

TOWN OF FORT FRANCES

AGENDA - September 9, 2019

COMMITTEE OF THE WHOLE MEETING

Committee Room and Council Chambers, Civic Centre

(Session No. 023) 4:00 PM

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1. **Call to Order**
2. **Non-agenda items identified to be considered later in this meeting, both in-camera and in open meeting.**
3. **Disclosure of pecuniary interest and the general nature thereof.**
4. **In-Camera (at 4:00 p.m.)**

- 4.1 Advice that is subject to solicitor/client privilege, including communications necessary for that purpose: Property Matter
- 4.2 Personal matters about an identifiable individual, including municipal or local board employees: Personnel Matter - Community Services Division
- 4.3 Personal matters about an identifiable individual, including municipal or local board employees: Potential Organization Restructuring

5. **Public Session Resumes in Council Chambers:**
6. **Council Reports on Board & Committee Activity:**

- 6.1 Mayor June Caul - Verbal Update
Councillor Michael Behan - Verbal Update
Councillor Wendy Brunetta - Verbal Update
Councillor Andrew Hallikas - Verbal Update

7. **Consent Agenda:**

- 7.1 Additional Equipment for Triple Combination Custom Pumper Fire Truck. 5 - 6
- approval of this report will agree to the recommendation of the Administration and Finance Executive Committee to approve the purchasing of additional equipment for the new Triple Combination Custom Pumper Fire Truck at a cost of \$7,085.00 which will bring the total net tender cost of the Fire Truck to \$608,030.25.
- 7.2 Collections (Accounts Receivable, Taxation and Water & Sewer) Policy Update. 7 - 34

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	- approval of this report will agree to the recommendation of the Administration and Finance Executive Committee to approve the Collection (Accounts Receivable, Taxation and Water & Sewer) Policy Number 1.9 as presented.	
7.3	Northwest Ontario's Sunset Country Travel Association. - approval of this report will agree to the recommendation of the Administration and Finance Executive Committee to approve the Northwest Ontario's Sunset Country Travel Association annual per capita request in the amount of \$2,187.63 plus hst.	35 - 36
7.4	Watten Volunteer Fire Department. - approval of this report will agree to the recommendation of the Administration and Finance Executive Committee to approve the Watten Volunteer Fire Department donation request in the amount of \$300.00 and further that the \$300.00 be applied against the outstanding accounts receivable with a follow up letter being sent.	37 - 38
7.5	Doug Brown, CAO - AMO Travel Expense Claim. - approval of this report will agree to the recommendation of the Administration and Finance Executive Committee to approve the Travel Expense in the total amount of \$451.50 as submitted by Doug Brown, CAO for his attendance at the AMO Conference in Ottawa from August 18-21, 2019.	39 - 43
7.6	McFayden Request Rebate for Building Permit Fees - approval of this report will agree to the recommendation of the Planning & Development Executive Committee to reject the request for building permit fee rebates for building permits 2017-062 and 2017-094.	44 - 45
7.7	Townshend Theatre Technician Fees - approval of this report will agree to the recommendation of the Community Services Executive Committee to adopt the revised Theatre Technician fees as presented.	46 - 47
7.8	Sunny Cove Request - Linda Hamilton & Jennifer Woods - approval of this report will agree to the recommendation of the Community Services Executive Committee to take no action at this time and that the matter be forwarded to the Town's strategic planning process.	48 - 49
7.9	Fort Frances Lakes Request to host the Dudley Hewitt Cup in 2020 - approval of this report will agree to the recommendation of the Community Services Executive Committee to endorse that the	50 - 51

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Memorial Sports Centre host the Dudley Hewitt Cup between April 28 to May 2, 2020 as requested by the Fort Frances Lakers.	
7.10 Patron Progressive Discipline Procedures - MSC	52 - 54
- approval of this report will agree to the recommendation of the Community Services Executive Committee to endorse the attached Patron Progressive Discipline procedures as presented.	
8. <u>Administration and Finance Division:</u>	
8.1 Mayor June Caul - AMO Conference.	55 - 61
- approval of this report will agree to the recommendation of the Administration and Finance Executive Committee to approve the Travel Expense and Per Diem claims in the amount of \$807.00 as submitted by Mayor June Caul for her attendance at the AMO Conference in Ottawa from August 18-21, 2019.	
8.2 Councillor Douglas Judson - AMO Conference.	62 - 74
- approval of this report will agree to the recommendation of the Administration and Finance Executive Committee to approve the Travel Expense and Per Diem claims in the amount of \$1,384.65 as submitted by Councillor Douglas Judson for his attendance at the AMO Conference in Ottawa from August 18-21, 2019.	
8.3 Joint Community Safety and Well Being (CSWB) Plan for the Rainy River District.	75 - 105
- approval of this report will agree to the recommendation of the Administration and Finance Executive Committee to authorize Rainy River District Social Services Administration Board, by way of a formal resolution, to administer a completed Joint Community Safety and Well Being (CSWB) Plan as laid out in the report.	
9. <u>Operations and Facilities Division:</u>	
9.1 Verbal Update on Capital Projects	
9.2 Ice Plant Maintenance Agreement	106 - 107
- approval of this report will agree with the recommendation of Administration to enter into a 5-year maintenance agreement with Cimco.	
9.3 Award of RFP 19-OF-09 - HVAC Design works at the Museum and Memorial Sports Centre	108 - 110
- approval of this report will agree to the recommendation of Administration to award RFP 19-OF-09 to KGS Group of Thunder Bay for a total price of \$35,809 plus applicable taxes.	

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10. <u>General:</u>	
10.1 Strategic Planning Process	111 - 118
11. <u>Information:</u>	
11.1 Fire & Rescue Services - July 2019 Report.	119 - 120
11.2 Failed High-Volume Fire Hose.	121
11.3 Town of Fort Frances (General Fund) Operating Summary for the Seven Months Ending Wednesday, July 31, 2019.	122 - 123
11.4 Town of Fort Frances Water and Sewer Fund (Operating) Summary for the Seven Months Ending Wednesday, July 31, 2019.	124
11.5 Building Statistics - July & August 2019	125 - 126
11.6 Complaint Register - June & July 2019	
12. <u>Non-agenda items:</u>	
13. <u>ADJOURNMENT</u>	

To: Mayor and Council

From: Tyler Moffitt, Fire Chief/CEMC

Date: September 3, 2019

Subject: Additional Equipment for Triple Combination Custom Pumper Fire Truck

Background

The Town of Fort Frances advertised a tender for a Triple Combination Custom Pumper Fire Truck.

Tenders closed on Tuesday, March 5, 2019 at 2:00 PM CST with two tenderers' submitting a bid before the deadline.

The lowest bid was Fort Garry Fire Trucks from Winnipeg, MB; their bid was compliant to all the tender specifications and came in at **\$590,429.00**; the total net tender cost to the town would be **\$600,820.55**.

As well, the delivery of a Triple Combination Custom Pumper Fire Truck from Fort Garry Fire Trucks would be in **2020**.

I have included the **March 19, 2019** report to the Mayor and Council, which shows the Administration & Finance Executive Committee recommended to Council to approve the report as presented and recommended for council to bring forward the resolution to approve with proceeding to award **Tender 19-AF-02** to Fort Garry Fire Trucks for a total net tender cost of **\$600,820.55**; the report was approved by Council.

Additional Equipment Requested

On May 27th, 2019 the Captain of Apparatus and Equipment and myself attended Fort Garry Fire Trucks manufacturing facility in the City of Winnipeg for our pre-build meeting.

As well, we already confirmed before travelling to Winnipeg ... we were missing some additional equipment items on our community's new pumper fire truck.

Meanwhile, after going through our tender document with the staff of Fort Garry Fire Trucks to confirm what we specific, we toured the manufacturing facility.

It was determined that we needed some additional equipment, which is as follows:

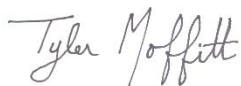
Equipment Item	Price
Inverter to truck: This will allow for charging of equipment such as radios, air monitors, thermal imaging camera, etc. when on scene of an incident.	\$1,930.00
Power Switching Relay.	\$770.00
Receptacle to L1 Compartment.	\$320.00
Two Receptacles to rear of truck.	\$640.00
LED Beacons to Truck: Amber beacon required to be compliant at Airport.	\$1,225.00
Generator Package: Minus Generator; we have a generator already. (Includes Breaker Box and Pre-wire)	\$2,200.00
Total	\$7,085

The additional equipment added to the original cost will be as follows:

\$590,429.00 plus **\$7,085** = **\$597,514**; the total net tender cost to the town would be **\$608,030.25**.

The Administration & Finance Executive Committee recommends that Council approve the report as presented and recommends for council to bring forward the resolution to approve with proceeding with purchasing the additional equipment for the new Triple Combination Custom Pumper Fire Truck at a cost of **\$7,085**, which will be a total net tender cost of **\$608,030.25**.

Respectfully submitted,



Tyler Moffitt
Fire Chief/CEMC
Fort Frances Fire & Rescue Service

Council approval of this report will agree to the recommendation of the Administration & Finance Executive Committee to approve this report as presented and bring forward the resolution to approve with proceeding with purchasing the additional equipment for the new Triple Combination Custom Pumper Fire Truck at a cost of **\$7,085**, which will be a total net tender cost of **\$608,030.25**.



**ADMINISTRATION & FINANCE DIVISION
TREASURY REPORT 2019/72**

TO: Mayor Caul & Members of Council
FROM: Dawn Galusha, Treasurer
DATE: September 4, 2019
SUBJECT: Collections (Accounts Receivable, Taxation and Water & Sewer) Policy Update

BACKGROUND

Collection Policy Number 1.9 for procedure and collection of Accounts Receivable, Taxation and Water & Sewer was first created in 2006. This is the third review of this policy since that time.

The purpose of this change is to outline how to deal with membership defaults at the Memorial Sports Centre. Currently, the memberships are purchased on a separate system called ActiveNet. We have monthly, three-month, six-month and annual memberships where each membership structure is a different monthly rate and we allow monthly preauthorized payments for all membership tiers. At times customers will purchase an annual membership, then and at some point throughout the year have a failed payment and not pay to bring their membership to active status. This means they have essentially used the gym for a discounted rate. In order to tighten up the procedures with failed payments the following has been added to the Collections Policy within the Accounts Receivable section:

ActiveNet- Memorial Sports Centre:

“As memberships are currently through the ActiveNet system, failed payments will be charged an NSF fee and must be brought up to date by the 30th of the month at the MSC or online, otherwise, the membership will be recalculated at the next lowest membership term(s) based on the number of months used, and then sent to the Treasury Department for invoicing. Further, the collection procedures within this policy will be followed.”

No other changes to the policy are required at this time with the exception of updating dates.

RECOMMENDATION

The Administration & Finance Executive Committee recommends that Council approve the Collection (Accounts Receivable, Taxation and Water & Sewer) Policy Number 1.9 as presented.

Council Approval of This Report Will approve the Administration & Finance Executive Committee recommendation to approve the Collection (Accounts Receivable, Taxation and Water & Sewer) Policy Number 1.9 as presented.

THE TOWN OF FORT FRANCES

Section: Administration & Finance

Policy: Collections (Accounts Receivable, Taxation and Water & Sewer)

Creation Date:	October 2006
Revised Date:	November 2010, June 2018
Review by Date:	
Resolution Number:	326
Supersedes Resolution Number:	329
Policy Number:	1.9

ACCOUNTS RECEIVABLE CREDIT AND COLLECTION

1. POLICY STATEMENT

This policy applies to the procedures and collection of accounts receivables.

2. EFFECTIVE DATE

This policy comes into effect on ~~June 25, 2018~~ September 10, 2019 and cancels and supersedes all former policies.

3. CREDIT PRIVILEGES TO CUSTOMERS

The extension of credit is a privilege for customers and prospective customers.

Extension of Credit to New Customers

All new customers requesting credit privileges will be required to complete an Application for Credit form (see Page 5). The originating department will ensure that the customer completes the Application for Credit and submits it for approval prior to opening an account.

Exceptions to this policy are when invoicing is required for unforeseen events rather than the provision of goods or services.

Application for Credit

The Division Manager or designate must approve the completed Application for Credit. All credit applications will be forwarded to and kept on file in the Treasury Department, whether approved or denied. The originating department will be responsible for notifying the customer as to the status of their credit application.

Credit Privileges to Existing Customers

Customers with accounts created prior to this policy will not be requested to complete the Application for Credit as long as their account is not over 90 days past due.

4. METHOD OF PAYMENT

Payment may be made at a financial institution, on-line banking/payment, by mail or in person at the Town of Fort Frances Civic Centre. Payment at the Civic Centre will be in the form of cash, cheques, money order, debit card, or preauthorized direct debit. If a customer submits two N.S.F. cheques within a twelve-month period, personal cheques will no longer be accepted unless they are "certified". If a preauthorized payment plan customer has two N.S.F. payments returned within a twelve-month period, they will no longer be eligible for the plan and personal cheques must be "certified".

5. PAYMENTS AND LATE PAYMENTS

The Town of Fort Frances credits a payment to accounts on the day it is received by our office (over-the-counter, drop box, mail or deposited into our bank account) by the end of the business day being 4:30 p.m. during the months of January to June and September to December and 4:00 p.m. during the summer months of July and August. A charge will be applied for all payments and/or cheques made to the Town of Fort Frances that cannot be cleared by a financial institution in accordance with the Town's schedule of fees by-law. A late charge of 1.25% per month (15% per annum) is applied to all accounts which have unpaid balances on the 1st working day of the month past the due date.

COLLECTION ACTIONS ON ACCOUNTS RECEIVABLE

Invoices	The Treasury Department generates invoices with the amount due within 30 days. The exception is invoices for Daycare services, which are due within 15 days.
<u>ActiveNet- Memorial Sports Centre</u>	<u>As memberships are currently through the ActiveNet system, failed payments will be charged an NSF fee and must be brought up to date by the 30th of the month at the MSC or online, otherwise, the membership will be recalculated at the next lowest membership term(s) based on the number of months used, and then sent to the Treasury Department for invoicing. Further, the collection procedures within this policy will be followed.</u>
Interest	On the first day of every month following the invoice due date, 1.25% interest per month shall be added to the account.
Application of Payment	Payments shall be applied first to interest (finance charges) owing on account then secondly to the oldest invoice(s) amount owing unless the invoice is otherwise specified by customer.
Monthly Statement	The Treasury Department issues monthly statements. A statement is generated to advise customers of the balance on their account at the date of the statement. The statements include information as to invoices and interest outstanding.
<u>Deposits</u>	<p><u>Deposits may be required at the discretion of the Town of Fort Frances. In the case of Daycare Services, the following shall apply:</u></p> <p><u>Parents or guardians who fail to provide acceptable credit references will be required to pay a one-month deposit. The deposit will be calculated as follows:</u></p> <ul style="list-style-type: none"> <u>a) Full time enrolment-daily daycare fee for each child enrolled multiplied by 22 days.</u> <u>b) Part time enrolment-daily daycare fee for each child enrolled multiplied by the number of days the child(ren) is (are) enrolled for a month</u> <u>c) Parents or guardians who are subsidized will be required to pay a deposit based on their subsidized rate. A minimum of \$200.00 is required for subsidized parents or guardians.</u> <u>d) Any parent or guardian re-enrolling in either program who has past due or outstanding daycare accounts will be required to pay the account in full prior to being placed on the waiting list for daycare services. In addition, a deposit must be paid prior to enrolling in the daycare services. The deposit shall equal the amount as calculated in the above (a, b, c) multiplied by 2 (two).</u>

Deposits

~~Deposits may be required at the discretion of the Town of Fort Frances. In the case of Daycare Services, the following shall apply:~~

~~Parents or guardians who fail to provide acceptable credit references will be required to pay a one-month deposit. The deposit will be calculated as follows:~~

- ~~a) Full time enrolment daily daycare fee for each child enrolled multiplied by 22 days.~~
- ~~b) Part time enrolment daily daycare fee for each child enrolled multiplied by the number of days the child(ren) is (are) enrolled for a month~~

~~— Parents or guardians who are subsidized will be required to pay a deposit based on their subsidized rate. A minimum of \$200.00 is required for subsidized parents or guardians.~~

- ~~c) Any parent or guardian re-enrolling in either program who has past due or outstanding daycare accounts will be required to pay the account in full prior to being placed on the waiting list for daycare services. In addition, a deposit must be paid prior to enrolling in the daycare services. The deposit shall equal the amount as calculated in the above (a, b, c) multiplied by 2 (two).~~

