



City of Kenora
Committee of the Whole Agenda
Tuesday, October 13, 2020
9:00 a.m.
Electronic Attendance

Council will be meeting electronically as permitted by the City of Kenora Procedural bylaw. Citizens and our Media Partners are encouraged to attend the virtual meeting via the Public Live Stream Event at:

<https://video.isilive.ca/kenora/>

A. Public Information Notices

As required under Notice By-law #144 -2007, the public is advised of Council's intention to adopt the following at its October 20, 2020 meeting:-

- Adopt the 2021 Meeting Calendar
- Amend the Tariff of Fees and Charges bylaw, 'Schedule D-Operations & Infrastructure', to increase water and sewer rates by 3.1% in 2021
- Authorize a budget amendment in the amount of \$3,800 to be funded through the Water and Waste Water Reserve for the purchase of 2020 Xcentric Ripper
- Amend 'Schedule D-Operations & Infrastructure' of the Tariff of Fees and Charges Bylaw to remove the fees for tires up to 16", tires 16.5" to 20" and tires over 20"
- Authorize a budget amendment in the amount of \$54,849 to be funded through contingency reserves to enable the Maintenance Manager Module (MMM) in the City Wide asset management program
- Declare City owned lands known as the 'Howard Property' as surplus to the requirements of the Municipality
- Declare municipal lands locally known as the "Howard Property" surplus to the needs of the municipality and sell such lands to the Kenora District Services Board for the development of Senior's housing
- Council will dissolve the Lake of the Woods Development Commission

B. Declaration of Pecuniary Interest & the General Nature Thereof

- 1) On Today's Agenda
- 2) From a Meeting at which a Member was not in Attendance.

C. Confirmation of Previous Committee Minutes

Motion:

That the Minutes from the last regular Committee of the Whole Meeting held September 8, 2020 be confirmed as written and filed.

D. Deputations/Presentations

- Marlene Elder, Kenora Moving Forward
- Official Plan/Zoning Bylaw Consultant Presentation – WSP
- Northwest Business Centre Programming, Allyson Pele, Manager
 - Economic Recovery Efforts – Megan Dokuchie, EDO

E. Reports:

1. Administration & Finance

Item Subject

- 1.1. August 2020 Financial Statements
- 1.2. Water & Sewer Rate Increase
- 1.3. Backyard Chickens – Informational Report
- 1.4. Yard Maintenance Bylaw Exemption Request
- 1.5. 2021 Council Meeting Calendar

2. Fire & Emergency Services

Item Subject

None

3. Operations & Infrastructure

Item Subject

- 3.1 Budget Amendment – Xcentric Hydraulic Ripper Attachment
- 3.2 Tariff of Fees and Charges – Tipping Fee for Tires at Transfer Station

4. Community Services

Item Subject

- 4.1 Anicinabe Park – Old Chalet Lane Closure
- 4.2 Application for New Horizons Seniors Program Funding
- 4.3 New Horizons Seniors Centre Lease Agreement
- 4.4 Ice Use Review
- 4.5 Kenora Rotary Club – Peace Park
- 4.6 Budget Amendment – Maintenance Manager Module
- 4.7 Muse Policy Review

5. Development Services

Item Subject

- 5.1 Declaration of Surplus and Sale of Land – KDSB Seniors Housing Project
- 5.2 Bill 108 Implications for Planning
- 5.3 Dissolution of the Lake of the Woods Development Commission
- 5.4 Economic Development and Tourism Advisory Committee

Proclamations:

- Social Isolation Awareness Month

Other:

Next Meeting

- Tuesday, November 10, 2020

Motion - Adjourn to Closed Meeting:

That this meeting now be adjourned to a closed session at _____ a.m.; and further

That pursuant to Section 239 of the Municipal Act, 2001, as amended, authorization is hereby given for Committee to move into a Closed Session to discuss items pertaining to the following: -

- i) A trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value (1 item-tax base)
- ii) Disposition of Land (1 item -Town Island sale)
- iii) Educating & Training Members of Council (3 items-All Nations Health Partners update, CAO update, Team Kenora update)

Adjournment.



September 28, 2020

City Council Committee Report

To: Mayor and Council

Fr: Jon Ranger, Deputy Treasurer

Re: August 2020 Financial Statements

Recommendation:

That Council hereby accepts the monthly Financial Statements of the Corporation of the City of Kenora at August 31, 2020.

Background:

Attached for your information, please find the August 2020 summary expense and user fee statements for the City of Kenora and the Council department. At the end of August, the year is 66.67% complete, and therefore, not including any seasonal differences, should be 33.33% of the budget remaining.

Overall:

- Expenses at the end of August 2020 were slightly below budget with 39.28% remaining to be spent. Water & Sewer 36.87% and Solid Waste 46.66% left in the budget.
- User fee revenues to the end of August 2020 are behind the budget with 58.40% left to collect. Water & Sewer 42.49% and Solid Waste 32.89% is left to collect at the end of August.

Expenditures:

- **General Government** - The General Government expenses to date are below budget with 41.37% remaining in the budget.
 - **Mayor and Council** – A new line item 1117450 related to various COVID related expenses has caused an increase in the actual spend in the Mayor and Council department in the amount of 35.5k to the end of August.
 - **Administrators Office** – Contracted services currently over budget, however department overall is under budget with the vacant CAO position.
 - **City Clerk** – Right on budget at the end of August, while some line items such as legal are over budget, other line items such as advertising and training are currently under budget.
 - **Human Resources** – Under budget due to the vacant Human Resources Manager position. Training and travel have minimal expenses at the end of August and legal expenses are below budget, however there are significant contracted services expenses that have gone over budget.
 - **Building and Grounds Maintenance** – Under budget at the end of August. Utilities and Repairs and maintenance make up most of this budget. Utilities are under budget with 42.68% remaining and repairs and maintenance are under budget with 42.35% remaining.

- **Finance and Administration** – Overall slightly under budget at the end of August. Contracted services slightly over budget with the annual post-employment benefit report coming in higher than anticipated. Computer maintenance also over budget at the end of August, however all of the annual subscriptions have been paid at this time.
 - **IT** – Wages under budget due to the voluntary layoffs related to COVID.
 - **Rentals** – Over budget as the sale of the Medical Centre has not yet been completed. Rental revenue for the Medical Centre is over budget to cover these expenses.
- **Protection** – The Protection Segment expenses to date are close to budget with 35.93% remaining in the budget.
 - **Police Commission** – Expenses below budget as most travel was cancelled due to COVID.
 - **Police Building** – Over budget as expected, building expected to be disposed of earlier in the year therefore only a portion of the year was budgeted for.
 - **By-law** – Currently expenditures are below budget, mainly due to a gap in time where the department was down a by-law officer.
 - **Building Inspection** – Slightly under budget due to the voluntary layoff and minimal training expenses that have occurred to date.
 - **Facilities & Property Management** – Slightly under budget due to wages, a small portion of the electricians wages were budgeted here however actuals do not get coded to this department. This will change with next year's budget.
 - **Emergency Measures** – The Emergency Control Group has decided not to renew the Everbridge program in 2020 which was due to low subscriber rates to the program.
 - **Health and Safety Committee** – There are still Health and safety training courses that have not been completed to date. It has been more challenging to book these courses with COVID-19 and physical distancing. Also, a Ministry of Labour Ergonomic Initiative was budgeted for that is still to be completed.
 - **Transportation** – The Transportation Department expenses to date are under budget with 42.72% remaining in the budget.
 - **General Roads Maintenance** – Increased budget in 2020 as sidewalk work was moved from unusual spend to operating. Materials and supplies for sidewalks are currently under budget. Part time wages under budget as summer students were budgeted to this department however there were less summer students this year and not all actual wages were coded to general roads maintenance.
 - **Bridge Maintenance** – Bridge maintenance is on track for the year. Bridge waterproofing was completed in August and additional contracted services work completed in September.
 - **Paved/Surface Treated** – Under budget at the end of August, wages slightly below budget. The new DTR interest has been budgeted to the paved roads department, however actual has not yet been recorded.
 - **Loosetop Roads** – Loosetop roads are close to budget at the end of August.
 - **Winter Control Maintenance** – Winter control maintenance is under budget at the end of August with 40.50% remaining. This is significantly better than last year at the same time there was only 13.07% remaining. We will see this budget used again coming into November and December.
 - **Safety Devices** – The main expense in this department includes the line painting contract which was completed in June. We also see the crossing guard

expenses below budget in this department as schools were closed from mid-march in 2020.

- **Parking Rentals** – Over budget at the end of August but this department is in line with last years spending.
 - **Streetlighting** – Streetlighting appears to be below budget with materials & supplies and repairs & maintenance under budget at the end of August. Debt interest has not yet been recorded.
 - **Docks & Wharfs** – Expenses over budget at the end of August, as most of the work on docks would be coming to an end at this time. Some budget still available under repairs and maintenance.
 - **PW Barsky Facility** – Barsky facility is currently over budget. Some wages from roads employees have been coded to this department for work at the building. Wage allocation needs to be made in 2021 to account for this work. Contracted services is currently over budget as there was work done for mechanical optimization. Funding for this work is expected to offset these costs.
 - **Warehouse** – Utilities under budget at this time, but comparable to prior year spending at this time. Materials and supplies spending is also under budget at the end of August.
 - **Garage and Shop** – The garage and shop has been charging out inventory & materials and supplies at a markup to other departments to better represent the costs associated with the work being completed. This has not been done in past years and will need to be factored in to the 2021 budget.
- **Environmental** – The Environmental Department expenditures is under budget with 38.02% remaining. 36.87% left in the budget in Water & Sewer and 46.66% remaining in Solid Waste.
 - **Storm Sewers** – Because there was significant storm sewer work completed in 2019, more budget was allocated to storm sewers in 2020. Storm sewer work is currently under budget at the end of August. This budget is mainly made up of an allocation of our roads wages.

Water & Sewer – Overall Water & Sewer expenses are comparable to last year's overall spending at this time.

- **Sanitary System/Waterworks** – Sanitary system wages are under budget and waterworks is currently over budget
- **Sewer & Water Treatment Plants** – Sewer treatment plant wages are currently under budget, wages were budgeted too high in 2020, to be adjusted in 2021 budget. Water treatment plant chemicals are slightly under budget at the end of August. A summer student was budgeted for at the water treatment plant in 2020 however no student was hired.
- **Water & Sewer General Vehicles** – recovery is higher than budgeted, this is to be adjusted in the 2021 operating budget.

Solid Waste - Departments are a little behind last years spending at the end of August.

- **Hazardous Waste** – Hazardous Waste days expenses typically pick up in the fall when all of the contracted services invoices are in for the year.

- **Health Services** – Health Services are slightly over budget at the end of August.
 - **Cemetery** – User fees are below budget at this time which has caused an increase in city funding required. Last year user fees at the end of August totaled \$101k compared to \$86k in 2020 so far. Excavations expenses are higher than budget in 2020, more budget will be allocated here in 2021. Wages over budget at the end of August as during the voluntary layoff period some employees were reallocated to the cemetery department but were budgeted for in other departments.

- **Social and Family Services** – Social and Family Services is right on budget at the end of August. We do expect Social and Family Services to be slightly over budget at the end of the year as the KDSB 2020 requisition came in slightly higher than what was budgeted. Also we budgeted for a 2.2% increase to Pinecrest, however the actual increase came in at 4.04%.

- **Community Services** – Overall Community Services expenses are below budget with 46.66% remaining.
 - **Parks** – Over budget at the end of July due to relocated part time employees during COVID-19. Also summer students report to this department however the majority of summer students are budgeted in roads. This has caused an under budget in roads and over budget in parks. To be adjusted in the 2021 budget.
 - **Anicinabe/Norman departments** – These departments are currently under budget. Anicinabe, utilities are not paid by the City during summer months, utilities should increase coming into the fall. Norman, with the splash park closed for some of the summer, the utilities are not as high as anticipated. Water costs for July and August were recorded in September. Expenses will not be as high as anticipated due to the reduced time that the splash park was open.
 - **Harbourfront** – Department in line with prior year spending due to the flower maintenance contract.
 - **Ballfields** – Currently under budget and below spending at the same time last year. Wages lower than budget, less time was required to maintain ball fields with the shortened season.
 - **Thistle & KM Arena** – Expenses are below budget as expected for this seasonal department. Below last year's spending as expected with the earlier shutdown due to COVID.
 - **MSFC Pool** – Expenses are below budget and below last year's spending at the end of August with wages being the largest factor. This was expected due to COVID. Repairs and maintenance under budget at the end of August, it is expected that this budget will be spent.
 - **KRC Complex** – Under budget and actuals are less than prior year at this time. This was expected with the voluntary layoffs due to COVID.
 - **KRC External Facilities** – Repairs and Maintenance and wages are under budget for this department at the end of August.
 - **Recreation programs** – Wages for these programs to be allocated to this department. These programs will be under budget for the year due to less programming than last year.
 - **Teams & Clubs** – The outdoor rink Community clubs submit their forms to receive the \$8,000 funding every year to the City. At the end of August all of the clubs have received their funding.

- **Planning & Development** – Planning & Development expenses are under budget with 49.37% left in the budget.
 - **Planning Operations** – Planning Operations is under budget at this time as a City planner was budgeted for the full year however the city's new planner started in May. No travel or training expenses spent to date.
 - **Planning Advisory Committee** – No travel or training expenses spent to date as expected with COVID-19
 - **Development Services** – In 2020 you will see this new department related to work from our Development Services Manager and Research and Special Projects Officer. Slightly under budget at the end of August.
 - **Labour Action Centre** – With the Labour action centre started you will see expenses under department 826. These expenditures are fully funded.
 - **Tourism/Tourism Facilities/Special Events** – Wages are significantly lower this year due to COVID as tourism students were not hired for the same length of time as previous years. Also, per our insurance premium breakdown, premiums for the Whitecap and Discovery Centre have gone down compared to prior year.

User Fees:

- Overall, user fees are below budget projections with 58.40% remaining to be collected at the end of August.
- **General Government**
General Government is close to budget at the end of August with 30.42% left to be collected.
 - **City Clerk** – Under budget at this time and less revenues than prior year as lottery license fees, business licenses and civil marriage revenues are down this year. This is expected at this time with COVID-19.
 - **Finance and Administration** – Merchandise sales are significantly lower than prior year at this time likely due to COVID and City Hall not being open to the public.
 - **Rentals** – Over budget at the end of August as the Medical Building Rent has continued when it was only budgeted for a few months in 2020. Rent revenue will continue until the building is sold.
- **Protection to Persons and Property**
Protection to Persons and Property is below budget at the end of July with 53.92% remaining to be collected.
 - **Fire Department** – User fees are close to budget with 30.59% remaining to be collected at the end of August.
 - **Building Inspection** – Building inspection is exceeding budget at the end of August with only 23.85% left to collect.
 - **Provincial Offences** revenue is dependent on the fines assessed in this area. First quarter & second quarter revenues were calculated and expenses exceeded revenues, therefore at this time there are no revenues to the surrounding municipalities.

- **Transportation Services**

Transportation user fees are under budget with 49.19% left to collect.

- **Conventional Transit** – Transit user fees are below last year at the same time likely due to less ridership during COVID-19.
- **Metered parking/Parking rentals** – the largest revenues in transportation services comes from metered parking and parking rentals. While parking rentals is closer to budget, it is still down from prior year actuals at the end of August. Metered parking coin still be recorded for July and August, which we anticipate to be lower than prior year, due to COVID-19 causing a reduction in traffic and parking. Free parking that was offered in July will account for some of the lower revenues.
- **Docks & Wharfs** – Docks revenues is still behind last year's numbers at the end of August which was expected with the slow start to the tourist season due to COVID.

- **Environmental Services**

Environmental services user fees are under budget with 57.44% remaining to be collected. 42.49% of Water & Sewer User fees are also still to be collected and Solid Waste still have 32.89% left to collect

- **Blue box collection** – Under budget with the first and second quarter revenues posted. Quarter 3 to be posted at the end of September. Less recycling than prior year likely due to many businesses being closed when COVID-19 started.

Water & Sewer

- **Water and Sewer** at the end of August there are 7 months of Water & Sewer revenue recorded. This is behind last year's actuals on the report, as last year at the end of August there was 7.5 months of Water & Sewer revenue recorded. Water & Sewer user fees are one month behind budget with 43.62% and 41.33% not yet collected respectively. Sanitary system revenues are currently greater than Water system revenues due to a coding error where bleeder discounts and the multi residential adjustments were being coded against only water instead of water and sewer. An adjustment is being calculated by billing to correct this in our system.

Solid Waste

- **Garbage Collection** – Bag tag sales are up considerably from last year and from discussion with the environmental division lead this is due to the transfer station encouraging people to purchase full sheets of bag tags instead of coming to the transfer station and dropping off one bag at a time. This was encouraged during COVID to lessen the need for contact at the transfer station for single bag purchases. The City's Solid Waste supervisor believes this has caused an increase in bag tag sales from previous years.
- **Transfer Facility** – Tipping fees are below budget at this time, and below last year's actuals at this time as a couple fires last year increased transfer facility revenues for the tipping fees associated with cleanup. We will expect to see tipping fees increase more in September but may not reach last years actuals.

- **Community Services**

Community Services are below budget with 69.12% left to collect. We have seen KRC complex revenues and pool revenues start again after the closure due to COVID as the Recreation Centre reopened July 23rd. Anicinabe park revenues currently under budget, these revenues were billed out on October 1st and will show in October's statement.

- **Planning and Development**

Planning and Development user fees are under budget with 67.09% remaining to be collected. User fees in planning and development vary from year to year and depend on activities and developments in the community.

- **Tourism/Tourism Facilities/Events** – This includes all of the rentals of the white cap pavilion, food truck rentals, and MS Kenora Pavilion rental. This budget was reduced from prior year as there were many events in 2018 that did not return in 2019, and we don't expect them again in 2020. We are expecting whitecap Pavilion rental fees to be nil this year due to COVID-19.

Please let me know if you have any questions, or would like to see any of the department statements in further detail.

Strategic Plan or other Guiding Document:

Fiscal Responsibility: We manage the municipal finances in a responsible, prudent and transparent manner.

ERM Assessment: Monitoring financial statements on a monthly basis mitigates some of the uncertainty related to projected costs vs actual expenditures.



September 28, 2020

City Council Committee Report

TO: Mayor and Council

FR: Jonathon Ranger, Deputy Treasurer

RE: 2021 Water and Sewer rate increases

Recommendation:

That as recommended by BMA Management Consulting Inc. in the Water and Wastewater Long Range Financial Plan Forecast received by Council resolution on September 15, 2020, the 2021 water and sewer rates be increased by 3.1% over the 2020 rates; and further

That in accordance with Notice By-Law Number 144-2007, public notice is hereby given that Council intends to amend the Tariff of Fees and Charges bylaw to increase water and sewer rates by 3.1% in 2021; and further

That Council give three readings to a by-law for this purpose; and further

That these rates shall take effect and come into force on January 1, 2021; and further

That bylaw number 102-2020 be hereby repealed.

Background:

In accordance with the Safe Drinking Water Act (2002) Council received the Water and Wastewater Long Range Financial Plan Forecast. One of the recommendations of the Financial Plan was to implement a 3.1% increase to water and sewer rates for 2021. The increase would support the ongoing replacement of existing assets, begin to address the infrastructure deficit, and improve revenue stability. The firm of BMA Management Consultants Inc. prepared the Financial Plan.

Budget:

The 3.1% increase is to be reflected in the 2021 water and sewer operating budget.

Risk Analysis:

There is no risk to include the increase in our Tariff of Fees and Charges bylaw and is administrative only.

Communication Plan/Notice By-law Requirements:

Required under Schedule 'A' to Notice By-Law 144-2007: "before passing or amending a By-Law pertaining to fees and charges imposed by the City of Kenora, Council shall give public notice of its intension to pass a By-Law by placing it on the applicable agenda preceding the meeting and subsequently posted on the Portal."

Strategic Plan or other Guiding Document:

Goal #2 Strengthen Our Foundations

2-1 The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems.

2-13 The City will continue to advance our leadership position as “Stewards of the Lake” and “Stewards of the Land” by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements.



October 1, 2020

City Council Committee Report

To: Mayor and Council

Fr: Heather Lajeunesse, Enforcement Division Lead

Re: Backyard Chickens – Information Report

Recommendation:

That Council provide staff direction to bring the matter of keeping backyard chickens forward as part of the Official Plan and Zoning Bylaw comprehensive review process; and further

That any changes to the Keeping of Animals bylaw be deferred until the Official Plan and Zoning Bylaw review process is complete.

Background:

The Manager of Administration/City Clerk was contacted at the end of June by a member on behalf of the local Harvest Kenora group who indicated that there is a group of people who are willing to work towards the allowance of backyard chickens in the City of Kenora on properties zoned other than rural. The matter was then referred to staff for a report. In recent years the City has also received increased inquiries from residents regarding which areas/zones chickens are permitted in within its limits. In addition there has been increased complaints of chickens kept in prohibited zones. Currently the municipality's Zoning and Keeping of Animals bylaws prohibit the keeping of poultry in residential areas.

Chicken raising has become increasingly popular in recent years. There has been more of an interest in urban agriculture as people become increasingly concerned and interested with food production practices, supply and safety. The most common reason to keep chickens is to have fresh eggs from your own backyard. Healthier meat in terms of freshness with no added chemical and preservatives is also attractive to those interested in raising their own sustainable food resource. The COVID-19 pandemic with its months long of stay-at-home orders has also contributed to a resurgence of raising backyard chickens and growing of fresh produce, as people were looking for ways to stay busy while thinking more about where their food comes from. Chicken keeping may also encourage self-sufficiency and help establish a sense of responsibility. It is said that raising backyard chickens can be good for one's health and happiness, and that they can become great companion animals.

Ontario municipalities have been debating this issue in recent years. Some have allowed the keeping of backyard chickens while others have not. Some municipalities that permit chickens include the Cities of Kingston, Guelph and Niagara Falls. The City of London, City of Hamilton and Town of Collingwood have decided not to grant approval. Some have approved pilot projects including the City of Orillia and City of Toronto. The City of Thunder Bay has voted down the idea twice now, once in 2016 and again just recently in May of this year.

While there are benefits to permitting the raising of chickens there are some disadvantages to allowing them in urban areas as well. These can include nuisances such as odours and noise, and the attraction of predators and pests such as rodents, flies, wolves, coyotes, raccoons, foxes, etc. Coops are a necessity and must be kept clean and predator proof, as well chickens need space whether it be provided by way of a larger coop or fenced outdoor run. Poultry can be prone to respiratory disease and must be well cared for and kept healthy to minimize the occurrence and spread. Slaughter of animals, disposal of dead animals as well as the disposal of manure are things that must also be considered. It is anticipated that there would be increased enforcement and oversight costs to manage regulations as well.

City of Kenora By-law #150-2010, a bylaw to regulate the Keeping of Animals includes the following Section:

Keeping of Poultry

No person shall own, possess or harbor, within the City of Kenora, any domestic poultry. Areas zoned "Rural" in the City of Kenora Zoning By-law are exempt from this provision.

As defined in the Keeping of Animals bylaw "poultry" means and includes chicken, geese, ducks, turkeys and other poultry and the young of any of them and includes game birds, where the game birds are kept pursuant to a license under *The Game and Fish Act* or *The Migratory Bird Convention Act (Canada)*.

As per City of Kenora Zoning By-law #101-2015, properties zoned as Rural (RU) allow for the production of farm produce as well as recreational and other compatible uses, as well as limited development of low density single-detached, seasonal or permanent housing compatible uses in a rural setting. The keeping of chickens falls under "Agricultural Use" on the list of permitted uses in the Rural (RU) Zone.

