## Appendix C – Council Policies – Rescind



Appendix C - Council  
Policies - Rescind.xlsx

## Appendix D – Council Policies – Review and Update in 2021



Appendix D - Council  
Policies - Review and

## Appendix E – Council Policies – Updated this Term of Council (No action required)



Appendix E - Council  
Policies - Updated thi

**Department Head email:** [rtaylor@kawarthalakes.ca](mailto:rtaylor@kawarthalakes.ca)

**Department Head:** Ron Taylor, CAO

**Department File:** A10

## Council Policy

Council Policy No.:	CP2016-003
Council Policy Name:	City of Kawartha Lakes – Policy System
Date Approved by Council:	December 12, 2006
Date revision approved by Council:	January 12, 2016
Related SOP, Management Directive, Council Policy, Forms	Management Directive Template, Council Policy Template, SOP Template

### Policy Statement and Rationale:

A framework for consistent and accountable documentation for decision-making and for actions of staff is important. The City of Kawartha Lakes Policy and Standard Operating Procedure (SOP) System contains a range of documentation formats to ensure consistency and accountability in decision-making while empowering timely and responsive action by staff of the Corporation. Such formats also support a Risk Management approach to decision-making while ensuring that decisions and actions of staff are addressed in a timely manner.

This system is not a substitute for, nor does it replace, the legal interpretation of any by-law, provincial or federal act or regulation.

### Scope:

This policy applies to all city developed policies, management directives and department/division standard operating procedures and is intended to be a minimum standard for the Corporation.

This policy was developed in accordance with Section 224 b), c) and d) of the Municipal Act, 2001 which states:

It is the role of Council,

- a) to develop and evaluate the policies and programs of the municipality;



- b) to ensure that administrative practices and SOPs are in place to implement the decisions of Council; and
- c) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality.

### **Definitions:**

**Council Policy** shall mean a document which requires the approval of Council, and which relates to the following:

- the subject matter/issue has a direct impact on a reduction or increase of service delivery or defining the level of service;
- the subject matter/issue has significant material financial implications;
- there is a desire for Council support of the policy for sound Risk Management and/or accountability reasons;
- the policy deals with governance issues not specifically addressed through the procedural by-law; and/or
- there is a requirement by legislation to have a Council approved policy.

**Management Directive** shall mean a document that does not require the approval of Council and that is issued by the CAO or delegated individual. A management directive relates to the following:

- defined authorities and accountabilities for staff;
- general operational guidelines which are deemed to be required to ensure a consistent level of service and/or decision-making by staff within the context of Council-approved policies, budgets or defined services;
- general operational guidelines that set out a consistent set of rules for staff to operate within to ensure consistent application for all staff; and/or
- legislated policies or SOPs mandated by another level of government where the program has been approved by Council through the budget process or by way of an agreement.

**Department Standard Operating Procedures (SOPs)** shall mean a document that requires the approval of the Director of the relevant department and relates to the following:

- work instructions for staff to implement an approved program, service, Council policy, legislative requirement or Management Directive;
- general operational procedures or guidelines which are deemed to be required to ensure a consistent level of service and/or decision-making by staff within the context of Council-approved policies, budgets or defined services.

## Policy:

### Policy and Procedures

#### 1.0 Responsibilities for Policies, Directives and Procedures

##### 1.01 Council is responsible for:

- final approval of all Council Policies for the Corporation of the City of Kawartha Lakes; and
- complying with City approved Council Policies.

##### 1.02 The Chief Administrative Officer is responsible for:

- final approval of all Management Directives except where these have been delegated, or where they can be defined as work instructions, or where legislative requirements assign responsibility to a Director or City Clerk or a specific titled position;
- assigning and/or developing Council Policies and Management Directives which cover more than one Department and/or have corporate implications;
- re-confirming Council Policies and Management Directives at least once during each term of Council; and
- delegating appropriate authority for approval of Management Directives.

##### 1.03 All Directors/Managers are responsible for the following within their scope of authority:

- ensuring their Departments and Divisions are in compliance with Council Policies, Management Directives and SOPs;
- delegating appropriate authority for approval of Department SOPs;
- developing Council Policies, Management Directives and Department SOPs;
- ensuring that the creation and revision of Council Policies and Management Directives is compliant with this policy;
- obtaining approval of Management Directives from the Chief Administrative Officer prior to implementation except those where they may have legislative responsibilities which supersede the CAO and/or as delegated by the CAO;
- initiating and implementing new Council Policies and Management Directives in a timely manner;
- reviewing all Council Policies and Management Directives and SOPs to ensure information is current, timely and relevant;
- obtaining appropriate stakeholder input and sufficient consultation when developing Council Policies or Management Directives;
- effective communication and training of staff who will be affected by the new or revised Council Policies, Management Directives and Department SOPs;
- recommending removal of obsolete Council Policies and Management Directives and removing Department SOPs;
- where hard-copies exist, removal of obsolete Council Policies, Management Directives and Department SOPs to prevent inadvertent use;

- retaining obsolete Department SOPs in accordance with the Records Retention By-law;
  - ensuring the notification to the City Clerk's Office of any changes/revisions/ replacements to Council Policies or Management Directives; and
  - checking applicable legislation and regulations to verify, and reference the most recent version. The Council policy should reference the legislation only and not include a copy of the legislation. Paraphrasing of legislation is not permitted.
- 1.04 The City Clerk is responsible for:
- maintaining a current central repository of the Council Policy and Management Directives Management system;
  - developing a notification system in consultation with Directors.
- 1.05 All staff members are responsible for:
- regularly reviewing Council Policies, Management Directives and Department SOPs for their respective department;
  - complying with Council Policies, Management Directives and Department SOPs;
  - ensuring the use of the most current version of a Council Policy, Management Directive or Department SOP;
  - notifying Director/Manager of obsolete Council Policies, Management Directives and Department SOPs;
  - reporting occurrences of non-compliance to practice standards to their immediate supervisor.

## **Council Policies**

### **2.0 Issue and Approval of Council Policies**

- 2.01 All Council Policies are established by decision of Council through the submission of a Report to Council.
- 2.02 Directors responsible for the business process are responsible for the issue of current and approved documentation. Input will be sought from key stakeholders in the development of Council Policies where overlapping functions are critical.
- 2.03 Where there are significant modifications or major rewrites of Council Policies, a secondary review is required with the key stakeholders and senior management. Minor edits which do not change the process or interpretation do not require review or approval. An example where no approval is required is where the only change to the Council Policy would be a position title change due to organizational changes. In these cases, through the relevant Director bringing the matter to his/her attention, the CAO has the authority to make the revision to the Council Policy and advise the City Clerk, who will revise the Council Policy and re-circulate.

### **3.0 Availability and Access Privileges for Council Policies**

- 3.01 Council Policies are approved **before** being considered an expected standard of performance.
- 3.02 Access to any City Approved Council Policy within the Central Repository for the purpose of revision, shall be restricted only to the members of the Clerk's Office.
- 3.03 All other staff with network access shall have read and copy/print access to the Central Repository. New requests for access privileges are authorized by the City Clerk.

### **4.0 Notice of Council Policy Adoption and/or Change**

- 4.01 All staff shall be notified of new or revised Council Policies when posted.
- 4.02 Notice of all new or revised Council Policies shall be placed on the employee website by the person within the Human Resource Division who is responsible for employee website content. A copy of the Council Policy shall be made available to staff by either placing it on the website or linking it to the Central Repository.

### **5.0 Forms**

- 5.01 All Council Policies shall be submitted for approval on the standard corporate policy format.

## **Management Directives**

### **6.0 Issue and Approval of Management Directives**

- 6.01 All Management Directives are established through standardized actions for development, submission, approval, distribution, revision, implementation and archiving.
- 6.02 Directors or their delegates are responsible to develop Management Directives or Department SOPs in consultation with other departments that may be impacted by the content.
- 6.03 The CAO shall approve all Management Directives, except where approval been delegated or legislated to another position.
- 6.04 Once the CAO approves a Management Directive it will be submitted to the City Clerk for inclusion in the Central Repository.

- 6.05 Management Directives are approved before being considered an expected standard of performance.

## **Department SOPS**

### **7.0 Issue and Approval of Department SOPS**

- 7.01 All Department SOPS are established through standardized actions for development, submission, approval, distribution, revision, implementation and archiving established by the Director.
- 7.02 Directors responsible for the business process are responsible for the development of Department SOPS, or for delegating the authority for their development. Input will be sought from key stakeholders in the development of Department SOPS. Regard must be taken where department SOPS overlap with other departments.
- 7.03 Directors are responsible to ensure that Department SOPS are published, circulated and available to department staff and reviewed with them on a regular basis.

## Revision History:

Proposed Date of Review:

Revision	Date	Description of Changes	Requested By
0.0	01/20/2021	Updated the Policy Template	

**Appendix B -  
Council Policies - Confirm and Renew**

<b>Department</b>	<b>Policy Name</b>	<b>Policy Number</b>	<b>Action Required</b>
Public Works	Roadside Memorial Policy	C 182 EPW 017	Renew - No Update Required
Public Works	Non-Emergency Fleet Policy	CP2016-012	Renew - No Update Required
Public Works	Seasonal Level of Service Policy	CP2017-001	Renew - No Update Required
Public Works	Right of Way Widths Policy	CP2018-011	Renew - No Update Required
Public Works	Street Sweeping Level of Service Policy	CP2019-001	Renew - No Update Required
Public Works	Level of Service Policy - Water and Wastewater	CP2017-012	Renew - No Update Required
Public Works	Water System Cross-Connection Control Policy	CP2018-003	Renew - No Update Required



**Appendix B -  
Council Policies - Confirm and Renew**

<b>Department</b>	<b>Policy Name</b>	<b>Policy Number</b>	<b>Action Required</b>
Public Works	Rural Mailbox Policy	200 EPW 018	Renew - No Update Required
Community Services	Community Partnerhsip and Development Fund Program Policy	CP2016-008	Renew - No Update Required
Community Services	50/50 Community Project Capital Funding Initiative	CP2016-009	Renew - No Update Required
Community Services	Legacy Community Hydro Electric Systems Transfers (C.H.E.S.T.) Fund Grant Policy and Application	CP2016-011	Renew - No Update Required
Community Services	Fenelon Falls Powerlinks - Fund Disbursement Policy	CP2018-005	Renew - No Update Required
Corporate Services	Council Expense Policy	CP2018-016	Renew - No Update Required
Corporate Services	Budget Policy	CP2016-005	Renew - No Update Required

**Appendix B -  
Council Policies - Confirm and Renew**

<b>Department</b>	<b>Policy Name</b>	<b>Policy Number</b>	<b>Action Required</b>
Corporate Services	Capital Close Policy	CP2017-002	Renew - No Update Required
Corporate Services	Corporate Billing and Collection Policy	CP2017-003	Renew - No Update Required
Corporate Services	Credit Granting Policy	CP2017-004	Renew - No Update Required
Corporate Services	Financial Management Policy	CP2017-005	Renew - No Update Required
Corporate Services	High Bill Adjustment Policy	CP2017-006	Renew - No Update Required
Corporate Services	Recruitment Policy	CP2016-004	Renew - No Update Required
Corporate Services	Non Union Compensation Policy	CP2016-006	Renew - No Update Required

**Appendix B -  
Council Policies - Confirm and Renew**

<b>Department</b>	<b>Policy Name</b>	<b>Policy Number</b>	<b>Action Required</b>
Corporate Services	Employee Benefits Policy	CP2016-007	Renew - No Update Required
Human Services	Children's Services Program Delivery Delegated Authority	CP2016-013	Renew - No Update Required
Human Services	Housing Service Manager Delegated Authority	CP2016-014	Renew - No Update Required
Human Services	Ontario Works Program Delivery Delegated Authority	CP2016-015	Renew - No Update Required
Human Services	Victoria Manor Delegated Authority	CP2016-016	Renew - No Update Required
Office of the CAO	City of Kawartha Lakes Policy System	CP2016-003	Renew - No Update Required
Office of the CAO	Corporate Complaints Handling Policy	CP2016-019	Renew - No Update Required

**Appendix B -  
Council Policies - Confirm and Renew**

<b>Department</b>	<b>Policy Name</b>	<b>Policy Number</b>	<b>Action Required</b>
Office of the CAO	Records Management Program	CP2017-008	Renew - No Update Required
Office of the CAO	Accessibility Policy	CP2018-006	Renew - No Update Required
Office of the CAO	Council Committee Board Task Force Policy	CP2018-017	Review - Update Required
Office of the CAO	Municipal Election Recount Policy	CP2017-011	Review - Update Required
Office of the CAO	Disposal of Real Property	CP2018-013	Renew - No Update Required
Office of the CAO	Real Property Acquisition Policy	205 CAO 044	Renew - No Update Required

**Appendix C**  
**Council Policies - Rescind**

<b>Department</b>	<b>Policy Name</b>	<b>Policy Number</b>	<b>Action Required</b>
Corporate Services	Vacancy Rebate Policy	CP2017-007	Rescind
Corporate Services	City of Kawartha Lakes Municipal Airport Purchasing Policy	179-CKLMA-001	Rescind
Office of the CAO	Telecommunications	023 ADM 001	Rescind
Office of the CAO	Voice Mail Protocol	025 ADM 003	Rescind
Human Services	Use of the Legislation and Hospital Privacy Toolkit	129 SS 026	Rescind

**Appendix D**  
**Council Policies - Review and Update in 2021**

<b>Department</b>	<b>Policy Name</b>	<b>Policy Number</b>	<b>Action Required</b>
Office of the CAO	Use of Corporate Resources for Election Purposes	CP2018-002	Review - Update Required
Office of the CAO	Dock Encroachments Policy	CP2018-001	Review - Update Required
Office of the CAO	Code of Conduct - Employees	CP2016-018	Review - Update Required
Office of the CAO	Land Management Policy	CP2018-007	Review - Update Required
Corporate Services	Employee Expense Policy	CP2016-001	Review - Update Required
Corporate Services	Purchasing Policy	CP2020-003	Review - Update Required
Corporate Services	Whistleblower Policy	CP2016-002	Review - Update Required
Corporate Services	Occupational Health and Safety Policy	CP2016-010	Review - Update Required
Development Services	Public Art Policy	CP2018-008	Review - Update Required

**Appendix D**  
**Council Policies - Review and Update in 2021**

<b>Department</b>	<b>Policy Name</b>	<b>Policy Number</b>	<b>Action Required</b>
Community Services Development Services	Highway, Facility and Park Naming Policy	108 CCS 012	Review - Update Required
Administration	Designation of Contact Persons under the Personal Health Information Protection Act	130 SS 027	Review - Update Required
Public Works	Roadway Level of Service Policy Winter Maintenance	C 124 EPW 010	Review - Update Required
Public Works	Sidewalk Level of Service Policy	C 125 EPW 001	Review - Update Required
Public Works	Assumption of Private and Unassumed Roads Policy	CP2017-010	Review - Update Required
Engineering and Corporate Assets	Tile Loan Program Policy	C 162 EPW 015	Review - Update Required
Engineering and Corporate Assets	Crossing Guard Policy	064 EPW 002	Review - Update Required
Engineering and Corporate Assets	Agricultural Drains to Roadside Ditches	114 EPW 007	Review - Update Required



**Appendix D**  
**Council Policies - Review and Update in 2021**

<b>Department</b>	<b>Policy Name</b>	<b>Policy Number</b>	<b>Action Required</b>
Office of the CAO	Remembrance Day Donations	C-076 CAO 014	To be Reviewed
Office of the CAO	Records Management and Electronic Service Delivery - Privacy Standard	135 CAO 027	To be Reviewed
Office of the CAO	Elected Officials' Records Correspondence Policy - Revised	C-144 CAO 032	To be Reviewed
Office of the CAO	Confidentiality of Information	134 CAO 026	To be Reviewed
Office of the CAO	Accountability and Transparency Policy- Revised	C-148 CAO 035	To be Reviewed
Office of the CAO	Delegation of Council Powers and Duties	C-149 CAO 036	To be Reviewed
Office of the CAO	Extended Use of Lottery Proceeds	126 CAO 021	To be Reviewed
Office of the CAO	Collection Use, Disclosure and Destruction of Information (FOI - MFIPPA)	C-153 CAO 038	To be Reviewed
Human Services	Child Care Fee Increase Policy	C-152 SS 029	To be Reviewed

**Appendix E**  
**Council Policies - Updated this Term of Council (No Action Required)**

<b>Department</b>	<b>Policy Name</b>	<b>Policy Number</b>	<b>Action Required</b>
Corporate Services	Council Computer Systems Policy	CP2018-015	Updated - No Action Required
Corporate Services	Sustainable Procurement Policy	CP2020-002	Updated - No Action Required
Community Services	Alcohol Management on Municipal Premises	CP2019-005	Updated - No Action Required
Development Services	Telecommunications and Antenna System Siting Policy	CP2018-014	Updated - No Action Required
Engineering and Corporate Assets	Strategic Asset Management	CP2019-003	Updated - No Action Required
Engineering and Corporate Assets	Streetlight Warrant Policy	CP2018-010	Updated - No Action Required
Engineering and Corporate Assets	Roadway Level of Service Policy Maintenance Priority Classification System	CP2018-012	Updated - No Action Required
Engineering and Corporate Assets	Pre-Servicing of Subdivision Lands	CP2018-009	Updated - No Action Required
Engineering and Corporate Assets	Development Charges Assistance Policy	CP2019-005	Updated - No Action Required
Human Services	Affordable Housing Incentives	CP2019-004	Updated - No Action Required
Mayor and Council	Code of Conduct and Ethics – Members of Committees, Boards and Task Forces	CP2018-018	Updated - No Action Required
Mayor and Council	Parental or Pregnancy Leave for Members of Council	CP2019-002	Updated - No Action Required

Department	Policy Name	Policy Number	Action Required
Mayor and Council	Code of Conduct and Ethics -Members of Council and Local Boards	CP2020-001	Updated - No Action Required

## Committee of the Whole Report

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**Report Number:** CAO2021-004  
**Meeting Date:** April 6, 2021  
**Title:** Ops Community Centre Property Utilization  
**Description:** Options for use of the Ops Community Centre property and arena facility.  
**Author and Title:** Ron Taylor, Chief Administrative Officer

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### Recommendation(s):

**That** Report CAO2021-004, **Ops Community Centre Property Utilization**, be received; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

**Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_

## Background:

At the Council Meeting of November 12, 2020, Council considered Report PRC2020-006 – “Ops Community Centre Redevelopment Update” (see Appendix A). The following resolutions were adopted:

### CR2020-352

**Moved By** Councillor Dunn

**Seconded By** Councillor Yeo

**That** Report PRC2020-006, Ops Community Centre Redevelopment Update, be received; and

**That** Capital Project 950200601 – Ops Arena and Community Centre be closed and the \$3,867,150.00 in Special Debenture Funding for this project not be utilized.

**Carried**

### CR2020-353

**Moved By** Councillor Seymour-Fagan

**Seconded By** Councillor Elmslie

**That** Council directs Staff to not reopen the Ops Arena Facility; and

**That** Staff report back to Council on options available for other utilization of the property.

	<b>For</b>	<b>Against</b>	<b>Absent</b>
Mayor Letham	X		
Deputy Mayor O'Reilly		X	
Councillor Ashmore		X	
Councillor Dunn		X	
Councillor Elmslie	X		
Councillor Richardson	X		
Councillor Seymour-Fagan	X		
Councillor Veale	X		
Councillor Yeo		X	
<b>Results</b>	<b>5</b>	<b>4</b>	<b>0</b>

**Carried**

This report addresses that direction.

## **Rationale:**

The Ops CC property is located on the north side of Highway 7, and east of the settlement boundary of Lindsay, within the former township of Ops. A property location map is provided in Appendix B to this report. The property is approximately 20.5 acres (8.3 hectares) in size. The size of the existing Ops CC is 30,570 sq. ft. (building footprint of approximately 0.28 hectares). The average size of a modern single pad arena/community centre facility is approximately 45,000 sq. ft. or 1 acre (0.42 hectares).

The property is home to the Ops CC, that has traditionally operated as an arena and community hall facility. Also located on the property is greenspace, active and well-utilized baseball diamonds, the Ops fire station, and a shared, centralized parking lot. The property map shows a municipal building (Former Ops Township office) on the south-east corner; this facility has since been demolished.

During the pandemic, the Ops CC was not open to the public. In November, Council directed staff to not reopen the arena facility. To re-establish the arena use would still require extensive maintenance, repairs and upgrades, and could not be accomplished in 2021 (inclusive of the 2021-22 ice season). While Council determines future use of this facility, and dependent on easing of restrictions of use resulting from the pandemic, community hall rentals could be considered later in 2021.

This property services the Ops community and surrounding areas through the provision of a well-utilized active park, a community hall for events, and the Ops Fire Station. Improvements and/or relocation of the Ops Fire Station will be reviewed in future years.

Council could choose to surplus all or a portion of the property, and direct staff to prepare the resultant surplus lands for sale. This is not recommended as the lands are accessible on a provincial highway, proximate to significant population, and are of a size that can support multiple city services effectively. It is recommended that all of these lands be retained in public ownership to support public uses servicing the surrounding communities.

If Council accepts the recommendation to retain all of the property for municipal purposes, then two options remain:

**Option 1 – Refurbish the arena/hall facility, and repurpose the former arena facility space for other community recreational use(s).**

This option would include structural and facility renovations to offer indoor “dry floor” activities, and some upgrading/modernization of the community hall and common public spaces. The “dry floor” space could remain a concrete floor, or could be upgraded with turf installation. There is currently no committed budget(s) for this work. The following are some cost estimates for certain known required works:

Existing Roof Replacement	\$180,000
Pad Replacement (cement slab only)	\$230,000
Rink Dasher Boards	\$116,000
Structural/Building Envelope	\$250,000
<hr/>	
Total	\$776,000

Additional improvements, such as turf installation or flooring enhancements, if desired, are unknown at this time.

Further review and work would be required to determine broader facility cost to maintain the community hall, accessibility needs, modernization of the facility, facility enlargement, if desired, public space improvements such as the lobby, change rooms, spectator viewing and/or site servicing.

At this time staff is not aware of the demonstrated demand for dry floor use for specific purposes such as indoor soccer, lacrosse, etc..

**Option 2 - Decommission and demolish the existing arena/hall facility, and explore the feasibility of the establishment of a new city facility(s).**

The cost to demolish/decommission the Ops CC is estimated at approximately \$300,000. Depending on the intended new use within that building footprint, a more accurate estimate could be provided.

There are a number of possible City facilities and services that could be established on this property (based on the building footprint size and general location). A detailed analysis of the appropriateness of this site for the listed uses has NOT been conducted to-date.



Facility needs identified within our City asset management plans (and for future capital budgeting) include:

- A future municipal long term care home;
- A consolidated paramedic station;
- Affordable housing; and
- A transit and/or works depot.

Other public uses not within our asset or master plans (and not currently budgeted for), but for consideration include:

- Additional greenspace/active outdoor recreation uses;
- An outdoor ice rink; and
- Re-establishment of a community hall/room/space for local rentals.

Should council wish to review any of the options and uses outlined above, and inform the 2022 budget, then the following resolution should be passed:

**That** staff initiate a feasibility review of (*insert scope of use consideration*), including cost estimates, and report back to council by end of Q3, 2021.

## **Alignment to Strategic Priorities**

Good Government is a strategic priority within the City's Strategic Plan. To accomplish this, Asset Management is a stated goal, with actions including:

- Ensuring municipal assets are well maintained and well managed
- Accessing infrastructure funding
- Effectively managing municipal buildings and land portfolio

[Kawartha Lakes Strategic Plan 2020-2023](#)

## **Financial/Operation Impacts:**

There is no capital budget allocated to this facility, and a minimal operating budget remains for the 2021 calendar year. Depending on future use(s), budgets will need to be established.

## **Servicing Implications:**

The Ops Community Centre property is serviced by private well and septic systems. Public WWW infrastructure is not available to this property.

## **Consultations:**

Senior Management Team  
Portfolio Management Team  
Community Services staff

## **Attachments:**

Appendix A – Report PRC2020-006



PRC2020-006 Ops  
Community Centre F

Appendix B – Property Map



Ops CC Map.pdf

Appendix C – Report PRC2016-011



PRC2016-011Costin  
gAnalysis-ArenaRati

Appendix D – Resident/User Correspondence received since November 20, 2021



Appendix D -  
Resident-User Corre

**Department Head email: [rtaylor@kawarthalakes.ca](mailto:rtaylor@kawarthalakes.ca)**

**Department Head: Ron Taylor**



## **Council Report**

**Report Number PRC2020-006**

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**Meeting Date:** Thursday, November 12, 2020

**Title:** Ops Community Centre Redevelopment Update

**Description:** Update on redevelopment options and related funding for the Ops Community Centre.

**Author and Title:** Jenn Johnson, Manager, Parks, Recreation and Culture

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### **Recommendation(s):**

**That** Report PRC2020-006, Ops Community Centre Redevelopment Update, be received; and,

**That** Capital Project 950200601 – Ops Arena and Community Centre be closed and the \$3,867,150.00 in Special Debenture Funding for this project not be utilized.

**Department Head:**\_\_\_\_\_

**Financial/Legal/HR/Other:**\_\_\_\_\_

**Chief Administrative Officer:**\_\_\_\_\_

## **Background:**

At the Council Meeting of September 12, 2017, Council adopted the following resolution:

**Resolved That** Report Mayor 2017-002, **Arena Capital Plan**, be received;  
**That** the Manvers, Bobcaygeon, Fenelon Falls, Lindsay, and Woodville arena facilities be maintained as required for operations;  
**That** the Ops arena facility be scheduled for a complete refurbishment;  
**That** a new arena complex be explored in the Oakwood/Little Britain area, with the goal of combining the two existing facilities;  
**That** a new arena complex be explored in the Village of Omemee to replace the existing Emily/Omemee complex; and  
**That** staff report back by 2<sup>nd</sup> quarter of 2018 on the implementation and budget requirements for all actions above.

**CARRIED CR2017-749**

At the Council Meeting of May 21, 2019, Council adopted the following resolution:

**Resolved That** Report PRC2019-005, **Arena Capital Plan Update**, be received;  
**That** Council direct staff to plan and budget accordingly for the continued operations of the Oakwood, Little Britain and Emily-Omemee arena facilities for the current 10-Year Financial Plan;  
**That** Council direct staff to plan for a new single pad arena build in the Village of Omemee and budget accordingly for inclusion in the next 10 year financial planning cycle (2028-2037); and  
**That** Council direct staff to plan for a new arena complex in the South West Area for inclusion in the next 10 year financial planning cycle (2028-2037).

**CARRIED CR2019-327**

This report is for information and provides an update on the current status of the complete refurbishment of the Ops Community Centre.

## **Rationale:**

As indicated in Report PRC2019-005, Arena Capital Plan Update the Ops Community Centre was scheduled to have a complete refurbishment commence earlier this year. Funding was included in the 2020 Capital Budget Program as a multi-year project. Funding in the municipal budget for 2020 and 2021 was allocated to the Investing in Canada Infrastructure Program (ICIP) - \$5,316,425 (\$10,632,850) and municipal debenture - \$1,933,575 (\$3,867,150) for a total project amount of \$14,500,000. Unfortunately, the ICIP grant request was denied in 2020. Based on the previous budget approval there remains \$3,867,150 allocated through 2020 and 2021 in debenture funding. The City needs to determine the status of these funds.

Early stage design work has been completed by the contracted architecture firm of Salter Pilon. Three options have currently been developed for the refurbishment of the Ops Community Centre. All options would take approximately 16-18 months to complete.

### **Option 1 – Larger Ice Pad Size, Second Level Seating, Warm Viewing Area**

The preliminary design calls for the total building area to increase from 31,228 sf to 45,282 sf, with 10,816 sf of space to be demolished. The current footprint would be extended in this option to accommodate a standard sized ice pad, six mid-sized dressing rooms and a second level seating area. The approximate cost of this option is \$10,365,479.

### **Option 2 – Status Quo Ice Pad Size, Lower Level Seating**

The preliminary design calls for the total building area to increase from 31,228 sf to 38,792 sf, with 10,816 sf of space to be demolished. The current footprint would be extended in this option to accommodate the construction of six mid-sized dressing rooms. The ice pad will continue to be small for today's standards. The approximate cost of this option is \$8,916,571.

### **Option 3 – Larger Ice Pad Size, Second Level Seating, Enhanced Community Space, Completely Accessible**

The preliminary design would see a new building constructed at a different location on the current site. The total area would be approximately 56,801 sf. This totally accessible facility would house six dressing rooms, community hall, community meeting rooms, an NHL sized ice pad, storage area, and energy efficient equipment. Operation of the current facility could continue while this facility is being constructed allowing for revenue to be generated. The approximate cost of this option is \$17,889,275.

The building was closed due to Covid-19 in March 2020 and has not reopened. Staff anticipate that the building will be available for ice rentals as of September 2021. In order to be operational for the next ice season, or earlier for arena floor rentals, the building must undergo some immediate capital improvements. In

order to put ice in for September 2021 a number of improvements/replacements must be completed to the refrigeration plant in the amount of \$75,000. That work is required in order to have an operational plant system for the 2021-2022 ice season. Additional work is required to the arena component as well as the building envelope in order to address significant deficiencies.

The current arena floor, boards and plant must be replaced prior to the 2022-2023 ice season. The roof has had patch work completed over the past couple of years but that is no longer preventing the water from flooding areas of the building. Some areas of the building envelope have fallen into significant disrepair, so much so that sunlight can be seen through the concrete walls from inside the building. Staff have completed temporary solutions to these areas of concern over the years but that is no longer solving the issue. It should be noted that the current facility is not considered accessible by today's standards. There is a lift to the second floor but entry into washrooms, dressing rooms, public areas are not accessible. As of 2025 all municipal facilities will need to meet the standards set out by the Accessibility of Ontarians with Disabilities Act (AODA). Investment at some level is needed in order for this facility to be operational in the future.

Staff have researched the cost associated with the 'must have' building component replacements and have suggested an additional option. This work would need to be scheduled to occur between March 2022 and September 2022.

#### **Option 4 – Roof Replacement, Arena Plant, Boards and Pad Replacement, Building Envelope Repairs**

The building footprint is not impacted by this option. Old, out dated equipment and building infrastructure would be replaced. The building will continue to have accessibility limitations. The approximate cost of this option is \$2,100,000.

In summary, the Ops Community Centre requires significant capital investment in order to serve as an arena facility and community hall in the future. Historically, this facility is very well used from both an ice and hall utilization perspective. Typically, Ops Community Centre ranks within the top five arenas when reviewing revenue generated by ice rentals. Multi-year funding, through debenture, has been approved in the 2020 and 2021 budgets in the amount of \$3,867,150. An immediate investment of \$75,000 is required in order for the arena portion to be operational for the 2021-2022 season. There are four options, with varying levels of investment, that have been presented to address the Council direction to completely refurbish the Ops Community Centre.

## **Other Alternatives Considered:**

Council could choose to not invest and cease further operations at the facility. Staff are not recommending this direction.

## **Alignment to Strategic Priorities**

The recommendations within this report align with two of the four strategic priorities:

1. An Exceptional Quality of Life
2. Good Government

The Strategic Plan is available on SharePoint at the following link:

[Kawartha Lakes Strategic Plan 2020-2023](#)

## **Financial/Operation Impacts:**

Immediate funding is being recommended to address critical work that is required for ice plant operations. Staff are suggesting use of existing funds from Capital Project 950190301 – Ops Arena and Community Centre Design in the amount of \$75,000 for preparation of the Ops Community Centre for the 2021-22 Ice season. This project (\$250,000) was intended for the Design, Project Management and Consultant Fees for the re-furbishment/re-construction of a new Ops Community Centre. There remains \$128,360 in surplus in this account due to the project not continuing due to the ICIP Grant denial.

Should Council not support this immediate investment, then the following additional resolution should be passed:

That Capital Project 950190301 – Ops Arena and Community Centre Design be closed, and any remaining uncommitted funds be returned to the Capital Reserve.

Future funding requirements range from \$2,100,000 to \$17,889,275 based on the direction approved by Council on the future of the Ops Community Centre. Direction is being requested regarding the previously approved debenture funding of \$3,867,150 to close project 950200601 – Ops Arena and Community Centre.



## **Consultations:**

Corporate Services  
Asset Management

**Department Head E-Mail:** [cshanks@kawarthalakes.ca](mailto:cshanks@kawarthalakes.ca)

**Department Head:** Craig Shanks

**Department File:**



# The Corporation of the City of Kawartha Lakes

## Council Report

Report Number PRC2016-011

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**Date:** November 29, 2016

**Time:** 1:00 p.m.

**Place:** Council Chambers

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**Ward Community Identifier:** All

**Subject:** Costing Analysis - Arena Rationalization Strategy

**Author/Title:** Craig Shanks  
Director, Community Services

**Signature:**

**Author/Title:** Jenn Johnson  
Manager, Parks, Recreation and Culture Division

**Signature:**

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### Recommendation(s):

**RESOLVED THAT** Report PRC2016-011, "Costing Analysis - Arena Rationalization Strategy", be received and be referred to the December 13, 2016 Regular Council Meeting.

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**Department Head:**

**Corporate Services Director / Other:**

**Chief Administrative Officer:**

**Staff Recommendation(s) for Council Consideration December 13, 2016:**

**THAT** Council support the closure of six (6) single pad arenas, by 2026, in the following locations - Manvers, Emily-Omemee, Ops, Little Britain, Oakwood, and Woodville. Two new twin pad facilities, located in Oakwood and Ops, will provide services in these locations in the future; and,

**THAT** Council supports the action that the initial closure take place prior to the 2018-2019 ice season; and,

**THAT** Council direct staff to develop a plan to support the development of two twin pad arena facilities by 2026; and,

**THAT** Council directs staff to begin the process for budgeting for the twin pad facilities by including a capital budget item for consideration during the 2018 budget process.

Other options considered through the review are provided within the “Alternatives” section of this report.

**Background:**

In December 2015, Report CS2015-17 was presented to Council. The following motion passed:

**RESOLVED THAT** Report CS2015-017, **Core Service Review - Recreation Facilities**, be received;

**THAT** municipal ice pads be reduced from a total of ten (10) ice pads to eight (8) ice pads by 2026 through the consolidation of six (6) single pad facilities into two (2) twin pad facilities;

**THAT** staff be directed to consult and investigate the implementation of this plan;

**CR2015-1347**

On July 12, 2016, Report PRC2016-006 was presented to Council. The following motion passed:

**RESOLVED THAT** Report PRC2016-006 **Arena Rationalization Strategy - Core Service Review** be referred to the meeting in which the report providing more information on the refurbishing, demolition and costing of arena service alternatives is presented.

**CR2016-677**

This report addresses that direction of Council.

Previously City Council has received other staff presentations and a City Arena Feasibility Study was conducted in 2008 highlighting the fact that the City is over-

supplied and does not have maximum utilization of our arena facilities. This information was further expanded upon and included in staff report CS2015-017.

### **Rationale:**

As stated in the 'Core Service Review Discussion Paper', October 2016:

*There is an immediate need to rationalize, consolidate and right-size our inherited land and building portfolio. City-defined service levels, standards, asset lifecycle and utilization must guide the City's portfolio decisions.*

*The state of disrepair is evident and the continuing degradation of buildings is necessitating the need for regular emergency capital outlays and there are no reserves to fund these requirements. The City needs to "modernize" the current portfolio of assets to enhance customer experiences and to meet the current and future program demands.*

The review of arena service provision is intended to result in the delivery of better facilities, programs, and services that are affordable, and meet the needs and demands of current residents and future generations. The proposed twin pad facilities are anticipated to be 'community hubs' that include library and meeting/hall areas, park/outdoor space, promote four season use and meet the needs of future growth.

It is recognized that arena facilities play a variety of recreational and social roles in the community where they are located. Facilities provide a place for residents of all ages to engage in recreation and social activity while also acting as a community focal point, hub and providing for community pride.

The current facility model is a function of the age of the facilities and represented the pre-amalgamation structure of the municipality. The problem, from today's perspective, of this model is well stated in a recent report on aging infrastructure prepared by Parks and Recreation Ontario.

*"More than 80% of Ontario's single pad arenas are over 25 years old – 13% are over 50 years old. The single ice surface nature means that these arenas are operationally inefficient and their advanced years suggest they are likely in need of capital rehabilitation. Although successful renovations have been undertaken to arena facilities in the 30 to 40 year bracket, frequently these projects have not been able to completely rectify operating difficulties inherent in the designs that were popular in the 60s and 70s. Therefore, funds permitting, municipalities often contemplate replacing several aging single pad arenas with more up-to-date designs involving multiple ice surfaces." (Major Municipal Sport and Recreation Facility Inventory. Final Report. April 2006. Parks and Recreation Ontario)*



This aptly describes the situation in Kawartha Lakes, with many older, single pad facilities that cannot fully address programming interests and that are operationally less efficient than comparable multi-pad facilities.

#### Demand and Population Trends

The City is forecasted to experience growth to 107,000 residents by 2041. That is approximately 25,000-30,000 new residents over the next 25 years. Most of this growth will occur in our existing and serviced urban centres, and predominantly in Lindsay. Little growth is expected to occur in our rural settlement areas.

**Table 1** lists the foregoing activity trends in terms of their anticipated “direction” in participation. Interests that are increasing (either slightly or dramatically) by far comprise the largest group, which is a reflection of both expanding interests in a variety of activity areas, and an overall increase in participation in leisure pursuits. These results are based on regular reviews of the recreation literature, consultation with sport organizing bodies, and findings from various studies conducted provincially.

Table 1: Summary of Participation and Activity Trends

Interests That Are Increasing	Interests That Are Stable	Interests That Are Declining
<ul style="list-style-type: none"> <li>• Adult recreational hockey, female hockey</li> <li>• In-line hockey</li> <li>• Indoor soccer</li> <li>• Box lacrosse</li> <li>• Recreational basketball, badminton</li> <li>• Wellness Activities</li> <li>• Unstructured fitness and court activities</li> </ul>	<ul style="list-style-type: none"> <li>• Less competitive hockey for males</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive hockey for males</li> <li>• Figure skating</li> </ul>

#### Arena Rationalization Strategy

Staff, along with dmA Planning & Management Services, developed criteria and an assessment process to:

- select the single pad facilities that would be decommissioned and sequence of closures.
- determine locations for two new twin pad facilities.

The Arena Rationalization Strategy - Final Report, **Appendix A**, provides details on this process as well as recommendations.

Prior to undertaking the analysis, the criteria, assumptions and assessment process for identifying arenas for closure and selecting sites for new twin pad locations were reviewed at an Arena User Group Workshop and open public meeting. The assessment process was refined based on the feedback generated at these sessions. The findings were presented to Council in a July 2016 staff report, PRC2016-006, **Appendix B**.

The recommendations generated based on the analysis are:

#### **Single Pad Facility Closures**

**Arena Assessment Recommendation 1:** The existing single pad arenas in Fenelon Falls and Bobcaygeon should be retained. Single pad arenas in Emily-Ormemee, Little Britain, Manvers, Oakwood, Ops and Woodville should be closed and replaced with two new twin pad arena facilities.

**Arena Assessment Recommendation 2:** The City should determine a schedule for the closing of the arenas to minimize ongoing costs and reflect any other relevant factors. As many as two ice surfaces could be closed as early as 2017, with the following four ice surfaces closed to coincide with the opening of the new twin pads.

The initial priority sequence, based on cost avoidance, for arena closures is:

1. Little Britain
2. Manvers
3. Emily-Ormemee
4. Ops
5. Oakwood
6. Woodville

Depending on the site selection for the future twin pad locations this sequence may change. To ensure the required service provision for each geographical area is met the order may be adjusted to enable development on preferred sites.

#### **Future Twin Pad Site Selection**

**Site Selection Recommendation 1:** A final decision on the best sites for the twin pad arenas should be made in conjunction with the City's plans for work yards, fire halls and other possible municipal facilities on the sites under consideration.

**Site Selection Recommendation 2:** Unless otherwise indicated based on direction from Recommendation 1, the City should further investigate the preferred sites to confirm they are suitable candidates for the twin pad arena. The sites that should be investigated further are Ops and both of Oakwood and Little Britain, unless it is determined that the works yard will be removed from the Oakwood site in which case Oakwood would be the preferred location for further investigation.

**Site Selection Recommendation 3:** At minimum, the additional investigation should involve the preparation of a site plan demonstrating the manner in which the building and parking would be accommodated on the site and the identification of existing facilities or amenities that would be lost and site characteristics within the area slated for development that may increase costs.



Current existing single pad sites were the locations under review for the future site of the twin pad facilities. With this in mind, Woodville, Manvers and Emily-Omemee were determined to be unsuitable due to size of property, configuration of property or site work development required for the construction of a twin pad. It is realized that should another site be available in Omemee that it could be considered for the future home of the South East twin pad site.

#### Existing Arena Locations

Each location has been assessed through the Arena Rationalization Strategy. A synopsis of the assessment is provided below, for further details please refer to the Arena Rationalization Strategy - Final Report. The details surrounding timing of construction and closure of facilities are variable on equipment/facility failure and financing model.

Ops - Future home of the South East twin pad facility with construction beginning in 2020. Coordination with Emergency Services study regarding station locations will be required. Collaboration with community groups to ensure appropriate service level provision. The site (configuration, size, assumed minimal site works and access via Highway 7 and proximity to Highways 35 and 36) is optimal and is the rationale for site selection for the new facility. This site will allow for servicing of the current and expected growth within the municipality. This is the priority twin pad facility for initial construction due to the immediate life cycle cost requirements for the current Ops Community Centre.

Oakwood – Future home of the South West twin pad facility with construction beginning in 2026. Coordination with Public Works during the current EA study examining depot locations will be required. Coordination with Library Services to determine potential future library branch will be required. Collaboration with community groups to ensure appropriate service level provision. The site (configuration, size, assumed minimal site works, central location to geographic service area and access via Highway 7, connected to municipal water services) is optimal and is the rationale for site selection for the new facility.

Manvers – Closure scheduled for 2020 or at the time the new South East twin pad facility is completed. High capital cost requirements, low utilization rates, and major accessibility concerns are contributors to the recommended closure of this facility. With an anticipated planned by-pass of Highway 7A there is a significant lessening of access and exposure for this site. Coordination with Public Works during the current EA study examining depot locations will be required.

Emily-Omemee - Closure scheduled for 2020 or at the time the new South East twin pad facility is completed. High capital cost requirements and moderate utilization rates are contributors to the recommended closure of this facility. This property could be declared surplus as it is not an optimal site for a future twin pad. Encourage other uses and planning to house hall and library in downtown core of Omemee.

Little Britain - Closure scheduled for 2026 or at the time the new South West twin pad facility is completed. High capital cost requirements and moderate utilization rates are

contributors to the recommended closure of this facility. Coordination with Public Works during the current EA study examining depot locations will be required. Coordination with Emergency Services study regarding station locations will be required. This property would be examined to determine the feasibility for a major outdoor sports complex.

Woodville - Closure scheduled for 2026 or at the time the new South West twin pad facility is completed. High capital cost requirements and moderate utilization rates are contributors to the recommended closure of this facility. This property would be examined to determine the feasibility for the development of an athletic field/pitch, as per recommendations from the 2004 PRC Strategic Plan.

### **Costing Analysis**

#### **Twin Pad Consolidation**

Based on opinions expressed by user groups, residents and staff, as well as the nature of contemporary arenas being built across Ontario, the following amenities would be considered for inclusion in the construction of a twin pad facility. Budget restrictions will provide direction as to the final components and features of the facility.

- a twin-pad (NHL size 85' x 200' ice surfaces) – with capability for summer ice although the Lindsay Recreation Complex will continue to be the facility to host summer ice
- six adult -size, secure dressing rooms per ice surface (with stick holders and white boards), which would include one dressing room per ice surface dedicated to female customers, and at least two dressing rooms to accommodate persons with disabilities
- an ample lobby with food court/cafe, social space/sitting areas, views of the ice surfaces, information boards/electronic signs and water bottle refill stations
- comfortable seating for 200-300 per ice surface - and depending on intended use, more or less seating may be required in one pad
- a running/walking track around the top of one of the pads
- offices and storage for major user groups
- a first aid room
- referee room – of sufficient size to accommodate four -person crews –room should be located in isolation of dressing rooms
- multi-purpose program and meeting rooms – initial allowance of 4-5,000 square feet
- wide hallways and automatic sliding doors (main entrance and dressing rooms)
- bright and airy – lots of windows
- an adequate sound system and an easy-to-use scoreboard
- Wi-Fi throughout the building
- air conditioning in one or more of the pads- to encourage summer floor use
- a pro shop or sports store
- an energy-efficient building
- adequate parking with a drop-off zone (including bus parking)

### Refurbishment and Reduction

In effort to move in a direction of offering contemporary arena facilities the following amenities would be considered during the refurbishment process. In all cases the current building footprint will need to be enlarged. Common area spaces, such as the lobby and dressing rooms, will be modernized and expanded. Refurbishment will not address structural integrity issues, optimal programming space or service efficiencies. Ultimately, the City's arena facilities will remain an aging and out dated infrastructure.

- increased size and number of dressing rooms
- improved lobby and common area space
- replacement of capital equipment and building components

### Status Quo

Equipment and building components will be replaced at the end of the life cycle or at failure. There is high risk and low return on investment with this model. The arena facilities will remain out dated and inefficient.

**Table 2** depicts the costs associated with each model over a 50 year horizon. The Refurbishment and Reduction model includes a \$5,500,000 renovation to four single pad facilities and the demolition/closure of two facilities. The Twin Pad Consolidation model includes the construction of two twin pad facilities at an estimated cost of \$16,000,000 each and the demolition/closure of six single pad facilities. While the cost of the Twin Pad Consolidation model is slightly higher over time than the Refurbishment and Reduction model (1.7%) staff is recommending this model for the following reasons:

- higher return on investment
- higher operational efficiencies
- optimal service provision
- enhancing customer experiences and maximizing utilization rates
- providing modern facility
- consolidation and right sizing of municipal infrastructure, including the provision of needed modern amenities including hall space and library space

<b>Table 2:</b>				
<b>Summary of Total Lifecycle Costs of Southern Arenas (2016\$)</b>				
<b>Lifecycle Horizon: 2017-2056 (50 Years)</b>				
Arena Set	Cost Type	Service Model Option		
		Status Quo	Refurbishment and Reduction	Twin Pad Consolidation
South Eastern	Capital	23,987,535	18,995,000	22,727,500
	Operating	15,000,000	13,160,000	9,689,000
	<b>Total</b>	<b>38,987,535</b>	<b>32,155,000</b>	<b>32,416,500</b>
South Western	Capital	19,579,144	18,875,000	22,717,500
	Operating	15,000,000	13,360,000	10,367,000
	<b>Total</b>	<b>34,579,144</b>	<b>32,235,000</b>	<b>33,084,500</b>
<b>Combined Total</b>		<b>73,566,679</b>	<b>64,390,000</b>	<b>65,501,000</b>

It should be noted that the figures in Table 2 differ from those presented in the Core Service Review Discussion Paper in October 2016. The changes in the figures are due to additions and adjustments to the Lifecycle Cost Analysis. These modifications were made in order to provide a more accurate analysis. Some of the modifications include:

- Added or modified HVAC and roof replacement projects to achieve consistency across all options for these major projects. In the case where Altus identified similar work, the year of construction was adopted and neutralized so as to prevent duplication of costs.
- Added any missing major projects (HVAC, roof, ice equipment, ice resurfacers etc.) identified as needed to be repeated based on lifecycle.
- Extended the lifecycle horizon to 50 years (2017-2066) to make the long-run cost comparison fairer. In some models the major costs are front-ended while the corresponding savings are largely back-ended. Extending the lifecycle horizon to more closely match the expected lifecycle of refurbished/new facilities provides for a more accurate analysis.