~~Deposits are returned after a full year of consecutive on-time payments are made, or in the event of a child leaving daycare services, the deposit shall be applied to any outstanding invoices. Accounts Payable will refund any balance due to the parent/guardian. The Daycare Supervisor will monitor the monthly deposit reconciliation for accounts that may be eligible for refund and notify the Treasury Department as such. In the event an outside agency has paid the deposit for the parent/guardian, all reasonable attempts to collect an outstanding invoice will be made. If, however, the account has not been paid at the time an account is eligible for Small Claims or a collection agency, the deposit on hand shall first be applied.~~

<u>Deposits Continued</u>	<u>Deposits are returned after a full year of consecutive on-time payments are made, or in the event of a child leaving daycare services, the deposit shall be applied to any outstanding invoices. Accounts Payable will refund any balance due to the parent/guardian. The Daycare Supervisor will monitor the monthly deposit reconciliation for accounts that may be eligible for refund and notify the Treasury Department as such. In the event an outside agency has paid the deposit for the parent/guardian, all reasonable attempts to collect an outstanding invoice will be made. If, however, the account has not been paid at the time an account is eligible for Small Claims or a collection agency, the deposit on hand shall first be applied.</u>
Daycare Services	Unpaid Daycare services after due date may result in termination of services until the account is paid in full.
Written Follow Up	The Treasury Department will mail out account statements monthly. Statements with account balances in arrears of over 30 days will be stamped with a notification that "ACCOUNTS NOT PAID PROMPTLY WILL RESULT IN COLLECTION ACTION". Accounts over 60 days past due will receive a written letter (see Pages 6 & 7) and a copy(s) of the outstanding invoice advising the customer of the next step(s) to be taken. Before further action ensues, there will be confirmation with the originating department that there are no disputes with the invoice(s) in arrears.
Recovery of Arrears through Letters of Credit, Performance Guarantees, Monies Owed to Customer	If the Town of Fort Frances is holding any Letters of Credit, Performance Guarantees or has monies owing to the customers, such as accounts payable cheques, these amounts may be applied to the customer's general accounts receivable arrears, with notification to the customer.
Collector's Roll Additions	After ninety days past due, with approval from the Treasurer or designate, and in accordance with The Municipal Act, any eligible charges made against property may be added to the Collector's Roll and collected in a like manner as taxes, with notification to the property owner and the Mortgage Company, if applicable. The 90-day period may be waived if the subject property is under ownership change.
Small Claims and Collection Agencies	Accounts ninety days past due may be forwarded to Small Claims Court or to a Collection Agency. All costs attributable to collection will be added to the customer's account.
Arrangement for Payment	Acceptable arrangement for payment may be made with the Treasurer of the Town of Fort Frances, or their designate.
Denial of Further Credit and/or Service	A customer credit status will be undertaken for accounts over 90 days past due. The decision to deny further credit and/or services, or request of deposit for further services, will be made in consultation with the Division Manager.

Application for Credit

Name: _____

Contact Person (if different from above) _____

Mailing Address: _____

Postal Code: _____ Telephone: _____

Reference #1 **Name:** _____

Address: _____

Telephone: _____

Reference #2 **Name:** _____

Address: _____

Telephone: _____

The UNDERSIGNED, herein called the Customer, requests that the Town of Fort Frances, herein called the Town, invoice for goods and/or services to be billed per service or on a biweekly/monthly basis at the Town's discretion.


- A. The Customer shall pay the rates and charges in accordance with Town by-laws and policy.
- B. All accounts must be paid within thirty days or fifteen days if Daycare services, per Town policy. The Town reserves the right to suspend credit privileges, charge interest, pursue collection procedures and recover collection costs, if accounts are not paid in accordance with Town policy.
- C. If credit privileges are suspended, the Customer is liable for the money owed, and consideration for reinstatement of credit privileges will not be given until such time as all outstanding accounts are paid.
- D. Deposits may be required at the discretion of the Town.
- E. If the Customer is owed money by the Town (letter of credit, performance guarantees, supply of goods/services, etc.) the Town may, at it's discretion, deduct any balance owing to the Town prior to making payment to the Customer.
- F. The Customer authorizes the Town to contact the references named above during their investigation of this credit application.

This application, when signed by the Customer and executed by an authorized representative of the Town of Fort Frances shall form a legal and binding agreement between the parties.

The Customer agrees to comply with the terms and conditions noted above and agree that said conditions are a part of this contract.

Date of Application _____ Deposit if required _____

Customer Signature _____

ACCEPTED BY: Administration & Finance Division Planning & Development Division Phone: 807-274-5323 Fax: 807-274-8479 Mailing Address for All Divisions Civic Centre 320 Portage Ave. Fort Frances, ON P9A 3P9	DATE:  FORTFRANCES BOUNDLESS	Operations & Facilities Division Phone: 807-274-9893 Fax: 807-274-7360 Community Services Division Phone: 807-274-4561 Fax: 807-274-3799 email: town@fortfrances.ca www.fort-frances.com
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FINAL ATTEMPT

Date:

John Doe
 XXXXXXXXXXXX
 Fort Frances, ON
 P9A XXX

RE: OUTSTANDING ACCOUNT A/R #DOEJO0001 INVOICE #xxxx - AMOUNT \$xxx.xx

Please note that as of the above date, our records indicate your account is over sixty days past due. This is our final attempt to resolve this matter prior to commencing additional collection procedures.

It is the policy of the Municipality to discontinue services and/or deny further credit when the account is ninety days past due.

It is also the policy of the Municipality to refer accounts, which are ninety days past due, to Small Claims Court or a Collection Agency for satisfaction. If judgement is obtained, we may use it to garnishee future income and/or seize clear assets. A judgement will appear on your credit file with the Credit Bureau for a minimum of six years, affecting all future credit inquiries. As well, all costs attributable to collection will be added to your account.

To avoid this expensive procedure, please pay the attached account immediately.

If you have any questions concerning this account, please call me at the Town of Fort Frances at (807) 274-5323 or by email at _____@fortfrances.ca.

Yours very truly,

Tax Administrator

c.c.: Division Manager

Administration & Finance Division
Planning & Development Division
Phone: 807-274-5323
Fax: 807-274-8479

Mailing Address for All Divisions
Civic Centre
320 Portage Ave.
Fort Frances, ON
P9A 3P9



Operations & Facilities Division
Phone: 807-274-9893
Fax: 807-274-7360

Community Services Division
Phone: 807-274-4561
Fax: 807-274-3799

email: town@fortfrances.ca
www.fort-frances.com

FINAL ATTEMPT

Date:

John Doe
XXXXXXXXXX
Fort Frances, ON
P9A XXX

RE: OUTSTANDING ACCOUNT A/R #DOEJO0001 INVOICE #xxxx - AMOUNT \$xxx.xx

Please note that as of the above date, our records indicate your account is over sixty days past due. This is our final attempt to resolve this matter prior to commencing additional collection procedures.

It is the policy of the Municipality to discontinue services and/or deny further credit when the account is ninety days past due.

Failure to make payment on this will result in the invoice being transferred to the applicable tax account and collected in like manner to taxes.

If you have any questions concerning this account, please call me at the Town of Fort Frances at (807) 274-5323 or by email at _____@fortfrances.ca.

Yours very truly,

Tax Administrator

c.c.: Division Manger

TAX COLLECTION

1. POLICY STATEMENT

This policy applies to the procedures, collection and registration of taxes.

2. EFFECTIVE DATE

This policy comes into effect on ~~June 25, 2018~~ September 10, 2019 and cancels and supersedes all previous tax collection policies.

3. PROCEDURE

- A. Tax bills shall be issued twice yearly, not including supplementary/omit billings.
 - ☐ Interim tax bills are to be issued no later than February 7th of the current year
 - ☐ Final tax bills are to be issued no later than July 10th of the current year.
 - ☐ Supplementary/Omit tax bills are to be issued no later than December 10th in the year they are received.
- B. Interim tax bills will be due and payable in two instalments, being the last working day in February and March. Final bills will be due and payable in two instalments, being the last working day in July and August.
- C. The Municipality requires a minimum of 21 days between the issuance and the due date.

4. METHOD OF PAYMENT

Tax payment may be made at a financial institution, on-line banking/payment, by mail or in person at the Town of Fort Frances Civic Centre. Payment at the Civic Centre will be in the form of cash, cheques, money order, debit card, or preauthorized direct debit. If a customer submits two N.S.F. cheques within a twelve-month period, personal cheques will no longer be accepted unless they are "certified". If a preauthorized payment plan customer has two N.S.F. payments returned within a twelve-month period, they will no longer be eligible for the plan and personal cheques must be "certified".

5. PAYMENTS AND LATE PAYMENTS

Town of Fort Frances credits a payment to your account on the day it is received by our office (over-the-counter, drop box, mail or deposited into our bank account) by the end of the business day being 4:30 p.m. during the months of January to June and September to December and 4:00 p.m. during the summer months of July and August. A charge will be applied for all payments and/or cheques made to the Town of Fort Frances that cannot be cleared by a financial institution in accordance with the Town's schedule of fees by-law. A late charge of 1.25% per month (15% per annum) is applied to all accounts which have unpaid balances on the 1st working day of the month past the due date.

COLLECTION ACTIONS ON TAX ACCOUNTS RECEIVABLE

Tax Bill	Tax bills are sent out twice a year and include any overdue balances. The interim bill has two tax instalment remittances and the final bill has two tax instalment remittances. The tax bill includes due dates, current amount due, past due/credit amount, total amount due and the penalty/interest rate.
Interest and Penalty	Interest and penalties will be applied at the maximum rate allowed under the Municipal Act on taxes that are in arrears. The current rate is 1.25% and will be calculated on the first day of default and the first day of every month thereafter. Adjustments to the interest and penalty shall be approved by the Treasurer or designate.
Tax Reminder Notice	Taxes are considered in arrears after the due date for the interim and the final tax bills. Notices will be sent every month, with a detailed summary until such time as all the taxes have been paid. However, reminder notices may not be sent for those accounts with a minimum balance of \$25.00 or less, except for the first notice after the due date when the minimum balance is \$15.00 or less.
Recovery of Arrears through Monies Owed to Taxpayer	If the Town of Fort Frances is holding any monies owing to the customer, such as accounts payable cheques, tax adjustments, refunds or rebates, these amounts will be applied to the customer's tax arrears, with notification to the taxpayer.
Recovery of Arrears through Insurance Proceeds	If a fire occurs on a commercial property, the Tax Administrator will convey in writing to the insurers that it is the Municipality's position that the amount of its interest in the land, as represented by the tax account, is to be paid out of the insurance proceeds in priority to payment to any other person with an interest in the land, except for any Crown liens.
Collection of Tenants Rent (Landlord has Tax Arrears)	After the taxes have been in arrears for one year, a notice will be sent to the landlord (taxpayer) informing of the Municipality's intention to collect the rent. This will allow the landlord an opportunity to make payment arrangements with the Tax Administrator or Treasurer. If within 14 days of sending the notice no reply is received, the Municipality will inform the tenants to pay the rent directly to the Municipality until all interest, penalty and taxes have been collected. (See page 15) Under section 350(1) of the <i>Municipal Act</i> , the Municipality may give a tenant notice, in writing, requiring the tenant to pay the rent as it becomes due until the taxes are paid. (See Page 16)
Collection of Property Taxes in Distress	Property taxes are considered in distress on the 1 st day of January in the second year following that in which the property taxes became owing. Telephone contact will be made in this second year, prior to notices being issued. Beginning September of each year a notice will be sent (See Pages 11-13) and at the beginning of each month thereafter, with a last and final notice (See Page 14) in December.
Tax Registration	Arrears over two (2) years are subject to the Tax Registration process commencing on the first day of the following year. The Treasurer authorizes accounts with two years arrears or more to be registered for Tax Registration and Sale proceedings.

Extension Agreement	<p>A taxpayer in Tax Registration may request an Extension Agreement, which will extend the period of time in which the balance outstanding is to be paid. The Extension Agreement request must be before the expiry of the one year of the date that the property was registered for Tax Sale. Extension Agreements are subject to terms and conditions established on a property by property basis using the following principles and guidelines:</p> <ul style="list-style-type: none"> • Maximum term of the agreement is 3 months to clear all outstanding balances; • Monthly payment(s) amount(s) required over term of extension agreement; and • Advance payment of required fee to establish Extension Agreement as listed in the Schedule of Fees. <p>If no agreement is reached as to the terms and/or the agreement is denied, the tax sale proceeds by returning to the point where the stop in the tax sale process was immediately prior to the extension agreement being requested. In the event of default, a registered letter notifies a taxpayer as such, and the agreement is thereby terminated, putting the property in the same position in Tax Registration and Sale proceedings as it was prior to entering the Extension Agreement. When the terms of the extension agreement have been fulfilled, the Treasurer shall register a Cancellation Certificate on the land title signifying that the tax sale has been averted, and the process stops.</p>
Tax Sale	<p>Properties that meet one of the following criteria will be advertised for Tax Sale:</p> <ul style="list-style-type: none"> • tax arrears are not paid in full within one year from the date of registration; or • Taxpayer has defaulted on Extension Agreement.
Successful Purchaser	Where there is a successful purchaser, property is transferred to the name of the successful bidder.
Vesting	Where there is no successful purchaser, all risks of taking possession of the property are identified, including any Crown Liens or environmental issues, after which time the property is registered in the name of the municipality or the Tax Sale proceedings are cancelled.
Write Offs	A list of properties will be submitted to Council for consideration of a write-off along with an explanation.
Collector's Roll Additions	Any additions to the Collector's Roll will be collected in the same manner as taxes, as per the authority given to the Municipality within the Municipal Act. A letter will be sent to the property owner advising them of the addition. (See Page 17)
Notes	The Tax Collector and/or Treasurer must approve all arrangements for payment. All conversations, memos, write-offs and requests must be clearly documented. All collection letters must be personally signed.

Administration & Finance Division
 Planning & Development Division
 Phone: 807-274-5323
 Fax: 807-274-8479

Mailing Address for All Divisions
 Civic Centre
 320 Portage Ave.
 Fort Frances, ON
 P9A 3P9



Operations & Facilities Division
 Phone: 807-274-9893
 Fax: 807-274-7360

Community Services Division
 Phone: 807-274-4561
 Fax: 807-274-3799

email: town@fortfrances.ca
 www.fort-frances.com

Notice #1

Date (September)

Dear Taxpayer:

Roll#:

Property Address:

According to our records, your tax account with the Town of Fort Frances shows the following balances:

Year	Taxes	Interest	Total Owing
Total Amount Owing			

Interest is calculated at the rate of 1.25% per month on all outstanding balances. When taxes remain unpaid, the Town is forced to arrange short-term borrowing to meet its financial obligations, and the cost of borrowing impacts the cost of running the Town and can ultimately result in increased taxes and/or service reductions.

Please contact the Tax Administrator at (807) 274-5323 or by email at _____@fortfrances.ca to make arrangements for payment.

If you have made payment prior to receiving this letter, please disregard it and accept our apologies for the inconvenience.

Yours truly,

Treasurer or Tax Administrator
 Town of Fort Frances

Administration & Finance Division
 Planning & Development Division
 Phone: 807-274-5323
 Fax: 807-274-8479



Operations & Facilities Division

Phone: 807-274-9893

Fax: 807-274-7360

Community Services Division

Phone: 807-274-4561

Fax: 807-274-3799

email: town@fortfrances.ca

www.fort-frances.com

Notice #2

Date (October)

Dear Taxpayer:

Roll #:

Property:

According to our records, this is your second written notice that your tax account with the Town of Fort Frances shows the following balances:

Year	Taxes	Interest	Total Owing
Total Amount Owing			

To avoid jeopardizing the ownership of your property, please contact the Tax Administrator at 274-5323 or by email at [@fortfrances.ca](mailto:town@fortfrances.ca) to make arrangements for payment.

If you have made payment prior to receiving this letter, please disregard it and accept our apologies for the inconvenience.

Yours truly,

Treasurer or Tax Administrator
Town of Fort Frances

Administration & Finance Division
Planning & Development Division
Phone: 807-274-5323
Fax: 807-274-8479

Mailing Address for All Divisions
Civic Centre
320 Portage Ave

Operations & Facilities Division

Phone: 807-274-9893

Fax: 807-274-7360

Community Services Division

Phone: 807-274-4561

Fax: 807-274-3799



Notice #3

Date (November)

Dear Taxpayer:

Roll #:

Property:

Attempts have been made to collect your outstanding property taxes with no success. Your taxes will be two years in arrears and if payment is not made by December 31st, 20 __, your property will be eligible for the tax sale process, after which time the Municipality can proceed with tax registration. Once this process begins, the property owner has one year to pay the taxes and applicable fees in full or the property will be offered for sale.

In order to avoid this procedure, contact the Tax Administrator or Treasurer at 274-5323 to arrange payment.

Your immediate attention to this matter is greatly appreciated.