As defined in the Zoning bylaw "agricultural use" is the cultivation of the soil to produce crops and the raising of farm animals, and without limiting the generality of the foregoing includes:

- a) the growing of crops;
- b) nurseries, greenhouses, market gardens, orchards, vineyards, agro forestry operations and maple syrup production;
- c) the keeping and raising of livestock, fowl, fish, bees, fur or woolbearing animals;
- d) farm-based home industry involving the production of value-added or value-retained products from produce grown or raised on-site
- e) a farm produce outlet selling agricultural products produced on the premises; or
- f) use of a farm-tourism nature that are secondary to and subordinate to the agricultural use such as seasonal festivals or events, recreational activities, or educational displays;
- g) any building or structure customarily used in connection with a farm, and as defined in the Ontario Building Code as a farm building.

During internal reviews of the more recent public inquiries regarding the keeping of chickens it was realized that the Keeping of Animals Bylaw and the Zoning Bylaw somewhat conflict. An amendment could be made to the Keeping of Animals bylaw at this time to synergize the two. The Zoning bylaw further indicates that Rural Residential (RR) zoned areas allow for the development of low density single-detached, seasonal or permanent housing and compatible uses in a rural setting, and a permitted use on the list for RR zoned properties is a "non-commercial farm".

As defined in the Zoning bylaw a "Non-Commercial Farm" is a lot used principally for residential use and where accessory uses may include small scale market gardening for retail. Livestock, including horses, will be limited to a maximum of 4 nutrient units, as

defined by the Nutrient Management Act, and able to meet the Minimum Distance Separation formula.

Also included specific to “non-commercial farms” under the zone regulations for Rural Residential is:

- m) For any non-commercial farm, the minimum lot area shall be 2.0 hectares

Neither the Keeping of Animals bylaw or the Zoning bylaw specifically reference roosters although City of Kenora Noise By-law #27-2007 indicates within its schedule of regulated noises by time of day, that the persistent barking, calling or whining or other similar persistent noise making by any domestic pet or any other animal kept or used for any purpose other than agriculture is prohibited AT ALL TIMES. So currently with agricultural use being only permitted in Rural (RU) zones, a rooster would only be permitted in RU zones as well. Many communities that permit chickens in urban areas specifically ban roosters as the crowing can violate municipal noise bylaws.

Should Council wish to change the way in which ‘backyard chickens’ are regulated, changes to the Municipality’s Official Plan, Zoning By-law and Keeping of Animals By-law would be required. An additional bylaw or policy may be required specifically to allow the keeping of backyard chickens in residential zones. Appropriate rules and regulations would need to be reviewed and statutory requirements under the Planning Act would have to be addressed (ie. public meetings). The following is a list of potential considerations a “backyard chickens” policy or bylaw should have regard for:

- rural lots vs urban lots
- minimum lot area and frontage for backyard chickens
- maximum number of chickens permitted
- licensing, registration and fees for chickens;
- clean yards and safe handling standards;
- manure management;
- minimum coop dimensions and setbacks;
- minimum ranges size, nesting areas, etc.;
- prohibition on slaughter;
- prohibition on roosters;
- prohibition on sale of products;
- fencing requirements; and
- veterinary or health requirements

The Planning Act requires that municipal Official Plans be reviewed within 5 years of adoption of which is coming due for the City of Kenora. The review process has been initiated and the City authorized a contract in June for a comprehensive review of its Official Plan and Zoning Bylaw. It is recommended that this matter be brought forward during this broad-scope review and for discussion through the public process. This will enable the public to provide comments in writing or at a future public meeting at which time Council can determine if any regulation is appropriate. Other items of recent local interest that might be included in the comprehensive review are bee keeping and the keeping of miniature pigs as pets.

Budget: Should municipal approval be granted, additional financial resources for administration and enforcement may be required

Risk Analysis: The proposed review of this matter may be subject to comments from its governing body (eg. management or Council), limited attention by media, with a limited impact on public confidence.

Communication Plan/Notice By-law Requirements: None

Strategic Plan or other Guiding Document: 2-4 The City will act as the catalyst for continuous improvements to the public realm



October 1, 2020

City Council Committee Report

To: Mayor and Council

Fr: Heather Lajeunesse, Enforcement Division Lead

Re: Beezer's Honey – Yard Maintenance By-law Exemption Request

Recommendation:

That Council hereby authorizes an exemption to Yard Maintenance Bylaw #49-2017 to allow grass and other plants to grow longer than 20cm for the months of May and June for citizens with designated bee signage to allow honeybees and pollinators to succeed; and further

That this exemption be conditional on the approval of a minor variance to the City's Zoning bylaw to permit beekeeping in an area zoned other than Rural (RU).

Background:

Reagan Breeze of Beezer's Honey made a deputation to Council at its Committee of the Whole Meeting held August 11, 2020 and shared his background and experience in working with honey bees. Mr. Breeze has been interviewed by CBC radio and national TV on honey bee keeping. Bees are on the decline and facing a pandemic of their own and as a result yields of fruits, vegetables and nuts will suffer. Beezer's Honey has recently partnered with Lake of the Woods Brewing Company and Remax for rooftop beekeeping. All proceeds from the honey go to the business. Mr. Breeze requested Council's approval to exempt enforcement on the City's yard maintenance bylaw, allowing grass and plants to grow longer than 20cm for the months of May and June, for citizens that display specific supporting bee signage. In doing so the vegetation growth would allow honey bees and pollinators to succeed.

As per City of Kenora Zoning Bylaw #101-2015, beekeeping is an agricultural use which is currently permitted in only Rural (RU) Zones within the City. The proposed rooftop keeping would need to seek a variance to the Zoning bylaw to be compliant with City bylaws and able to proceed as planned. If a variance is approved then consideration could be granted for the exemption to the yard maintenance bylaw to allow vegetation to grow for May and June, provided that residents display the proper signage. A sample of the signage is attached.

Following the end of June any grown out vegetation should be promptly cut to comply with the yard maintenance bylaw. Depending on feedback and/or complaints the City receives on this exemption approval the matter would be reviewed and reconsidered if necessary.

Budget: No budget implications

Risk Analysis: This matter may be subject to comments from its governing body (eg. management or Council), limited attention by media, with a limited impact on public confidence. There may be increased yard maintenance bylaw complaints received as a result of the exemption

Communication Plan/Notice By-law Requirements: None

Strategic Plan or other Guiding Document: 2-4 The City will act as the catalyst for continuous improvements to the public realm

Pesticide Free

To Save A Bee



Excuse Me Please

*I'm Allowing My Weeds To Grow
So The Bees Will Show*



300 signs
currently sold
and displayed
in residential
yards



September 24, 2020

City Council Committee Report

To: Mayor and Council

Fr: Heather Pihulak, Manager of Administration/City Clerk

Re: 2021 Council Meeting Schedule

Recommendation:

That Council hereby accepts the 2021 Council meeting calendar as presented.

Background:

Annually, the Clerk will establish the meeting calendar for the upcoming Council meetings the following year.

In accordance with our Procedural Bylaw, the calendar follows the second Tuesday with Committee of the Whole and the third Tuesday with Council, wherever possible.

For 2021 due to the COVID-19 pandemic, it is unknown at this time what municipal conferences will take place virtually or in person and therefore the calendar reflects normal practice and may be amended from time to time should municipal conferences conflict. The conferences have also not been included on the Council calendar for that reason.

Budget: N/A

Risk Analysis: There is no risk associated with this report as it is administrative in nature only.

Communication Plan/Notice By-law Requirements: Public notice/website

Strategic Plan or other Guiding Document: Administrative only

JANUARY 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	31	1 New Year's Day	2
3	4	5	6	7	8	9
10	11	12 Committee of the Whole 9 a.m.	13	14	15	16
17	18	19 Council 12 noon	20	21	22	23
24	25	26	27	28	29	30
31	1	2	3	4	5	6

FEBRUARY 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31	1	2	3	4	5	6
7	8	9 Committee of the Whole 9 a.m.	10	11	12	13
14 Valentine's Day	15 Family Day	16 Council 12 noon	17	18	19	20
21	22	23	24	25	26	27
28	1	2	3	4	5	6

MARCH 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	1	2	3	4	5	6
7	8	9 Committee of the Whole 9 a.m.	10	11	12	13
14	15	16 Council 12 noon	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3

APRIL 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	31	1	2 Good Friday	3
4 Easter Sunday	5 Easter Monday	6	7	8	9	10
11	12	13 Committee of the Whole 9 a.m.	14	15	16	17
18	19	20 Council 12 noon	21	22	23	24
25	26	27	28	29	30	1

MAY 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25	26	27	28	29	30	1
2	3	4	5	6	7	8
9 Mother's Day	10	11 Committee of the Whole 9 a.m.	12	13	14	15
16	17	18 Council 12 noon	19	20	21	22
23	24 Victoria Day	25	26	27	28	29
30	31	1	2	3	4	5

JUNE 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31	1	2	3	4	5
6	7	8 Committee of the Whole 9 a.m.	9	10	11	12
13	14	15 Council 12 noon	16	17	18	19
20 Father's Day	21	22	23	24	25	26
27	28	29	30	1	2	3

JULY 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	1 Canada Day	2	3
4	5	6	7	8	9	10
11	12	13 Committee of the Whole 9 a.m.	14	15	16	17
18	19	20 Council 12 noon	21	22	23	24
25	26	27	28	29	30	31

AUGUST 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Civic Holiday	3	4	5	6	7
8	9	10 Committee of the Whole 9 a.m.	11	12	13	14
15	16	17 Council 12 noon	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

SEPTEMBER 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30	31	1	2	3	4
5	6 Labor Day	7	8	9	10	11
12	13	14 Committee of the Whole 9 a.m.	15	16	17	18
19	20	21 Council 12 noon	22	23	24	25
26	27	28	29	30	1	2

OCTOBER 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	30	1	2
3	4	5	6	7	8	9
10	11 Thanksgiving	12 Committee of the Whole 9 a.m.	13	14	15	16
17	18	19 Council 12 noon	20	21	22	23
24	25	26	27	28	29	30
31 Halloween	1	2	3	4	5	6

NOVEMBER 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31	1	2	3	4	5	6
7	8	9 Committee of the Whole 9 a.m.	10	11 Remembrance Day	12	13
14	15	16 Council 12 noon	17	18	19	20
21	22	23	24	25	26	27
28	29	30	1	2	3	4

DECEMBER 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	1	2	3	4
5	6	7	8	9	10	11
12	13	14 Committee of the Whole 9 a.m.	15	16	17	18
19	20	21 Council 12 noon	22	23	24 Christmas Eve	25 Christmas
26 Boxing Day	27	28	29	30	31 New Year's Eve	1



September 28, 2020

City Council Committee Report

To: Mayor and Council

Fr: Jerry Derouard, Fleet Division Lead

Re: Xcentric Hydraulic Ripper Attachment

Recommendation:

That Council hereby approves an additional allocation of \$3,800 to be funded through the Water and Waste Water Reserve for the purchase of 2020 Xcentric Ripper; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2020 Operating & Capital Budget at its October 13, 2020 meeting to withdraw funds from the Water and Wastewater Reserve in the amount of \$3,800.00 to offset the cost of this purchase; and further

That Council give three readings to a by-law to amend the 2020 budget for this purpose.

Background:

This project was approved in the 2020 capital budget. The original purchase intent was a new rock hammer, however, during our investigation researching the equipment available we found the Xcentric Hydraulic Ripper which we feel is a much better investment.

In the past we have experienced significant damage to our rock hammers as a result of staff prying at the frozen ground, in turn damaging the hydraulic seals. This new device eliminates the risk of such damage occurring and is far more efficient at breaking frozen ground.

As this is relatively new technology it is still proprietary, with only one supplier. That said, we have spoken to several communities that use this device and without exception we have heard only positive comments regarding the low maintenance of the unit and how efficient it is compared to a conventional rock hammer.

This attachment will be installed on our rubber tire Volvo excavators to allow the unit to break frost, asphalt, concrete or any other solid ground to expose water mains, sewer mains, lines etc for repair. This product is comparable to the rock breaker however it will be more effective and efficient. This hydraulic ripper will allow the department to more effectively use their resources at digs, as they will only require one machine instead of two.

For the above noted reasons we are recommending the increased budget as outlined.

Budget: Adjustments to the 2020 Water and WasteWater Reserve are required for the purchase of an Xcentric Hydraulic Ripper.

Risk Analysis: as per the requirements of the ERM policy there is a low risk should this budget amendment not be approved as in the long run it will reduce the cost associated with the cost on water and sewer digs.

Communication Plan/Notice By-law Requirements: Resolution required

Strategic Plan or Other Guiding Document:

Goal #2 Strengthen Our Foundations

2-1_The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems



September 22, 2020

City Council Committee Report

To: Mayor and Council

Fr: Jeff Hawley, Operations and Infrastructure Manager

Re: Tariff of Fees and Charges – Schedule D Solid Waste Tire Fees

Recommendation:

That Council hereby approves an amendment to Schedule “D” of the Tariff of Fees and Charges bylaw to remove the fees for tires up to 16”, tires 16.5” to 20” and tires over 20”; and further

That in accordance with Notice By-law Number 9-2020, public notice is hereby given that Council intends to give three readings to a new Tariff of Fees and Charges By-Law Number at its October 20, 2020 meeting to give effect to these rates outlined in the revised Schedule “D”; and further

That By-law Number 102-2020 be hereby repealed.

Background:

The Transfer Station currently collects tires from the public and has previously charged tipping fees for disposal which covered the cost of hauling the tires to a local disposal site. Under the Resource Recovery and Circular Economy Act, 2016 (RRCEA), the collection of tires in Ontario is now under a producer responsibility model. Under this act, Producer Responsibility Organizations (PROs) are directly responsible for the collection, hauling, and recycling of tires. PROs are required to register with the Resource Productivity and Recovery Authority (RPPRA) to report data and, although municipalities are not required to register with the RPPRA, they do need to ensure their site is included in the collection systems established by the PROs. The Transfer Station is now included in the collection system and has a PRO collecting tires from the site.

While there is no requirement for municipalities to have a collection site for tires, due to the fact that the City already has an established site that is easy for the public to use, the City will continue to operate the collection site. According to Section 68 Subsection 63 of the RRCEA, municipalities “shall ensure no charge is imposed at the time of the collection”, therefore the Transfer Station is no longer charging tipping fees for tire disposal.

Budget: There is no impact to the budget, this is administrative only.

Risk Analysis: There is no risk to include these charges in our Tariff of Fees and Charges bylaw and is administrative only.

Communication Plan/Notice By-law Requirements: Public notice is required and corresponding By-law passed.

Strategic Plan or other Guiding Document: Administrative only.



October 5, 2020

City Council Committee Report

To: Mayor and Council

Fr: Stace Gander, Manager of Community Services

Re: Anicinabe Park Winter Tourism– Winter Road Closure Old Chalet Lane

Recommendation:

That Council hereby authorizes staff to keep Old Chalet Lane closed at Anicinabe Park for the 2020/2021 winter season.

Background:

The Corporation of the City of Kenora entered into a five (5) year lease agreement with Middle Lake Enterprises to manage Anicinabe Park on the City's behalf. Middle Lake Enterprises is in the second year of five years of that agreement. Middle Lake Enterprises in collaboration with the City has undergone a number of improvements to the main concession building. Middle Lake Enterprises presented a deputation to Mayor and Council at the September 8, 2020 Committee of the Whole (COW) meeting. The deputation was a request to Council for Council to agree to keep Old Chalet Lane closed for the 2020/2021 winter season to allow Middle Lake Enterprises to develop winter activities in the park that could not be accomplished with traffic from Old Chalet Lane. Activities include crokicurl, sliding, skiing and skating. The operator feels that these activities will help stimulate winter tourism in Kenora.

In response to the deputation, internal circulation took place requesting comments/concerns regarding the continued closure. There were no concerns expressed from any of the internal departments including Operations pertaining to snow removal and Emergency Services pertaining to fire response. Middle Lake Enterprises has received letters of support from all EMS organizations.

The 2016 Kenora Beaches, Parks & Trails report created by Scatliff, Miller & Murray recommended expanded programming at Anicinabe Park to include winter activities. The reported recommended improvements to amenities in the Park including year-around washrooms and improved concession facilities concluding that this work would help to make Anicinabe a winter destination for residents and tourists.

Discussions with Middle Lake Enterprises and the deputation to Council spoke to the road closure request as being on a trial basis. The intention would be to operate for the 2020/2021 winter season with the road closed. Middle Lake Enterprises in conjunction with the City would conduct a review of the winter season results and present a report to Council in September of 2021. That report would either conclude that the road could

be opened or that Middle Lake Enterprises would like to continue to have the road remain closed to continue to support the winter activity at the park.

Location:



Budget: There will be no incremental cost to the City as a result of this road closure.

Risk Analysis:

There is a low to insignificant risk associated with this report.

Communication Plan/Notice By-law Requirements:

Middle Lake Enterprises canvassed some homes in the surrounding area. Council did receive a petition from some local residents that were not in favour of the lane closure. Notice required to be placed on Committee Agenda, Minutes and subsequent Council Agenda/Minutes

Strategic Plan or other Guiding Document:

1-9 The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbours.

2-1 The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in good state of repair to ensure certainty, security and long-term stability of our systems.

2-9 The City will support continuous improvements to recreation and leisure amenities, particularly those that support quality of life.

2-10 The City will continue to explore opportunities to develop and improve our beaches, parks & trails.

3-7 The City will continue to build and strengthen our working relations with our Indigenous Partners, including Treaty 3 and the surrounding First Nations communities. Kenora is committed to ongoing outreach and building relationships, including joint meetings to identify issues of common concern and to discuss pathways for closer collaboration.



October 13, 2020

City Council Committee Report

To: Mayor and Council

Fr: Stace Gander, Manager of Community Services

**Re: Portage Bay Walking Bridge -
Application Under the New Horizons for Seniors Program**

Recommendation:

That Council of the City of Kenora approves an application to The Government of Canada's New Horizons for Seniors Program (NHSP) in the amount of \$25,000 to make improvements to the Portage Bay walking bridge; and further

That Council hereby approves any cost overruns associated with the project.

Background:

The Government of Canada under its New Horizon's for Seniors Program recently opened up a funding envelope for up to \$25,000. The aim of the project is to provide financial support for projects that seek to benefit seniors and communities.

The Portage Bay walking bridge has fallen into a state of disrepair over the last number of years and is in need of maintenance to preserve the structural integrity of the foot bridge.

The New Horizons funding has a number of objectives and priorities that staff feel align well with this project. Key items include:

- Supporting social participation and inclusion of seniors,
- Supporting healthy ageing,
- Combatting ageism, celebrating diversity and promotion of inclusion.

Staff feel that walking is a low cost, inclusive activity that helps to engage seniors in a healthy lifestyle that promotes active living in the community.

Budget:

The total estimated project costs is \$25,000.

Risk Analysis: There is a moderate risk if this work is not performed because the structure will continue to deteriorate. Risk will be mitigated if the City is successful at receiving the funding.

Communication Plan/Notice By-law Requirements:

Staff will engage Kenora's New Horizon's Seniors Centre if successful in the application.

Strategic Plan or other Guiding Document:

- 1-8 The City will promote Kenora as a 365-day lifestyle destination.
- 2-1 The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems.
- 2-9 The City will support continuous improvements to recreational and leisure amenities, particularly those that support the quality of life.



October 5, 2020

City Council Committee Report

TO: Mayor and Council

**FR: Stace Gander, Community Services Manager
Shaun Clifford, Parks and Facilities Division Lead**

RE: Lease Renewal – New Horizons Seniors Centre

Recommendation:

That the Mayor and Clerk be hereby authorized to enter into a lease renewal agreement with the Kenora District New Horizons Senior Centre for the use of commercial space located in the Kenora Recreation Centre located at 18 Mike Richards Way; and further

That the appropriate by-law be passed for this purpose.

Background:

In April 2005, The Corporation of the City of Kenora entered into a lease agreement with the Kenora District New Horizons Senior Centre "The Tenant" for commercial space located at the Kenora Recreation Center / Wellness Center located at 18 Mike Richards Way for a term of five (5) years. This programs is targeted to 55+ community members and is now a very active Senior Center offering social, recreation, educational and volunteer opportunities for its more than four hundred members. The Wellness Centre location is convenient for the group in regards to parking, accessibility, public transportation and it's colocation in the Kenora Recreation Centre helps to promote active and healthy lifestyles.

The Center has extended the lease twice at each of the five year renewal dates (2010, 2015). There has been a request for a further five (5) year extension. Staff have work with Centre representative to come to agreement on a 2% annual increase for the new term to reflect increases in operating costs. The previous five year term was held with no increase to assist the Center with budgeting pressures. The new lease will expire October 31st, 2025 and includes an option to extend for an additional five (5) year term if both parties agree to a lease extension at that time.

Budget:

The five year revenues for the lease renewal will be as follows;

2020/21	\$12,852.00
2021/22	\$13,109.04
2022/23	\$13,371.22
2023/24	\$13,638.65
2024/25	\$13,911.42

Communication Plan/Notice By-law Requirements:

City Clerk, Finance, Accounts Receivables and Filing.

Strategic Plan or Other Guiding Document:

1-9 The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbors.

2-2 The City will keep in the forefront that there is a significant infrastructure deficit, and current and future Councils will need to continue to work towards allocating sufficient resources to be able to adequately address this issue.

2-9 The City will support continuous improvements to recreation and leisure amenities, particularly those that support the quality of life.



October 13, 2020

City Council Committee Report

To: Mayor and Council

Fr: Stace Gander, Manager of Community Services

Re: User Group Ice Request Review

Recommendation:

Information only.

Background:

The first wave of COVID 19 in April 2020 resulted in the early closure of the two ice surfaces in Kenora. Under normal circumstances, ice is installed in the Keewatin Arena in early July. This year, the City received a request from the Kenora District Services Board and Lake of the Woods District Hospital to convert the Keewatin Arena into a temporary COVID shelter. In April, the City entered into a short-term lease agreement for this purpose. The lease expired August 31, 2020.

On an annual basis, in preparation for City arenas to make ice, the City has its compressors maintained and tested by a third party. This year, the contractor detected a major mechanical failure at the Keewatin Arena requiring the complete rebuild of a compressor. That work was commission and completed on October 2, 2020.

During the same period of time, there was a great deal of planning required by staff and major user groups to develop return-to-play guidelines and protocols in light of concerns about COVID. There was a high level of speculation that COVID would have an impact on user demand. Delays in publishing return-to-play guidelines resulted in delays in one user group registrations which contributed to further delays in user group final ice request submissions. Staff have now received all requests and the table below represents a year-over-year view of demand:

Program	2019 Utilization	2020 Demand Request
LOW Minor Hockey (includes Thistles Atom - Bantam)	31%	No change (registration down 50%)
LOW Girls Hockey	14%	No change
Figure Skating Programs	13%	No change
High School Program	12%	Youth academy cancelled for 2020-2021 season. Delay for all other programs
Midget Thistles	4%	No change
Number of adult user groups, NAFN tournament, 3-on-3, & sledge	26%	All adult user groups - no change

Note:

LOW Minor Hockey and LOW Girls Hockey are on a week-to-week suspension due to the recent COVID cases in Kenora.

All remaining user groups have worked with City staff as ice times have been cut by 50% to manage in a one ice surface scenario.

Keewatin Arena Current State

The compressor project is now completed and the new compressor is fully operational. The dry pad has been taken down to 34° F. On October 13 at 4 pm, staff will turn down the temperature to begin to make ice. At 8 am Wednesday October 14th, the pad will be ready for ice to begin to be made at the Keewatin Arena and the Keewatin Curling Club.