Taxpayers will pay more to support aging arenas that are among the oldest facilities in the province without a plan for the future. Table 2 clearly indicates that the most efficient use of taxpayer's dollars is the Twin Pad Consolidation model.

### **Other Alternatives Considered:**

As has been previously provided to Council, there are other Service Delivery Models for consideration. During previous Core Services presentations on Arena Utilization several service delivery options were presented. Council could choose any combination of those options;

**THAT** Council support the continued status quo operations of 10 single pad arena facilities, remaining in an over-supplied state now and beyond 2026; or,

**THAT** Council support the elimination of one single pad arena to provide a total of nine single pad facilities; or,

**THAT** Council support the elimination of four single pad arenas to provide a total of eight ice pads by constructing one twin pad and refurbishing two single pad facilities by 2026.

If the Twin Pad Consolidation model is not endorsed it would significantly change the priority sequencing and decision of which single pad facilities would be closed.

### **Financial Considerations:**

There will be significant financial benefits resulting from the actions within this report. However, much of those benefits would be required to be invested in the funding model for the development of the two (2) new twin pad facilities.

The City's single pad facilities operate at an annual deficit averaging approximately \$100,000-\$125,000. The closure of six (6) of these facilities would therefore represent an annual savings of approximately \$600,000-\$750,000. However the cost of operating the two (2) new twin pad facilities would then have to be factored into the City's budget. Twin pad facilities offer an approximate 30% efficiency on operations compared to single pad facilities so the anticipated annual operating cost of two (2) new twin pads would be \$350,000-\$450,000 (this would fluctuate depending on the size of the new facilities and the amenities offered within). The operating costs associated with a larger refurbished facility are approximately 30% higher than the current single pad structure. While there will be efficiencies gained in a refurbished single pad facility, the increase in building size impacts the operating cost. The recommendation would be to utilize these anticipated operational cost savings to assist in funding the development of the new twin pads. An example of this would be the effect of fewer ice-resurfacers required due to consolidation of arenas/ice pads.

There would also be an anticipated savings/cost avoidance of approximately \$8,000,000 by not re-investing in the six (6) single pad facilities being selected for closure, as shown in Table 2. Until each facility is closed the City would not proceed with any Capital work unless it was absolutely required to keep the facility open or represented a Health and Safety issue. If this were the case, it is suggested that the priority sequence for closures be reviewed and amended at the time. Again, this savings/cost avoidance would be recommended for investing in the development of the future twin pad facilities.

The current proposed plan is a 10 year plan and has flexibility. Staff will continue to assess the long-term financial implications as a result of Council direction. The City wide fixed asset management plan is currently being developed to consider all asset categories and a ten year financial model is concurrently being done. The buildings asset category is the area of highest variability pending future considerations such as the Public Works depot Environmental Assessments for example. The funding models being developed will need to consider growth, utilization and trends, the City's debenture capacity, reserves and impact on the tax levy. This financing model will be reported back on and may impact the implementation based upon the overall financial sustainability of the recommendations. There may be cause during the plan and transition to new builds to extend beyond 2026. Regardless of the options depicted in Table 2, an increase to the current debt capacity would be required to cover the cost or a substantial tax increase because the current debt capacity is fully exhausted on the roads infrastructure.

Staff are continuing to monitor existing and potential future funding sources and it is hoped that when the project is shovel ready and nearing implementation that the City would be able to access Provincial/Federal Infrastructure Funding sources to assist with the funding of these projects.

There will also be savings as a result of staff efficiencies. In the Twin Pad Consolidation model existing staff would be able to service and maintain multiple facilities as opposed to just a single pad.

### **Relationship of Recommendation(s) To Strategic Priorities:**

Arena facility service provision impacts a number of elements within the Strategic Plan:

- Goal 2: An Exceptional Quality of Life - Improved Wellness, Well-Being & Community Health
- Enabler 4: Efficient Infrastructure and Asset Management - Well managed and maintained municipal assets

### **Review of Accessibility Implications of Any Development or Policy:**

Arena facilities must adhere to the City's Accessibility Plan, the Ontario Building Code, and Provincial Integrated Accessibility Standards.

### **Servicing Comments:**

N/A

### **Consultations:**

Arena User Groups  
Jim Morgenstern, Principle dmA Planning and Management Services  
Asset Management Division  
Office of Strategy Management  
Corporate Services  
Township of Minden Hills  
Selwyn Township

### **Attachments:**

Appendix A – Arena Rationalization Strategy - Final Report



Arena Rationalization  
Strategy - Final Repo

Appendix B – Staff Report PRC2016-006



PRC2016-006 Arena  
Core Services.pdf

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**Phone:** 705-324-9411 X 1304

**E-Mail:** cshanks@city.kawarthalakes.on.ca

**Department Head:** Craig Shanks, Director of Community Services

**Department File:**



# Arena Rationalization Strategy

## City of Kawartha Lakes



### Final Report

June 9, 2016

**Prepared by:**

**dmA Planning and Management Services**  
21 Gaspereau Ave

Wolfville NS.

June 2016





June 9, 2016

Ms. Jenn Johnson  
Manager, Parks, Recreation and Culture Division  
City of Kawartha Lakes  
50 Wolfe St.  
Lindsay, Ontario  
K9V 2J2

Dear Ms. Johnson:

**Re. Arena Rationalization Strategy**

We are pleased to provide our final report concerning the Arena Rationalization Strategy.

The study recommends single pad arenas for closure and sites for new twin pad arenas consistent with Council's directive to rationalize arena facilities as part of your ongoing core service review.

It was a pleasure working with you and other City staff on this project. I trust the findings will assist Council and staff in their efforts to identify core services in the City of Kawartha Lakes.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jim Morgenstern', with a long horizontal line extending from the end of the signature.

Jim Morgenstern, MCIP  
Principal

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## 1.0 INTRODUCTION

In December 2015, Council directed staff to prepare an arena rationalization strategy that would result in the closing of two single pad arenas no sooner than the 2017 ice season, the closure of four additional single pad arenas by 2026, and the construction of two new twin pad arenas by 2026. Consequently by 2026 the City will be served by 3 twin pad arenas and 2 single pad arenas, representing a reduction from 10 to 8 ice surfaces.

dmA Planning and Management Services (dmA) was retained to work with municipal staff<sup>1</sup> to develop criteria and an assessment process to select:

- The single pad arenas to be decommissioned and the order of priority for their decommissioning.
- Locations for two new twin pad arenas.

This report documents the criteria selected and the results of the assessment process.

Prior to undertaking the analysis, the criteria, assumptions and assessment process for identifying arenas for closure and selecting sites for new twin pads were reviewed at a workshop with arena user groups and a public meeting. The assessment process was refined on the basis of the community input.<sup>2</sup>

The report is organized as follows:

- Chapter Two: Summary of Recommendations
- Chapter Three: Identifying Arenas for Closure
- Chapter Four: Site Selection for Twin Pad Arenas
- Appendix A – Summary of Community Input
- Appendix B – Aerial Photos of Candidate Sites

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<sup>1</sup> dmA worked with Parks, Recreation and Culture Division staff to design the study methodology. Staff provided all information on the existing arenas and sites to undertake the assessment. dmA prepared the report and recommendations for staff review and input.

<sup>2</sup> See Appendix A for a summary of community input.

## **2.0 SUMMARY OF RECOMMENDATIONS**

### **Assessment of Arenas for Closure**

**Arena Assessment Recommendation 1:** The existing single pad arenas in Fenelon Falls and Bobcaygeon should be retained. Single pad arenas in Emily-Ormemee, Little Britain, Manvers, Oakwood, Ops and Woodville should be closed and replaced with two new twin pad arenas.

**Arena Assessment Recommendation 2:** The City should determine a schedule for the closing of the arenas to minimize ongoing costs and reflect any other relevant factors. As many as two ice surfaces could be closed as early as 2017, with the following four ice surfaces closed to coincide with the opening of the new twin pads.

### **Evaluation of the Sites for Twin Pad Arenas**

**Site Selection Recommendation 1:** A final decision on the best sites for the twin pad arenas should be made in conjunction with the City's plans for work yards, fire halls and other possible municipal facilities on the sites under consideration.

**Site Selection Recommendation 2:** Unless otherwise indicated based on direction from Recommendation 1, the City should further investigate the preferred sites to confirm they are suitable candidates for the twin pad arena. The sites that should be investigated further are Ops and both of Oakwood and Little Britain, unless it is determined that the works yard will be removed from the Oakwood site in which case Oakwood would be the preferred location for further investigation.

**Site Selection Recommendation 3:** At minimum, the additional investigation should involve the preparation of a site plan demonstrating the manner in which the building and parking would be accommodated on the site and the identification of existing facilities or amenities that would be lost and site characteristics within the area slated for development that may increase costs.

### 3.0 IDENTIFYING ARENAS FOR CLOSURE

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#### INTRODUCTION

The assessment identified two single pad arenas that will remain open and six that will close by 2026. This chapter outlines the study approach and recommendations concerning arena closures.

The following chapter deals with site selection for the new twin pad arenas. All six sites where arenas were recommended for closure are candidates for new twin pad arenas.

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#### DESCRIPTION OF THE EXISTING SINGLE PAD ARENAS

**Bobcaygeon Community Centre:** This facility is located at 51 Mansfield Street, Bobcaygeon. The building was constructed in 1954 and is 62 years old. The facility includes an ice pad/arena floor, joint use community hall/warm viewing area, 5 dressing rooms, washrooms, and a shared, partially asphalt parking area. The community hall can accommodate 200 people, has a canteen/kitchen area and elevator access. The facility is located on property not owned by the municipality (local agriculture society). Groups including, but not limited to, the local figure skating club, minor hockey association (group utilizes both the Bobcaygeon and Fenelon Falls arena), adult user groups, local agriculture society, and the Ontario Open group utilize the facility.

**Emily-Omemee Community Centre:** This facility is located at 212 Sturgeon Road, Omemee. The building was constructed in 1974 and is 42 years old. The property includes a facility that houses an ice pad/arena floor, community hall, 4 dressing rooms, washrooms, a partially asphalt parking area; as well as a ball diamond and play structure area. The community hall can accommodate 225 people, has a kitchen, but does not have elevator access. Groups including, but not limited to, the local minor hockey association (group utilizes both the Emily-Omemee and Ops arena), and adult user groups utilize the facility.

**Fenelon Falls Community Centre:** This facility is located at 27 Veteran's Way, Fenelon Falls. The building was constructed in 2012 and is 4 years old. The facility includes an ice pad/arena floor, community hall, meeting room, 6 dressing rooms, washrooms, and asphalt parking area. The community hall can accommodate 300 people and has a commercial grade kitchen. There is elevator access to the second

floor of the facility. The facility meets current accessibility standards. Groups including, but not limited to, the local figure skating club, minor hockey association (group utilizes both the Bobcaygeon and Fenelon Falls arena), adult user groups, minor lacrosse association, Chamber of Commerce, and Rotary Club utilize the facility.

**Little Britain Community Centre:** This facility is located at 9 Arena Road, Little Britain. The building was constructed in 1977 and is 39 years old. The property includes a facility that houses an ice pad/arena floor, community hall, 6 dressing rooms, and washrooms; as well as 3 ball diamonds, 1 athletic field, 300 metre gravel track, play structure area and asphalt parking area. A fire hall is also located on the property. The property is located adjacent to a public school. It also supports a municipal fire station. The facility also houses the local municipal library. The community hall can accommodate 350 people, has a kitchen and elevator access. Groups including, but not limited to, the local figure skating club, minor hockey association (group utilizes both the Little Britain and Oakwood arena), adult user groups, minor lacrosse association, and Junior C hockey club utilize the facility.

**Manvers Community Centre:** This facility is located at 697 Highway 7A, Bethany. The building was constructed in 1978 and is 38 years old. The facility includes an ice pad/arena floor, community hall, 4 dressing rooms, washrooms, and a partially asphalt parking area. The community hall can accommodate 220 people, has a kitchen, stage, but does not have elevator access. The property also supports a municipal Public Works Depot. The property is located close to two public schools. Groups including, but not limited to, the local minor hockey association, figure skating club, and adult user groups utilize the facility.

**Oakwood Community Centre:** This facility is located at 1010 Eldon Road, Oakwood. The building was constructed in 1977 and is 39 years old. The property includes a facility that houses an ice pad/arena floor, community hall, 6 dressing rooms, and washrooms; as well as 2 ball diamonds, 1 ball diamond/athletic field, play structure area, and asphalt parking area and Cenotaph. The community hall can accommodate 242 people, has a kitchen and elevator access. Groups including, but not limited to, the local minor hockey association (group utilizes both the Little Britain and Oakwood arena), and adult user groups, utilize the facility.

**Ops Community Centre:** This facility is located at 2569 Highway 7, Lindsay. The building was constructed in 1974 and is 42 years old. The property includes a facility that houses an ice pad/arena floor, community hall, 4 dressing rooms, warm viewing gondola, and washrooms; as well as 3 ball diamonds, play structure area, and asphalt parking area. The community hall can accommodate 178 people, has a kitchen and elevator access. The property is located close to a public school. A fire hall is also located on the property. Groups including, but not limited to, the local minor hockey association (group utilizes both the Emily-Omemee and Ops arena), and adult user groups utilize the facility.

**Woodville Community Centre:** This facility is located at 105 Union Street, Woodville. The building was constructed in 1977 and is 39 years old. The facility includes an ice pad/arena floor, banquet room, 6 dressing rooms, washrooms, and asphalt parking area. The banquet room can accommodate 93 people and has a kitchen. The property is adjacent to a community park that has ball diamonds. It is also close to a public school. Groups including, but not limited to, the local minor hockey association, figure skating club, and adult user groups utilize the facility.

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## **ARENA CLOSURES – ASSUMPTIONS**

The following assumptions were adopted:

**None of the existing single pad arenas can be twinned.** If there was a realistic potential to use an existing ice pad as one-half of a future twin pad arena, this would be a strong argument in favour of retaining that arena. However, due to the age and condition of the existing arenas and/or the anticipated constraints associated with the building or the site, none of the existing single pad arenas are candidates for twinning.

**None of the arenas support other on-site recreational activities to an extent that would affect their eligibility for closure.** If any component of the arena, including such areas as changerooms or washrooms, were essential to support other non-arena recreational activities on the site, this would be a strong argument for retaining the arena. This is not the case for the eight arenas being assessed.

**In no case is the closing of an arena constrained by special legal circumstances,** such as historical designation or conditions surrounding a property bequeath to the Municipality.



**There are no known unique characteristics of a specific arena that would set it apart from all others in a manner that is relevant to this assessment.** All of the arenas can be compared using the identified criteria in a fair and consistent manner. No special circumstances were identified that would automatically exclude any arena from being a candidate for closure. Consequently, this analysis was applied to all eight existing single pad arenas.

While it is understood that the Fenelon Falls arena is a new structure and it would be impractical to close this facility, it was included in the analysis for three reasons. First, the criteria and process selected for identifying arenas for closure will take this into account and should therefore reject Fenelon Falls as a candidate for closure. Second, it is important that consistent information is reported for all arenas so that the community can see the relative differences between locations that resulted in the recommendations for closure. Third, the Council resolution calling for this study did not exclude any single pad ice surface from consideration as a candidate for closure.

**None of the single pad arenas under consideration accommodate summer ice.** While summer ice has occasionally been provided at some of these arenas in the past under special circumstances, none of the arenas regularly provide ice rentals in the summer. Consequently, the proposed measures for ice and non-ice use across all eight arenas largely apply to comparable operating seasons<sup>3</sup>.

**The arenas share a common operating model.** This is important because some of the measures deal with the financial performance of the arena and these could be affected if different operating models were in place (e.g. different wage rates for staff).

**Ice will be reallocated and new schedules developed in all arenas when a facility is decommissioned.** All arena schedules, including those for arenas that will not close, will be redone when an arena is decommissioned and new times assigned to users based on the City's ice allocation policies and practices. Consequently, with respect to scheduling, current users of an arena that is closing will not be disadvantaged relative to all other ice users and this is therefore not a consideration in selecting arenas for closure. (see Appendix A for additional discussion)

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<sup>3</sup> There are minor variations in the length of the ice season among the arenas. However, only at Bobcaygeon is this a significant consideration where ice is delayed due to the Fall Fair. This anomaly is addressed in the analysis.

The possible repurposing of the arenas is not a consideration in this process. Often when an arena is slated for closure, community groups or other stakeholders come forward with proposals to use the building for another use. Frequently these are recreational uses (such as indoor soccer) but other commercial and industrial uses might also be suggested. In most cases, repurposing old arenas does not provide appropriate programming space and is not financially viable; however, this must be determined on a case by case basis. Potential repurposing was not a consideration in identifying arenas for closure. After an arena is identified for closure, any proposals for repurposing will be evaluated as part of a separate study process.

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## THE ASSESSMENT PROCESS AND CRITERIA

Criteria related to the use and users of the arenas, financial performance and the arena's role in the community wide recreation delivery system were identified as relevant considerations for selecting arenas to be closed. Our approach to assessing the criteria involved three separate steps.

### **Step 1: Over-riding Consideration: Capital Cost Avoidance**

The over-riding consideration in selecting arenas for closure was avoidance of significant capital costs associated with the ongoing repair and replacement of arena infrastructure in the period prior to their closure. In Step One, the eight single pad arenas were assessed from this perspective and preferred arenas for closure identified.

This is the most important consideration in the assessment for the following reasons:

1. A high priority should be placed on avoiding investments in arenas that will close.
2. While all eight single pad arenas are being considered as candidates for closure, it is possible that all six in the southern portion of the municipality will close and be replaced by two new twin pads. In this scenario, the key consideration is the timing of the closures rather than the arenas that will close, because all arenas in the service area will eventually close. The capital conservation costs are the most time sensitive criteria used in the assessment.

3. Capital conservation costs cannot be evaluated using the Step Two comparative evaluation approach. For the eight arenas being considered, essential capital conservation costs range from \$44,000 to \$584,800. To reduce these actual expenditures to a "point system" will not appropriately represent the actual differences between the arenas in a manner relevant to recommendations for closure.

<p style="text-align: center;"><b>Figure One</b></p> <p style="text-align: center;"><b>Step 1: Capital Cost Avoidance – Criteria for Assessment</b></p>	
<p>Total anticipated capital conservation costs that are <b>essential</b> to maintain arena operations in the next ten years.</p>	<p>The initial consideration is avoiding costs in arenas that will close in the next ten years (the Council approved period for implementing the arena rationalization strategy). These are <u>essential</u> costs only – dealing with mechanical operations and life safety; desirable user amenities, aesthetics, non-essential building repairs; etc. are not included.</p>
<p>Total anticipated capital conservation costs for the <b>long term</b> assuming the arena is retained for the foreseeable future.</p>	<p>The second consideration is the costs associated with the two single pad arenas that will be retained as part of the City's arena system. These are <u>long term</u> costs that would be incurred if these facilities were retained for the foreseeable future. This criteria is important in selecting the two single pad arenas to be retained because it represents the full cost of retaining these facilities to an acceptable community standard for the long term.. This will include some very significant expenditures (e.g. most existing arenas will require new arena floors at a cost in the order \$1million. This is the type of cost that would be avoided for arenas closing in the next ten years – but not for the single pads that will be retained).</p>

## **Step Two: Comparative Evaluation – Relative Use and Operating Costs**

The second step in the evaluation compared the arenas on a number of criteria that address community use and operating costs to determine if these considerations are significant enough to alter the conclusions from Step 1.

This was a comparative evaluation. Consequently, arenas were judged to fulfill the Step Two criteria completely, partially, in a limited manner or not at all and assigned a score of 3, 2, 1 and 0 respectively. Priorities (high, medium and low) were also be applied, whereby criteria considered more important were assigned a higher weight. The aggregate score for each arena was determined based on the initial score multiplied by the weight for the criterion. The arenas with the lowest scores were the preferred candidates for closure. Given that consistent, reliable information is available for all 8 arenas on these criterion a comparative evaluation was possible. Furthermore, given the actual values being considered and the priority placed on these criteria, a comparative evaluation was appropriate. It is a useful and relevant way to compile and compare a good deal of information.

Consistent with the Step One assessment, in the Step Two comparative evaluation a higher priority was placed on operating cost avoidance. A lower priority was assigned to use of the ice pads because (1) there were not major differences in levels of use among the arenas, and (2) all existing users of a decommissioned ice surface could be accommodated at another surface in relatively close proximity. In the latter case, we acknowledge that some groups may chose not to use ice at another arena, but the option will be available.

<p><b>Figure Two</b></p> <p><b>Step 2: Comparative Evaluation – Use and Operating Costs – Criteria for Assessment</b></p>	
<b>Criterion and Priority</b>	<b>Comments</b>
<b>Prime Time Ice Pad Bookings:</b> Total Hours Booked – Low Priority	Total hours booked is a reasonable measure of overall community service. Prime time is the most meaningful measure of use given that no arena will be fully utilized in non-prime time.
<b>Prime Time Ice Pad Bookings:</b> Percentage Utilization of Available Prime Time in a Typical Week - Low Priority	Utilization rates are a distinct measure from total hours booked and address the efficiency of ice utilization. The measure is for a typical week because there are variations in the shoulder seasons.
<b>Ice Pad Use:</b> Total Number of Users Accommodated in Programs Not Represented by Ice Bookings - Low Priority	This measure deals with ice pad use <u>not</u> represented by organized rentals, (e.g. public skating or school use). The measure was based on any available information and/or staff estimates.
<b>Arena Floor Bookings:</b> Total Hours Booked for Organized League Use – Low Priority	These are bookings/rentals for such things as ball hockey or lacrosse that require the entire arena floor and are regularly scheduled versus occasional uses. Non-ice arena floor use is limited at all arenas and could be readily accommodated at other locations; consequently it is assigned a low priority.
<b>Arena Floor Bookings:</b> Total Hours Booked for Special Events – Medium Priority	Special events include such things as tradeshow, fall fairs or July 1 <sup>st</sup> celebrations that require the entire arena floor. While these special events will represent a very small portion of arena bookings, they can be important local community events and are not easily accommodated elsewhere; consequently they were assigned a medium priority.

<b>Arena Meeting Room/Hall Bookings: Total Hours Booked for Regular Programs – Medium Priority</b>	The measure applies to regularly scheduled activities and programs such as a senior's group weekly meeting or a fitness class in an arena hall. A medium priority was assigned because these can be important community programs for local residents.
<b>Arena Meeting Room/Hall Bookings: Total Hours Booked for Special Events - Low Priority</b>	Special events include occasional rentals for meetings, banquets, weddings, or other similar activities. Because these are occasional events that often could be accommodated elsewhere without inconveniencing users, a low priority was assigned.
<b>Operating Expenditures: Annual operating expenditures per square foot of facility space – Medium Priority</b>	This is a measure of the cost of providing the service and while it is not the same as capital costs that can be entirely avoided by closing an arena, it is desirable to close arenas that are costing the City more to operate and transfer the use and therefore some of the costs to other facilities. Expressing these costs relative to the size of the arena is the appropriate approach on the assumption that larger arenas are providing some level of community service in the additional space.
<b>Operating Expenditures: Total Operating Cost Subsidy – Low Priority</b>	This is a measure of the efficiency of the operation. However, a low priority was assigned because lower subsidies are often the result of higher levels of use (and therefore revenues) and this use and revenue will likely move to another arena after closure.

### Step Three: Special Considerations

Finally, criteria addressing a number of special considerations were identified. These may not apply to all arenas and as such don't lend themselves to the comparative evaluation used in Step Two. This analysis focused on considerations that are unique to a particular arena that are relevant to decisions concerning closures and might be significant enough to alter the conclusions reached in Step 1 and 2.

**Figure Three**

**Step 3: Special Considerations – Criteria for Assessment**

<b>Replacement Costs for Municipal Facilities:</b>	If a municipal facility is lost due to an arena closure, the anticipated cost of replacement through new construction; renovation and/or rental of an existing space would be a consideration. However, this would not be the case if there were plans to replace the facility or it was an understood component of the new twin pad arenas (e.g. halls and meeting rooms). Criterion only applies to municipal facilities that must be replaced at the City's cost.
<b>Significant Change in Service Area Population</b>	This would be a consideration if a major increase in population was anticipated in the vicinity of an arena and this additional population could not be reasonably accommodated at an existing arena that will be retained or at a new twin pad arena.
<b>Arena Access</b>	This would be a consideration if after closing an arena a significant proportion of users of that arena did not have reasonable access to an alternate location. Arenas are major recreation facilities which most users access by car. In rural areas a drive time under 30 minutes would be reasonable.
<b>Alternative Uses for the Arena Site:</b>	If specific community needs (such as an absence of parkland) have been identified in other municipal planning documents and could be addressed on a site vacated by a decommissioned arena, this would be a consideration.
<b>Other Special Considerations</b>	Other issues if identified by the community or community stakeholders that were be relevant to particular arenas would be considered.



## ASSESSMENT OF ARENAS FOR CLOSURE

### Step One – Capital Cost Avoidance

Figure Four describes essential and long term capital costs<sup>4</sup> for the eight single pad arenas<sup>5</sup>.

Figure Four Essential and Long Term Capital Conservation Costs			
Arena	Essential Costs	Long Term Costs	Total – Essential and Long Term
Fenelon Falls	\$80,000	\$0	\$80,000
Bobcaygeon	\$214,111	\$149,200	\$363,311
Ops	\$221,350	\$1,542,365	\$1,763,715
Emily-OMemee	\$576,000	\$1,214,580	\$1,790,580
Manvers	\$584,800	\$1,882,580	\$2,467,380
Woodville	\$44,000	\$1,280,000	\$1,324,000
Oakwood	\$130,224	\$1,614,000	\$1,744,224
Little Britain	\$457,520	\$1,345,400	\$1,802,920
<b>TOTAL</b>	<b>\$2,323,585</b>	<b>\$9,012,545</b>	<b>\$11,336,130</b>

As expected, this assessment clearly indicates that Fenelon Falls is not a candidate for closure due to extremely low essential and long term costs. As the City's newest arena, we should expect nothing but minor maintenance and repairs for the next twenty years of its life span. Bobcaygeon is a close second in terms of limited essential and long term costs and would therefore be the second candidate for retention.

<sup>4</sup> Essential costs are the minimum required to keep the arena open and are therefore relevant to the arenas that will be closed. Long term costs cover items necessary to maintain the arena for the foreseeable future and are therefore relevant to the two single pad arenas that will be retained. (NOTE: Information on capital conservation costs is only available for the next eleven year. Consequently, the long term costs in Figure Four do not represent the entire investment that will be required to retain the two single pad arenas.

<sup>5</sup> This data was compiled from the following sources: Facility Condition Assessment, 2016 – Altus Group Limited; Energy Efficiency Study, 2015 – Ameresco; City Ice Plant and System Equipment Replacement Update, Staff Report PRC2013-005

We note that Woodville actually has the lowest cost for essential repairs because Council authorized a major capital expenditure in 2016 to allow the arena to open for the 2017 season. These costs are not represented in Figure Four. However, when essential and long term costs are considered, Woodville joins the other arenas (except for Fenelon Falls and Bobcaygeon), with anticipated expenditures in the \$1.3-\$2.5M range.

Based solely on the Step One criteria that involve avoiding capital conservation costs, Fenelon Falls and Bobcaygeon are the two single pad arenas that should be retained.

### Sequence of Arena Closing

It is possible to suggest an order of priority for closing arenas based on the anticipated essential expenditures required prior to 2018; between 2018 and 2022; and between 2022 and 2026. (See Figure Five). These are only the expenditures that are essential to keep the arena open and, given that the arena will close within the ten year timeframe, the objective is to limit spending prior to closing. Fenelon Falls and Bobcaygeon will not be closed and are therefore excluded from the following discussion. This discussion assumes that cost avoidance is the only criterion used to determine the sequence of closing. There may be other relevant considerations and Council will need to consider all factors when deciding the timing for arena closures.

Figure Five Essential Capital Conservation Costs by Time Period				
Arena	Total Costs	2016-17	2018-22	2023-26
Emily-Omemee	\$576,000	\$75,000	\$47,000	\$454,000
Little Britain	\$457,520	\$45,000	\$322,520	\$90,000
Manvers	\$584,800	\$45,000	\$26,000	\$513,800
Oakwood	\$130,224	\$58,000	\$32,824	\$39,400
Ops	\$221,350	\$0	\$22,000	\$199,350
Woodville	\$44,000	\$0	\$13,000	\$31,000

While it would be possible (and prudent to maximize cost savings) to close two arenas in 2017, for this discussion we have assumed that one arena will be closed in 2017; that two additional arenas will be closed between 2018 and 2022 to coincide with the construction of the first twin pad; and that the last three arenas will be closed between 2022 and 2026 to coincide with the construction of the second twin pad.

There are two options for determining the sequence of closing. In the first option, arenas with the highest costs in each of the time periods noted above are closed. Consequently, Emily-Omemee would close in 2017; Little Britain and Oakwood in 2018-22 and the remaining arenas in 2023-26.

However, this option is only reasonable if (1) the City is sure that it can strictly adhere to the schedule noted above and build the first twin pad before 2022 and the second before 2026; and (2) that the anticipated timing of the essential costs is accurate as predicted so that none of the cost items included in the 2023-26 projection need to be replaced earlier. Neither of these conditions are likely; consequently we recommend a second option where the priority is to close the arenas with the highest overall essential costs.

In terms of total essential costs, Manvers, Emily-Omemee and Little Britain far exceed those of the other arenas. Closing these arenas guarantees the City will not incur much higher than expected costs due to delays in twin pad construction or earlier than anticipated failure of essential items. Little Britain would be the first candidate for closing based on the high costs anticipated in the 2018-22 period, followed by Manvers and Emily-Omemee. Little Britain would close in 2017 and the other two arenas in the 2018-22 period. Three arenas would then close in the 2023-26 period – in order of priority: Ops, Oakwood and Woodville. This sequence of closures is illustrated in Figure Six.

Figure Six Anticipated Schedule for Arena Closing If Cost Avoidance Was the Only Consideration	
Timeframe	Arenas to be Closed (in order of priority)
Before 2018	Little Britain
2018-2022	Manvers and Emily-Omemee
2023-2026	Ops Oakwood Woodville

## **Step Two – Comparative Measures – Use and Operating Costs**

The purpose of the Step Two analysis was to determine if any of the measures of use and operating cost<sup>6</sup> were so significant that they would cause us to revise the Step One recommendation to retain Fenelon Falls and Bobcaygeon. Actual values are illustrated in Figure Seven and the comparative measures and aggregate scores in Figure Eight. The results do not indicate the Step One conclusions should be revised.

The aggregate scores range from 17 to 26 - occupying the lower mid-range in a scale where the minimum and maximum score are 12 and 36. (Figure Eight)

Fenelon Falls commands the second highest score, reinforcing the Step One conclusion that this is the prime candidate for retention.

With the exception of Oakwood, the other preferred candidates for closure from the Step One analysis (Emily-Ormemee, Little Britain, Manvers and Ops) occupy the middle ground in the Step Two scores, with values of 17 - 20. There is nothing significantly different in the use and operating costs of these arenas and nothing that would suggest a unique circumstance that should over-ride the Step One conclusion that they should be closed due to relatively high capital conservation costs.

Oakwood had the highest Step Two score at 26. This reflects relatively high use of both the ice pad, arena floor and hall/meeting rooms combined with relatively moderate operating costs. With respect to both use and operating costs, Oakwood generally occupied middle ground - neither the best or the worst values among the eight single pad arenas. While consistently occupying the middle ground allowed Oakwood to achieve the highest score, the results do not suggest a special circumstance that is more important than Oakwood's higher long term capital conservation costs relative to Fenelon Falls and Bobcaygeon.

While the Step One analysis clearly supported Bobcaygeon as the second most attractive arena for retention, Woodville was a distant third. Interestingly, both arenas scored poorly in the Step Two analysis. Both had low scores on most measures of use and operating costs. Bobcaygeon's total ice hours booked were lower than all other arenas because of a shorter ice season due to the Fall Fair. However, at 67% and 68% respectively Woodville and Bobcaygeon had the lowest levels of prime time utilization. Neither arena is well used. Bobcaygeon was awarded full points for special event use of the arena floor (the use by the Fair) but this is the only category of use where the maximum points available were awarded to either arena.

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<sup>6</sup> Data from the 2015 operating season was used to compile these measures.

Both arenas scored well on operating cost subsidy and Woodville was slightly better on operating cost per square foot. There is nothing significant in these measures that would distinguish between the Bobcaygeon and Woodville arenas and suggest Woodville might be elevated from its third place position following the Step One analysis to replace Bobcaygeon as the second arena recommended for retention.

Figure Seven									
Step Two Comparative Measures – Actual Values									
Arenas	Criteria								
	Total Hrs Booked	% Utilization in Prime Time	Program Users	Arena Floor Hrs Booked for Programs	Arena Floor Hrs Booked for Special Events	Hall/Meeting Room – Hrs Booked for Programs	Hall/Meeting Room – Hrs Booked for Special Events	Total Operating Cost Subsidy	Expenditures per Square Foot
Bobcaygeon	1228	68.0	1400	0	144	0	158	126,507	8.40
Emily-Omemee	1560	75.5	9200	0	6	61	121	61,940	8.93
Fenelon Falls	1576	71.0	5000	142	156	432	685	276,199	10.34
Little Britain	1395	74.0	1560	84	0	0	276	173,649	7.84
Manvers	1305	69.3	6650	0	4	26	148	117,113	7.16
Oakwood	1359	80.0	1450	77	12	645	232	119,837	7.84
Ops	1482	83.0	1400	32	8	0	526	92,710	8.24
Woodville	1365	67.0	1350	0	28	130	62	78,373	7.21

Note: See earlier discussion for a full description of the criterion.

**Figure Eight**  
**Step Two Comparative Measures - Weighted Rankings**

Arenas	Criteria									TOTAL
	Total Hrs Booked	% Utilization in Prime Time	Program Users	Arena Floor Hrs Booked for Programs	Arena Floor Hrs Booked for Special Events	Hall/Meeting Room – Hrs Booked for Programs	Hall/Meeting Room – Hrs Booked for Special Events	Total Operating Cost Subsidy	Expenditures per Square Foot	
Bobcaygeon	1	1	1	0	6	0	1	3	4	17
Emily-Omemee	3	2	3	0	2	2	1	3	4	20
Fenelon Falls	3	1	2	3	6	4	3	1	2	25
Little Britain	2	2	1	2	0	0	2	2	6	17
Manvers	1	1	3	0	2	2	1	3	6	19
Oakwood	2	3	1	2	2	6	1	3	6	26
Ops	3	3	1	1	2	0	3	3	4	20
Woodville	2	1	1	0	2	2	1	3	6	18

Note: The scores were determined by separating the actual values in Figure Seven into quartiles and assigning a score of 1 to values falling between the first and second quartile; a value of two to those between the second and third quartile; and a value of 3 to those between the third and fourth quartile. A score of 0 was assigned when there was no use.

These scores were then weighted by multiplying values for medium priority criteria (arena floor special event use and expenditures per square foot) by two and low priority criteria (all others) by one.

### Step Three – Special Considerations

A review of special considerations was the final step in the assessment. The four special consideration criteria identified as part of the study process are discussed below.<sup>7</sup>

**Replacement Cost of Facilities.** With one possible exception, the decommissioning of arenas would not result in the loss of municipal facilities that would have to be replaced at the City's cost. This assumes that halls and meeting rooms in the existing single pad arenas will be replaced with comparable or superior facilities in the new twin pads.

The exception is the local library branch in the Little Britain arena. While the Library Board has not produced a long term plan for future facilities, we understand that branches have been closed in recent years and the number and type of library facilities is under review. Most County library systems in rural areas of Ontario are struggling with the challenge of providing contemporary services from numerous small, out-dated facilities. With the development of a new twin pad arena, the Board will have an opportunity to establish a modern branch at a significant new community focal point. While the Board has not committed to this course of action, it is a reasonable assumption for this analysis and consequently the library in the Little Britain arena was not considered a relevant reason for retaining the facility.

**Alternative Uses of the Site.** A requirement for additional active parkland in Woodville was identified in the City's Parks, Recreation and Culture Strategic Plan. The City has not been able to address this requirement because of a lack of parkland and the arena site could be used for this purpose following closure.

**Population Change:** The City of Kawartha Lakes Growth Management Strategy<sup>8</sup> provides estimates of residential development potential for both Urban Settlement areas and hamlets. A total of 15,855 potential units are identified in the City's four urban settlement areas (Lindsay, Fenelon Falls, Bobcaygeon and Omemee), with most designated for Lindsay and Bobcaygeon (71.4% and 18.3% of the total respectively). This represents roughly 11,000 and 3,000 units in Lindsay and Bobcaygeon. In addition to the urban

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<sup>7</sup> These considerations were identified by staff. No other relevant arena-specific special considerations emerged from the public meeting or workshop with stakeholders (see Appendix A for further discussion).

<sup>8</sup> MHBC Planning Ltd. City of Kawartha Lakes Growth Management Strategy. May 2011 Update. Pages 38-39.



settlement areas, 1,254 potential units are identified for the hamlets, with Woodville accounting for 138 units (the fourth largest number following Bethany, Pontypool and Kinmount).

For the purposes of our assessment, the Bobcaygeon projection is the most significant<sup>9</sup>. With the exception of Lindsay (which will continue to be served by the existing twin pad), Bobcaygeon is the only settlement in the City where the projected population is large enough to be a factor in our recommendation for retaining arenas. This consideration strengthens the Step One analysis suggesting it should be the second arena for retention.

**Access:** The final special consideration is access. The question is whether an arena should be retained because closing it would mean that current users do not have reasonable access to an alternate location.

Given that the Fenelon Falls and Bobcaygeon are recommended for retention, this consideration only applies to Manvers. Manvers users would be roughly 20 minutes from the existing twin pad in Lindsay and likely closer to a new twin pad in the Southeast district of the municipality<sup>10</sup>. These users also have closer options in adjoining municipalities.

### **Conclusion – Special Considerations**

Special considerations were identified at Little Britain and Manvers: the replacement of the local library branch and longer commuting times respectively. Manvers and Little Britain had the highest longer term capital conservation costs of all arenas (\$2.5M and \$1.8M respectively) and consequently were prime candidates for closure based on the Step One analysis. These special considerations are not significant enough to overturn that conclusion.

This assessment suggests that the Fenelon Falls and Bobcaygeon arenas will be retained and the six single pad arenas in the south will be replaced with two new twin pads. This arrangement seems to be the most consistent with Council's direction. Fenelon Falls and Bobcaygeon will be retained as single pads and even if either site could accommodate a new twin pad (which they cannot – see discussion in the next chapter), it would make no sense to have three of Kawartha Lakes' 8 ice surfaces in the north. Closing the

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<sup>9</sup> Some stakeholders suggested that growth in Bobcaygeon was not relevant because it would almost exclusively be seniors/retirement housing. This is not the case according to the Growth Management projections.

<sup>10</sup> These are estimates based on travel time by car between existing arenas. We acknowledge that some users will have longer (or shorter) travel times depending on where they live relative to the existing arena.

six single pads in the south and replacing them with two twin pads, augmented by the twin pad in Lindsay, should bring these arenas to near capacity levels. It will create an appropriate fit between demand and supply. With both Fenelon Falls and Bobcaygeon, the north will continue to be over-supplied and even with the growth projected in Bobcaygeon it is unlikely that full utilization will be achieved. This may have implications at some future date for the Bobcaygeon arena, but at this time having two single pads in the north and three twin pads in Lindsay and the south is the best distribution of ice pads to meet Council's directive.

### **Conclusion and Recommendation: Assessment of Arenas for Closure**

**Arena Assessment Recommendation 1:** The existing single pad arenas in Fenelon Falls and Bobcaygeon should be retained. Single pad arenas in Emily-Omemee, Little Britain, Manvers, Oakwood, Ops and Woodville should be closed and replaced with two new twin pad arenas.

**Arena Assessment Recommendation 2:** The City should determine a schedule for the closing of the arenas to minimize ongoing costs and reflect any other relevant factors. As many as two ice surfaces could be closed as early as 2017, with the following four ice surfaces closed to coincide with the opening of the new twin pads.

## 4.0 SITE SELECTION PROCESS FOR TWIN PAD ARENAS

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### INTRODUCTION

The site selection process identifies locations for the two twin pad arenas that will replace the six single pad arenas slated for closure by 2026.

This is a preliminary assessment of sufficient scope to identify with reasonable certainty candidate sites where a twin pad arena could be developed. The assessment was based on site visits and information, as available, from municipal records. Site visits entailed visual inspection only and the following considerations were not part of the site assessment:

- Site surveys to identify precise sizes, configurations and developable areas.
- Engineering and sub-soil testing for soil bearing capacities.
- Environmental assessments including testing for soil contamination or any other conditions resulting from previous use of sites.
- Geotechnical, hydrological, or anthropology studies related to specific site conditions.
- Traffic studies.
- Architectural or site planning studies to determine the "fit" of the proposed twin pad with existing structures or site features, including natural features affecting slopes, drainage or other determinants of developable area and costs.

These considerations will need to be investigated further before a site can be confirmed.

The following assumptions were adopted for this assessment:

- The City will not incur land acquisition costs in the development of the new arenas. The sites to be assessed include those where arenas will close. Other sites available to the municipality at no significant cost would have also been considered, but no candidates were identified. Consequently, the site assessment was limited to locations where single pad arenas will close.
- The site selection process for the new twin pads was part of the larger arena rationalization strategy. Consequently, the cost of demolishing existing arenas that are recommended for closure was not considered in selecting sites for new twin pads.

- Major existing, useable buildings will not be relocated and consequently must be subtracted from the area of the site available for development of the twin pad arena. This restriction will not apply in situations where the building is slated for decommissioning.
- If required to accommodate the arena, existing outdoor facilities such as playgrounds or ball diamonds can be relocated. However, the cost of relocation and redevelopment will be a consideration in the evaluation of the site.
- Unless advised otherwise by the Planning Department, it is assumed that the nature of existing development surrounding the site will be constant (e.g. there are no major development proposals, plans to introduce incompatible uses, etc.)
- The locations for the two new twin pads will reflect the historical distribution of arenas in Kawartha Lakes. Consequently, a twin pad will not be located in the Central recreation area (Lindsay) which is currently the site of the City's only twin pad arena. Furthermore, two twin pads will not be located in any one of the remaining recreational areas (North, Southwest, Southeast).

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## SITE SELECTION PROCESS AND CRITERIA

The site assessment was a two-step process. The first step involved application of a limited number of screening criteria. Sites that did not conform to these criteria were rejected. The second step involved a comparative evaluation of the remaining sites. The criteria applied in each step are noted below.

### Step One: Site Screening Process

The following criteria were used to screen sites.

1. **Site acquisition costs** – the site must be municipally owned or available to the municipality at little or no cost. Site acquisition costs will be avoided by using municipally owned property or property available from another public or private provider at a nominal cost.
2. **Size of development area** – the portion of the site available for development must be of sufficient size to accommodate the proposed twin pad arena, parking and a minimum buffer area. Available for development means free of any major constraints that would not be typical in preparing a site for development such as steep slopes; flood plains; unsuitable soil conditions; requirements to relocate major service corridors or infrastructure, etc. For the purposes of this assessment, we have defined the minimum development area required for a new twin pad arena as 5 acres.

3. **Zoning** – sites will be rejected if the existing zoning does not allow the proposed use and, in the opinion of planning staff, a revised designation to allow the twin pad would not be supported.
4. **Access** – sites must have direct access to a major arterial road.
5. **Compatible use** – sites where land uses adjacent to or in the immediate vicinity would so adversely affect recreation use or where recreational use would so adversely affect existing land uses that the development would be unacceptable, will be rejected.

As noted above, because no other candidates were identified, only sites that are currently used for single pad arenas slated for decommissioning were considered. All of these sites are owned by the municipality or a not-for-profit community association; are currently zoned for recreational uses, and these recreational uses are compatible with surrounding land uses. Consequently, the site screening criteria were limited to size of the development area and access.

## Step Two: Comparative Site Evaluation

The following criteria were used to compare sites that pass the initial screen.

### Size

- Potential for future expansion of the twin pad - sites with area suitable for development that exceed that required for the twin pad will be preferred because they can accommodate future expansion of recreation facilities. Sufficient additional land to accommodate a major facility expansion must be available for a preference to be indicated using this criterion.
- Potential to accommodate outdoor facilities – larger sites that would accommodate the twin pad and also allow for new outdoor facility development are preferred.

### Access

- Centrality to current and future population - sites that are closer to the City's current and future population centres that will be the source of users are preferred.
- Barriers to pedestrian access - sites that are directly accessible from existing pedestrian or cycle ways are preferred. Because the majority of users will arrive by car, a preference will be assigned to sites on major arterials. Consequently, major arterial roads are not considered a barrier to pedestrian access.

### Compatibility

- Contribution to corporate objectives – preference is given to sites where the development of the twin pad may contribute to other documented corporate objectives for the site or the surrounding area, such as acting as a catalyst for the revitalization of a local business area or community focal point.

- Compatibility with surrounding uses – a preference is given to sites where the proposed recreation facilities will be compatible with surrounding land uses. Compatible land uses will generally be open space and other community facilities; however, this will be judged on a site specific basis. If the proposed twin pad is judged to have negative impacts (visual, noise, congestion) on surrounding land uses, the site is considered less desirable.
- Complementary uses – sites are preferred where adjacent land uses or existing on-site uses that will be retained complement the recommended facilities and contribute to an enhanced level of service or enjoyment for users of the facilities.

#### Cost

- Municipal services – sites with full municipal services or anticipated to be serviced in the next ten years are preferred. Full servicing will generally limit costs and provide much greater potential for future expansion; efficient use of the site; energy efficiencies etc.
- Site development costs - higher than normal site development costs due to unique site conditions (i.e. poor drainage, less than ideal topography, etc.) result in a lower preference. This criterion applies to areas of the site that are considered available for development but have conditions that may result in higher construction costs. The criterion will be operationalized based on previous studies available from staff or the opinion of staff familiar with the site.
- Management/operational cost savings – preference is given to sites where unique opportunities may allow the City to more efficiently or effectively operate the recommended facilities in a manner that will contribute to cost savings (e.g. if existing facilities on site might contribute to more efficient deployment of staff or equipment).
- Replacement costs – a lower preference is attached to sites where outdoor facilities that are currently scheduled and used by the community must be relocated or replaced to accommodate the twin pad arena.

#### Other Factors

- Development schedule – sites are preferred that do not have constraints that may contribute to delays in construction and, therefore, affect the timing of development or add to the cost.
- Visibility – the new twin pads are major community facilities and should be highly visible. A prominent location will not only contribute to familiarity and use, it will be a symbol of civic pride and create a strong community focal point. A visible location, therefore, is preferred.
- Loss of a local resource – in some cases the development of the twin pad might displace or relocate a neighbourhood serving resource that cannot be readily replaced in the local area. This would be the case, for example, when scarce open space resources or neighbourhood serving recreation features were lost to the recreation development. Sites where local resources are not lost are preferred.