Yours truly,

Tax Administrator or Treasurer
Town of Fort Frances

Administration & Finance Division
 Planning & Development Division
 Phone: 807-274-5323
 Fax: 807-274-8479

Mailing Address for All Divisions
 Civic Centre
 320 Portage Ave.
 Fort Frances, ON
 P9A 3P9



Operations & Facilities Division
 Phone: 807-274-9893
 Fax: 807-274-7360

Community Services Division
 Phone: 807-274-4561
 Fax: 807-274-3799

email: town@fortfrances.ca
 www.fort-frances.com

Notice #4

REGISTERED MAIL

Date (December)

FINAL NOTICE TO THE PROPERTY OWNER

Dear Taxpayer:

REGARDING: Roll Number #:

OUTSTANDING TAXES: \$_____ (as at December 1, 20) PROPERTY ADDRESS:

Please be advised that effective January 1, 20 , realty taxes on the above-noted account will be two years in arrears. The balance shown on this correspondence provides the outstanding taxes and late payment charges owing on account to the date of this letter.

Under current legislation, the Town of Fort Frances may commence tax sale proceedings by registering a tax arrears certificate on title of the property if the account remains unpaid after December 31, 20 . All costs associated with filing the necessary lien documents will be added to the property tax account. Once the certificate of tax arrears is registered, no partial payments on account will be accepted. However, the property owner or any party having an interest on the property, will have one year to redeem the property by paying the full cancellation price which includes all taxes, accumulated penalties and interest plus all administrative costs owing at the date of payment. Failing this, the property will be offered for sale through public tendering process.

To avoid incurring these costs and jeopardizing the ownership of your property, please ensure that all tax arrears are paid by December 31, 20 . Should the account remain unpaid after December 31, 20 , no further notice will be provided prior to the municipality's lien action. This office urges you to take action.

If you have any questions relating to this correspondence or if additional information is required, please contact the Tax Administrator or Treasurer at 274-5323.

Yours truly,

Tax Administrator or Treasurer
 Town of Fort Frances

Administration & Finance Division
Planning & Development Division
Phone: 807-274-5323
Fax: 807-274-8479

Mailing Address for All Divisions
Civic Centre
320 Portage Ave.
Fort Frances, ON
P9A 3P9



Operations & Facilities Division
Phone: 807-274-9893
Fax: 807-274-7360

Community Services Division
Phone: 807-274-4561
Fax: 807-274-3799

email: town@fortfrances.ca
www.fort-frances.com

Date

Dear Taxpayer:

The Municipality can direct tenants to pay rent owed to the landlord for outstanding property taxes, pursuant to Section 350(1) of the *Municipal Act*, if the taxes are outstanding for more than one year.

According to our records there exists a balance of unpaid taxes on your property. Every effort has been made to contact you to make arrangements for payment. Therefore, if you do not contact our office to make payment arrangements within 14 days, the Town of Fort Frances will direct your tenants to pay their rent to the Municipality.

Hoping that we can resolve this matter and collection of your tenant's rent can be avoided.

Yours truly,

Tax Administrator or Treasurer
Town of Fort Frances

Administration & Finance Division
 Planning & Development Division
 Phone: 807-274-5323
 Fax: 807-274-8479



Mailing Address for All Divisions
 Civic Centre
 320 Portage Ave.
 Fort Frances, ON
 P9A 3P9

Date

Dear (Tenant):

Pursuant to Section 350 (1) of the *Municipal Act*, municipalities can direct the tenant to pay rent owed to the landlord when property taxes are outstanding for more than one year.

Currently there exist unpaid taxes on the property you are renting. The Town of Fort Frances therefore requests that you pay your monthly rent to the following address:

Town of Fort Frances
 320 Portage Avenue
 Fort Frances, ON
 P9A 3P9

You will be notified when to cease making payments to the Municipality.

If you require further information, please contact me at (807) 274-5323. Your immediate attention to this matter is greatly appreciated.

Yours truly,

Tax Administrator or Treasurer
 Town of Fort Frances

c.c.: Property Owner

Administration & Finance Division
 Planning & Development Division
 Phone: 807-274-5323
 Fax: 807-274-8479

Operations & Facilities Division
 Phone: 807-274-9893
 Fax: 807-274-7360

Community Services Division
 Phone: 807-274-4561
 Fax: 807-274-3799

Mailing Address for All Divisions
 Civic Centre
 320 Portage Ave.
 Fort Frances, ON



Date

Dear Taxpayer

Re: Transfer of Outstanding Account to Roll #

To Whom It May Concern:

This letter is to inform you that your outstanding _____ account arrears, in the amount of \$_____ have been added to your tax account. This invoice will now be collected in "like manner" to taxes. I have enclosed a copy of your account showing the current amount due and owing.

Should you wish to discuss this in further detail please call me at 1-807-274-5323 or email me at _____@fortfrances.ca, I would be happy to answer any questions you may have.

Respectfully,

Tax Administrator

Enclosures: 1

WATER AND SEWER COLLECTION

1. POLICY STATEMENT

This policy applies to the procedures and collection of water and sewer receivables.

2. EFFECTIVE DATE

This revised Policy comes into effect on ~~June 25, 2018~~ September 10, 2019 and cancels and supersedes all former water and sewer collection policies.

3. PROCEDURE

- New owners must complete a Water and Sanitary Sewer Customer Contract before changes in service can take place. (See Page 21)
- Property owners remain responsible for the full payment of all water and sewer service, even if the bill has been assigned to another person (such as a tenant).

4. BILLING ERRORS

Where billing errors have resulted in over-billing, the customer's account shall be credited with the amount of the over-billing for the period of the over-billing or a maximum of six (6) years from the date the Town is made aware of the error, whichever is less.

Where billing errors have resulted in under-billing, the following shall apply:

- a) The customer's account shall be charged with the amount of the under-billing for the period of the under-billing or a maximum of six (6) years from the date the Town is made aware of the error, whichever is less.
- b) In instances of willful damage, the customer's account shall be charged with the amount of the under-billing for the period of the under-billing with no maximum applied.

In the event an ownership change has taken place during the time of the billing error, the current customer will receive the credit/charge for the amount of time he/she was owner of the property to a maximum of six (6) years.

5. VACANCY

A charge set forth in accordance with the town's User Fee By-law will be levied for turning on or off the water services when the property is vacant or unoccupied for any duration. Multi-residential properties and trailer parks are subject to the same option with the following additional requirement; it is compulsory that the multi-residential properties and individual trailer properties obtain prior written approval, minimum of seven (7) days of the vacancy. It should be noted that approval would not be granted if any portion of the fire sprinkler system within the building is disarmed or dismantled or the supply of water to any other unit is affected. It is the responsibility of the property owner to ensure the plumbing and valves are in good working order and in place prior to work being done. All valving affected by turning the water off shall be affixed with seals by the Town's water system operators. Requests for water turn on/turn off due to vacancies shall be made by completing a Work Requisition application at Public Works. (See Page 22).

6. METHOD OF PAYMENT

Payment may be made at a financial institution, on-line banking/payment, by mail or in person at the Town of Fort Frances Civic Centre. Payment at the Civic Centre will be in the form of cash, cheques, money order, debit card, or preauthorized direct debit. If a customer submits two N.S.F. cheques within a twelve-month period, personal cheques will no longer be accepted unless they are "certified". If a preauthorized payment plan customer has two N.S.F. payments returned within a twelve-month period, they will no longer be eligible for the plan and personal cheques must be "certified".

7. PAYMENTS AND LATE PAYMENTS

The Town of Fort Frances credits a payment to accounts on the day it is received by our office (over-the-counter, drop box, mail or deposited into our bank account) by the end of the business day being 4:30 p.m. during the months of January to June and September to December and 4:00 p.m. during the summer months of July and August. A charge will be applied for all payments and/or cheques made to the Town of Fort Frances that cannot be cleared by a financial institution in accordance with the Town's schedule of fees by-law. A late charge of 1.25% per month (15% per annum) is applied to all accounts which have unpaid balances on the 1st working day of the month past the due date.

COLLECTION ACTIONS ON WATER & SEWER ACCOUNTS RECEIVABLE

Water Bill	Water and Sewer bills are invoiced six times a year on a bi-monthly basis. Bills state that they are payable by the due date. The amount to pay by the due date and after the due date, which includes a late penalty, is provided.
Penalty Charges	Penalty will be applied at the rate of 1.25% and will be calculated on the first day of default and the first day of every month thereafter.
Water Reminder Notice	Water and sewer accounts are considered in arrears after the due date. A notice will be sent reminding the customer of the outstanding account and advising of further action, for accounts owing more than \$10.00. (See Page 23)
Notice of Arrears Served	Before the third billing, with two full bi-monthly billings in arrears, a water disconnection notice will be issued by mail to the premises or the last known property owner to which the service had been supplied. (See Page 24) Unless payment is received in full within ten days the water supply will be eligible for disconnect. The disconnection notice shall be deemed to have been received by the customer on the third business day after the date on which the notice was printed by the issuer.
Notice of Disconnection	The Utility Clerk will submit a list of properties that require water turn offs to the Environmental & Facilities Superintendent. The Superintendent will then issue a notice (See Page 25) and hand deliver to the premise where the service is supplied. If payment or suitable arrangements have not been made by the date as listed on the notice, the Utility Clerk will notify the Superintendent to turn off the water.
Water Shut Off for Delinquent Accounts	Where it has been necessary to discontinue services as a result of "non-payment", a disconnection and reconnection charge will be levied against the delinquent account at a rate as set out in the Schedule of Fees as established by By-Law.

Mobile Trailer Park/Couchiching First Nation	If a Mobile Trailer Park or Couchiching First Nation water supply is scheduled to be shut off, the Manager of Operations and Facilities, in consultation with the CAO, will provide written notice to all applicable agencies such as INAC, FNIHB, MOE, Public Health Unit, etc., that the water supply will be shut off to these properties in 10 working days.
Recovery of Arrears through Monies Owed to Customer	If the Town of Fort Frances is holding any monies owing to the customer, such as accounts payable cheques, these amounts will be applied to the customer's water arrears, with notification to the customer.
Addition to Collector's Roll	Under O. Reg 581/06 of the <i>Municipal Act</i> , The Town of Fort Frances reserves the right to transfer the unpaid balance of a water bill (regardless of who receives it) to the owner's property tax account for collection with approval from the Treasurer or designate. Once the Collector's Roll has been updated, notification will be given to the property owner and mortgage company, if applicable.

Town of Fort Frances – Water and Sanitary Sewer Customer Contract

Customer's Name: _____

Present Address: _____ Phone #: _____

Employer: _____

Previous Address: _____ How Long: _____
(if above address less than 5 years)

Driver License #: _____ Prov.: _____

Other ID #: _____

Request Service at the following address: _____ on _____
Date

- A. This application, when signed by the Customer and executed by the Town of Fort Frances by the signature of a proper representative, shall be a contract for the supply of water and sanitary sewer services between the Customer and the Town of Fort Frances under and governed by the Public Utilities Act R.S.O., 1990, P. 52.
- B. The Customer and the Town of Fort Frances agree to comply with the applicable conditions hereof and agree that the said conditions are a part of this contract.
 1. The Customer shall commence paying the rates and charges authorized from time to time by the Corporation of the Town of Fort Frances on the date that the sanitary sewer and/or water is connected. An additional service charge of 1.25% will be added if the utility bill is not paid in full on or before the due date.
 2. This contract, when executed by the Customer and the Town of Fort Frances as aforesaid, shall be binding upon them and their heirs, executors, administrators, successors and assigns respectively, and on the property mentioned in this contract and the vacating of the said property or change in occupation or ownership thereof shall not release the said property from this contract except as at the option and by written consent of the Town of Fort Frances.
 3. The Town of Fort Frances reserves the right upon default by the Customer or performance hereunder to disconnect the supply of sanitary sewer and water services to the Customer's premises after the expiration of 10 days from the date of Issue of a Disconnect notice.
 4. If sanitary sewer and water services are disconnected for non-payment of bills, the Customer is still liable for the total amount owed, and the supply of sanitary sewer and water services shall not be reconnected until outstanding amount is paid or at the discretion of the Town of Fort Frances.
 5. All water meters and any other equipment of the Town of Fort Frances on or in the said premises shall be at the risk of the Customer. If any of the said meters or other equipment are destroyed or damaged other than by ordinary wear and tear, the Customer shall pay to the Town of Fort Frances the value of such meters or equipment so damaged or destroyed or the cost of replacing or repairing same.
 6. The Town of Fort Frances agrees to use reasonable diligence in providing a regular and uninterrupted supply of sanitary sewer and water but does not guarantee a constant supply of sanitary sewer and water, nor guarantee any particular level of such service and will not be liable for damages to the Customer by reason of any failure in respect thereof.
 7. The customer agrees to be governed by any by-law regarding sanitary sewer and water services that the Council of the Corporation of the Town of Fort Frances deems necessary to pass.

CUSTOMER SIGNATURE: _____

DATE OF APPLICATION: _____

ACCEPTED BY: _____

TOWN OF FORT FRANCES**WORK REQUISITION
(WATER TURN OFF/ON)**

DATE_____

TIME_____

PHONE #_____

NAME OF PERSON REQUESTING WORK_____

NAME OF OWNER_____

ADDRESS_____

BILLING ADDRESS (if different from above)_____

The undersigned has read the attached forms and accepts the conditions and all charges incurred and by signing, hereby authorize the Town of Fort Frances, Operations & Facilities Division to carry out the following work, namely:

Date_____
Signature of Property Owner or Authorized Rep._____
Print Name of Owner or Authorized Representative

Work Order Prepared By:_____

Work Carried Out By:_____



Town of Fort Frances
320 Portage Ave.
Fort Frances, Ontario P9A 3P9

WATER & SEWER REMINDER NOTICE

John Smith

DATE
WATER & SEWER ACCOUNT
MUNICIPAL ADDRESS

This notice indicates that you have a utility balance past due in the amount of \$_____.
Please remit payment at your earliest convenience.

Interest is charged on the first day of each month at a rate of 1.25%.
Please note your account number with your payment to ensure that the correct account is credited.

If payment has already been made or if the utility account is on a pre-authorized payment plan, please disregard this notice.

Town of Fort Frances
320 Portage Ave.
Fort Frances, Ontario P9A 3P9

WATER & SEWER ACCOUNT
TOTAL
AMOUNT PAID



Town of Fort Frances
320 Portage Ave.
Fort Frances, Ontario P9A 3P9

DISCONNECTION NOTICE

John Smith

DATE
WATER & SEWER ACCOUNT
MUNICIPAL ADDRESS

This notice indicates that you have a utility balance past due in the amount of \$_____.

Payment arrangements must be made or the Town of Fort Frances must be in receipt of payment in full within ten (10) days from the date of this letter.

As per Town of Fort Frances Collections Policy and By-Law 16-06C "if a water bill is two (2) bi-monthly billings in arrears, the water supply to the property can be turned off if payment is not received. A charge as set out in the User Fee By-Law, currently \$_____ shall be levied for any water supply disconnection and \$_____ for any water supply reconnection. If the water supply to the property is turned off for non-payment all payments shall be made in form of certified cheque, cash, money order or internet banking and in full before the water service shall be restored.

Should you have any questions regarding this letter or your account, please contact the Utility Clerk at (807) 274-5323 ext. 1227.

Town of Fort Frances
320 Portage Ave.
Fort Frances, Ontario P9A 3P9

WATER & SEWER ACCOUNT
TOTAL
AMOUNT PAID

Administration & Finance Division
Planning & Development Division
Phone: 807-274-5323
Fax: 807-274-8479

Mailing Address for All Divisions
Civic Centre
320 Portage Ave.
Fort Frances, ON
P9A 3P9



Operations & Facilities Division
Phone: 807-274-9893
Fax: 807-274-7360

Community Services Division
Phone: 807-274-4561
Fax: 807-274-3799

email: town@fortfrances.ca
www.fort-frances.com

Date

NOTICE TO RESIDENTS

It has been brought to our attention that your water and sewer account is in arrears.

We have been instructed to turn off your water unless these accounts are paid up to date. Please be aware that the current fee for disconnection of water services is \$_____ and the reconnection of water services is \$_____ as per the current Schedule of Fees By-Law.

Please contact the Utility Clerk at the Civic Centre, 274-5323, and make arrangements to have this taken care of immediately.

If arrangements have not been made by _____ a.m. on _____, your water will be turned off on _____.

Thank you for attending to this matter.

Operations and Facilities Division



**ADMINISTRATION & FINANCE DIVISION
TREASURY REPORT 2019/68**

TO: Mayor Caul & Members of Council
FROM: Dawn Galusha, Treasurer
DATE: September 4, 2019
SUBJECT: Northwest Ontario's Sunset Country Travel Association

BACKGROUND

At the August 12, 2019 Council Meeting, the annual per capita marketing contribution request received from Northwest Ontario's Sunset Country Travel Association was referred to the Administration & Finance Executive Committee for their recommendation.