Staff will take a gradual approach to putting in ice to coincide with season delays announced by two major user groups. This will include minimal floodings to be done daily. Barring a major downturn in the COVID situation, staff will paint the ice on approximately October 28th. If user groups reverse their current play suspensions, staff will accelerate the ice making process with scheduling to being approximately November 1, 2020.

Budget: All expenses related to putting ice in Keewatin are built into the 2020 operating budget. In the event that COVID triggered a closure of the Keewatin Arena, the cost to put in and remove the ice would be approximately \$7,500.

Risk Analysis:

There is a low to insignificant risk associated with this report.

Communication Plan/Notice By-law Requirements:

Placed on Committee Agenda and included in minutes

Strategic Plan or other Guiding Document:

1-9 The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbours.

2-1 The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in good state of repair to ensure certainty, security and long-term stability of our systems.

2-9 The City will support continuous improvements to recreation and leisure amenities, particularly those that support quality of life.



October 13, 2020

City Council Committee Report

To: Mayor and Council

Fr: Stace Gander, Manager of Community Services

Re: Kenora Rotary Club Request to Designate a Peace Park

Recommendation:

That Council hereby authorizes the use of Municipal lands locally known as the designated green space on First Avenue South between the former Blue Heron and former Laundromat to be designated as a "Peace Park" which will include a monument honouring Missing and Murdered Indigenous Women and Girls, Transgendered and Two Spirited Persons in partnership with the Kenora Rotary Club; and further

That Council directs staff to draft a Memorandum of Understanding (MOU) between The Corporation of the City of Kenora and the Kenora Rotary Club authorizing the conversion and maintenance of a Peace Park to be located on First Avenue South.

Background:

The Corporation of the City of Kenora and the Kenora Rotary Club have collaborated on a number of projects over the years. In July, 2020 staff met with members of the Rotary Club to discuss their vision for a Peace Park located in the green space on First Avenue South. At the same time, staff had been approached by representatives from the Missing and Murdered Indigenous Women and Girls, Transgendered and Two Spirited Persons Committee who had expressed an interest in placing a monument in Kenora to honour Missing and Murdered Indigenous Women and Girls, Transgendered and Two Split Persons. Staff introduced the concept of bringing the two organizations together and collocating the monument and peace park in a common park given the parks intent of *"promoting the hopes and dreams of the entire human family, standing vigil in silent prayer for peace on earth"*. Upon receiving overwhelming support from both organizations, staff circulated interdepartmental requests for comment. Responses were all positive.

At the September 8, 2020 Committee of the Whole meeting, Council heard a deputation from representatives of Kenora Rotary about their vision for a Peace Park. In addition, the Project Manager representing Ontario Provincial Family Members of Missing and Murdered Indigenous Women and Girls, Transgendered and Two Spirited Loved Ones Commemoration Committee also spoke about the importance of a park dedicated to this purpose while commemorating community members.

This report recommends the project based on discussions with the parties.

Budget: The capital costs associated with the construction of the Peace Park will be covered by the Kenora Rotary Club and will be agreed upon through the MOU. Costs associated with monument and its foundation will be the responsibility of the Missing and Murdered Indigenous Women and Girls, Transgendered and Two Spirited Persons

Committee. Staff did speak about on-going garden maintenance costs of the Peace Park. Kenora Rotary has agreed to handle this through volunteers.

Risk Analysis: There is a low to insignificant risk associated with this report.

Communication Plan/Notice By-law Requirements:

Notice to be given to the Kenora Rotary Club and the Missing and Murdered Indigenous Women and Girls, Transgendered and Two Spirited Persons Committee upon receipt of a Resolution of Council.

Strategic Plan or other Guiding Document:

1-9 The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbours.

2-1 The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in good state of repair to ensure certainty, security and long-term stability of our systems.

2-9 The City will support continuous improvements to recreation and leisure amenities, particularly those that support quality of life.

2-10 The City will continue to explore opportunities to develop and improve our beaches, parks & trails.

3-7 The City will continue to build and strengthen our working relations with our Indigenous Partners, including Treaty 3 and the surrounding First Nations communities. Kenora is committed to ongoing outreach and building relationships, including joint meetings to identify issues of common concern and to discuss pathways for closer collaboration.

Location:



October 5, 2020



City Council Committee Report

To: Mayor and Council

Fr: Stace Gander, Community Services Manager

Re: Budget Amendment – Maintenance Manager Module – City Wide

Recommendation:

That Council hereby approves a budget amendment in the amount of \$54,849 to be funded through contingency reserves to enable the Maintenance Manager Module (MMM) in the City Wide asset management program; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2020 capital budget at its October 20, 2020 meeting for this purpose; and further

That Council give three readings to a By-law to amend the 2020 capital budget for this purpose.

Background: Council approved the 2017 Asset Management Plan (AMP) for the City of Kenora as prepared by Public Sector Digest (PSD). Council then directed administration to continue to improve the data underlying the plan and strategies with which to manage the City's infrastructure.

At Council's May 28, 2020 meeting, Council directed staff to apply for a grant opportunity from the Federation of Canadian Municipalities' Municipal Asset Management Program (FCM) for the following project scope:

- CityWide Maintenance Manager License
- CityWide Maintenance Manager Implementation, Data Work and Training
- O.Reg 588/17 Compliant Asset Management Plan

Under that application and if successful in the application, the impact to the City would be approximately \$101,000. With FCM funding to a maximum of \$50,000.

Staff contacted FCM to determine how the application review process was progressing and when the City might get a response to the application. FCM communicated that the funding intake was oversubscribed. Kenora's application was slated for review in the May 2021 timeframe.

Staff feel strongly that the Maintenance Manager implementation should proceed as quickly as possible recognizing that by doing so, a portion of the project would be deemed ineligible. The rationale for this is to benefit from the knowledge of the Parks & Facilities Division Lead prior to his retirement at the end of 2020. In addition, by proceeding early,

the Departments will realize early benefit from automated work flow manager in spring which is a busy time as buildings go through their spring system changeover, dock installations occurs and as the Parks Department starts to make-ready recreational amenities in the community.

The remaining two elements of the project scope originally applied for will be put on hold until FCM rules on the application.

Budget: Contingency reserve fund in the amount of \$54,849.

Risk Analysis: As per the requirements of the ERM policy, the risk to the City relates to service delivery and knowledge transfer. This project will help mitigate that risk.

Communication Plan/Notice By-law Requirements:

Notice required to be placed on Committee Agenda, Minutes and subsequent Council Agenda/Minutes.

Strategic Plan or Other Guiding Document:

2-1 The City will ensure that our municipal infrastructure assets are managed and maintained using available resources through a robust asset management plan and process, with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems.



October 13, 2020

City Council Committee Report

To: Mayor and Council

Fr: Stace Gander, Community Services Manager

Re: Muse Policy Review

Recommendation:

That Council hereby authorizes the adoption of a Comprehensive Official Policy Manual for the various policies pertaining to the Muse recognizing that from time to time amendments will be required as policies are added, removed and amended; and further

That three readings be given to a bylaw to adopt the policies and terms of reference governing the operation of the Muse, Muse staff, subcommittees and the Muse Board.

Background:

In May 2020, Council approved a new bylaw regarding the governance and operation of the Muse. As part of that process, staff recently conducted a thorough review of all Muse operating policies and terms of reference for committees that had been previously established by the Muse Board. The purpose of this review is to ensure that policies approved are necessary to effectively operate the Muse and are fully aligned with the new bylaw. Further, to validate that control of certain functions reside in the appropriate department within the City.

Staff feel that the policies put forward are necessary to the operation of a museum and art centre and give the Muse staff and Board clear direction on processes to help ensure that the Muse can achieve its vision of contributing to a strong community by inspiring a passion for our history, arts and culture.

Budget: N/A

Risk Analysis: There is a low to insignificant risk associated with this report. Its purpose is to approve policies that are unique to the operation of museum and art centre.

Communication Plan/Notice By-law Requirements: Bylaw

Strategic Plan or other Guiding Document: Administrative

DOUGLAS FAMILY ART CENTRE
EXHIBITION POLICY

INTRODUCTION

The Douglas Family Art Centre's exhibitions provide the community with the opportunity to view the world through the lens of artistic expression. In the planning and presentation of premier exhibitions, the Art Centre will strive to engage, entertain, inspire and inform the public about contemporary and historic art, art concepts and art practice.

EXHIBITION THEMES

1. Exhibition themes will reflect the Art Centre's Vision, and integrate the Art Centre's Exhibition and Collection Policies. Exhibitions will seek to spark critical discourse about the importance of the arts in contemporary society by way of featuring contemporary and historic visual art of significance in all media with a variety of approaches to enhance the exhibition experience and reach diverse audiences.
2. The Art Centre is committed to being an active, relevant part of the community and, therefore, will implement a varied and cohesive program of exhibitions as stated in the Introduction to attract and engage regional, provincial and national audiences.
3. The Art Centre will offer a variety of both long and short term exhibitions.
4. To maintain a high quality of artwork shown at the Art Centre, each potential artist's work shall be considered by the Curator. Decisions regarding the suitability of artwork for exhibition shall be based on the following:
 - a) That the artwork has artistic merit based on the opinion of the Curator in comparison to work in other public and commercial galleries;
 - b) Artwork must be in presentable condition as determined by the Curator.
 - c) Exhibits will contain art of significance, developed through curatorial research with attention to accuracy and objectivity.

GUIDELINES AND RESPONSIBILITIES

5. Exhibits provided by the Art Centre shall meet the necessary standards for art, artifacts and exhibition design and materials.

6. The curatorial concepts and interpretations should be innovative and as important as the works of art, with the aim to encourage questions of content, methodology and scholarship about the artworks and art practices.
7. The Art Centre will, in its exhibition practices, abide by all municipal, provincial, and federal law (e.g. fire code, Health and Safety, copyright, right to privacy, etc.).
8. The Art Centre will ensure the relevance, accuracy, and effective communication of each exhibit by:
 - a) Establishing clearly defined objectives and evaluating exhibits against those objectives;
 - b) Using appropriate expertise which may include Art Centre and Museum staff, board members, volunteers, community members, consultants, or professionals;
 - c) Conducting extensive research.
9. All written material will be approved by The Muse Director or designate before the exhibition. Wording should be accurate and simple. All labels and graphics will have a professional appearance.
10. The Art Centre will provide in-house training and will encourage participation, when necessary and possible, in outside training programs that will equip staff and volunteers with the skills required for planning, designing, researching, developing, and installing exhibits.
11. The Art Centre will ensure that the exhibits are safe for both staff and visitors by:
 - a) Placing hazardous materials in locked display cases;
 - b) Adequately supporting, securing, or providing barriers against heavy artworks or those with moving parts that could cause injury;
 - c) Training staff in the safe operation of exhibits if, for instance, there is machinery involved.
12. The Art Centre will ensure that exhibits effectively encourage and promote learning and enjoyment by providing a variety of interpretation methods to meet a range of visitor needs, whether it be through an exhibit catalogue, guided tours, mobile tours, educational programming, dramatic interpretations, workshops etc.

13. The common practice of the Art Centre will be to not include the donor's name with the artwork on display, unless otherwise arranged with the donor and Curator.
14. Decisions about the display of any sacred artifacts and artworks entrusted to the Art Centre's care will be made by The Muse Director and, if necessary, the Curator and Collections Committee or The Muse Board.
15. As exhibitions are the main function of the Art Centre, all aspects of public programming will be motivated by the contents and organization of the exhibitions and exhibition schedule.

CONSERVATION

16. The Art Centre will ensure that exhibition methods adhere to the standards of accepted conservation practice.
17. The Art Centre ensures that exhibit preparation activities that are potentially harmful to artworks are carried out in isolation from any artworks. Such activities would include those that produce dust, excessive heat or vibrations, use of liquids, or those that involve solvents or aerosols.

ACCESSIBILITY

18. The Art Centre will endeavour to ensure that all exhibits are accessible and capable of being used and enjoyed by visitors of all ages and abilities.

FINANCES

19. A portion of the Art Centre's annual operating budget will be allocated to the development, design, construction, maintenance and evaluation of both short and long term exhibitions.

SPONSORSHIPS

20. Sponsorships may be sought to assist with exhibit presentation or related expenditures. A list of potential businesses must be approved by The Muse Director, and if necessary, The Muse Board, prior to the request for sponsorship being made. Sponsors or other sources of funding which are deemed unacceptable by the Director or Board will not be approved. An appropriate level of recognition will be determined on a case-to-case basis with sponsorships.

ARTISTS' FEES

21. The Art Centre recognizes the important role of artists in society and as such artists will be compensated for the exhibition of their artwork at the Art Centre. The Art Centre does recognize a distinction between professional and emerging artists. Artist fees will be paid to professional artists and an honorarium paid to emerging artists.
- a) In negotiating the exhibition contract with a professional artist or group of professional artists the Art Centre will rely on the appropriate CARFAC schedule. The Art Centre recognizes that the CARFAC schedule is a suggestion, serving as a guideline, and that a professional artists or group of professional artists may seek to negotiate for higher exhibition fees. Exhibition fees will be negotiated on a case-by-case basis.
 - b) In negotiating the exhibition contract with an emerging artist or group the Art Centre will pay an honorarium. This fee will be negotiated on a case-by-case basis.

DEFINITION OF A PROFESSIONAL ARTIST

The Muse defines a professional artist as an artist who meets at least **four** of the following criteria:

- a) They are recognized as a professional artist by consensus of opinion among professional artists (not just friends and family);
- b) Their artwork is frequently or regularly exhibited at art galleries or museums;
- c) They are financially compensated for the sale of their artwork or performance;
- d) They possess a diploma or have post-secondary education in an artistic field;
- e) They hold copyright of their artistic work and have received royalty or residual payments based on that copyright;
- f) They have received grants related to the creation, exhibition or promotion of their artwork;
- g) They are represented by an art gallery;
- h) They have received regional and national recognition through publication.

COPYRIGHT

22. The Art Centre adheres to Canadian copyright law. All works on display must have the required copyright and permission forms completed with fees paid and appropriate credit given.

EXHIBITIONS

23. The exhibition of contemporary and historical art is the focus of exhibition planning at the Art Centre. The addition of historical exhibitions provides a context for contemporary art, and elaborates upon an artistic and cultural heritage.

24. The Curator and Director will review the proposals for exhibition in the fall of each year, in preparation for the following year's exhibit schedule. Proposals will consist of the following:
 - a) Exhibit theme/title.
 - b) Description of the content of the exhibit and how it pertains to the theme.
 - c) Photographs of proposed exhibit (e.g. art works, etc.) if available and necessary.
 - d) Curriculum vitae of individual or brief history and purpose of the presenting group.
 - e) Preferred dates for exhibit.
 - f) Other relevant information. The Curator and Director, and if deemed necessary, the Art Centre Advisory Committee, will select the exhibitions and set the schedule for those exhibits, striving for a balance of themes and endeavouring to select a series of exhibits that will appeal to a broad audience. The Curator, Director and Art Centre Advisory Committee may refuse any and/or all exhibition proposals.

25. To determine the eligibility of exhibitions, the following criteria will be used:
 - a) Proposed artwork for exhibition has artistic merit based on the opinion of the Curator in comparison to work in other public and commercial galleries;
 - b) Artwork is in presentable condition as determined by the Curator.
 - c) Exhibits will contain art of significance, developed through curatorial research with attention to accuracy and objectivity.
 - d) Is this exhibit in accordance with the The Muse's Vision?
 - e) Is this exhibit in accordance with the Art Centre's Exhibition Policy?
 - f) Does this exhibit express the values of The Muse?
 - g) Will this exhibit inspire community dialogue?
 - h) Does this exhibit advance the goals of the Art Centre i.e.
 - Will it lead to community engagement and partnership?
 - Does it represent the cultural diversity of this community?
 - Is it inspirational?

- Will it raise the awareness and profile of the Art Centre?
 - Does it have the potential to broaden membership or attendance?
 - Is it innovative?
 - Does it assist the Art Centre in achieving organizational sustainability?
- i) Will this exhibit introduce the Art Centre to a new audience? Who is the audience for this exhibit?
 - j) How does this exhibit rate in terms of its benefit to the community and Art Centre compared to the effort needed to present it?
 - k) Is this exhibit consistent with the quality of the Art Centre's other exhibits?
 - l) Will this exhibit be a springboard for curriculum-based educational programming and other specific types of programming?
 - m) Will this exhibit be an incentive for research, collecting, or improving collections management and storage in a particular area of the collection?
 - n) Will this exhibit generate revenue through admissions, sponsorships, or gift shop sales?
 - o) What are the expected outcomes from this exhibit?
 - p) When would be the best time of the year to present this exhibit?
 - q) Does this exhibit educate? entertain? encourage? energize?
26. Art Centre staff will be responsible for ensuring that museological standards and the exhibition policy is adhered to in the mounting of all exhibitions.
27. The Art Centre will be responsible for the advertising of exhibitions and an opening reception, if one is deemed necessary.

CONTEMPORARY ART EXHIBITIONS

28. The Douglas Family Art Centre is committed to the exhibition of contemporary Indigenous and non-Indigenous Art. Exhibitions are developed to expose the audience to the best of Canadian contemporary and international art in either solo or group format. In featuring regional and provincial contemporary art alongside National and International art we place ourselves in a national and international context.

HISTORICAL ART EXHIBITIONS

29. Reflecting upon the history of art serves to honour past achievements and inform of artistic heritage. The presentation of historical art provides the context to better understand contemporary art and art practice. The Art

Centre will place an emphasis on, but is not limited to, the exhibition of Art History, both Indigenous and Non-Indigenous, as well as the art of diverse global cultures.

INDIGENOUS EXHIBITIONS

30. The Art Centre acknowledges that it stands in Treaty 3 territory, the traditional territory of the Anishinaabe. The exhibition of Indigenous artwork serves to inform of the historical and contemporary culture of First Nations. Exhibitions will demand community involvement and consultation in exhibition planning. Indigenous exhibitions should be offered for tour, as appropriate.

COMMUNITY EXHIBITIONS

31. In accordance with the values of The Muse, the Art Centre will seek to present exhibition programming featuring the artistic expressions of the local and regional community. For this reason the standard criteria of artistic merit may be waived, (ex: featuring the art of local students), and in those cases, the exhibitions are to be featured in the Studio Gallery.

TOURING EXHIBITIONS

32. In order to reach the largest possible audience, the Art Centre will promote the circulation of exhibitions on a local, national and international scale where and when resources permit. In each case, an assessment will be made of the exhibit facilities (e.g. security, safety and environmental controls etc.) before approval is given for an off-site exhibit. The Director/Curator have jurisdiction over all artworks to be loaned out and they must be satisfied with all exhibit, security, lighting, environment and insurance provisions before any material will be loaned. A fee may be charged. A loan agreement for the exhibit will be executed prior to the shipping of any artwork unless the exhibit is to be under the care of the Art Centre staff while off-site.
33. All loaned Art Centre artworks when exhibited must display and appropriately credit the Art Centre.

DOUGLAS FAMILY ART CENTRE COLLECTION

34. A selection of artworks from the Douglas Family Art Collection should always be part of the exhibition schedule, with attention given to creative new ways of learning from, and interpreting the artwork and the life of the artists therein. The proportion of collection presentation depends on the availability of space given the changing exhibition programming.

35. The Douglas Family Art Centre does not guarantee the display of any specific artworks from the Permanent Collection in any given year.
 - a) Only those artworks that illustrate and relate to a chosen theme will be displayed;
 - b) All artworks chosen for exhibition must be installed in a safe manner;
 - c) No object will be allowed to deteriorate visibly while on display;
 - d) No donation will be placed on exhibition permanently.

36. The exhibition of new acquisitions should be featured from time to time to indicate to the public the advancement of the collection.

EXHIBITION DEVELOPMENT PROCEDURE

37. The exhibition schedule and its implementation is guided by the Curator and Director and if deemed necessary with an Art Centre Advisory Committee.

38. Received Exhibitions: The Art Centre will receive exhibitions produced by other galleries, organizers and artists so that a full variety of Canadian and international art can be seen in Kenora. The Curator selects proposals from exhibitions offered to the Art Centre as well as researching exhibitions hosted elsewhere, and consults with various staff members on an ad hoc basis.

39. Art Centre Originated: The Curator, in consultation with various staff members on an ad hoc basis, will develop exhibitions.

40. The final approval for exhibitions comes from the Director and who may on occasion seek guidance from the Art Centre Advisory Committee.

41. The Curator prepares Preliminary Exhibition Proposals which should include:
 - a) Project working Title;
 - b) Full exhibition rationale;
 - c) Indication and scale of budget;
 - d) Approximate number of and types of art works;
 - e) Possible publications;
 - f) Possible interpretive program;
 - g) Estimate of research time needed to develop;
 - h) Intention to tour exhibition; where, possible dates;
 - i) Funding sources.

42. Once an exhibition is approved:
 - a) Letter of confirmation sent to lender (if receiving exhibition). Letter will include request for information (if not already included) particularly for public relations, marketing, education and shipping;
 - b) Dates confirmed, exhibition placed on exhibition schedule;
 - c) Budget confirmed;
 - d) Critical path developed, if required;
 - e) Grant application(s), sponsorship(s) obtained.

43. Implementation:
 - a) Exhibition development continues under the leadership of the Curator;
 - b) Curator to develop critical path and information sharing to ensure team members and extended team members adhere to milestones and budget;
 - c) A photographic record of exhibits will be kept for security and reference purposes.

44. Evaluation:
 - a) Follow-up evaluation of budget and resource analysis;
 - b) Follow-up evaluation of community engagement.

EXHIBITION MAINTENANCE

45. The Art Centre staff will periodically review the exhibition galleries and set priorities for areas needing maintenance, upgrading or revision.

46. Regular inspections of all public spaces will be made to ensure that they are safe for visitors.

47. The Art Centre will ensure that the building, grounds and its systems are well maintained. This includes ensuring that visitors always enter a clean, well-maintained, welcoming gallery space that gives them a positive impression of the level of professionalism at the Art Centre and the kind of care it gives to its collections.

48. There will be regular monitoring of exhibit spaces for risks to the collection, such as pests, water climate variations, poor exhibit techniques, etc.

REVIEW

49. The Art Centre's Exhibition Policy shall be presented by the Director or Curator to the Board for review at a minimum of every three years.

DOUGLAS FAMILY ART CENTRE COLLECTIONS MANAGEMENT POLICY

PURPOSE

The Douglas Family Art Centre champions artistic expression, celebrating the human experience through the lens of art by presenting, collecting, researching and interpreting artworks that seek to engage, inform and inspire the public through selected exhibitions and programming.

1. This Collection Management policy establishes the provisions followed by The Muse Board, Art Centre Advisory Committee, staff and volunteers, in the development, refinement and care of the Douglas Family Art Centre's permanent collection and collections on loan.
2. This Policy does not apply to the Art Centre Boutique.

DEFINITIONS

3. **The Muse** refers to the joint entity that is the Lake of the Woods Museum and the Douglas Family Art Centre.
4. **Board** refers to The Muse Board of Directors.
5. **Collections Committee** is comprised of The Muse Director, the Art Centre Curator, The Muse Board members and the Art Centre Advisory Committee members, hereafter referred to as the "Committee".
6. **Art Centre** refers to the Douglas Family Art Centre.
7. **Collection** is understood to mean the artworks formally acquired to the Permanent Collection of the Douglas Family Art Centre.
8. **Acquisition** refers to an artwork that has entered the Collection.
9. **Deaccessioning** refers to the permanent removal of one or more artworks from the Collection.
10. **Repatriation** refers to the legal return of an artwork to original or former owners including individuals, institutions or communities.
11. **Director** refers to the Director of The Muse (Lake of the Woods Museum and Douglas Family Art Centre).