After reviewing the sites subject to the comparative evaluation, six criteria were dropped from the assessment because they were not applicable and/or did not assist in distinguishing between sites. The following comparative evaluation criteria were eliminated:

- Potential to accommodate outdoor facilities. None of the sites are large enough to accommodate a twin pad arena and existing outdoor recreation facilities and still have space to accommodate additional outdoor recreational resources.
- Barriers to pedestrian access – all of the sites are accessed primarily by car and most have no immediate connection to a built up urban area where pedestrian access might be a consideration. The Ops site is associated with the Trans Canada Trail, and while this may present an alternative access to outdoor amenities at the site particularly as population grows in the area, it was not considered a significant enough consideration to impact the site assessment.
- Contribution to corporate objectives – documented corporate objectives were not identified for any site or surrounding area.
- Management/operational cost savings – no unique opportunities for the City to more efficiently or effectively operate the recommended facilities at any location were identified
- Development schedule – none of the sites have constraints that may contribute to delays in construction.
- Loss of local resource – this was not a factor at any of the sites. While in some cases there were unique local resources (such as a cenotaph at the Oakwood site), there is no indication these would be lost if a twin pad was developed.

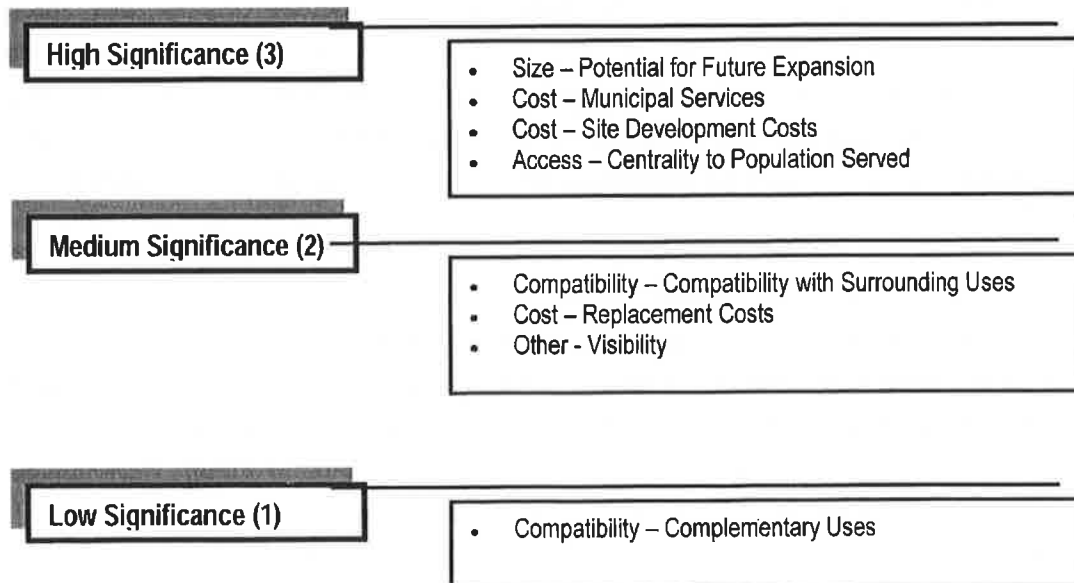
Two other qualifications should be noted with respect to this analysis.

A consideration for some of the sites (Oakwood, Little Britain, Ops and Manvers) is the existence of public works facilities and/or fire halls. The City is currently preparing plans for the future of these facilities which may result in relocation and consolidation. These plans are not finalized and the impact on this process is unclear. We have commented on the possible implications and this analysis should be updated when additional information is available.

Finally, in two cases (Ops and Little Britain) the sites were positively evaluated because the schools adjacent to the site were considered complementary uses. We understand that schools are being reviewed in Kawartha Lakes and there may be some future closures. This analysis might also be updated when this information is available; however, in this case the criterion was assigned a low priority and it would not have a major impact on our recommendations.

### Site Evaluation Criteria – Priorities and Weights

Sites were judged to fulfill the criteria completely, partially, in a limited manner or not at all and assigned a score (3, 2, 1 or 0 respectively) indicating preference. Each criterion was also weighted based on high, medium or low significance and assigned a value of 3, 2, and 1 respectively. The aggregate score for each site was determined based on the application of the weighted criterion. The site with the highest score was preferred. The criteria and weights used in the assessment are noted below.





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## THE SITE ASSESSMENT

### Sites Screening

The Woodville site was eliminated because it is too small to accommodate a twin pad arena (2.8 acres where a minimum size of 5 acres has been suggested).

The Manvers site (estimated at 2-3 acres) was also eliminated because it is too small to accommodate the twin pad. The Manvers arena site is adjacent to a City public works yard. As noted, the future of public works yards is under review in Kawartha Lakes. If the combined public works and arena site (about 13 acres) was available for recreational use, the twin pad might be accommodated. While this could be reviewed when a final decision on public works yards is available, the Manvers location would not be highly rated using the comparative site selection criteria. It has two major drawbacks. First, the area between the arena site and public works yard is a wooded, ravine and the elevations and site characteristics of the overall location suggest much higher site development costs than other available sites. Second, of all possible sites, this location is the furthest removed from potential users. In addition to these major drawbacks, the site is not serviced, would not allow future facility expansion, and likely cannot accommodate outdoor recreation facilities. Visibility, complementary community uses (two schools in the immediate vicinity) and the absence of replacement costs are the only significant strengths of the site.

The Fenelon Falls and Bobcaygeon arenas were the two single pad arenas recommended for retention in the first part of this analysis. Consequently, they are not candidates for new twin pads. However, it is worth noting that both locations would be eliminated in the screening process if they were candidates. Fenelon Falls at 2 acres is too small. At 4.8 acres, the Bobcaygeon site approaches the minimum required size. However, the configuration and characteristics of the site suggest that the developable area is less than 4.8 acres. Perhaps more importantly, the site is owned by the Agricultural Society. While ownership by a community association would not automatically eliminate the site, in this case the entire site area would be occupied by the twin pad arena and the grounds for the Fall Fair and trailer park would be lost. Without these activities, the site would have no value or purpose for the Agricultural Society. It is unlikely therefore

that they would agree to this proposal unless another site was purchased by the City for their use. However, this would entail site acquisition costs thereby eliminating the site from consideration.

Based on available information and visual inspection none of the remaining sites have development constraints that would eliminate them from consideration. However, as discussed further below, some of the sites have significant site development challenges that at the very least would substantially increase costs, perhaps to the point where they were prohibitive. Site development constraints must be further investigated and might lead to the further screening of sites. No site-specific planning, engineering or traffic studies were conducted and it will be necessary to confirm with further study that site conditions do not preclude the development of a twin pad arena.

Based on this preliminary analysis, the following existing arena sites were considered as locations for a new twin pad arena.

- Emily-Omemee
- Little Britian
- Oakwood
- Ops

### **Description of the Sites**

The following is a brief description of the sites. Aerial photographs of the sites are included in Appendix B and should be referenced to clarify the following descriptions.

#### *Emily-Omemee*

This is a rectangular 11.8 acre site bordering Sturgeon Road, with agriculture, pasture land and woodlots as adjacent land uses. There are no adjacent residential uses. The arena, arena parking and an unlit ball diamond are the only on-site facilities. The ball diamond is not used.

The site has no municipal services and is not expected to be serviced in the next ten years. It is located about 11 minutes from the nearest alternate arena (Ops).

The arena and ball diamond are located along the northern boundary of the site, occupying most of the existing developable area. The south and central portion of the site is wooded and the elevation drops off to the south.

### *Ops*

This is an irregularly shaped, 20.5 acre site bordering Highway 7. Agriculture, pasture land and woodlots and a few large residential lots are adjacent land uses. There is also an elementary school adjacent to the site with direct pedestrian access via a wooded, parkland connection. In addition to the arena and arena parking, there is a wooded park area, playground and three ball diamonds (two of which are lit) on-site. The ball diamonds are all well used. Two other buildings located near the Highway 7 boundary share the arena parking lot. These are an active fire hall and a vacant former Community Services building. The site is connected to the Lindsay urban area (and beyond) by the Trans Canada Trail.

The site has no municipal services but services are expected in the next ten years as urban development proceeds on the west side of Lindsay. It is located about 11 minutes from Emily-Omemee arena and 5 minutes from the Lindsay twin pad arena.

There is a large wooded section of the site running in a north-west direction from the centre of the site to the boundary. This appears to be the only section of the site where development constraints may be encountered due to drainage issues.

### *Little Britain*

At 22.1 acres this is the largest of the four sites. It is an active community park site in the central part of the hamlet of Little Britain. The site is accessed from both Eldon Road and Little Britain Road. The arena is set back on the site and visibility from the road is somewhat restricted. The site is bordered by a residential street with more than a dozen single detached homes to the west, agricultural land to the east and an elementary school to the south. A shared soccer field is located on arena land adjacent to the school site. In addition to the arena and arena parking, there is a large wooded park area with benches and tables, a playground and three well used ball diamonds (one of which is lit). An abandoned tennis court is adjacent to the arena parking. An active fire hall is also located on the site.

The site is serviced with natural gas. It is located about 6 minutes from the Oakwood arena.

The site is generally flat and would appear to present few development constraints. A drainage swale exists between the soccer field and arena site and the wooded area in the south east section of the site may present challenges associated with changes in elevation and drainage.

### *Oakwood*

This 14.9 acre site on the edge of the built up area in the hamlet of Oakwood accommodates both recreational and public works uses. The site is accessed from Eldon Road which forms the western boundary of the site. However, a number of land uses (community hall, playground, cenotaph, two residential lots) front on the road somewhat restricting visibility of the arena and parkland. The site is bordered to the south and east by suburban residential development, and to the north east and north by agriculture uses. As noted above, the public works yard occupies the north west corner of the site.

In addition to the arena and arena parking, there are two lit ball diamonds and an unlit soccer field on the site. The main ball diamond is used by the local minor ball association; the other diamond is not well used.

The site has municipal water services. It is located about 6 minutes from the Little Britain arena.

There are no natural features or wooded areas on the site. The site is relatively flat and the area not accommodating the arena, public works yard and parking are fully occupied by active playing fields, suggesting that changes in elevation and drainage would not be major site development issues.

## **Comparative Site Evaluation**

The results of the comparative site evaluation are noted below. While the scoring is somewhat subjective it provides a relative ranking of the sites based on the available information and the selected criteria. While subjective and based on visual inspection, the scoring for many of the criteria are relatively straightforward and explained in the discussion that follows. However further explanation is required for some of the criterion; the following guidelines were used to assign points:

Potential for Future Expansion: None of the sites appear capable of accommodating a future third ice pad which would have resulted in a perfect score of 3. If no further indoor expansion seems possible, a score of

0 was assigned. If a modest expansion (e.g. enough to accommodate an expanded program area or a library branch) a score of 1 or 2 was assigned.

Figure Nine

Comparative Site Evaluation Results

Site		Emily Omemee		Ops		Oakwood		Little Britain	
Site Evaluation Criteria	Weight	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Size: Potential for Future Expansion of Facility	3	0	0	1	3	1	3	1	3
Cost: Municipal Services	3	0	0	1	3	2	6	2	6
Cost: Site Development	3	0	0	2	6	2	6	2	6
Access: Centrality to Users	3	2	6	2	6	3	9	2	6
Compatibility: Surrounding Land Uses	2	3	6	2	4	1	2	1	2
Cost: Replacement of Existing Facilities	2	2	4	2	4	2	4	1	2
Other: Visibility	2	1	2	3	6	2	4	2	4
Compatibility: Complementary Community Uses	1	0	0	3	3	0	0	3	3
<b>TOTAL SCORES</b>			<b>18</b>		<b>35</b>		<b>34</b>		<b>32</b>

Note: Evaluation (3 = fully meets criteria, 2 = partially, 1 = limited, 0 = not at all)

Municipal Services: 3 points were assigned to sites with gas and water; 2 if gas or water; 1 if services were in the immediate vicinity of the site or expected in the next ten years; 0 if no services and no expectation of services in the foreseeable future.

Site Development Costs: A perfect score indicated a flat site large enough for the twin pad with no changes of elevation, drainage issues, woodlots to clear etc. No site received a perfect score. A score of 0 indicated major site development issues, potentially significant enough to prohibit development – this was the case at Emily-Omemee. Scores of 1 or 2 indicated some concerns but nothing significant enough (based on visual inspection) to indicate major constraints or costs.

**Centrality/Access to Users:** Points were assigned based on relative access to both the arena's service area and the future population anticipated on the east and west side of Lindsay. With the exception of Oakwood, there was a trade-off between access to Lindsay and the service area at most sites.

**Cost of Replacing Existing Facilities:** A perfect score (3 points) was assigned if the twin pad development was possible with no impact on existing site facilities and recreational amenities. A score of 0 points were assigned if a major recreational use was lost, such as a very heavily used lit outdoor playing field. Scores of 1 or 2 were assigned in cases where some facilities would potentially be lost or otherwise impacted by the development. All sites received a score of 1 or 2.

**Complementary Community Uses:** A perfect score (3 points) was assigned if there was a major community use, such as a school, immediately adjacent or part of the site. A score of 0 was assigned when there were no complementary community uses. Scores of 1 and 2 were assigned for less significant complementary uses, such as a regional recreational trail connection, a private recreational use, or a fair ground that might use the arena for a seasonal event. Sites were scored as 0 or 3.

The weighted scores of the sites ranged from 18 to 35, out of a possible maximum score of 57 points.

Given the assumptions adopted for this analysis, the two twin pads will not be located in the same recreation district, and consequently the assessment of the preferred site will occur in two parts: The relative merits of Emily-Omemee and Ops in the Southeast and of Oakwood and Little Britain in the Southwest.

#### *The Southeast Area*

Based on the comparative evaluation, the Ops site is preferred by a considerable margin over the Emily-Omemee location.

The distinction between the Ops and Emily-Omemee site are primarily related to the characteristics of the site – all of which are high priority considerations. The Emily-Omemee location is a secluded, small, unserved site with very challenging site characteristics. There is no potential for future expansion and visibility is limited to individuals using the local thoroughfare, Sturgeon Road. Most importantly, the developable portion of the site is comprised of the existing arena and a ball diamond that is no longer used.

While the area occupied by these uses exceeds the 5 acre minimum, they extend along the northern boundary of the site in a narrow zone. It is unclear whether the preferred configuration of a twin pad (ice surfaces running parallel to one another as with the Lindsay facility) could be achieved on the area of the site occupied by the arena and ball diamond. Internal site circulation and parking would also be a challenge. Consequently, it is likely that the southern portion of the site which is a wooded area, with a sloping elevation and poor drainage would have to be developed. This would increase costs considerably. It is possible that the development of the twin pad is not possible on this site. However, this could only be determined with a site survey and preliminary site plan.

In contrast the Ops location will be serviced in the future, has the best visibility of all sites due to its location on Highway 7 and is large enough that some future expansion of indoor recreation facilities could be contemplated. More importantly, the developable portion of the site is flat, largely paved and could readily accommodate the twin pad with no extraordinary site development costs. The Ops location did not receive a perfect score on site development costs because some portion of the wooded area extending from the centre of the site to the north east might be impacted by development. The Ops location received full points for complementary land uses because of the adjacent school and Trans Canada Trail connection; no points were awarded to Emily-Omemee on this criterion.

Because there are no residences or other sensitive land uses adjacent to the Emily-Omemee location it was preferred to the Ops site (where there are two adjacent residences) on the compatibility with surrounding areas criterion. This is the only criterion where Emily-Omemee scored higher than Ops. The sites were scored equally on replacement costs but only because the Emily-Omemee ball diamond, which would be lost, is not currently used. It would appear that the existing playing fields could be retained at Ops, but there would be some potential loss to the outdoor parkland/wooded area as noted above. The sites were also scored equally on access to users – with Emily-Omemee being preferred relative to the service area and Ops relative to future population growth on the west side of Lindsay.

One final issue is the two existing buildings on the Ops site – an abandoned Community Services building and the fire hall. We understand the former will be demolished. The future of the fire hall is uncertain. If it was retained at its current location it would place significant constraints on the developable area of the site for a new twin pad. This is an important issue and must be resolved to confirm our conclusion that the Ops site is preferred.

### *The Southwest Area*

Based on the scoring, there is not a significant enough difference between the Oakwood and Little Britain locations to conclusively recommend a preferred site.

Neither location is large enough to accommodate a future major expansion to a twin pad; however, both could likely accommodate some additional indoor recreation facilities. They have the same municipal service scores. Both sites have adjacent residential development and are therefore comparable relative to compatible surrounding land uses. In both cases, the twin pad would likely be set back on the site, with relatively similar visibility to the major arterial road serving the site. The sites received the same score on these criteria.

The major difference between the sites is that Little Britain has a complementary community use (the adjacent school) and Oakwood is more central to the service area. If Oakwood was the selected site, it would be situated between the arenas that would close in Woodville and Little Britain and is somewhat better situated to serve the future population growth on the west side of Lindsay.

The final considerations in comparing the sites are replacement costs and site development costs. At least one outdoor playing field would be lost at the Oakwood site and it appears that either a ball diamond or part of the wooded park area would be displaced at the Little Britain site. Because only one diamond at Oakwood is regularly used, this site was given a higher score on replacement costs, but there are impacts at both sites. While both sites would appear to have enough flat, developable area to accommodate the twin pad without incurring higher than normal site development costs, this would need to be confirmed. At Oakwood there is a change in elevation from the south east corner to the centre of the site (however, this area is currently used as a ball diamond, so the change cannot be significant). At Little Britain there is a swale between the arena and the school site and if part of the wooded area was used additional costs might be incurred in preparing the site for construction. These do not appear to be major constraints and the sites were equally scored on site development costs.

This preliminary review would suggest that both sites are acceptable and further study is required to confirm a preferred site. However, this would not be the case if the public works yard at the Oakwood site was no longer required and could be used for recreational purposes. If this area, estimated at about 4 acres, was available the ranking of the Oakwood site would improve considerably. The site would be large



enough for a future expansion of the arena; none of the existing outdoor recreation facilities would be lost, visibility would be improved, and areas of the site that might increase site development costs could be avoided. These are significant enough considerations to recommend Oakwood as the preferred site if the public works yard was available for the twin pad development.

### **Conclusion and Recommendation - Evaluation of the Sites**

This evaluation provides an initial indication of preferred sites for the twin pad arena; however, this is a somewhat subjective assessment and based on this level of analysis, it would be premature to select a site without further investigation to confirm site development potential and anticipated costs. In addition, the final assessment should be based on decisions concerning the public work yards and fire halls on the preferred sites.

**Site Selection Recommendation 1:** A final decision on the best sites for the twin pad arenas should be made in conjunction with the City's plans for work yards, fire halls and other possible municipal facilities on the sites under consideration.

**Site Selection Recommendation 2:** Unless otherwise indicated based on direction from Recommendation 1, the City should further investigate the preferred sites to confirm they are suitable candidates for the twin pad arena. The sites that should be investigated further are Ops and both of Oakwood and Little Britain, unless it is determined that the works yard will be removed from the Oakwood site in which case Oakwood would be the preferred location for further investigation.

**Site Selection Recommendation 3:** At minimum, the additional investigation should involve the preparation of a site plan demonstrating the manner in which the building and parking would be accommodated on the site and the identification of existing facilities or amenities that would be lost and site characteristics within the area slated for development that may increase costs.

## Appendix A

### Community Input

## Summary of Community Input to the Methodology

Community members were invited to provide input to the study process in two ways: a workshop with arena users and a public meeting. At both sessions the study purpose and process was explained; the methodology, assumptions and criteria for selecting arenas to close and choosing sites for new twin pads were described; comments were invited and formal mechanisms were provided to record input anonymously.

The focus of the discussion was on methodology rather than the pros and cons associated with particular arenas. Furthermore, the Council directive to close six arenas and select sites for two new twin pads was the starting point for discussion; the validity of this position was not open for debate. Nonetheless, at both sessions, a number of individuals raised points about the arenas they were associated with and some questioned the need to make changes in the arena supply. However, many also supported Council's direction to rationalize the supply of arenas in Kawartha Lakes.

Much of the discussion centred on points of clarification and elaboration. In the discussion that follows, we have only summarized points raised by the public that were relevant to the methodology. There were few criticisms of the proposed study methodology or the criteria that were suggested for making decisions on arena closures or twin pad sites. Generally, the public input supported the study approach.

The following were the key points raised with respect to the study methodology.

*Arena Scheduling Post Closure:* Groups that had ice time at a particular arena for a number of years were concerned if their arena closed they would have no opportunity to secure acceptable ice time at another arena because all of the best times would already be taken. If this was going to be the case, they argued some consideration should be given to the characteristics of the users that would be displaced in selecting arenas for closure. However, it was noted that when an arena closes the ice schedules at all remaining arenas will be reviewed. Consequently, all users would be on an "even footing" when ice was rescheduled. While there is no guarantee a group will receive the same time slot as they had in the past, their need for ice time would be accommodated and this was therefore not a valid consideration in selecting arenas for closure.

*Ontario Minor Hockey League Regulations:* Some of the existing minor hockey associations use ice time at a single arena and felt this should be a consideration in selecting arenas for closure because “closing the arena, was essentially eliminating their minor hockey organization”. However, the fact that these users would be absorbed in other organizations was not disputed, and while players would have to use another arena, they were not restricted from playing hockey. This was not seen as a relevant consideration in selecting arenas for closure.

*Regional Markets:* It was suggested that arenas well located to serve a market in adjoining municipalities should have a higher priority for retention. This argument was rejected for a number of reasons. The City's responsibility is to serve Kawartha Lakes residents and the focus of the assessment should be the local market. Further, there is no indication that a regional market exists for Kawartha Lakes ice time (ice time is currently available at desirable times at competitive prices and it is not being booked by external groups). Finally, even if a regional market could be identified, there is no longer term security for the City. Adjoining municipalities could develop arenas to serve their residents and making decisions on future arenas on this basis would be unwise.

*Site Disposal Potential:* It was suggested that priority for closure should be assigned to arena sites that would command a high price from a private investor. This is a reasonable proposition if the site has no ongoing value for recreation or another municipal use but there was no way in this study to operationalize this criterion. At this point future municipal needs for public works yards, fire halls and other uses are unclear and there is no reliable way of knowing the relative value of sites on the private market. While this criterion was not used in our assessment, it may be a factor if additional information is available on specific sites in the future.

## **Appendix B**

### **Aerial Photos of Sites Considered for Twin Pad Development**



GEOMATICS  
MAPPING

## Emily - Omemee CC



### Legend

- ☐ Upper Municipalities
- ☐ Property ROLL#

### Notes

Notes

0.16

Kilometers

WGS, 1984 Web\_Mercator\_Auxiliary\_Sphere  
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THIS MAP IS NOT TO BE USED FOR LEGAL PUPOSES



# Little Britain CC



## Legend

- Upper Municipalities
- Property ROLL#

## Notes

Notes

0.27

Kilometers

WGS\_1984\_Web\_Mercator\_Auxiliary\_Sphere  
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## Oakwood CC



0.22

Kilometers

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### Legend

- ☐
- Upper Municipalities
- 
- Property ROLL#

## Notes

## Notes





GEOMATICS  
MAPPING

## Ops CC



### Legend

- ☐ Upper Municipalities
- ☐ Property ROLL#

### Notes

Notes

0.21

Kilometers

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# **The Corporation of the City of Kawartha Lakes**

## **Council Report**

**Report Number PRC2016-006**

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**Date:** June 28, 2016

**Time:** 2:00 p.m.

**Place:** Council Chambers

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**Ward Community Identifier:** All

**Subject:** Arena Rationalization Strategy - Core Service Review

**Author/Title:** Craig Shanks  
Director, Community Services

**Signature:**

**Author/Title:** Jenn Johnson  
Manager, Parks, Recreation and Culture Division

**Signature:**

---

### **Recommendation(s):**

**RESOLVED THAT** Report PRC2016-006, "Arena Rationalization Strategy – Core Service Review", be received and be referred to the July 12, 2016 Regular Council Meeting.

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**Department Head:** \_\_\_\_\_

**Corporate Services Director / Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_

**Staff Recommendation(s) for Council Consideration July 12, 2016:**

**THAT** Council support the closure of six (6) single pad arenas, by 2026, in the following locations - Manvers, Emily-Omemee, Ops, Little Britain, Oakwood, and Woodville. Two new twin pad facilities will provide services in these locations in the future; and,

**THAT** Council direct staff to determine a schedule and priority sequence for the closing of the arenas to minimize ongoing costs and reflect any other relevant factors and report back to Council on this schedule by the end of Q2 2017 to assist in developing the 2018 capital and operating budgets; and,

**THAT** Council supports the action that the initial closure take place prior to the 2018-2019 ice season; and,

**THAT** Council support the construction of two twin pad arena facilities by 2026, one to serve the SouthEast Area and the other to serve the SouthWest Area; and,

**THAT** Council direct staff to develop a plan to support the development of two twin pad arena facilities by 2026; and,

**THAT** Council support the inclusion of the two new Twin Pad developments in the City's Asset Management Plan for purposes of budgeting beginning in the 2017 budget cycle.

Other options considered through the review are provided within the "Alternatives" section of this report.

**Background:**

In December 2015, Report CS2015-17 (**Appendix C**) was presented to Council. The following motion passed:

**RESOLVED THAT** Report CS2015-017, **Core Service Review - Recreation Facilities**, be received;

**THAT** municipal ice pads be reduced from a total of ten (10) ice pads to eight (8) ice pads by 2026 through the consolidation of six (6) single pad facilities into two (2) twin pad facilities;

**THAT** staff be directed to consult and investigate the implementation of this plan;

**CR2015-1347**

This report addresses that direction of Council.

Previously City Council has received other staff presentations and a City Arena Feasibility Study was conducted in 2008 highlighting the fact that the City is over-supplied and does not have maximum utilization of our arena facilities. This information was further expanded upon and included in staff report CS2015-017.

### **Rationale:**

Staff, along with dma Planning & Management Services, developed criteria and an assessment process to:

- select the single pad facilities that would be decommissioned
- determine locations for two new twin pad facilities.

The Arena Rationalization Strategy - Final Report, **Appendix A**, provides details on this process as well as recommendations.

Prior to undertaking the analysis, the criteria, assumptions and assessment process for identifying arenas for closure and selecting sites for new twin pad locations were reviewed at an Arena User Group Workshop and open public meeting. The assessment process was refined based on the feedback generated at these sessions.

The recommendations generated based on the analysis are:

#### **Single Pad Facility Closures**

**Arena Assessment Recommendation 1:** The existing single pad arenas in Fenelon Falls and Bobcaygeon should be retained. Single pad arenas in Emily-Omemee, Little Britain, Manvers, Oakwood, Ops and Woodville should be closed and replaced with two new twin pad arenas.

**Arena Assessment Recommendation 2:** The City should determine a schedule for the closing of the arenas to minimize ongoing costs and reflect any other relevant factors. As many as two ice surfaces could be closed as early as 2017, with the following four ice surfaces closed to coincide with the opening of the new twin pads.

The initial priority sequence, based on cost avoidance, for arena closures is:

1. Little Britain
2. Manvers
3. Emily-Omemee
4. Ops
5. Oakwood
6. Woodville

Depending on the site selection for the future twin pad locations this sequence may change. To ensure the required service provision for each geographical area is met the order may be adjusted to enable development on preferred sites.

A report will be presented to Council outlining the sequence and process for closure.

#### **Future Twin Pad Site Selection**

**Site Selection Recommendation 1:** A final decision on the best sites for the twin pad arenas should be made in conjunction with the City's plans for work yards, fire halls and other possible municipal facilities on the sites under consideration.

**Site Selection Recommendation 2:** Unless otherwise indicated based on direction from Recommendation 1, the City should further investigate the preferred sites to confirm they are suitable candidates for the twin pad arena. The sites that should be investigated further are Ops and both of Oakwood and Little Britain, unless it is determined that the works yard will be removed from the Oakwood site in which case Oakwood would be the preferred location for further investigation.

**Site Selection Recommendation 3:** At minimum, the additional investigation should involve the preparation of a site plan demonstrating the manner in which the building and parking would be accommodated on the site and the identification of existing facilities or amenities that would be lost and site characteristics within the area slated for development that may increase costs.

Current existing single pad sites were the locations under review for the future site of the twin pad facilities. As result of this, Woodville, Manvers and Emily-Omemee are not feasible sites due to size of property, configuration of property or site work development required for the construction of a twin pad. It is realized that should another site be available in Omemee that it could be considered for the future home of the SouthEast twin pad site.

It is recognized that arenas play a variety of recreational and social roles in the communities where they are located. Facilities provide a place for residents of all ages to engage in recreation and social activity while also acting as a community focal point, hub and providing for community pride. These roles cannot be ignored when considering the role that arenas play in the community fabric.

### **Other Alternatives Considered:**

As has been previously provided to Council, there are other Service Delivery Models for consideration. During the July 8<sup>th</sup>, 2015 Core Services presentation, **Appendix B**, on Arena Utilization several service delivery options were presented. Council could choose any of those options and if so one of the following resolutions would be recommended for implementation;

**THAT** Council support the continued status quo operations of 10 single pad arena facilities, remaining in an over-supplied state now and beyond 2026; or,

**THAT** Council support the elimination of one single pad arena to provide a total of nine single pad facilities; or,

**THAT** Council support the elimination of two single pad arenas to provide a total of eight facilities in the short term, and build one new single pad facility by 2026.

Council could also take a different direction than the provision of two (2) new twin pad facilities. While staff have brought forward this report based on the recommendation to close six (6) single pad arenas and replace with two (2) twin pads, Council could choose to reduce the number of single pads to four (4) and invest to re-furbish them to extend their life expectancy. It must be cautioned that this action would still require significant capital investment and would see the City keep four (4) facilities that are currently either past or nearing their life expectancy. If this action were to move

forward, it would significantly change the priority sequencing and decision of which single pad facilities would be closed. It should be noted that while considering the services that can be provided at a single pad facility from a modern arena development standpoint, this model would not be ideal and would not maximize operating efficiencies.

### **Financial Considerations:**

There will be significant financial savings resulting from the actions within this report. However, much of those savings would be required to be invested in the funding model for the development of the two (2) new twin pad facilities.

The City's single pad facilities operate at an annual deficit averaging approximately \$100,000-\$125,000. The closure of six (6) of these facilities would therefore represent an annual savings of approximately \$600,000-\$750,000. However the cost of operating the two (2) new twin pad facilities would then have to be factored into the City's budget. Twin pad facilities offer an approximate 30% efficiency on operations compared to single pad facilities so the anticipated annual operating cost of two (2) new twin pads would be \$350,000-\$450,000 (this would fluctuate depending on the size of the new facilities and the amenities offered within). The recommendation would be to utilize these anticipated operational cost savings to assist in funding the development of the new twin pads.

There would also be an anticipated savings/cost avoidance of approximately \$12 million dollars by not re-investing in the six (6) single pad facilities being selected for closure. Until each facility is closed the City would not proceed with any Capital work unless it was absolutely required to keep the facility open or represented a Health and Safety issue. If this were the case, it is suggested that the priority sequence for closures be reviewed and amended at the time. Again, this savings/cost avoidance would be recommended for investing in the development of the future twin pad facilities.

The estimated cost of developing a twin pad facility is between \$14-\$18 million. Again this is all dependent on the amenities and other services to be included in the facility. This estimate could be reduced or increased depending on the final facility design and service provision. Another factor in the cost to develop the twin pad sites would be the site works required. This was a factor in the criteria for the site selection and is a major reason for the recommendations as they are.

Staff are continuing to monitor existing and potential future funding sources and it is hoped that when the project was shovel ready and nearing implementation that the City would be able to access Provincial/Federal Infrastructure Funding sources to assist with the funding of these projects.

There will also be savings as a result of staff efficiencies. In the twin pad model existing staff would be able to service and maintain multiple facilities as opposed to just a single pad.



### **Relationship of Recommendation(s) To Strategic Priorities:**

Arena facility service provision impacts a number of elements within the Strategic Plan:

- Goal 2: An Exceptional Quality of Life - Improved Wellness, Well-Being & Community Health
- Enabler 4: Efficient Infrastructure and Asset Management - Well managed and maintained municipal assets

### **Review of Accessibility Implications of Any Development or Policy:**

Arena facilities must adhere to the City's Accessibility Plan, the Ontario Building Code, and Provincial Integrated Accessibility Standards.

### **Servicing Comments:**

N/A

### **Consultations:**

Arena User Groups

Jim Morgenstern, Principle dmA Planning and Management Services

City of Kawartha Lakes Library Board and Library CEO

Public Works

### **Attachments:**

Appendix A – Arena Rationalization Strategy - Final Report



PRC2016-006  
Appendix A.pdf

Appendix B – Arena Utilization Presentation, July 2015



PRC2016-006  
Appendix B.pdf

Appendix C – Staff Report CS2015-017



PRC2016-006  
Appendix C.pdf


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**Phone:** 705-324-9411 X 1304

**E-Mail:** cshanks@city.kawarthalakes.on.ca

**Department Head:** Craig Shanks, Director of Community Services

**Department File:**

Nancy Payne  
433 Cheese Factory Road  
Lindsay, ON  
K9V 4R3  


Ron Taylor  
Chief Administrative Officer, City of Kawartha Lakes  
cc: Mayor Andy Letham and all councillors

24 November 2020

Dear Mr. Taylor;

I hope you and all members of staff and council are continuing well in these uncertain times. I am writing to express my disappointment at council's sudden and unexpected decision to close the Ops Community Centre. While my family has a strong personal attachment to the arena — my father, Philip Payne, was a member of the Ops Recreation Commission that secured land and funding and oversaw construction of the facility — that's not a good enough reason to ask council to reconsider.

What is important is that council allow its own review process to be completed so that the best possible decision can be made about closing recreation facilities based on evidence. My understanding is that city staff are due to present the results of this review to council early in 2021. Surely it would make the most sense, and be the most rational use of city resources, to wait for all the information to be gathered and analyzed before deciding which arenas to close.

If the results show clearly that, when all the evidence is weighed, Ops should close, well then, so be it. The city can't upgrade all of its existing arenas, many of which, like Ops, were brought to life by volunteers many decades ago; finances and shifting demographics dictate that some will have to close. What's critical, though, is that any decisions be based on hard data and comparisons applied fairly across the board. (I trust that the ball diamonds at Ops would still be maintained for community use.)

Although it doesn't show up on the bottom line, the Ops Community Centre has played a pivotal role in fostering community in the former Ops Township for more than forty years. The ice surface is well used in winter and the ball diamonds are busy all summer long. Of course I hope that the review recommends that Ops should stay open, but I recognize there are people all over the city hoping the same for their community centres. All we ask is that the final decision be based on an impartial assessment of the facts, and that when the time comes, the closures are treated with dignity, and the contributions of thousands of dedicated volunteers in the creation of these facilities be honoured and celebrated.

Sincerely,

Nancy Payne



Ops Township  
December 17<sup>th</sup>, 2020

**Mayor and Council**  
26 Francis Street  
Lindsay, Ontario  
K9V 5R8

**Re: Ops Community Centre Closure**

We write this letter on behalf of the many concerned citizens of Ops Township and, indeed, the surrounding geographical area. We are but two of the families that were intricately involved in the planning and construction of the Ops Community Centre.

To those on Council who may not be totally familiar with the history of this facility, it came to fruition out of a sense and a reality of Ops never having a central place to gather; - in essence, a home for recreational and social activities. For years approximately three thousand to four thousand citizens of Ops never had an arena, baseball diamond, banquet hall, figure skating centre or curling club. Families always had to travel elsewhere. So, in the early 1970s dozens of families (with the support and backing of Council) came together to first envision this idea and then see it through to completion. It was truly a remarkable community effort and achievement. This new Community Center gave to Ops a tangible identity and a much needed place for families and community to come together re: anniversaries, weddings, dances, fundraisers and of course a much needed arena.

This Community Centre has truly served our area well over five decades. We do realize that some centres are not utilized as fully as they once were. Communities change, age groups change, preferences change and Council always has to make decisions in the best interest of all it's citizenry. We understand this fact. However, if Bobcaygeon or Fenelon Falls with approximately the same population base as Ops lost or had their arenas closed, curling clubs and banquet halls shut down, community meeting spaces all just gone, it would be devastating. Well, that is what is being proposed to our Ops Community.

Some of our citizens had the opportunity to provide input into the meetings of the earlier 2000's concerning arena closures. To our knowledge findings indicated that Ops was one of the more successful and profitable arenas and was never discussed as a possible closure.

When the report comes forward in the New Year we ask Council to give this decision further consideration. And, as part of these deliberations, please take into account the future anticipated growth of the Ops community (approximately several thousand new people with the subdivisions and housing starts forthcoming).

Our Community Centre has been and remains the 'heart' of our community. Lose this facility and we lose much of our identity and what so many of us worked so hard for, for many, many, decades.

**Sincerely,**

**c: Ron Taylor**

**MURRAY and ELEANOR WALDEN**

**RON and LENORE PEARSON**

## Committee of the Whole Report

---

**Report Number:** CA02021-005

**Meeting Date:** April 6, 2021

**Title:** CA02021-005 Olde Gaol Museum

**Description:** Funding options to support the Olde Gaol Museum and Victoria County Historical Society (VCHS) collection. VCHS requested funding from Council for two staff positions for 2021 programs and operations.

**Author and Title:** Ron Taylor, Chief Administrative Officer

---

### Recommendation(s):

**That** Report CA02021-005, **Olde Gaol Museum**, be received; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

**Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_

**Background:**

At the Committee of the Whole Meeting of March 9, 2021, Council adopted the following resolution:

**CW2021-047**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Richardson

**That** the deputation of Jane Gregory Gill, President, Victoria County Historical Society, **regarding Olde Gaol Museum Funding**, be received;

**That** the funding request in the amount of \$132,000.00 be referred to the CAO for review and report back at April 6, 2021 Committee of the Whole Meeting on options that are available to assist the Victoria County Historical Society; and

**That** this recommendation be forwarded to Council for consideration at the next Regular Council Meeting.

**Carried**

This report addresses that direction.

Council received a deputation from VCHS at the March 9, 2021 Committee of the Whole meeting. The accompanying written submission is provided in Appendix B to this report.

**Olde Gaol Museum Funding**

Jane Gregory-Gill, Victoria County Historical Society

Jane Gregory-Gill, President of the Victoria County Historical Society, requested that the City provide financial assistance in the amount of \$132,000.00 to aid in the operation of the Olde Gaol Museum. The financial assistance would allow the Victoria County Historical Society to secure two full time employees.

**Carried**

A previous deputation and submission from VCHS was received by Council on August 20, 2020. The accompanying written submission is provided in Appendix D to this report.

**CR2020-225**

**Moved By** Councillor Dunn

**Seconded By** Deputy Mayor O'Reilly

**That** the deputation of Jane Gregory-Gill and Barbara Doyle, on behalf of the Victoria County Historical Society, **regarding a Lease Agreement with the Victoria County Historical Society for the Olde Gaol Museum**, be received.

**Carried**

Both deputations provided an update on VCHS operations, and requests to the City for funding to support staffing costs.

Later in 2020, a follow up "Support for Operations Funding" submission was made by VCHS for Council's consideration through the 2021 City budget deliberations. That submission is included as Appendix C to this report.

Following Council's March 2021 direction, the CAO established an internal review team consisting of staff from Economic Development, Community Services and the Clerks Office. On March 24 2021, the CAO, and Director, Community Services, met with the VCHS Board for further input and information from them.

Meeting notes, with supplementary information provided by the Board for Council consideration, are provided in Appendix A to this report.

### **Rationale:**

As noted previously, this report is intended to provide Council with options that are available to assist the VCHS in response to their March 2021 funding request in the amount of \$132,000.00 for staffing costs.

Essentially, there are 4 options for Council to consider:

#### **Option 1 – Status Quo**

- Continue as is with current municipal arrangements/supports/funding. Includes the provision of space and fixed cost operating funding (utilities, for example).
- No municipal funding for staffing provided.
- Some ongoing municipal staff supports provided on request.
- VCHS continues volunteer-supported operations, fundraising, and grant funding for Museum operations, and owns and maintains the collection.

#### **Option 2 – Increase municipal funding to VCHS**

- Continue with funding and supports outlined in option 1, above, and provide additional funding for staff.
- \$132,000 requested for two staff positions for 2021.
- Annual staff funding requested beyond 2021 (exceeding 2021 request).

#### **Option 3 – Increase municipal role in Museum/Collection curation**

- Continue with funding and supports outlined in option 1, above.
- Provide additional direct municipal staff to support VCHS and other museum and cultural operations - management, operations, programming, curation and/or archival services through existing and/or new city staff position(s).

#### **Option 4 – City own/operate/manage the Museum and Collection**

- The City would assume ownership of VCHS's collection, subject to their agreement.
- The City would continue to own the Olde Gaol Museum building, and would lead curation and programming of the Museum.
- VCHS would serve in an "advisory role" for operations, and continue to provide volunteers where needed.

#### **CKL Policy/Plan Guidance:**

There are twelve culture and heritage organizations in the City of Kawartha Lakes. For a number of years, the sector has been working with the City to create an understanding and develop program concepts to support the operation of all organizations.

In 2017, the City initiated an update of its Cultural Master Plan. Through extensive consultation, a number of objectives were identified as ways to collectively enhance and help those organizations with collections. 2020-2030 Cultural Master Plan has identified:

##### **3.1 Priority One: Build Cultural Sector Capacity**

Objective 2. Kawartha Lakes museums & galleries have access to professional conservationist /curatorial staff expertise, training and assistance in collections management and care and now qualify for a wide range of provincial/federal cultural grants. They have established partnerships with and work effectively with Fleming College's Museum Management program.

##### **3.2 Priority Two: Address Local Factors Inhibiting Cultural Sector Growth**

Objective 3. There is effective inter-departmental consideration of the cultural dimensions of development and city operations.

##### **3.3 Priority Three: Improve Cultural Spaces & Places**

Objective 1. Climate controlled collections storage space is available to all CKL cultural organizations

Objective 3. Cultural facilities are equitably supported by the municipality

Objective 7. Heritage assets are protected and conserved and contribute to a thriving local economy.

##### **3.4 Priority Four: Expand Cultural Sector Funding Options**

(from the descriptor of the priority) Rather than responding to the needs and aspirations of each cultural organization on a case by case basis, the municipality can maximize beneficial outcomes and ensure equity by offering structured support and assistance that is performance-based and can be accessed by all across the sector.

### **3.6 Priority Six: Collaborate and Build Partnerships**

Objective 1: Cultural sector organizations and businesses work in partnership with the municipality in order to foster and achieve a thriving and sustainable cultural economy  
Objective 5. All CKL cultural organizations have access to professional conservationist / curatorial advice or staff assistance.

All of these Cultural Master Plan priorities were established pre-pandemic, with many implementation objectives paused or delayed throughout 2020 and into 2021. They remain high priority.

It is recommended that the City and local Arts, Culture and Heritage sector organizations remain committed to, and aligned with, the action items contained in the Cultural Master Plan.

It is further recommended that City staff review in 2021 city staffing model(s) to lead and support structure and actions contained in the Cultural Master Plan, and provide for staffing recommendations through the 2022 operating budget process. This review could include discussions with organizations, the local Arts Council, Culture and Heritage Network, and Cultural Centre Task Force, among others.

Discussions should continue in 2021 with staff and VCHS to review and determine:

- Best ownership of the collection – VCHS owned and maintained vs. accession of the collection to the City.
- Opportunities for shared collections programming and support collaborative exhibits with the other facilities in our area.
- The role of VCHS in the Olde Gaol Museum operations and management.

### **Other Alternatives Considered:**

The recommendations provided above do not directly address the request for 2021 staff funding for VCHS.

Council could choose to fund, in whole or in part, the \$132,000 requested for 2021. If this option is chosen, then the following resolution should be passed:

**That** the City provide one-time funding to the Victoria County Historical Society to an upset limit of (*insert funding amount*) in 2021, with funding to come from the pandemic recovery contingency reserve; and

**That** the VCHS provide 2021 year-end financial statements to the City outlining operations and utilization of the City's funding.

The above-noted option would be considered a pandemic recovery, one-time funding to maintain 2021 operations at the Olde Gaol Museum, and allow for mobilization and time for permanent supports and solutions beyond 2021.

Council could choose to accelerate investment in municipal staffing to support the arts, culture and heritage sector, with an immediate priority focus on the 2021 VCHS museum operations and securement of outside grants. This could include realigning some existing staff priorities and work plans, and hiring a Museum Curator, or like position in 2021, to work initially with the VCHS Board, and subsequently with other museum organizations. If this option is chosen, then the following resolution should be passed:

**That** the CAO be authorized to establish, and recruit for, a municipal museum curator, or equivalent, as soon as possible, and to be an established position within the Economic Development Division; and

**That** this position be funded through the 2021 operating budget.

## **Alignment to Strategic Priorities**

Continued support for the Arts, Culture and Heritage sector aligns with Council's strategic priority of "An Exceptional Quality of Life". Actions to accomplish this priority include:

- Enhance community involvement
- Foster civic pride
- Update and execute the Cultural Master Plan
- Support and promote arts, culture and heritage

## **Financial/Operation Impacts:**

Financial impacts of options are outlined in this report. Should council pursue any other options or request review(s) by staff, it is recommended that reporting back include more detailed financial implications.

## Consultations:

Director of Community Services  
City Clerk  
Manager, Economic Development  
Manager, Corporate Records and Archival Services  
Economic Development Officer- Arts and Culture

Victoria County Historical Society Board

## Attachments:

Appendix A – Meeting Notes – March 24 2021 Meeting with VCHS Board



Appendix A -  
Meeting Notes Marc

Appendix B – VCHS March 9 2021 written deputation notes



Appendix B - VCHS  
Support Required fr

Appendix C – VCHS Support for Operations Funding submission, 2020



Appendix C - Olde  
Gaol Museum - Supl

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Appendix D – VCHS Report to CKL Council, August 20 2020



Appendix D - Olde  
Gaol Museum - Rep

**Department Head email: [rtaylor@kawarthalakes.ca](mailto:rtaylor@kawarthalakes.ca)**

**Department Head: Ron Taylor, CAO**



## Meeting Notes

### VCCHS Board Discussion – March 24, 2021

#### Olde Gaol Museum (OGM)

Prepared by Ron Taylor

Attached for reference are notes/discussion topics provided at the meeting to guide discussion. Only topic 1., "Options for Museum and Collection Sustainability", was substantively discussed.

The following is a summary of Board comments sorted by Options discussed:

#### **Option 1 – Status Quo**

- Not sustainable
- OGM is a year-round Museum with ever-changing programs/collection, a City-wide scope and focus
- Although eligible for student/seasonal staffing grants, volunteers/board members required to provide active and regular oversight of operations
- Peterborough was cited as an example where that City invests over \$670K to fund 7 FT staff to support multiple museums and archives

#### **Option 2 – Increase Municipal funding to VCCHS**

- \$132K needed immediately to fund 2 core staff at OGM for 2021 season, and to manage and oversee seasonal/staff/students funded through a pending government grant OGM is eligible for (exceeding \$180K). Oversight, supervision and training must be provided on site
- Both core positions essential and needed to function properly in 2021, and to meet legislated and accountability requirements. Would fund existing manager and a second programming/curator position
- Sample job descriptions were subsequently provided by the Board (and attached to these meeting notes).
- This cost/investment is lower for not-for-profits than building municipal staff resources
- This funding request is not in response to the pandemic impact, was needed pre-pandemic
- In order to maintain/sustain a "city-wide" collection and Museum, local government investment that is stable and predictable is necessary, and City Council and Administration need to be strong and ongoing ambassadors
- Oshawa was cited as an example of this model. The Oshawa Museum is administered by the Oshawa Historical Society (OHS) through a duly elected Board of Directors as an agent for the City of Oshawa.

- The constitution and by-laws of the OHS detail the election process and the roles and responsibilities of the Board. Currently there are four regular FT positions (Executive Director, Curator, Visitor Experience Coordinator and Archivist) and two regular PT positions (Maintenance and Interpreter). Seasonal and temporary staff additional as funds are available.