The Northwest Ontario's Sunset Country Travel Association annual membership supports tourism marketing and promotional advertising activities funded through per capita membership contributions. The Town of Fort Frances has supported their marketing activities through per capita membership contributions since 2005. The 2018/19 membership request is for \$0.275 per capita for a total of \$2,187.63 plus HST based on the 2018 Ontario Municipal Directory population of 7,955.

RECOMMENDATION

The Administration & Finance Executive Committee recommends that Council approve the Northwest Ontario's Sunset Country Travel Association annual capita request in the amount of \$2,187.63 plus HST.

Council Approval of This Report Will Agree to the recommendation of the Administration and Finance Executive Committee to approve the Northwest Ontario's Sunset Country Travel Association annual capita request in the amount of \$2,187.63 plus HST.

SUNSET COUNTRY

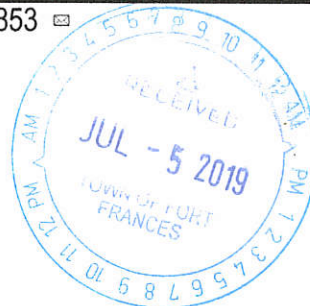
Ontario, Canada

Box 647, Kenora, ON P9N 3X6 ☎ 800-665-7567 ☎ 807-468-5853 ✉

July 2, 2019

Mayor June Caul and Council
Town of Fort Frances
Box 38, Fort Frances, ON P9A 3M5

Dear Mayor Caul & Council:



Re: Annual Per Capita Marketing Contribution – Sunset Country T.A.

Sunset Country Travel Association is the organization in NW Ontario that promotes travel & tourism to the region. Each year, we embark on an annual membership drive. During this drive we request a contribution from towns and cities in the region. This contribution is used by the Association to promote tourism opportunities in Northwestern Ontario's Sunset Country including those in the Fort Frances area. Public sector support of regional tourism marketing is critical to the region's tourism industry. The request is for 27.5 cents per capita.

I want to highlight some improvements we have made this year specific to promoting towns and cities in Sunset Country. These include:

- Introduction of a Lead Management System to assist regional tourism accommodations manage and respond to the many travel inquiries we receive.
- In 2019, Fort Frances received a student funded through Sunset Country for its travel info centre.
- We are continuing extensive work identifying "points of interest" in each community including local attractions such as museums, beaches, parks and other community assets. These points of interest also receive a photo, description and map showing their location on the website. Please assist us by identifying ones in your community that we may have missed.
- We maintain over 7 social media pages on Facebook, Instagram, Twitter etc. and have the largest social media network and following of any organization in the region. We use this platform to promote events and attractions in your community.

Our per capita request is simply asking for a show of support by your municipality for the regional tourism marketing that we undertake. Over the last two years, we have made many improvements in the marketing programs we implement. We also produce our annual Travel Guide and Map and we attend 5 consumer sport shows in key travel markets. We expend most of our resources on promotional activities so there is a direct benefit to the region and the communities in it as a result of these efforts.

Enclosed is a copy of our 2019 Travel Guide. This is one example of what we do but there are many more. Through your contribution, Fort Frances is supporting a marketing plan that last year, reached over 12 million people.

Respectfully yours,

Gerry Cariou
Executive Director



**ADMINISTRATION & FINANCE DIVISION
TREASURY REPORT 2019/67**

TO: Mayor Caul & Members of Council
FROM: Dawn Galusha, Treasurer
DATE: September 4, 2019
SUBJECT: Watten Volunteer Fire Department

BACKGROUND

At the August 12, 2019 Council Meeting, the attached request received from Brian Angus, Watten Fire Department was referred to the Administration & Finance Executive Committee for recommendation with input from Community Services Executive Committee.

The Watten Fire Department, as part of their fundraising campaign, hosted a fish fry at Sunny Cove on August 23rd, 2019. The Fire Department raises funds annually for their operating and maintenance expenses for its fire hall and support fire service vehicles and has requested that the Town consider donating the rental fee Sunny Cove, or lieu of this, a monetary donation. In prior years, being 2013-2018, Council approved a donation of \$300.00 for this event.

The Community Services Executive Committee recommends that a contribution of \$300.00 similar to what has been done in the past to the Watten Volunteer Fire Department. It has been noted that the Watten Fire Department currently has an accounts receivable amount outstanding for 2018-911 and Dispatch Fees which were billed March 12, 2019.

RECOMMENDATION

The Administration and Finance Executive Committee recommends approval of the Watten Volunteer Fire Department donation request in the amount of \$300.00, with the \$300.00 being applied against the outstanding accounts receivable account with a follow up letter being sent.

Council Approval of This Report will approve the Administration & Finance Executive Committee recommendation to approve the Watten Volunteer Fire Department donation request in the amount of \$300.00. Further, that the \$300.00 be applied against the outstanding accounts receivable with a follow up letter sent.



July 22, 2019
Mayor and Council
Town of Fort Frances

RE: Sunny Cove Camp

The Watten Volunteer Fire Department will be hosting its annual fish fry at Sunny Cove Camp on Friday August 23rd.

Watten Fire fundraises every year to cover operating and maintenance expenses for its fire hall and support fire services vehicle. One of these fundraising activities is our annual fish fry at Sunny Cove Camp, which this year will be held on Friday August 23rd. As part of this campaign we are respectfully requesting the town donate the rental fee for Sunny Cove, or in lieu of this, a monetary donation. In past years the Town of Fort Frances has donated \$300.00 to the Watten Fire Department, and this support has been sincerely appreciated.

If you would like further information about the activities of our organization or this request please contact Chad Buist at 274-9000 or Brian Angus at 274-6057.

We appreciate your consideration and assistance.

Thank you.

Brian Angus
Administrative Board, Watten Fire Department



**ADMINISTRATION & FINANCE DIVISION
TREASURY REPORT 2019/69**

To: Mayor Caul & Members of Council
FROM: Dawn Galusha, Treasurer
DATE: September 4, 2019
SUBJECT: Doug Brown, CAO – AMO Travel Expense Claim

BACKGROUND

Attached is a copy of the Schedule “B” Travel Expenses of \$451.50 for attendance at the AMO Conference held in Ottawa, ON from August 18 – 21, 2019, as submitted by Doug Brown, CAO.

Conference Expenses

1. Taxi	\$ 74.50
2. Meals	232.00
3. Per Diem (4 days)	40.00
4. Baggage	<u>105.00</u>
Total Travel Expense Claims	<u>\$451.50</u>

The travel expense claim is in compliance with Town of Fort Frances Travel Policy Number 3.11.

RECOMMENDATION

The Administration & Finance Executive Committee recommends approval of the Travel Expense claim in the total amount of \$451.50 as submitted by Doug Brown, CAO for his attendance at the AMO Conference held in Ottawa, Ontario from August 18 - 21, 2019.

Council Approval of this Report Will Agree to the Administration & Finance Executive Committee recommendation to approve the Travel Expense claim in the total amount of \$451.50 as submitted by Doug Brown, CAO for his attendance at the AMO Conference in Ottawa, Ontario from August 18 to 21, 2019.

TOWN OF FORT FRANCES - SCHEDULE "B"
TRAVEL EXPENSE STATEMENT

1.	Attendee	<i>Doug Brown</i>							
2.	Conference/Seminar Attended	<i>AMO</i>							
	Location (Facility and City)	<i>Shaw Center Ottawa</i>							
	Dates	<i>Sun Aug 18 to Wed Aug 21 /19</i>							
3.		Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Total
	Accommodation	<i>205.66</i>	<i>205.66</i>	<i>205.66</i>	<i>/</i>				<i>616.98</i> K
	Transportation <i>Taxi</i>	<i>36.45</i>			<i>38.05</i>				<i>74.50</i> D
	Breakfast	<i>/</i>	<i>20.00</i>	<i>/</i>	<i>/</i>				<i>20.00</i> D
	Lunch	<i>17.00</i>	<i>/</i>	<i>/</i>	<i>25.00</i>				<i>42.00</i> D
	Dinner	<i>45.00</i>	<i>45.00</i>	<i>45.00</i>	<i>35.00</i>				<i>170.00</i> D
	Per Diem	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>				<i>40.00</i> D
	Other <i>Baggage</i>	<i>52.50</i>		<i>52.50</i>	<i>80.00</i>	<i>29.53</i>			<i>214.53</i> 1050
					<i>USA</i>				
4.	Prepaid Expenses	Registration		Air Travel		Other		Total	
		<i>909.65</i>		<i>784.35</i>				<i>1694.</i>	
5.	Town Used Vehicle	<input checked="" type="radio"/> Yes	<input type="radio"/> No	Reason					Total
	Mileage Claimed	KM x CRA rate =				<i>N/A</i>			
6.	Approved					Total Expenses			
						<i>2872.01</i>			
						Advance Received			
						<i>451.50</i>			
						Balance Claimed			
						<i>451.50</i>			
						Balance Refunded			
						<i>451.50</i>			

The agenda must be attached to process payment

In claiming the above amounts, I certify that the expenses have been incurred on behalf of the Town, that the means of transportation were the most economical, with due regard to convenience, and that the expenditures were made in the exercise of my duties. NB – a valid and detailed receipt must accompany hotel Visa slips.

Aug 22 /19
Date

Doug Brown
Employee Signature

Date

Supervisor Signature

Date

Division Manager Signature

		<i>10-020-0262-1500-71531</i>	
Date	Treasurer	A / P	Cashier

10-020-0262-1500-71531

MY

BLUE LINE TAXI
(613) 238 - 1111

Merchant ID: 4325052A
Driver ID: 55959
Record Num.: 0002

Sale

Application Label: VISA CREDIT

XXXXXXXXXXXX3059

AID: A0000000031010

VISA

Entry Method: Chip

Total: CAD\$ 36.45

2019/08/18

19:06:28

Resp Code: 00

TVR: 8080009000
TSI: 7800

Inv#: 003363

Appr Code: 088721

Apprvd: Online

Batch#: 000076

TRN Ref #:

469230831888894

Validation Code:

P8TB

DESCRIPTION:

CUSTOMER SERVICE 1-800-443-2812
INQUIRY@TAXITAB.COM
TAXITAB

CARDHOLDER COPY

RETAIN THIS COPY FOR STATEMENT
VERIFICATION

BLUE LINE TAXI
(613) 238 - 1111

TERMINAL ID: 324-301-025
MERCHANT ID: 4325052A
VEHICLE ID: 1109
DRIVER ID: 00055959

TRIP NUMBER: 5608
PASSENGERS: 1

08/18/2019
START: 18:05

END: 19:06

FARE AMOUNT: \$ 31.45
EXTRA AMOUNT: \$ 5.00

TOTAL : \$ 36.45

VISA SALE : *****3059

APPROVAL NUMBER : 088721

PASSENGER COPY

CUSTOMER SERVICE 1-800-443-2812
INQUIRY@TAXITAB.COM
TAXITAB

10-020-0262-1500-71531

AGENDA ITEM #7.5

MY

CAPITAL TAXI 214
903-450 LAURIER AVE W
OTTAWA, ON K1R 1A9

Merchant ID: 000000005941121
Term ID: 02230029
25554080010

Purchase

VISA CREDIT

XXXXXXXXXXXX3059

AID: A0000000031010

Entry Method: Chip

Batch#: 000430

08/21/19

11:23:27

Ref#: 000050390091

Inv #: 002073 Appr Code: 050131

Amount: \$ 33.05

Tip: \$ 5.00

Total: \$ 38.05

Customer Copy

(613) 614-8627



PAYMENT RECEIPT/RECU DE PAIEMENT

AGENDA ITEM #7.5

Name/Nom
BROWN/DOUGLASPNR
ZIHKGNDate
18AUG19Time/Heure
11:40AM

Description	Fee/Frais (CAD)	GST/TPS	Total (CAD)
SECOND BAG 8382604141172	\$50.00	2.50	52.50
10-020-0262-1500-71531 MY			
	\$50.00	2.50	52.50

Total (CAD)
BROWN/DOUGLAS
\$50.00 \$2.50

RECEIPT/RECU 1/1
VI XXXXXXXXXXXXX3059 0420
AUTH 06440I

GST/TPS No.866112535
QST/TVQ No.1202807956 TQ0001

KIOSK ID
YWGECUSS13



PAYMENT RECEIPT/RECU DE PAIEMENT

Name/Nom
BROWN/DOUGLASPNR
ZIHKGNDate
21AUG19Time/Heure
11:27AM

Description	Fee/Frais (CAD)	GST/TPS	Total (CAD)
SECOND BAG 8382604174785	\$50.00	2.50	52.50
10-020-0262-1500-71531			
MY	\$50.00	2.50	52.50

Total (CAD)
BROWN/DOUGLAS
\$50.00 \$2.50

RECEIPT/RECU 1/1
VI XXXXXXXXXXXXX3059 0420
AUTH 07176I

GST/TPS No.866112535
QST/TVQ No.1202807956 TQ0001

KIOSK ID
YOWCK430

Novotel Ottawa
33 Nicholas Street
Ottawa, ON K1N 9M7

Telephone: (613) 230-3033
Fax: (613) 760-4766
novotelottawa@novotelottawa.com

HST/TVH # R139252514



NOVOTEL

OTTAWA

Douglas Brown
ON
Canada

Room No. : 732
Arrival : 08-18-19
Departure : 08-21-19
Page No. : 1 of 1
Folio No. : 298875
Conf. No. : 491116
Cashier No. : 77

INVOICE

Membership No. :
A/R Number :
Group Code : AMOANNUALGENER_002
Company Name : Ass'n of Municipalities of Ontario
Voucher No. : 32LL2CGJ
Reference No. :

08-21-19

Date	Description	Charges	Payments
08-18-19	Deposit Transfer at C/I		616.98
08-18-19	Accommodation	175.00	
08-18-19	Municipal Accomodation Tax	7.00	
08-18-19	HST	23.66	
08-19-19	Accommodation	175.00	
08-19-19	Municipal Accomodation Tax	7.00	
08-19-19	HST	23.66	
08-20-19	Accommodation	175.00	
08-20-19	Municipal Accomodation Tax	7.00	
08-20-19	HST	23.66	
Total		616.98	616.98
Balance			0.00

Thank you for staying at the Novotel Ottawa, we hope to welcome you again. Best price guaranteed by booking at www.novotelottawa.com



Date: September 3, 2019

Report To: Mayor & Council

From: Cody Vangel, CBO Trainee/Municipal Planner

Re: McFayden Request Rebate for Building Permit Fees

On July 24, 2019 Administration received a letter from Merle McFayden requesting reimbursement for building permit fees as part of the Residential Revitalization Grant program. In 2017, McFayden had three (3) building permits against his property at 715 Third Street West; 2017-062, 2017-094, 2017-114.

In order to qualify for the Residential Revitalization Grant there are numerous requirements to satisfy in order to be eligible. Two key requirements are that the project cost must be deemed to be \$25,000.00 or greater as shown on building permit, and the grant application must be complete and submitted prior to construction. In addition to these, the remaining requirements are outlined on the application form and in the Community Improvement Plan.

Building Permit 2017-062 to construct a new 28' by 28' accessory building indicated on the building permit application that the project was \$25,000.00 or greater. However, no Residential Revitalization Grant application was ever submitted or approved for this building permit.

Building Permit 2017-094 to install toilet and sink in accessory building indicated on the building permit that the project value was \$1,000.00. Given the cost of this project, it would not be eligible for the Residential Revitalization Grant.

Building Permit 2017-114 to construct 16' by 26' addition to dwelling indicated a project cost of \$60,000.00 on the building permit. In the letter, McFayden claims to have received an unannounced amount of money for the Residential Revitalization Grant pertaining to building permit 2017-114.

With this stated, after review of the letter submitted by McFayden, the following is recommended by the Planning and Development Executive Committee:

For building permit 2017-062 no Residential Revitalization Grant monies be provided as there was no grant application submitted prior to construction.

For building permit 2017-094 no Residential Revitalization Grant monies be provided as the project cost described in the building permit was not greater than \$25,000.00.

For building permit 2017-114 no additional Residential Revitalization Grant monies be provided as the compensation has already been granted for the building permit fee and tipping fees.

Respectfully submitted,

Original Signed By

Cody Vangel, EIT
CBO Trainee/Municipal Planner

Council approval of this report will: reject the request for building permit fee rebates for building permits 2017-062 and 2017-094.



REPORT

TO: Mayor Caul & Council

FROM: Jason Kabel, Community Services Division Manager

DATE: August 30, 2019

RE: Townshend Theatre Technician Fees

Preamble

Early in 2019, the Community Services Division was advised by the head Theatre Technical Coordinator that he would no longer be able to continue in the position. He had a recommendation for a new lead for the position, that being Robin Sieders. After a meeting with Mr. Sieders, it was determined that he would be a good fit for the role.