12. **Curator** refers to the Curator of the Douglas Family Art Centre.
13. **Fair Market Value** is defined as the highest price, expressed in a dollar amount, that the property would bring, in an open and unrestricted market, between a willing buyer and a willing seller who are both knowledgeable, informed, and prudent, and who are acting independently of each other.
14. **Public Art** refers to artwork in any media that has been planned and executed with the specific intention of being sited in a public space outdoors of the Art Centre.
15. **Cultural Property** refers to artworks of great cultural importance to the heritage of Canadians as certified by the Canadian Government.

INSURANCE

16. The Art Centre ensures that insurance coverage is in place to protect the collection and artworks on loan. The Director, Curator, and insurance provider will review the policy on an annual basis in order to ensure that content and coverage is adequate and current. The Director or Curator will advise the provider's representative of the need for extra or special coverage as needed.
17. Incident Report:
 - The Curator and Director are immediately notified upon the discovery of damaged or missing artwork;
 - It is the responsibility of the Director and Curator in conjunction with the municipality to process insurance claims with regard to the collection and loans
18. Disaster Planning:
 - All staff work in accordance with The Muse Disaster Recovery Policy.

ACQUISITION TO COLLECTION

19. The Art Centre develops the collection through acquisition, including donations (gifts and bequests), exchange, purchase and commissions as well as through deaccessioning and repatriation when appropriate.
20. The Collection is intended to be accessible to audiences of today as well as be a cultural trust for the benefit of future generations.

21. Collection Priorities

- Collect high quality works of art within a regional context and with relevance to the artistic history of the region;
- Collect contemporary and historic works of art by outstanding regional artists;
- Collect contemporary and historic works of art by Canadian artists of national and international stature;
- Collect artwork that demonstrates a use value, which is measured in terms of how the artwork will be used in the future in the context of exhibitions, programs, and research.

22. The acceptability of an artwork to be formerly entered into the Collection will be determined by the Collections Committee.

23. The Committee will consider artwork proposed for acquisition based on the following criteria:

- Artwork has artistic merit based on the opinion of the Curator in comparison to work in other public and commercial galleries;
- Artwork must be in presentable condition as determined by the Curator;
- Artwork collected must demonstrate a use value, which is measured in terms of how the artwork will be used in the future in the context of exhibitions, programs, and research;
- Artworks must be authentic in the academic opinion of the Director and Curator, and if needed, third party experts;
- Artwork must meet a standard of quality, which is measured in terms of the total production of an artist and substance of the particular artwork;
- The Art Centre has adequate resources for the acquisitions, maintenance, conservation, storage, access for research and display of the artwork;
- The provenance of the artwork is known;
- Proposed donations are to be unconditional gifts with unrestricted terms by the donor.

To assist in the decision-making process, the following questions will be used as a guideline:

- Who is the artist in relationship to the Douglas Family Art Centre?
- What does the piece represent in the artist's production?
- Will the work be shown at the Douglas Family Art Centre?

- Will other institutions want to show this work, i.e. can it be loaned?
 - Is the Douglas Family Art Centre the best location for this work?
 - Is having this piece in the collection of the Douglas Family Art Centre the best for the artist?
24. The Art Centre will not collect duplicates unless they serve a useful purpose, such as demonstrating experimentation by the artist with other versions of a piece or unless they are of a higher quality or are acquired for future sale. Any duplicate which does not have a specific function should not be collected.
25. A budget line is provided in the annual operating budget for the acquisition of objects, their cataloguing, storage and care.
26. Acquisition may be made through gift, bequest, purchase, commission or exchange.
- a) **Gift or Bequest** – A gift or bequest may be accepted from any source, including a staff member:
Gift: Title passes to the Art Centre during the life of the donor.
Bequest: Title passes to the Art Centre under a will.
- b) **Purchase** - Artworks may be purchased from any source, such as an artist, dealer, vendor or auction. Staff does not have the authority to purchase artwork exceeding \$1,000.00. There is the option to purchase artwork whose cost is in excess of \$1000.00 by seeking funding through the Legacy Fund at the Board's discretion.
- c) **Exchange** - The exchange of artworks between institutions is an established and useful means of developing and improving a Collection. Exchanges may be arranged by the Curator with the approval of the Director and if deemed necessary with the Board. Exchanges with individuals will not be made.
27. All donations are considered outright and unconditional gifts to be used, displayed, or disposed of at the Art Centre's discretion.
28. Title to the artwork passes to the Art Centre when the Deed of Gift has been signed or the invoice is paid, in full or in part, or as agreed in each instant.

29. Charitable receipts for income tax purposes may be issued for donations of artworks. The person who determines the Fair Market Value of the property must be competent and qualified to evaluate the artwork(s) being transferred as a gift. Donations exceeding a value of \$1000.00 must be accompanied by a written professional third party appraisal, paid for by the donor, before a tax receipt can be issued.
30. If a donor requires a tax receipt for a donation in a given year, the artwork must be offered to the Art Centre in writing by December 1st and presented, accepted and onsite before the holiday closure of that year.
31. In certain instances regarding purchases or donations from outside the immediate region, the Committee may assess the artwork first in photographic image to determine an expression of interest prior to shipping to the Art Centre.
32. While donor expectations concerning tax receipts and other fiscal considerations such as Fair Market Value are appropriately respected, such expectations do not drive the Art Centre's collecting practices, nor will the Art Centre deviate from best practice standards in order to meet any such expectations.
33. The Director and Curator are responsible for determining whether a gift has appropriate qualifications to be eligible for application to Canadian Cultural Property Export and Import Review Board (hereinafter "CCPERB") for certification. The Art Centre or contracted qualified appraiser will prepare and submit the application.
34. In the case where a CCPERB receipt is desired, certification will be for the tax year in which the gift is formally accepted into the Collection even if the CCPERB certification meeting occurs in the subsequent calendar year. The Art Centre staff cannot guarantee approval of certification by CCPERB.
35. Expenses associated with a donor's gift (e.g. appraisals, shipping) shall, in most cases, be paid by the donor.
36. In the rare circumstance when the Art Centre considers commissioning an artwork for the Collection, the Committee, will create and approve the terms and conditions of the commission and make the selection of a short-list, if necessary, and of the final artwork. Professional standards for commissioning an artwork shall be followed.

37. The Art Centre will not give appraisals for external purposes.
38. The Art Centre will, in its acquisition and collection practices, abide by all municipal, provincial, and federal laws.
39. The Director and Art Centre staff, Board and Committee members cannot accept personal gifts of artwork from artists or their agents.
40. The Director and Art Centre staff, Board and Committee members shall not deal in artwork for personal profit, gain or other advantage.
41. No artwork created by an Art Centre staff member or a Committee member, or their immediate family shall be acquired by the Art Centre, whether by purchase or donation, while that member is serving on the Collections Committee unless that staff member is recused and refrains from any influence of the vote.
42. Any Collections Committee member wishing to donate artwork that they own but have not created, or who may have direct or indirect monetary or professional interest in such artwork, must disclose this information to the Collections Committee prior to any discussion of the donation of the artwork. If the proposed artwork is presented to the Committee for consideration, that member must recuse themselves from the meeting during discussion of the artwork and refrain from any influence of the vote.
43. Private collection of artwork by the Director, members of the Muse staff involved with the Art Centre's own collecting program, Board and Committee members is entirely appropriate. However, no private collecting may compete with the Art Centre for acquisition of artwork. Should a conflict of interest develop between the needs of the individual and the Art Centre, the interests of Art Centre shall prevail.

DOCUMENTATION OF COLLECTION

44. Artworks collected should be accurately and thoroughly documented maintaining a comprehensive system of records. Documentation is the responsibility of the Art Centre Curator and other staff as appropriate. Such documentation should include:
 - a) Provenance and legal title of artwork;
 - b) Accession and cataloguing data: artist name, nationality, title, production date, media, edition, surface material (canvas, paper etc), dimensions, framing description;

- c) Photographic documentation;
 - d) Condition and conservation history;
 - e) All correspondence, documents and other materials/notes pertaining to an Artwork;
 - f) Current and former locations including loan records;
 - g) Deaccessioning information.
45. The Art Centre will use accepted and consistent standards, methods and procedures to document the collection. Documentation must be maintained as a permanent record. Copies of electronic records must be maintained and stored in an off-site location.
46. The Art Centre will ensure that the collection is properly labelled, stored, and cared for, in the Class A designated facility ensuring the long-term preservation of cultural property.
47. Confidential aspects of the records (such as, but not limited to, donor information and insurance values) will be kept confidential and separate from aspects of records shared with researchers.

DE-ACCESSIONING FROM PERMANENT COLLECTION

48. Artwork for deaccessioning is determined and presented with a full justification to The Muse Board by the Director or Curator. The justification must include: explanation criteria for the deaccessioning, consultation with staff and may include consultation with interested dealer or specialist, and a declaration of the intended outcome once deaccessioned.
49. The Art Centre may deaccession artworks from the Collection based on any or more of the following criteria:
- a) Duplication;
 - b) Questionable authenticity or provenance;
 - c) Not useful for research, exhibition, or loan;
 - d) Inferior quality;
 - e) Public safety concern;
 - f) Found to have unethical or illegal provenance;
 - g) Approved for repatriation;
 - h) Inability for the Art Centre to meet standards of care or storage requirements;
 - i) Accidentally lost or destroyed.

50. When an artwork is deaccessioned the Art Centre must ensure that:
 - a) It has clear title to the object;
 - b) There are no legal restrictions that prohibit deaccessioning the artwork.
51. At no time will Art Centre staff, Board or Committee members or anyone connected to the Art Centre in any formal way be permitted to acquire deaccessioned artwork directly from the Art Centre.
52. Prior to the Board meeting, the Art Centre Curator shall ascertain that there are no legal, time-related or other restrictions against the deaccessioning of the artwork and that the disposal will not contravene CCPERB regulations or other legislation.
53. The process of deaccessioning will be thoroughly documented so that a permanent record of the Art Centre's actions is available for future reference. The catalogue number must be removed from the deaccessioned artwork; however the catalogue number must be maintained in the accession records along with the necessary details of the disposal.

Disposal of Deaccessioned Artwork

54. The Curator will recommend the means of disposal of deaccessioned artworks.
55. Means of Disposal of artwork may include:
 - a) Sold through public auction or by reputable and established dealers with the proceeds going into the acquisition fund;
 - b) Offered to another art gallery or educational or cultural institution as a gift or in exchange;
 - c) Donated to a charity;
 - d) Repatriation;
 - e) Intentional destruction.
56. In circumstances other than accidental destruction or loss, the manner of disposal should be in the best interest of the Art Centre, the community it serves, and the public trust placed in it. Every effort should be made to ensure that the artwork remains in the public domain. As a result, sale at Fair Market Value or exchange with another public institution that can provide the highest degree of care for and make the most appropriate use of the artwork will be the first course of action pursued. The Art Centre will do

its utmost to ensure that a deaccessioned artwork which is significant to Canadian cultural heritage is retained in Canada.

57. If disposal is by outright sale, sale by public auction is preferable.
58. Artwork can be intentionally destroyed if it is determined:
 - a) To be inauthentic, such as a forgery or reproduction, and of no archival or documentary value;
 - b) To substantially lack physical integrity to the point that it cannot reasonably be preserved.
59. Where disposal involves the transfer of ownership, appropriate legal documents shall be obtained.

Use of Deaccessioned Proceeds

60. In cases when an artwork has been accidentally destroyed or permanently lost, the artwork will be deaccessioned from the Collection. Any funds derived from this loss, such as a payment from insurance, will be credited to the Art Centre's acquisition fund or for care of artwork in the Collection or exhibition programming as determined by the Director.

Repatriation

61. The Art Centre will deaccession artworks from the Collection for the purposes of Repatriation, when it can be shown that the individual, group or body of government have right to the artwork. The Art Centre recognizes that requests for Repatriation can only be resolved on a case-by-case basis.
62. In order to avoid the future need to repatriate artwork from the Collection the Art Centre will:
 - a) Maintain provenance and titles of artworks;
 - b) Maintain knowledge of up-to-date information on international and national inventories of lost and stolen artwork;
 - c) Refuse cultural objects from any occupied country;
 - d) Maintain complete documentation related to repatriation or questions about legal ownership of artworks in the Collection.
63. With regard to questions concerning legitimate title or the discovery that an artwork is stolen, legal counsel will be sought.

CARE OF COLLECTIONS:

64. In all collection activities the Art Centre will meet professional standards in compliance with museological principles and ethics, following provincial, national and international laws, agreements and treaties.
65. The Art Centre will uphold art gallery standards of care for artworks involving the following fundamental elements:
 - a) Security (e.g. protection against theft, vandalism, fire, flood and other disasters);
 - b) Environmental controls (e.g. temperature, relative humidity, intensity and quality of lighting, and airborne contaminants);
 - c) Appropriate methods and conditions for handling and storing artworks that are in line with indefinite preservation.
66. It is the responsibility of the Director and Curator to ensure that professional standards are met in the methods and conditions under which the following activities occur:
 - a) Display and providing study access to artwork;
 - b) Installation and de-installation of artwork in exhibitions;
 - c) Exhibition lighting;
 - d) Matting and framing of artwork;
 - e) Transportation of artwork to or from the Art Centre;
 - f) Storage of artwork.
67. All permanent members of the Art Centre staff will have the appropriate level of training for handling artwork and any temporary employees involved with handling artwork will be trained by Art Centre staff to the appropriate level for the safe handling of the artwork.
68. The Curator is responsible for initiating any conservation action on an artwork. Such work will not be undertaken without consultation with the Director.

LOANS:

By Douglas Family Art Centre

69. Official requests for loans must be made in writing to the Curator, who with the final authority of the Committee will approve or deny the loan based on the borrower's ability to meet standards of care. Loans will not be made or considered to individuals, except under unique circumstances.

70. Each request to borrow artwork from the Art Centre will be dealt with individually.
71. Loans from the Collection to borrowers are considered for the following reasons:
 - a) As part of a travelling exhibition prepared by the Art Centre or partner for public display;
 - b) As part of an exhibition project, which is deemed by the Art Centre Curator to hold curatorial research and interpretation as a priority;
 - c) To promote the Douglas Art Centre Collection.
72. No artwork certified as Cultural Property shall go out on loan to institutions not designated as Class A by the Movable Cultural Property Program through the Department of Canadian Heritage.
73. Selected artworks may be available for loan to other institutions with specified time lengths according to the loan conditions established by the Committee and detailed in the loan agreement used for such purposes.
74. The Art Centre reserves the right to recall a loan at any time if conditions of display are deemed to be of risk to the artwork or if the artwork is required for the Art Centre's exhibitions or research projects.
75. Borrowers must sign a loan agreement prepared by Art Centre staff. All loaned artworks are subject to a loan fee payable by the borrower, plus all costs related to the loan including packing, crating, shipping, insurance, customs fees, conservation and other necessary costs as agreed to between the borrower and the Art Centre.
76. Artworks loaned by the Art Centre on a long-term basis must be reviewed and renewed annually, if such renewal is desirable.
77. Art Centre staff will ensure that all artwork selected for loan is in sound condition, fully documented, and capable of the required transport.
78. Outgoing loans must be fully documented and accompanied by signed agreements defining time frame of the loan, agreed upon costs, the use of the artwork and their images, reproduction rights, insurance coverage and all other terms and conditions of the loan including shipping and handling conditions and requirements. The documentation on file will include one

signed copy of the loan agreement and information relating to value and condition.

79. Any damage or change in condition of loans will be reported to Art Centre staff as soon as possible.
80. No conservation work or framing modifications will be undertaken by the borrower without written authorization from the Curator.
81. The Art Centre reserves the right to not lend artworks or other materials.

To Douglas Family Art Centre:

82. Artworks will be accepted on loan by the Art Centre for a specific purpose, i.e. exhibition, research etc.
83. The Art Centre will accept loans from institutions, corporations, or individuals for assigned periods of time.
84. Loans receive appropriate levels of documentation and are accompanied by signed agreements defining the time frame of the loan, agreed upon costs, the use of the objects and their images, reproduction rights, insurance coverage and all other terms and conditions of the loan including shipping and handling conditions and requirements.
85. The Curator monitors loan expiration dates to ensure loans are returned to the lender within the agreed time frame. If an exhibition is extended and an artwork is to remain on loan, agreed upon with lender, the loan agreement is updated and insurance coverage extended.
86. The Art Centre will provide the same standard of care and security for the artworks on loan as it does for those in its Collection.
87. Conservation, restoration or other treatment will not be undertaken to borrowed artworks without the prior written authorization from the lender. Any restoration must be documented with conservator reports filed.
88. All long-term loan agreements shall be reviewed annually.

REPRODUCTION AND COPYRIGHT

89. The Art Centre will comply with all Canadian copyright legislation pertaining to the reproduction of artist's artwork in the Collection and on loan.

ACCESS TO THE COLLECTION

90. There will be physical access to artworks through exhibitions, programs, events and tours. Other requests for physical access will be considered individually (loans, individual requests, research).
91. Access to and use of the Collection is at the discretion of the Director and Curator and is generally provided to any person who can demonstrate a need. Determining factors include:
 - a) Condition of the artwork;
 - b) Risk to the artwork;
 - c) Location;
 - d) Security;
 - e) Health and safety risks;
 - f) Copyright;
 - g) Intended use;
 - h) Expertise of the researcher;
 - i) Human and financial resources available.
92. The Douglas Family Art Centre must be credited for any use of its Collection with "Courtesy of the Douglas Family Art Centre, Kenora, ON."

REVIEW

93. The Collections Management Policy shall be presented by the Director or Curator to the Board for review at a minimum of every three years.

THE MUSE - TANGIBLE CAPITAL ASSET POLICY

PURPOSE

1. The goal of this policy is to provide direction for ensuring that The Muse's tangible capital assets are recorded appropriately and accurately, and to prescribe the accounting treatment for those assets. This policy does not apply to assets over which The Muse does not exercise control.
2. Tangible capital assets are a significant economic resource and a key component in the delivery of programs and services. The benefits from capitalizing tangible capital assets include:
 - Maintain appropriate accountability for government-owned tangible capital assets;
 - Ensure accounting consistency across the organization;
 - Ensure efficient and effective use of assets; and
 - Provide information that will support measuring the cost of programs and services.

DEFINITIONS

Amortization - is an accounting concept in which the recorded cost of an asset is distributed in a systematic and rational manner over its estimated useful life and matches the cost of that asset to the periods in which service is derived from the asset.

Betterment - is a subsequent expenditure on a tangible capital asset, in excess of the relevant threshold, that will do one or more of the following:

- Substantially increase the previously assessed physical output or service capacity;
- Significantly lower associated operating costs (efficiency);
- Substantially extend the useful life of the asset; or
- Significantly improve the quality of the output.

Any other expenditure would be considered a repair or maintenance and expensed in the period.

Capital Project - is an activity during which expenditures are incurred that result in the creation of a capital asset.

Control - of an asset is achieved when The Muse:

- Manages and operates the asset;

- Is responsible for the asset's performance, availability and maintenance;
- Has total use of the asset or can control access to the benefit the asset provides;
- Has legal responsibility and liability with respect to the asset;
- Is the beneficiary of all or nearly all the future economic benefits from the asset;
- Is responsible for renewal and replacement of the asset;
- Bears all risk of obsolescence, environmental liability, uninsured damage or condemnation of the asset.

Fair Value - is the amount of the consideration that would be agreed upon in an arm's length transaction between knowledgeable and willing parties (buyer and seller) who are under no compulsion to act. Fair value would be used to assign an amount to a donated asset received by The Muse.

Historical cost - of an asset is the amount of consideration given up to acquire, construct, develop or better an asset and includes all costs directly attributable to acquisition, construction, development or betterment of an asset including installing the asset at the location and in the condition necessary for its intended use. Historical cost is generally determined using the actual original cost. Where actual original cost information is not available, an estimated original cost may be used.

"In Service" Date - is realized as the date at which an asset begins to be used by The Muse. The calculation and recording of amortization will not begin until the "in service" date has been reached.

Maintenance - is a recurrent expenditure, whether it be periodically or regularly required, that keeps an asset in a condition that helps maintain or ensure realization of the future economic benefits that are expected from the asset over its initially assessed useful life.

Pooled assets - are assets that have a value below the capitalization threshold when considered on an individual basis but that collectively make up a significant group of assets which exceeds the relevant threshold level (for example, computers, furniture, small moveable equipment). Pooled assets are recorded as a single asset with one combined value, although each unit may be recorded in the asset sub-ledger for monitoring and control of its use and maintenance.

Residual value - is the estimated net realizable value of a tangible capital asset at the end of its useful life.

Straight-line method - is the preferred method of amortization in which the periodic charge is computed by dividing the cost base of the asset by its estimated useful life.

Tangible capital assets - are non-financial assets having physical substance that are acquired, constructed and developed and:

- Are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance, or repair of other tangible capital assets;
- Have useful lives extending beyond one year;
- Are intended to be used on a continuing basis in The Muse's operations; and
- Are not intended for sale in the ordinary course of operations.

Threshold - is generally the minimum cost that an individual asset must have before it is to be treated as a tangible capital asset. The threshold amount is to be used as a guide in addition to professional judgment.

Useful life - is the estimate of either the period over which a tangible capital asset is expected to be used by The Muse, or the number of production or similar units that can be obtained from the tangible capital asset by the City. An asset will most likely be removed from service when it is no longer economically viable. Useful life is normally the shortest of the asset's physical, technological, commercial or legal life.

CONTROL

3. Tangible capital assets are economic resources controlled by an entity as a result of past transactions or events and from which future benefits may be obtained. The Muse must, therefore, exercise control of an asset before it can be reported in the capital asset record of The Muse. In addition, the transaction or event giving rise to The Muse's right to, or control of, the benefit must have already occurred.

It is not essential for control of access to the benefit to be legally enforceable for a resource to be on asset, provided the entity can control its use by other means.

COST

4. The cost of a tangible asset is the gross amount of consideration given up to acquire, construct, develop or better that asset. It includes direct, construction or development costs (such as materials and labour) and overhead costs directly attributed to the acquisition, construction or development of the asset and includes costs to place the asset in its intended location and condition for use. Asset costs may include, but are not limited to the purchase price and other acquisition costs such as:
- installation costs;
 - design and engineering fees;
 - survey costs;
 - site preparation costs;
 - freight charges;
 - transportation insurance costs and duties.

Where two or more assets are acquired for a single purchase price, it is necessary to allocate the purchase price to the various assets acquired. Allocation should be based on the fair value of each asset at the time of acquisition or some other reasonable basis if fair value is not readily determinable.

Costs of betterments are considered to be part of the cost of a tangible capital asset and would be added to the recorded cost of the related asset. A betterment is a cost incurred to enhance the service potential of a tangible capital asset. In general, service potential may be enhanced when there is an increase in the previously assessed physical output or service capacity, where associated operating costs are lowered; the useful life of the property is extended; or the quality of the output is improved (for example, repairs and maintenance maintain the predetermined service potential of a tangible capital asset for a given useful life). Such expenditures are expensed in the period in which they are made. Betterments increase service potential (and may or may not increase the remaining useful life of the tangible capital asset). Such expenditures would be included in the cost of the related asset.

FURNITURE, EQUIPMENT AND TECHNOLOGY

5. Furniture and equipment includes fixed and moveable tangible capital assets to be used for operations, the benefits of which extend beyond one year from date of receipt.

Technology includes computers and consists of hardware and software (canned and customized) that can be considered a component of, is typically attached to, or communicates with an information system. The term encompasses processing units, memory apparatus, input and output devices, storage devices, connectivity equipment, printers and copiers.