### **Option 3 – Increase Municipal role in Museum/Collection curation**

- FT curator/operations manager needed at OGM for year-round programming, operations oversight, and managing grants and staff
- Unlike other seasonal/themed Museums, attracting students/schools to attend is difficult, City could play a role in attracting a wider range of audiences

Various models mentioned:

- Lincoln, municipally-funded Museum, manager a city employee
- Uxbridge, municipal and board operated.
- Sudbury and Clarington – previously Library Board aligned, reviewing changes to that structure
- CKL does not have an HR Plan as part of the City's Cultural Masterplan
- Seconding/providing a city staff member(s) to oversee OGM operations would be needed on a FT basis, at least in the interim (2021)

### **Option 4 – City own/operate/manage the Museum/Collection**

- If City-run, OGM ineligible for certain government grants
- City would manage capital and operating budgets, and "assume" the collection
- Various program areas/resources of City would support – City Clerks Office (records and archives), Economic Development (programming, curation), Building & Property (facility and grounds maintenance, building operations)
- The City not as familiar with the building, processes and slower and bureaucratic

Other general comments:

- Other CKL Museums (Settlers Village and Maryboro Lodge) are different from OGM – they are seasonal, theme-focused, consistent programming and collection display, less curatorial work required. OGM is an "exhibition-based" tourism operation, youth attendance limitations due to jail history/theme.

Ron Taylor (RT) comments to Board included:

- Desire to align/expand over time city based resources/staffing in alignment with the City's Cultural masterplan. The City does not traditionally fund not-for-profit organization staff
- Pandemic "paused" cultural resource development and cultural centre workplans
- Received clarification that request is not pandemic recovery related – funding required pre and post pandemic to maintain Museum programming and advance collection maintenance.

**VCHS/Olde Gaol Museum**  
**Meeting with the Board – March 24, 2021**

The following were general notes provided to guide the Board meeting discussion:

VCHS provided a deputation to Council through Committee of the Whole on March 9, 2021.

**Olde Gaol Museum Funding**

Jane Gregory-Gill, Victoria County Historical Society

Jane Gregory-Gill, President of the Victoria County Historical Society, requested that the City provide financial assistance in the amount of \$132,000.00 to aid in the operation of the Olde Gaol Museum. The financial assistance would allow the Victoria County Historical Society to secure two full time employees.

**CW2021-047**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Richardson

**That** the deputation of Jane Gregory Gill, President, Victoria County Historical Society, **regarding Olde Gaol Museum Funding**, be received;

**That** the funding request in the amount of \$132,000.00 be referred to the CAO for review and report back at April 6, 2021 Committee of the Whole Meeting on options that are available to assist the Victoria County Historical Society; and

**That** this recommendation be forwarded to Council for consideration at the next Regular Council Meeting.

**Carried**

A previous deputation and submission from VCHS was received by Council on August 20, 2020.

**CR2020-225**

**Moved By** Councillor Dunn

**Seconded By** Deputy Mayor O'Reilly

**That** the deputation of Jane Gregory-Gill and Barbara Doyle, on behalf of the Victoria County Historical Society, **regarding a Lease Agreement with the Victoria County Historical Society for the Olde Gaol Museum**, be received.

**Carried**

Both requests provided an update on VCHS operations, and requests to the City for funding to support staffing costs.

Following Council's direction from March 23, 2021, the CAO established an internal working group to inform the future report back to Council, and committed to a discussion with the Board, since scheduled for March 24 2021.

The intent of the meeting with the Board is to discuss:

1. Options for Museum and Collection sustainability
2. Understanding the scope of volunteer capacity at VCHS and core services
3. City assistance for specific project grant funding for 2021

1. Options for Museum and Collection Sustainability

**Option 1 – Status Quo**

- Continue as is with current arrangements/supports.

**Option 2 – Increase municipal funding to VCHS**

- Ongoing permanent operations funding?
- One-time temporary pandemic relief funding?
- Minimize 2021 expenses/programming?

**Option 3 – Increase municipal role in Museum/Collection curation**

- City staff investment to work with the Board/volunteers and other boards of public museums? FT museum curator, for example.
- Resources in keeping with the Cultural Master Plan and Cultural Centre considerations?
- Ownership of collection, city ownership vs. historical society

**Option 4 – City own/operate manage the Museum/Collection**

- All Museum and collection managed by the City?

2. Understanding the scope of volunteer capacity at VCHS and core services

3. City assistance for specific project grant funding and operations for 2021

- Pandemic relief funding?
- \$17K project grant funding – details?

## **CKL Policy/Plan Guidance:**

### **3.1 Priority One: Build Cultural Sector Capacity**

Objective 2. Kawartha Lakes museums & galleries have access to professional conservationist /curatorial staff expertise, training and assistance in collections management and care and now qualify for a wide range of provincial/federal cultural grants. They have established partnerships with and work effectively with Fleming College's Museum Management program.

### **3.2 Priority Two: Address Local Factors Inhibiting Cultural Sector Growth**

Objective 3. There is effective inter-departmental consideration of the cultural dimensions of development and city operations.

### **3.3 Priority Three: Improve Cultural Spaces & Places**

Objective 1. Climate controlled collections storage space is available to all CKL cultural organizations

Objective 3. Cultural facilities are equitably supported by the municipality

Objective 7. Heritage assets are protected and conserved and contribute to a thriving local economy

### **3.4 Priority Four: Expand Cultural Sector Funding Options**

(from the descriptor of the priority) Rather than responding to the needs and aspirations of each cultural organization on a case by case basis, the municipality can maximize beneficial outcomes and ensure equity by offering structured support and assistance that is performance-based and can be accessed by all across the sector

### **3.6 Priority Six: Collaborate and Build Partnerships**

Objective 1: Cultural sector organizations and businesses work in partnership with the municipality in order to foster and achieve a thriving and sustainable cultural economy

Objective 5. All CKL cultural organizations have access to professional conservationist / curatorial advice or staff assistance.

## SAMPLE

### Museum Manager Job Description (Board Administered, Not for Profit)

Note: In determining the conditions of the scope of the job it is important to take the following factors into consideration: • Size of budget • Authority limits • Decision-making powers • Impact of Decision-making • Number of staff directly supervised • Number of staff responsible for • Degree of Independence • Nature and impact of error • Contacts and human relations

Number of staff supervised: 1-10

Under the direction of the Board of Directors, the Museum Manager:

- manages the development and operation of the Museum
- directs and plans for the protection and use of historical resources through management plans, directives, and guidelines
- directs staff in areas of interpretation, visitor services, historic resource management, and program development and delivery
- prepares and implements operational work plans
- controls administration and management activities
- develops and maintains a public relations program

### Administration and Management

With approval of the Board of Directors:

- Monitor, evaluate, and control implementation of plans, policies, directives and OMA and Museum standards.
- Establish and implement appropriate schedules to adequately monitor and audit the efficiency and effectiveness with which plans, policies, directives and standards are implemented.
- Direct allocation of money, staff and material and the accounting resources used.
- Procurement of goods and services within delegated authority at the Museum.
- Direct the monitoring and control of the delivery of the goods and services to ensure they are provided in line with the terms of contracts working in the best interest of the museum and its resources.
- Maintain effective staff/volunteer selection, training, career development, appraisal, organization and work arrangements and conditions.
- Develop criteria and qualifications for museum positions and carry out periodic reviews to ensure that they remain current.



- Establish and maintain an effective staff/volunteer orientation and training program, identifying training requirements for each function, arranging local training, and recommending regional training programs.
- Counsel staff/volunteers in career development and aid in preparing career development plans. Bring all performance issues to the attention of the Board of Directors.
- Prepare and present the Annual Report.
- Ensure all grant applications are completed on time.
- Put together annual museum operating budget, with Board Chair and the Treasurer.
  - Monetary management of Museum Fees.

#### Communications and Cooperative Activities Program

- Establish and maintain an internal museum communication program.
- Establish and maintain procedures to receive and assess feedback from staff/volunteers on their problems, concerns, ideas, and interests related to their work.
- Develop and implement a system that regularly and systematically delivers required information to staff/volunteers and establish means to ensure information is understood and applied as required.
- Establish and maintain support of and good working relations with local business interests, community groups, special interest groups and the public.
- Contact local community groups, mayors, M.P.s, Ministers, interest groups (Ontario Museum Association) and the public through media and visitor contacts.
- Participate in local organizations e.g., Historical Societies, Tourism, etc.
- Respond to speaking and guest appearance invitations, e.g., Service Clubs.
- Assist Museum Board, and meet regularly with the board to explain and report on museum programs; receive suggestions and complaints; decide on courses of action to be taken because of this communication.
- Provide administrative support for Museum Board: memberships; mailings; newsletters. Identify the needs and opportunities for public participation programs relative to museum development and management and in consultation with the Advisory Board; undertake such programs or have them undertaken by others.
- Liaison with local school board consultants to develop and promote interpretive programs that will ensure the most efficient use of the site by the educational community.



- Establish and maintain good working relations with levels of government (Municipal and Provincial and Federal).
- Meet with the Directors/Curators from other adjacent or nearby historic places and museums to coordinate programs of common interest. e.g.: arranging of displays and exhibits, conservation techniques, training, etc.
- Seek out new sources (local and regional) for acquiring new staff/volunteers, resources, and develop strategies to seek out additional funding.

#### Establish and Maintain Effective Media Relations

- Thoroughly prepared to respond to contentious issues, with a clear understanding of the position that the museum is taking with respect to the issues.
- Establish personal contact with local media leaders and personalities.
- Available to appear on local radio and TV shows or for impromptu interviews by media representatives.
- Develop and control a museum media response procedure outlining who will be the spokesperson for the museum in each situation.
  - Plan for Protection and Use of Natural and Historical Resources.
- Direct preparation of museum input into the museum management planning process.
- In partnership with the Board, update and prepare a statement of management guidelines for the museum.
- Be a part of future planning committee teams.
- Report to board on issues and pressures affecting the museum i.e., peak periods of visitation, visitor safety needs, health, building maintenance, economic, social, and political concerns.
- Review plans to ensure there has been adequate consideration of public input into preparations of any future expansion plans.
- Direct and prepare plans for visitor activities, interpretation, animation, artifact conservation, and facilities maintenance.
- From the museum goals and objectives set out in the museum management plan, in conjunction with the advisory board, establish priorities for the various elements of museum operations.
- Prepare costing of the activities set out in the various plans.
- Approve and advise on various interpretive plans.

### Establish Museum Directives and Guidelines

- Identify needs for museum directives and guidelines.
- Work with the Board to develop museum directives and guidelines appropriate to the management. e.g.
  - Fire
  - Security
  - Local implementation of preventative maintenance program
  - Requisitions and purchases
  - Artifact maintenance schedule

Etc.

### Set Goals and Direct Staff and Volunteers

- Direct preparation of operational work plans. These management tools provide the strategy for implementing museum management plans.
- Justify and prioritize the need for development and operational resources, establish user requirements in terms of function, size, and location of facilities, set out environmental constraints. i.e., in terms of historical, operational, and aesthetic considerations.
- Coordinate Staff and Volunteers.
- Conduct regular meetings with staff/volunteers to ensure common problems and opportunities are being identified, schedules properly coordinated, and that work is being done economically and effectively by taking advantage of joint effort and sharing of resources.

### Direct Implementation of Plans and Programs for Museum Protection and Delivery of Services to People

- Identify information needs for program implementation and establish adequate systems and procedures to gather it.
- Analyze information and decide on local levels of service, consistent with guidelines, to be provided in terms of kinds, amounts and duration of service, e.g.
  - term and hours of operation
  - kinds of programs offered e.g.
    - guided tours

- animation
- presentations
- educational packages
- special events
- amount and frequency of maintenance needed e.g.
  - cleaning of artifacts (to ensure their preservation)
  - museum protection actions
  - alarm and security conditions
  - humidity and light controls
- Direct or undertake cooperating association agreements, joint programs to provide new and innovative ways of encouraging others to aid museum management in better serving visitors and operating the museum with a view to saving in money.

#### Direct and Administer Weekly, Monthly and Annual Maintenance

- Ensure seasonal maintenance procedures are completed, e.g.:
  - snow removal
  - flower bed planting and maintenance
  - Removal of toxic waste in a responsible manner
  - Ensure building sanitary needs are met

Administer all directives and policy related to Covid 19, including cleaning, masking, distancing, appointment schedule, to ensure the safety of staff and public and protection of the Collection. This will include reviewing all Provincial and Federal and Municipal policy to ensure compliance.



## SAMPLE

### Curator Local Museum Job Description (Board Administered, Not for Profit)

#### Major Responsibilities:

- Manages the artifact collections and historic building[s], ensuring the care and maintenance of all loaned, donated or purchased acquisitions.
- Oversees artifact documentation, cataloguing, research, and conservation.
- Oversees outgoing and incoming loans.
- Supervision of X staff & volunteers [full time, part time, contract, summer students] specifically hired for curatorial duties.
- Manages the curatorial operations of VCHS Olde Gaol Museum and its staff & volunteers within budget.
- Responsible for preparation of annual curatorial budget.
- Manages the exhibition program of the museum including the designing and installing of exhibits, liaising with community resource people, preparing exhibit catalogues, staging official openings and other promotional events.
- Coordinates the marketing and public relations activities for the site. This is done in partnership with the Museum Manager.
- Reviews and approves media releases, posters, brochures, and public announcements for events, programs, and activities.
- Manages the development and presentation of education and interpretation programs and special events for the community. Works directly with the Education Committee.
- Evaluates the effectiveness of programs and ensures continuing development by creating new programs or modifying existing ones.
- Answers public inquiries related to historic artifacts, material culture and building restoration.
- Acts as a guest speaker for special interest groups and other heritage-related agencies.
- Develops and implements plans for the living history and museum.
- Participates as a historic site resource person for capital and construction projects in partnership with the landlord.
- Maintains up-to-date information on and seeks alternative sources of funding, grants, sponsorships, and private/public sector partnerships.
- Prepares grant applications and liaises with the appropriate granting agencies.
- Assists in/supports the Board in private fundraising projects for the museum site.
- Responsibility for Material/Financial Resources: Establishes and monitors revenues and expenditures for the annual curatorial operating budget and authorizes purchase orders within their delegation of authority.
- In partnership with the Museum Manager, supervises the maintenance program for the historic buildings and grounds.

- Supervises the maintenance for the artifact collections.

#### Ontario Museum Association Job Specifications and Requirements Knowledge:

Comprehensive knowledge of theory and practice of museum operations, including research, collections management, artifact conservation and exhibit development; style and maintenance of historic buildings and structures; local history; decorative arts; interpretation; the identification of 19th and 20th century material culture and lifestyles; normally acquired through the attainment of a Master's level degree in History, Museum Studies, Art Administration, or related discipline, with progressively responsible experience in a museum/heritage setting. Proven skills in marketing and fundraising for arts/heritage institutions, promotion, and public relations and in organizing programs. Analytical and problem-solving skills to plan and develop objectives and determine goals of the site, including administrative, technical, operational, and financial components. Ability to organize and coordinate these components, classify work required and select staff to achieve goals and objectives. Knowledge of community needs of the museum's catchment area and/or target communities e.g., Special interest or cultural groups, and an awareness of how to use this information in the museum's programming activities. Skill in the use of a personal computer and knowledge of current business programs, as well as knowledge of the Internet and collections management software and other electronic aids for museum functions. Responsible for the guidance of a comprehensive staff/volunteer curatorial training and development program. Familiarity with Ministry Standards for Community Museums in Ontario as well as legislation impacting museum operation. Language Abilities (written and verbal) Ability to read, compile and edit artifact condition reports, letters, memos, reports, exhibit catalogues, publications, and grant applications and to prepare labels and texts for exhibits, publications, press releases and public announcements. Ability to prepare and present issues and reports for supervisor/Board/municipal committee and to respond to public inquiries and requests for information. Ability to conduct presentations, seminars and workshops for professional audiences and special interest groups concerning a variety of museum related subjects.

## **VCHS Financial Snapshot**

### **Annual Funding Sources:**

- Only annualized funding \$1,545 received from the Heritage Organization Development Grant program).
- City's payment of utility bills helps to reduce fixed costs.

### **COVID Relief**

- CEBA \$60,000 Available – application submitted but deemed ineligible because VCHS didn't meet the minimum wages expense threshold.
- Ontario Small Business Grant \$10,000 received.
- Museum Assistance Program Phase 2 COVID Emergency Relief Fund \$36,548 received.
- Ontario Main Street Relief Grant for PPE up to \$1,000 – museum sector deemed ineligible.
- CKL COVID Relief – application submitted – potential for \$2,000-\$5,000 depending on City's definition of fixed costs.

### **Other Sources:**

- Project grants and exhibit-specific donations make up most of the other revenue. Each project grant requires that funds be spent on specified project costs with little flexibility to use funds to support any non-project costs e.g. CHEST Fund, MAP Exhibit Circulation, New Horizons for Seniors program, etc.
- Employment programs such as Young Canada Works Heritage Interns, Canada Summer Jobs Program and VCCS placements, all of which require someone to be present full-time to supervise the employees. This could amount to \$50,000 to \$150,000 for 2021 but we don't have volunteers who can make that time commitment.
- Fundraising initiatives (from the museum gift shop to the Teddy Bear Picnic) that we haven't been able to do during the pandemic.

It is important to note that the COVID Relief funding, project grants and employment-related grants are all one-time grants that don't offer VCHS any funding stability.

### **Operating Support for Museums from Other Levels of Government:**

- Provincial Community Museum Operating Grant program requires museums to meet the criteria of the Standards for Community Museums in Ontario. While VCHS has worked hard over recent years to make the changes to meet those standards, the requirement that VCHS "assign the duties of a Collections Manager (or equivalent position) to an appropriately trained staff member and provides adequate time, workspace and funding for collections management activities" cannot be met without a paid staff position.
- Federal – None. Museum Assistance Program offers several categories of project funding including a Collections Management category that would benefit VCHS except that it requires applicants to have "the equivalent of one full-time paid professional staff" in order to be eligible to apply.

Prepared by: Nancy Newton, VCHS Secretary-Treasurer  
March 28, 2021





## Support Required from CKL

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The Board of the VCHS is before you today to request \$132,000.00 for operational funding, to hire a Museum Manager and a Curatorial/Collections Manager. This includes 13% related employment costs such as U.I. CPP and it includes \$2000.00 for staff training and professional development. This does not mean we do not need the larger funding proposal from our August submission. It does mean that we would ask you to plan for proper funding as outlined, and we will try it out for one year and re-evaluate in February of 2022.

The Volunteer Board is managing a community collection in this Museum on behalf of the people of the City of Kawartha Lakes.

Last August, we came before you to request core funding. You asked for and received the big picture request. Then you asked us to wait for Covid Relief Funding. Covid Relief funding does not address salary dollars.

Our volunteers are gone. The Board members themselves have put in the work to carry on the maintenance and preservation of this collection as best we can.

We have a collection of stories, articles, photographs, documents, textiles, glass, maps, artifacts, wood, furniture, and community donations that represent the history of this community. We have about 16,000 items in our collection. They all require research and preservation work. When you look at the operations of a museum, the resources required to manage the visitors is minimal in comparison to the work and resources required to maintain and manage the collection. Curatorial work is intense and expensive. Proper storage for these artifacts is required by legislation. People who are trained best to do this work are younger trained professionals, who know the Ontario Museum standards.

Imagine if you owned a house, three stories, 24,000 square feet. If I asked you to go in, clean it, maintain it, and research every article, appraise it, digitize it, accept new artifacts regularly, think about the resources it would take to do that on an ongoing basis. In addition, we are operating during Covid and must abide by all Covid protocols. This complicates and increases the work. You cannot have the workers side by side. If something needs moving, you must go about it differently. Everything has changed.

When we look at the pillars of this organization.... values, goals, planning, collaboration and partnerships, financial practices, we are in a very good place. The individuals involved are trustworthy, knowledgeable, experienced, integrated and aligned with other community organizations and well motivated to make this the best Museum it can be.

But we are missing something. We are missing the ability to pay people for their knowledge, ability, and commitment to the work. Thus, they will leave, as you have seen repeatedly over the years. This puts us at great risk in normal times. The stability of the organization, its Board, and the ability to manage day to day operations, the security of the collection is all at risk.

Just this week, two examples of the negative impacts resulting from lack of base funding are: 1. we were disqualified from receiving \$60,000 in Covid relief because we have no baseline staff dollars; and 2. we have been approved to receive \$17,000 to proceed with a Community Seniors Project but we cannot accept the funds because we need a Museum Manager on-site, to Manage and Supervise the personnel involved.

That is \$77,000 that we could have accessed to support our work, had we been able to show baseline salary funding dollars. This is a missed opportunity and not the way to manage this business successfully.

The last very critical point I want to make is that Funding Organizations /Foundations /Endowments do not fund non-profits where base salary dollars and Municipal support are not evident. They will not fund a volunteer Board of Directors. We have located and examined multiple funders and have not been able to apply. The McLean foundation has approved project work dollars but no salary dollars because we have no baseline funding. Who is going to do the work on the McCrae Collection? As a point of interest, this collection was in ROM for over 50 years! We are proud to have it and we are obligated to maintain it properly.

The entire landscape for Museums has changed. We need to function at a professional level, with organizational stability. Without this funding, the operation is not sustainable.

If you choose not to support our base funding needs, it is unlikely we will open the doors in 2021. This does not make sense and does not reflect what I, the Board or the citizens want for the City of Kawartha Lakes. Preservation of our history is at risk. Our largest tourist attraction is at risk.

We ask for your support. We will get on with the work. A year from now, (February 2022) we will be back to you to report how things are going and to lay out the plans for the upcoming years. We will continue to work in partnership with your staff to ensure the best outcomes for our community. Thank you!

Respectfully,

Jane Gregory-Gill, President

VCHS Board of Directors

50 Victoria Avenue North

Lindsay, ON K9V 4G3

705-324-3404



# Request to Speak before Council

Request to Make a Deputation/Presentation to  
Council/Committee  
City of Kawartha Lakes  
City Clerk's Office  
26 Francis Street, PO Box 9000  
Lindsay, ON K9V 5R8  
705-324-9411

**Name: \***

Victoria County Historical Society O/A Olde Gaol Museum

**Address: \***

50 Victoria Avenue N

**City/Town/Village:**

Lindsay

**Province: \***

Ontario

**Postal Code:**

K9V 4G3

**Telephone: \***

705-324-3404

**Email: \***

Info@oldegaolmuseum.ca

There can be a maximum of two speakers for each deputation. Please list the name(s) of the individual(s) who will be speaking. The names that are listed here will be included on the Council Meeting Agenda.

**Deputant One:**

Jane Gregory-Gill

**Deputant Two:**

Barbara Doyle

**Please provide details of the matter to which you wish to speak: \***

To speak to the matter of the Lease Agreement for the museum and COVID-19 relief funding.

Please attach any additional supporting documents you wish to provide and submit with this completed form.

**Have you discussed this matter with City Staff?**

☒ Yes

☐ No

**If yes, Which department and staff member(s) have you spoken to?**

**What action are you hoping will result from your presentation/deputation? \***

The Lease Agreement will be adopted by Council and either approval of relief funding or to refer to city staff for approval.

By signing this form you are acknowledging that all of the information you are providing on this form is true, and giving the City permission to collect your personal information for the principal purpose of a request to make a deputation to Committee or Council as outlined below.

**Signature:**

Jane Gregory-Gill

**Date:**

8/7/2020



The personal information is being collected by the City of Kawartha Lakes for the principal purpose of a request to make a deputation to Committee or Council pursuant to the City's procedural by-law. This information, including all attachments submitted may be circulated to members of Council, staff, the general public and posted on the City website. Questions about the collection of this information should be directed to the City Clerk or Deputy Clerk at 705 324-9411 ext. 1295 or 1322.

**Do you understand how your information will be used and agree to allow the City to use your personal information provided on this form, including any attachments for the purposes of requesting to make a deputation to Committee or Council? \***

☒ Yes

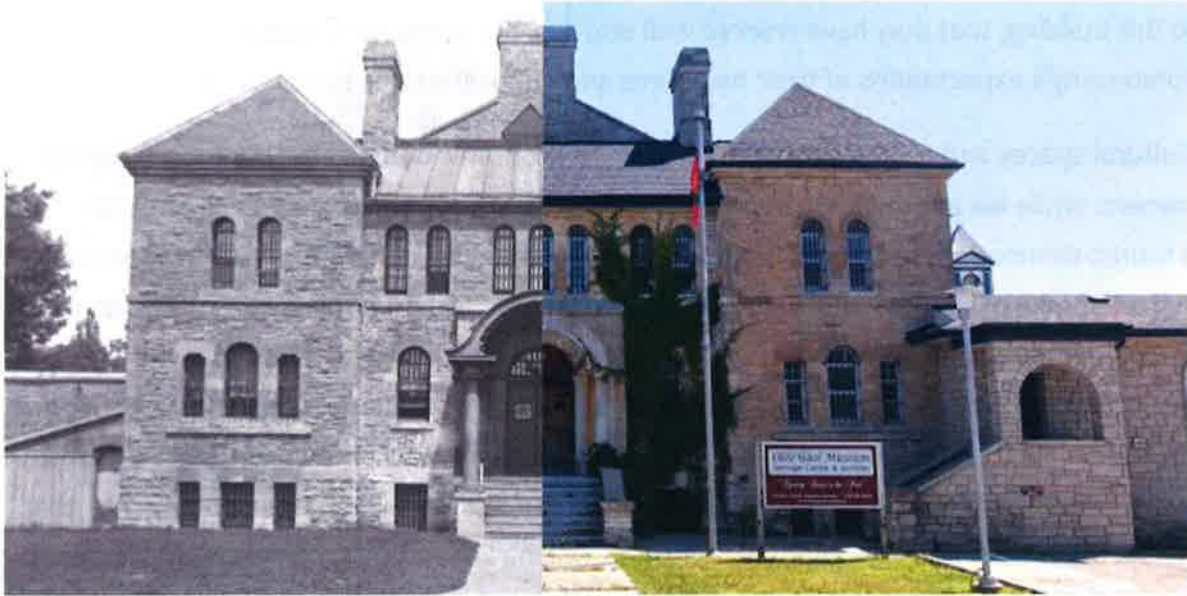
Please complete this form and return to the City Clerk's Office by submitting it online or:  
Fax: 705-324-8110 Email: [agendaitems@kawarthalakes.ca](mailto:agendaitems@kawarthalakes.ca)



# Olde Gaol Museum

## Support for Operations Funding

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### Introduction

The Victoria County Historical Society (VCHS) has undertaken the immense process of bringing the Olde Gaol Museum (OGM) in line with the current Standards for Community Museums in Ontario, while also maintaining a vibrant, interesting and inclusive community museum and tourist destination. Although the Society has been operating in various locations since its inception in 1959, the standards, practices and technology have changed significantly in that time.

Currently, the museum is operated by the volunteer Board of Directors as a management board, without paid staff. Upon occasion, through grant funding, contract positions are paid for specific limited term projects and youth summer jobs programs. Although needed in the short term, this is neither an optimum solution nor practical. Relying on volunteers creates an atmosphere of uncertainty, lack of continuity, limited professional skills and puts

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the Society at risk for financial vulnerabilities and instability. At any given time, key volunteers could and have resigned, which leaves gaps in coverage for the building's operations as well losing valuable institutional knowledge.

There will always be a need for volunteers at the museum, for event coverage, fundraising, research and project support, however, relying on them to "keep the doors open" has never been a sound business strategy. Decades ago, prior to computers, the Internet and moving to this building, that may have worked well enough, but times have changed. The community's expectations of their museums and cultural spaces have changed.

Cultural spaces and tourist destinations provide economic benefits for our local business owners. While we are uniquely positioned with our heritage building and "jail attraction" as a tourist destination, that is not the totality of our value to our community. We absolutely see an uptake of tourist visitors during the season from Victoria Day in May to Thanksgiving in October, but we are a year round institution which also ensures access to culture and heritage for our local community residents. We provide educational programming support for the schools, respond to research requests of academic and personal interest natures, undertake community engagement and collection of stories, information, objects, etc. that reflect the history and interesting people of Kawartha Lakes, both prominent and lesser known individuals, organizations and industry. Although we are a rural area, our community deserves to have a level of programming and exhibit content equal to larger urban centers. We serve two types of visitors, those that live locally and those that are tourists visiting our area for a day, a vacation or the summer.

Visitors from our community are much more likely to be engaged with multiple visits, consider the museum as an accessible community space, with vibrant programming and a wide variety of ever-changing exhibits and events. Our local community members are often the ones with research requests about local families, stories of interest or historical events.

Other visitors from outside of our community are fascinated by the "jail experience" and enjoy that attraction. They may also be looking to move to the area and interested in finding out more about local history. All are entertained by the different exhibits that we offer. Visitors coming back to their cottages year after year are able to see new content each time they return. The museum is here for everyone.



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## **Mission and Mandate**

At its core, the Society operates the museum with respect to the culture and heritage of the historic building itself, treating it as our largest artefact, but also that it provides a public community space that is of great benefit to our community. Within these walls we have the experience of the exhibits and programming for all ages. It is inclusive and welcoming, while we are seeking to become completely physically accessible.

We collect objects and information relating to the former Victoria County, now the City of Kawartha Lakes, or items that may have larger cultural significance on a national level where appropriate. We endeavor to develop interesting, educational and engaging exhibits that will inspire all who visit. This may be experienced during an in person, on-site basis, out in the community or an online format.

We strive to encourage active engagement from our membership as well as our community at large, often working with different local organizations to create collaborative projects of interest or entertainment.

We are an organization that preserves, presents and reflects the history of Kawartha Lakes for the entire region. Our collection numbers in the tens of thousands of items, from the tiniest vintage button and textiles, to a massive collection of newspaper books and photographs (nearly 9000), documents and maps, as well as larger furnishings and household items. We offer a wide variety of exhibits that are developed by us, as well as borrowing from other museums, such as our recent acquisition of Beyond Words, an Indigenous language exhibit with documentary from the Canadian Language Museum.

We are not simply a “jail museum” with static displays. We develop and present new, relevant exhibits on a regular basis in a variety of formats. As an example of our initiative and creativity to provide an interesting experience for our community while we were still closed to the public this year, we undertook a massive grand-scale drive thru exhibit by partnering with the Lindsay Agricultural Society for use of the Commonwell Building on the LEX fairground site. We offered the WWI Immersive Drive Thru exhibit for 18 days,

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complete with a 22 page companion booklet and bespoke audio docent content on iPads for each car of visitors. We transported over 700 objects from the museum to the site and created over 500 linear feet of object based diorama content. We were determined to give back to our community in a COVID safe environment. It was enjoyed by hundreds of people, both local and tourists. We also saw it as a way to bring in some revenue after losing our entire tourist season in the shutdown due to both COVID-19 and road construction that blocked our main entrance.

## **Qualities of Life**

The Society also looks to fulfill the Qualities of Life in the work we do and the exhibits we build for the public.

## **Belief and Ideas**

Respect is the operative word here. We engage our membership and volunteers to work with our committees and our Board of Directors. Exhibits and community engagement projects are contributed to on many levels. We take care to show respect for the Indigenous Peoples and their artifacts in our collection. We strive to tell accurate, balanced stories of our history. We create exhibits that appeal to a wide cross-section of our population while also giving space to little known stories that may be of interest. We honour our prominent and sometimes not so prominent citizens, our military and our unsung heroes, the infamous, the victims and the unnamed.

## **Creativity and Recreation**

We encourage our curators and programmers to think outside the box and be as creative as possible. As an example, one of our summer students was creating some drop-in programming for children aged 4-10 and was able to create unique, age-appropriate activities for many of our exhibits, including a fun “passport” book for the children to keep. This led to the student, who was a fine arts major, to create child-friendly versions of some of our prominent art for colouring pages and fun mini art sessions. We are dedicated to being an all ages cultural and recreation space.

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## **Enquiry and Learning**

The museum has a significant amount of research materials that we need to digitize to make them more accessible to community members. Many are too fragile to be handled by the public. The Society also encourages active learning for its Directors and volunteers. This includes taking courses from the Ontario Museum Association as well as updating skills training with a number of other training, conference or digital educational offerings. The Board seeks constant improvements in skill sets and best practices of all who work with us. We also provide learning opportunities for local high school students and practicum placements or internships for post-secondary students from SSFC.

When there are needs beyond our in-house skill set, we have a number of professional individuals or organizations that we can access for information or paid-for consultation or project work. As an example, we don't have the in-house ability to do fine textile remedial repair and conservation work, so we coordinate with the Canadian Conservation Institute. Currently, they are doing conservation work on a textile piece and the dress uniform coatee of Sir Sam Hughes. They have also agreed to accept next an incredible embroidered leather Cree jacket, while several other items are waiting for their turn in the queue.

## **Gender and Generations**

There has long been a lack of women's representation in smaller museums, as well as a lack of diversity. The Society is actively creating exhibits that focus on women, children, and BIPOC. We also tackle the history of social issues such as poverty, crime and punishment, politics and more. We seek input from community members, from youth to seniors, on a regular and ongoing basis. We host events designed to encourage different generations to attend at the same time. We are planning to open the 3rd floor to visitors, showcasing exhibits about the women and children and social issues, in a contextual manner, as the women and children incarcerated at the jail were housed on the 3rd floor. We have this space and it should be more fully utilized.

## **Identity and Engagement**

As above, the Society actively seeks to tell our untold stories, give context to objects in our collection, a face to facts in order to build connections across generations. One of the ways

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we do this is doing genealogy research on donors or local figures to help fill in more information and give a better picture of events. Many times this leads us to even better stories, but also recognition of the individuals by visitors to the museum, which brings about more information in the form of remembrances. We will often go out in the community to engage with people that may not have come into the museum. As an example, each year we create a 40x15' exhibit display at the Lindsay Exhibition for five days. It helps us connect with our local community and take people down memory lane.

### **Memory and Projection**

Without context, solid information about provenance, and people's recollections, our museum would be nothing more than a warehouse. It is the human connection that makes everything we care for and display to be "valuable". Often it is the smallest or common items that bring the most smiles; something to remind them of a grandparent, a trip to the fair, the family farm, etc. We recently completed an incredible oral history project, in which we recorded nearly 100 seniors in the City of Kawartha Lakes. It is now digitized and available for viewing on our website, in the museum, and a set of DVD's that has been given to the library for check out and home viewing. We strive to capture what is often forgotten.

### **Well-being and Health**

The Society strives to create a safe and healthy environment for volunteers and visitors. We provide protective equipment as necessary, training for AODA, and first aid training. We adhere to strict fire and safety regulations. We have an ongoing challenge of making a building from 1863 with multiple floors accessible. As we don't have an elevator, we strive to create digital video content of our second floor displays for use in our main floor viewing area. We have added a wheelchair lift to the cell areas so that all may enjoy that unique part of our history. We are currently following the legislation and health and safety requirements in response to COVID-19. This includes requiring masks, hand sanitizing, exponentially more cleaning and disinfection of surfaces, and social-distancing measures. Many of our volunteers have opted to work from home or to wait until this health crisis is over before coming back to the museum. This has created a strain on the ability to "staff the building" and complete ongoing work.

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## **Collections Management**

The Society has been collecting objects since 1959, writing the details by hand in the register and typing the information onto card records, numbering in the thousands of records to reflect the tens of thousands of objects that we care for.

Over the last two years, we have undertaken a 5 year project to review every object and record in the collection. Reaffirming our commitment to catalogue, maintain and store each item while developing longer term archival storage strategies as the collection grows, with digital accessibility. Those items that are deemed not relevant, duplicates or in too poor of condition to be useful to our stated Mission, are disposed of in the appropriate way in accordance with legislation guidelines and CRA regulations.

This is incredibly labour intensive work that involves considerable spatial planning, improvement of physical spaces and the acquiring of archival rated storage and protective supplies.

Over the last year we have undertaken the task of upgrading our technical/digital platform capabilities by installing new computer systems, creating a network server and working on the intense project of upgrading our museum collection software to an iCloud based solution that allows for multi-user licenses enabling more people to work with the collection at one time. This has been a painstaking and expensive process, but a necessary one. It is estimated that it would take a further 12-18 months to complete the digitization of the current collection, based on three positions (Collections Manager, 2 collection/research assistants) working through each section of the museum.

Although the Society carries comprehensive insurance specific to museum needs, there is an underlying risk that is assumed by the Board and the individuals working with the Collection. Through decades of being overseen by well-meaning volunteers, multiple moves, and a heavy reliance on institutional memory over documentation, it has been a challenge to confidently rely on work done in the past. A lot of time is spent correcting information or bringing the records up to current standards. What was common practice fifty years ago, may be very sparse or incorrect for today's nomenclature.

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This brings us to the issue of risk assessment. The Board is required to follow current legislation and work to the current standards or best practices. Although we have been trying to correct errors from the past, we have had to deal with outstanding loans of items, poor or non-existent documentation, abandoned and missing items. We are at the point where we need to draw the legal line for the collection records, acknowledging that based on past governance structure and volunteer oversight, that there may be errors and omissions, and issues of non-compliance to current standards for items collected in the past. It would be difficult to expect any professional museum personnel to accept ongoing risk liabilities for work that was done previously to their tenure. We aim to start 2021 with a highly skilled Collections Manager that can oversee the update from past work, while also confidently accepting intake items through our system to fulfill our current collecting mandates. This would require a paid salary position.

We are losing opportunities to acquire objects and research information, simply by not having enough people to do the call outs and intake and processing required to handle the donations or purchases. Active collecting requires it to be exactly that - active. Gone are the days where entire households of objects may be offered to museums to pick and choose from. Many people assume we are "full" because of known space/storage issues and don't come forward. More and more are going the auction routes to realize financial return for their items or simply ease of process to dispose of estates. Additionally, without consistent community education, many simply don't know what we are looking for. Many objects we desire are not valuable in a monetary sense, but are valuable to us for the information they contain. One example of this would be business records and branded items. We love documenting the growth of business and industry in Kawartha Lakes. Often businesses simply shred or dispose of old documents and that is history destroyed. We now have on display the ledger of Dundas and Flavelle Bros. store, which features the log entry of their very first day of trade in 1860. We currently do not have enough personnel to track down or assess items offered to us so as to recognize object value and local context for our Collection purposes. It is not enough to simply accept something that is "old" or "pretty". Having research historians on staff assists us in determining context for local events and genealogical research for family lines. This is in addition to the processing of objects, storing them properly and making them digitally accessible.

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We have item collections including china and glass, furnishings, textiles (both for the home such as blankets, quilts and linens as well as an extensive garment and accessory collection), household items, the Gregory Drugstore collections, medical items, farm implements, artwork, sporting equipment, toys and dolls, signage, tools, the McCrea Model Collection, the W.A. Goodwin Collection, the Ernest and Lionel Fosbery Collection, a large and varied military collection including uniforms, stamps, coins, jewellery, silver, pewter, clocks, Indigenous Collection, musical instruments, cameras and communications equipment, archival materials including books, journals, bibles, photographs, slides, negatives, maps, documents, postcards, letters, business records, yearbooks, certificates, military records, film reels, microfilm, etc., Many of these items require special care and dedicated storage space and they all serve to tell the rich history of the Kawartha Lakes.

All of this work then supports the curators work of planning and developing well researched exhibits for the museum on an ongoing basis. Exhibit development can take 6-18 months depending on scale.

We have consulted with Angela Fornelli, CKL's new archivist, who reviewed our collection and current space. We have access to her for consultations but she is not available nor tasked with taking on this work.

We have had to prioritize which Collection items get immediate attention, much like a triage. Which ones are most at risk if we do nothing? We concentrated this year on our archival items, ensuring that all accessioned paper items have been moved to the driest (~40% Relative Humidity) and most easily environmentally controlled space on the 3rd floor. Sometimes this means simply moving items while creating a wish list of needed items to further care for them. One of our largest Collection costs is appropriate storage in archival rated boxes, and suitable shelving.

As an example, we have an incredible collection of 311 newspaper books ranging from 1870's to the 1980's. We have them stored in a 3rd floor north cell range. Stacked high on metal shelving. They should be individually boxed in archival storage boxes, labelled and stacked no more than two high, on industrial metal shelving designed for them. Each box needed is about \$100 so that is \$31,100 just in the proper boxes. Shelving is likely to be an additional \$4-5000. This is the type of project we grant write for to cover costs.



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Other remedial work or consultations are done on a case by case basis by contracting with the appropriate resource professional in the specific medium required.

The accessioned items are a legislatively protected collective, not considered a financial asset of the Society. They are excluded from consideration of the Society's valued assets and protected from seizure. Should the Society cease operations, the Collection would likely be turned over to the City of Kawartha Lakes as the only reasonable local body with enough assets to assume ongoing care and storage of the items. Any proceeds earned via the sale of items that are deaccessioned through proper review and vote of the Board of Directors and disposed of through public auction, are to remain separate from the main operating funds and used solely to acquire new items for the Collection, or to provide restoration services, care or storage of existing pieces.

### **Supporting the CKL Cultural Master Plan 2020-2030**

This Council has committed to supporting the growth of Arts, Heritage and Culture in the City of Kawartha Lakes by adopting the CKL Cultural Master Plan 2020-2030.

It will take time to develop budgets and work plans for the entire sector to fulfill the stated goals and objectives outlined in the Master Plan. While many of the other heritage organizations in CKL also need funding, we can't speak to their individual needs. We can only outline our own position to meet current needs and work towards our defined planned growth for the community.

### **OGM vs Standards for Community Museums in Ontario**

We have assessed how our museum operations meet the Standards for Community Museum in Ontario's guidelines. We have an ongoing "stoplight" evaluation system. If the item is compliant, it is "green" lit. Any item not highlighted in the text below is considered "green". If there are a few issues or minimal barriers to becoming compliant, the item is "yellow" and if there are significant barriers to address, the item is "red". Many, if not all, the items on the list are resolved through funding, either for staffing or capital investments. The "red" items relate to available storage space and how that space is used as well as temperature and humidity issues that are addressed on an ongoing basis. The building is a



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challenge to balance for the HVAC system and is under a systems review process currently to make recommendations to address these issues.