After being in the role for the first half of the year, it has been suggested by Mr. Sieders that an adjustment for the technicians under his purview would be appropriate to help with the difficult recruitment effort for Theatre techs.

Below are the existing and proposed Theatre Technician Fees.

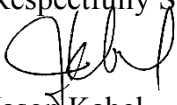
Event type	<u>Existing Amount</u>
0 - 3 hour event	\$52.83
3 - 8 hour event	\$79.25
8+ hour event	\$105.71
Weekend Custodian Fee (Hourly Rate plus 1hr before and 1hr after event time)	\$42.26/hr

Event type	<u>Proposed Amount</u>
Weekday – 0 - 3 hour event	\$50 flat rate
Weekday – beyond 3 hours – hourly*	\$15/hr
Weekend – 0 - 3 hour event	\$60 flat rate
Weekend/Holidays – beyond 3 hours – hourly*	\$18/hr
Weekend Custodian Fee (no fee on weekdays) (Hourly Rate plus 1hr before and 1hr after event time)	\$42.26/hr
*(hourly charges will be billed on the ¼ hour)	

Recommendation

The Community Services Executive Committee recommends to Mayor & Council to adopt the revised Theatre Technician fees as presented.

Respectfully Submitted,



Jason Kabel

<p>Council approval of this report will agree to the recommendation of the Community Services Executive Committee to adopt the revised Theatre Technician fees as presented.</p>



REPORT

TO: Mayor Caul & Council

FROM: Jason Kabel, Community Services Division Manager

DATE: August 30, 2019

RE: Sunny Cove Request - Linda Hamilton & Jennifer Woods

At the last regular meeting of the Community Services Executive Committee there was an information item with the attached Sunny Cove Request that was referred to the Sunny Cove Advisory Committee for input.

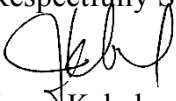
The matter was discussed by the Sunny Cove Advisory Committee at their meeting on August 29, 2019. The committee mentioned a few items in their discussion:

- The, rather full, camp schedule would make it difficult to book days for the public to attend the camp.
- There would be some liability attached to having the public access the camp that would need to be mitigated for it to be considered.
- There would be additional janitorial responsibilities during and after public days at the camp.
- There would be additional expense due to the expanded janitorial duties.
- There would be added wear and tear on the camp.

Recommendation

The Community Services Executive Committee supports the Sunny Cove Advisory Committee recommendation to continue operating Sunny Cove Camp without public access and that the matter be forwarded to the Town's strategic planning process.

Respectfully Submitted,



Jason Kabel

Council approval of this report will agree to the recommendation of the Community Services Executive Committee that there is no action required at this time and that the matter be forwarded to the Town's strategic planning process.

From: [Linda Hamilton](#)
To: [Jason Kabel](#)
Subject: Sunny cove
Date: July-30-19 4:06:50 PM

Dear Jason, Recently we have been discussing options for summertime recreation for all residents. In our observations we have seen many young families crossing the border to the US and going to City Beach, which is a drive from I. falls proper. We have also observed the decline of point park. We acknowledge plans may be in the works to improve the situation there, however we see a second option and we do not own any of the park. Sunny cove is a beautiful location, now owned by the town, it is often empty. We acknowledge camps, weddings, meetings, etc., exclusive paying customers, which means no access to all our citizens. We propose that sunny cove become more open to the public at large, with restricted hours as is city beach. We realize there are many hurdles to be considered, but as many wonderful possibilities should be as well. We have some perhaps.... no camping, no pets, restricted hours.... This letter is written on behalf of those with no access to a boat, or a cottage and wish a choice for their families. We are advocating for a change and for all local citizens.

Would you please pass this on to the sunny cove committee for discussion and/or consideration. Time for a change and we are seeing many of them. Most sincerely Linda Hamilton and Jennifer Woods



REPORT

TO: Mayor Caul & Council

FROM: Jason Kabel, Community Services Division

DATE: Manager August 30, 2019

RE: Fort Frances Lakers Request to host the Dudley Hewitt Cup in 2020

The Community Services Division received a request by text to consider allowing the Fort Frances Lakers to host the Dudley Hewitt Cup at the Memorial Sports Centre, April 28th to May 2nd, 2020. Attached is the email received with the request.

	Ice In-Out Dates			
		IFK	52 Cdns	Notes
2012 - 2013	Rentals Begin	SEP 28, 2012	AUG 7, 2012	IFK chiller replaced
	Rentals End	APR 19, 2013	APR 22, 2013	52 kept for Lakers, Trade Show booked on IFK
2013 - 2014	Rentals Begin	AUG 12, 2013	SEP 22, 2013	
	Rentals End	APR 26, 2014	APR 6, 2014	
2014 - 2015	Rentals Begin	AUG 11, 2014	SEP 28, 2014	
	Rentals End	MAY 4, 2015	APR 10, 2015	Dudley Hewitt Cup on IFK
2015 - 2016	Rentals Begin	JUL 27, 2015	SEP 27, 2015	
	Rentals End	MAY 5, 2016	APR 24, 2016	
2016 - 2017	Rentals Begin	AUG 8, 2016	SEP 26, 2016	
	Rentals End	APR 13, 2017	APR 16, 2017	Boys OFSAA
2017 - 2018	Rentals Begin	AUG 7, 2017	SEP 24, 2017	
	Rentals End	APR 10, 2018	APR 7, 2018	
2018 - 2019	Rentals Begin	AUG 13, 2018	SEP 24, 2018	
	Rentals End	APR 7, 2019	APR 6, 2019	

Recommendation

To endorse that the Memorial Sports Centre host the Dudley Hewitt Cup between April, 28 to May 2, 2020 as requested by the Fort Frances Lakers.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "J. Kabel".

Jason Kabel

Council approval of this report will agree to the recommendation of the Community Services Executive Committee to endorse that the Memorial Sports Centre host the Dudley Hewitt Cup between April, 28 to May 2, 2020 as requested by the Fort Frances Lakers.

From: [Wayne Strachan](#)
To: [Jason Kabel](#)
Subject: DHC
Date: August-30-19 10:45:53 AM

Jason,

The Dudley Hewitt Cup dates are April 28th to May 2nd

Thanks

--

Wayne Strachan
GM/Head Coach
Fort Frances Lakers - SIJHL
(807) 275 7798 (C)
(807) 274 6889 (O)
wayne@fortfranceslakers.com

Three time SIJHL Regular Season and League Champions!



REPORT

TO: Mayor Caul & Council
FROM: Jason Kabel, Community Services Division Manager
DATE: August 30, 2019
RE: Patron Progressive Discipline Procedures - MSC

In an attempt to empower Memorial Sports Centre staff in dealing with difficult patron situations that arise in the facility, it has become necessary to consider implementation of some procedures that will help direct staff with managing problematic situations.

Attached is a proposed procedural approach to patron progressive discipline.

Recommendation

To endorse the attached Patron Progressive Discipline procedures as presented.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "JK", is written over the name "Jason Kabel".

Jason Kabel

Council approval of this report will agree with the recommendation of the Community Services Executive Committee to endorse the attached Patron Progressive Discipline procedures as presented.

Patron Progressive Discipline Procedures - Memorial Sports Centre (MSC)

In order to ensure that staff and patrons are kept safe in the workplace, procedures regarding progressive discipline have been adopted.

Policy Direction

Direction regarding patron expectations can be found in the Workplace Harassment Policy (5.34.1) as follows:

Scope - All employees and patrons have the right to be treated with dignity and respect. Protection from negative, aggressive, and inappropriate behaviours extends to management, colleagues, subordinates, clients, customers and other business contacts and expands beyond the place of work to offsite and work-related social events.

Code of Conduct

The MSC Management have behaviour expectations when people are using the facility. Some of the expectations are listed below but are not limited to:

- Always treat MSC staff and other users with dignity and respect
- Respect the property and report any damages to MSC staff
- Never enter the MSC under the influence of alcohol or drugs
- Always use language appropriate for all ages
- Guardians must provide adequate supervision for children under the age of 14
- Never smoke within 25 meters of the doors

Procedures

Minor Violations – ‘try again tomorrow’

This step is taken if a person is violating the Code of Conduct in a minor way. The direction taken will be to ask a patron to leave for the day. This is used if staff merely suspect that a patron may be under the influence of drugs or alcohol or is causing a small disruption. (e.g. repeated swearing)

Common language used by staff is “It seems like today isn’t a good day, how about you go home and we try again tomorrow.”

Medium Violations – ‘Break notice’

If staff see someone drinking or using drugs on the property, someone is visibly and considerably intoxicated, or someone is behaving aggressively, the action is to issue a break notice. This is not a trespass notice and is not given to the police. All staff members trained on these procedures are able to give these notices. It is a letter that outlines the importance of the Code of Conduct, how the person has violated the Code of Conduct, what further consequences might be if they do not change their behaviour, and the date they are able to return to the MSC, which is one month from when they

received the letter. If possible, the break notice will be presented at the time of the incident. It also lets the patron know that they can request a meeting with the Community Services Manager if they wish to argue against the letter.

Once a person is allowed back into the MSC they must meet with the Community Services Manager and sign a Code of Conduct Agreement. The Agreement outlines the Code of Conduct in more detail and explains more fully what the Code means in practice (i.e. what does respectful behaviour look like?). The Community Services Manager discusses the incident that lead to the break notice with the person and what was unacceptable about the behaviour.

Major Violations

For instances of harassment, potential or actual violence, and theft, a trespass notice is issued. These can range from 6 months to 1 year depending on the severity of the incident. A copy is faxed to the police station. In some instances, the Community Services Manager or staff may phone the police on their non-emergency line to be present when the notice is given. If 911 needed to be called, a copy of the notice is given to police as the person is being removed.

Once the trespass notice period has ended the same procedures are followed as for the medium violations regarding meeting with the Community Services Manager.

Progressions

People can progress through the procedures for the different violations if the behaviour is repeated over time. For instance, someone has a history of being intoxicated within the Memorial Sport Centre, they would progress to receiving a trespass notice even if they consistently leave without arguing whenever they are asked and respect the terms of the break notice.

Staff Communication

Incident Reports

Staff members are required to report incidents whenever they occur. The definition of what is reportable is broad and includes even situations where a staff member merely feels uncomfortable. A form is found on the Staff Drive that staff can fill out and leave on the Community Services Manager's desk.

Ongoing issues binder

A binder is kept in the office area which includes an information sheet for everyone who is either currently the subject of a break or a trespass notice or whose notice has elapsed but still has not yet met with the Community Services Manager. It includes instructions as to what staff are to do if someone enters the MSC and any documentation the person needs to receive.

Review Date – September 2020

The Patron Progressive Discipline Procedures will be reviewed after one year to assess if modifications are appropriate.



**ADMINISTRATION & FINANCE DIVISION
TREASURY REPORT 2019/71**

TO: Mayor Caul & Members of Council
FROM: Dawn Galusha, Treasurer
DATE: September 4, 2019
SUBJECT: Mayor June Caul- AMO Conference

BACKGROUND

Attached is a copy of the Town of Fort Frances Schedule "B" Travel Expenses of \$167.00 Schedule "F" Travel Statement – Mayor/Council Honorarium per diem in the amount of \$640.00 for attendance at the Association of Municipalities of Ontario (AMO) Conference in Ottawa, Ontario on August 18-21, 2019 as submitted by Mayor June Caul.

Conference Expenses

1. Meals	\$ 167.00
2. Per Diem (4 days)	<u>640.00</u>
Total Per Diem & Travel Claims	<u>\$ 807.00</u>

The registration fee of \$909.65, flight of \$784.35 and hotel accommodations of \$616.98 was paid by the Town resulting in the total cost of \$3,117.98 to attend the AMO Conference as authorized by Council.

The per diem claim is in compliance with the Town of Fort Frances Travel Policy Number 3.11 and By-Law 02/10-E Schedule 'A'.

RECOMMENDATION

The Administration & Finance Executive Committee recommends approval of the Travel Expense and Per Diem claims in the total amount of \$807.00 as submitted by Mayor June Caul for her attendance at the AMO Conference in Ottawa, Ontario from August 18 - 21, 2019.

Council Approval of this Report Will Agree to the recommendation of the Administration & Finance Executive Committee to approve the Travel Expense and Per Diem claims in the amount of \$807.00 as submitted by Mayor June Caul for her attendance at the AMO Conference in Ottawa, Ontario from August 18 - 21, 2019.

**TOWN OF FORT FRANCES - SCHEDULE "B"
TRAVEL EXPENSE STATEMENT**

1. Attendee	June Caul							
2. Conference/Seminar Attended	AMO							
Location (Facility and City)	Ottawa							
Dates	Aug. 18, 19, 20, 21, 2019							
3.	Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Total
Accommodation								
Transportation								
Breakfast								
Lunch	17.00		15.00	25.00 17.00				34.00 42.00
Dinner	35.00		35.00	35.00 45.00				105.00 125.00
Per Diem								
Other								
4. Prepaid Expenses	Registration		Air Travel		Other		Total	
5. Town Used Vehicle	<input checked="" type="radio"/> Yes	<input type="radio"/> No	Reason					Total
Mileage Claimed	KM x CRA rate =							
6. Approved	Total Expenses							139.00 167.00
	Advance Received							
	Balance Claimed							
	Balance Refunded							

The agenda must be attached to process payment

In claiming the above amounts, I certify that the expenses have been incurred on behalf of the Town, that the means of transportation were the most economical, with due regard to convenience, and that the expenditures were made in the exercise of my duties. NB – a valid and detailed receipt must accompany hotel Visa slips.

Aug. 18-21 2018
Date

June Caul
Employee Signature

Date


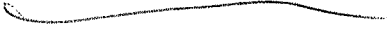


Supervisor Signature

Date

Division Manager Signature

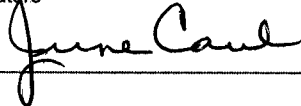
Date	Treasurer	A / P	Cashier

TOWN OF FORT FRANCES - SCHEDULE "F"
TRAVEL STATEMENT – MAYOR / COUNCIL HONORARIUM

Attendee <i>June Caul</i>	
Conference / Seminar Attended <i>AMO</i>	
Location <i>Ottawa</i>	
Dates <i>Aug. 18-21, 2019</i>	

Details of Per Diem

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Date	<i>Aug. 19</i>	<i>Aug. 20</i>	<i>Aug. 21</i>				<i>Aug. 18</i>	
Amount	<i>160.00</i>	<i>160.00</i>	<i>160.00</i>				<i>160.00</i>	<i>\$ 640.00</i>

Name (Please Print) <i>June Caul</i>	Signature 
Approved	Date

To be submitted to Payroll for processing when approved by Council

Kathy Lawson

From: AMO Events <Events@amo.on.ca>
Sent: Tuesday, June 11, 2019 6:08 AM
To: June Caul
Cc: AMO Events
Subject: Your registration details for 2019 AMO AGM & Annual Conference



Association of Municipalities of Ontario
200 University Ave., Suite 801, Toronto, Ontario M5H 3C6

Meeting Confirmation

June Caul
 Mayor
 Town of Fort Frances
 320 Portage Avenue Fort Frances, ON P9A 3P9

You have been registered for **2019 AMO AGM & Annual Conference**
 8/18/2019 through 8/21/2019
 Hosted By the City of Ottawa
 Ottawa

Coordinators:

Registration inquiries: Anita Surujdeo - asurujdeo@amo.on.ca | 416-971-9856 x344
 All other conference inquiries: Poonam Ruparelia - PRuparelia@amo.on.ca | 416-971-9856 x330

You are registered for the following:

Function	Quantity	Unit Price
Tuesday Lunch	1.00	\$0.00
Regular - Package B	1.00	\$805.00
Northern Caucus Lunch	1.00	\$0.00

Subtotal	\$805.00
Tax	\$104.65
Total	\$909.65
Payments	\$909.65
Balance	\$0.00

Total HST: \$104.65
 HST Remittance Number: 106732944RT0001

All cancellations must be submitted in writing to the Association of Municipalities of Ontario via e-mail at



Novotel Ottawa
33 Nicholas Street
Ottawa, ON K1N 9M7

Telephone: (613) 230-3033
Fax: (613) 760-4766
novotelottawa@novotelottawa.com

HST/TVH # R139252514

June Caul

Canada

Room No. : 232
Arrival : 08-18-19
Departure : 08-21-19
Page No. : 1 of 1
Folio No. : 298883
Conf. No. : 491101
Cashier No. : 82

INFORMATION INVOICE

Membership No. :
A/R Number :
Group Code : AMOANNUALGENER_002
Company Name : Ass'n of Municipalities of Ontario
Voucher No. : 32LL2GPS
Reference No. :