Furniture, equipment and technology (FE&T) may be capitalized as pooled assets in conjunction with other asset types in the following situations:

- Construction of a new building
- Construction of a new building which is a replacement for a currently existing building;
- Construction of a building addition that includes new FE&T;
- Major renovation to a building in which new FE&T is included to replace the existing items;
- Construction of certain major complex network systems (i.e. telephone, computers, servers, printers).

CONTRIBUTED ASSETS

6. A tangible capital asset may be gifted or contributed by an external third party with no cash outlay. Where an asset is acquired at no costs or for a nominal value, the amount recognized should be equal to its fair value as at the acquisition date. Fair value may be estimated using market or appraised values. When an estimate or fair value cannot be reasonably estimated, the asset will be recognized at its nominal value.

A capital asset purchased at substantially below fair value would also be recognized at its fair value with the difference between the consideration paid for the capital asset and fair value reported as a contribution.

COLLECTIONS

7. Heritage assets/Collections are works of art and historical treasures considered irreplaceable and preserved in trust for future generations. Collections or individual items of significance (i.e. paintings, historical pieces and/or structures that are owned by Kenora and not held for financial gain but rather for public exhibition, education or research in furtherance of public service) may be considered heritage assets. Heritage assets will not be recognized as tangible capital assets in financial statements, but the existence of such property should be disclosed. Amortization of heritage assets does not apply

as the economic benefit or service potential of heritage assets are used up so slowly and the estimated useful lives are extraordinarily long. Due to the cultural, aesthetic or historical value, The Muse applies efforts to protect and preserve the asset indefinitely.

ACCOUNTING FOR ASSETS

8. All tangible capital assets and amortization must be identified and valued using an appropriate cost base; namely historical cost. Reasonableness and materiality should be considered in this approach. Where practical and cost effective, existing tangible capital assets, acquired in fiscal years prior to the year of adoption of public sector accounting standards for tangible capital assets, will be valued using historical costs adjusted for the proportion of the useful life of the asset that has already been consumed through the establishment of a provision for accumulated amortization.

Where it is not practical and cost effective to establish a reasonable estimate of historical cost, the appraised or some appropriate measure of current value may be used and discounted back to estimate historical cost using relevant price/cost index. In the case where the year the asset was constructed or acquired is unknown, an estimate of the number of years remaining and the current value of the asset, working backward an estimated year and value can be determined. Tangible capital asset classifications that were historically established on whole asset or pooled asset approaches may be recorded using a component approach on a "go forward" basis.

RECOGNITION

9. A tangible capital asset shall be recognized when it is probable that future benefits associated with the asset will be obtained, there is an appropriate basis of measurement and a reasonable estimate of the amount that can be made. The recognition and valuation of an asset is based on its service potential. The acquisition date of an asset is the earliest of the date on which the asset being constructed is complete and ready for productive use. In the case of contributed assets, this date shall be the date of the initial acceptance by The Muse.

CAPITAL THRESHOLD

10. Capitalization threshold relates to the minimum dollar threshold that is used to assist in determining which expenditures will be capitalized as assets and amortized and which expenditures will be treated as current year expenses. The capitalization threshold has been set at \$1,500 for The Muse.

POOLED ASSETS

11. When the value of an individual item is less than the threshold level, but upon acquiring several of these assets in a single purchase or when these costs are aggregated for the fiscal period, the asset makes up a significant group that exceeds the threshold level then they must be capitalized. Assets to be pooled have been set out in the Category and Sub-Category table at the end of this policy.

USEFUL LIFE

12. The cost, less any residual value, of a tangible capital asset with a limited life should be amortized over its useful life in a rational and systematic manner appropriate to its nature and use by the organization. The estimated useful life of The Muse's tangible capital assets have been set out in the Threshold and Useful Life tables at the end of this policy.

Estimating useful lives of assets is a matter of judgment based on experience and should be applied on a consistent basis. Factors to be considered in estimating useful life include:

- Expected future usage;
- Effects of technical obsolescence;
- Expected wear and tear through the passage of time;
- Maintenance program;
- Condition of existing comparable items; and
- Studies of similar items retired.

The service potential of an asset is normally consumed through usage. Factors such as obsolescence, excessive wear and tear or other events could significantly diminish the service potential that was originally anticipated from the asset. The estimated useful life of an asset category and remaining useful life of individual assets should be reviewed on a regular basis and revised when appropriate. The rationale supporting the decision to revise life estimates of an asset should be documented.

Significant events that may indicate a need to revise the estimated useful life of an asset or its components may include:

- Completion of a major betterment;
- Change in the extent or manner that the asset is used;

- Removal of an asset from service for an extended period of time;
- Pattern of differences in levels of maintenance as compared to that previously expected;
- Results from engineering testing indicating higher than expected rates of structural deterioration;
- Major physical damage or destruction;
- Significant technological developments;
- Significant increases in operating costs that may dictate an earlier than originally anticipated retirement; and
- Changes in government programs, laws or regulations, policies, standards; environment or public preferences impacting the period of time over which the tangible capital asset can be used.

DISPOSAL

13. Disposals of tangible capital assets in the accounting period may occur by sale, destruction, loss or abandonment. On disposal of an asset, the historical cost and accumulated amortization must be removed from the books. The disposal shall be documented. The difference between the net proceeds on disposal and the net book value must be recorded as a gain or loss for the accounting period.

WRITE-DOWN / WRITE-OFF

14. When conditions indicate that a tangible capital asset no longer contributes to The Muse's ability to provide goods and services, or that the value of future economic benefits associated with the tangible capital asset is less than its net book value, the cost of the tangible capital asset should be reduced to reflect the decline in the asset's value.

A write-down is used to reflect a partial impairment in the value of the asset. A write-off is used to reflect total impairment in the value of an asset. Write-downs or write-offs should not be reversed. The write-down or write-off of an asset requires the approval by a properly authorized officer. Any abandoned or indefinitely postponed projects must be written down to their next realizable value and charged to the period in which the abandonment or indefinite postponement occurs. When the reduction in future economic benefits of the asset can be objectively estimated and it is expected to be permanent, the asset must be written down.

Conditions that indicate a write down is necessary may include a change in the manner or extent to which the asset is used:

- Removal of the asset from service;
- Physical damage;
- Significant technological developments;
- A decline in, or cessation of the need for the service provided by the asset;
- A decision to halt construction of the asset before it is complete or in useable or saleable condition; or
- A change in the law or environment affecting the extent to which the asset can be used.

The persistence of such conditions over several successive years increases the probability that a write-down is required unless there is persuasive evidence to the contrary.

AMORTIZATION

15. The Muse will use a straight-line method of calculating the annual amortization in most situations. Amortization is normally based on the total cost of the asset less its residual value. When the residual value of the asset is significant then it should be factored into the calculation of amortization. Otherwise it shall be assumed that there is no residual value for that asset.

The Muse shall book 50% of calculated amortization in the first year.

REVIEW OF POLICY

16. The Tangible Capital Asset Policy shall be presented by the Director to The Muse Board for review at a minimum of every three years in conjunction with Treasurer.

Category	Sub-Category	Pooled	Threshold \$	Useful Life Years
Furniture, Equipment and Technology	Computers	X	1,500	3
	Servers	X	1,500	5
	Printers	X	1,500	5
	Software	X	1,500	5
	Instrumentation	X	1,500	10
	Tools	X	1,500	10
	Misc. Equipment	X	1,500	10
	Security Systems (not attached to bldgs)	X	1,500	5
	Furniture	X	1,500	10

LAKE OF THE WOODS MUSEUM COLLECTIONS MANAGEMENT POLICY

PURPOSE

1. The Lake of the Woods Museum has been created to collect, preserve, research, exhibit, and interpret the material culture, photographs, and documents that best serve to illustrate the human history of this area, including the region's first people and the founding, settlement, and development of Rat Portage, Kenora, Keewatin, Jaffray Melick and Lake of the Woods for the purpose of education, enjoyment and entertainment.
2. The term "collection", as used in the Collections Management Policy, is understood to mean the acquisition of historically significant artifacts that contribute to an understanding of past human behaviour, customs, activities, events, institutions, and people.

ACQUISITION OF COLLECTION

3. The Lake of the Woods Museum will collect only those objects, photographs, printed and audio- visual media made and/or used in Rat Portage, Kenora, Keewatin, Jaffray Melick, and Lake of the Woods; or that are associated with a person, place, or event in this area; or, to a limited extent, are typical or representative of objects made or used in this area; and that are relevant to, and consistent with, the purposes and activities of the museum.
4. The acceptability of an artifact for the Museum's collection will be determined by the Director of The Muse who may also delegate this responsibility to the Museum Educator. In some cases, acceptability may be determined by the Director or Museum Educator in consultation with the Museum Advisory Committee or The Muse Board if the Director deems it necessary.
5. A budget line is provided in the annual operating budget for the acquisition of objects, their cataloguing, storage and care.
6. Objects collected must be useful in the Museum's display, research, and interpretive activities. However, the display of particular objects is not guaranteed.
7. The Museum will not collect duplicates unless they serve a useful purpose, such as extension program displays, educational kits, etc., or unless they are

of a higher quality or of significance for reasons of comparison. Any duplicate which does not have a specific function should not be collected.

8. The objects must be in reasonable condition so that the Museum may fulfill its goal of preservation, with as little alteration to objects as possible.
9. Acquisition may be made through gift, bequest, purchase, exchange or transfer.

Gift or Bequest – A gift or bequest may be accepted from any source, including a staff member.

Purchase - Artifacts may be purchased by the Director and Museum Educator from any source. Purchases over \$100 must be approved by the Director. Purchases exceeding \$1,000 or the budget allotment must first be approved by The Muse Board.

Exchange - The exchange of artifacts between institutions is an established and useful means of developing and improving a collection. Exchanges may be arranged by the Museum Educator with the approval of the Director. Exchanges with individuals will not be made.

Transfer - The Museum may acquire artifacts from other institutions. The transfer must be supported by documentation.

Found in the Collection - Unaccessioned objects that have been treated as artifacts over time but for which acquisition documentation cannot be found are designated "found in the collection." These objects will be accessioned if approved through the acquisition process.

10. All donations are considered outright and unconditional gifts to be used, displayed, or disposed of at the Museum's discretion.
11. All acquisitions involving transfer of ownership or transfer of responsibility (loans) must be accompanied by the appropriate legal documentation.
12. Charitable receipts for income tax purposes may be issued for donations of artifacts. The person who determines the fair market value of the property must be competent and qualified to evaluate the particular property being transferred as a gift. Donations exceeding a value of \$1,000.00

must be accompanied by a written professional appraisal, paid for by the donor, before a tax receipt can be issued.

13. The Museum will not give appraisals for external purposes.
14. The Museum will, in its acquisition and collection practices, abide by all municipal, provincial, and federal laws.

DOCUMENTATION OF COLLECTION

15. Objects collected should be accurately and thoroughly documented. Documentation is the responsibility of the Museum Educator and other staff as appropriate. Such documentation should include:
 - identity of the object
 - circumstances surrounding the object's discovery and acquisition (where, when, by whom)
 - the original owner and manufacturer
 - the object's original use and function
 - a chronological history of the object
 - a description
 - condition of the object
 - any other pertinent facts
16. The Museum will use accepted and consistent standards, methods and procedures to document the collection. Documentation must be maintained as a permanent record. Copies of electronic records must be maintained and stored in an off-site location.
17. The Museum may collect artifacts that have incomplete documentation if they contribute to a clearer understanding of significant former customs, activities, people or events.
18. The Museum will ensure that the collection is properly labelled, stored, and cared for, in the best possible physical environment.

LOANS

BY MUSEUM:

19. Objects may be loaned to other institutions with specified time lengths according to the loan conditions established by The Muse Board and detailed in

the reverse of the loan form used for such purposes. Loans will not be made to individuals, except under unique circumstances.

20. The Museum may loan objects for temporary displays or educational purposes off-site. Such off-site locations must offer reasonable security and environmental conditions. Loans which may pose undue risk to an artifact will not be considered.
21. Objects loaned by the Museum on a long-term basis must be reviewed and renewed annually, if such renewal is desirable.
22. Each request to borrow items from the Museum will be dealt with individually with the final decision being made by The Muse Director in consultation with the Museum Advisory Committee or The Muse Board, if the Director deems it necessary.
23. Outgoing loans must be fully documented. The documentation will include one copy of the signed loan form and information relating to value and condition.
24. The Museum reserves the right not to lend artifacts or other materials.

TO MUSEUM:

25. Artifacts will be accepted on loan by the Museum for a specific purpose, i.e. special displays, photographic reproduction, etc. All artifacts accepted as a short-term loan will have a pre-determined time limit, agreed upon by both parties concerned.
26. The Museum will accept loans from institutions, corporations, or individuals for assigned periods of time.
27. The Museum will provide the same standard of care and security for the objects on loan as it does for those in its collection. Treatment will not be undertaken on borrowed objects without the prior written consent from the owner. Any treatments must be documented.
28. No long-term loans (exceeding 3 months) will be accepted from individuals because of the expense involved in housing, handling, maintaining and insuring the loaned items.

DE-ACCESSIONING

29. The Museum may permanently remove artifacts from the collection that are:

- not historically significant to the city of Kenora, Lake of the Woods or the immediate area.
 - duplicates of artifacts that are historically significant.
 - found to be not authentic.
 - useless for research purposes due to poor documentation.
 - not useful for exhibition, or loan.
 - in such poor physical condition that conservation or restoration treatments are unfeasible, or are such that the Museum is incapable of providing the conditions necessary for minimum curatorial care, or are such that it does not serve a useful purpose.
 - a preservation threat to other articles in the collection.
 - a physical or health threat to staff or public.
 - found to have unethical or illegal provenance.
 - approved for repatriation.
 - accidentally lost or destroyed.
 -
30. The deaccessioning of an artifact from the Museum's collection will be recommended by the Director of The Muse in consultation with the Museum Educator and the Museum Advisory –Committee to The Muse Board.
31. When an artifact is deaccessioned the Museum must ensure that:
- It has clear title to the object or in the case of poorly or undocumented material, be able to demonstrate that it has made a serious, diligent and documented investigation to determine ownership;
 - There are no legal restrictions that prohibit deaccessioning the artifact;
 - The reasons for removal of the object from the collection must be thoroughly documented in accordance to professional standards and documentation.
32. Disposal of such artifacts will be accomplished in one of the following manners (not necessarily in this order):
- offered to another museum or educational or cultural institution as a gift or in exchange.
 - sold by public sale or by reputable and established dealers with the proceeds going into an acquisition fund.
 - destroyed if the object is hazardous or poses a danger to staff, the public, or the collection; if the object has deteriorated or is damaged to a point

where it does not serve a definable purpose; or if all reasonable efforts have been made to dispose of the object through other methods.

33. On no occasion will The Muse staff members or The Muse board members be permitted to acquire deaccessioned items.
34. The process of deaccessioning will be thoroughly documented so that a permanent record of the Museum's actions is available for future reference. The catalogue number must be removed from the deaccessioned object; however the catalogue number must be maintained in the accession records along with the necessary details of the disposal.
35. The Museum will deaccession collections for the purposes of repatriation, when it can be shown that the individual, group or body of government have a right to the material. The Museum will proceed with repatriation only when it has assurances that the collections will be preserved in accordance with the highest standards of the museum profession. The Museum recognizes that requests for repatriation can only be resolved on a case-by-case basis.

ACCESS TO THE COLLECTION

36. The level of staff access to the collection is determined by The Muse Director. Staff and volunteers who handle artifacts must be appropriately trained and supervised.
37. There will be physical access to artifacts through exhibitions, programs, events and tours. Other requests for physical access will be considered individually (loans, individual requests, research).
38. Access to and use of the collection is at the discretion of The Muse Director and Museum Educator and is generally provided to any person who can demonstrate a need.

Determining factors include:

- Condition of the artifact
- Risk to the artifact
- Location
- Security
- Health and safety risks
- Copyright
- Intended use

- Expertise of the researcher
- Human and financial resources available.

39. Lake of the Woods Museum must be credited for any use of its collection with "Courtesy of the Lake of the Woods Museum."

REVIEW

40. The Collections Management Policy shall be presented by the Director to The Muse Board for review at a minimum of every three years.

THE LAKE OF THE WOODS MUSEUM EXHIBITION POLICY

INTRODUCTION

The Lake of the Woods Museum's exhibits provide an important link between the community and its heritage. In the planning and presentation of exhibitions, the Museum will strive for accuracy of information, relevance to and inclusiveness of the community, effective communication, opportunities for learning, accessibility for all visitors, and the safe display of artifacts.

STATEMENT OF PURPOSE

The purposes of The Muse are to:

1. Maintain a museum for the purpose of collecting, preserving, researching, exhibiting and interpreting the material culture, photographs and documents that best serve to illustrate the human history of this area, including the region's first people and the founding, settlement and development of Rat Portage, Kenora, Keewatin, Jaffray Melick and Lake of the Woods for the purpose of education, enjoyment and entertainment.
2. Maintain an art centre for the purpose of collecting, preserving, researching, exhibiting and interpreting the visual arts as defined by the Exhibit Policy and Collections Management Policy of the Douglas Family Art Centre.
3. Serve as a public exhibition centre for the visual arts, for the purposes of education, enjoyment and entertainment.
4. Promote, present and encourage activities in the visual arts.
5. Serve as a resource centre for local and area history and matters related to the organization's visual arts collection and presentation.
6. Encourage interest, appreciation and support of arts and history, and participation by presenting opportunities to engage, provoke and enrich.
7. Provide a significant tourist attraction which will encourage maximum use by the general public.

THEMES

1. Exhibition themes will reflect the Museum's Statement of Purpose and Exhibition Policy. The main theme will be to interpret and display artifacts and archival material pertaining to the human history of this area, including the region's first people and the founding, settlement and development of Rat Portage, Kenora, Keewatin, Jaffray Melick, Lake of the Woods and the immediate surrounding area.
2. The Museum is committed to being an active, relevant part of the community and, therefore, will attempt at all times to present exhibits that will educate,

inform, and entertain the people of the community as well as visitors and tourists.

3. The Museum will offer a varied slate of both permanent and temporary exhibits each year.

GUIDELINES AND RESPONSIBILITIES

4. Exhibits provided by the Museum shall meet the standards set out by the Canadian Museum Association's Ethics Guidelines.
5. Exhibits will be developed with attention to accuracy and objectivity.
6. The museum will, in its exhibition practices, abide by all municipal, provincial, and federal laws (e.g. fire code, Health and Safety, copyright, right to privacy, etc.).
7. The Museum will ensure the relevance, accuracy, and effective communication of each exhibit by:
 - (a) Establishing clearly defined objectives and evaluating exhibits against those objectives;
 - (b) Using appropriate expertise which may include Museum staff, board members, volunteers, community members, consultants, or professionals;
 - (c) Carrying out extensive research.
8. All written material will be approved by The Muse Director or designate before the exhibition. Wording should be accurate and simple. All labels and graphics will have a professional appearance.
9. The Museum will provide in-house training and will encourage participation, when necessary and possible, in outside training programs that will equip staff and volunteers with the skills required for planning, designing, researching, developing, and installing exhibits.
10. The Museum will ensure that the exhibits are safe for both staff and visitors by:
 - (a) Placing hazardous materials in locked 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 if, for instance, there is machinery involved.
 - (d) Meeting legislated requirements in the handling and display of firearms.
11. The Museum will ensure that exhibits effectively encourage and promote learning and enjoyment through:
 - (a) Providing a variety of interpretation methods to meet a range of visitor needs, whether it be through an exhibit guidebook, guided tours, mobile tours, educational programming, dramatic interpretations, etc.
 - (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.
 12. The museum does not guarantee the display of the artifacts in the collection in any given year.
 - (a) Only those objects that illustrate and relate to a chosen theme will be displayed.
 - (b) All objects chosen for display must be in stable condition, catalogued, and installed in a safe manner.
 - (c) No object will be allowed to deteriorate visibly while on display.
 - (d) No donation will be placed on exhibition permanently.
 13. It is not the common practice of the Museum to include the donor's name with the artifact on display.
 14. Decisions about the display of any sacred artifacts entrusted to the museum's care will be made by The Muse Director and, if necessary, in consultation with the Indigenous Advisory Committee and/or the Museum Advisory Committee.

CONSERVATION

15. The Museum will ensure that exhibition methods adhere to the standards of accepted conservation practice.
16. The Museum ensures that exhibit preparation activities that are harmful to artifacts are carried out in an area that is isolated from the collection, specifically display and storage areas. Such activities would include those that produce dust, excessive heat or vibrations, and those that involve solvents or aerosols.

ACCESSIBILITY

17. The Museum will endeavour to ensure that all exhibits are accessible and capable of being used and enjoyed by visitors of all ages and abilities.

FINANCES

18. A portion of the Museum's annual operating budget will be allocated for both permanent and temporary exhibit development, design, construction, maintenance and evaluation.

SPONSORSHIPS

19. Sponsorships may be sought to assist with exhibit presentation or related expenditures. A list of potential businesses must be approved by The Muse Director, and if necessary, The Muse Board, prior to the request for sponsorship being made. Sponsors or other sources of funding which are deemed unacceptable by The Muse Director or Board will not be approved. An appropriate level of recognition will be determined on a case-to-case basis with sponsorships.

TEMPORARY EXHIBITS

20. Temporary exhibit space is allocated for in-house exhibits, travelling exhibits from other institutions, or exhibits by individuals or community groups.
21. The Museum Staff will select the temporary exhibits and set the schedule for those exhibits, striving for a balance of themes and endeavouring to select a series of exhibits that will appeal to a broad audience. If required, by Staff or Board, the schedule of exhibits will be reviewed by the Museum Advisory Committee and/or the Board.
22. To determine the eligibility of temporary exhibits, the following criteria will be used:
 - (a) Is this exhibit in accordance with the Museum's Statement of Purpose?
 - (b) Is this exhibit in accordance with the Museum's Exhibition Policy?
 - (c) Does this exhibit express the values of The Muse – respect, excellence, integrity, creativity, courage, and stewardship?
 - (d) Will this exhibit inspire the community to explore its heritage?
 - (e) Does this exhibit advance the goals of The Muse Strategic Plan, i.e.
 - Will it lead to community engagement and partnership?
 - Does it represent the cultural diversity of this community?
 - Is it inspirational?
 - Will it raise the awareness and profile of The Muse?

- Does it have the potential to broaden membership or attendance?
 - Is it innovative?
 - Does it assist the Museum in achieving organizational sustainability?
- (f) Will this exhibit introduce the Museum to a new audience? Who is the audience for this exhibit?
 - (g) How does this exhibit rate in terms of its benefit to the community and Museum compared to the effort needed to present it?
 - (h) Is this exhibit consistent with the quality of the Museum's other exhibits?
 - (i) Will this exhibit be a springboard for curriculum-based educational programming and other specific types of programming?
 - (j) Will this exhibit be an incentive for research, collecting, or improving collection management and storage in a particular area of the collection?
 - (k) Will this exhibit generate revenue through admissions, sponsorships, or gift shop sales?
 - (l) What are the expected outcomes from this exhibit?
 - (m) When would be the best time of the year to present this exhibit?
 - (n) Does this exhibit educate? entertain? encourage? energize?
23. Museum staff will be responsible for ensuring that museological standards and the Exhibition Policy is adhered to in the mounting of all temporary exhibits.
 24. The Museum will be responsible for the advertising of temporary exhibits and an opening reception, if one is deemed necessary.
 25. The exhibiting community group or individual is responsible for the transportation and delivery of the exhibit to the Museum.

OFF-SITE EXHIBITS

26. The Museum may develop exhibits for display off-site as a means of outreach, where and when resources permit. In each case, an assessment will be made of the exhibit facilities (e.g. locked cases, environmental controls, light exposure, etc.) before approval is given for an off-site exhibit. A fee may be charged. A loan agreement for the exhibit will be executed prior to set-up unless the exhibit is to be under the care of the Lake of the Woods Museum while off-site.