*The Ontario Ministry of Tourism, Culture and Sport is pleased to introduce a revised edition of the Standards for Community Museums in Ontario.*

*The environment in which museums function is changing and the museum profession is growing and becoming more skilled and knowledgeable. Museum standards must continue to evolve as museums find new ways to serve their communities and fulfil their mandate.*

*The 10 revised standards for community museums represent the minimum requirements for the operation of a good community museum. Community museums need to meet the standards in order to qualify for funding under the Community Museum Operating Grant.*

*The province has a fundamental commitment to the preservation, presentation and sustainability of the material culture of Ontario, through the community museums of the province. In achieving these standards, Ontario's museums will continue along the path to excellence and remain a resource to the communities they serve.*

*To help you meet the revised standards, the ministry will continue to provide advisory services, resource materials and relevant museological information.*

### **Governance standard**

*As a community museum, you must be governed according to standards and be open and accountable to the public for your decisions.*

#### **Requirements**

1. A community museum must be:
  - a. governed by a publicly accountable body.
  - b. established by a written document(s) which include(s) descriptions of:
    - authority for the museum
    - museum's mission statement that
      - o defines the museum's purpose
      - o makes a commitment to the museum's role in the public trust
      - o identifies who the museum serves
      - o identifies what the museum will collect
      - o identifies the impact it will have in its community
  - c. how the museum will dissolve its assets and liabilities should it cease to operate
2. The museum's governing body must:

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- a. *be established by a written document which outlines:*
    - *its composition and structure – including selection of members and terms of office*
    - *its obligation to ethical behaviour and the avoidance of conflict of interest – as a body and as individuals*
    - *its obligation to meet municipal, provincial and federal legislative requirements that have an impact on its decisions or activities*
    - *its responsibilities and duties, including:*
      - o *recruiting, supervising and evaluating the museum's curator or director (i.e. the museum's chief manager)*
      - o *formulating the museum's statement of purpose*
      - o *formulating written policy governing operations and defining programs*
      - o *securing funding necessary to carry out the museum's programs*
      - o *preparing or approving an annual budget and monitoring it to ensure public accountability*
      - o *ensuring that the purposes for which the museum exists are being fulfilled*
      - o *ensuring that the collection is being cared for under proper conditions*
  - b. *meet regularly and as often as necessary to conduct its business effectively*
    - *meetings must follow a written agenda and a written record must be kept of all discussions and decisions*
  3. *The museum's operation and administration must:*
    - a. *meet municipal, provincial and federal legislative requirements that have a bearing on its operations and activities*
  4. *The museum and its staff must:*
    - a. *demonstrate a commitment to ethical behaviour as an institution and as individuals.*
  5. *The museum's operations and activities must be:*
    - a. *directed by short and long-term written plans (e.g. business plan, strategic plan, visioning plan or master plan) that are:*
      - b. *approved by the governing body*
      - c. *contain goals and objectives relevant to the museum's statement of purpose*

### **Finance standard**

*As a community museum, you must demonstrate fiscal responsibility.*

### **Requirements**

1. *A community museum must:*
    - a. *demonstrate a commitment to ethical behaviour in the pursuit of funding*
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- b. *demonstrate a commitment to financial sustainability and stability*
  - c. *seek diverse sources of funding - both public and private*
  - d. *make public an annual financial report*
2. *The museum's governing body must:*
- a. *secure funding necessary for the operation and maintenance of the museum and its activities*
  - b. *secure funding for capital projects*
  - c. *approve the annual budget that allocates and controls financial resources related to the museum's operation and administration*
  - d. *review and approve the museum's budget in relation to the goals, objectives and priorities of the museum*

## **Collections standard**

### **Objective of the Collections Standard**

*As a community museum, the artifacts you keep represent your community's heritage. To protect their value, you must maintain a well-organized, managed and documented collection.*

### **Requirements**

*A community museum must:*

- 1. *have a written collection development policy stating that it will:*
  - a. *ensure that the scope of collection is consistent with the museum's statement of purpose*
  - b. *establish priorities for collection development*
  - c. *demonstrate a commitment to ethical behaviour in collection development (e.g. repatriation, human remains)*
  - d. *meet municipal, provincial and federal legislative requirements that have an impact on collecting activities (e.g. illicit materials, firearms, hazardous materials)*
- 2. *have a written collections management policy stating that it will:*
  - a. *ensure proper procedures and documentation for acquiring, using and deaccessioning artifacts in the collection*
  - b. *ensure proper procedures and documentation for incoming and outgoing loans*
  - c. *ensure proper procedures for the management of collections records*
  - d. *demonstrate a commitment to conservation standards in the labelling, care and handling of artifacts*

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- e. *distinguish between artifacts in a research (or study) collection and objects in an education (or hands-on) collection*
  - f. *meet municipal, provincial and federal legislative requirements that have an impact on collections management and documentation (e.g. acquisition and deaccessioning, tax receipts, firearms, hazardous materials)*
  3. *assign the duties of a Collections Manager (or equivalent position) to an appropriately trained staff member and provides adequate time, workspace and funding for collections management activities*
  4. *use an effective collection documentation system, which may be paper-based, electronic, or a combination and includes:*
    - a. *a standardized numbering system*
    - b. *an accession register*
    - c. *a master catalogue file*
    - d. *signed donor and loan forms*
  5. *keep a periodically updated paper or electronic copy of the collection records off-site in a secure location*
  6. *keep its collection records current*

### ***Exhibition standard***

#### ***Objective of the Exhibition Standard***

*As a community museum, your exhibits provide an important link between your community and its heritage.*

*In the planning and presentation of exhibitions, you must strive for accuracy of information, relevance to the community, effective communication, opportunities for learning and engagement, and the safe display of artifacts.*

#### ***Requirements***

*A community museum must:*

1. *have a written exhibition policy stating that it will:*
  - a. *ensure that the themes and number of exhibits are consistent with the museum's statement of purpose and the needs and interests of the communities it serves*
  - b. *demonstrate a commitment to accuracy and fairness, inclusivity and respect in exhibit presentation*
  - c. *demonstrate a commitment to ethical behaviour in exhibit presentation*
  - d. *meet conservation standards in exhibit design, materials and use of artifacts*

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- e. *meet municipal, provincial and federal legislative requirements that have an impact on exhibit presentation (e.g. safety codes, copyright, disability legislation).*
  2. *ensure its exhibits are consistent with the museum's exhibition policy*
  3. *ensure it has an exhibition schedule comprising a mix of permanent and temporary exhibits*
  4. *ensure the relevance, accuracy and effective communication of each exhibit by:*
    - a. *establishing clearly defined objectives and evaluating exhibits against their objectives*
    - b. *using appropriate expertise, including staff, volunteers, community groups, or consultants*
    - c. *carrying out sufficient research*
  5. *ensure that all staff (including volunteers) involved in the planning, preparation and installation of exhibits have the necessary skills and training*
  6. *ensure that exhibits are safe for visitors and staff by:*
    - a. *placing hazardous materials in display cases*
    - b. *adequately supporting, securing or providing barriers against heavy objects or moving parts that could cause injury*
    - c. *training staff in the safe operation of exhibits (e.g. machinery)*
    - d. *meeting legislated requirements in the handling and display of firearms*
  7. *ensure that exhibits are accessible and capable of being used and enjoyed by visitors of all ages and abilities (See the A.O.D.A. Wizard for your organization's specific requirements such as the Accessibility Standard for Customer Service, and dates for implementation)*
  8. *ensure that exhibits effectively promote learning and enjoyment through:*
    - a. *providing a variety of interpretation methods to meet a range of visitor needs*
    - b. *regularly replacing artifacts in permanent exhibits with other examples from storage, to refresh the exhibits for the community's enjoyment as well as for conservation purposes*
  9. *ensure a portion of the museum's budget is allocated annually for:*
    - *exhibit development*
    - *design*
    - *construction*
    - *maintenance*
    - *evaluation expenses*
  10. *ensure that exhibit preparation activities that are harmful to artifacts are carried out in a workshop that is isolated from collection areas (i.e. display and storage).*
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- activities would include those that produce dust, excessive heat or vibrations, and those that involve the use of aerosols and solvents (e.g. paints and varnishes)

### **Interpretation and education standard**

*As a community museum, your interpretation and education programs allow the community to interact more closely with your collections and information and reach audiences of all ages, interests and abilities.*

### **Requirements**

*A community museum must:*

- 1. have a written interpretation and education policy stating that it will:*
  - a. ensure that the theme, content and format of interpretation and education programs are –*
    - consistent with the museum's statement of purpose
    - meet the needs and interests of the communities it serves
  - b. establish priorities for the development of interpretation and education programs*
  - c. ensure that responsibility for interpretation and education programming is given to properly trained staff*
  - d. demonstrate a commitment to accuracy and fairness, inclusivity and respect in interpretation and education programs*
  - e. demonstrate a commitment to ethical behaviour in interpretation and education programs*
  - f. demonstrate a commitment to meet conservation standards in use of artifacts*
  - g. meet municipal, provincial and federal legislative requirements that have an impact on interpretation and education programs (e.g. copyright, disability legislation)*
- 2. have an interpretation and education program consisting of a mix of school programs, public programs, and special events; all interpretation and education programs must:*
  - a. be consistent with the museum's statement of purpose and meet the needs and interests of the communities it serves*
  - b. promote learning and enjoyment*
- 3. ensure the relevance, accuracy and effective communication of its interpretation and education programs (see above for A.O.D.A. requirements) by:*
  - a. establishing clearly defined and measurable learning objectives and outcomes, and undertaking a process of program evaluation*
  - b. using appropriate expertise – including staff, volunteers, community groups, or consultants*
  - c. carrying out research*



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4. *ensure all staff involved in the development and delivery of interpretation and education programs, have the appropriate skills and training*
  5. *provide sufficient space and a safe and secure environment for interpretation and education programs*
  6. *allocate every year a portion of the museum's budget for interpretation and education program expenses*

### **Research standard**

*As a community museum, research is an ongoing activity and is reflected by your well-researched exhibits, interpretation, publications and educational programming. As well as helping staff researchers, you also have a responsibility to assist outside researchers.*

### **Requirements**

*A community museum must:*

1. *have a written research policy stating that it will:*
  - a. *demonstrate a commitment to the pursuit of research by staff and outside researchers*
  - b. *ensure that the scope of research is consistent with the museum's statement of purpose*
  - c. *establish priorities for research activities*
  - d. *demonstrate a commitment to accuracy and objectivity in the results of research*
  - e. *demonstrate a commitment to ethical behaviour in research (e.g. confidentiality of records, ownership of information)*
  - f. *meet municipal, provincial and federal legislative requirements that have an impact on research activities and products (e.g. copyright legislation)*
2. *have a research program that is consistent with its statement of purpose, and reflects the needs of its communities, site, collections and public programs.*
3. *schedule time for staff to carry out the museum's research program*
4. *allocate a portion of its budget every year for research expenses, such as reference material, photocopying and staff travel*
5. *provide a clean, well-lit, separate space for staff and external researchers to carry out research*
6. *ensure that researchers who have access to the collection have training in handling artifacts*

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### **Conservation standard**

*As a community museum, you have a responsibility to protect and preserve the collection entrusted to your care, so that future generations have the opportunity to enjoy and learn from it.*

*You will demonstrate the stewardship of your collection by following procedures that ensure its long-term preservation.*

### **Requirements**

*A community museum must:*

- 1. have a written conservation policy that sets out how it will:*
  - a. demonstrate its understanding of the distinction between preventive care and conservation treatment*
  - b. demonstrate its commitment to the preventive conservation of the collection*
  - c. establish priorities for making decisions regarding conservation treatment*
  - d. ensure that responsibility for the care of its collections is delegated to appropriately trained staff*
  - e. demonstrate a commitment to consult with, and be guided by, the advice of qualified experts in conservation*
  - f. demonstrate a commitment to ethical behaviour in the care of collections*
  - g. meet municipal, provincial and federal legislative requirements that have an impact on the conservation of collections*
- 2. demonstrate a commitment to protect the collection through proper care and handling by:*
  - a. implementing a program to instruct staff how to safely handle artifacts*
  - b. ensuring that artifacts are durable enough to withstand their proposed use e.g., displays, interpretation, loans, hands-on activities*
  - c. implementing safe packing, unpacking and transportation procedures*
- 3. provide one or more exclusive spaces for the storage of the collection. These areas will be:*
  - a. used for collection storage only*
  - b. large enough to store existing artifacts without crowding, and to accommodate projected future acquisitions*
  - c. kept clean through the implementation of a regular housekeeping schedule performed by staff or volunteers with the necessary training*
  - d. kept dark, except when staff are present*
  - e. restricted to access only by designated appropriate staff (e.g., curator or registrar)*



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- f. equipped with suitable and safe shelves, cabinets and artifact supports
4. maintain the safety and preservation of artifacts on exhibit by:
    - a. ensuring that cases and floor spaces are large enough to hold artifacts without crowding or distortion
    - b. ensuring that artifacts on display are adequately supported with safe materials
    - c. using display materials (such as case materials, backgrounds, adhesives, labels) that are not harmful to artifacts
    - d. ensuring that exhibits are kept clean and maintained by staff trained in the handling of artifacts
    - e. ensuring that light-sensitive artifacts are displayed only for short periods of time
    - f. implementing a program of regular inspections of artifacts on exhibit to check for losses and damage
    - g. updating collections records to reflect changes in location e.g., storage to display
  5. ensure the security of the collection by:
    - a. protecting artifacts from water damage
    - b. protecting artifacts from theft and vandalism, including restricting access to artifacts
    - c. establishing written standard procedures to deal with emergencies and disasters, and training of all staff in these procedures
  6. provide an appropriate environment for artifacts in all storage and exhibit areas by:
    - a. reducing visible light levels to accepted standards
    - b. removing as much ultraviolet radiation as possible
    - c. maintaining relative humidity and temperature levels within an appropriate range for museum artifacts
    - d. reducing dust and pollution through a combination of physical plant (e.g. use of vestibule, appropriate air filtration) and preventive procedures (e.g. use of door mats, no smoking rules)
    - e. implementing a regular cleaning and maintenance schedule of the museum and storage spaces performed by staff or volunteers with the necessary training
    - f. implementing preventive pest management procedures, including regular inspections for pests in the museum and inspection of all incoming collection and non-collection material
    - g. implementing a program of regular checking and recording of environmental conditions, with follow up procedures to correct deficiencies
  7. ensure that conservation treatment procedures will not damage artifacts and are carried out in accordance with professional standards of practice by:
    - a. ensuring that individuals treating artifacts have an appropriate level of training in conservation
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- b. ensuring that all conservation treatments are properly documented and the documentation is retained on file
  - c. ensuring that conservation treatment carried out in the museum takes place in a separate space that is appropriately equipped and ventilated according to health and safety standards

### **Physical plant standard**

*As a community museum, your buildings and grounds must provide a safe and functional environment for visitors, staff, the collection and associated activities.*

*This objective must be balanced with the need to preserve the integrity of heritage buildings as artifacts themselves, as well as archaeological resources present on the property.*

### **Requirements**

*A community museum must:*

1. ensure the design and layout of its building(s) and grounds:
  - a. accommodate the physical and functional needs of its users, staff, collections and activities
  - b. are appropriate to the museum's statement of purpose, and to its community role and image
2. meet its obligation to federal, provincial and municipal requirements that apply to physical safety of staff, visitors and property
3. ensure that each of its buildings meets environmental norms appropriate to its functions
4. ensures the security of its users, staff, collections and information by developing and regularly updating an emergency preparedness plan or equivalent that:
  - a. identifies potential threats e.g., personal threat, fire, water or vandalism
  - b. takes steps to minimize the level of individual risks e.g., by installing sufficient security lighting
  - c. includes written procedures to respond to threats, emergencies and disasters
  - d. includes training staff and volunteers to implement emergency and disaster response procedures
  - e. establishes a system of periodic testing and assessment of the effectiveness of emergency procedures
  - f. ensures that any preventive or security systems installed are assessed for their potential impact on collections and the museum's character and functions
5. have a written maintenance manual that sets out how it will:

- 
- a. *conduct regularly scheduled inspections and maintenance of building(s) and grounds*
  - b. *set priorities and schedules for ongoing repairs and capital upgrades*
  - c. *ensure that health and safety codes are met in the maintenance and repair of the physical plant*
  - d. *conduct daily, weekly and monthly housekeeping routines*
  6. *strive to be environmentally responsible in its use of energy and materials, including the handling, storage and disposal of hazardous materials*
  7. *maintain the historical integrity of its resources should it be located in a heritage building, on a historic site, or on grounds containing an archaeological site and maintain the historical integrity of these resources in its use, maintenance, repair and modification following conservation standards and procedures*
  8. *ensure that if buildings are open on a seasonal basis they are monitored for temperature and humidity, and measures are taken to decrease the risk of environmental damage during the off-season*

### **Community standard**

*A community's heritage is part of its identity. As a steward of the community's heritage, the museum is actively engaged in the community and responsive to its needs. The museum is accessible and relevant, and draws support from its community.*

### **Requirements**

*A community museum must:*

1. *have a written policy that defines its relationship with the community, and that will:*
  - a. *ensure that it performs its role as a steward of the collection*
  - b. *ensure that it provides services and programs consistent with its statement of purpose that meet the needs and interests of the community*
  - c. *endeavour to allow all sectors of the community to participate in the museum's decisions, goals and directions that may affect them or reflect on them*
  - d. *engage members of the community in museum activities*
  - e. *identify and pursue appropriate community partnerships*
  - f. *endeavour to provide equality of access to information about the museum's collections, services and programs through adequate promotion*
  - g. *endeavour to provide equal access to all members of the community, both physically and intellectually, to the museum's collections, information, services and programs, including through electronic means e.g., a website or social media.*



- 
2. *have regular, posted, and advertised hours, during which it is open to the public, and which meet the needs of the community*
    - *a museum not open for long periods of time due to staffing considerations or weather must assess the needs of the community and make its services available by appointment and/or outreach activities*
  3. *have a volunteer program to encourage community participation in its activities, which should include:*
    - *identification and development of volunteer opportunities*
    - a. *procedures for recruitment of volunteers*
    - b. *matching the needs and interests of volunteers to those of the museum*
    - c. *provision of appropriate training and supervision for volunteers*
    - d. *provision of a safe and secure working environment for volunteers*
    - e. *volunteer evaluation*
    - f. *public and private recognition of volunteers' contributions*

### **Human resources standard**

*As a community museum, your ability to fulfil your museum's purpose depends largely on the professionalism and capabilities of your staff.*

*You are better able to meet your mandate and carry out activities if you recruit qualified staff and provide ongoing training opportunities.*

*As an employer, you are concerned with the safety, security, wellbeing and continued motivation of the people who work with you.*

### **Requirements**

*A community museum must:*

1. *have a written human resources management policy stating that it will:*
  - a. *ensure that staff responsible for administering the museum and its collections have appropriate professional training*
  - b. *ensure that all museum activities are carried out by appropriately trained staff*
  - c. *ensure that each staff member has a written job description (see Glossary)*
  - d. *ensure that human resource management, including recruitment, performance assessment, and termination is conducted in an ethical manner and is consistent with accepted practice and applicable legislation*
  - e. *ensure that staff are provided with information on health and safety hazards in the workplace and are trained in their management or mitigation*

- 
- f. ensure that at least one person on staff has current First Aid training*
      - g. endeavour to provide equal access to the workplace by staff of all abilities*
      - h. ensure that staff are familiar with and adhere to a museological code of ethics*
      - i. meet municipal, provincial and federal legislative requirements relating to people in the workplace*
    - 2. have a written staff training policy that sets out how it will:*
      - a. help staff to maintain or upgrade their skills*
      - b. set priorities for staff training*
      - c. determine appropriate levels of support e.g., financial, time, for individual staff training*
      - d. ensure the development of an ongoing in-house training program for staff and volunteers; ensure its delivered by qualified people*
      - e. provide staff with access to professional development opportunities and interchange with museum colleagues, including communication with other museums in the region*
      - f. ensure the development and regular delivery of an orientation program for members of the governing body*
    - 3. Budget a portion of its allocation every year for:*
      - a. development, delivery and assessment of an in-house training program staff*
      - b. access to professional development e.g., seminars, workshops, conferences*
      - c. purchase and maintenance of a collection of current reference material*

We can set the standard for museums in Kawartha Lakes by meeting these requirements for CMOG (Community Museums Operating Grant) funding by investing in key position wages and capital investment.

## **Defining the Need for Stable Operational Funding**

Our museum operations are too large to be “staffed” by volunteers in key positions. The answer to this is not to scale back or reduce services, but to invest in providing sufficient funds to support wages for key positions. A recent OMA (Ontario Museums Association) white paper notes that for every \$1.00 spent supporting the tourist heritage and culture industry that it brings \$3.70 to the area in economic returns.

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We lose skilled people who are assets to our organization simply through lack of funding. We live in an economy where it is not financially possible for most people to volunteer full-time positions, especially when we are looking for people with specific skill training.

After decades of austerity measures and lack of skilled, consistent staff, the Society is vulnerable to loss. This includes loss in the terms of Human Resources for short term contract placements and volunteer attrition and fatigue, as well as loss of assets and collection artefacts. Furthermore, there is the loss of unachieved potential for more programming, better research facilities and a more vibrant community space with longer opening hours and accessibility.

We acknowledge that through our lease and use of the building, that the City is providing some support. We are grateful and very appreciative for this support. However, there is often the assumption that as most municipalities fund their museums, that ours is already receiving core funding. Large donors and foundations expect municipalities to be first in their support of their museum and cultural spaces, ensuring a stable management of the donation or sponsorship dollars that they may contribute. This is also true of the large government grants. Some granting bodies consider us ineligible for funding as we have no paid staff. This includes CMOG (Community Museums Operating Grant) and MAP (Museums Assistance Program). When looking to provide large infrastructure and RED (Rural Economic Development) grants, the government wants to see that the money is being managed by a trusted and skilled team, capable of completing large scale operations, sometimes over the course of several years. They want to see municipal investment and collaboration. By granting yearly operation funding for staff wages, it confirms that the municipality supports the museum and it's growth.

One of the values of being an independent operation is that the Society is often eligible to apply for grants that the City is not. Some of these may include capital projects that could reduce the City's costs for maintenance or upgrades to the facility.

All around us, municipalities are investing in their museums for core operations funding. We are often quite successful in achieving project grants, but they are short term. They are the types of grants that help to build event programming and accessibility content, travelling exhibits, virtual exhibits, smaller capital investments. These are the projects that

are most readily seen and enjoyed by the community. It's not reasonable that volunteers are managing the paid project contracts full time.

The impact of COVID-19 has highlighted the necessity for paid staff. Previous volunteers left to take paid employment, are immuno-compromised and are staying safe at home until a safer time comes about, or are simply fatigued by giving too many hours to an organization that has such high needs.

A multi-level building with as much square footage as we have should have a minimum of three people "on duty" for "front of house" during open-to-the-public hours. Currently, due to COVID-19, we are offering brochures for self-guided tours for social distancing. Normally visitors would get guided tours for a more engaging experience. Our volunteer tour guides often took on this role. These positions are in addition to management and collections work.

This is a partial list of Investment by other municipalities nearby into their museums.

City	Population	Museum Funding (2019/2020)	Notes
Toronto	2,731,571	\$14,390,200 <sup>1</sup>	
Ottawa	934,243	\$1,405,308 <sup>2</sup>	
Mississauga	721,599	\$1,300,000 <sup>3</sup>	2 City museums, 1 non-profit funded
<b>Eastern Ontario Wardens' Caucus Municipalities/Counties</b>			
Kingston	123,798	\$396,000* <sup>4</sup> \$1,100,000** <sup>5</sup>	*Operating/project grants for non-profits museums in Kingston. **Kingston has two City-owned museums.
Minden Hills	6,088	\$62,865 <sup>6</sup>	Operating funding for cultural centre with additional money for building and

<sup>1</sup> 2019 City Budget.

<https://www.toronto.ca/city-government/budget-finances/city-budget/previous-budgets/2019-budget/>

<sup>2</sup> Cultural Funding Summary Reports.

<https://ottawa.ca/en/arts-heritage-and-events/cultural-funding/cultural-funding-summary-reports>

<sup>3</sup> Culture Budget 2019. <https://web.mississauga.ca/publication/culture-2019-budget/>

<sup>4</sup> City of Kingston Heritage Fund. <https://www.kingstonmuseums.ca/ckhf>

<sup>5</sup> 2020 Budget. <https://www.cityofkingston.ca/city-hall/budgets>

<sup>6</sup> Township of Minden Hills Report #4.

<https://haliburton.civicweb.net/filepro/documents/368651?preview=370297&attachmenturl=%2FFileStorage%2F9123DB300FE44A559A17651AB2E3D0E4-CAO%252520Report%25252020-011%252520Attachment%2525202020%2525204th%252520Draft%252520Budget.pdf>

			grounds.
Dysart et al.	6,280	\$150,000 <sup>7</sup>	Funding for Haliburton Highlands Museum
Peterborough	81,032	\$929,234 <sup>8</sup>	Peterborough Museum and Archives - includes \$645,000 for staffing.
Peterborough County	55,800	\$1,021,000 <sup>9</sup>	Lang Pioneer Village - \$725,000 dedicated to salaries.
Quinte West	43,577	\$150,000 <sup>10</sup>	Money for new non-profit museum staff.
South Dundas	10,833	\$110,000 <sup>11</sup>	Carmen House Museum

This list does not include the \$3.05 million investment reported October 19, 2020 in Northumberland for their museum and archives expansion in Cobourg.

The following positions (with proposed yearly wages) are what we would consider a core operation team for a building of our size and programming needs. This is provided so that the reader may understand the level of staffing the building should have to run in an optimum way, meeting the needs of the community and working towards the Master Plan's stated objectives. The positions are:

**Museum Director (manager)** - \$65,000 (salaried)

**Collections Manager** - \$50,000 (salaried)

**Collections/Research Assistant** - \$28,000 x 3 positions (\$17.50 per hour)

**Visitor Assistant** - \$25,000 x 3 positions (\$14.50 per hour)

**Programming and Outreach Coordinator** - \$27,000 (\$18.00 per hour)

**Social Media/Digital Support** - \$18,000 (\$18.00-\$20.00 per hour)

<sup>7</sup> Watt, J. (2019). Dysart councillors defend spending on recreation and cultural institutions during budget meeting. <http://www.haliburtonecho.ca/dysart-councillors-defend-spending-on-recreation-and-cultural-institutions-during-budget-meeting>

<sup>8</sup> 2020 Budget. <https://www.peterborough.ca/en/city-hall/budget-and-finances.aspx>

<sup>9</sup> 2019 Budget. <https://www.ptbocounty.ca/en/governing/budget-and-finance.aspx>

<sup>10</sup> Meek, T. (2019). Quinte West gives museum project \$150,000.

<https://www.intelligencer.ca/news/local-news/quinte-west-gives-museum-project-150000>

<sup>11</sup> 2019 Budget. <https://southdundas.com/municipality/finance/budget-2/>



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This would be a yearly operational funding need of \$319,000.

This does not include project specific additional contract hires or Canada Summer Jobs students that assist during our heavy tourist season as additional Visitor or Collections Assistants.

**Our immediate funding request for the 2021 budget would be for \$194,000 to hire the positions of Director, Collections Manager, Research Assistant, 1.5 Visitor Assistants and .5 of Programming and Outreach Coordinator, with a review at the end of 2021 for the potential of additional support in 2022.**

Please see the attached supporting documents to review the Society's financial position through the 2019 Audited Financial Statements, our YTD figures for 2020 and our report to members for our AGM held on October 19, 2020.

As you can appreciate, when the current Board took over management of the museum in 2018, it was in a deficit position. Through 2019, we corrected that and ended the year with a modest profit, all while improving the exhibits and physical space of the museum for visitors. With a strong plan and consistent management and financial oversight, the current Board has actually tripled revenues from 2019, all while dealing with a global health-crises and being technically closed to the public from March 13-October 1, 2020. While closed to the public, the dedicated team worked singly on site or remotely, dealing with building and property issues, communicating with members and the public, developing educational programming supports and online exhibits, while at the same time still seeking outside sponsorships and grant funding. Without consistent management, and aggressive seeking of appropriate funding for projects and capital investments, the museum would not be open to the public right now, nor would we be debt free and in a positive financial position. We can "keep the lights on" as it were, but without staff, we won't be able to continue the incredible work we have been doing, nor grow into the truly magnificent facility that we aspire to and know we can be. The museum is a strong tourist draw but it is so much more than that. We started the 2019 season with a determination to tell our untold stories, making that our ongoing theme. We bring the objects to life by focusing on the human connections and that is what our largest object needs; this massive building with it's maze-like spaces, challenging temperatures, and loads of ghost stories needs its people as

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well. The staff bring this building to life, creating a necessary and important cultural space for our community. We are asking for the city to support what is essentially a jobs grant, supporting putting people to work meeting the objectives the City has stated it wants done for the Collection, while also operating a premier museum and tourist destination.

Thank you for your consideration,

VCHS Board of Directors  
50 Victoria Avenue North  
Lindsay, ON K9V 4G3  
704-324-3404  
info@oldegaolmuseum.ca

Supporting Documents:

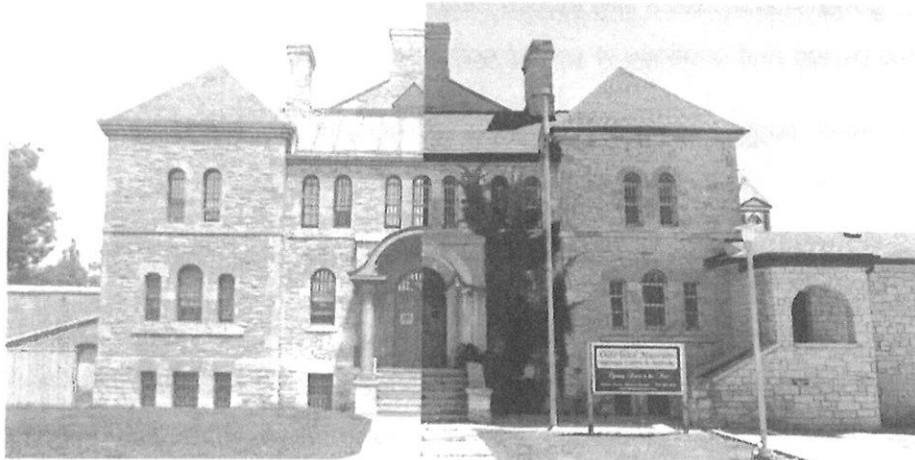
1. 2019 Audited Financial Statements
2. YTD 2020 Balance Sheet to September 30, 2020
3. YTD 2020 Profit & Loss Statement to September 30, 2020
4. AGM Report 2020

Victoria County Historical Society

# Olde Gaol Museum

## Report to CKL Council - August 20, 2020

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### Introduction

The Victoria County Historical Society has been collecting and making history accessible to our community from 1959 and operating the Olde Gaol Museum for more than a decade.

Transforming a heritage building built in 1863 into a modern museum space and tourist destination has been the Society's focus for the past two decades. The Society has invested significant capital funds into the renovation, systems upgrades and fire suppression system of the building to make it suitable for public accessibility in addition to the business of running a museum and managing a public trust accessioned Collection. This has largely been undertaken by a multitude of dedicated volunteers and paid for with a combination of earned revenue, donations, sponsorships, grant funding and municipal support.

The museum sector in the City of Kawartha Lakes is populated with unique operations in multiple areas of the City, each with their core competencies and dedicated focus. We all offer history and entertainment for the public but we do not compete with each other because we each offer something different. The Society's mandate encompasses the entirety of the former Victoria County, now the City of Kawartha Lakes, which is an extensive geographic region. We

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tell the local stories and preserve the objects donated to us that are deemed important to represent local history or meaningful representations of historical time periods in Canada. We continue to accept items into the collection and have established an active current collecting policy. This means that we have determined the types of items that we are actively seeking to add to the collection, either to fill in gaps in our historic collection or that we have deemed important to reflect our current community interests, headlines, representations of individuals, organizations, government/politics and industry/economy. We have not capped our collection at a previous time period and continue to collect contemporary items as well as historical ones.

We provide research support to students, writers, news outlets, local businesses, heritage committees, city staff and the community at large.

We appreciate the following text from the Canadian Museum Association's recently released Strategic Plan:

*Museums are at the heart of a just and knowledgeable society. They educate and inspire. They house our culture and history. They create a sense of community and belonging. They allow us to better understand our past, our present and shape our future. They spark conversations and reflection. They build empathy and understanding for each other and remind us how diversity makes us stronger.*

*Now, more than ever, museums play a crucial role in society. They have the capacity to unite us and defend our common good as they make significant contributions to our economy and societal well-being. Museums in Canada seek the ability to connect, listen to one another, collaborate and communicate.<sup>1</sup>*

Museums undertake complex legislated care and financial commitment when they build community focused, relevant and reflective collections. While for-profit entertainment venues operate solely from door admissions, this is not the case for museums. Across the sector, financial support for museums is roughly 31% earned revenue, 9% donations, 60% combination of government grants and program supports.<sup>2</sup> Museums operate under a combination of revenues (admissions, space/exhibit rentals, gift shops, programming), private donations, corporate sponsorships, grants and municipal funding. Federal operational funding programs

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<sup>1</sup> Canadian Museums Association, *Strategic Plan 2020*, page 3-4  
[https://museums.ca/uploaded/web/New\\_Website\\_docs/2020\\_CMA\\_Strategic\\_Plan.pdf](https://museums.ca/uploaded/web/New_Website_docs/2020_CMA_Strategic_Plan.pdf)

<sup>2</sup> Canadian Museums Association. (June 2016) *The State of Museums in Canada*, Page 2

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such as MAP (Museum Assistance Program) have a strict full-time staffing requirement and the provincial CMOG (Community Museum Operating and Pay Equity Grant), and PHO (Provincial Heritage Organization Operating Grant), are closed to new applicants and only fund those organizations currently receiving funding. Further, they require the organization to have at least one full-time professional staff member as well as meeting current Community Museum Standards assessment.

The Olde Gaol Museum continues to operate on a volunteer basis. The current Board acts as a management board, running all of the day to day operations of the organization. Our current Board consists of Jane Gregory-Gill (Interim President), Nancy Newton (Secretary), Barbara Doyle (Treasurer/on-site Manager) and Zac Miller (Director). Former Board member Sara Walker-Howe also volunteers full-time as our Collections Manager and handles our social media. We are a fantastic team that is dedicated to moving the museum forward and balancing a focus between stability, sustainability and progressive innovation. Each Board member has their field of expertise to assist in the operations of the organization. Currently, two members are working remotely, while two are on-site. Barbara Doyle acts as a de facto manager, handling the day to day management of the building, finances, Human Resources for training/scheduling of staff/volunteers/co-op students, and grant management, as well as a variety of other curatorial, committee liaison and hands on tasks. Normally, we have dedicated volunteers that assist in the museum as reception, tour guides or to help with exhibits and at events. Our volunteers are amazing in their dedication and enthusiasm for the building and our work in the community. We appreciate their decades of hard work and support. Many are seniors that have so much lived experience to share, but with COVID-19, many are simply unwilling to come and work with the public on a volunteer basis at this time.

Operating a museum of this size with a strictly volunteer staff is no longer a sustainable or reasonable option and it also creates liability issues. Volunteers will always be a part of our make up, but core profession positions need to be filled with consistency of paid competent staff.

In reflection of COVID-19 impact as well as general sector volunteer fatigue, the museum has considered with great deliberation how to reopen to the public. We have considered the safety to the staff, the public and the Collection, consulting experts in the field and canvassing what other institutions are doing. We are trying to balance this with the overwhelming amount of

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collections work to be done and the public requests to tour the facility. We have remained closed, even after the Phase 2 government restrictions were lifted that would allow us to open to the public, as our main entrance is still not accessible due to road construction on Colborne Street. We have missed virtually the entire 2020 "tourist season".

With COVID-19 precautions, we are moving to an online ticketing system, with timed entrances and limited groups of five. This will reduce our door admission revenues to a maximum of \$300 per day, if fully booked for each time slot. We have determined that we will need to hire three staff to work the building as front line staff. At minimum wage, seven hours per day for three people, that is \$294 per day in wages plus employer contribution to MERCs. We also have the additional cost for PPE and cleaning supplies. Even if fully booked, we would not cover the staffing cost. We can not guarantee a 100% booking rate.

We also require a full-time Museum Manager and Collections Manager to run the building and oversee the collection work. This would be labelled as a core staffing level to maintain the base operations which would allow us to open safely to the public. These positions are essential. The building is large and has wide management needs. Having volunteers manage contract paid staff and working full time professional positions is not appropriate. The museum needs an on site manager to cover HR, finances, grant writing, day to day operations, social media, exhibits management and more. The collections manager is responsible for the oversight, care and storage of tens of thousands of items within our walls, with more arriving all the time. We are also currently attempting to digitize the entire collection. That person also processes all items coming into the building for consideration, does extensive research and report writing. The sheer volume of this work is really more than two positions, but having consistent professional staff provides a continuity of care for the building, collection and being open to the public. Currently, our entire operation is vulnerable to volunteer fatigue and scheduling. It is not reasonable to expect that professional people will volunteer full-time hours on a consistent basis long term. Some volunteers only come in once a month or for specific events. Some may come in for 3-4 hours once a week. An operation of this size simply needs core staff to get the work done properly.

However, it is important to remember that we are a community resource as well as a tourist destination. When visitors come to town to tour our building, they also stay in the area to shop and eat at local restaurants. We are downtown adjacent and we are working with the City's

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tourism department to promote the museum to the GTA specifically for day and overnight visitors to the area. The way we present our museum is a reflection of our community. The residents that visit us have more connection and need deeper, more insightful exhibition and programming offerings. It is important to maintain consistent opening hours and a range of programming. This requires paid staff.

### **Telling Our Untold Stories**

During the scheduled seasonal closure of Winter 2018 into Spring of 2019, our team worked tirelessly to transform the museum for its May 30th opening date for the public. Almost every single exhibit space was painted, and new exhibits developed. Our theme for the refresh was *Telling Our Untold Stories*, with a dedicated focus to tell more about the individuals behind the objects. We created an evolving 3-5 year curatorial/exhibition plan and dove deep into our collection to research and find the human connections. This allowed us to create intensely personal experiences for our visitors, bringing history alive in an approachable and relatable way.

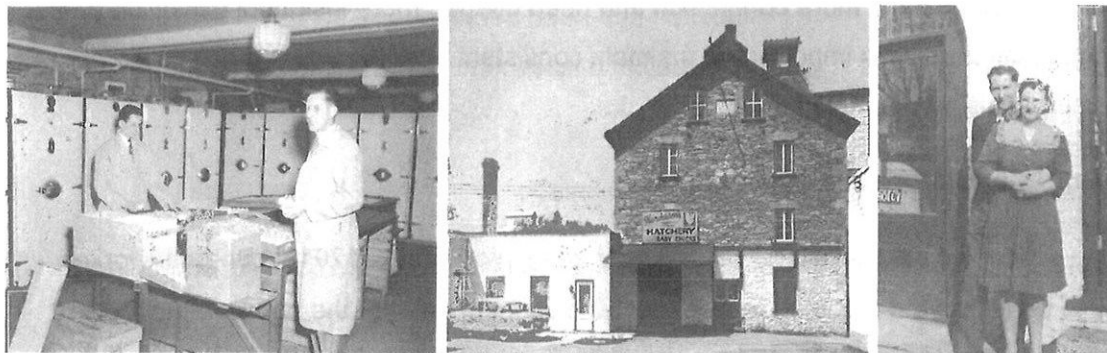
Many times during tours we heard the surprise and delight that visitors had when they were related to or knew the people that we spoke about or highlighted. As we reached out into the community for more information while developing certain exhibits, contributors expressed surprise and pride that we wanted to feature their relatives or themselves. Our enthusiasm for making that human connection and showcasing why “everyday people” are museum worthy is what sets us apart.

We make people reflect about what in their own lives might someday be shown in our museum. Their contributions in the arts, education, politics? Did they create something? Did they found an organization? Do they do their job in an excellent way? Were they remembered fondly in the community for being a character? Did they serve their country or their community? As we showcase local people and events, it presents a reality that someday they may be featured too.

Here are two examples of this:



## Henderson Chick Hatchery



Our 2019 season opened with a fantastic new exhibit about the Old Mill property from the earliest days, as business uses changed, until the final fire in 1978 that brought the building down. Break out portions featured on each of the evolutions, starting with the most recent, the Henderson Chick Hatchery. We were able to tell the story of the business which

operated at that location for 30 years as well as the family history of Gordon and Gretta Henderson. Their daughter Kathy Emery loaned the museum several items to help round out the items on display. Being able to share the more individual side about the man behind the Hatchery made the exhibit relatable and personal. The overview panels above are just a portion of the exhibit.

**Beatrice Cornish Netherton**

Another new exhibit for 2019-2020 is Make or Make Do. An exhibit carefully curated about handmade textiles and shoes where everything starts with a stitch. Our goal to bring the stories of the individuals to the forefront is key to this exhibit's success. The curator for this exhibit

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wanted to show handmade shoes and found this pair from 1898 worn by Beatrice Cornish on her wedding day January 19, 1898 in Mariposa Township. A farmer's daughter, Beatrice would have had to save for these very pretty but impractical shoes for a January wedding in Ontario. After researching Beatrice's genealogy, it was determined that she married Cyrus Netherton, were married for more than 50 years and had 2 daughters, Olive and Doris. This gave us a further clue to search our collection and we realized that we had Beatrice's wedding suit that had been catalogued under Netherton and the shoes were under Cornish.

During a tour one afternoon, as the docent was telling the great love story between Beatrice and Cyrus, a visitor said that their daughter Doris was her great aunt, and it really was a love story like we told it. Being able to focus on local stories is the highlight of our museum.



### **Impact on Revenue**

We continue to improve our exhibits in content, impact, visual aesthetics and accessibility. We invested in professionally printed exhibit panels and marketing materials. We worked with our Education Committee to market new brochures and programming to all local schools, encouraging more school tour bookings. We upped our social media game.

Our efforts continue to be successful and we noted an increase in visitor counts by over 500% from the 2018 season. We had repeat local visitors bringing friends and family in to see the new exhibits that they had enjoyed, as well as many tourists.

We committed to being open to the public year round, no longer a "seasonal museum". This is very important in our service to local residents and is a key issue for funding grantors.

However, we did have some impacts to our revenue that were beyond our control over the last year. The teacher strike actions cut our educational school tour bookings. We only had one large classroom tour in the fall. Many teachers said they would book for the Spring. COVID-19 closed

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us to the public on March 13, 2020 as we followed the school closures and we had no school tours. Although we are working with our Education Committee to develop options for students to visit in the fall, and to support those that choose to homeschool or learn online, social distancing protocols will still limit the volume we normally enjoy.

We had to cancel our annual Teddy Bear Picnic in July. Last year it was attended by about 800 children and adults in Victoria Park and was a good fundraiser for us. We partner with the OEYC for this event as it is entirely child focused.



*Photos from 2019 Picnic*

Seniors tours and organization bookings such as Guides and Scouts are also a strong part of our revenue stream but we anticipate that there will be very few group tours booked in 2020 and perhaps into 2021. We want to focus on consistent smaller group bookings, following the guidelines of the Health Unit, OMA, CMA and CCI. We have had to cancel every scheduled event that had been planned for the balance of 2020, many of them revenue generating events.

### **Grants**

A major part of our funding comes from grants from different levels of government, foundations or other organizations. We endeavor to seek funding that makes sense within our core operating mandate as much as possible. We look to our short and long term curatorial and programming plans, as well as operational needs, to ensure that we are seeking all available funding. Grant writing takes a significant investment of time and is currently done on a voluntary basis. This is challenging because grant funding is such an integral part of our financial needs.

The spring grant funding announcements showed redirections in light of COVID-19 relief funding which has definitely had an impact on our grants this year. We were in line for a large Trillium GROW Grant that was submitted months prior to the COVID-19 issues, that would have funded some managerial staff as part of it's make up for three years. Funding announcements

were delayed but ended up being predominantly redirected towards festivals, sports and live entertainment venues/organizations. Our SEED Grant application, also submitted pre-COVID, was for community programming initiatives, but at the time of funding decision we were still in shut down and unlikely to be allowed to have group events and the funding was denied. These are issues beyond our control. Funding cycles are often year long processes and can take 6-8 months for approval or decline responses.

We have applied for the MAP (Museum Assistance Program) Phase 2 relief funding for the maximum amount of \$10,000 but have not received a funding decision yet.

We applied for and received the Federal CEBA loan amount of \$40,000. We intend to repay \$30,000 within the appropriate time frame, which would allow the balance of \$10,000 to be forgivable as per the program parameters. This is helping to offset a portion of the lost revenues this year.

As we are not open to the public currently, we are not receiving our drop box donations, new membership revenues, regular private donations or event revenues. We have received some sponsorships for paint as well as a private donation of \$25,000 towards a specific exhibit being developed, *The Giants of Lindsay*, about the life and work of the Flavelle family. We constantly seek exhibit/project sponsorship as part of our fundraising strategy. Private donations like these allow us to purchase new items such as professional archival display cases that can be used again, that we would not normally be able to afford. They are deemed restricted donations as they are for specific purposes and not to provide general operating funds.



J. D. Flavelle

# THE Giants OF LINDSAY

Dundas & Flavelles Ltd    Flavelle Milling Company  
Flavelles Ltd    Lindsay Creamery Ltd

## Exhibit Coming Soon



VHS  
EST. 1952



William Flavelle

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Some of our most recent grants include:

### **CHEST Grant**

The CHEST Grant funding of \$59,850.78 was used to upgrade our work capacity by installing ten new computers with a networked server and software, purchase a microfilm scanner/reader to be able to use our large collection of microfilm, the installation of a SMART Board in our community room for our educational tours and speaker series, as well as accessibility content additions. Tools that were very much needed in order to continue our work and provide even more service and accessibility to our community.

### **Virtual Museum of Canada**

July 2020 saw the launch of an incredible virtual exhibit, *The Life and Art of W.A. Goodwin*, made possible through a grant with the Virtual Museum of Canada.

<http://www.virtualmuseum.ca/virtual-exhibits/exhibit/the-life-and-art-of-w-a-goodwin/>

The Goodwin collection has been on display for five years in the museum and needs to have conservation and specialized storage now. We deem this collection an important reflection of the natural environment and art of its time period in Kawartha Lakes and created an exhibit that will keep the art in the public eye, on a global scale, on a national platform. We also link it to the Kawartha Lakes Arts & Heritage Trail and promote tourism for the different areas to explore in Kawartha Lakes. The granddaughter of W. A. Goodwin recently committed to donate another piece of Goodwin artwork to the museum.

This is our second Virtual Museum exhibit. The first being One Man's History in Wood: the John McCrea Collection. [One Man's History in Wood: the John McCrea Collection](#)

Creating professional digital content is important to promote the collections and stories of our area. This is an opportunity to expand our museum beyond our physical location, but can not replace the hands on, in person experience of visiting the museum itself.

### **New Horizons Senior Program: Precious Memories**

An incredible senior oral history project that engaged about 100 seniors in all areas of the Kawartha Lakes. We captured audio and video memories of seniors in the museum, in their

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homes, in care residences, community centres, churches and at public venues. Sixteen DVD's worth of content was professionally edited, complete with a companion booklet of the participants, to be exhibited in the museum on our large screen, available for check out home viewing at Kawartha Lakes Public Library, and also available to view online as YouTube content videos. We engaged a senior advisory panel to direct and assist the project and encouraged as wide a variety of experiences and diversity as possible. This is the capture of living history with content unique to the experiences of those living and working in Kawartha Lakes.

This project has been nominated for a Governor General's History Award for Community Programming. You may view the online content through our [website](http://www.oldegaolmuseum.ca/preciousmemories)  
[www.oldegaolmuseum.ca/preciousmemories](http://www.oldegaolmuseum.ca/preciousmemories)

By remaining an independent non-profit, not under city committee, the Society is able to apply for and receive many funding opportunities that are simply unavailable to municipal organizations. Many of these have previously resulted in upgrades for the building which improved it's value and decreased costs for the City. We remain committed to applying for all grants that make sense under our mandate, for the improvement of the organization and the building.

We have been successful in obtaining various project grants over the past years. These types of grants are used to purchase equipment, or complete exhibit or experiential content. Contract staff may be acquired under some of these grants but do not cover "operational funding". We also apply for and receive time-limited funding for jobs programs such as Canada Summer Jobs, Young Canada Works, and VCCS. These are temporary training, minimum wage placements that are primarily youth oriented. We serve the community in acting as a host site to provide on the job training and work experience for students, mostly in the summer months, and these paid positions are currently managed by volunteers.

### **Collection Costs**

Our current collection is tens of thousands of items that require storage space, attention and financial investment to care for and store properly. Our collection is also diverse in nature including photographs, textual records, maps, books, digital files, textiles, the McCrea Model collection, the Cosh Japanese collection from the Nayoro Twinning committee, coins, stamps, silver, jewellery, military items, tools, furniture and artwork.



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The costs of preservation and storage are ever expanding. The better we become at collecting, the more it costs. The more dedicated we are in utilizing professional conservation and treatment services, the more it costs. This is simply caring for the objects entrusted to us. There are rules and best practices to be followed as well as a very complex paper trail that we are in the process of converting to digital files. This work continues to require thousands of labour hours, specialized equipment and expensive museum-specific software to bring our records into the digital age. The CKL 2020-2030 Cultural Master Plan identified under 3.6 Priority Six: Collaborate and Build Partnerships, Objective 2 states "Museums and galleries work together to improve their collections, share knowledge to develop collections policies that reflect each museum's identity and mission and to maximize their success. Each museum has a digital database of their own collection that is shared or can be accessed by all CKL museums enabling City-wide searches to inform acquisitions and the planning of exhibitions."



The museum collaborates with the Canadian Conservation Institute (CCI) for advice on best practices, specific collection or environmental questions, as well as to have items conserved or treated. Currently, the dress uniform Coatee of Sir Sam Hughes (*shown left*) is nearly complete and will be returned to us with a custom torso mannequin to ensure the shape of the coatee is supported properly.

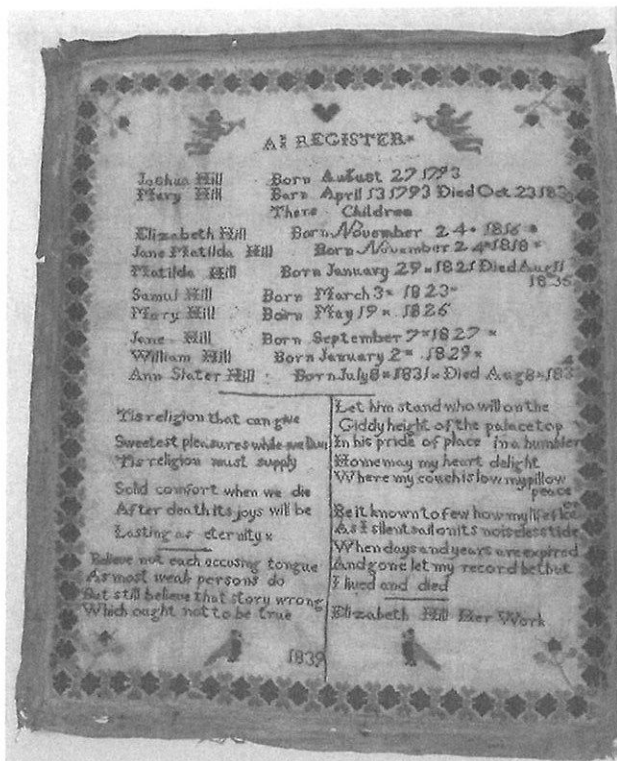
The Canadian Conservation Institute has also agreed to accept two more items this year for conservation treatment including a leather jacket of Indigenous origin worn by a Lindsay man, Joseph McConnell, and a textile piece being the cross-stitch sampler by Elizabeth Hill, born 1819 and created in 1839, that features her family genealogy. A fantastic land grant map of Victoria County from

1874 is to be accepted in 2021.'





Cree Jacket - Joseph McConnell - 975.398.1 (above), Elizabeth Hill Sampler - 974.395.1 (below)



The Museum also works collaboratively with Sir Sandford Fleming College in regards to conservation, access to draft policy and procedure documents and as a host site for their students to complete class assignments and practicum placements in our facility. We have consulted with Gayle McIntyre, Program Manager for the Museum Management and Curatorship program, and specifically engaged regarding the CKL 2020 Cultural Master Plan in order to strengthen our relationship on a go forward basis with the Plan as a road map to success. Ms. McIntyre retired in July 2020 after 37 years and her replacement has not been hired yet.

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Ongoing training continues for our board members and volunteers through sector training opportunities including the Canadian Museum Association (CMA), the Ontario Museum Association (OMA) courses, online studies and peer to peer engagement. We also work collaboratively with local museums and organizations as well as other museums and archives across the country including Trent University Archives, the Archives of Ontario and the BC Archives

The City has recently engaged an archivist, Angela Fornelli, who's services we may utilize in the future as available, however due to COVID-19, she has not been on a tour of our facility.

### **Our Continuing Partnership with the City**

The Victoria County Historical Society has been in partnership with the City for many years. We have negotiated a new 20-year lease for our current location that reflects a dedicated commitment on both sides to continue making this historic building accessible to the public as a museum and community space. We appreciate the opportunity to continue to build our offerings for our community and as a tourist destination that helps to generate a return on investment and a positive economic return for local businesses.