08-21-19

Date	Description	Charges	Payments
08-18-19	Deposit Transfer at C/I		616.98
08-18-19	Accommodation	175.00	
08-18-19	Municipal Accomodation Tax	7.00	
08-18-19	HST	23.66	
08-19-19	Accommodation	175.00	
08-19-19	Municipal Accomodation Tax	7.00	
08-19-19	HST	23.66	
08-20-19	Accommodation	175.00	
08-20-19	Municipal Accomodation Tax	7.00	
08-20-19	HST	23.66	
Total		616.98	616.98
Balance			0.00

Thank you for staying at the Novotel Ottawa, we hope to welcome you again. Best price guaranteed by booking at www.novotelottawa.com

Kathy Lawson

From: INTERNATIONAL TRAVEL <PHERR@SHAW.CA>
Sent: Tuesday, August 6, 2019 2:38 PM
To: Kathy Lawson
Subject: eInvoice, August 18 for MR DOUGLAS BROWN

INTERNATIONAL TRAVEL
 807-274-9895
 PHERR@SHAW.CA

eInvoice**Add to Calendar****Itinerary & Documents**

Sales Person:	PH	Invoice Issue Date:	06 Aug 2019
Invoice Number:	0054016	Record Locator:	BOOZKE

**WESTJET WS 574****Sunday, 18 August**

From: WINNIPEG MB, CANADA
 2:45pm

To: OTTAWA ON, CANADA
 6:11pm

Class: Y
 Meal: Food for Purchase
 Type: BOEING 737-700 JET

Duration: 2hr(s) 26min(s)
 Stop(s): Non Stop

BROWN/DOUGLAS MR
 Seat(s): 10C
 HALLIKAS/ANDREW MR
 Seat(s): 11D

CAUL/JUNE MS
 Seat(s): 10D

**WESTJET WS 575****Wednesday, 21 August**

From: OTTAWA ON, CANADA
 4:00pm

To: WINNIPEG MB, CANADA
 5:44pm

Class: Y
 Meal: Food for Purchase
 Type: BOEING 737-700 JET

Duration: 2hr(s) 44min(s)
 Stop(s): Non Stop

BROWN/DOUGLAS MR
 Seat(s): 13C

CAUL/JUNE MS
 Seat(s): 11D

HALLIKAS/ANDREW MR
Seat(s): 11C



OTHERS

Wednesday, 21 August 2019

WINNIPEG MB

WEST JET REFERENCE ZIHKGN/SI-NON REFUNDABLE/SI-CHANGE FEES APPLY/SI-
ONE PIECE OF LUGGAGE INCLUDED IN FARE

Serv Chgs 012

CAD 50.00

V.A.T./G.S.T./H.S.T.

CAD 6.50

Ticket Information

Ticket	WS 5078957866	Passenger:	BROWN DOUGLAS MR		
Number:				CAD	745.25
				V.A.T./G.S.T./H.S.T. CAD	39.10
Ticket	WS 5078957867	Passenger:	CAUL JUNE MS		
Number:				CAD	745.25
				V.A.T./G.S.T./H.S.T. CAD	39.10
Ticket	WS 5078957868	Passenger:	HALLIKAS ANDREW		
Number:			MR	CAD	745.25
				V.A.T./G.S.T./H.S.T. CAD	39.10
SubTotal:				CAD	2285.75
Total V.A.T./G.S.T./H.S.T.:				CAD	123.80
TOTAL AMOUNT DUE:				CAD	2409.55

If you no longer wish to receive these emails please contact: PHERR@SHAW.CA



**ADMINISTRATION & FINANCE DIVISION
TREASURY REPORT 2019/70**

TO: Mayor Caul & Members of Council
FROM: Dawn Galusha, Treasurer
DATE: September 4, 2019
SUBJECT: Councillor Douglas Judson- AMO Conference

BACKGROUND

Attached is a copy of the Town of Fort Frances Schedule "B" Travel Expenses of \$744.65 Schedule "F" Travel Statement – Mayor/Council Honorarium per diem in the amount of \$640.00 for attendance at the Association of Municipalities of Ontario (AMO) Conference in Ottawa, Ontario on August 18-21, 2019 as submitted by Councillor Douglas Judson.

Conference Expenses

1. Meals	\$ 212.00
2. Ground Transportation (Uber expenses)	50.99
3. Airfare	<u>481.66</u>
	\$ 744.65
4. Per Diem (4 days)	<u>640.00</u>
Total Per Diem & Travel Claims	<u><u>\$1,384.65</u></u>

The registration fee of \$909.65 and \$616.98 hotel accommodations was paid by the Town resulting in the total cost of \$2,911.28 to attend the AMO Conference as authorized by Council.

The per diem claim is in compliance with the Town of Fort Frances Travel Policy Number 3.11 and By-Law 02/10-E Schedule 'A'.

RECOMMENDATION

The Administration & Finance Executive Committee recommends approval of the Travel Expense and Per Diem claims in the total amount of \$1,384.65 as submitted by Councillor Douglas Judson for his attendance at the AMO Conference in Ottawa, Ontario from August 18 - 21, 2019.

Council Approval of this Report Will Agree to the recommendation of the Administration & Finance Executive Committee to approve the Travel Expense and Per Diem claims in the amount of \$1,384.65 as submitted by Councillor Douglas Judson for his attendance at the AMO Conference in Ottawa, Ontario from August 18 - 21, 2019.

**TOWN OF FORT FRANCES - SCHEDULE "B"
TRAVEL EXPENSE STATEMENT**

1.	Attendee	Councillor Douglas Edson							
2.	Conference/Seminar Attended	AMO 2019 Conference							
	Location (Facility and City)	Shaw Centre/Westin - Ottawa, ON							
	Dates	August 18-21, 2019							
3.		Sun. 18	Mon. 19	Tues. 20	Wed. 21	Thurs.	Fri.	Sat.	Total
	Accommodation								
	Transportation <i>Uber</i>	25.41			25.58				50.99
	Breakfast		<i>included</i>						
	Lunch	17	<i>included</i>		17.00 25				39.42
	Dinner	38	35.45	35.45	35.45				140.10
	Per Diem <i>Sch F</i>	160	160	160	160				640
	Other - <i>Airfare</i>	481.66							481.66
4.	Prepaid Expenses	Registration		Air Travel		Other			Total
									1396.65
									144.65
5.	Town Used Vehicle	Yes	<input checked="" type="radio"/> No	Reason <i>Business Travel @ end of conf.</i>					Total
	Mileage Claimed	0	KM x CRA rate =					0	
6.	Approved						Total Expenses	1396.65	144.65
							Advance Received		
							Balance Claimed		
							Balance Refunded		

The agenda must be attached to process payment

In claiming the above amounts, I certify that the expenses have been incurred on behalf of the Town, that the means of transportation were the most economical, with due regard to convenience, and that the expenditures were made in the exercise of my duties. NB - a valid and detailed receipt must accompany hotel Visa slips.

August 26/2019
Date

[Signature]
Employee Signature

Date

Supervisor Signature

Date

Division Manager Signature

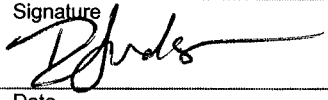
		10-020-0240-1500-71531	
Date	Treasurer	A / P	Cashier

Note on Airfare : I booked my own air travel that fit my schedule and needs. I am claiming the lesser of my fare (\$481.66) vs. what was paid by the Town for other councillors. (\$184.35).

TOWN OF FORT FRANCES - SCHEDULE "F"
TRAVEL STATEMENT – MAYOR / COUNCIL HONORARIUM

Attendee	Coun. Douglas W. Judson
Conference / Seminar Attended	AMO 2019 Conference
Location	Ottawa
Dates	August 18-21, 2019

Details of Per Diem ¹⁹ ²⁰ ²¹ ¹⁸								
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
Date	Aug 19	Aug 20	Aug 21				Aug 18	
Amount	160	160	160				160	640

Name (Please Print)	Signature
DOUGLAS JUDSON	
Approved	Date

To be submitted to Payroll for processing when approved by Council

Kathy Lawson

From: AMO Events <Events@amo.on.ca>
Sent: Tuesday, June 11, 2019 6:08 AM
To: Douglas Judson
Cc: AMO Events
Subject: Your registration details for 2019 AMO AGM & Annual Conference



Association of Municipalities of Ontario
200 University Ave., Suite 801, Toronto, Ontario M5H 3C6
Meeting Confirmation

Douglas Judson
 Councillor
 Town of Fort Frances
 320 Portage Avenue Fort Frances, ON P9A 3P9

You have been registered for **2019 AMO AGM & Annual Conference**
 8/18/2019 through 8/21/2019
 Hosted By the City of Ottawa
 Ottawa

Coordinators:

Registration inquiries: Anita Surujdeo - asurujdeo@amo.on.ca | 416-971-9856 x344
 All other conference inquiries: Poonam Ruparelia - PRuparelia@amo.on.ca | 416-971-9856 x330

You are registered for the following:

Function	Quantity	Unit Price
Tuesday Lunch	1.00	\$0.00
Regular - Package B	1.00	\$805.00
Northern Caucus Lunch	1.00	\$0.00

Subtotal	\$805.00
Tax	\$104.65
Total	\$909.65
Payments	\$909.65
Balance	\$0.00

Total HST: \$104.65
 HST Remittance Number: 106732944RT0001

All cancellations must be submitted in writing to the Association of Municipalities of Ontario via e-mail at



Novotel Ottawa
33 Nicholas Street
Ottawa, ON K1N 9M7

Telephone: (613) 230-3033
Fax: (613) 760-4766
novotelottawa@novotelottawa.com

HST/TVH # R139252514

Douglas Judson

Canada

Room No. : 228
Arrival : 08-18-19
Departure : 08-21-19
Page No. : 1 of 1
Folio No. : 299021
Conf. No. : 491121
Cashier No. : 82

INFORMATION INVOICE

Membership No. :
A/R Number :
Group Code : AMOANNUALGENER_002
Company Name : Ass'n of Municipalities of Ontario
Voucher No. : 32LL2CFN
Reference No. :

08-28-19

Date	Description	Charges	Payments
08-18-19	Deposit Transfer at C/I		616.98
08-18-19	Accommodation	175.00	
08-18-19	Municipal Accomodation Tax	7.00	
08-18-19	HST	23.66	
08-19-19	Accommodation	175.00	
08-19-19	Municipal Accomodation Tax	7.00	
08-19-19	HST	23.66	
08-20-19	Accommodation	175.00	
08-20-19	Municipal Accomodation Tax	7.00	
08-20-19	HST	23.66	
Total		616.98	616.98
Balance			0.00

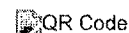
Thank you for staying at the Novotel Ottawa, we hope to welcome you again. Best price guaranteed by booking at www.novotelottawa.com



Douglas W. Judson <dwjudson@gmail.com>

Air Canada - 18 Aug: Thunder Bay - Ottawa (Booking Reference: SU7SNE)Air Canada <confirmation@aircanada.ca>
To: dwjudson@gmail.com

Sat, Jun 22, 2019 at 9:04 PM

Airfare - D. Judson**Booking Confirmation**Booking Reference: **SU7SNE**

Date of issue: 23 Jun, 2019



Select Seats



eUpgrade



Check in



Manage my booking



Sign up for flight notifications

Thank you for choosing Air Canada. Below are your flight details and other useful information for your trip.

IMPORTANT: Your official Itinerary/Receipt is attached to this email. You must bring it with you to the airport for check-in and we recommend you keep a copy for your records. Please also take the time to review it as it contains the general conditions of carriage and applicable tariffs that apply to the tickets, bookings and air services detailed below, as well as baggage, dangerous goods and other important information related to your trip.

Passengers**Douglas William
Judson****Seats**

AC1513 -

AC458 -

AC475 -

AC1512 -

Ticket Number:

0142114864883

Air Canada - Aeroplan:

941862302

**Flight 1****Economy - Standard**Sunday
18 Aug, 2019

11:20

Thunder Bay(YQT),
Ontario

13:00

TorontoToronto-Pearson Int. (YYZ),
Terminal 1

1hr40

Economy A

AC1513

Operated by: Air Canada | A321-200 | Wi-Fi



AC1513 This flight is operated by Air Canada Rouge. You'll want to learn more about Air Canada Rouge's in-flight

services and amenities, as these differ from those of Air Canada.

Sunday
18 Aug, 2019

16:10

Toronto

Toronto-Pearson Int.
(YYZ),
Terminal 1



17:11

Ottawa

Ottawa Int. (YOW),
Ontario



1hr01

AC458

Economy A

Operated by: Air Canada | A321-200 | Wi-Fi

✈ Flight 2

Economy - Standard

Wednesday
21 Aug, 2019

20:15

Ottawa

Ottawa Int. (YOW),
Ontario



21:21

Toronto

Toronto-Pearson Int.
(YYZ),
Terminal 1



1hr06

AC475

Economy K

Operated by: Air Canada | 767-300ER

✈ Flight 3

Economy - Standard

Friday
23 Aug, 2019

14:30

Toronto

Toronto-Pearson Int. (YYZ),
Terminal 1



16:17

Thunder Bay

(YQT),
Ontario



1hr47

AC1512

Economy A

Operated by: Air Canada | A321-200 | Wi-Fi



AC1512 This flight is operated by Air Canada Rouge. You'll want to learn more about Air Canada Rouge's in-flight services and amenities, as these differ from those of Air Canada.

Purchase summary

Visa

XXXX-XXXX-XXXX-4952
Amount paid: \$481.66

Full details can be found
in your attached
Itinerary/Receipt

Tax information



Air Transportation Charges

1 adult

360.00



Taxes, fees and charges

121.66

GRAND TOTAL (Canadian dollars)

\$481⁶⁶

Baggage Allowance for Air Canada Altitude and Star Alliance Members

The baggage allowance displayed below applies when you check your bags with Air Canada, Air Canada Express (flights operated by Jazz, Sky Regional, Air Georgian, Exploits Valley Air) or Air Canada Rouge. Please make sure your Air Canada Altitude status level is valid at check-in.

Star Alliance Silver Members: Your baggage allowance is equivalent to that of the fare option you purchased.

	Economy Class	Premium Economy	Business Class
Altitude Super Elite 100K, Elite 75K, Elite 50K and Elite 35K	3 bags 32 kg (70 lb)	3 bags 32kg (70lb)	3 bags 32kg (70lb)
Altitude Prestige 25k	2 bags 23 kg (50 lb)	2 bags 23 kg (50 lb)	2 bags 32 kg (70 lb)
Star Alliance Gold	1 extra bag 23 kg (50 lb)	1 extra bag 23 kg (50 lb)	1 extra bag 32 kg (70 lb)

Note: If you **exceed your baggage allowance** (in number, size and/or weight), additional checked baggage charges will apply. The policy and fees will be those of the carrier identified in the checked baggage information section.

- View Air Canada's additional checked baggage policy.
- View the additional checked baggage policy of Air Canada's codeshare and interline partners.



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**AIR CANADA**

A STAR ALLIANCE MEMBER



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Air Canada, P.O. Box 64239, RPO Thomcliffe, Calgary Alberta, T2K 6J7

**Air_Canada_Booking_Confirmation_SU7SNE.pdf**

196K

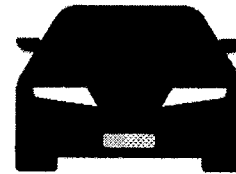


Douglas W. Judson <dwjudson@gmail.com>

Your Sunday evening trip with Uber

Uber Receipts <uber.canada@uber.com>
To: dwjudson@gmail.com

Sun, Aug 18, 2019 at 5:00 PM

*Cab Fare - Ottawa Airport to Hotel***Uber**Total: CA\$25.41
Sun, Aug 18, 2019**Thanks for riding,
Douglas**We hope you enjoyed your ride
this evening.**Total****CA\$25.41**

Trip Fare	CA\$15.49
Subtotal	CA\$15.49
HST	CA\$2.92
Tolls, Surcharges, and Fees ?	CA\$7.00

Amount Charged



.... 0939 Switch

CA\$25.41

Visit the trip page for more information, including invoices (where available)

You rode with Esam (Mohamed)



4.94 ★ Rating

How was your ride?

RATE OR TIP

Esam (Mohamed) is

known for:

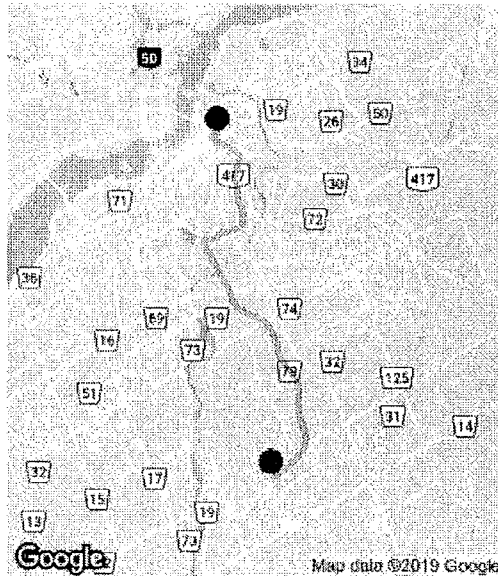
Excellent Service



Every rideshare trip in Ottawa is insured for a covered auto accident by Intact. Learn more.