EXHIBIT MAINTENANCE

27. The Museum staff will periodically review the permanent gallery and set priorities for areas needing upgrading or revision.

28. Regular inspections of all public spaces will be made to ensure that they are safe for visitors.
29. The Museum will ensure that the building and its systems are well maintained. This includes ensuring that visitors always enter a clean, well-maintained, welcoming gallery space that gives them a positive impression of the level of professionalism at the Museum and the kind of care it gives to its collection.
30. There will be regular monitoring of exhibit spaces for risks to the collection, such as pests, water, climate variations, poor exhibit techniques, etc.

REVIEW

31. The Exhibition Policy shall be presented by the Director to The Muse Board for review at a minimum of every three years.

T H E M U S E - M E M B E R S H I P P O L I C Y

(See Appendix M-1 for Fee Schedule)

1. The following museum memberships are available:

- Individual
- Family (includes 2 adults and children under 18)
- Patron
- Institutional
- Sustaining
- Sponsor
- Benefactor

INDIVIDUAL MEMBERSHIP has the following benefits:

- Free admission to the museum for member only.
- Free or reduced admission to most events and exhibits.
- Quarterly museum newsletter and other advance notice of events and exhibits.
- Invitations to “members only” events.
- 10% discount on purchases.
- Preferred booking for special programs.

FAMILY MEMBERSHIP has the following benefits:

- Free admission to the museum for two adults and their children under 18 years of age.
- Free or reduced admission for above to most events and exhibits.
- Quarterly museum newsletter and other advance notice of events and exhibits.
- Invitations to “members only” events.
- 10% discount on purchases.
- Preferred booking for special programs.

PATRON MEMBERSHIP has the following benefits:

- Charitable income tax receipt for \$75.00.
- Free admission for the member and their guests to the museum.
- Free or reduced admission for member to most events and activities.

- A quarterly museum newsletter and other advance notice of events and exhibits.
- Invitations to “members only” events.
- 10% discount on purchases.
- Preferred booking for special programs.

INSTITUTIONAL MEMBERSHIP has the following benefits:

- Charitable income tax receipt for \$125.00.
- Free admission for the member and their guests to the museum.
- Free or reduced admission for member to most events and activities.
- A quarterly museum newsletter and other advance notice of events and exhibits.
- Invitations to “members only” events.
- 10% discount on purchases.
- Preferred booking for special programs.

SUSTAINING MEMBERSHIP has the following benefits:

- Charitable income tax receipt minus \$75 from total donation.
- Free admission for the member and their guests to the museum.
- Free or reduced admission for member to most events and activities.
- A quarterly museum newsletter and other advance notice of events and exhibits.
- Invitations to “members only” events.
- 10% discount on purchases.
- Preferred booking for special programs.

SPONSOR MEMBERSHIP has the following benefits:

- Charitable income tax receipt minus \$75 from total donation.
- Free admission for the member and their guests to the museum.
- Free or reduced admission for member to most events and activities.
- A quarterly museum newsletter and other advance notice of events and exhibits.
- Invitations to “members only” events.
- Preferred booking for special programs.
- 10% discount on purchases.

BENEFACTOR MEMBERSHIP has the following benefits:

- Charitable income tax receipt for the total donation.
- Free admission for the member and their guests to the museum.
- Free or reduced admission for member to most events and activities.
- A quarterly museum newsletter and other advance notice of events and exhibits.
- Invitations to "members only" events.
- Preferred booking for special programs.
- 10% discount on purchases.

2. A yearly membership extends 12 months from the date of the membership or expiry.
3. Two renewal notices will be sent, if necessary – one, six weeks in advance of the expiry date, the second, as necessary – after which the member(s) will be removed from our membership list if there is no response within two months. Renewal notices will be sent separately from the newsletter with a letter.
4. Both new and renewing members will be acknowledged in the quarterly newsletters.
5. The Membership Policy shall be presented by the Director to the Museum Board for review at a minimum of every three years.

6. MEMBERSHIP FEES

Appendix M-1 (effective Jan. 1, 2019)

Individual	\$45.00 (including tax)
Family	\$75.00 (including tax)
Patron	\$150
Institutional	\$200
Sustaining	\$200-\$499
Sponsor	\$500 - \$999
Benefactor	\$1000 and over

THE MUSE - NAMING POLICY

1 PURPOSE AND APPLICATION

- 1.1 The Muse is committed to ensuring that private sector philanthropic support by individuals, corporations and organizations may be effectively recognized through naming opportunities where and when appropriate. Moreover, The Muse is committed to ensuring that the recognition it extends to its supporters is meaningful to them, appropriate to the support being provided, consistent with The Muse's vision, mission, goals and objectives.

This Policy articulates a process for implementing naming rights as a form of donor recognition in a consistent, accountable and transparent manner.

- 1.2 This Policy applies to naming opportunities for philanthropic donations, both corporate and individual, as listed below. All employees of The Muse are subject to the terms of this Policy when dealing with such donations.

The Policy applies to the following:

- a. The naming of all capital infrastructure including buildings or part of buildings (e.g. galleries, studios, rooms, etc.) on The Muse premises;
- b. The naming of programs or special initiatives (e.g. acquisition funds, exhibits, public programs, events, specialized equipment)

2 APPROVAL PROCESS FOR NAMING AND DONOR RECOGNITION

- 2.1 All naming proposals as described in Section 1.2 are to be submitted to The Muse Board ("The Board") for review and consideration.
- 2.2 The Board will meet as required to consider and approve naming proposals.
- 2.3 The Board will ensure that gift agreements are in a form acceptable to The Muse.
- 2.4 The Board will ensure due diligence in the review of gift agreements prior to the ratification stage including consultation with The Muse-Director.

- 2.5 The Board will provide confidentiality at a level acceptable to the donors, particularly in the case of anonymous gifts or proposals that are declined.
- 2.6 The Board will approve a list of “donation thresholds” associated with The Muse’s capital spaces and naming opportunities.
- 2.7 The Board will review the list of “donation thresholds” on an annual basis or as required.

3 GUIDING PRINCIPLES AND PROCEDURES FOR RECOGNITION

3.1 **Maintaining Public Respect and Accountability**

Notwithstanding any other provision of this Policy, no naming will be approved that will call into question the public interest, respect, and/or reputation of The Muse. If, however, after naming has been approved, the conduct of the donor calls into question the interest, respect and/or reputation of The Muse, the naming arrangement may be terminated in accordance with Section 5.

3.2 **Corporate Philanthropy and Sponsorship**

The inherent and legal differentiation between a donation and a sponsorship must be noted and respected when dealing with naming and recognition. Corporations and corporate foundations may be offered naming opportunities as recognition of philanthropic contributions. Corporate logos are not permitted and will not be incorporated into signage or plaques associated with donor recognition for naming purposes.

3.3 **Confidentiality**

To the extent that existing legislation and policy permits, the wishes of the donor regarding confidentiality will be respected. The names of donors who have requested anonymity shall not be included in public displays, external or widespread communications, publications or The Muse’s website.

3.4 **Recognition and Signage**

All signage related to donor recognition and naming must adhere to The Muse’s established design practices.

3.5 **Endorsements**

Donations from individuals or companies that manufacture commercial products or provide commercial services are eligible for naming opportunities. However, attention must be paid to ensure that the proposed name for The Muse asset (i.e. physical space, program, etc.) does not endorse a commercial enterprise itself and/or its products. Additionally, no naming will be approved that implies endorsement by The Muse of a partisan political, religious or ideological position.

3.6 **Naming Language**

Buildings and areas should have names that include their primary function.

3.7 **Documentation**

The Muse Board will ensure that all approved donations to The Muse involving naming opportunities are appropriately documented in writing and are co-signed by The Muse Board Chair and The Muse Director. Each and every naming gift shall have a formal, written gift agreement that clearly articulates what is being named and the parameters around the gift including the gift amount, payment schedule, any restriction placed on the gift by the donor, term of the naming right and the basis and process for changing or terminating naming rights.

4 RECOGNITION PRINCIPLES

4.1 **Recognition Principles**

The Muse reserves the right to adjust applicable donation recognition thresholds and criteria associated with all areas pertaining to the definition and application of recognition levels. Donation recognition thresholds and associated criteria require the approval of The Muse Board. The following principles shall apply to such recognition thresholds:

a. New Financial Contributions

Naming recognitions will be aligned with the donation threshold list, as revised from time to time and approved by The Muse Board.

b. Donations of Art

Recognition of donations of art, on a discretionary basis, may include naming opportunities at a "donation threshold" of twenty-five (25) percent of the fair market value of the art donated.

The Muse Director, together with the Art Centre Curator, may recommend an alternate proportion of fair market value, either higher or lower, for consideration by the Board, in special circumstances.

c. Bequests

Naming opportunities shall not be available for recognition of bequests prior to activation of the bequest and the associated transfer of assets.

4.2 Length of Term

The length of term applies to the maximum duration for which the naming would be in effect and is subject to the discretion of the Board.

4.3 Changes to Space and Recognition

Should a named physical space be demolished, significantly altered, or modified such that usage of the space changes, The Muse may see new financial support as a result of said changes. In such cases, efforts will be made to contact the originating donors whose recognition may be affected through these changes and offer a first right of refusal to retain the naming, potentially with recognition of a renewed contribution and at a newly specified level and through a new gift agreement. Alternatively, The Muse will be permitted to seek new financial support and offer a new naming opportunity for the space while offering continued recognition of the original donor until the end of the original agreement, in an alternate location, at a similar level to the original document.

4.4 Recognition Level Expenses

Donor recognition costs encompass those expenses associated with all events, signage, and "thank you gifts" directly related to the acknowledgement of and appreciation for the contribution received by The Muse.

VALUE OF GIFT	MAXIMUM ALLOCATION FOR RECOGNITION
\$10,000 - \$250,000	2%
\$300,000 - \$1,000,000	1.5%
\$1,000,000+	No greater than 1% of the value of the gift

5 WITHDRAWAL OF RECOGNITION

The Muse reserves the right in its sole discretion to terminate a naming commitment if the donor causes any embarrassment, defaults on the pledge schedule, or if The Muse deems withdrawal of recognition to be in the best interest of The Muse, even after the agreement has been signed. The termination of a naming commitment must be approved by The Muse Board.

6 EFFECTIVE DATE AND REVIEW OF POLICY

6.1 **Review of the Policy**

The Muse Board shall review this Policy every five years to determine whether or not it continues to comply with all applicable laws and developed strategies of the organization.

ADDENDUM

A DONATION THRESHOLDS

For naming in recognition of financial gifts, the donor will be expected to provide all or a substantial part of the capital cost of the entity. "Substantial" is deemed to mean either a significant or majority of the cost (51%) or a contribution which, while not being a significant majority, would not have been available from another source or was in some way integral to project completion.

LAKE OF THE WOODS MUSEUM
PHOTO REPRODUCTION POLICY
(See Appendix PR-1 for Fee Schedule)

Reproductions of photographs in the Lake of the Woods Museum collection will be provided subject to the following conditions:

1. The Lake of the Woods Museum reserves the right to determine which photographs may be reproduced.
2. Photographs are provided for one-time use only, unless otherwise stated.
3. The purchaser agrees to reimburse the Lake of the Woods Museum for reproductions, according to the fee schedule established by the museum.
4. The sale of photographs does not automatically include permission for their reproduction. Permission for reproduction must be obtained specifically and will be granted if the proposed use of the photograph meets with the approval of the Museum.
5. Researchers are not allowed to copy photographs using their own cameras or other equipment.
6. Photographs shall not be copied or incorporated into the collections of any archives, library, or other repository without the written permission of the Lake of the Woods Museum.
7. Photographs shall not be retouched or altered in any way which would affect their historical or artistic integrity.
8. Photographs cannot be supplied on approval or returned for credit.
9. Advance payment is required for photographic reproductions.

FEE SCHEDULE

10. PHOTOGRAPHIC PRINTS

Size	Fee (not inclusive of tax)
4 x 5	8.00
5 x 7	15.00
8 x 10	25.00
11 x 14	40.00

16 x 20 60.00
Negative (cost-recovery) 7.00

ARCHIVAL DIGITAL PRINTS

Size	Fee (not inclusive of tax)
4 x 5	12.00
5 x 7	20.00
8 x 10	35.00
11 x 14	50.00
16 x 20	70.00

DIGITAL IMAGE

Size	Fee (not inclusive of tax)
Any size	\$15.00

PUBLICATION FEE

\$10.00 per image per use as noted in #17

PUBLICATION USE

11. Photographs may be ordered for research purposes and then released for publication by letter of permission after payment of the publication fee (See Fee Schedule). This permission is non-exclusive. The Lake of the Woods Museum reserves the right to reproduce the image and allow others to do so. Permission granted terminates immediately upon publication.
12. An image reproduced simultaneously in more than one medium, such as a magazine published in both paper and electronic versions, is considered a single use. If the image is used in different ways on singular or multiple platforms (to accompany an article, to advertise, on a social media platform), each use is considered a single use and a publication fee will be charged for each use.
13. Permission to publish or further reproduce material is granted for a specific purpose or occasion and does not convey or transfer copyright in the original material to the requester.
14. The researcher/purchaser assumes all responsibility under the terms of the Copyright Act for use made of images secured from the Lake of the Woods Museum.

15. Photographs from the Lake of the Woods Museum must be credited to the museum and should credit the original photographer where known.
16. If requested, the author/publisher of any publication containing an illustration from the Lake of the Woods Museum shall provide one gratis copy to the museum.
17. A publication fee of \$10.00 per image will be charged when an image is reproduced for use in a book, magazine, newspaper, film, website, digital format or any other form of publication, except in the following instances:

A publication fee will not be charged for:

- Non-profit or educational use.
- Use by local magazines, newspapers, television.

COMMERCIAL USE

18. A fee of \$50.00 per image will be charged for the use of Lake of the Woods Museum photographs in advertisements, or on items for re-sale such as coffee mugs, postcards, t-shirts, posters, etc. (the Product). Purchasing an image for commercial purposes gives the purchaser a non-exclusive license for their specific project, in all global jurisdictions, all languages, and all media. Permission granted terminates immediately upon production of the Product.
19. Solely in connection with the marketing and distribution of the Product, the applicant may use the image on the packaging of the Product and in any advertisement, product catalogues, publicity or promotional use.

REVIEW

20. The Photo Reproduction Policy shall be presented by the Director to the Museum Board for review at a minimum of every three years.

THE MUSE - RENTAL POLICY

GENERAL CONDITIONS OF RENTAL

1. There is to be no smoking anywhere inside the Lake of the Woods Museum (hereafter referred to as "the Museum") or the Douglas Family Art Centre (hereafter referred to as "the Art Centre") or within 10 metres of the entrances.
2. Any damages sustained by the Museum/Art Centre or Museum/Art Centre furnishings will be the responsibility of the renter. A credit card imprint will be taken at the time of booking in case of any damage.
3. In the event that liquor is served the renter of the Museum/Art Centre is responsible for obtaining the required documentation as outlined in the Municipal Alcohol Policy, within the timelines outlined in that policy.
4. The renter must remove their own property from the premises of the Museum/Art Centre as soon as possible after the event, and leave all spaces clean and in good repair. If this is not adhered to, property left behind will be put into storage and the renter will be charged for the storage upon the property's release.
5. The renter will refrain from representing themselves, explicitly or implicitly, as acting in any way on behalf of The Muse.
6. Exhibitions may not be moved, nor can anything be hung or exhibited by the renter without the permission of The Muse staff.
7. All exits must be kept clear of obstructions to comply with fire regulations.
8. Candles, open flames, propane, natural gas, and other flammable materials are prohibited in the Museum/Art Centre.
9. Particulates, such as confetti, are not permitted in the Museum/Art Centre. Any inordinate mess following an event may result in additional cleaning and maintenance charges.
10. All decor, whether hung or free standing, must be approved by The Muse.

THE MUSEUM

LOBBY AND DISPLAY AREA

11. The Museum lobby and display area are available for rental for a maximum of 4 hours in the evening.
12. Rental of this area of the Museum during regular museum hours may be allowed at the discretion of the Museum staff. Since it means closure of the Museum to the public during those hours, advance notice will be given to the public indicating the closure.
13. The rental fee must be paid in full prior to the date reserved for the function.
14. Also available, if required, and included in the rental price, are table linens, glasses, punch bowls, and various serving dishes. Kitchen facilities include a domestic-size stove, refrigerator, and dishwasher.

BOARDROOM

15. The boardroom is available for rent only during regular Museum hours or at the discretion of the Muse Director.
16. Rental fees will be charged for a half or full day. If the room is rented on a regular basis by the same group (e.g. weekly), a special rate may be arranged.
17. Rental does not include access to the rest of the building. If the renter requests access to the rest of the Museum, a fee equivalent to regular group admission per person will be added to the rental fee.
18. If coffee service is provided, an additional fee will be charged.

COURTYARD

19. The courtyard is available for rent only during regular Museum hours and will only be rented to not-for-profit community groups.
20. Rental fees will be charged for a half day (morning or afternoon) or full day.
21. Rental does not include access to the building.

RENTAL FOR PHOTOGRAPHS

22. The Museum is available for rental for photographs only during regular Museum hours, and for a maximum of two hours.
23. In the event that the renter stays after 5:00 pm an additional charge will be levied for each additional 1/2 hour.
24. A 50% deposit is required prior to the occasion and will be forfeited in the event of cancellation or no-show. The remaining fee is payable on or before the occasion.
25. No confetti, food, or beverages are allowed in the Museum for photography sessions.

THE ART CENTRE

IN GENERAL

26. Rental of a space includes access to the washroom but does not include access to any other rooms in the Art Centre.
27. If the renter needs use of the kitchen, an additional fee will be charged.
28. If the renter would like to use Art Centre equipment, beyond tables and chairs (e.g. easels, kiln, audiovisual equipment, etc.), an additional fee will be charged.
29. The Art Centre reserves the right to grant artistic approval of the content of all events, presentations and performances. The Art Centre further reserves the right to sanction and/or prohibit any rental that involves the display of visual arts, or aspects of visual arts, which relate to the Art Centre in rental spaces.

STUDIO

30. The studio is available for rent for those conducting private arts programming activities or for artists who wish to use the studio for art creation. Different fee schedules will apply depending on whether the activity is revenue-generating.
31. Renters will provide all their own art supplies. The Art Centre will provide tables and chairs.

MULTI-PURPOSE ROOM

32. The studio is available for rent for those conducting private arts programming activities or for non revenue-generating activities, e.g. meetings, presentations, etc.

GALLERY

33. Galleries will be available for rent if available and if the planned activity is in keeping with the purposes and policies of the Art Centre.
34. There will be no food or beverages allowed in the galleries.
35. The renter understands that the Art Centre may change the artwork and exhibitions at any time with no notice to the renter.

ENTIRE BUILDING

36. Rental of the entire facility entails access to all public areas, including galleries, studio, washrooms, multi-purpose room, kitchen, and lounges.

RENTAL FOR PHOTOGRAPHS

37. The Art Centre is available for rental for photographs only during regular Art Centre hours, and for a maximum of two hours.
38. In the event that the renter stays after 5:00 pm an additional charge will be levied for each additional 1/2 hour.
39. A 50% deposit is required prior to the occasion and will be forfeited in the event of cancellation or no-show. The remaining fee is payable on or before the occasion.
40. No confetti, food, or beverages are allowed in the Art Centre for photography sessions.

RENTAL FEES - MUSEUM

41. Lobby
 - Evening (4 hours max) \$300.00
 - \$75 charged for each 1/2 hour beyond the 4 hours.
 - During museum hours \$300.00

Board Room

For 4 hours or less	\$125.00
For longer than 4 hours	\$200.00
Coffee	\$25.00/coffee break

Courtyard

1/2 Day	\$30.00
Whole Day	\$50.00

Photographs \$100.00

\$50.00 deposit required on booking

\$25.00 charged for each 1/2 hour beyond 5:00 pm

Punch Bowls \$25.00/set

(if removed from Museum)

RENTAL FEES - ART CENTRE

42. Studio

Revenue-Generation	\$150 for 4 hours or less/day
Revenue-Generation	\$250 for more than 4 hours/day
Art Creation	\$50/day for The Muse members; \$75/day

for non-members

For Revenue-Generation rentals, a 10% discount will be applied for multi-day rentals of 1-5

days; a 15% will be applied for multi-day rentals of more than 5 days.

Multi-purpose Room

\$125 for 4 hours or less/day

\$200 for more than 4 hours/day

For Revenue-Generation rentals, a 10% discount will be applied for multi-day rentals of

1- 4 days.

One Gallery (non-public hours only)

\$150/hour

Entire Art Centre (non-public hours only)

\$800 (for a maximum of 4 hours)

\$100 charged for each 1/2 hour beyond the 4 hours.

Equipment use (in Art Centre)

Easels	\$25
Audiovisual equipment	\$50
Kitchen	\$25

The following will be provided at no extra charge:

Tables (10 - 5' tables available)

Chairs (80 available)

Floor lectern

Linens

Punch Bowls (2 available) - unless removed from The Muse, then rented for \$25/set

REVIEW

43. The Rental Policy shall be presented by the Director to The Muse Board for review at a minimum of every three years.

On behalf of The Muse Board

Date

THE MUSE - RESEARCH POLICY

SCOPE AND PRIORITIES

1. The Muse's research program will be consistent with its statement of purpose, and will reflect the needs of the museum's community, site, collections, and public programming. To that end, the following scope and priorities of the research program are as follows:

History of the Area

Research specific to the history and development of Rat Portage, Kenora, Keewatin, Jaffray Melick, Lake of the Woods and the immediate area will be undertaken in the following areas:

- Anishinaabeg and Métis culture, history and life.
- the exploration, settlement, and development of the area.
- natural history and regional geography. Specific enquiries from researchers are to be referred to the appropriate department of the Ministry of Natural Resources.
- archaeological research. Specific enquiries concerning archaeology to be referred to the Regional Archaeologist's office located in Thunder Bay.
- genealogical research.
- architectural and landscaping research.
- social history.
- commercial and industrial history.
- museum history.

Local/Regional Art History

Research specific to the art history of this area will be undertaken in the following areas:

- local and regional artists.
- art movements.
- arts organizations.

Museum and Art Centre Activities

- All information pertaining to individual artifacts or artwork, their significance, history, and historical and cultural context will be documented when the artifact or artwork is catalogued by the staff. cursory research will be conducted at the time of cataloguing to ensure proper identification and classification of the item.

- When developing displays, the themes will be researched and the appropriate artifacts or artwork chosen on the basis of this information.
- Research will be conducted for interpretation purposes and also for the development of educational programming.
- General research will be undertaken to provide further information for The Muse files, newsletter, exhibit guide, and other publications.

Research in Response to Public Need

- Assistance will be provided to visiting researchers, and other in-person requests.
- Research assistance will be provided for those making requests by mail, fax, e-mail or telephone.

Museological and Gallery Research

- Research will be undertaken to assist staff in the performance of their museum and art centre duties like education, conservation, exhibit design, programming, public relations, administration, etc.

2. Research activities at The Muse will be consistent with established professional standards and ethics as stated in "Ethics Guidelines" (Canadian Museum Association, 1999); and "The Code of Professional Ethics: (International Council of Museums, 1990) and will adhere to any applicable legislation including copyright and freedom of information and privacy.

RESOURCES

3. Research may be conducted by all staff, including summer staff.
4. The Director will ensure that there is a clean, well-lit space for staff and third-party researchers to carry out research.
5. The Director will ensure that sufficient staff time is scheduled to carry out The Muse's research program.
6. Funds will be budgeted annually for research purposes – e.g. purchase of reference books, upkeep of office equipment, photocopying, staff training opportunities, etc.
7. The Director will provide access to training in order to improve the research skills of both staff and volunteers.