We recognize the importance of working closely with city staff and departments to support heritage preservation, building and property issues, developing and implementing an improved tourism and marketing strategy, diversifying our revenue stream for improved sustainability, while also improving and evolving the museum's content and programming to meet the needs of our growing and diverse community.

### **Community Engagement, Events and Exhibits**

From the date of opening on May 30 to the end of 2019, the museum had approximately 5237 visitor/community engagements, not including events that we participated in such as Simcoe Days in Fenelon Falls. Additionally we connected virtually with more than 36,000 people through our website and social media platforms.

Over the past year we have had the following exhibits:

- The Gregory Drugstore

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- W. A. Goodwin: Kawartha Lakes Forgotten Painter
  - Our First Nations: an Archeological Perspective
  - A Mighty Fortress
  - Nayoro Twinning - Honoring Heather Newman
  - Discovering Mary Lyness
  - Moustachery
  - Dear Pearl
  - Make or Make Do
  - The Textile Art of Spinning and Weaving
  - John McCrea: History In Wood
  - Trains of the Kawarthas, Hubs of the Community
  - Industry of Lindsay
  - The Old Mill Retrospective in 3 parts
  - Lest We Forget: The Frontline, The Homefront, The Nursing Sisters
  - Honouring the Sailor: Seaman Jack Jones, WWII
  - Their Votes Counted
  - The Horrors of Medicine
  - Winter Play
  - The Laird of Lindsay and the Mayor of Galtown - a comparative exhibit of Leslie Frost and Stanley Dayton
  - Precious Memories

We also participated in many community events around the City of Kawartha Lakes and engaged with individuals in retirement residences, churches, community centers, parks, the Lindsay Exhibition, Simcoe Days, and with community groups. Additionally, we had a free children's drop in program in summer 2019 to introduce young children to art and history.

Our Virtual Exhibits included:

- Gregory Family of Lindsay
- John McCrea: Kawartha Lakes in Miniature
- Winter Play
- Moustachery
- Dear Pearl

- 
- The Social Importance of Railway Stations in Kawartha Lakes
  - The Ghost of Cambridge Street United Church
  - Adam Hudspeth, Q.C., MP
  - The Call of Carew
  - The 1918 Influenza in Kawartha Lakes - Part 1
  - The 1918 Influenza in Kawartha Lakes - Part 2
  - Links - Racism and Police Brutality
  - The History of Our Museum
  - W. A. Goodwin on exhibit at the Virtual Museum of Canada
  - Precious Memories

Travelling Exhibits included:

- Their Votes Counted is being featured in the Lincoln Museum for 6 months in 2020
- From Housing Inmates to Housing History to be featured by request at Queen's Park as soon as installation is allowed

### **Education Partners**

The museum plays a strong role in education and training in CKL. Our Education Committee is composed of retired teachers that work closely with our local schools, developing and fulfilling educational programming. Curriculum is matched to exhibit content for meaningful learning opportunities.

We offer placement opportunities for the local high school co-op studies programs. We encourage a broad based learning environment while having each student develop an interest led project.

We work closely with SSFC to offer practicum placement opportunities and to use our building as a case example for assignments. Museum and tourism students enjoy the wide variety of options available when placed with us.

Another community partner for education and training is VCCS. In 2019 we were able to provide job skills training to four young individuals from our community.

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## **Financial Documents**

Please find attached our 2019 Balance Sheet and Profit and Loss Statements. Our audited statements are not available at this time due to COVID-19 delays. Our 2020 Budget focuses on operating the museum with volunteer staff and pared down expenses. This is an austerity budget that is simply not sustainable in light of sector-wide volunteer fatigue and COVID-19 health and safety issues, nor does it provide for the ever increasing conservation work and necessary planned growth.

We have determined an immediate funding need of \$20,000 monthly until March 31, 2021 or until such a time as the 2021 budget is adopted, for COVID-19 relief and recovery that would cover the cost of five paid positions including a full-time museum manager, collections manager and the equivalent of 3 full-time front of house positions as well as cleaning services and PPE purchase. We will work with city staff on a 2021 scaled draft budget that reflects what funds are required for a standardized and stable base operations that reflects the actual professional needs of the museum and what assistance the city may be able to provide as bridge funding until such a time as larger provincial or federal operating grants are achieved.

## **Vision for Strategic Plan and Growth**

Our Strategic Planning Committee had completed the first phase for our new official strategic plan to update our vision, mission, mandate and values when COVID-19 shut down public meetings and closed our building to the public. We have had very positive responses from members and volunteers and were about to embark on the community consultation process that would more fully engage the public in regards to our vision for the museum's future.

Our Board has been candid with city staff during the preparation of the new lease agreement about our future goals for the museum and they are reflected in the provisions included in the lease, most specifically with the treatment of the courtyard capital project. We have been pleased with the response and encouragement towards our future growth.

We know that the museum needs to reflect a progressive attitude and a commitment to maintaining current community museum standards, uniting and serving the City of Kawartha Lakes and we see our transition through COVID-19 recovery as an opportunity for growth and improvement. We are currently working through the process to open our third floor to the public.

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It will feature stories of the women and children, the evolution of our community services, etc. as a contextual representation of the original use of that floor to house the women and children behind bars.

We will be writing grant applications for capital costs and fundraising to add an elevator and other capital improvements with council approval and partnership.

We will undertake robust marketing campaigns, working collaboratively with other local cultural organizations and form mutually beneficial partnerships with local businesses. We see a need to diversify our revenue streams to include the development of more travelling exhibits, an expanded gift shop market with online sales, an online ticketing and donation/sponsorship system, and increased programming and expanded event calendar.

We have identified the need to expand our hours of operation to include some evening hours and add dedicated child and youth programming, however we currently don't have anyone to run these type of programs or cover additional opening hours.

Volunteers will still play a big role in our organization but the time has come for the museum to move beyond a fully volunteer model. Professional standards and eventual financial stability require professional paid staff.

It is very difficult to get operational funding for core staff and baseline operating costs. The Community Museums Operations Grant (CMOG) is not open to new applicants, having closed their funding portal in 2016. We understand that Donna Goodwin has been doing a tremendous job advocating on behalf of our entire cultural sector to get this funding re-opened for competition. We appreciate her efforts and the city's encouragement through the Cultural Master Plan that all area museums work to meet the Community Museum Standards so that when that funding stream ever opens, that we can apply for it.

One of the stumbling blocks to being eligible for that funding is that you must have at least one full-time paid professional staff. Currently, we do not meet that requirement.

A large majority of community museums across the province receive significant municipal funding for operations. This is not to say that all of them are 100% funded, but they have adequate budgets to have professional staff and keep their doors open while also meeting community standards.

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We would appreciate the Council's support to receive and approve our request for urgent COVID-19 relief and recovery funding as well as approval to refer us back to city staff to review our budget for ongoing operational funding with the 2021 budget cycle, perhaps to return before council in September or October, as reports are ready from staff for Council's review and endorsement.





# Victoria County Historical Society

## BALANCE SHEET

As of December 31, 2019

	TOTAL
<b>Assets</b>	
Current Assets	
Cash and Cash Equivalent	
1040 General Chequing - Scotia Bank *1011	28,327.31
1050 Savings-Scotiabank	4,936.75
1055 Scotia Visa Security Deposit	0.00
1080 Admissions Float	43.00
1081 Donation Box Float	10.00
1090 PayPal	0.00
1095 Credit at Home Hardware	0.00
Undeposited Funds	1,265.92
<b>Total Cash and Cash Equivalent</b>	<b>\$34,582.98</b>
Accounts Receivable (A/R)	
1200 Accounts Receivable	0.00
<b>Total Accounts Receivable (A/R)</b>	<b>\$0.00</b>
1225 GST/HST Receivable	0.00
1226 HST Rebate	0.00
1450 Prepaid Insurance - Museum	0.00
1451 Prepaid Insurance - Directors Liability	1,026.00
<b>Total Current Assets</b>	<b>\$35,608.98</b>
Non-current Assets	
1800 Reserve - Marketable Securities	0.00
<b>Total Non Current Assets</b>	<b>\$0.00</b>
<b>Total Assets</b>	<b>\$35,608.98</b>
<b>Liabilities and Equity</b>	
Liabilities	
Current Liabilities	
Accounts Payable (A/P)	
2000 Accounts Payable	90.40
<b>Total Accounts Payable (A/P)</b>	<b>\$90.40</b>
Credit Card	
2010 Scotia Visa	0.00
<b>Total Credit Card</b>	<b>\$0.00</b>
1227 HST Paid	0.00
2001 Accrued Liabilities	4,113.00
2002 Payroll Liabilities	0.00
2020 Deferred Revenue	6,039.55
2200 GST/HST Payable	-2,095.73
2201 GST/HST Payable	0.00
<b>Total 2200 GST/HST Payable</b>	<b>-2,095.73</b>
<b>Total Current Liabilities</b>	<b>\$8,147.22</b>
<b>Total Liabilities</b>	<b>\$8,147.22</b>

# Victoria County Historical Society

## BALANCE SHEET

As of December 31, 2019

	TOTAL
Equity	
3000 Surplus	-1,118.75
3899 Opening Bal Equity	0.00
3902 Prior Period Adjustment	0.00
Retained Earnings	0.00
Retained Earnings	19,738.48
Profit for the year	8,842.03
Total Equity	\$27,461.76
Total Liabilities and Equity	\$35,608.98

# Victoria County Historical Society

## PROFIT AND LOSS

January - December 2019

	TOTAL
<b>INCOME</b>	
4220 Donations	
4226 Donations at Door	489.25
4227 Sponsorships	2,500.00
4250 Individual	3,420.00
<b>Total 4220 Donations</b>	<b>6,409.25</b>
4300 Memberships	
4306 Single	1,225.00
<b>Total 4300 Memberships</b>	<b>1,225.00</b>
4360 Fundraising	1,312.00
4620 Admissions	3,951.20
4623 Room Rental	585.00
4640 Other Sources of Income	
4500 Miscellaneous Revenue	12,704.14
<b>Total 4640 Other Sources of Income</b>	<b>12,704.14</b>
4755 Speaker Series	560.00
4800 Gift Shop Sales	
4805 Merchandise Sales	1,138.50
<b>Total 4800 Gift Shop Sales</b>	<b>1,138.50</b>
4900 Grant Income	48,152.32
<b>Total Income</b>	<b>\$76,037.41</b>
<b>GROSS PROFIT</b>	<b>\$76,037.41</b>
<b>EXPENSES</b>	
5020 Operations	
5240 Operations - Printing	
5759 General printing and copying	493.72
<b>Total 5240 Operations - Printing</b>	<b>493.72</b>
5295 Administration	
5300 Bank charges	516.03
5740 Memberships, other Orgs	454.69
5745 Administration	1,603.62
5750 Board Development	548.79
5755 Office Supplies	635.41
<b>Total 5295 Administration</b>	<b>3,758.54</b>
5760 Training	536.90
<b>Total 5020 Operations</b>	<b>4,789.16</b>
5034 Communications	
5035 Internet	1,788.70
5160 Telephone	399.17
<b>Total 5034 Communications</b>	<b>2,187.87</b>
5055 Insurance - General	2,686.50
5126 Building General	
5716 Maintenance	4,684.39
<b>Total 5126 Building General</b>	<b>4,684.39</b>

# Victoria County Historical Society

## PROFIT AND LOSS

January - December 2019

	TOTAL
5350 Gift Shop Expenses	
5351 Consignment Expense	192.50
<b>Total 5350 Gift Shop Expenses</b>	<b>192.50</b>
5761 Utilities	12,704.14
5800 Professional Fees	
Accounting	4,287.53
Bookkeeping	1,673.45
<b>Total 5800 Professional Fees</b>	<b>5,960.98</b>
5900 Curatorial Committee	7,217.31
5925 Fundraising Committee	473.70
5950 Marketing Committee	165.87
5955 Education Committee	42.92
6100 Grant Expenses	26,090.45
<b>Total Expenses</b>	<b>\$67,195.79</b>
OTHER EXPENSES	
8100 Reconciliation Discrepancies	-0.41
<b>Total Other Expenses</b>	<b>\$ -0.41</b>
<b>PROFIT</b>	<b>\$8,842.03</b>

## Committee of the Whole Report

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**Report Number:** CLK2021-005  
**Meeting Date:** April 6, 2021  
**Title:** Election Sign By-law Update  
**Description:** Repeal and Replace the Election Sign By-law 2018-077  
**Author and Title:** Cathie Ritchie, City Clerk  
Joel Watts, Deputy Clerk

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### Recommendation(s):

**That** Report CLK2021-005, **Election Sign By-law Update**, be received;

**That;** the necessary by-law substantially in the form as Appendix A be brought forward for adoption; and

**That** By-law 2018-077, being A By-Law to Repeal and Replace By-law 2013-113 to Regulate the Placement of Election Signs in the City of Kawartha Lakes, be repealed; and

**That** this recommendation be brought forward to Council for consideration at the April 20, 2021 Regular Council Meeting.

**Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_

## **Background:**

The Election Sign by-law regulates the placement of election signs within the City of Kawartha Lakes for all federal, provincial, and municipal elections.

The Province reviews the Municipal Elections Act every four years to address the concerns raised in the previous election. Similarly, the Kawartha Lakes Clerk's Office is preparing appropriate amendments to the municipal regulations required to hold the 2022 Municipal and School Board Elections. The Election Sign By-law was an area of concern as issues were raised by candidates, and members of the public. The Municipal Elections Act, and the proposed amendments do not regulate the placement of election signs.

This report addresses the required amendments to the Election Sign By-law to address to concerns raised in the previous election.

## **Rationale:**

The 2018 Municipal Election generally saw compliance from candidate's and third party advertiser's election signs. When complaints were received, candidates made efforts to correct the non-compliant placement of election signs. The number of complaints made to Municipal Law Enforcement in 2018 regarding election signs was sixteen (16).

To address the concerns raised by the members of the public, and questions of clarity requested by candidates, the following amendments and clarifications are proposed:

1. **Precedence:** Wording is provided to ensure clarity that regulation from the Municipal Elections Act will supersede the Election Sign By-law.
2. **Re-Election Terminology:** Clarity was sought by candidates in the previous election about who may use the term "Re-Elect" or "Incumbent". Amendments are proposed to regulate the use of those terms on signs.
3. **Corporate Branding:** An addition was requested by staff to ensure that no part of City branding may be utilized on election signs.
4. **Placement Period:** Some resident complaints were heard that signs were allowed to be placed too early. Candidates, however, wanted to ensure that seasonal residents could see election signs before they leave after summer. To balance this conflict, a placement period of 60 days (August 25, 2022) is proposed for signs on Public Property, and a placement period of 90 days (July



26, 2022) is proposed for signs on Private Property. No election signs may be purchased or placed until a candidate or third party advertiser files nomination or registration papers.

5. **Separation Distance:** An amendment has been added for where signs are placed in parallel (or side by side 1m separation), versus in a series (or one in front of each other - 5m separation). No candidate may directly obstruct another candidate's lawfully placed sign.
6. **Shoulders and Curbs:** Clarifications are proposed for distances placed from shoulders and/or curbs.
7. **Bridges:** Restrictions are proposed to prohibit the placement of signs on bridges.
8. **Jurisdiction:** Public concerns were raised about the intra-jurisdictional placement of election signs where Council and School Board Trustee candidates placed election signs on public property outside of the ward or district they were running in. A proposed amendment will prohibit this act, with the exception of vehicle signs
9. **Quality of Signage:** To address complaints made about the quality of the workmanship of some election signs, clearer language is provided on the expected quality of signage, as signs may be displayed for as long as 90 days. Homemade and handmade signs will be restricted to private property only.
10. **Median Strips (eg: Victoria Avenue):** Public complaints were received about signage on the median strips (particularly on Victoria Avenue in Lindsay). Staff also find it difficult to maintain the grass amidst the election signs. Specific regulations are proposed about the placement of election signs on median strips.
11. **Parking and Placement of Vehicle Signs:** Clarity is given to address the perceived conflicts of candidates parking at City Hall, and other voting locations.
12. **Removal of Signs placed on Highways Fronting Private Property:** Some residents complained that candidates placed signs on public property, which appeared to be their own private property (such as on the maintained road allowance in front of a residence). Regulations are proposed to provide residents options for how to have the sign removed.

**13. Criminal Activity:** Clarity is given for how any person should report criminal activity relating to election signs (such as theft, vandalism, or hate crimes).

### **Other Alternatives Considered:**

A trend in other nearby jurisdictions (such as in Durham and York Regions) is to prohibit the placement of election signs anywhere on public property. This approach was not considered due to general lack of options for visible campaign advertising, and to address the unique campaign awareness needs of the large wards and districts within Kawartha Lakes.

A 'sign deposit' was also considered as a reasonable means to ensure that candidates and third party advertisers remove their election signs following the election. Any illegally placed election signs collected by Municipal Staff would be held at the nearest Public Works depot. Following the election, when candidates and third party advertisers submit their financial statements, any election signs not collected from the depots would be reduced at a set rate from the deposit supplied. Should Council endorse such an option, a further resolution could be adopted to state: "**That** staff be directed to include an additional regulation of a Sign Deposit system in the proposed replacement Election Sign By-law". These additional regulations would be brought forward at the Regular Council Meeting where the by-law is adopted.

If Council takes no action on this report, and does not adopt the recommended amendments, the existing Election Sign By-law 2018-077 remains in effect until repealed or amended.

### **Alignment to Strategic Priorities**

The Strategic Plan identifies "Good Government" as a key strategic priority. Section 2 of this priority states "Increase efficiency and effectiveness of service delivery... Streamline by-laws, policies and processes". Providing greater clarity and understanding to candidates and third party advertisers streamlines the perceived gaps in the existing Election Sign By-law.

### **Consultations:**

City Clerk's Office  
Manager of Municipal Law Enforcement  
Director of Public Works  
Director of Community Services

## **Attachments:**

Appendix A – Proposed Election Sign By-law



2021-XXX Bylaw  
Regulate the Placem

**Department Head email:** [rtaylor@kawarthalakes.ca](mailto:rtaylor@kawarthalakes.ca)

**Department Head:** Ron Taylor, CAO

# **The Corporation of the City of Kawartha Lakes**

## **By-Law 2021-**

### **A By-Law to Regulate the Placement of Election Signs in the City of Kawartha Lakes and Repeal By-law 2018-077**

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#### **Recitals**

1. Section 10 of the Municipal Act, 2001, provides that a single tier municipality may pass by-laws within the spheres of jurisdiction set out therein, inter alia structures, including fences and signs
2. Section 99 of the Municipal Act, 2001, sets out rules that apply to a by-law regulating advertising devices including signs.
3. Section 88.2 and 88.4 of the Municipal Elections Act, 1996, as amended, regulates Candidate signs and Third Party advertisements
4. Section 425 of the *Municipal Act*, 2001, establishes that any person who contravenes any by-law of the municipality or of a police services board, as the case may be, passed under the Act, is guilty of an offence;
5. Council deems it appropriate to regulate the placement of election signs.

**Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2021-XXX.**

#### **Section 1.00: Definitions and Interpretation**

**“Area”** means, when referring to the sign face area, the area of the sign face.

**“By-Law”** means this by-law, as it may be amended from time to time. The recitals to, and the schedules attached to this by-law are considered integral parts of it and enforceable as such.

**“Campaign Headquarters”** means a retail or commercial property where a registered candidate has set up an office to conduct an election campaign in compliance with all other applicable Municipal By-laws.

**“Candidate”** shall have the same meaning as in the Canada Elections Act, 2000, the Elections Act, 1990 (Ontario) or the Municipal Elections Act, 1996, as applicable, and shall be deemed to include a person seeking to influence other persons to vote for or against any question or by-law submitted to the electors under section 8 of the Municipal Elections Act, 1996, S.O. 1996, c.32, as amended.

**“City”, “City of Kawartha Lakes” or “Kawartha Lakes”** means the Corporation of the City of Kawartha Lakes and includes its entire geographic area.

**“City Clerk”** means the person within the administration of the City which fulfils the function of the City Clerk as required by the Municipal Act 2001 S. O. 2001 c.25 or his/her designate.

**“Council”** means the municipal council for the City.

**“Curb”** means a concrete edge or border of a roadway.

**“Display”** shall mean, but is not limited to, erect, affix, attach, place or maintain or cause or permit to be erected, affixed, attached, placed or maintained.

**“Driveway”** means the improved land on a road which provides vehicular access from the roadway to adjacent land;

**“Election”** shall mean any federal, provincial or municipal election, including by-elections, and any referendum, question or by-law submitted to the electors and includes an election to a local board or commission.

**“Election Sign”** shall mean any sign, image, words, picture, device, notice or visual medium, or any combination thereof, including without limitation, any poster, placard, bulletin, banner, wearables such as hats, shirts and buttons or vehicle wrap, which identifies, depicts, promotes, advertises or provides information about;

- a) an individual who is a candidate; or
- b) a question or by-law submitted to electors; or

Promotes recognition of or influences persons to vote for or against any candidate or any question or by-law submitted to electors.

For the purpose of clarification, “Election Sign” includes “Vehicle Sign”, and “Ground Mounted Sign” .

**“Ground Mounted Sign”** means an election sign or election sign structure upheld by one or more supports constructed or driven into or onto the ground.

**“Highway”** shall have the same meaning as the Highway Traffic Act, R.S.O. 1990, c.H.8, and includes a common and public highway, street, avenue, parkway, driveway, square, place, bridge, viaduct, or trestle, any part of which is intended for, or used by the general public for the passage of vehicles and includes the area between the lateral property lines thereof. This definition does not include Provincial Highways 7, 7A, 35, and 115, which shall be regulated exclusively by the Ministry of Transportation.

**“Median Strip”** means the portion of a highway so constructed as to separate traffic travelling in one direction from traffic travelling in the opposite direction by a physical barrier or a raised or depressed paved or unpaved separation area that is not intended to allow crossing vehicular movement and includes a central island in a roundabout.

**“Municipal Law Enforcement Officer”** means a person appointed by Council under section 15 of the Police Services Act to enforce the by-laws of the City, and includes the Licencing Officer.

**“Person”** includes, but is not limited to an individual, a sole proprietorship, a partnership, an unincorporated association, a trust, a body corporate, a natural person.

**“Place”** means the attachment, installation, erection, displaying, affixing or alteration of a sign.

**“Police”** means a chief of police or other police officer as defined in the Police Services Act, 1990.

**“Public Property”** means property owned by or under the control of the City of Kawartha Lakes or any of its agencies, boards or commissions, including but not limited to public highways, bridges, curbs, driveways, median strips, public utility poles, shoulder, sidewalk, traffic control device, utility pole regardless of whether the pole is owned by or under the control of the City.

**“Public Utility Pole”** means a pole owned or controlled by an entity which provides a municipal or public utility service, including the City, Cogeco, Bell Canada, Hydro One and any subsidiaries.

**“Shoulder”** means that part of the road immediately adjacent to the roadway and having a surface which has been improved for the use of vehicles with asphalt, concrete or gravel.

**“Sidewalk”** includes but is not limited to all parts of a road set aside for the use of pedestrians.

**“Sign”** means any surface upon which there is printed, projected or attached any announcement, declaration, or insignia used for direction, information, identifications, advertisement, promotion or promotion of products, activity or services, and includes a structure, whether in a fixed location or designed to be portable or capable of being relocated, or part thereof specifically designed for the foregoing uses. Furthermore, this includes flags, banners, posters, placard, advertising devices or any object intended for advertising purposes.

**“Vehicle Sign”** shall mean any form of Election Sign displayed in or on a vehicle or trailer.

**“Sign Face”** means that portion of the sign, excluding the supporting structure, where copy can be placed and may include both sides of the sign.

**“Sign Height”** means the vertical distance from the base at finished grade to the top of the highest attached component of the sign.

**“Third Party Advertisement”** shall mean an advertisement in any broadcast, print, electronic or similar medium that has a purpose of promoting, supporting or opposing a candidate, or a “yes” or “no” answer to a question on the ballot.

**“Registered Third Party”** shall mean an individual, corporation, or trade union that is registered as a third party advertiser with the City Clerk or applicable Returning Officer.

**“Traffic Control Device”** means a sign or pavement marking installed by the City for the purpose of regulating or guiding traffic and pedestrians, and includes traffic control signals.

**“Utility Pole”** includes, but is not limited to, hydro poles, street light poles, telephone poles or other sign poles containing regulatory signs such as parking and fire route.

**“Voting Location”** shall mean a city facility where voting equipment is available and advertised for use for electors to cast their vote and shall include the entire property upon which the voting location is established. For the purposes of this By-law, Kawartha Lakes City Hall, including the surrounding parking lot, located at 26 Francis Street, Lindsay, Ontario, shall be considered as a voting location.

**1.01 Interpretation Rules:**

- a) Wherever this by-law refers to a person or thing with reference to gender or the gender neutral, the intention is to read the by-law with the gender applicable to the circumstances.
- b) References to items in the plural include the singular, as applicable.
- c) The word “include” is not to be read as limiting the phrases or descriptions that precede it.

**Section 2.00: Election Signs – General Provisions**

**2.01 Statutes:** References to laws in this by-law are meant to refer to the statutes, as amended from time to time, that are applicable within the Province of Ontario.

**2.02 Severability:** If a court or tribunal of competent jurisdiction declares any portion of this by-law to be illegal or unenforceable, that portion of this by-law shall be considered to be severed from the balance of the by-law, which shall continue to operate in full force and effect.

**2.03 Precedence:** Notwithstanding the provisions of this by-law, all election signs shall conform to any signage, advertising, or financial regulations of the Municipal Elections Act, 1996, or relevant Federal or Provincial Act or Statute.

**2.04 Terminology:** No person shall falsely imply incumbency as a candidate who does not currently hold that same office. The following terms are hereby



restricted for usage on election signs or political advertising, except where the defined criteria is met:

- a) **Incumbent** shall only be used if the candidate holds the current office, regardless of whether the individual was appointed or elected.
- b) **Re-Elect** shall only be used if the candidate holds the current office by election (not-appointment) and is seeking an additional consecutive term for the same office. This term shall not be used by candidates seeking election to a different ward divided seat or office on the Council or Local Board than the office they currently hold (Example: An incumbent Councillor for Ward 1, shall not use the term 're-elect' if running for election to the same Council in Ward 2).
- c) **Elect-Again** may be used if the candidate was elected to the same office in the past, but is not the incumbent. If ward boundaries or electoral division boundaries have changed since the last time the candidate held office, the candidate shall only use the term 'elect-again' if the majority of the former geographic area of the office they previously held is contained within the current geographic area of the office they are currently a candidate for.

**2.05: Corporate Resources:** No election sign shall display any active or inactive logo, slogan, tagline, crest, or seal used by City of Kawartha Lakes, or its predecessor municipalities.

### **Section 3.00: Election Signs – Public Property**

**3.01 General:** No person shall at any time place an election sign, or cause an election sign to be placed, in any public park, trail or on any property owned or occupied by the City of Kawartha Lakes or any local board except as permitted by this by-law.

**3.02 Highways:** A person may place or cause to be placed an election sign on a highway in accordance with the following regulations:

- d) **Placement Period:** Placement of election signs along highways or public property, are only permitted during the period 60 days prior to voting day.
- e) **Visibility:** The election sign shall not be placed so as to obstruct the visibility of pedestrians, vehicles, traffic control devices or other regulatory signage, as determined by the City, whose decision shall be final.
- f) **Maximum Sign Size:** The sign area of the election sign shall not exceed 1.5 square metres per side.
- g) **Maximum Sign Height:** The height of election signs shall not exceed 2.0 metres above the surrounding ground.
- h) **Separation Distance:** There shall be a 1 metre separation distance between all election signs when placed in parallel. Where election signs are placed in series, there shall be a minimum of 5 metres separation between signs. Signs shall not be placed directly in front of other lawfully placed signs where the majority of the sign face is obstructed.

- i) **Sidewalk:** No portion of the election sign shall be placed within 0.5 metres of the edge of a sidewalk;
- j) **Shoulder:** Election signs placed on a road without a curb shall be placed at least 1.0 metre outside of the edge of the paved or gravel road shoulder and shall not impede the visibility of pedestrians or traffic;
- k) **Curb:** No portion of the election sign shall be placed in a boulevard closer than 1.0 metre from the back of a curb and shall not impede the visibility of pedestrians or traffic;
- l) **Travelled Portion of Highway:** Where there is no sidewalk or shoulder or curb, no portion of the election sign shall be closer than 3.0 metres of the edge of the travelled portion of the highway;
- m) **Driveways:** No portion of the election sign shall be placed within 5.0 metres of the edge of a driveway;
- n) **Intersections:** No portion of the election sign shall be placed within 15.0 metres of an intersecting highway as measured from the curb of the intersecting highway, or if there is no curb, as measured from the edge of the travelled portion of the intersecting highway;
- o) **Highways fronting City Facilities:** No election sign shall be placed on either side of a public highway fronting or alongside any property owned and/or operated by the City or Local Board, including municipal offices, facilities, libraries, fire stations, schools, and community halls, except on private property;
- p) **Attachment to Existing Roadside Infrastructure:** No election sign shall be affixed to a permanent official highway sign, signal or support, guardrail or other roadway structure;
- q) **Traffic Signs and Signals:** No election sign shall obstruct the view of any official traffic sign or signal, or resemble any official traffic sign or signal;
- r) **Emergency Routes:** No person shall erect, cause to permit to be erected an election sign that may obstruct or impede any exit routes or escapes or impede free access of emergency vehicles;
- s) **Other Public Property:** No person shall attach an election sign to a public utility pole, light standard, any official sign or official sign structure, utility box, public bus shelter, planter, bench, waste receptacle, newspaper box, or mail box on a highway; and
- t) **Fences:** No person shall place or cause to be placed an election sign on a boundary line fence or noise attenuation wall which is located on public property.
- u) **Bridges:** No person shall place an election sign on, under, or affixed to any City owned bridge structure.
- v) **Jurisdiction:** election signs for candidates shall only be placed within the geographic jurisdiction of the office of election, with the sole exception being vehicle signs

**3.03 Quality of Election Signs on Highways:** All election signs placed on highways in accordance with section 3.02 shall be:

- a) Stable (being able to withstand adverse weather conditions);

- b) Vertical and upright;
- c) Legible;
- d) Made of resilient quality materials;
- e) Not faded, soiled, or unreadable at time of installation
- f) Installed in a cautious and safe manner; and
- g) Produced and printed in a manner accepted as good workmanship in the trades concerned (Homemade and handmade signs shall only be placed on private property)

**3.04 Median Strips – Including Victoria Avenue, Lindsay:** The following regulations apply to election signs placed in median strips:

- a) No more than 5 (five) election signs may be placed on any single curb-separated median strip island;
- b) Only 1 (one) election sign per candidate or registered third party may be placed on any single curb-separated median strip island;
- c) No portion of the election sign shall be placed within 5.0 metres of an intersecting highway as measured from the curb of the intersecting highway;
- d) Election signs placed in a median strip shall not have a sign height greater than 1 metre;
- e) The City, or Festival and Event Organizers are not responsible for election signs that are moved, damaged, or destroyed during City-Authorized temporary closures of Victoria Avenue for events and festivals, or during regularly scheduled City conducted grass cutting or landscaping; and
- f) All other regulations of section 3.02 and 3.03 shall apply, unless specifically regulated in this section.

## **Section 4.00: Election Signs – Private Property**

**4.01 Private Property – Residential Zones:** A person may place or cause to be placed an election sign on private property in residential zones (including agricultural, rural, seasonal and waterfront lands where a residential dwelling unit is located) in accordance with the following regulations:

- a) **Consent:** The owner or occupant of the lands has given consent.
- b) **Placement Period:** Placement of election signs along private property, are only permitted between the date of nomination of the candidate (or registration of a registered third party), and the day after election day.
- c) **Maximum Sign Size on lot with Residential Building:** The election sign shall not exceed 0.75 square metres, unless specifically permitted elsewhere in this section.
- d) **Maximum Sign Size on lot without Residential Building:** The election sign shall not exceed 2.0 square metres where the election sign is erected on private property where no residential building exists.
- e) **Rear Lot Lines:** Where an election sign is erected on public lands abutting the rear lot line of a residential property, the consent of the owner

or occupant shall not be required and the maximum size of an election sign shall be 2.0 square metres.

- f) **Visibility:** Election signs shall not restrict any sightline of a pedestrian or vehicle on a public highway.
- g) **Maximum Number of Signs:** No more than two (2) election signs per candidate are permitted on any one piece of land zoned residential.
- h) **Intersections:** No portion of the election sign shall be placed within 15.0 metres of an intersecting highway as measured from the curb of the intersecting highway, or if there is no curb, as measured from the edge of the travelled portion of the intersecting highway.

**4.02 Private Property – Other than a Residential Zone:** No person shall place or cause to be placed an election sign in any zone except for residential zones unless it complies with this by-law, and provided that,

- a) election signs with a maximum size of 2.0 square metres shall only be erected or installed on private property and with the consent of the owner or occupant of such property.
- b) no more than three (3) election signs per candidate are permitted on any one piece of land zoned other than residential.

**4.03 Campaign Headquarters:** No person shall erect, attach, display, place or cause to be erected, attached, displayed or placed an election sign at campaign headquarters prior to the candidate having filed his/her nomination papers and paid the required filing fee and in accordance with Section 2.13. Candidates may display 2 (two) additional signs to the respective limits in sections 4.01(g) and 4.02(b) at a Campaign Headquarters.

## **Section 5.00: Vehicle Signs**

**5.01 Regulation:** No person shall display a Vehicle Sign except in accordance with all provisions of this By-law.

**5.02 Area:** The total area of Vehicle Sign(s) displayed on any one vehicle shall not exceed 1.5 m<sup>2</sup>.

**5.03 Business Related Vehicle Signs:** Notwithstanding anything else contained in this By-law, no person shall be prohibited from displaying a business-related sign provided that:

- a) Such business operation is duly registered or incorporated as required by all applicable laws and has filed a Federal income tax return for the preceding two years and / or has met the requirements of the Canada Revenue Agency as a self-employed person;
- b) Such sign is limited to providing only information related to the business; and
- c) Such sign is not used in the course of campaigning or advocacy in relation to any Election or otherwise for the purpose of, or with the intent of promoting such person in an election.

**5.04 Campaigning:** For the purposes of this section, “campaigning or advocacy in relation to any Election” includes but is not limited to:

- a) Door-to-door visits to electors;
- b) Distribution of any printed material, Election Signs or paraphernalia; and
- c) Public appearances, related to any Election.

**5.05 Parking at Public Facilities:** No vehicle sign shall be placed or parked at any premises used as a voting location including the City Hall parking lot, and the roadside parking spaces abutting City Hall on Cambridge Street, and Francis Street.

## **Section 6.00: Election Sign - Removal**

**6.01 Removal:** Where election signs, including third party advertising, have been posted in contravention of this by-law or any other by-law the City may:

- a) Notify the owner, candidate or their official agent to repair or remove the sign, or take the necessary action to make the sign comply with the provisions of this by-law; or
- b) Remove the sign.

**6.02 Immediate Removal:** In the case of an immediate safety hazard, a sign that is erected or displayed in violation of this by-law, the City may cause the sign to be removed immediately without notice.

**6.03 Temporary Storage:** Where a sign is removed in accordance to section 6.01 and 6.02 it shall be stored at one of the Public Works Depots until claimed by an owner, candidate or official agent and shall be subject to fees and/or destruction in accordance with this by-law.

**6.04 Removal Following Election Day:** Every candidate and third party advertiser shall ensure that all election signs are removed no later than five (5) days following the voting day of the election.

- a) Signs remaining will be removed by the City and held at one of the Public Works Depots.
- b) The City is not responsible for signs stored at the Public Works Depots.

**6.05 Disposal:** The City may dispose of any election signs including third party advertising which are left at a Public Works Depot ten (10) days following voting day of the election without compensation to the candidate, their official agent or third party advertiser.

**6.06 Fees:** Disposal fees shall be charged to the candidate or third party advertiser for each sign that has not been retrieved from the Public Works Depot after ten (10) days following voting day as follows:

- a) \$20.00 for each sign payable to the City of Kawartha Lakes. Amounts owing under this By-law, may be recovered by legal action or in a like manner as municipal taxes.
- b) Any signs stored as per section 6.03 shall incur a daily storage charge fee of X, until claimed by an owner, candidate or official agent or until disposed of as per 6.05 following voting day of the election. These fees may be recovered by legal action or in a like manner as municipal taxes.

**6.07 Removal of Election Signs on Highways fronting Private Property:** A property owner or tenant may remove without damage any lawfully or unlawfully placed election sign on the part of the highway abutting the front lot line of that property owner's or tenant's private property, and the travelled portion of the road. The person removing the sign shall immediately contact the candidate or registered third party upon removal. A property owner shall not remove an election sign lawfully placed by a tenant on their property.

## **Section 7.00: Third Party Advertising**

**7.01 Regulation:** In accordance with the Municipal Elections Act, 1996 a Third Party Advertisement shall include the following on all Election Sign(s) displayed within the municipality:

- a) The name of the Registered Third Party;
- b) The Municipality where the Registered Third Party is registered; and,
- c) A telephone number, mailing address **or** email address at which the Registered Third Party may be contacted regarding the advertisement.

## **Section 8.00: Administration, Complaints, and Violations**

**8.01 Administration:** The City Clerk is responsible for the administration of this by-law.

**8.02 Violation Complaints:** All complaints of violations of this by-law are to be received through Municipal Law Enforcement by calling, email or using the online tool Report IT.

**8.03 Reporting Criminal Activity:** All complaints of theft, damaged or vandalized election signs, or any other criminal activity relating to election signs shall be reported to the Police.

## **Section 9.00: Penalty and Offence**

**9.01 Offence – Provincial Offences Act:** Every person who contravenes any provision of this by-law is guilty of an offence and upon conviction is liable to a fine as provided for by the Provincial Offences Act, R.S.O. 1990, Chapter P.33, as amended.

**9.02 Offence – Municipal Act:** Every person who contravenes any provision of this by-law is guilty of an offence and upon conviction is liable to a maximum fine of not more than \$100,000.00, as provided for by Section 429 of the Municipal Act, 2001, S.O. 2001, Chapter 25, as amended.

**9.03 Directors and Officers of Corporations:** A director or officer of a corporation who knowingly concurs in the violation or contravention by the corporation of any provision of this by-law is guilty of an offence and upon conviction is liable to a maximum fine of not more than \$100,000.00, as provided for by Section 429 of the Municipal Act, 2001, S.O. 2001, Chapter 25, as amended.

**9.04 Conviction:** The conviction of a person for the contravention or breach of any provision of this by-law shall not operate as a bar to the prosecution against the same person for any subsequent or continued breach or contravention of any provision of this by-law. Each day that the offence continues shall be deemed a separate and distinct offence.

**9.05 Enforcement:** Municipal Law Enforcement Officers, City Employees with Delegated Authority, Police, or the City Clerk (or his or her designate) may enforce this by-law.

## **Section 10.00: By-law to be Repealed**

**10.01 Repeal:** By-law 2018-077 is hereby repealed.

## **Section 11.00: Short Title of By-law**

**11.01 Short Title:** This by-law may be referred to as the “Election Sign By-law”.

## **Section 12.00: Effective Date**

**12.01 Effective Date:** This By-law shall come into force on the date it is finally passed.

By-law read a first, second and third time, and finally passed, this XX day of XXX, 2021.

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Andy Letham, Mayor

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Cathie Ritchie, City Clerk

## Committee of the Whole Report

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**Report Number:** RS2021-018

**Meeting Date:** April 6, 2021

**Title:** **Proposed Direct Sale of Portion of Denfield Road Property, Lindsay**

**Description:** Proposal to Sell a Portion of the City-owned Property Located on Denfield Road, Lindsay by Direct Sale to an Interested Party for the purpose of Developing Three Subdivision Lots

**Author and Title:** Laura Carnochan, Law Clerk – Realty Services

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### Recommendations:

**That** Report RS2021-018, **Proposed Direct Sale of Portion of Denfield Road Property, Lindsay**, be received;

**That** the sale of a portion of the City-owned property located on Denfield Road, Lindsay and legally described as Part of the Northwest 1/4 of Lot 19, Concession 4, Part of the West 1/2 of Lot 20, Concession 4, Part of the East 1/2 of Lot 20, Concession 4, being Parts 4 and 5 on Plan 57R-8131 and Part 1 on Plan 57R-6668, Except Parts 4, 5, and 6 on Plan 57R-8228, Except Part 1 on Plan 57R-9268, Subject to R234883 and R234884, Subject to an Easement in Gross over Part 1 on Plan 57R-10493 as in KL122703, in the Geographic Township of Ops, City of Kawartha Lakes (PIN: 63237-1095 (LT)) to Wilson Staples Holdings Ltd., be supported, in principle, in accordance with the provisions of By-Law 2018-020, as amended, and the Municipal Act, 2001, and subject to the parties entering into a conditional Agreement of Purchase and Sale;

**That** the property be sold “as is” with respect to the zoning and Official Plan designation of the property, with the City making no representation or warranty

**Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_



pertaining to same. The purchaser is to rezone and redesignate the land at its own expense, should it wish to change the permitted uses on the property;

**That** the property be sold as one parcel, to merge with adjacent reserve holdings of the purchaser. The purchaser is to obtain part lot control or consent to sever, at its own expense, should it wish to subdivide the property and current reserve holdings into three separate lots;

**That**, notwithstanding section 5.03 of By-Law 2018-020, the property be appraised at highest and best use and at pre-servicing value and sold for no less than that amount, plus 5% to account for cash-in-lieu of parkland, plus all costs associated with the transaction;

**That** a by-law (with any amendments deemed necessary) to authorize disposition of the subject property shall be passed if appropriate;

**That** the Mayor and Clerk be authorized to sign all documents to and conveyance of the lands; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

**Background:**

At the Council Meeting of November 11, 2008, Council adopted the following resolution:

**Moved by Councillor Marsh, seconded by Councillor Elmslie,**

**RESOLVED THAT** the Minutes of the November 3, 2008 Corporate and Human Resource Services Committee Meeting be received and the recommendations adopted.

**CARRIED CR2008-883**

**RECOMMENDATIONS MADE IN CORPORATE AND HUMAN RESOURCE SERVICES COMMITTEE, OPEN SESSION, NOVEMBER 3, 2008**

**CHR2008-083**

**Moved by Mayor McGee, seconded by Councillor Elmslie,**

**RECOMMEND THAT** Report LMC2008-019, "Proposed Sale of Surplus Municipally Owned Land Lying Adjacent to Denfield Road Within the Former Geographic Township of Ops", be received;

**THAT** Council support, in principle, the disposition of the property with the current zoning designation;

**THAT** information be obtained regarding the options available for public auction and the establishment of restrictions or covenants being put into place as a condition of sale;

**THAT** staff be authorized to market the lands for sale to the general public for the value determined or higher than the recent appraisal;  
**THAT** upon completion of the marketing of the lands, staff be authorized to enter into a conditional Agreement of Purchase and Sale with the highest offer;

**THAT** upon the execution of the conditional Agreement of Purchase and Sale, staff commence the public notification, Council shall consider any deputation or public input in opposition of the sale, if any, and if appropriate, pass a by-law (with any amendments deemed necessary) to authorize the disposition of the property; and

**THAT** the Mayor and Clerk be authorized to sign all documents to facilitate the disposition of the lands.

This report addresses that direction.

In September 2020, a representative of Wilson Staples Holdings Ltd. contacted the City to advise that there had been previous discussions regarding selling a portion of the Denfield Road property to Wilson Staples Holdings Ltd. in order to develop three subdivision lots and finish the adjacent subdivision.

The Land Management Committee reviewed the request at their meetings on September 14, 2020 and November 10, 2020. The Committee was agreeable to proceeding with a direct sale of a portion of the Denfield Road property to Wilson Staples Holdings Ltd., as the owner of the reserve fronting on the portion of land to be sold.

Public Notice advertising the potential sale of the subject property was completed by newspaper circulation in the Kawartha Lakes This Week on the 11<sup>th</sup>, 18<sup>th</sup>, and 25<sup>th</sup> days of March, 2021. During this three-week advertising period, notice was also posted on the City's website and a "Potential Surplus Property" sign was posted on-site. Realty Services did not receive any public concerns with regards to the proposed sale of the property. On the contrary, several residents within the adjacent subdivision contacted Realty Services and advised that they would be supportive of three additional lots being developed as it would line up with the houses on the south side of the street and create a more complete look, aesthetically. Further, the residents advised that there are currently services (hydro), just "hanging" at the sidewalk which they understood would at some point be connected to three new houses.

The purpose of this report is to advise Council that the Land Management Committee recommends that direction for a portion of subject property (more specifically outlined in Appendix B and Appendix C) be amended to allow for a direct sale of the subject lands. The remainder of the property will be retained by the City and prepared for a general market sale when appropriate.

### **Rationale:**

As noted above, the entirety of the City-owned Denfield Road property was declared surplus on November 11, 2008 for purpose of a general market sale. The majority of the property is intended to be retained and prepared for general market sale at a later date.

The representative of Wilson Staples Holdings Ltd. advised that the company retained ownership of a small portion of property between the Denfield Road property and Denfield Road (both in City ownership) and that the purpose of the strip of land was to secure the adjoining portion of the Denfield Road property for future direct sale. The land owned by Wilson Staples Holdings Ltd. is shown in red on Appendix D. He further advised that Wilson Staples Holdings Ltd. had installed servicing to the Denfield Road property, intended to be connected to three lots once a direct sale was approved and finalized. The servicing is shown on Appendix E.

As Wilson Staples Developments Ltd. installed the servicing with the intention of later purchasing property from the City, they are requesting to purchase the subject property at pre-servicing appraised value. Section 3.03 of By-Law 2018-020, being a By-Law to Regulate the Disposition of Municipal Real Property in and for The Corporation of the City of Kawartha Lakes, requires that "prior to the disposition of any real property by the City of Kawartha Lakes, the Manager Realty Services shall obtain at least one appraisal of its fair market value." Council can make an exemption to this, which is recommended by the Land Management Committee in this situation.

The subject property and the adjoining property owned by Wilson Staples Holdings Ltd. were not part of the adjoining subdivision, so a deeming by-law will not be required to merge the properties upon conveyance. However, it is the Land Management Committee's understanding that the purchaser wishes to create three lots in order to "finish" the subdivision. Planning has advised that this can be done through part lot control in order to avoid going through the more costly and time consuming consent process (to sever the land into three lots once the City parcel and the purchaser's parcel merged). However, this would mean that the purchaser would also avoid a cash-in-lieu of parkland payment. Accordingly, Planning has recommended that Council require that the purchaser pay 5% above the appraised value in order to account for this amount.

The property is currently zoned and designated Industrial. The property is being sold with its current zoning and designation. The purchaser is required to make application to the City to rezone and redesignate the subject parcel. A Record of Site Condition will be required as a condition of rezoning, pursuant to the Environmental Protection Act and Planning Act requirements.

### **Other Alternatives Considered:**

Council could decide not to proceed with a direct sale and instead proceed to list the entire property on the open market, as per the direction from 2008 (noted above). This is not recommended, as it does appear that there was some agreement on behalf of the

City to proceed with a direct sale to allow Wilson Staples Holdings Ltd. to complete three more lots within the subdivision.

Council could decide to sell the land at current market value (including existing servicing). This would be in keeping with By-Law 2018-020, but is not recommended in this situation, given that Wilson Staples Holdings Ltd. did install the servicing.