UberX 15.10 km | 17 min

- 05:42pm
1003 Airport Parkway Private,
Gloucester, ON K1V 9B3,
Canada
- 06:00pm
5 Daly Ave, Ottawa, ON K1N
7B8, Canada



Invite your friends and family.

Get \$5 off your next ride when you refer a friend to try Uber. Share code: pwx13

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[Uber B.V.](#)

[Mr. Treublaan 7](#)

[1097 DP Amsterdam](#)

[Privacy](#)

[Terms](#)

Fare does not include fees that may be charged by your bank. Please contact your bank directly for inquiries.



Douglas W. Judson <dwjudson@gmail.com>

Your Wednesday morning trip with Uber

Uber Receipts <uber.canada@uber.com>
To: dwjudson@gmail.com

Wed, Aug 21, 2019 at 11:13 AM

*Cab Fare - Ottawa Hotel to Airport***Uber**Total: CA\$25.58
Wed, Aug 21, 2019**Thanks for riding,
Douglas**We hope you enjoyed your ride
this morning.**Total****CA\$25.58**

Trip Fare	CA\$16.39
Subtotal	CA\$16.39
HST	CA\$2.94
Tolls, Surcharges, and Fees ?	CA\$6.25

Amount Charged



•••• 0939 Switch

CA\$25.58

Visit the trip page for more information, including invoices (where available)

You rode with Mohamad

[FAQ](#)

[Forgot password](#)

[Uber B.V.](#)

[Mr. Treublaan 7](#)

[1097 DP Amsterdam](#)

[Privacy](#)

[Terms](#)

Fare does not include fees that may be charged by your bank. Please contact your bank directly for inquiries.

August 30, 2019

Report To: Mayor & Council

From: Doug Brown, CAO

SUBJECT: Council Resolution to Endorse RRDSSAB to Administer the Completion of a Joint Community Safety & Well Being (CSWB) Plan for the entire Rainy River District.

Background

In March of 2019, Councilor Andrew Hallikas, our Rainy River District Social Services Administration Board appointed representative forwarded a proposal to the RRDSSAB to consider developing a joint CSWB plan for the entire Rainy River District, coordinated through the RRDSSAB organization. The Board of Directors for RRDSSAB endorsed this approach in principle. On August 28, Dan McCormick, CAO of RRDSSAB presented their proposal for developing the joint plan to all the Clerks/CAOs in the Rainy River District. (Please refer to the attached information). The Clerks/CAOs supported development of the joint CSWB Plan.

At this time, a resolution is required to authorize RRDSSAB to administer a completed joint CSWB Plan in accordance with applicable legislative requirements, as per the proposal dated August 28, 2019, with a completion date of January 1st, 2021.

The Town will be responsible for the following;

- 1) Financial impact – based on the RRDSSAB cost apportionment formula for 2019 the Town will be responsible for \$19,317 ($\$60,000 \times 32.2345\%$). The 2019 operating budget includes an expenditure allocation of \$40,347 for developing a CSWB plan;
- 2) That Town owned facilities or spaces will be provided at no charge to RRDSSAB or their consultants to host the necessary public consultation sessions;
- 3) That Councillor Andrew Hallikas be appointed as the Town's representative on the joint CSWB advisory committee.

It is recommended that Council approve the following resolution as presented by RRDSSAB:

Whereas all Municipalities are required by legislation to create and submit a Community Safety and Wellness Plan by January 1, 2021;

Whereas the Rainy River District Social Services Administration (RRDSSAB) was requested by two of the member municipalities to consider developing a district wide plan incorporating all ten municipalities;

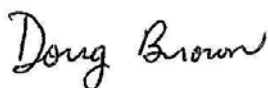
Whereas the Board of Directors of the RRDSSAB supported the resolution to create a district plan;

Be it Resolved that the Town of Fort Frances supports the development of a Rainy River District Community Safety and Wellness Plan with appendices representing special circumstances for each of the ten municipalities, in a total cost not to exceed \$60,000, without further municipal approval; and

Further Be it Resolved, that the costs of creating the Plan be shared between the municipalities using the RRDSSAB Cost Apportionment Formula of 2019, with the RRDSSAB assuming the TWOMO Share as part of its global 2020 Budget Allocation;

And Furthermore, that the municipalities will be represented by their current RRDSSAB appointed member and each municipality will make available space/facility necessary to provide required public consultation.

Respectfully Submitted
CAO



Doug Brown, P. Eng.
CAO

COUNCIL approval of this report will approve the following resolution be passed to authorize RRSSAB to administer a completed joint CSWB Plan in accordance with applicable legislative requirements, as per the proposal dated August 28, 2019, with a completion date of January 1st, 2021:

"Whereas all Municipalities are required by legislation to create and submit a Community Safety and Wellness Plan by January 1, 2021;

Whereas the Rainy River District Social Services Administration (RRDSSAB) was requested by two of the member municipalities to consider developing a district wide plan incorporating all ten municipalities;

Whereas the Board of Directors of the RRDSSAB supported the resolution to create a district plan;

Be it Resolved That the Town of Fort Frances supports the development of a Rainy River District Community Safety and Wellness Plan with appendices representing special circumstances for each of the ten municipalities, in a total cost not to exceed \$60,000, without further municipal approval; and

Further Be it Resolved, that the costs of creating the Plan be shared between the municipalities using the RRDSSAB Cost Apportionment Formula of 2019, with the RRDSSAB assuming the TWOMO Share as part of its global 2020 Budget Allocation;

And Furthermore, that the municipalities will be represented by their current RRDSSAB appointed member and each municipality will make available space/facility necessary to provide required public consultation."



INFORMATION SHEET

28 August 2019

Prepared by D. McCormick, CAO

A) Issue: Community Safety and Wellness Plans

B) Background:

In 2018, the government implemented a requirement for all municipalities to create a Community Safety and Wellness Plan by January 1, 2021. Given the size and geography of the Rainy River District, the cost/time of creating individual municipal plans it was suggested by two municipalities of that the Rainy River District Social Services Administration Board create a district plan with individual municipal appendixes. The board supported this proposal by resolution, citing the benefits of a district wide plan, incorporating all aspects of concern to their municipalities, their citizens and capturing individuals living in the Townships without Municipal Organization (TWOMO).

Proposal:

Rainy River District Social Services Administration Board will lead the development of one integrated Plan. The Plan must be submitted by January 1, 2021. Many municipalities have asked for an extension to this date and funding to complete the plan, but currently the province has not made any changes.

The final Plan would have a district focus with an appendix for each municipality of any special information or circumstances specific to their municipality.

RRRDSSAB board has agreed by resolution to take the lead on the plan as it fits well with our current review of our Housing & Homelessness Plan, Children's Services Plan, creation of Ontario Health Teams and the restructuring of Public Health.

Concept:

Contract with a consultant to write the final plan estimated cost \$40,000 to \$60,000 for the district plan. The cost is dependant on the amount of work we put into the plan. I.e. setting up public consultation, using staff to arrange meetings, preparing draft documents and background information.

RRDSSAB proposes distributing the cost using our current apportionment. The RRDSSAB would be responsible for the TWOMO share.

We are currently looking at one time funding options that may be available to create the plan if supported by the municipalities.

ISSUE SHEET
 Community Safety and Wellness Plan
 August 28, 2019
 page 2

Consultants:

We currently have a consultant working on the Housing and Homelessness Plan and Children's Services Plan. The consultant was approached and advised that much of the background demographics for the RRDSSAB would be similar to that required for the CSWP. This could result in a lower cost plan, perhaps in the \$40,000 range. We would directly negotiate with the consultant to provide this service.

Municipal Involvement:

- Agree to participate in a global plan
- Agree to fund the plan per the concept presented
- Assist the DSSAB with hosting consultations in their community, space, administrative support. (a decision to have a joint consultation with a group of municipalities may be possible if feasible and agreed to by the municipalities)
- Review and suggest revisions to the draft plan
- Support the final plan by resolution
- Distribute and post the plan as required by legislation and suggested by the municipal group & DSSAB

RRDSSAB involvement

- Contract with the consultant
- Provide administrative support for preparation, minute taking, creation of draft and final plan
- Call and host meeting of the collective group or individual municipalities as required

Next steps

- Commitment from each municipality supporting this approach
- Participation in joint meeting to decide what level of involvement, i.e. supports would be provided to reduce costs
- Set Communication strategy and timelines
- RRDSSAB to contract consultant to draft plan

dkm



Health Care Transformation

Are Municipalities Going to be Part of the Team?

Dan McCormick

CAO Rainy River District Social Services Administration Board

August 20, 2019

Ontario Health Teams In or Out?

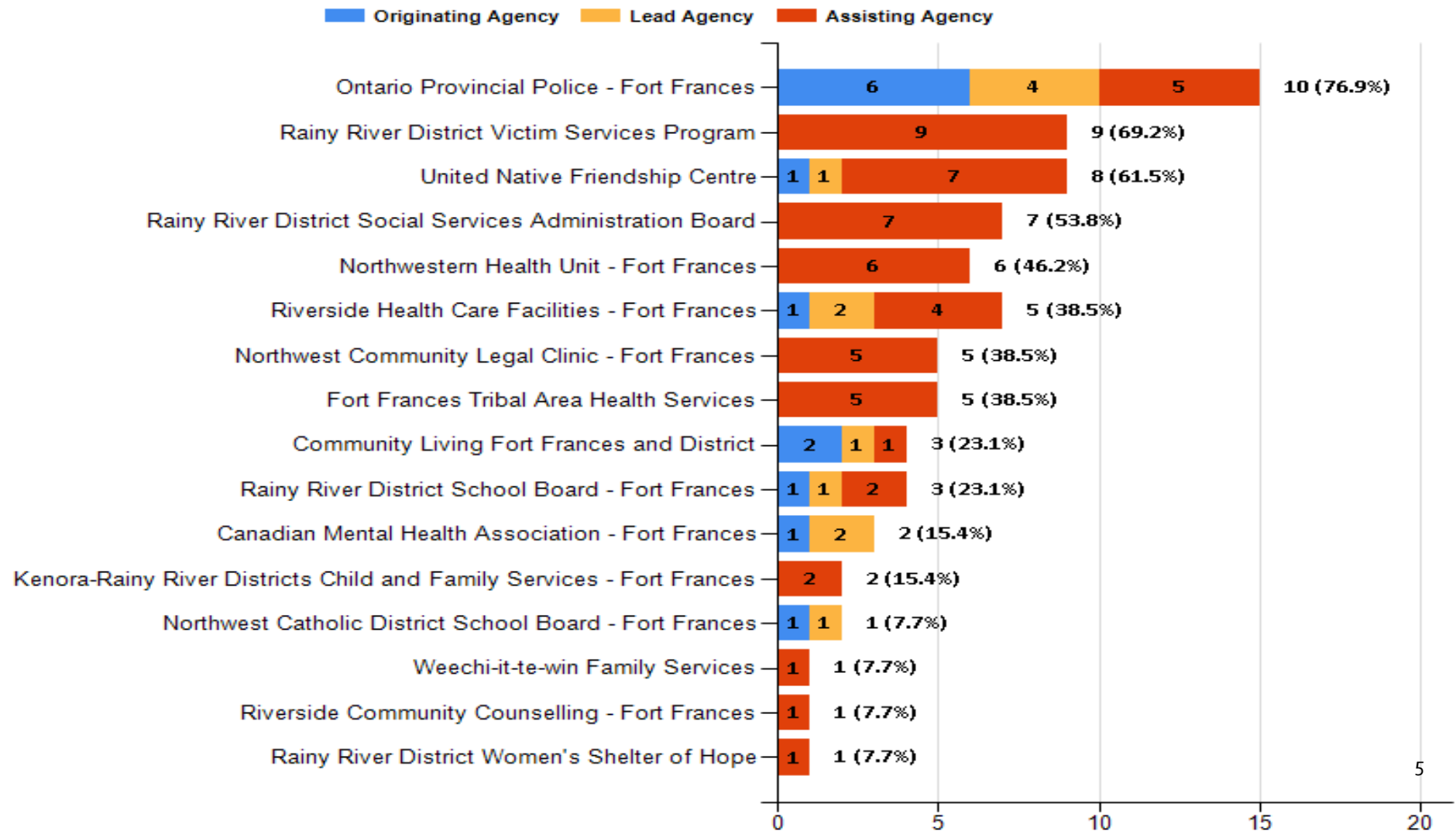
- Varies across the Province
- Many Teams Hospital and Primary Care Focused
- Some have Municipal Partners
 - Fully engaged as Full Partners
 - Limited engagement – Resource only
 - Some have not even considered Municipal Partners
- Need to Communicate the effects of Social Determinants of Health
- Joint Planning and Municipal involvement leads to good health, reduction of costs on system, municipal and Health



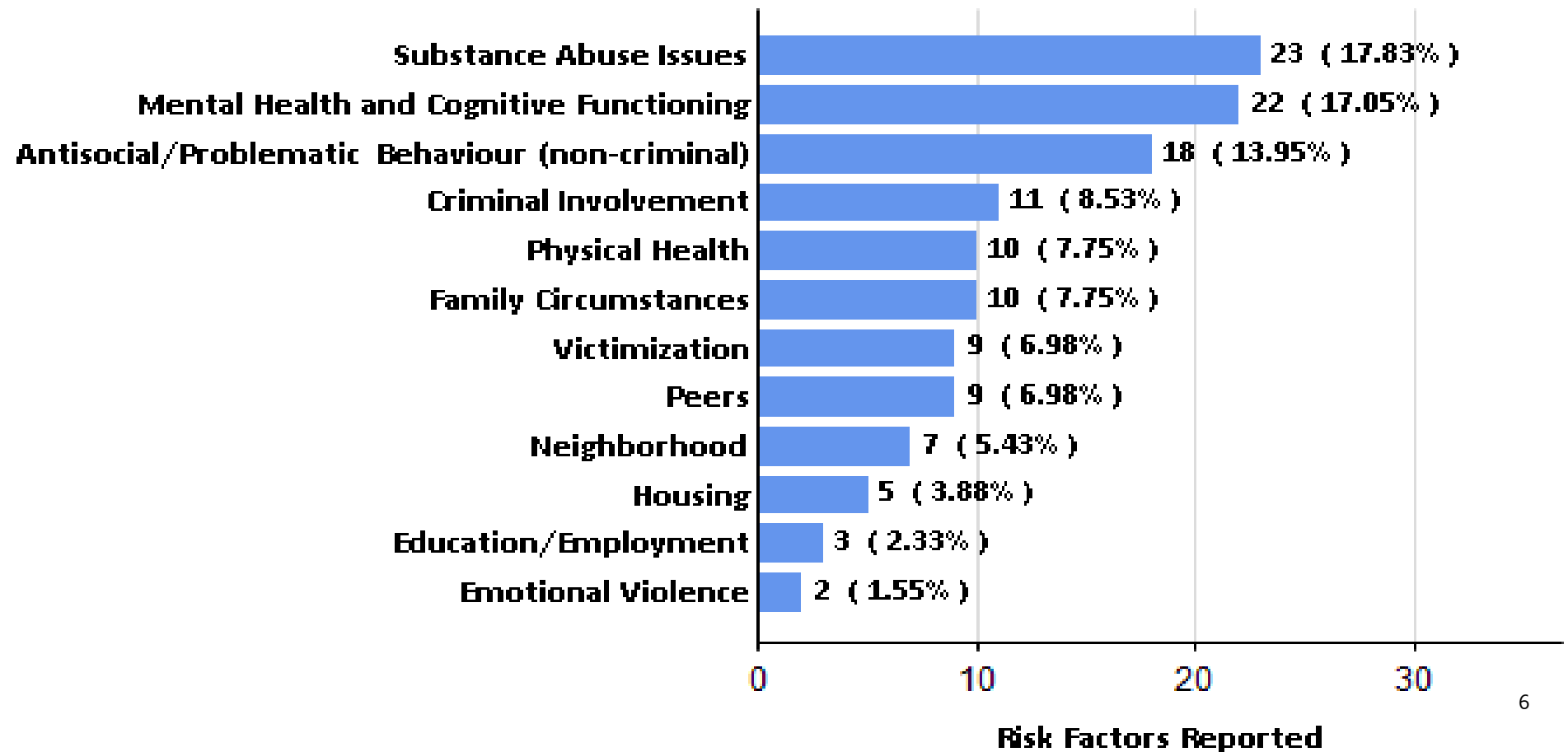
What can Municipal Members bring to the Tables?