ACCESS AND CONTROL

8. The Muse will allow members of the public to access its collections for research purposes, however, access to the artifact and art collection by the public is restricted to items on display unless an appointment has been made prior to the actual visit.
9. The Muse will not allow the removal by a private researcher of any artifact or artwork from its facility for research or documentation purposes, unless special arrangements have been made and approved by the Director.
10. The Muse will respond to inquiries regarding its collection. The Muse staff will record the nature and scope of the remote inquiries and respond with a notice of receipt of the inquiry within five working days. Research undertaken by the staff on behalf of a researcher or in order to answer a public enquiry will be dictated by the availability of staff time.
11. Access to the artifact, archival and art storage area is restricted to The Muse staff who will retrieve the requested material, supervise the handling of it and store it again upon completion of the research. As a result of this supervision, access to the artifact, archival and art collection is dependent upon the availability of staff time.
12. Researchers will be encouraged to make appointments to use archival material. No appointments will be made outside regular museum hours.
13. A fee will be charged for any photocopying or photofinishing done.
14. If photographs of artifacts or artwork are requested and used in a publication, the researcher will do the photographing and will acknowledge the source with the following credit – “Lake of the Woods Museum, Kenora, Ontario” or “Douglas Family Art Centre, Kenora, Ontario”.
15. Release of information from government records deposited in the Museum is subject to the Freedom of Information Act and Privacy Act, and access to all records is subject to any restrictions that may have been placed on the material by the donor or source.
16. Other limitations to public access will be based upon:
 - fragility of the item
 - legal problems resulting from the release of information

- lack of proper documentation or incomplete cataloguing of the item
- restrictions that may have been placed by the donor

PUBLICATION

17. The copyright of research undertaken and published by The Muse staff or volunteers on behalf of The Muse will be solely owned by the The Muse, unless a written agreement has been signed prior to any research activity.

REVIEW

18. The Research Policy shall be presented by the Director to The Muse Board for review at a minimum of every three years.

THE MUSE - STAFF TRAINING POLICY

OBJECTIVES

1. The objectives of the staff training program are:
 - a. To have a fully trained staff that is able to implement sound museological practices at the Lake of the Woods Museum and sound gallery practices at the Douglas Family Art Centre.
 - b. To maintain a level of professionalism by ensuring continuing education training is available and accessible to all staff and board members.
 - c. To provide orientation for The Muse Board members, volunteers and all staff.
 - d. To help staff keep abreast of new developments in the museum and art gallery fields and to provide an opportunity for interchange of information with museum and art gallery colleagues through the attendance of conferences, seminars and meetings.

OFF-SITE TRAINING AND MEMBERSHIPS

2. Off-site staff training will be restricted to the winter months whenever possible.
3. The Muse staff, volunteers, and board members will be encouraged to attend conferences, seminars, and workshops where training needs will be met, depending on fiscal and physical access and availability.
4. The Muse will encourage each staff member to attend at least one training or professional development seminar per year.
5. Individuals attending such training sessions on behalf of The Muse shall submit a written report to The Muse Board. These reports will be presented and discussed at a Board meeting. Newly acquired knowledge should be considered and implemented where possible.
6. Staff should be members of appropriate professional associations and attend annual conferences when possible.
7. The Director or an appointed staff member will attend all regional museum and art gallery network /association meetings if possible.

IN-HOUSE TRAINING

8. When a new member joins the Board or staff they will be provided with a Board/Staff Orientation Manual which provides information about the following:
 - general museum/art centre management, governance, and operations
 - policies and planning documents
 - the role of the Board member
 - Canadian Museums Association (CMA) Code of Ethics for Museum Board and staff members

The Director will be available to answer questions arising from the Board/Staff Orientation Manual and will conduct a behind-the-scenes tour for those interested.

The same orientation program will be implemented for volunteers, but not necessarily as in depth. Instead, more emphasis is to be placed on their individual areas of interest. This will not preclude further training as the volunteer becomes more familiar with The Muse's operations and procedures.

9. Additional orientation training will be provided to new staff by The Muse Director and will include:
 - Specific job training as per job description;
 - General Museum and Art Centre operations training;
 - Health and Safety orientation, training, tour, and testing.
10. First aid training will be provided for all staff through the City of Kenora training program. The Muse staff must keep their first aid training current.
11. In-house training for staff and Board members shall consist of:
 - a. Audio Visual Programs Funds must be budgeted to cover the rental fees and shipping costs. Scheduling is dependent on the availability of programs.
 - b. Reference Material Funds are to be budgeted for the purchase of reference materials to add to the existing reference library. When receipt of technical or professional publications requires membership in an organization, those membership fees will be paid by The Muse.

c. Visiting Specialists

Every effort will be made to utilize the services of the Ministry of Tourism, Culture, and Sport, the Ontario Museum Association, the Association of Archivists of Ontario, the Ontario Association of Art Galleries, Association of Art Museum Curators or other museums or professional associations to provide consulting services and professionals to conduct seminars in the Kenora district for staff, board and volunteers.

FINANCES

12. The Muse will budget between 1.5% - 2% of its operating budget for the development, delivery and assessment of any in-house training programs, staff training opportunities, professional memberships, and the purchase and maintenance of a collection of current reference material. Efforts must be made to obtain funding through granting agencies to subsidize travel and accommodation costs.

REVIEW

13. The Staff Training Policy shall be presented by the Director to The Muse Board for review at a minimum of every three years.

ART CENTRE ADVISORY COMMITTEE

TERMS OF REFERENCE

1 CREATION AND PURPOSE

- 1.1 The Art Centre Advisory Committee (ACAC) is a committee established to act in an advisory capacity to The Muse Board (The Board) on matters related to the operations of the Art Centre, specifically as related to collections and collections management, conservation, exhibition, interpretation, educational programming, research, public engagement, rentals and any other area as may be specified by The Board and as per the policies established by The Board.
- 1.2 A Chair and Vice-Chair will be elected at the start of each year by members of the committee. The Chair must be a member of The Board.

2 APPOINTMENT AND LENGTH OF TERM

- 2.1 Members of the ACAC will be appointed by The Muse Board for a two (2) year term.
- 2.2 A maximum of two consecutive terms may be served. Having served two consecutive terms of office, a member is eligible for re-appointment after at least one year's absence from the ACAC.
- 2.3 If a member fails to complete their term, The Board will appoint a suitable replacement who will commence their two-year term following the Board appointment.
- 2.4 All proposed new appointments must be approved by the Manager of Community Services.

3 MEMBERSHIP

- 3.1 The ACAC will consist of five (5) to seven (7) members, inclusive of The Muse Director, the Art Centre Curator, at a minimum of one (1) Board member, and two to four (2-4) members at large.

4 SCOPE AND JURISDICTION

4.1 The ACAC will consider and make periodic recommendations to The Board in respect to the matters outlined in *1.1 Creation and Purpose* and more specifically the Committee will:

- Recommend and implement the policies and programs approved by The Board;
- Create an annual Action Plan including operating and grant budgets to be submitted to The Board;
- Establish operating procedures in consultation with staff;
- Review and make recommendations regarding policies, exhibits, events and activities to The Board;
- Assist with the planning and execution of fundraising events and activities.

4.2 The Board will take into serious and respectful consideration all recommendations of the ACAC and will endeavour to follow through on these recommendations.

5 MEETINGS

5.1 The ACAC will meet as needed at the request of The Muse Director, but no less than on a quarterly basis.

5.2 Quorum shall be a majority of the membership of the ACAC that is present, not necessarily voting.

5.3 Decision making will be made by majority vote.

5.4 If a committee member misses three (3) consecutive meetings without notice or misses more than 5 meetings in a year, the member is deemed to have resigned and a replacement member will be found.

5.5 A motion may be moved, seconded and approved by e-mail if the Committee Chair approves this procedure.

6 REPORTING TO THE MUSE BOARD

6.1 Recommendations of the ACAC to The Board will be included in the ACAC meeting minutes which will be distributed to The Board prior to their monthly meeting.

7 DECLARATION OF PECUNIARY INTEREST

7.1 Members of the ACAC shall be governed by the applicable legislation pertaining to conflict of interest as it applies to municipal governments in the Province of Ontario.

8 AMENDMENT TO TERMS OF REFERENCE

8.1 These Terms of Reference may be amended by a majority vote of The Muse Board.

INDIGENOUS ADVISORY COMMITTEE TERMS OF REFERENCE

1 CREATION AND PURPOSE

1.1 The Indigenous Advisory Committee (IAC) is an ad hoc committee established to act in an advisory capacity to The Muse Board (The Board) on matters related for First Nations and Metis issues, which might include the Lake of the Woods Museum and Douglas Family Art Centre collection, care of the collection, exhibit of the collection, interpretation, research, and educational programming and any other relevant matters in which The Muse may be involved.

2 APPOINTMENT AND LENGTH OF TERM

- 2.1 Members of the IAC will be appointed by The Muse Board for a one (1) year term.
- 2.2 All proposed new appointments must be approved by the Manager of Community Services.

3 MEMBERSHIP

3.1 The IAC will consist of up to ten (10) members, including The Muse Director and up to two (2) interested Board members and up to 7-8 members at large.

4 SCOPE AND JURISDICTION

- 4.1 The IAC will consider and make periodic recommendations to the Board in respect of the subject on which it was created to advise.
- 4.2 The Board will take into serious and respectful consideration all recommendations of the Indigenous Advisory Committee and will endeavour to follow through on these recommendations.

5 MEETINGS

5.1 The IAC will meet as needed at the request of The Muse Board, The Muse Director or a member of the IAC.

6 REPORTING TO THE MUSE BOARD

6.1 Recommendations of the IAC to The Board will be included in the IAC meeting minutes which will be distributed to The Board prior to their monthly meeting.

7 DECLARATION OF PECUNIARY INTEREST

7.1 Members of the IAC shall be governed by the applicable legislation pertaining to conflict of interest as it applies to Municipal governments in the Province of Ontario.

8 AMENDMENT TO TERMS OF REFERENCE

8.1 These Terms of Reference may be amended by a majority vote of The Muse Board.

**MUSEUM ADVISORY COMMITTEE
TERMS OF REFERENCE**

1 CREATION AND PURPOSE

- 1.1 The Museum Advisory Committee (MAC) is a committee established to act in an advisory capacity to The Muse Board (The Board) on matters related to the operations of the Lake of the Woods Museum, specifically as related to collections and collections management, conservation, exhibition, interpretation, educational programming, research, public engagement, rentals and any other area as may be specified by The Board and as per the policies established by The Board.
- 1.2 A Chair and Vice-Chair will be elected at the start of each year by members of the committee. The Chair must be a member of The Board.

2 APPOINTMENT AND LENGTH OF TERM

- 2.1 Members of the MAC will be appointed by The Muse Board for a two (2) year term.
- 2.2 A maximum of two consecutive terms may be served. Having served two consecutive terms of office, a member is eligible for re-appointment after at least one year's absence from the MAC.
- 2.3 If a member fails to complete their term, The Board will appoint a suitable replacement who will commence their two-year term following the Board appointment.
- 2.4 All proposed new appointments must be approved by the Manager of Community Services.

3 MEMBERSHIP

- 3.1 The MAC will consist of five (5) to seven (7) members, inclusive of The Muse Director, at a minimum of one (1) Board member, one (1) other staff member, and two to four (2-4) members at large.

4 SCOPE AND JURISDICTION

4.1 The MAC will consider and make periodic recommendations to The Board in respect to the matters outlined in *1.1 Creation and Purpose* and more specifically the Committee will:

- Recommend and implement the policies and programs approved by The Board;
- Create an annual Action Plan including operating and grant budgets to be submitted to The Board;
- Establish operating procedures in consultation with staff;
- Review and make recommendations regarding policies, exhibits, events and activities to The Board;
- Assist with the planning and execution of fundraising events and activities.

4.2 The Board will take into serious and respectful consideration all recommendations of the MAC and will endeavour to follow through on these recommendations.

5 MEETINGS

5.1 The MAC will meet as needed at the request of The Muse Director, but no less than on a quarterly basis.

5.2 Quorum shall be a majority of the membership of the MAC that is present, not necessarily voting.

5.3 Decision making will be made by majority vote.

5.4 If a committee member misses three (3) consecutive meetings without notice or misses more than 5 meetings in a year, the member is deemed to have resigned and a replacement member will be found.

5.5 A motion may be moved, seconded and approved by e-mail if the Committee Chair approves this procedure.

6 REPORTING TO THE MUSE BOARD

6.1 Recommendations of MAC to The Board will be included in the MAC meeting minutes which will be distributed to the Board prior to their monthly meeting.

7 DECLARATION OF PECUNIARY INTEREST

7.1 Members of the MAC shall be governed by the applicable legislation pertaining to conflict of interest as it applies to municipal governments in the Province of Ontario.

8 AMENDMENT OF TERMS OF REFERENCE

8.1 These Terms of Reference may be amended by a majority vote of The Muse Board.



October 5, 2020

City Council Committee Report

TO: Mayor and Council

FR: Adam Smith, Manager of Development Services

RE: Declaration of Surplus and Sale of Land – KDSB Seniors Housing Project

Recommendation:

That Council hereby declares the property known as the 'Howard Property' as surplus to the needs of the municipality; and further

That Council authorizes the Mayor and Clerk to enter into a Purchase and Sale Agreement with the Kenora District Services Board for the property in the amount of \$304,000; and further

That public notice is hereby provided in accordance with our public notices bylaw 144-2007 that Council intends to declare the Howard Property lands surplus to the needs of the municipality and sell such lands at its October 20, 2020 meeting; and further

That Council hereby commits \$250,000 from the Land Development Reserves in 2021 to support the extension of servicing to the site in support of the development of senior's housing in Kenora; and further

That three readings be given to the respective by-laws for these purposes.

Background:

Since April 2019, Development Services staff have been working with the KDSB on a direct sale of municipally-owned property known as the 'Howard Property' (see Figure 1) for the purpose of affordable housing. Staff have been diligently preparing the site to be 'investment ready' which includes the issuance of compliance letters for vehicles and storage within the property boundaries, receiving a market appraisal of the land and surveying out the parcel. In previous years, an environmental assessment was completed to enable rezoning to Third Zone Residential (R3) given its suitability for high-density housing.

The KDSB is proposing to construct a 54-unit seniors apartment complex. It is anticipated that the project will consist of a mix of both 1 and 2-bedroom configurations with a focus on accessibility and aging-at-home supports. The new building will include dedicated space for health and senior's service providers to ensure that residents are supported as they age-in-place. The building will be a mixed market model, with units being made available to seniors of all income levels.

Key to ensuring this project is reflective of needs for those that may be residing in this development and the surrounding community is effective communication. Information pamphlets have been distributed to neighbouring properties and notice has been circulated in the paper. To further inform the vision of the project, a group of community partners is being formed which will include service providers and local seniors groups.

This project is being delivered as a partnership between the City of Kenora and the KDSB. To support the viability of the project and facilitate the works in the 2021, the City has negotiated an agreement whereby the land will be sold at 80% of market value and financial support in the amount of \$250,000 will be given for the extension of utilities to the site.



(Figure 1 – Subject Location)

While a detailed design has yet to be received, the proposal is currently in alignment with both the City's Official Plan and Zoning By-law. If there isn't to be any variances requested, the next step from a development perspective would be to contemplate a Site Plan Agreement and subsequent to that the issuance of a building permit.

Alongside its alignment with existing policy, this project will help address a major need in the community. The current waiting list for both market based and subsidized seniors housing is at 282 people. However, these numbers are likely significantly higher as a result of those that do not submit an application but rather choose to stay in inadequate housing or relocate.

Budget:

The capital contribution is intended to come from the Land Development Reserve in 2021.

Risk Analysis: There is a high financial risk tied to the recommendation as a result of the expense to support servicing and in selling the land below market value. However, this is expected to be mitigated through projected tax revenue once the project is complete and

conditions upon the Purchase and Sale Agreement ensuring that development will take place within a timely period.

Communication Plan/Notice By-law Requirements: Notice given in accordance with the City's Land Disposition By-law and Notice By-law. KDSB to coordinate further consultations around site design.

Strategic Plan or Other Guiding Document:

City of Kenora 2016 – 2020 Strategic Plan

Goal 2-6 The City will support the development of a diverse range of housing types with an emphasis on affordable options for families, seniors and individuals in need of transitional and emergency housing.

Goal 2-7 The City will encourage and support the development of vacant and transitional lands for uses that support our vision



October 1, 2020

City Council Committee Report

To: Mayor and Council

Fr: Kevan Sumner, City Planner

Re: Community Benefit Charges & Parkland Dedication Changes from
Bill 108

Recommendation:

Information only.

Background:

A **Community Benefits Charge** (CBC) By-law is authorized under the *Planning Act* and enables a council to impose charges against land to pay for the capital costs of facilities, services and matters required because of development or redevelopment in the area to which the by-law applies.

A **Development Charges By-law** may be passed by council under the authority of the *Development Charges Act*. Development charges may be charged against land to pay for increased capital costs required because of increased needs for services arising from development of the area. The charge must be related to at least one of a list of possible approvals under the *Planning Act* or the *Condominium Act*, and can only apply to a certain services as listed in the *Development Charges Act*.

A **Parkland Dedication By-law** sets out regulations for the conveyance of land for park or other public recreation purposes as a condition of development.

On September 18, 2020, the Province proclaimed into force the remaining amendments of the *More Homes, More Choices Act* (Bill 108) and the *COVID-19 Economic Recovery Act* (Bill 197). The Province also made a new Regulation under the *Planning Act*, Ontario Regulation 509/20, setting out the prescribed information with respect to the new CBC authority and the amended parkland dedication provisions. Municipalities have until September 18, 2022 to implement the legislative and administrative changes necessary to transition to this new framework.

The intent of the new legislation was to provide more certainty and predictability regarding the costs of development in communities that make use of CBCs, and to provide proponents with appeal rights to assist with engaging in and seeking to influence the development process.

The City of Kenora does not have a CBC, Development Charge, or Parkland Dedication bylaw. The Official Plan, adopted in 2015, sets out the following policies regarding

parkland dedication, but the City has not passed a separate Parkland Dedication By-law to regulate such dedications.

4.6.3 Parkland Dedication

- a) As a condition of development or redevelopment, the City may require land to be dedicated for a park or other recreational purposes in accordance with the provisions in Section 42 of the Planning Act. The dedicated land should be used for active open space. If land is unsuitable for open space or recreational use due to topography, for example, the City may require payment-in-lieu of the parkland dedication.
- b) As a condition to the approval of a Plan of Subdivision or Plan of Condominium for residential development, 5% of the land shall be conveyed to the City. In the case of commercial or industrial development, 2% of the land shall be conveyed to the City. The City may require payment-in-lieu of the parkland dedication.
- c) An alternative to requiring land conveyance for residential development, City may require that land be conveyed to the municipality for park or other recreational purposes at the rate of 1 hectare for every 300 dwelling units.
- d) All conveyed land as part of parkland dedication must be suitable for recreation purposes and acceptable to the City.

In the absence of a by-law, there are key implementation challenges including that of enforceability and administration.

The implementation of CBCs or Development Charges is something that Council may wish to consider as the City goes through the process of reviewing and updating the Official Plan over the next year. More immediately, Council may choose to authorize a Parkland Dedication By-law, to fully implement the vision set out for such dedications in the Official Plan.

Budget:

As the City of Kenora does not currently have any by-laws that would require updating as a result of Bill 108, no actions and thus no expenditures are required on behalf of the City. If council were to authorize the preparation of a Parkland Dedication Bylaw, minor costs may be associated with legal review or public education.

Risk Analysis:

There no direct risk to the City as a result of these Bills being enacted, as there are no by-laws that require updating.

There is a moderate governance risk to continuing to have no Parkland Dedication By-law to support the policies of section 4.6.3 of the Official Plan, in that there are no clear regulations to support the requirement for such dedications. This could result in inconsistent requirements of developers and potentially challenges to any attempts to require such dedications. However, a by-law may also entail a moderate service delivery

risk as it could reduce the flexibility of the City in the application of parkland dedication depending on the development scenario.

Communication Plan/Notice By-law Requirements:

Manager of Development Services

Strategic Plan or other Guiding Document:

Goal #2: Strengthen Our Foundations – 2-10: The City will continue to explore opportunities to develop and improve our beaches, parks & trails.



October 6, 2020

City Council Committee Report

To: Mayor and Council

**Fr: Heather Pihulak, Manager of Administration/City Clerk
Adam Smith, Manager of Development Services
Stace Gander, Manager of Community Services**

Re: Dissolution of the Lake of the Woods Development Commission (LOWDC)

Recommendation:

That Council hereby directs administration to complete the required measures to achieve the dissolution of the Lake of the Woods Development Commission (LOWDC) and the termination of the Memorandum of Understanding between the City of Kenora and the LOWDC dated October 15, 2013; and further

That three readings be given to a bylaw to reflect the amendments to the City of Kenora's role in allocating the Municipal Accommodation Tax; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to give three readings to a new By-law to amend the Municipal Accommodation Tax By-Law Number at its October 20, 2020 meeting to give effect to the new regulation; and further

That bylaw number 34-2018 be hereby repealed.

Background:

As part of the City's ongoing 2020 review of boards and committees, staff have completed an assessment of the LOWDC operations and are recommending to have economic development and tourism services completely delivered in-house with the creation of a new advisory committee to provide an external lens to support project development. Provided below are the key criteria used by staff in this review and helped inform the recommendation for Council consideration:

Accountability

City staff are responsible for implementing the priorities of the LOWDC yet staff are not accountable to the Commission. In the past, the LOWDC had staff responsible for economic development and tourism but these positions moved in-house following the LOWDC account deficits in 2011 and 2012. It's arms-length status is further convoluted with two members of Council on the Board as well as Council's BIZ representative often attending meetings. The remaining directors consist of only four community members.

Despite the current relationship to Council, over the last few years, reporting to Council has been infrequent and not on a quarterly basis as indicated in the MOU. Effectively

economic development/tourism is a shared mandate of the City and LOWDC which has led to occasional conflict in terms of vision.

Alignment with Mandate

In assessing the procedural and policy documents underpinning governance of the LOWDC, the mandate and authority of the corporation is unclear and inconsistent. They extend from being broad-ranging and focused on direct delivery of services (Articles of Incorporation, By-law #1, 2013 MOU) to narrow and focused upon the indirect delivery of services (2017-2019 LOWDC Strategic Plan).

In operation, priorities identified in LOWDC strategic plans do not often directly involve the LOWDC in terms of funding and/or project management. Key elements of the 2012 Economic Development Plan and the latest work plan involve both the Community Improvement Plans (CIPs) and the Inventory of Vacant Lands. While the CIPs may have been formulated during a time when the LOWDC had staffing, these programs are funded entirely by the City through the tax levy and decision-making around grant allocation is largely given to staff. The Inventory of Vacant Lands or Vacant Land Disposition Strategy was completed in 2020 and has been a priority of the LOWDC since 2012. Once again, this did not involve the LOWDC from a funding and project management perspective.

Contrary to the Articles of Incorporation and the 2013 MOU, the LOWDC functions more as an advisory committee rather a MSC. Yet with the Municipal Accommodation Tax (MAT) being instituted in 2018 and the LOWDC having discretion over this revenue, there is an opportunity to have greater spending power which in turn leads to more involvement in projects.