## **Alignment to Strategic Priorities**

The recommendations set out in this Report align with the following strategic priority:

- Good Government
  - Effective management of the municipal building and land portfolio

## **Financial/Operation Impacts:**

The parties will be asked to enter into a conditional Agreement of Purchase and Sale with a \$1,000.00 deposit to cover initial costs. All costs of the transaction, plus a \$1,500.00 fee to cover the City's staff time expenses will be paid for by the purchaser.

The property value will be determined by an appraisal, taking into account the current market value of vacant land (disregarding the existence of servicing to account for the fact that the servicing was installed by the purchaser). The proceeds of the sale will be placed in the Property Development Reserve.

## **Consultations:**

Land Management Committee  
Manager – Planning

## **Attachments:**

Appendix A – General Location Map



Appendix A -  
General Location Map

Appendix B – Map



Appendix B -  
Map.pdf

Appendix C – Aerial Photo



Appendix C -  
Aerial.pdf

Appendix D – Map of Wilson Staples Holdings Ltd. Property



Appendix D - Map  
(Wilson Staples Holc

Appendix E – Map of Servicing

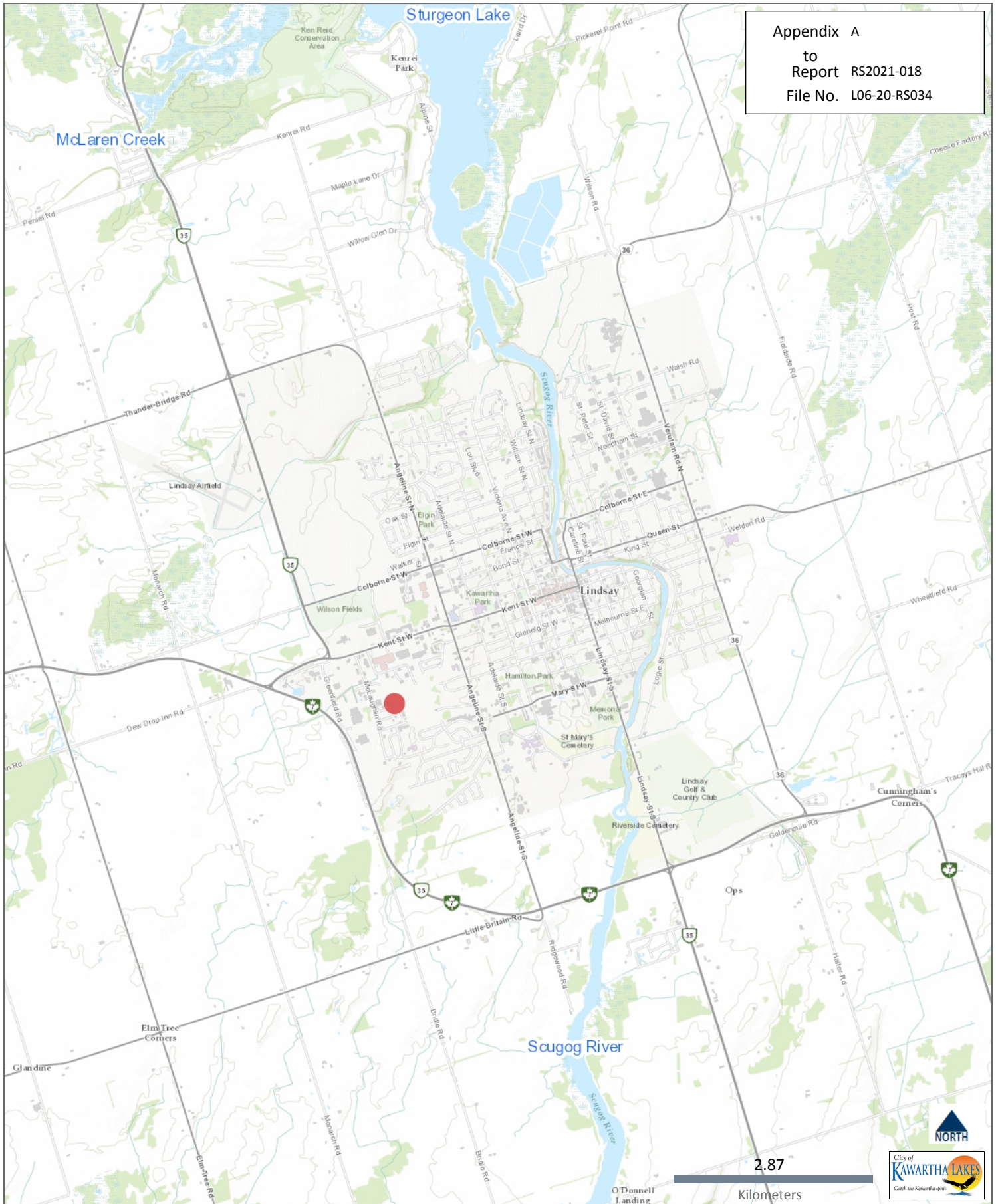


Appendix E - Map  
(Servicing).pdf

**Department Head E-mail:** [rcarlson@kawarthalakes.ca](mailto:rcarlson@kawarthalakes.ca)

**Department Head:** Robyn Carlson

**Department File:** L06-20-RS034

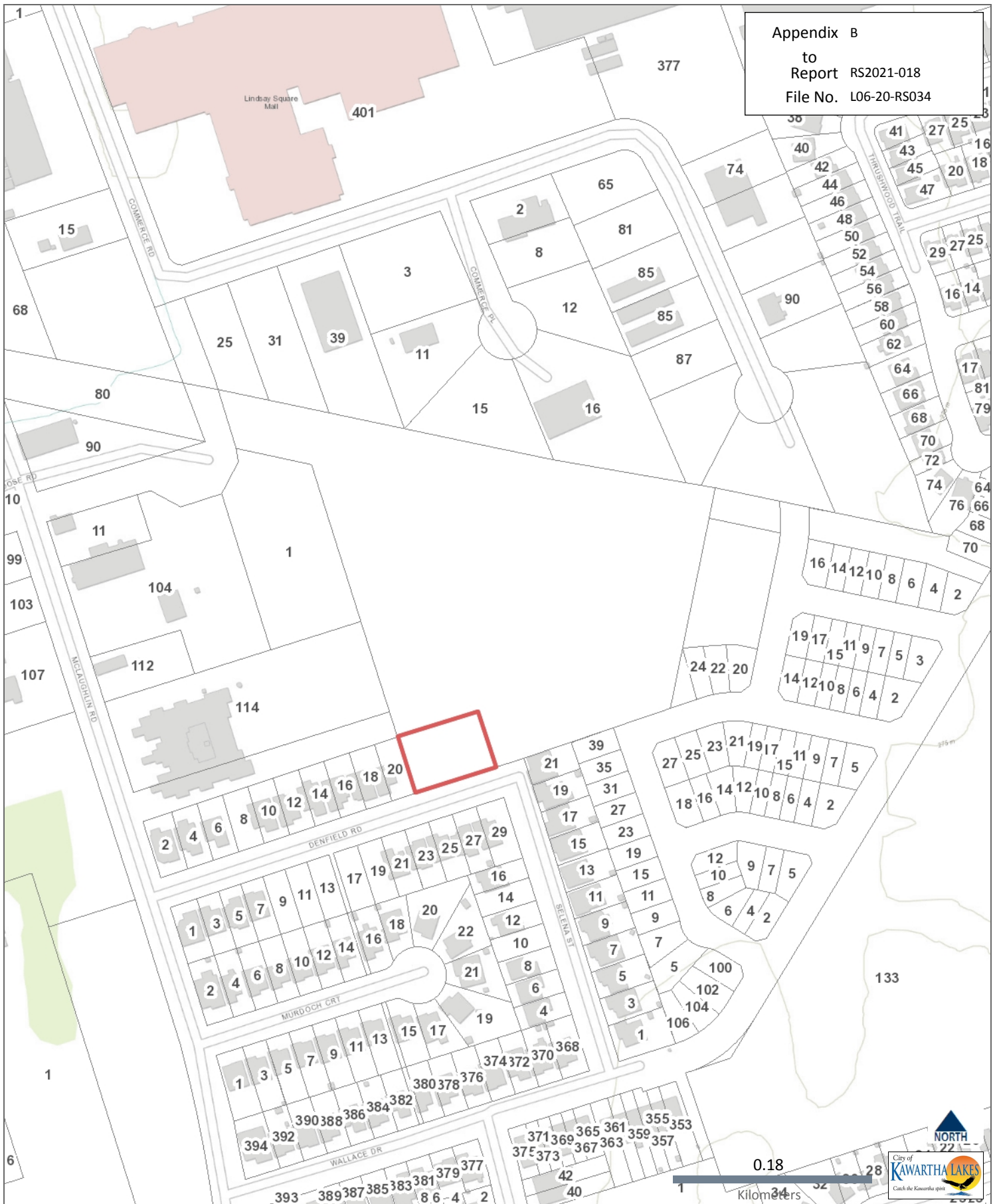


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Date:





Appendix B  
to  
Report RS2021-018  
File No. L06-20-RS034

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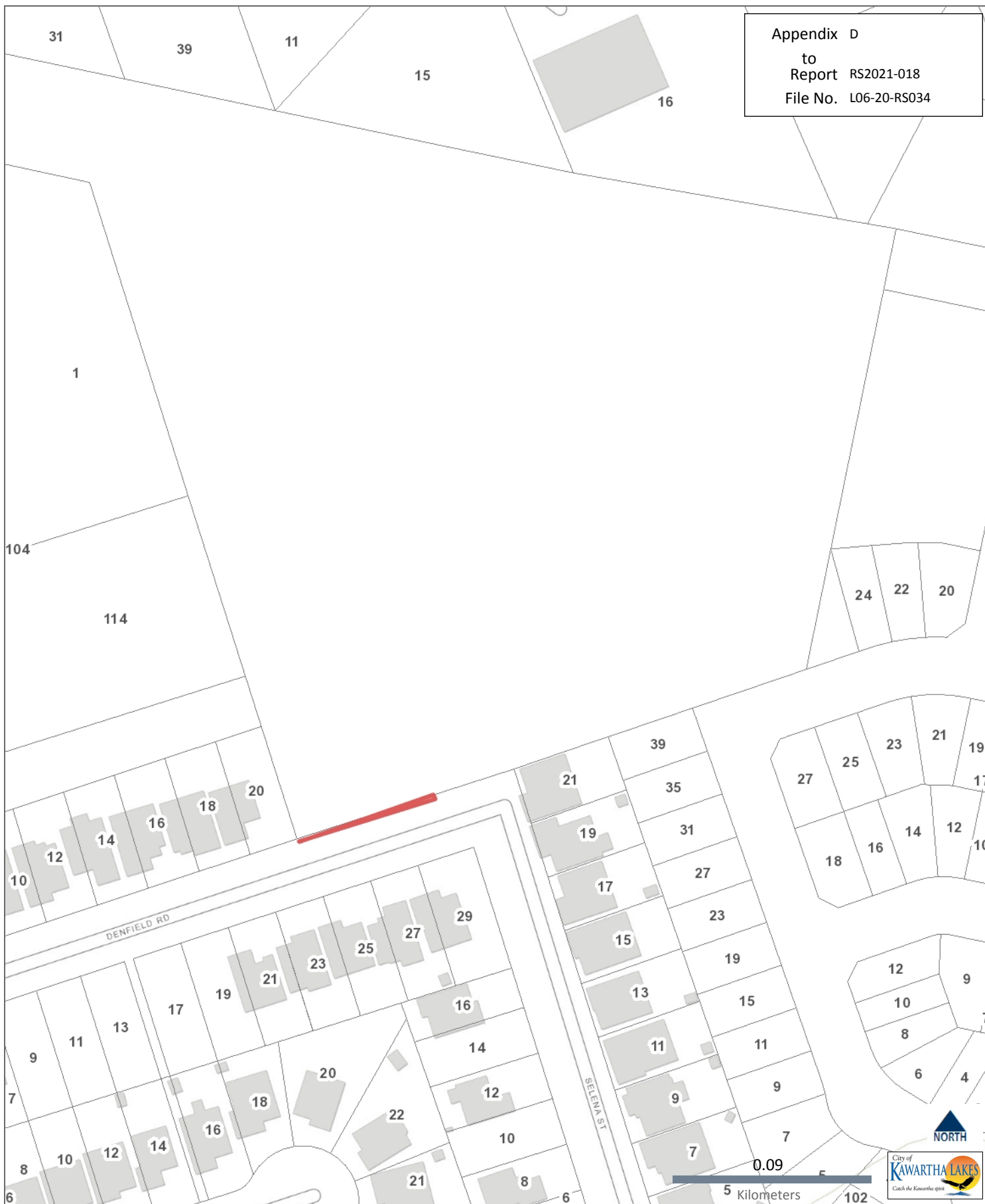




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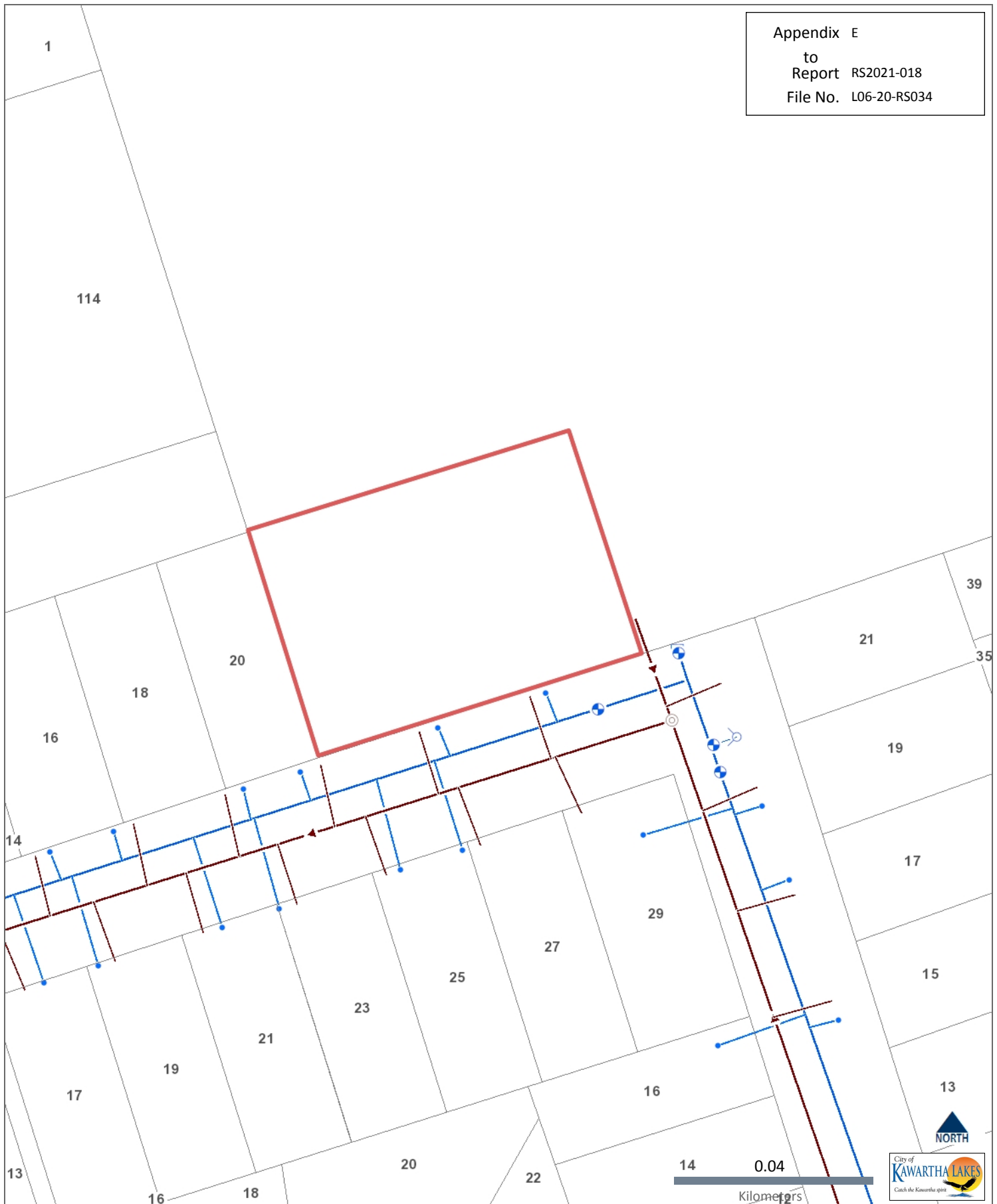
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Date:



## Committee of the Whole Report

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**Report Number:**     **PRC2021-002**

**Meeting Date:**     April 6, 2021

**Title:**                 **50/50 Community Project Capital Fund**

**Description:**        2021 Allocation

**Author and Title:**   Shelley Cooper, Community Partnership and Programs  
Supervisor

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### Recommendation(s):

**That** Report PRC-2021-002, **50/50 Community Project Capital Fund**, be received;  
and,

**That** this recommendation be brought forward to Council for consideration for  
information only at the next Regular Council Meeting.

**Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:**\_\_\_\_\_

**Chief Administrative Officer:**\_\_\_\_\_



**Background:**

The 50/50 Community Project Capital Funding Initiative has been operating since 2003. The Parks, Recreation and Culture Division has partnered with community groups to successfully complete 230 community projects. Enhancements to local parks, community centres and sports fields have been completed through local volunteer efforts and funding provided through the 50/50 Community Project Capital Funding Initiative.

This report provides recommendations on the 2021 allocation of these capital resources.

**Rationale:**

The intent of this report is to allocate the 2021 50/50 Community Project Capital Funding in a timely manner in order to allow our community partners to successfully complete their projects during the 2021 calendar year. While policy provides for approval from the Director, this report will share with Council the funding requests received, and the planned allocations so Council is aware of initiatives occurring throughout the City.

Staff were directed to modify the 2021 50/50 Community Project Capital Funding Program application process by waiving the requirement for a matching contribution from applicants as recommended by the Community Pandemic Recovery Task Force. To accommodate this directive the budget for the 50/50 Community Project Capital Fund was increased to \$160,000.00 for 2021.

As per the 2021 budget total funding available for distribution in 2021 is \$160,000.00. Policy MD-2018-006 invites Community Organizations to make one application per year. The maximum project funding for 2021 is \$15,000.00 with the matching funds requirement waived for 2021.

The application deadline was October 31, 2020 for projects planned in 2021. All applications have been evaluated based on the established funding criteria.

A total of six applications were received by the deadline. Only three projects are being recommended to receive funding at this time. As stated in the policy, a second intake for organizations that missed the deadline will have a deadline of July 31, 2021.

Table 1 – 50/50 Community Project Capital Funding Allocation 2021

<b>Community Group</b>	<b>Project</b>	<b>Project Cost</b>	<b>Amount Recommended</b>
Dunsford Community Centre	Gardens, stairs, railing	\$15,000.00	\$0.00
Environmental Action Bobcaygeon	Restore edgewood dry stack wall	\$60,000.00	\$0.00
Kawartha Works Community Co-op	Grove amphitheatre signage	\$7,500.00	\$0.00
Kinmount CC Volunteer Management Committee	Recycling containers and planters	\$14,335.26	\$14,335.26
Maryboro Lodge	Multi use room, pathways, lights, fans, trailer	\$20,165.00	\$8,815.00
Victoria Road Community Association	Ball diamond bleachers	\$7,195.84	\$7,195.84
<b>6</b>			<b>\$30,346.10</b>

Funding has been recommended based on the information and budget provided in each application and the eligible capital funding project criteria.

Three organizations have been recommended to receive funding. The application from Kinmount for recycling containers and planters has been recommended to receive funding in the amount of \$14,335.26. The application from the Maryboro Lodge has been recommended to receive \$8,815.00, the trailer portion of the project was not an eligible improvement to park or facility. The Victoria Road Community Association project has been recommended to receive \$7,195.84 in funding for the bleacher project.

The application from the Dunsford Community Centre was incomplete, the organization has been provided the opportunity to submit the required information. The application from Environmental Action Bobcaygeon for the dry stack wall is not eligible as the project is not an improvement to a city park or facility. The application from the Kawartha Works Community Co-op for signage is also not an improvement to a city park or facility.

Groups have been advised and funding disbursements have begun based on Policy. Organizations will receive a confirmation letter that will include provisions to ensure that all liabilities, insurance, permits and permission required for each individual project are met in accordance with City Policy. Funding is pending project approval by the facility supervisor or manager.

A reconciliation from each organization must be returned to the City for the purpose of project audits.

### **Other Alternatives Considered:**

The allocations recommended follow the 50/50 Community Project Capital Funding Initiative Management Directive MD-2018-006 and attempt to support the maximum number of eligible projects within existing approval levels.

### **Alignment to Strategic Priorities**

The recommendations within this Report contributes to the Council Adopted Strategic Plan. It can identify more than one of the Goals, namely:

- Goal 1 – A Vibrant and Growing Economy
- Goal 2 – An Exceptional Quality of Life

[Kawartha Lakes Strategic Plan 2020-2023](#)

### **Financial/Operation Impacts:**

The recommendations within this report allow for the allocation of the 2021 50/50 Community Project Capital Fund Initiative as per the policy and within the budget of \$160,000.00.

Upon distribution of the recommended funding the 2021 50/50 Community Project Capital Fund Initiative will have a balance of \$129,653.90 in remaining funds for a second round of funding, for applications received by July 31, 2021 as per Policy MD-2018-006. It is believed, due to the pandemic, fewer applications were received by the first round deadline. It is anticipated as we move out of the pandemic and organizations resume operations the 50-50 fund will support additional groups with funding for various community projects.

2021 Funding Available	\$160,000.00
2021 Recommended Allocation	\$ 30,346.10
<b>Total 2021 Funding Remaining</b>	<b>\$129,653.90</b>

### **Consultations:**

Funding requests from various community groups.

**Attachments:**

N/A

**Department Head email:** [csbanks@kawarthalakes.ca](mailto:csbanks@kawarthalakes.ca)

**Department Head:** Craig Shanks



## Committee of the Whole Report

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**Report Number:**     **PRC2021-003**

**Meeting Date:**     April 6, 2021

**Title:**                 **Community Partnership and Development Fund**

**Description:**        2021 Funding Allocation

**Author and Title:**   Shelley Cooper, Community Partnership and Programs  
Supervisor

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### **Recommendation(s):**

**That** Report PRC2021-003, **Community Partnership and Development Fund**, be received; and,

**That** this recommendation be brought forward to Council for information only at the next Regular Council Meeting.

**Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_

## **Background:**

The Community Partnership and Development Fund was established in 2006 to acknowledge and support the efforts of volunteer/community organizations, provide for the betterment of the City, and provide financial assistance to support specific initiatives:

- Beautification
- Culture
- Special Events
- Milestone Events
- Municipal Tax Rebate

The pandemic impacted many 2020 events and projects were not able to take place as planned. Funding provided in 2020 was permitted to be applied to events that were postponed to 2021.

This report provides recommendations on the 2021 allocation of these resources.

## **Rationale:**

As per the 2021 budget total funding available for distribution is \$130,000.00 for all categories. As per Management Directive MD2018-005 Community groups are invited to make requests for funding in any of the five categories: Beautification, Culture, Special Events, Milestone Event, and Municipal Tax Rebate. Each funding category has specific requirements that community groups must meet in order for their application to be considered eligible. The application deadline was October 31, 2020 for 2021 projects. All applications are evaluated based on the established funding allocation criteria. Due to the pandemic, the delay in approving the 2021 Operating Budget resulted in a minor delay in awarding funding for the Community Partnership and Development program. Applications received after October 31, 2020 will be considered in a second allocation on July 31, 2021 if funding remains after the first allocation is complete.

The **Beautification Fund** is to be distributed for operating expenses with the purpose of enhancement projects intended for downtown/business areas and streetscapes. Table 1 outlines funds requested by organizations and the recommendation by staff, and supported by the Director, to the extent the management directive allows.

Table 1 – CPDF Beautification Funding Allocation 2021

<b>Community Group</b>	<b>Project</b>	<b>Amount Requested</b>	<b>Amount Recommended</b>
Burnt River Blooms	Village gardens, Seasonal display	\$1,500.00	\$1,500.00
Coboconk Horticultural Society	Village Flower beds	\$2,500.00	\$2,500.00
Coboconk, Norland and Area Chamber of Commerce	Décor, flowers	\$3,231.00	\$3,231.00
Dalton Volunteer Management Board	Tree Carving - Ecosystem	\$4,500.00	\$0.00
Environmental Action Bobcaygeon	Restore Edgewood Dry Stack Wall	\$7,500.00	\$0.00
Fenelon Falls & District Chamber of Commerce	Hanging baskets, Flower planters, flags	\$10,000.00	\$8,750.00
Fenelon Falls Horticulture Society	Update Public Gardens	\$3,430.00	\$3,430.00
Impact 32/Kawartha Works Community Coop	Bobcaygeon Hanging Baskets	\$7,500.00	\$7,000.00
Kinmount CC Volunteer Management Committee	Hanging baskets, flowers	\$10,000.00	\$6,226.10
Lindsay Downtown BIA	Hanging baskets, flower planters, furniture, flags	\$45,000.00	\$35,000.00
Little Britain Community Association	4 corners décor, banners	\$2,500.00	\$1,611.20
Norland Horticulture Society	Village planters and gardens	\$2,500.00	\$2,500.00
Omeme & District Horticulture Society	Village Gardens	\$1,450.00	\$1,450.00
Sturgeon Point Association	Gardens & Welcome Sign	\$1,000.00	\$1,000.00
Woodville & District Lions Club	Hanging Baskets	\$6,130.00	\$6,130.00
15		\$108,741.00	\$80,328.30

These funds are made available for purchases such as hanging baskets, banners, and flowers in downtown business and key horticultural areas presently maintained by volunteers. It is not intended to be used to fund maintenance expenses and beautification of municipal park properties; this will be funded and maintained by City staff through the operating budget. Horticulture societies and downtown improvement

committees are eligible for this funding. Community groups must provide proof of matching funds to be considered eligible for funding and the funds must be used for operational purposes only.

Funding has been recommended based on the established funding criteria and eligible expenses included in each individual application. Details about the projects not recommended to receive full funding are detailed below:

The application from the Dalton Volunteer Management Board for a tree carving and Environmental Action Bobcaygeon for the dry stack wall were both not considered eligible beautification projects.

The application from the Fenelon Falls & District Chamber of Commerce is receiving partial funding, the expenses related to tractor maintenance and repair were not considered eligible beautification expenses.

The application from Impact 32 is receiving partial funding, the expenses related to the trolley for an event were not considered eligible beautification expenses.

The application from the Lindsay BIA is receiving partial funding, \$10,000 in funding is being provided to this organization from another City budget, as approved by Council.

The funding for Kinmount is being reduced to recover a shortage related to their 2020 beautification spending that was impacted by the pandemic.

The objective of the **Culture Fund** is to help groups to promote their programs and services. Museums and organizations representing the arts community are examples of eligible organizations.

Table 2 outlines funds requested by organizations and the recommendation by staff, and supported by the Director. The maximum funding available per request is \$2,000.00.

Table 2 – CPDF Culture Funding Allocation 2021

Community Group	Project	Amount Requested	Amount Recommended
Globus Theatre	Brochure	\$2,000.00	\$2,000.00
Kawartha Settlers' Village	Print Tourism Booklets	\$3,000.00	\$2,000.00
Kinmount CC Volunteer Management Committee	Music in the Park	\$3,000.00	\$0.00
Little Britain Community Association	Harvest Moon	\$1,500.00	\$0.00
Victoria County Studio Tour	2021 Victoria County Studio Tour Posters	\$2,000.00	\$2,000.00
5		\$11,500.00	\$6,000.00

Funding has been recommended based on the established funding criteria and eligible expenses included in each individual application. Details about the projects not recommended for funding are detailed below:

Kinmount received funding in 2020 that can be applied to the 2021 project. Little Britain Community Association Harvest Moon project does not meet the criteria for Culture.

The **Special Event Fund** is distributed to support local community events. The maximum funding under this program is \$500.00 per event, with one event per organization eligible to receive funding.

Table 3 outlines funds requested by organizations and the funding recommended by staff, and supported by the Director, to the extent the management directive allows.

Table 3 – CPDF Special Event Funding Allocation 2021

Community Group	Project	Amount Requested	Amount Recommended
Carden Old Tyme Fiddle Contest	Fiddle Contest	\$500.00	\$500.00
Coboconk, Norland and Area Chamber of Commerce	Santa Claus Parade	\$500.00	\$500.00
Dunsford Community Centre	Santa Day	\$500.00	\$500.00
Fenelon Falls & District Chamber of Commerce	Easter Eggstravaganza	\$500.00	\$500.00
Impact 32/Kawartha Works Community Coop	Mingle & Jingle	\$500.00	\$500.00
Kawartha Settlers' Village	2021 Festival of Trees	\$500.00	\$500.00
Kinmount CC Volunteer Management Committee	Kinmount Fair memorabilia	\$3,000.00	\$0.00
Little Britain Community Association	Santa Claus Parade	\$500.00	\$500.00
8		\$6,500.00	\$3,500.00

Funding has been recommended to groups based on funding criteria and eligible expenses. Organizations not recommended to receive funding are detailed below:

Funding for the Kinmount for the Fair memorabilia was not an eligible special event.

Funding for community events celebrating Quarter Century anniversaries is available under the **Milestone Event** category. Funding allotment is determined based on applications received with a maximum of \$10,000.00 per event. No applications for Milestone events were received.

The **Municipal Tax Rebate** Program is limited to one funding request per property per calendar year. This fund is a historic practice available only to those community organizations that provide recreational services or facilities to the general public and have traditionally (pre-amalgamation) received a municipal tax rebate on their taxes with the exception of the education tax. This initiative assists organizations that provide recreation through privately owned community facilities; some of which would perhaps see the facilities fall to city ownership if this assistance were not provided.

Table 4 Outlines funds requested by organizations based on their 2020 final tax bill and the funding recommended by staff, and supported by the Director, to the extent the management directive allows. Final payments will be made based on the 2021 tax bill and will be slightly higher than the amounts listed below.

Table 4 – CPDF Municipal Tax Funding Allocation 2021

<b>Community Group</b>	<b>2020 Tax Bill</b>	<b>Amount Recommended</b>
Bethany Athletic Society	\$2,148.26	\$2,148.26
Dunsford Community Centre	\$7,419.02	\$7,419.02
Southview-Cameron New Horizons Seniors Club	\$1,850.80	\$1,850.80
3	\$11,418.08	\$11,418.08

In summary a total of 31 applications were received requesting a total of \$138,159.08 in funding through the Community Partnership and Development Fund.

<b>1st Allocation</b>	<b>Number of Requests</b>	<b>Total Funds Requested</b>	<b>Total Funds Recommended</b>
Beautification	15	\$108,741.00	\$80,328.30
Culture	5	\$11,500.00	\$6,000.00
Special Events	8	\$6,500.00	\$3,500.00
Municipal Tax	3	\$11,418.08	\$11,418.08
Milestone Special Event	0	\$0.00	\$0.00
<b>CPDF Total</b>	<b>31</b>	<b>\$138,159.08</b>	<b>\$101,246.38</b>

Following Council's receipt of this report, each organization will receive a confirmation letter that will include provisions to ensure that all liabilities, insurance, permits and permission required for each individual project are met in accordance with City Policy. Funding is pending project approval by the facility supervisor or manager.

A reconciliation from each organization must be returned to the City for the purpose of project audits.

### **Other Alternatives Considered:**

The allocations recommended follow the Community Partnership and Development Fund Program Management Directive MD2018-005 and attempt to support the maximum number of eligible projects within existing approval levels.

## **Alignment to Strategic Priorities**

The recommendations within this Report contribute to the Council Adopted Strategic Plan. It can identify more than one of the Goals, namely:

- Goal 1 – A Vibrant and Growing Economy
- Goal 2 – An Exceptional Quality of Life

[Kawartha Lakes Strategic Plan 2020-2023](#)

## **Financial/Operation Impacts:**

The recommendations within this report allow for the allocation of the 2021 Community Partnership and Development Fund Allocation as per the management directive and within the budget of \$130,000.00.

Upon distribution of the recommended funding the 2021 Community Partnership and Development Fund Initiative will have a balance of \$28,753.62 in remaining funds. This funding can be distributed in a second round, for applications received after the deadline as per Management Directive MD2018-005.

2021 Funding Available	\$130,000.00
2021 Recommended Allocation	\$101,246.38
<b>Total 2021 Funding Remaining</b>	<b>\$ 28,753.62</b>

## **Consultations:**

Funding requests from various community groups.

## **Attachments:**

**Department Head email:** cshanks@kawarthalakes.ca

**Department Head:** Craig Shanks



## Committee of the Whole Report

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<b>Report Number:</b>	<b>ED2021-005</b>
<b>Meeting Date:</b>	April 6, 2021
<b>Title:</b>	<b>Listing Properties on the Heritage Register</b>
<b>Description:</b>	Proposed Properties for Listing on the City of Kawartha Lakes Heritage Register
<b>Author and Title:</b>	Emily Turner, Economic Development Officer – Heritage Planning

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### Recommendations:

**That** Report ED2021-005, **Listing Properties on the Heritage Register**, be received;

**That** the proposed addition of non-designated properties listed in Appendix A to the City of Kawartha Lakes Heritage Register be approved; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

**(Acting) Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_

## **Background:**

The City of Kawartha Lakes' Heritage Register includes properties which are of cultural heritage value but are not designated under Part IV or Part V of the Ontario Heritage Act. The process for identifying, researching and recommending these properties, known as listed properties, is ongoing. Historic properties are identified, primarily by staff and members of the Municipal Heritage Committee, and evaluated based on Ontario Regulation 9/06 of the Ontario Heritage Act to determine their heritage value. From time to time, staff and the Municipal Heritage Committee bring proposed properties forward to Council for listing on the Heritage Register.

At its meeting of February 4, 2021, the Committee reviewed a list of proposed properties for addition to the Heritage Register and passed the following motion:

### **KLMHC2021-11**

**Moved By** A. Adare

**Seconded By** R. Macklem

**That** Report KLMHC2021-04, **Listing Properties on the Heritage Register**, be received; and

**That** the proposed properties for inclusion on the Heritage Register attached as Appendix A of this report be forwarded to Council for approval.

## **Carried**

This report addresses that direction.

## **Rationale:**

Section 27 of the Ontario Heritage Act allows municipalities to include properties on their Heritage Register which are not designated but which are believed to have cultural heritage value or interest. These are known as listed properties. Although municipalities are not required to list properties on their Registers, it is considered to be a best practice which contributes to the long term, sustainable and transparent management of heritage resources in the municipality. Kawartha Lakes first included listed properties on its Heritage Register in 2019.

Listing is an administrative, rather than legal, process. There are no restrictions placed on the use or alteration of these properties and owners are not required to apply for or receive a heritage permit when they want to make changes to their property. The only restriction placed on a property owner is that they are required to provide 60-days notice to the City of their intention to demolish or remove a building or structure on the property. Owners are required to submit their plans for the property to allow an assessment to be undertaken based on both its current and proposed use to come to the best solution for its long term preservation and management.

Listing is an effective and important planning tool which inventories heritage assets in a community and provides a transparent framework for assessment regarding a property's heritage value. It creates a balanced approach between not imposing restrictions on a property owner, beyond the notice period, while allowing the municipality to monitor and regulate its heritage assets. Listing is a transparent process which provides clarity to property owners and developers regarding the heritage value of a property. By identifying properties with potential heritage value through listing on the Heritage Register, the City ensures that review based on the heritage attributes of a property is an understood part of a redevelopment proposal or an application to demolish a property.

The Council of a municipality must consult with its municipal heritage committee prior to listing properties on the Heritage Register. The Committee has reviewed and endorsed the appended list of properties and is recommending that Council list them on the Heritage Register. The proposed properties for listing is attached as Appendix A.

### **Notification and Objections**

Although it is not required by the Ontario Heritage Act, the City notifies owners prior to the listing of their property on the Heritage Register. The notification in advance of listing allows owners to contact City staff to ask questions about the listing of their property, its implications, and any concerns they may have. This is a municipal best practice for listing which increases transparency regarding the listing process and allows properties owners to be informed and involved in the protection of local heritage assets.

Notices were sent to property owners in February 2021. At the time of writing this report, staff had received 7 calls and emails from property owners regarding the proposed listing of their property. One owner requested that their property (390 Tracey's Hill Road) not be included on the Register. The owner was aware of the

historic value of the property but was concerned that the proposed listing would encourage people to travel to the property to view it.

### **Properties Proposed for Listing**

The properties recommended for inclusion on the Heritage Register as properties of cultural heritage value or interest are:

- 26 Jakeman Street, Bethany (Bethany Orange Lodge)
- 131 Weston Road, Bethany
- 398 County Road 41, Bexley Township (Bexley Methodist Church)
- 46 Boyd Street, Bobcaygeon
- 49 Main Street, Bobcaygeon (Kennedy's General Store)
- 51 Main Street, Bobcaygeon (Kennedy's Egg Grading Station)
- 55 Main Street, Bobcaygeon (Bobcaygeon Town Hall)
- 179 McNabb Road, Carden Township
- 19 School House Road, Carden Township (Mud Lake School)
- 655 Monck Road, Dalton Township (Dartmoor School)
- 1333 Kirkfield Road, Eldon Township
- 487 Yankee Line, Emily Township
- 7 Bond Street East, Fenelon Falls (St. James Anglican Church)
- 13-19 Colborne Street, Fenelon Falls
- 15 Dodd Street, Fenelon Falls
- 24 Francis Street West, Fenelon Falls
- 81 Francis Street West, Fenelon Falls
- 401 Birch Point Road, Fenelon Township (Glenarm School)
- 67 Bond Street West, Lindsay
- 54 Cambridge Street North, Lindsay
- 56 Cambridge Street North, Lindsay
- 14 Elgin Street, Lindsay
- 101 King Street, Lindsay
- 34 Lindsay Street South, Lindsay
- 43 Sussex Street North, Lindsay
- 53 Victoria Avenue North, Lindsay
- 59-69 William Street North, Lindsay
- 745 Ballyduff Road, Manvers Township
- 167 Lifford Road, Manvers Township
- 760 Linden Valley Road, Mariposa Township
- 7521 Highway 35, Norland (Hope United Church)
- 955 Highway 7, Oakwood
- 8 Victoria Street, Oakwood
- 13-17 King Street East, Omemee

- 2 King Street West, Omemee (John McCrae Memorial Parsonage)
- 71 King Street West, Omemee
- 97 Hillhead Road, Ops Township
- 390 Tracey's Hill Road, Ops Township
- 17 Amelia Street, Pontypool
- 635 Drum Road, Pontypool
- 25 1<sup>st</sup> Street, Sturgeon Point
- 33 Forest Road, Sturgeon Point (Oakhurst)
- 124 Lake Avenue, Sturgeon Point
- 210 Cosh's Road, Verulam Township (Ingram School)
- 26 Country Club Drive, Verulam Township (Dunsford House/the Beehive)
- 3362 County Road 36, Verulam Township
- 13 Richmond Street East, Victoria Road (Victoria Road Methodist Church)
- 97 King Street, Woodville
- 104 King Street, Woodville (Woodville United Church)
- 125 King Street, Woodville

These properties represent a selection of important heritage properties throughout the municipality and a full summary of their significance can be found in Appendix A. They have been evaluated based on Ontario Regulation 9/06 and have been found to have architectural, historical and/or cultural significance. They are associated with important themes, individuals, and events in the history of the municipality and have architectural significance through their style and craftsmanship. Should a demolition application be received for one of these properties, inclusion on the Register as a listed property would allow Council to fully assess its heritage value to the community and make a decision based on that assessment.

### **Other Alternatives Considered:**

There are no recommended alternatives.

### **Alignment to Strategic Priorities**

Listing properties on the Heritage Register supports the strategic priority of An Exceptional Quality of Life by supporting and promoting arts, culture and heritage. Listing properties recognizes and promotes heritage resources in the municipality and supports long-term heritage conservation and planning. It is a recognized best practice in heritage resource management and an important part of a proactive municipal heritage planning program.

Listing properties also aligns with the municipality's guiding principle of Open and Transparent because it is a clear and transparent method of identifying and protecting heritage resources. It increases the municipality's management of its heritage resources and provides a provincially-mandated review process for properties that may have heritage value, but are not designated under the Ontario Heritage Act.

### **Financial/Operation Impacts:**

There are no financial or operational impacts resulting from the recommendations of this report.

### **Consultations:**

Municipal Heritage Committee

### **Attachments:**

Appendix A – Proposed Properties for Listing on the Heritage Register



Q1 2021 Proposed  
Properties for Listing.

**(Acting) Department Head email:** [rholy@kawarthalakes.ca](mailto:rholy@kawarthalakes.ca)

**(Acting) Department Head:** Richard Holy, Director of Development Services

## **Properties Eligible for Listing on the Heritage Register of the City of Kawartha Lakes**

Under Regulation 9/06 of the Ontario Heritage Act, a property is significant for its cultural heritage value or interest and is eligible for designation if it has physical, historical, associative or contextual value and meets any one of the nine criteria set out below:

The property has design value or physical value because it is

- a) a rare, unique, representative or early example of a style, type, expression, material or construction method,
- b) displays a high degree of craftsmanship or artistic merit, or
- c) demonstrates a high degree of technical or scientific achievement.

The property has historical value or associative value because it,

- a) has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community,
- b) yields, or has the potential to yield, information that contributes to an understanding of a community or culture, or
- c) demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community.

The property has contextual value because it:

- a) is important in defining, maintaining or supporting the character of an area,
- b) is physically, functionally, visually or historically linked to its surroundings, or
- c) is a landmark.

The following properties have been identified as having met at least one of the criteria.

## 26 Jakeman Street, Bethany (Bethany Orange Lodge)



26 Jakeman Street in Bethany has cultural heritage value as the former Orange Lodge building the village. This building, which was moved to its present site in 1912 to make way for the CPR tracks, was the home of Loyal Orange Lodge 1022 and is reflective of many Orange Lodge buildings constructed in rural Ontario in the late nineteenth century which were typically plain structures with limited architectural decoration. The Lodge was founded in 1859 and at one time had the largest membership of any Orange Lodge in Ontario. The property yields information about the religious and cultural affiliations of many residents of the area in the late nineteenth and early twentieth centuries and of the Orange Order in Manvers Township.



## 131 Weston Road, Bethany



131 Weston Road, also addressed as 1402 Highway 7A, has cultural heritage value as a late Victorian farmhouse constructed in the Bethany area. The house was constructed in 1888 by Johnston Morton who had purchased the property in 1868. It was one of the first brick houses in Manvers Township with the brick fired in a kiln on the adjacent lot. The house itself is a good example of a late Victorian farmhouse, constructed on an L-shaped plan in the Gothic Revival style with central gables, rounded windows with voussoirs and a large central entrance with transom and sidelights. It is a contributing property to the historic landscape of Bethany.

### **398 County Road 41, Bexley Township (Bexley Methodist Church)**



398 County Road 41 has cultural heritage value as a good surviving example of a rural frame church in Bexley Township. Constructed in 1884 for the Methodist congregation in the hamlet of Bexley, the church is typical of the small rural churches constructed in the northern part of the county in the late nineteenth century and is a remaining historic feature of the hamlet. By the end of the nineteenth century, the hamlet contained this church, a post office, general store, saw mill, blacksmith and school and a population of 35. Architecturally, the church is representative of rural Methodist churches from this period, with limited external decoration, except for its large lancet windows with tracery and clear glass and its entrance porch. The church yields information regarding the development of settlement in Bexley Township in the late nineteenth century.



## 46 Boyd Street, Bobcaygeon



46 Boyd Street has cultural heritage value as a good example of an Edwardian residence in Bobcaygeon and in its association with the Boyd family. The land was originally part of the W.T.C. Boyd estate and was willed to his daughter Aileen Boyd and her husband Thomas Oakley. The Oakleys constructed the current house between 1924 and 1925. The house is built of local limestone and is one of a number of local examples using this material constructed during the 1920s. It displays a number of key characteristics of the Edwardian foursquare style of home constructed on a large scale, including its hipped roof, square plan, and front verandah with large stone piers. It is a contributing feature to the historic landscape of Bobcaygeon and the Bobcaygeon River.

## 49 Main Street, Bobcaygeon (Kennedy's General Store)



49 Main Street has cultural heritage value in Bobcaygeon as a good example of a village general store from the early twentieth century and as a character defining element of Bobcaygeon's Market Square. Constructed in 1903, a general store was opened in this location by Robert Kennedy, who also operated the egg grading station next door, in 1906. It operated as a general store until the 1960s. Architecturally, the building is constructed in the same Italianate style as many main street commercial buildings from the late nineteenth and early twentieth centuries although the fact that it is detached makes it more similar to buildings constructed in smaller communities during this period where commercial buildings often did not form the same kind of cohesive street wall as in larger centres. However, it still demonstrates key elements of this building type including the recessed central entrance, upper storey pilasters and dog tooth brickwork. It is a contributing property to the heritage landscape of Market Square and the historic portion of the village formerly known as Rokeby.



## 51 Main Street, Bobcaygeon (Kennedy's Egg Grading Station)



51 Main Street has cultural heritage value as a vernacular building in Bobcaygeon and as part of the grouping of commercial buildings surrounding Market Square in the area of the village formerly known as Rokeby. The building was constructed in 1846 as a home for the Kittle family. It was converted into an egg depot and grading station in 1917 by Robert Kennedy who owned the general store next door. Farmers were able to bring their eggs in for sale and would receive payment in the form of credit for the general store. The eggs were then graded and sent to distribution centres such as Flavelle's Dairy in Lindsay. Although the building is not ornate, it demonstrates the vernacular construction occurring in the area in the 1840s where basic gable frame buildings were built with minimal ornamentation; the ornamentation on this structure is limited to the window frames. The building is an important part of the historic landscape of Market Square and contributes to its overall character.

## 55 Main Street, Bobcaygeon (Bobcaygeon Town Hall)



55 Main Street in Bobcaygeon has cultural heritage value as the former Bobcaygeon Town Hall and as an important government building in the community. The building was constructed in 1874 and is typical of many small town municipal buildings constructed in the late nineteenth century with large regular massing, brick construction, and a small belfry. In addition to its role as the town hall, the building contained a holding cell and the upper floor contained a stage where plays were performed. The building has also served as the local fire hall and, in its present role, as the Lions Club. The building is an important part of the historic landscape of Market Square and contributes to the overall character of the village.



## 179 McNabb Road, Carden Township



179 McNabb Road has cultural heritage value as an excellent and unique example of a Victorian farmhouse in Carden Township. The property was purchased by Henry McQuaig, a Scottish immigrant from Islay, in 1863 and his wife Janet. They may have constructed the house in the 1860s or 1870s. The house is constructed in the Ontario Gothic style and displays many of its key characteristics, including rectangular, symmetrical massing, a gable roof, and a central gable with a window. The house is unique because of its construction in local limestone, with contrasting sandstone quoins and window hoods. It yields information about the historic settlement of Carden Township in the second half of the nineteenth century.

## 19 School House Road, Carden Township (Mud Lake School)



19 School House Road has cultural heritage value as a good example of a rural schoolhouse in Carden Township. Also known as the Mud Lake School, the first school for this area was constructed by 1865 and was made of logs. It was replaced by the current brick schoolhouse in 1897 and remained in operation as a school until 1967. The building is now a private home. The school yields information regarding the development of rural education in Carden Township in the late nineteenth and early twentieth century.



## 655 Monck Road, Dalton Township (Dartmoor School)



655 Monck Road has cultural heritage value as a good example of a rural schoolhouse in Dalton Township. Constructed in 1909, this school is a replacement for an older log school which was constructed just to the east in the late 1860s. Known as the Dartmoor School, it served the small rural post office of Dartmoor and the surrounding rural community. It is notable for its jerkinhead roof which was often used on rural schoolhouses from this time period. The school yields information about the development of rural education in Dalton Township.

## 1333 Kirkfield Road, Eldon Township



1333 Kirkfield Road has cultural heritage value as an excellent example of an Ontario Gothic cottage and as part of the history of Scottish settlement in Eldon Township. The house was constructed by settler John Fraser who was granted the land from the crown in 1863. Fraser, who was born on Islay, was one of a large number of Scottish Presbyterian settlers who came to Eldon Township in the mid-nineteenth century, and one of a significant number who came from Islay, many by way of North Carolina. The house itself is an excellent example of an Ontario Gothic cottage with its distinctive central gable with a rounded window, polychromatic brickwork, and verandah with gingerbread. It is a contributing property to the historic rural landscape of Eldon Township.



## 487 Yankee Line, Emily Township



487 Yankee Line has cultural heritage value as an excellent example of a late Victorian Gothic farmhouse in Emily Township. The house was likely constructed between 1877 and 1881 as a house appears on this location in the 1881 Victoria County Atlas. The house was built by local farmer Robert Weir who settled on the property in 1862 and lived there until his death in 1901. Architecturally, the house is typical of a late Victorian farm house incorporating Gothic Revival details including steeply pitched gables, decorative bargeboard, rounded windows, and polychromatic brickwork on the quoins and window hoods. It is a contributing feature to the historic agricultural landscape of Emily Township.



## 7 Bond Street East, Fenelon Falls (St. James Anglican Church)



St. James Anglican Church, located at 7 Bond Street East in Fenelon Falls, has cultural heritage value as a good example of a Gothic Revival Anglican church. Constructed in 1902, the church is the third Anglican Church in Fenelon Falls, replacing older buildings from the 1830s and 1852, both of which burned down. The church, which is constructed from brick, displays many key features of the Gothic Revival style, including lancet windows, buttresses, and a bell tower, as well as features which were popular in the early twentieth century, most notably the shingled gable on its south elevation. The church yields information about the long history of Anglicanism in the village and contributes to the historic landscape of downtown Fenelon Falls.

### 13-19 Colborne Street, Fenelon Falls



13-19 Colborne Street has cultural heritage value as an excellent example of an Italianate commercial building in Fenelon Falls. Constructed in the second half of the nineteenth century, the building is primarily constructed of limestone with brick on its front and north facades. It displays the typical characteristics of the Italianate commercial style which rose to popularity in the late 1850s and 1860s across North America. Its architectural features include: three-storey construction; ornate brick coursing; pilasters; and decorative brick window hoods. The building is a contributing property to the historic landscape and commercial character of downtown Fenelon Falls.



## 15 Dodd Street, Fenelon Falls



15 Dodd Street has cultural heritage value as a good example of a Regency-style cottage in Fenelon Falls and in its historical role as a local hospital. The house is believed to have been constructed around 1873 and, although it has been modified with new additions, retains the basic form and characteristics of a Regency-style cottage. These include its one-storey construction, hipped roof, rectangular form, sash windows, and a central entrance with side and fan lights. The house also has historical significance as a late nineteenth century hospital operated by a Dr. A. Wilson, who opened the hospital here in 1895.

## 24 Francis Street West, Fenelon Falls



24 Francis Street West has cultural heritage value as a good example of a Craftsman bungalow in Fenelon Falls. Constructed in 1925 for Lucy Potts, the daughter of local farmers Adam and Jane Potts who owned Sunny Brae Farm on Cameron Lake, the house displays the key characteristics of the Craftsman style. These include the low pitched roof, front wall gable, and front verandah with brick piers and square columns. It is a contributing feature to the historic landscape of Francis Street West.



## 81 Francis Street West, Fenelon Falls



81 Francis Street West is an excellent example of late Victorian residential property in Fenelon Falls. Likely constructed in the 1890s, the property was severed from the northern portion of the Maryboro Estate at some point after 1875 and the house itself appears on the 1898 Fire Insurance Map of Fenelon Falls. Architecturally, the house displays many characteristics common in residential architecture of this type. These include the L-shaped plan, the use of multiple gables, polychromatic brickwork, bay windows on the main floor, and an enclosed entrance porch with iron cresting. The house is a contributing property to the historic landscape of the former Maryboro Estate.



## 401 Birch Road, Fenelon Township (Glenarm School)



401 Birch Point Road has cultural heritage value as a good example of a late nineteenth century rural schoolhouse in Fenelon Township. Also known as the Glenarm School, or Fenelon School Section 9, the building was constructed in 1875 to replace an older log schoolhouse from the 1860s. It served as a school until 1965. Architecturally, it displays a high degree of artistic merit and craftsmanship through its decorative polychromatic brickwork which includes buff brick quoins and window hoods as well as its front entrance with a rounded transom and sidelights. It is an important structure in the rural landscape of Fenelon Township and yields information about education in the area in the late nineteenth century.



## 67 Bond Street West, Lindsay



67 Bond Street West has cultural heritage value as an excellent example of a Georgian style residence in Lindsay. Constructed in 1874 for local druggist William Thirkell, it appears on the 1875 Bird's Eye View map of Lindsay and is of solid brick construction. It is typical of this style of home, constructed on a three-bay, central hall plan with symmetrical massing, sash windows, a hipped roof, and ornamentation which is typical of the Italianate style, which was coming into fashion at this time. It is notable for its well executed polychromatic brickwork, windows hoods on the second storey, including around its rounded central window, and its central entrance with transom and sidelights. The property is a contributing feature to the historic residential landscape of Bond Street West.

## 54 Cambridge Street North, Lindsay



54 Cambridge Street North is an excellent and representative example of a bay-and-gable detached house in Lindsay. Constructed in 1882, the house demonstrates the key characteristics of this style, which was very popular in urban environments in Ontario in the late nineteenth century. It includes the two-storey frontal bay with a gable roof and offset entrance. This house is particularly notable for its high level of craftsmanship in its decorative bargeboard, enclosed wooden porch and half timbered gable with stone infill. It was built as a pair with its neighbour, 56 Cambridge Street North, and the two houses once shared a large carriage house at the rear of the property which connected the two properties. It is a contributing property to the historic landscape of Cambridge Street North.



## 56 Cambridge Street North, Lindsay



56 Cambridge Street North is an excellent and representative example of a bay-and-gable detached house in Lindsay. Constructed in 1882, the house demonstrates the key characteristics of this style, which was very popular in urban environments in Ontario in the late nineteenth century. It includes the two-storey frontal bay with a gable roof and offset entrance. This house is particularly notable for its high level of craftsmanship in its decorative bargeboard, brackets and half timbered gable with stone infill. It was built as a pair with its neighbour, 54 Cambridge Street North, and the two houses once shared a large carriage house at the rear of the property which connected the two properties. It is a contributing property to the historic landscape of Cambridge Street North.

## 14 Elgin Street, Lindsay



14 Elgin Street has cultural heritage value as a good and unique example of an early Edwardian home and in its historical association with Samuel Parkin. The single storey brick house was constructed around 1905 and is unique for its projecting frontispiece, decorative bargeboard, and matching French doors on the front elevation. The house was constructed for Samuel Parkin, the prominent Lindsay businessman who owned the nearby Parkin Mill. The Parkin Mill was one of Lindsay's most important employers in the early twentieth century when the town was an important industrial centre.



## 101 King Street, Lindsay



101 King Street has cultural heritage value as a unique example of an Ontario Gothic cottage and in its historical associations to Johnson Paudash. The house itself was constructed in the early 1870s and appears on the 1875 Bird's Eye View Map of Lindsay. It demonstrates some of the key characteristics of an Ontario Gothic cottage including a central front gable and symmetrical massing. It is unique for its ogee arched window on the front elevation which shows a high degree of craftsmanship. Historically, it was the home of Johnson Paudash in the early twentieth century. Paudash, from Hiawatha First Nation, was a decorated sniper in the First World War and worked as a mail carrier in Lindsay after returning from the war. He lived in a number of houses in Lindsay, including 101 King Street. He also became a Chief, and advocated for First Nations and their treaty rights.



### 34 Lindsay Street South, Lindsay



34 Lindsay Street South has cultural heritage value as an excellent example of a nineteenth century Italianate commercial building in downtown Lindsay and a longstanding hotel and tavern in the town. Likely constructed in the early 1870s, the rear of this building appears on the 1875 Bird's Eye View Map of Lindsay and an existing photo that predates 1890 shows the building in its current form. In 1888, the building was sold to Edward Bannon who operated it as Bannon's Hotel. Since that period, it has been operated as a hotel and subsequently a tavern. Architecturally, the building is an excellent example of Italianate commercial architecture, including its brick corbelling and rounded upper storey windows. It is a contributing property to the historic landscape of downtown Lindsay.

### 43 Sussex Street North, Lindsay



43 Sussex Street North is an excellent example of a Queen Anne style house in Lindsay. Constructed between 1894 and 1898, it demonstrates the eclectic elements of the Queen Anne style which became popular in the closing decades of the nineteenth century. The house is built on a basic L-shaped plan with a front gabled bay but integrates a range of decorative elements which give the house its style. These include the half timbering in the front gables, the large, rounded window on the ground floor, the enclosed entrance porch and the unique third storey corner window. The house is a contributing feature to the historic landscape of Sussex Street North and is representative of residential construction in this area of Lindsay in the late nineteenth century.



## 53 Victoria Avenue North, Lindsay



53 Victoria Avenue North has cultural heritage value as an excellent example of a late Victorian home in Lindsay and in its historical association to local publisher Joseph Cooper. Cooper was born in County Mayo, Ireland in 1826 before coming to North America in the late 1840s. He settled in Omemee where he founded local newspaper, the Omemee Warder, in 1856 which later transferred to Lindsay and became the Victoria Warder in 1866. He later founded another newspaper, the Lindsay Watchman, in 1889. The house itself is a good example of a late Victorian brick home with notable polychromatic brickwork and a classically-inspired entrance porch.

## 59-69 William Street North, Lindsay



59-69 William Street North is an excellent example of a late nineteenth century multi-residential terrace in Lindsay. The property is reflective of late Victorian Italianate and early Edwardian Classical architecture, integrating a number of architectural elements that were popular at the end of the nineteenth century. These include the two-storey front bays in each unit and the Classically-inspired entrance porches with brick piers, tapered columns, and pediments with fish-scale shingles. It is one of only a few surviving nineteenth century terraces in Lindsay and is a contributing property to the town's historic character.



## 745 Ballyduff Road, Manvers Township



745 Ballyduff Road is an excellent example of an Ontario Gothic cottage in Manvers Township. Constructed in the mid- to late nineteenth century, the land was owned by Edward Kellett who purchased the property in 1853 and sold it in 1874. In 1861, a frame house was constructed on the property, but was later replaced by this brick structure. The house retains key characteristics of the Ontario Gothic style, including the central gable with arched windows, its wraparound verandah, and the use of buff brick on the voussoirs and triangular quoins. It is a contributing property to the historical rural landscape of Manvers Township.

## 167 Lifford Road, Manvers Township



167 Lifford Road has cultural heritage value as an excellent example of a mid-nineteenth century stone farmhouse in Manvers Township. The property on which the house was located was purchased by Irish immigrant Archibald Wilson and his wife Susannah in 1850, eventually passing to their son Richard in 1882. While the date of construction for the house is not definitively known, a house appears in this location on the 1878 map of Durham County which is likely the present home. Architecturally, the house is constructed from both cut and rubble stone in the Ontario Gothic style, although its shallow central gable suggests that it is an earlier example of this style. The house is a contributing property to the historic agricultural landscape of Manvers Township.



## 760 Linden Valley Road, Mariposa Township



760 Linden Valley Road is an excellent example of a farmhouse constructed in the Neo-Classical style in Mariposa Township. The property was purchased in 1847 by John McKay, who was born in Scotland around 1791 and his son, also named John McKay, who was born in Scotland around 1824. The family owned the property until 1912. The house, which appears on the 1877 map of Victoria County, was likely constructed in the 1850s, as it is typical of farmhouse construction in the Neo-Classical style during this period. Built from rubble granite, the one-and-a-half storey house is constructed on a basic rectangular plan with a gable roof; despite its simplicity, however, it contains a number of features typical of Neo-classical houses of this type, namely its return eaves, the large sash windows, and the ornate entrance surround which includes Classical pilasters. It is a contributing property to the rural agricultural landscape of Mariposa Township and yields information on Scottish settlement in the township.



## 7521 Highway 35, Norland (Hope United Church)



7521 Highway 35 has cultural heritage value as a good example of a late nineteenth century rural Methodist church in Norland. The church was constructed in 1885, replacing an older log church, for the Norland Methodist Mission which served Norland and the surrounding area in the late nineteenth century. The church is typical of small Methodist churches constructed during this period, which used elements of the Gothic style, including the gable roof and lancet windows, but in a simplified manner. The church yields information about the history of Methodism in the Norland area and is a contributing property to the historic landscape of the community.

## 955 Highway 7, Oakwood



955 Highway 7 has cultural heritage value as a good example of a mid-nineteenth century Georgian-style home in Oakwood. The house, which appears to have been constructed in the mid-1870s, is built on a Georgian centre-hall plan with a central entrance with transom and sidelights, a hipped roof, symmetrical massing, and large sash windows. However, the building also incorporates detailing in its brickwork which were coming into fashion during this period and are typical of the Italianate style which was popular in the late nineteenth century; this includes the buff brick window hoods and quoins and the Classically-inspired entrance porch. The house is a contributing feature to the historic landscape of Oakwood.



## 8 Victoria Street, Oakwood



8 Victoria Street is a good example of a late Victorian residential property in Oakwood. The house, which appears to have been constructed in the 1890s, is representative of residential properties constructed in the Victoria style and includes key elements that were popular at the end of the nineteenth century. These include its L-shaped plan, multiple gables, triangular buff brick quoins, and buff brick window hoods. It is a contributing property to the historic landscape of Oakwood.

### 13-17 King Street East, Omemee



13-17 King Street East has cultural heritage value as an excellent example of a Second Empire style commercial block in Omemee. Constructed in 1892, the building was constructed for Richard Grandy, the local postmaster, by local building firm, Shaw and Skuce. It replaced an older general store which had been located on the site until it burnt down in 1891. When it was constructed, the new commercial block housed the post office and large grocery store. The building displays key architectural characteristics of the Second Empire style, which became popular for commercial architecture in the late nineteenth century. These include the mansard roof, dormer windows with ornate wooden surrounds and brick corbelling and pilasters. It is a contributing property to the historic streetscape of downtown Omemee.



## 2 King Street West, Omemee (John McCrae Memorial Parsonage)



2 King Street West has cultural heritage value as a good example of an Edwardian home and in its historical associations with Flora McCrae, Lady Eaton. Constructed between 1910 and 1911, the building was constructed as the parsonage for the adjacent Methodist, later United, church and paid for by Lady Eaton. The parsonage was constructed in memory of her father, John McCrae, a respected layman in the Methodist congregation who died in early 1910. The new house replaced an older 1853 parsonage which still stands to the west of the church. The cornerstone was laid by a young Timothy Eaton, aged 7. The parsonage displays a number of characteristics of residential architecture from this period including its asymmetrical massing, two-storey bay and enclosed entrance porch. It is a contributing feature to the historic landscape of downtown Omemee and has contextual connections with other buildings related to Lady Eaton in the village, including Coronation Hall and Tully Lark.

## 71 King Street West, Omemee



71 King Street West has cultural heritage value as an excellent example of a Victorian Gothic home in the village of Omemee. Constructed in 1874, the house was constructed for William S. Cottingham, the son of Samuel Cottingham, one of the first settlers in Emily Township in the early 1820s and one of the founders of Omemee. The younger Cottingham continued to run his father's dry goods business in the village and was also appointed the first Treasurer in Omemee. The house displays key characteristics of the Victorian Gothic style. These include the steeply pitched gable roof, the central gable with rounded window, the lower storey bay with iron cresting, the verandah, and the polychromatic brickwork. The house is a contributing feature to the heritage landscape of King Street in Omemee and the village's historic residential areas.



## 97 Hillhead Road, Ops Township



97 Hillhead Road has cultural heritage value as a good example of a Victorian farmhouse in Ops Township. The property on which the house is constructed was purchased by the Skuce family in 1852. John and Mary Skuce had immigrated from Ireland in 1850 and settled on lot 1 concession 8, the lot immediately to the south of this property. The property was occupied by their son Richard Skuce, who was born in Ireland in 1831, and his wife Mary Magee. The family owned the property until 1906. The house is typical of many Ontario farmhouses constructed during the mid-nineteenth century which were built on an L-shaped cross gable plan with a central gable on the side wing. It is a contributing property to the historic agricultural landscape of Ops Township.



### 390 Tracey's Hill Road, Ops Township



390 Tracey's Hill Road has cultural heritage value as an excellent and representative example of a log cabin in Ops Township. The property was first granted from the Crown in 1837 to Samuel McConnell and passed through a number of owners in the mid-nineteenth century. The property was eventually purchased by Charles Peel whose family held the property until 1927. The building is believed to have been constructed in the late 1830s when it property was purchased. It is typical of the type of log cabins constructed by early pioneers, with a basic rectangular plan, a gable roof, and squared logs. It is an important contributing property to the historic agricultural landscape of Ops Township and one of only a few surviving log structures from the 1830s in Kawartha Lakes.



## 17 Amelia Street, Pontypool



17 Amelia Street has cultural heritage value as a vernacular Victorian gable front house in Pontypool. Likely constructed in the late nineteenth century and appearing on the 1904 Fire Insurance Map of the village, the house displays key characteristics of a vernacular wooden home constructed in a village such as Pontypool during the Victorian period. The house has a gable roof, with a central gable on its side elevation, drawn from the Ontario Gothic style. It is clad in shiplap siding and features decorative door and window surrounds as well as bay window on its front elevation. It is a contributing property to the historic landscape of Pontypool.

## 635 Drum Road, Pontypool



635 Drum Road has cultural heritage value as an excellent example of a Victorian residence in Pontypool. The house which was constructed in the mid- to late-nineteenth century, is building on an L-shaped, cross gable plan that was typical of many farmhouses and rural dwellings during this period and which featured a central gable on the side wing of the house, as well as a long, wide verandah. This house also retains its decorative buff brick window hood and bargeboard. It is a contributing property to the historic landscape of Pontypool.



## 25 1<sup>st</sup> Street, Sturgeon Point



25 1<sup>st</sup> Street has cultural heritage value as an excellent example of an early Edwardian summer cottage in Sturgeon Point. Constructed around 1898, the cottage is typical of summer homes constructed in the late nineteenth and early twentieth century and includes wide two-storey porches, a gable roof, and decorative wooden bargeboard reminiscent of the Queen Anne residential style. The cottage was owned by the Campbell family beginning in 1909, and is generally known as the Campbell cottage. The cottage is a contributing property to the historic landscape of Sturgeon Point and yields information regarding the growth of cottaging in Kawartha Lakes in the late nineteenth and early twentieth century.

### 33 Forest Road, Sturgeon Point (Oakhurst)



33 Forest Road has cultural heritage value as an excellent example of a late Victorian summer cottage in Sturgeon Point and in its association with Dr. George Ansel Sterling Ryerson. Constructed in the late nineteenth century and known at that time as "Oakhurst", the cottage is demonstrative of the rustic and picturesque interpretation of Victorian architecture that was popular in many summer homes during this period, integrating features such as asymmetrical massing, gables, wider verandahs, and decorative bargeboard. In the late nineteenth and early twentieth century, it was owned by one of Sturgeon Point's notable cottagers, Dr. George Ansel Sterling Ryerson who served as both the Colonel-in-Chief of the Canadian Army Medical Corps and was the founder of the Red Cross movement in Canada. The cottage is a contributing property to the historic landscape of Sturgeon Point.



## 124 Lake Avenue, Sturgeon Point



124 Lake Avenue has cultural heritage value as a good example of an early Edwardian summer cottage in Sturgeon Point and in its association with Thomas Stewart. Constructed in the late nineteenth century, the cottage shows many of the trends that were popular in summer homes constructed in the late nineteenth century, including the asymmetrical and picturesque massing, the wide verandahs and large windows and the decorative woodwork in the gable. The property was owned by Thomas Stewart, a lawyer in Lindsay who was significantly involved in the local community. He served on the Board of Governors at Ross Memorial Hospital when it opened in 1902 and was Chair of the Board of Education for more than thirty years. The cottage is a contributing property to the historic landscape of Sturgeon Point.



## 210 Cosh's Road, Verulam Township (Ingram School House)



210 Cosh's Road has cultural heritage value as an excellent example of a rural school house in Verulam Township. This school, which served School Section 4 and was also known as Ingram's School, was constructed in 1912 and is the third school constructed in this area. The first was a log building constructed in the 1830s across the road from the current site on land donated by early settler Matthew Ingram. A frame schoolhouse was erected on the current site in 1870s and replaced in 1912 with the present structure after a 1911 fire. Architecturally, the school exhibits a number of features which were typical of Edwardian Classical school architecture during this period, including return eaves, pediments, modillions, and a rusticated foundation. It yields information regarding the development of rural education in Verulam Township.

## **26 Country Club Drive, Verulam Township (Dunsford House/the Beehive)**



26 Country Club Drive has cultural heritage value as a surviving 1830s estate house in Verulam Township and in its connection to the Dunsford family who built it. Constructed around 1839, it was built for the Rev. James Hartley Dunsford, an English rector who came to Verulam Township from Peterborough in the late 1830s. The Dunsford House, which was also known as the Beehive, was one of a number of estate houses constructed by members of the military and gentry in Verulam Township and one of only a few surviving ones. The house is unique for its log construction on a substantial scale and sophisticated design, particularly compared to other logs homes of the era. The Dunsfords were one of the prominent families in Verulam Township in the nineteenth century, making important contributions to social, economic and political life in the region.



## 3362 County Road 36, Verulam Township



3362 County Road 36 has cultural heritage value as an excellent example of an Italianate farmhouse in Verulam Township. The house is believed to have been constructed in the 1850s and is built on an L-shaped plan with a hipped roof. Key feature of the Italianate style present in this house include its wide eaves with brackets and decorative brick coursing, moulded brick window hoods with keystone, and the matching bay windows on the west elevation. It is a contributing property to the historic landscape of rural Verulam.



### **13 Richmond Street East, Victoria Road (Victoria Road Methodist Church)**



13 Richmond Street East has cultural heritage value as a good surviving example of a rural Methodist church and as a character defining element of the hamlet of Victoria Road. The church was constructed in 1875 and was one of two churches in the hamlet during its peak years in the late nineteenth century when it was the main railway depot in the local area. The brick church speaks to the prosperity of the hamlet at that time. Architecturally, it is typical of Methodist churches during this period with its decoration limited to large lancet windows, polychromatic brickwork, and an entrance porch. It is notable, however, for the large rose window on its front elevation with distinctive tracery and coloured glass. The church provides information regarding the growth of Victoria Road in the late nineteenth century.

## 97 King Street, Woodville



97 King Street has cultural heritage value as a late Victorian commercial block in Woodville. The building was constructed in 1892 by Archibald J. Smith and its lower floor served as a grocery store into the first several decades of the twentieth century. The upper storeys, which were later converted into apartments, served as a hall of the Orange Lodge and Oddfellows Lodge. Architecturally, the building integrates the typical features of the Italianate commercial style including the two-storey constructing and quoins, as well as a number of unique features including the broken cornice and herringbone brickwork above the upper storey windows. It is a contributing feature to commercial character of downtown Woodville.



## 104 King Street, Woodville (Woodville United Church)



104 King Street, Woodville United Church, has cultural heritage value as an excellent example of a late nineteenth century Methodist church constructed in the Gothic Revival style. The church, originally built for the village's Methodist congregation prior to the creation of the United Church of Canada in 1925, was constructed in 1888. It was severely damaged in an acetylene gas explosion in 1909 which destroyed the interior and damaged the structure of the church, but it was repaired and refurbished by the following year. The church is representative of the architecture that was used extensively in the Methodist Church in the later decades of the nineteenth century with a simplified interpretation of the Gothic Revival style with rounded windows and limited ornamentation. Its notable architectural features include its corner entrance tower, rounded windows with buff brick hoods, buttresses and its southern window with tracery. It is a contributing feature to the historic landscape of Woodville.

## 125 King Street, Woodville



125 King Street has cultural heritage value as an excellent example of a late Victorian residence in Woodville and in its connection to the Methodist, later United, Church in the village. The house was constructed in the early 1890s by Archibald J. Smith who sold it in 1894 to widow Lillian McMillian. In 1902, the house was purchased by Fred Edwards. However, due to its location diagonally adjacent to the Methodist church on the northeast corner of King and Nappadale Streets, Edwards exchanged the house with the Church for its older manse further east along King Street in 1922 allowing the local Methodist minister to have a more conveniently located residence. The house, which is constructed in the Victorian Gothic style, is a representative example of residential construction of this type. Built on an L-shaped plan and constructed from solid brick, the house shows a high level of craftsmanship in its decorative brickwork, including the triangular quoins, window hoods, and bay window in the north elevation. It is a contributing property to the historic residential landscape of Woodville and has contextual connections with the adjacent church.

## Committee of the Whole Report

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<b>Report Number:</b>	<b>ED2021-016</b>
<b>Meeting Date:</b>	April 6, 2021
<b>Title:</b>	<b>Arts, Culture, Heritage Recovery Fund</b>
<b>Description:</b>	This funding will serve as one-time recovery support payment to help cover the burden of fixed operating costs of cultural services during COVID-19.
<b>Author and Title:</b>	Donna Goodwin, Economic Development Officer – Arts and Culture

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### Recommendations:

**That** Report ED2021-016, **Arts, Culture, Heritage Recovery Fund** be received;

**That** the outstanding balance of \$59,000 be returned to the Pandemic Contingency Reserve; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

**(Acting) Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_

## **Background:**

At the Council Meeting of January 28, 2021 Council adopted the following resolution:

CR2021-020

**That** Report ED2021-006, **Arts, Culture and Heritage Recovery Funding Framework**, be received;

**That** funds of up to \$100,000 be allocated to the Arts, Culture and Heritage Recovery Fund from the Pandemic Related portion of the contingency reserve;

**That** staff be delegated the responsibility to establish and manage the Arts, Culture and Heritage Recovery Fund as detailed in Appendix A and B; and

**That** a review committee of up to five (5) Staff from Development Services, Community Services and Corporate Services be established to review application eligibility and the Director of Corporate Services be authorized to approve applications.

### **Carried**

This report addresses that direction.

## **Rationale:**

The intent of this report is to allocate the 2021 Arts, Culture and Heritage Recovery Fund to help cover eligible fixed operating costs incurred by cultural facilities in 2020. While the Management Directive provides for approval from the Director of Corporate Services, this report will share with Council the funding requests received and the planned allocations so Council is aware.

As per the 2021 budget, total funding available for distribution is \$100,000.00. Management Directive MD2021-001 invites Arts, Culture and Heritage Organizations to make one application to receive a one-time payment for recovery funds to each eligible organization. The application deadline was March 12, 2021 for operational fixed costs incurred in 2020. The open application period was advertised through the City website, press release and sent directly to Arts, Culture and Heritage organizations in the municipality.

All applications have been evaluated based on the established funding criteria. Funding is based on the sliding scale outlined in MD2021-001;

Fixed costs between \$2,000 and \$4,999: fixed funding amount of \$1,000;  
between \$5,000 and \$9,999: fixed funding amount of \$2,000;  
between \$10,000 and \$50,000: fixed funding amount of \$5,000;  
between \$50,001 and \$100,000; fixed funding amount of \$10,000;  
from \$100,001 and over; the amount equivalent to 10% of annual expenses up to  
a maximum of \$20,000.

A total of 10 applications were received by the deadline. The ten amount to a total of \$41,000 in funding.

<b>Applicant</b>	<b>Community</b>	<b>Funding</b>
A Sheila Boyd Foundation	Bobcaygeon	\$5,000
Fenelon Station Gallery	Fenelon Falls	\$1,000
Globus Theatre	Bobcaygeon	\$5,000
Kawartha Art Gallery (KAG)	Lindsay	\$2,000
Kawartha Settlers Village	Bobcaygeon	\$5,000
Kinmount Artisan Marketplace	Kinmount	\$2,000
Lindsay Little Theatre	Lindsay	\$5,000
The Academy Foundation	Lindsay	\$10,000
The Ottawa Huron Tract History Association	Bethany	\$1,000
Victoria County Historical Society	Lindsay	\$5,000
<b>Total</b>		<b>\$41,000</b>

Funding has been recommended based on the information provided in each application and the verification of eligible fixed operating costs through Profit & Loss statements.

Following Council's receipt of this report, each organization will receive a confirmation letter that will include the amount and any report back requirements. A form of reconciliation from each organization must be returned to the City for the purpose of financial reconciliation.

Should the need for funding in the Arts, Culture and Heritage sectors continue due to the ongoing needs of the pandemic, Staff will report back to Council with recommendations on options for additional application periods for this funding program.

### **Other Alternatives Considered:**

The Arts, Culture and Heritage Recovery Fund was intended to be a onetime grant. Council may consider a number of alternatives for the remaining allocation;

#### **Alternative One:**

Council could direct staff to use the unallocated funds to issue a second call in November (once the tourism season is over) for a Round Two of Arts, Culture and Heritage Recovery Funding as the effect of the pandemic is on going. Motion;

That a second intake of the Arts, Culture and Heritage Recovery Fund be offered in Q4, 2021, to help with 2021 fixed operating costs.

#### **Alternative Two:**

Further support existing applicants with additional funding to fully cover their submitted eligible fixed operating costs by revising the MD2021-001 to remove the requirement of funding allocation based on a sliding scale. An additional \$49,081.90 would need to be added to the current \$100,000 allocation. Motion:

That an additional \$49,081.90 be added to the current \$100,000 Arts, Culture and Heritage Recovery Fund allocation from the Pandemic Contingency Reserve to cover the total eligible fixed operating of all applicants.



### **Alternative Three:**

Council could also consider a future recovery intake with an expanded scope based on the needs of the community at that time.

### **Alignment to Strategic Priorities**

The Arts, Culture, Heritage Recovery Fund is a pandemic response to supports 2020-2023 Kawartha Lakes Strategic Plan directions of;

1. An Exceptional Quality of Life
2. A Vibrant and Growing Economy

### **Financial/Operation Impacts:**

The recommendations within this report allow for the allocation of the 2021 Arts, Culture and Heritage Recovery Fund Initiative as per the management directive and within the budget of \$100,000.00.

Upon distribution of the recommended funding the 2021 Arts, Culture and Heritage Recovery Fund will have a balance of \$59,000.00 in remaining funds.

2021 Funding Available	\$100,000.00
2021 Recommended Allocation	\$41,000.00
<b>Total 2021 Funding Remaining</b>	<b>\$59,000.00</b>

There are no additional financial impacts to the budget.

If Council decides to add the additional funding to the original allotment, then there would be financial impacts that would require \$49,081.90 in funding from the Pandemic Contingency Reserve to this program.

### **Consultations:**

Arts, Culture and Heritage Recovery Fund Review Committee

## Attachments:

Appendix A – MD2021-001



ED2021-006MD2021  
-001RecoveryFundin

**(Acting) Department Head email:** [rholy@kawarthalakes.ca](mailto:rholy@kawarthalakes.ca)

**(Acting) Department Head:** Richard Holy, (Acting) Director of Development Services

# Pandemic Management Directive



Management Directive No.:	<b>MD 2021-001</b>
Management Directive Name:	
Date Approved by CAO or Designated Person:	
Date revision approved by CAO or Designated Person:	
Related SOP, Management Directive, Council Policy, Forms	

## Directive Statement and Rationale:

This directive specifically relates to the Covid-19 pandemic.

The Corporation of the City of Kawartha Lakes acknowledges the efforts of cultural not-for-profit organizations located within the City in contributing to the creative economy.

The City has the opportunity to provide an avenue to support these volunteer organizations in the extenuating circumstances of COVID-19 ensuring their work can continue for the betterment of the City.

This support is in line with the 2020-2023 City of Kawartha Lakes Strategic Plan's Strategic Priority Area –2.0 An Exceptional Quality of Life to help Community Building by enhancing community involvement; updating and executing the Cultural Master Plan; and supporting and promoting arts, culture and heritage.

The City wishes to provide recovery support yet not have such organizations become reliant on such supports thereby potentially eroding the strength and independence of such organizations.

The City wishes to provide financial assistance and support to these community organizations and associations in recognition of these groups as a valuable resource in helping the municipality provide a strong community focus.

The Municipal Act, Section 107 (1), General power to make grants, acknowledges Council's authority to provide financial assistance through the following statement,

Despite any provision of this or any other Act relating to the giving of grants or aid by a municipality, subject to section 106, a municipality may make grants, on such terms as to security and otherwise as the council considers appropriate, to any person, group or body, including a fund, within or outside the boundaries of the municipality for any purpose that council considers to be in the interests of the municipality.

# Pandemic Management Directive



The City therefore establishes this policy to guide the distribution of Recovery Funding for the purpose of providing financial support to various community-based, not-for-profit arts/culture/heritage organizations dealing with fixed operating costs during this emergency.

## **Scope:**

The Arts, Culture and Heritage COVID-19 Recovery Fund is administered by the Development Services Department at the direction of Council.

The Arts, Culture and Heritage Recovery Fund Program policy addresses the process for the request and distribution of public funds to be used to help cover the cost of fixed operating costs resulting from the shutdown due to COVID-19. The funds will be distributed to Arts/Culture/Heritage organizations operating within the City of Kawartha Lakes that provide a valuable resource and service to the municipality and its residents.

## **Definitions:**

In reading and interpreting the Arts, Culture and Heritage Recovery Fund Program policy, the following definitions apply:

Arts, Culture and Heritage Organization means a local community group or association which operates as a not-for-profit organization, is volunteer based, and provides a valuable cultural resource or service to the municipality and its residents

City means the Corporation of the City of Kawartha Lakes.

Culture means a project or initiative which enhances the community through the area of artistic, historical and/or theatrical achievement.

Recovery Funding means a set amount of money available as a one-time support payment to help deal with unforeseen financial hardship related to fixed operating costs due to the COVID-19 shutdown.

Fixed Operating Costs means required payment for fixed assets that do not fluctuate in relation to profit or loss of organizational activities. Examples are items as rent, mortgage, utilities, telephone, property taxes, building insurance.

Scale of Assistance means that the funding is fixed for a specified allotment. For fixed costs between \$2,000 and \$4,999: fixed funding amount of \$1,000; between \$5,000 and \$9,999: fixed funding amount of \$2,000; between \$10,000 and \$50,000: fixed funding amount of \$5,000; between \$50,001 and \$100,000; fixed funding amount of

# Pandemic Management Directive



\$10,000; from \$100,001 and over; the amount equivalent to 10% of annual expenses up to a maximum of \$20,000.

## **Management Directive:**

### **1.0 Arts, Culture and Heritage Recovery Fund**

- 1.1 Total funding allotment for this fund is to be considered as City wide.
- 1.2 Cultural Organizations must apply in writing to the Economic Development Division prior to March 12, 2021 to access recovery funding
- 1.3 The applicant must provide a detailed 2020 financial statement.
- 1.4 The funds must be used to cover fixed costs not already supported through other municipal funding arrangements. Funding will not support the offset of staff wages or staff contracts.
- 1.5 Eligible organizations are limited to registered non-profits; such as Museums, Galleries, and Theatres, or an organization that can demonstrate it meets the definition of an Arts, Culture and Heritage organization as above and demonstration of associated fixed costs.
- 1.6 Organizations are limited to one funding request. A funding scale of assistance up to a maximum of \$20,000 can be allotted to any one Cultural Organization in 2021.
- 1.7 Applications will be reviewed against the program criteria to determine eligibility.
- 1.8 An internal Review Committee comprised of three (3) to five (5) Staff from Development Services (lead), Corporate Services, and Community Services will review applications to determine eligibility.
- 1.9 Staff with a vested interest in any particular applicant or application are not eligible to sit on the review committee.
- 1.10 Applications will be reviewed and authorized by the Director of Corporate Services, or designate, and reported on to Council for information purposes.

# Pandemic Management Directive



1.11 In the event there is more demand for the program than funds, recommendations for the use of the funds will be made to Council.

1.12 Program applicants are encouraged to seek any and all alternate sources of funding but are advised that application to this program precludes application to any other source of emergency funding that may be provided by the City.

Proposed Date of Review:

Revision	Date	Description of changes	Requested By
0.1	January 28, 2021,	Initial Release	



## Committee of the Whole Report

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**Report Number:** HS2021-002

**Meeting Date:** April 6, 2021

**Title:** Community Pandemic Recovery Fund Grants

**Author and Title:** Rod Sutherland, Director of Human Services

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### Recommendation(s):

**That** Report HS2021-002, **Community Pandemic Recovery Fund Grants**, be received; and

**That** the balance of \$205,668.22 in Lindsay Legacy CHEST Funds allocated to the Community Pandemic Recovery Fund but not awarded, be released to the Lindsay Legacy CHEST Fund Grant Committee and their distribution process be reinstated; and

**That** the balance of \$49,162.48 in City Contingency Reserve funds allocated to the Community Pandemic Recovery Fund but not awarded, be made available to eligible organizations located outside the geographical boundaries for eligibility for the Lindsay CHEST Fund through a second application process of the Community Pandemic Recovery Fund, to a maximum of \$7,500 per application; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

**Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_

## **Background:**

At the Council Meeting of November 17, 2020, Council adopted the following resolution:

CW2020-122

**That** the Memorandum from the Lindsay Legacy C.H.E.S.T. Fund Grant Committee, regarding **2021 Lindsay Legacy CHEST Fund Grant Awards**, be received; and

**That** the grant award and distribution process for the 2021 year for the Lindsay Legacy C.H.E.S.T. Fund be suspended so funds can be utilized to assist with relief efforts to charitable and non profit organizations within the Town of Lindsay.

Council established the Community Pandemic Recovery Fund (CPRF) through the following resolution on January 28, 2021:

CR2021-023

**That** Report HS2021-001, **Community Pandemic Recovery Fund Framework**, be received;

**That** the Community Pandemic Recovery Fund Framework, attached as Appendix A to Report HS2021-01, be approved;

**That** the Community Pandemic Recovery Fund Evaluation Committee Terms of Reference, attached as Appendix B to Report HS2021-01, be approved;

**That** Marina Hodson, Heather Kirby, Lynda Nydam, Max Radiff and Councillor Tracy Richardson be appointed to the Community Pandemic Recovery Fund Evaluation Committee; and

**That** a total maximum of \$500,000 be allocated to the Community Pandemic Recovery Fund for 2021, funded up to \$120,000 from the Pandemic related portion of the City's Contingency Reserve and up to \$380,000 from the 2021 Lindsay Legacy CHEST Fund.

The application process for the CPRF was open from February 3, 2021 to March 1, 2021. Communications for the fund were shared through various City media channels including the City website, engagement website ([jumpinkawathalakes.ca](http://jumpinkawathalakes.ca)), media releases and social media. The Application form and details were distributed to multiple community agency networks and distribution lists.

## Rationale:

A total of 18 applications were submitted. One application was received from an individual, not an organization. The submission did not meet the basic criteria to be evaluated and was not reviewed by the committee.

Through the Terms of Reference, the CPRF Evaluation Committee was delegated the decision-making authority for the funds. Report HS2021-001 identified that staff would report back to Council with the funding decisions.

The Committee met on March 11, 2021 to review the submissions. The total amount requested from the eligible applications was \$503,736.05.

As identified in the resolution from Report HS2021-001, the total potential funding in the CPRF was \$500,000, with up to \$120,000 from the Pandemic related portion of the City's Contingency Reserve and up to \$380,000 from the 2021 Lindsay Legacy CHEST Fund. Awards from the Lindsay CHEST Fund could only be made if the submission met the geographical requirements of that fund.

Table 1 below lists completed applications that were received, in alphabetical order, as well as a very high level description of the program or service and the funding request. The amount awarded is listed for successful applicants. The Funding Source column identifies if the grant will be issued from the City Reserve allocation to the CPRF, or from the Lindsay CHEST allocation.

For unsuccessful applicants, the primary reason they were denied was a lack of alignment with the fund objective "to support pandemic recovery and relief efforts for non-profit and community service providers in the broader health and human services sector."

**Table 1: Summary of Applications**

Applicant	Project	Amount Requested	Amount Awarded	Funding Source
A Place Called Home	Contribution toward shelter redevelopment	70,000.00	0.00	
Bethany Athletic Society	Operating costs to maintain the community owned park.	4,090.00	4,090.00	Reserve
Big Brothers Big Sisters	Technology support and pandemic cleaning	5,000.00	5,000.00	CHEST
Coboconk & District Lions Club	Maintain community support services	8,600.00	8,600.00	Reserve

Community Care City of Kawartha Lakes	Develop and enhance improved technology and communications to support access to services	67,300.00	67,300.00	CHEST
Fenelon Falls & District Chamber of Commerce	Operating costs to support the Chamber/Tourism Office	15,000.00	0.00	
Fenelon Falls Farmer Market	Portable Toilet for market, and cleaning supplies	1,000.00	0.00	
Fenelon Falls Museum	Virtual Museum and Travelling Community Programming	26,243.00	0.00	
Heritage Christian School Society Inc.	Pandemic cleaning and protective equipment	16,531.78	16,531.78	CHEST
John Howard Society of Kawartha Lakes & Haliburton	Crisis response program	60,000.00	60,000.00	CHEST
Kirkfield & District Historical Society	Operating costs for Historical Society	30,000.00	0.00	
Omeme Curling and Recreation Club	Operating costs (taxes) to survive	7,647.52	7,647.52	Reserve
Ottawa-Huron Tract Historical Association	Costs to create online exhibits and International Plowing Match exhibit	10,348.75	0.00	
Pinnguaq Association	Lindsay Makerspace retrofitting, reopening, programming and staffing costs	102,975.00	0.00	
Senior Citizens Club of Fenelon Falls	Operating costs to maintain club; consultant to improve operations and future opportunities; technology upgrades for online communications	50,500.00	50,500.00	Reserve
St. James Anglican Church Fenelon Falls	Technology costs to support online services and programs	3,000.00	0.00	
United Way for the City of Kawartha Lakes	Administrative operating costs (facility and cleaning)	25,500.00	25,500.00	CHEST
<b>Total Requests</b>		<b>503,736.05</b>	<b>245,169.30</b>	

The total funding awarded by the Evaluation Committee was \$70,837.52 from the City's Contingency Reserve allocation, and \$174,331.78 from the Lindsay CHEST Fund. Written notification of the decision was sent to all applicants on March 15, 2021 and funding letters are being executed with successful applicants to flow funds as soon as possible.

The Terms of Reference for the Evaluation Committee included the following activities:

1. To meet as required to review and evaluate applications for the CPRF.
2. To make funding decisions based on the approved CPRF Framework and within the Council approved budget.
3. To make recommendations to City Council on various issues which may arise concerning the CPRF.
4. To review projects funded with the CPRF, where a request for change has been made by the applicant.
5. To review and make recommendations to Council concerning changes to the CPRF Framework.

The committee has completed the first two activities. After their evaluation of submissions on March 11, 2021, the committee passed a resolution with the following recommendations to Council:

- That the balance of Lindsay CHEST funds not awarded (\$205,668.22) under the Community Pandemic Recovery Fund be returned to the Lindsay CHEST Fund Committee.
- A second call for applications be completed for the balance of the City Reserve allocation (\$49,162.48), to a maximum request of \$7,500 per application, for agencies and organizations outside the boundaries for eligibility under the Lindsay CHEST Fund.

The return of the Lindsay CHEST Fund balance will allow that committee to consider the disbursement of those funds through their standard process. Organizations who applied and were not approved under the CPRF may be able to apply to the Lindsay CHEST Fund, or CHEST funds in their home communities, such as Fenelon Falls.

The recommendation for a second round of applications for the CPRF could be accomplished in approximately 6-8 weeks. Based on the current framework, those applicants who were not successful in the recent process would likely not be successful in a second round. It would provide an opportunity for any organization to submit a proposal with a more limited scope of value at \$7,500 maximum.

If applicants applied for the full maximum of \$7,500, there could be six successful submissions at most. If some requests were for less than the maximum, the overall number of successful submissions could be higher.

### **Other Alternatives Considered**

Council could choose not to issue a second round of applications for the CPRF. The balance of reserve funding could be retained in the Pandemic related portion of the City's Contingency Reserve for Council's future consideration.

As there was excess funding available in the first round, a second round may be beneficial for less urgent needs as opposed to those envisioned originally for the fund.

If Council chooses to retain the funds at this time, an alternative resolution replacing the third 'That' on page 1 of this report is:

**That** the balance of \$49,162.48 in City Contingency Reserve funds allocated to the Community Pandemic Recovery Fund but not awarded, be retained in the Pandemic related portion of the City's Contingency Reserve for future consideration

### **Alignment to Strategic Priorities**

The Community Pandemic Recovery Task Force and the CPRF both relate directly to the Exceptional Quality of Life and Vibrant and Growing Economy priorities by supporting overall community well-being and health.

### **Financial/Operation Impacts:**

The Lindsay CHEST Fund allocation of \$380,000 is derived from the annual interest earned from the principal of that Legacy fund.

The allocation of \$120,000 from the Contingency Reserve is consistent with Council's designation of a portion of that Reserve to support Pandemic recovery.

### **Consultations:**

Community Pandemic Recovery Fund Evaluation Committee

**Department Head email:** [rsutherland@kawarthalakes.ca](mailto:rsutherland@kawarthalakes.ca)

**Department Head:** Rod Sutherland, Director



## Council Memorandum

<b>Date:</b>	April 6, 2021
<b>To:</b>	Committee of the Whole
<b>From:</b>	Councillor Ashmore
<b>Re:</b>	Kenhill Beach Road Drainage

### Recommendation

**That** the Memorandum from Councillor Ashmore, **Regarding Kenhill Beach Road Drainage**, be received;

**That** staff be referred to inspect the ditching and drainage in this area and determine if remediation is required;

**That** staff report back to Council by end of Q2 should any remediation be required; and

**That** this recommendation be forwarded to Council for consideration at the next Regular Council Meeting.

### Rationale

Kenhill Beach Road is located in a lakefront community named Kenhill Beach between Thurstonia and Cedar Glen. There are 45 homes on the road with additional garages and buildings.

Presently, and in the past, the road has experienced flooding on the south side of the road. This has caused much damage to local homes and properties along the road. The flooding has been well documented in photos, videos and most importantly testimonials from residents that are directly affected.



The residents have been very patient but have asked that Council support them in establishing a permanent solution to the flooding issue.

## Council Memorandum

<b>Date:</b>	April 6, 2021
<b>To:</b>	Committee of the Whole
<b>From:</b>	Councillor Ashmore
<b>Re:</b>	Improvements to Pleasant Point Canal

### Recommendation

**That** the Memorandum from Councillor Ashmore, **Regarding Improvements to Pleasant Point Canal**, be received;

**That** Public Works staff review the water flow at Pleasant Point Road to see if a culvert would improve the quality of the canal;

**That** Public Works staff report back to Council by Q3 2021; and

**That** this recommendation be forwarded to Council for consideration at the next Regular Council Meeting.

### Rationale

The Pleasant Point Canal is an important water access point for many residents of Indian Trail and Maple Grove Road in the community.

Over the past few years, the water quality has deteriorated to the point where fishing, boating, swimming and all recreational activities have been negatively affected.

As the result of underwater accumulation of debris and decaying aquatic decomposition and the stagnation of the water, the canal is now posing a safety and health threat to



those who are using it. The residents in the area are asking if a culvert would possibly assist with the water issues.