Capacity

In being equipped with the ability to allocate MAT revenue and flexibility provided in its terms of reference, the LOWDC is in a position to be more aligned with the intent of maintaining a MSC. However, capacity remains a concern as the LOWDC carries an ambitious mandate that is difficult to realize without staffing, linkages to other divisions involved in economic development and tourism and the current board composition. In the context of development or more specifically investment attraction, the LOWDC is not involved in pre-development discussions and does not have linkages to other departments/divisions that are key to this process (ie. Engineering, Planning, Northwest Business Centre). The composition of the board does not have a broad membership that is drawn from businesses and/or agencies designed to support economic development.

Evaluating Performance

Over the last three years, many projects have been both initiated and implemented by City staff with funding support from the LOWDC. The challenge is in determining whether these projects would have been able to proceed without a MSC. Generally, the assessment is that these projects would have not been impacted in the absence of the LOWDC as they are aligned with the City's Strategic Plan and within the jurisdiction of the City. While not an exhaustive list, examples include the 2018 Housing Forum, Choose Kenora Campaign, Community Improvement Plan marketing, 2019 docking enhancements and wayfinding program.

However, there are some projects that benefited from the flexibility afforded by the LOWDC including financial support for pop-up patios in 2020 and grants for special events which has recently come under the purview of the Kenora Hospitality Alliance.

These types of programs may not be able to be delivered by the municipality itself due to legislation related to bonusing.

Next Steps

The membership of the LOWDC consists of the members of City Council. There are no other members. If the dissolution of the LOWDC is desired, as part of the dissolution application process, the Ministry of Government and Consumer Services requires confirmation that this is what the members want. There are two ways to meet this requirement, one of which is simpler and less time consuming than the other. If all of the members of the LOWDC (being the members of City Council) sign a consent to that effect, then a meeting of the LOWDC members will not be necessary to dissolve the LOWDC. However, if one or more members are not willing to sign a consent, then a meeting of the members of LOWDC must be called and a resolution must be passed at that meeting authorizing the dissolution.

In the place of the LOWDC the City will appoint an Economic Development and Tourism Advisory Committee. This would also involve the dissolution of the Tourism Committee to avoid any duplication. In creating the Economic Development and Tourism Advisory Committee, the group would have a similar mandate to that of other committee of councils being that of providing input on projects and promoting the service area. The new advisory committee will reflect a revised membership to include business development and tourism partner organizations alongside community members with expertise in these sectors.

The MOU with KHA will largely remain the same with the party responsible for MAT allocation being changed to the City. Importantly, the criteria for doing so would remain the same with funds allocated to economic development and tourism initiatives.

Another key consideration in LOWDC dissolution is the status of the 5-year Economic and Tourism Strategy. This project has been approved for funding support by the Northern Ontario Heritage Fund Corporation. The purpose of the project is to deliver a clear and detailed action plan for the use of MAT revenues to ensure they are allocated effectively, transparently and in alignment with the City of Kenora's economic development and tourism objectives. Once again, staff believe the strategy and its implementation will be unaffected. City staff will lead the 5-year Economic and Tourism Strategy with Council approving the final document. In compliance with the current MOU, the KHA will be invited to participate in the engagement sessions for this project. Engagement related to this project was set to begin in early 2020 but has been delayed as a result of COVID-19 and is now scheduled to start in Fall 2020.

Outcomes of the strategic planning process will result in the development of annual work plans that will feed into capital and unusual spending budgets. The new Economic Development and Tourism Advisory Committee may be positioned to provide input into staff developed work plans to determine priority initiatives and projects on an annual basis.

Budget:

There are no budgetary impacts as the City holds the LOWDC accounts.

Risk Analysis:

The risk to service delivery is deemed high as it involves eliminating an agency that has been in existence and involved in economic development/tourism matters for over a decade. However, staff are keen to ensure that the transition is seamless and ultimately

leads to a more effective and efficient delivery of services. For any corporate dissolution, the principle risks are tied to assets and liabilities the organization may hold and the projects the organization is designated to lead. Fortunately, the LOWDC does not have any financial obligations and to reduce any risk to project management, staff have proactively shifted projects naming the LOWDC as the lead organization to the City of Kenora.

Communication Plan/Notice By-law Requirements:

Bylaw

Strategic Plan or other Guiding Document:

Guiding Principles

1-1 The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district

Corporate Actions

1-2 The City will ensure Kenora is recognized as being 'Open for Business' and facilitating development through streamlining application and approval processes, effectively eliminating any 'red tape'

The Corporation of the City of Kenora

By-law Number - XX - 202018

A By-law to Establish a Municipal Accommodation Tax

Whereas the City may, by by-law, impose a tax in respect of the purchase of transient accommodation in the municipality in accordance with Part XII.1 of the *Municipal Act*, 2001, S.O. 2001, Chapter 25, as amended, and the Transient Accommodation Tax Regulation 435/17; and

Whereas at its meeting of April 17, 2018, Council approved the establishment of an accommodation tax to be imposed on the purchase of accommodations of short duration within the City of Kenora, which will generate revenue which will be shared with the Kenora Hospitality Alliance (KHA) who promote local tourism with the balance of the funds being allocated towards economic development and tourism initiatives as further described in Regulation 435/17;

Therefore the Council of the City of Kenora enacts as follows:

1. Application of Tax

1.1 A purchaser shall, at the time of purchasing accommodation, pay an accommodation tax in the amount of four percent (4%) of the purchase price of the accommodation provided for a continuous period of less than 30 nights provided in a hotel, motel, inn, bed and breakfast, resort, and Airbnb/VRBO, or any place in which accommodation is provided.

1.2 A provider of transient accommodation shall include on every invoice or receipt for the purchase of transient accommodation a separate item for the amount of tax on transient accommodation imposed on the purchase, and the item shall be identified as "Municipal Accommodation Tax".

1.3

Bed & Breakfasts have the opportunity to charge the Accommodation Tax (4%) on only 75% of the total room rate understanding that the remaining 25% is considered the breakfast portion.

2. Exemptions

2.1 The municipal accommodation tax imposed by subsection 1(1) does not apply to:

(a) The Crown, every agency of the Crown in right of Ontario and every authority, board, commission, corporation, office, or organization of persons a majority of whose directors, members or officers are appointed or chosen by or under the authority of the Lieutenant Governor in Council or a member of the Executive Council;

- (b) Every board as defined in subsection 1(1) of the *Education Act*;
- (c) Every university in Ontario and every college of applied arts and technology and post-secondary institution in Ontario whether or not affiliated with a university, the enrolments of which are counted for the purposes of calculating annual operating grants entitlements from the Crown on accommodations provided to students while the student is registered at and attending the institution;
- (d) Every hospital referred to in the list of hospitals and their grades and classifications maintained by the minister of Health and Long-Term Care under the *Public Hospitals Act* and every private hospital operated under the authority of a license issued under the *Private Hospitals Act*;
- (e) Every long-term care home as defined in subsection 2(1) of the *Long-Term Care Homes Act, 2007*, retirement home and hospices;
- (f) Every treatment centre that receives provincial aid under the *Ministry of Community and Social Services Act*;
- (g) Every house of refuge, or lodging for the reformation of offenders;
- (h) Every charitable, non-profit philanthropic corporation organized as shelters for the relief of the poor or for emergency;
- (i) Every tent or trailer sites supplied by a campground, tourist camp or trailer park;
- (k) Every accommodation supplied by employees to their employees in premises operated by the employer; and
- (j) Every hospitality room in an establishment that does not contain a bed and is used for displaying merchandise, holding meetings, or entertaining.

2.2 All other revenues generated from the accommodation services; whether sold individually or included in a room package; are excluded from the Municipal Accommodation Tax, including but not limited to, meeting room rental, food and beverage, room service, laundry services, internet access, parking etc.

3. Tax Collected by Service Provider

3.1 Providers of transient accommodation shall include on every invoice or receipt for the purchase of transient accommodation a separate item identified as "Municipal Accommodation Tax" for the amount of MAT imposed on the purchase.

3.2 Providers of transient accommodation shall collect the MAT from the purchaser at the time the accommodation is purchased and shall remit the MAT to the municipality within the time prescribed in any MAT notice and shall include monthly statements in the form required by the municipality detailing the number of rooms sold, purchase price and levy collected.

3.3 The City Treasurer, or designate, is designated to establish the notices, forms and remittance statements, past due notices and monitor collection for the service providers.

4. Allocation of Funds

4.1 Revenues generated by this MAT will be deemed for municipal economic development and tourism purposes.

4.2 A Destination Marketing Program existed in the municipality prior to the imposition of the MAT, and therefore the municipality is required to remit the total amount of Destination Marketing Fee revenues collected by the Destination Marketing Program from accommodations in the municipality in the fiscal year prior to the tax coming into effect (2017). This DMP exists as the Kenora Hospitality Alliance (KHA) and therefore the annual remittance to KHA will be \$140,309.00 which will be remitted in two installments on May 31st and December 31st annually. Further to the annual remittance to the KHA in 2019 and beyond will be based on the previous years' remittance adjusted by a 10 year rolling average of the annual percentage change in Ontario's total tourism receipts, as published by the Ministry of Tourism, Culture and Sport.

4.3 The excess funds beyond those remitted to the KHA will be allocated to a reserve for tourism and economic development projects.

4.4 The MAT reserve funds will be utilized for tourism and economic development priorities as established through the planning process of the ~~Lake of the Woods Development Commission~~.City of Kenora.

5. Penalties and Interest

5.1 Penalties and interest at the rate applicable to overdue property taxes shall be payable by the providers of transient accommodation on the non-payment of the full amount of the MAT by the due date set out in the notice, and interest may be added on the first day of default and on each month thereafter in which the default continues.

6. Liens

6.1 All MAT penalties and interest that are past due shall be deemed by the City Treasurer to be in arrears, and shall be transferred to the tax collectors' roll of the City to be collected in the same manner as municipal property taxes and shall constitute a lien upon the lands.

7. Audit and Inspection

7.1 Every transient accommodation service provider shall keep books of account, records, and documents sufficient to furnish the City and its designated tax collectors with the necessary particulars of sales of accommodation, amount of levy collected and remittance.

7.2 The City Treasurer, or designate, is designated pursuant to section 3 and may inspect and audit all books, documents, transactions and accounts of transient accommodation providers and require transient accommodation providers to produce copies of any documents or records required for the purposes of administering and enforcing this by-law, as required.

8. Offence and Penalties

8.1 Every person who contravenes any provision of this by-law is guilty of an offence as provided for in subsection 429(1) of the *Municipal Act, 2001*, and all such offences are designated as continuing offences as provided for in subsection 429(2)(a) of the *Municipal Act, 2001*.

8.2 A person who is convicted of an offence under this by-law is liable, to a minimum fine of \$500.00 and a maximum fine of \$100,000 as provided for in subsection 429(3), paragraph 1 of the *Municipal Act, 2001*.

8.3 A person who is convicted of an offence under this by-law is liable, for each day or part of a day that the offence continues, to a minimum fine of \$500.00 and a maximum fine of \$10,000.00 and the total of all of the daily fines for the offence is not limited to \$100,000, as provided for in subsection 429(3) paragraph 2 of the *Municipal Act, 2001*.

8.4 When a person has been convicted of an offence under this by-law, the Superior Court of Justice or any court of competent jurisdiction thereafter may, in addition to any penalty imposed on the person convicted, issue an order:

- (a) prohibiting the continuation or repetition of the offence by the person convicted; and
- (b) requiring the person convicted to correct the contravention in the manner and within the period that the court considers appropriate.

9. Effective Date

This bylaw shall come into force and take effect on October 1, 2018.

By-law read a First and Second Time this ~~2019~~²⁰¹⁸th day of ~~October~~^{June}, 20~~2018~~²⁰¹⁹

By-law read a Third and Final Time this ~~2019~~²⁰¹⁸th day of ~~October~~^{June}, 20~~2018~~²⁰¹⁹

The Corporation of the City of Kenora:-

~~David S. Canfield~~^{Dan Reynard},
Mayor

Heather ~~Kaspriek~~^{Pihulak}, City Clerk



October 6, 2020

City Council Committee Report

To: Mayor and Council

**Fr: Heather Pihulak, Manager of Administration/City Clerk
Adam Smith, Manager of Development Services
Stace Gander, Manager of Community Services**

Re: Economic Development and Tourism Advisory Committee

Recommendation:

That the Council of the City of Kenora hereby establishes a new Economic Development and Tourism Advisory Committee to make recommendations and offer input into economic development and tourism initiatives led by the municipality; and further

That three readings be given to a bylaw for this purpose.

Background:

In conjunction with the recommendation to proceed with dissolution of the LOWDC, staff have prepared a Terms of Reference for the creation of a new Economic Development and Tourism Advisory Committee. With economic development and tourism services being brought entirely in-house, a Committee-of-Council structure to governance of these activities is preferable to that of an independent Board.

In the immediate term, this committee will be actively engaged in the development of the City's 5-Year Economic Development and Tourism Strategy. Once completed, the committee will participate in the creation of annual work plans that stem from the overall strategy and support the effective allocation of Municipal Accommodation Tax (MAT) revenue.

The recommendations put forward by the Economic Development and Tourism Advisory Committee will be given to Council to help inform budgetary decisions and will ensure that the projects identified by staff are in alignment with Kenora's economic needs.

Budget: N/A

Risk Analysis:

The risk to governance is deemed moderate as a result of the uncertainty in this new model of economic development and tourism services at the City. However, this is an opportunity to broaden engagement among industry leaders and strengthen accountability in the allocation of MAT revenue.

Communication Plan/Notice By-law Requirements: Bylaw

Strategic Plan or other Guiding Document:
[Guiding Principles](#)

- 1-1** The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district

Corporate Actions

- 1-2** The City will ensure Kenora is recognized as being 'Open for Business' and facilitating development through streamlining application and approval processes, effectively eliminating any 'red tape'

The Corporation of the City of Kenora

By-law Number – 2020

A By-law to Establish a Terms of Reference for the City of Kenora Economic Development and Tourism Advisory Committee

Whereas Section 7(2) of the Municipal Act, 2001, as amended authorizes a municipality to enact by-laws respecting matters within the spheres of jurisdiction; and

Whereas the Council of the City of Kenora deems it necessary and expedient to establish a Terms of Reference for the Economic Development and Tourism Advisory Committee;

Now Therefore the Council of the Corporation of the City of Kenora hereby enacts as follows:-

1. Purpose

1.1 The City of Kenora Economic Development and Tourism Advisory Committee will make recommendations to Council and provide insight into matters relating to economic development and tourism.

2. Mandate

2.1 The mandate of the City of Kenora Economic Development and Tourism Advisory Committee is to:

- a. Assist, in an advisory capacity, Council and Staff on matters relating to economic development and tourism;
- b. Provide advice to Council and Staff in developing and implementing an economic development and tourism strategy;
- c. Assist in developing annual work plans to allocate Municipal Accommodation Tax revenues in alignment with the economic development and tourism strategy;
- d. Review and / or participate in the development of City policies, programs and initiatives relating to economic development and tourism;
- e. To provide a forum for the exchange of ideas and action plans on programs and initiatives of other Council committees and entities relating to economic development and tourism;
- f. Support and develop economic opportunities to encourage sustainability and prosperity within the community;
- g. Work in partnership with staff and local economic development partners to actively assist in fostering and promoting a positive community image and a healthy business environment for existing and prospective businesses;

3. Membership and Voting

3.1 At the discretion of Council, the Committee can be comprised of up to fourteen (14) members representing various sectors. This membership may include:

Voting Members:

- One (1) member representing the Harbourtown Business Improvement Zone (BIZ)
- One (1) member representing the Kenora and District Chamber of Commerce
- One (1) member representing the Lake of the Woods District Stewardship Association
- One (1) member representing the Lake of the Woods Business Incentive Corporation;
- One (1) member representing the Kenora Hospitality Alliance (KHA)

- Six (6) members at large from the following key industry sectors in the City of Kenora:
 - Tourism
 - Forestry
 - Manufacturing
 - Mining
 - Retail Trade
 - Construction
 - Healthcare
 - Professional Services
- One (1) representative from an Indigenous-based economic development agency
- One (1) Council representative to be selected by Council; and
- Mayor as ex officio (not counted towards Committee membership)

3.2 Members are selected by resolution of Council. The term of the Committee is at the pleasure of Council, up to four years, and is concurrent with the term of Council. The Committee shall, from amongst its members, choose a Chair and a Vice Chair.

3.3 Committee Member appointments may, at any time, be revoked at the pleasure of Council.

3.4 Notwithstanding section (c) Council may reappoint a Board Member to the Committee for not more than one term.

3.5 Unless Council provides otherwise, the Committee appointments and re-appointments shall be in accordance with the City's Boards & Committees Policy, subject to any modification, to the extent necessary, required in order to comply with the appointment restrictions established in section 196 of the Municipal Act, 2001 and this By-law.

3.6 Any member of the Committee may terminate his or her term on the Economic Development and Tourism Committee by submitting his or her resignation in writing to the Chair and the Vice-Chair of the Board. Within seven (7) days of receipt of such resignation, shall be forwarded to the City Clerk.

3.7 Unless Council provides otherwise, meeting attendance requirements for the Committee Members and consequences for absences from such meetings shall be in accordance with the City's Boards & Committees Policy.

3.8 Vacancies on the Committee shall be filled in accordance with the City of Kenora's Boards and Committees Policy and this By-law. For greater certainty, decisions respecting the filling of vacancies rest solely with Council.

3.9 The Committee shall not meet without at least one non-voting member in attendance.

Non-Voting Members:

- i. Economic Development Officer
- ii. Northwest Business Centre Manager
- iii. Tourism and Recreation Division Lead

Members will:

- i. Have demonstrated expertise in their affiliation(s);
- ii. Be able to allocate sufficient time during the day for participation in regularly scheduled meetings;
- iii. Be able to allocate sufficient time to review the agenda, minutes and any applicable documentation in advance of each regularly scheduled meeting;
- iv. Demonstrate a strong interest in and commitment to remaining informed on economic development and tourism issues;
- v. Participate as a team member, capable of a community ambassador role;
- vi. Be strong proponents of business and tourism growth for the City.

3.10 Additional Committee Members may be appointed by Council pending the growth of activities undertaken.

4. Remuneration

4.1 All Committee Members shall act in all of their capacities with the Committee without remuneration.

4.2 Committee Members may be reimbursed for reasonable expenses incurred by them on behalf of the Committee, provided that such expenses were incurred in good faith for the purposes of the Committee and such expenses are authorized in the budget of the Committee.

5. Chair

5.1 The Committee shall elect a chairperson from its members at the first meeting of each year and hold the office for one year. In the case of absence of the chairperson, the Committee shall appoint a chairperson from among its members for that meeting.

6. Meetings and Administration

6.1 Regular meeting dates are to be established by the Committee at the first meeting of the calendar year. The location and frequency of meetings will be at the discretion of the Committee, however, not less than five (5) meetings shall be held in one calendar year.

6.2 Special or emergency Committee meetings may be called by the Chair, on his or her own initiative, at the request of any Committee member, or at the request of the non-voting members and notice of the meeting shall be telephoned or electronically sent to each Committee Member, including non-voting, not less than three (3) days before the requested meeting.

6.3 A Committee meeting must be called if a requisition is signed by at least three (3) members of the Committee.

6.4 Reasons for the calling of the special or emergency meeting, including why it is being called on short notice, if applicable, shall be provided by the Chair with the notice of the calling of the meeting.

6.5 Members of the Committee should strive to attend committee meetings in order to provide for effective participation. The failure of any committee member to attend three (3) consecutive meetings without giving written notice to the chairperson will result in the

termination of membership from the committee, in accordance with the City's Board and Committee's policy.

6.6 The City of Kenora will provide sufficient resources and staff for conducting the business of the Committee. This will include, but not be limited to; taking meeting minutes, assisting the chairperson in developing an agenda, the circulation of meeting notices and minutes and the advertisement and organization of public meetings.

6.7 The City of Kenora will also provide administrative support in any media releases, reports and recommendations developed by the committee.

6.8 Unless otherwise provided in this By-law, meetings shall be conducted according to the most recent edition of Robert's Rules of Order Newly Revised.

7. Quorum

7.1 At any meetings of this Committee, the presence of a majority of the membership is necessary for a quorum and for the transaction of business.

7.2 Subject to section 7 of the Municipal Conflict of Interest Act, a majority of the members shall constitute a quorum.

7.3 Meetings may be held and motions may be voted upon in person or by electronic means. With respect to an electronic vote, such vote must be approved by the Committee in advance of the vote.

8. Board Member Conduct

8.1 Members of the Committee shall carry out their duties in good faith and with the best interests of The Committee in mind.

8.2 With regards to their conduct, Committee Members are governed by all applicable laws and policies, including but not limited to the *Municipal Conflict of Interest Act*, Part V.1 of the *Municipal Act, 2001* and the Code of Conduct of the City for members of council and local boards.

9. Limits on Authority

9.1 Notwithstanding any other provision in this By-law, the Committee is not authorized to do any of the following, all such authority remains solely with Council:

- a) incur any debts, liabilities or obligations that have not been approved by Council through its budget process;
- b) acquire any real property or sell or otherwise transfer or dispose of any real property; or
- c) subject to the limits established by Council from time to time, sell or otherwise dispose of any personal property that is acquired through Committee recommendations.

9.2 The Committee acts as a whole and no member of the Committee has authority to incur, and shall not purport to incur, any debt, liability or obligation on behalf of the Economic Development and Tourism Committee or the City, without having previously obtained the consent of Economic Development and Tourism Committee or Council, as the context requires.

10. Reporting to Council

10.1 The Committee shall, through the Economic Development Officer/Tourism & Recreation Division Lead, assist in the development of an annual budget to Council for its approval in regards to the MAT tax.

10.2 The Committee shall present an annual highlight report to Council and present their budget request to Council during the annual presentations to Council. The presentation will highlight the focus of the Committee and accomplishments for that year along with the goals for the following year.

11. Committee Minutes

11.1 The City shall designate a person to be responsible for the recording of the Committee minutes.

11.2 The official copy of the minutes shall be forwarded to the City Clerk for safekeeping and shall be stored at City Hall, 1 Main Street South, Kenora, ON, or at such other location as Council may require.

12. Effective Date

This By-law shall come into force and take effect on the final passing hereof.

By-law read a First & Second Time this 20th day of October, 2020

By-law read a Third & Final Time this 20th day of October, 2020

The Corporation of the City of Kenora:-

Daniel Reynard, Mayor

Heather L. Pihulak, City Clerk



P R O C L A M A T I O N

Social Isolation Awareness Month October, 2020

Whereas Social Isolation Awareness Month was declared by the Retired Teachers of Ontario (RTO) for the third year in a row for the month of October. RTO is an organization of over 60,000 members across Canada. The RTO Foundation has a particular focus on the well-being of older adults and funds the Chair in Geriatric Medicine at the University of Toronto, which has national and international influence. RTO also supports on-going research in the care of older adults including social isolation and;

Whereas social isolation in older adults is a significant risk factor for major health problems such as heart disease, impaired immunity, diabetes, depression, accelerated cognitive decline and premature mortality. Indeed, loneliness and social isolation present risks similar in magnitude to obesity and smoking. In this time of the Covid19 pandemic, social isolation rises to new highs as older adults maintain social distance & remain at home due to their increased risk of infection and;

Whereas one of the eight defining features of age-friendly communities is Social Participation. The Kenora Age-Friendly Steering Committee has partnered with Tele-Friends, a new service provided by local Community Support Services. This is one way we can be active in identifying and supporting older adults in Kenora who may feel isolated and forgotten

Now Therefore, I, Daniel Reynard, Mayor for the City of Kenora, do hereby proclaim October, 2020 as Social Isolation Awareness Month in and for the City of Kenora.

Proclaimed at the City of Kenora this 13th day of October, 2020.

Mayor Daniel Reynard