- Situation Table data and interventions
- Community Paramedicine Programs
- Housing and Homelessness Plans
- Children's Services Plans
- Ontario Works Plans
- Mental Health and Addiction Strategies
- Community Safety and Wellness Plans
- Community Planning and Zoning

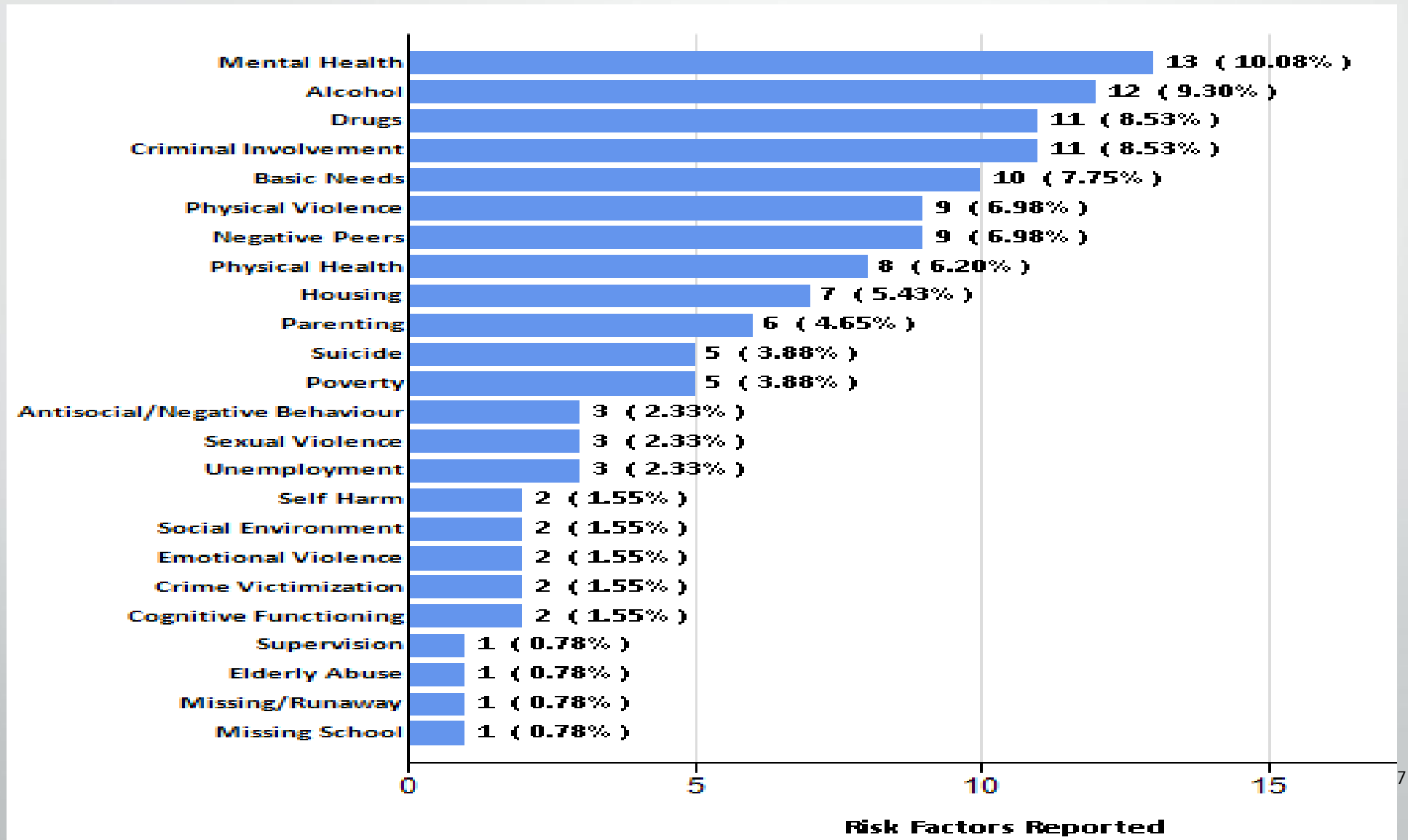
Situation Table Community Partners



Situation Table Data on Interventions

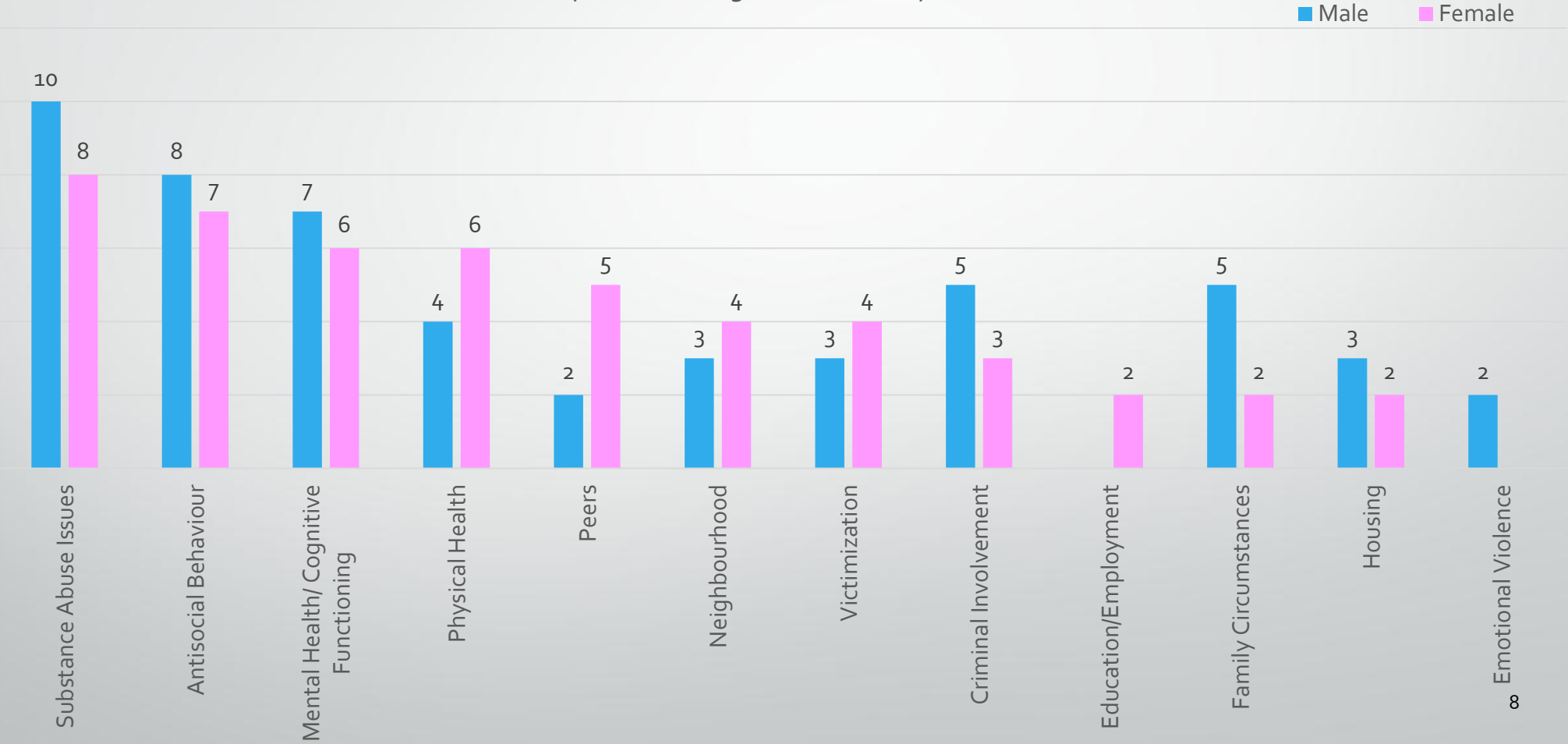


Identified Risk Factors



Risk Factors by Gender

Top Contributing Risk Factors by Gender



Community Paramedicine Programs

- Early Interventions
- Teams of specialized care, Paramedics, Social workers, Nursing, Geriatric workers, Home and Community Care, Meals on Wheels
- One stop shopping
- Improved outcomes, seen before presentation to ER
- Familiarization with team members assists in times of crisis
- Provides knowledge to care givers prior to crisis, meds, allergies common presentations

Project Scope

- Community Referral by EMS –CREMS
- Fall Prevention Programs
- Home Visits – med compliance/reconciliations
- Discharge Follow ups
- Home Safety Visits to reduce 911 calls and High Users
- Community Paramedicine Clinics (seniors homes & invited location)
- Public Events Attendance

How does **CREMS** work?

911 is called



Paramedics Arrive



Paramedics Identify
an Issue



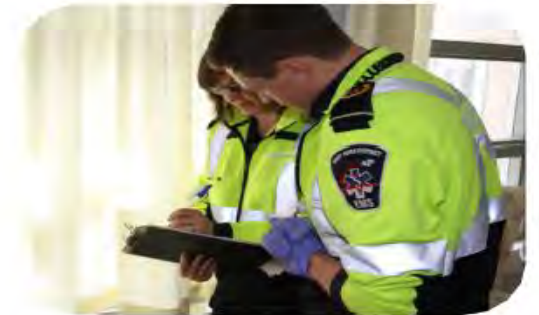
You give Consent for
a Referral to the
Appropriate Agency



Paramedics Transport
you to the Hospital as
Required



Paramedics Make
a Referral to
Address Your Issue



Referred Agency
Comes to Assist you
in Your Home



Overall Benefits

- Improved Quality of Life
- Decrease ER visits
- Reduce Hospital Re-admissions
- Reduce 911 Ambulance Calls
- Cost Avoidance or decreased Health Costs
- Improve existing Interagency collaboration



Ontario Health Teams

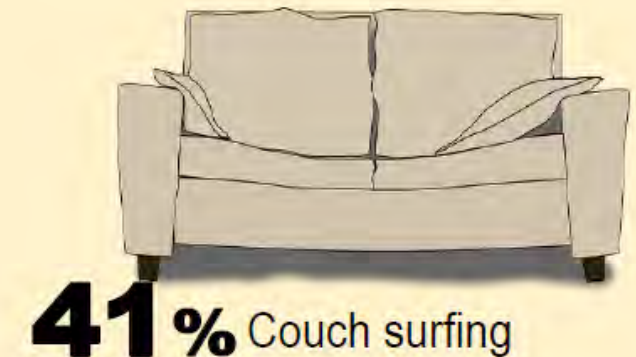
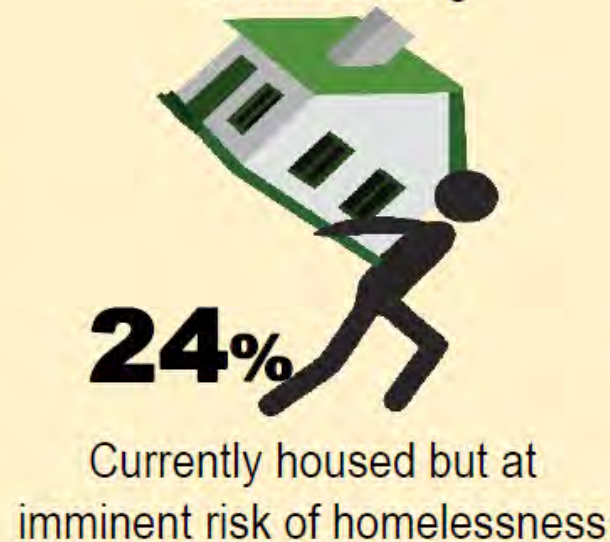
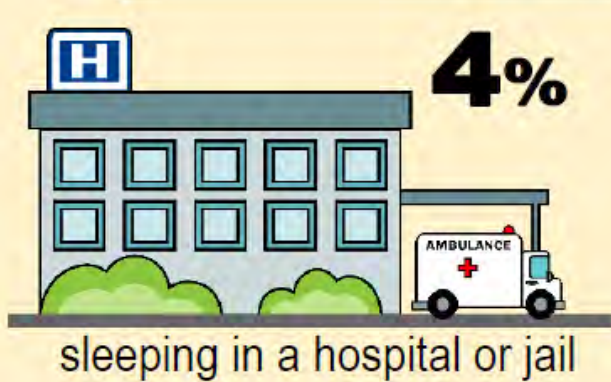
- Opportunity to move forward with integrated care beyond the traditional bricks and mortar of hospitals
- Integrated services for housing, supports and medical care
- Global outlook provides improvements and meets local needs.
- Opportunity for all agencies to recognize treatment options to provide best possible care to individuals
- Opportunity to redirect individuals requiring treatment prior to entering emergency dept.

Housing & Homelessness

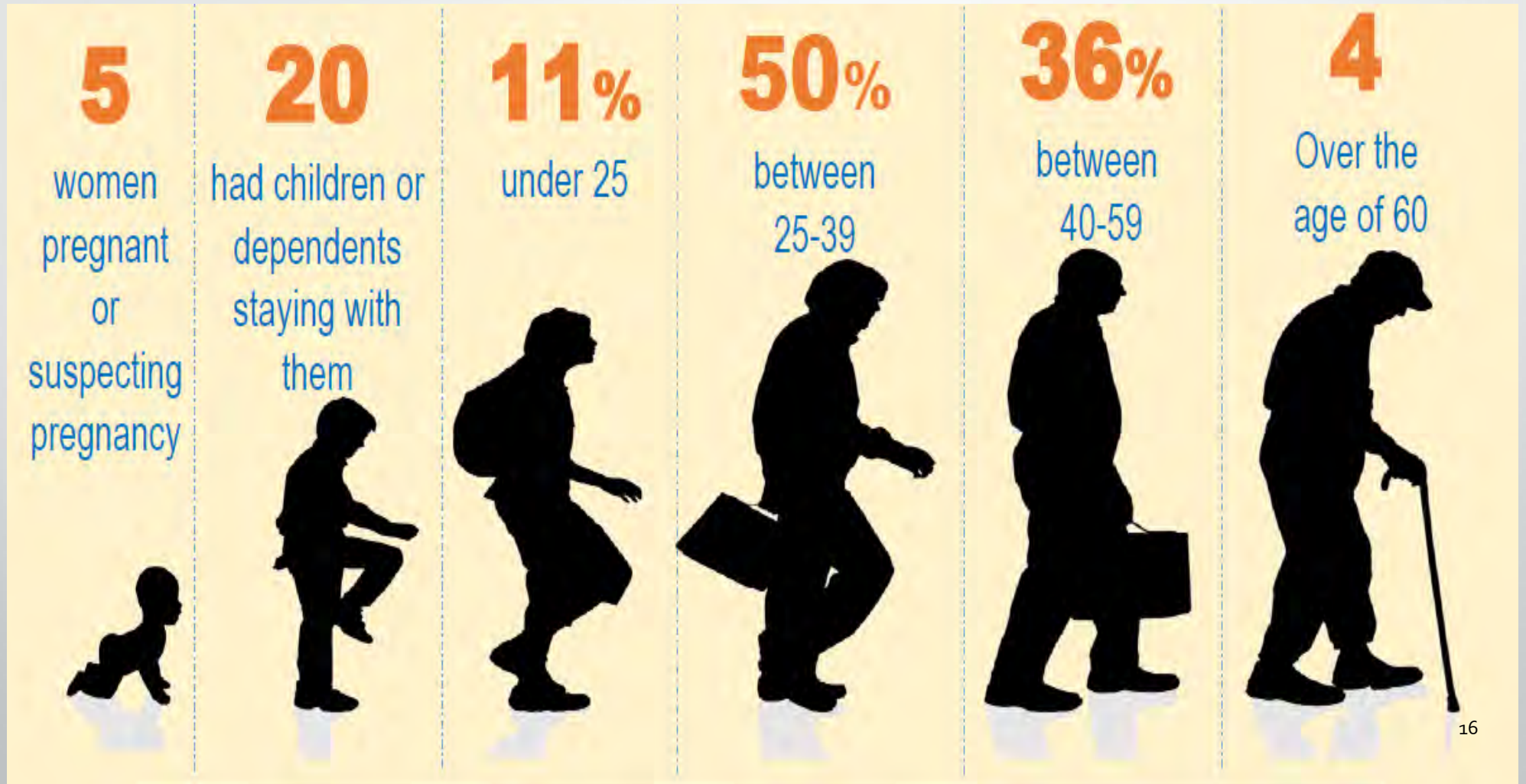
- Basic need of all Individuals
- If we can address this we can improve outcomes
- Require linkages to support based on individual needs
- Accessibility issues
- Home maintenance and repairs
- Cleaning and meals
- Medical care, med reconciliations, dressing changes, mental health counselling, assistance in accessing the system, close contact to primary care

Homelessness Enumeration

Where are you sleeping tonight?



Homelessness Age Groupings



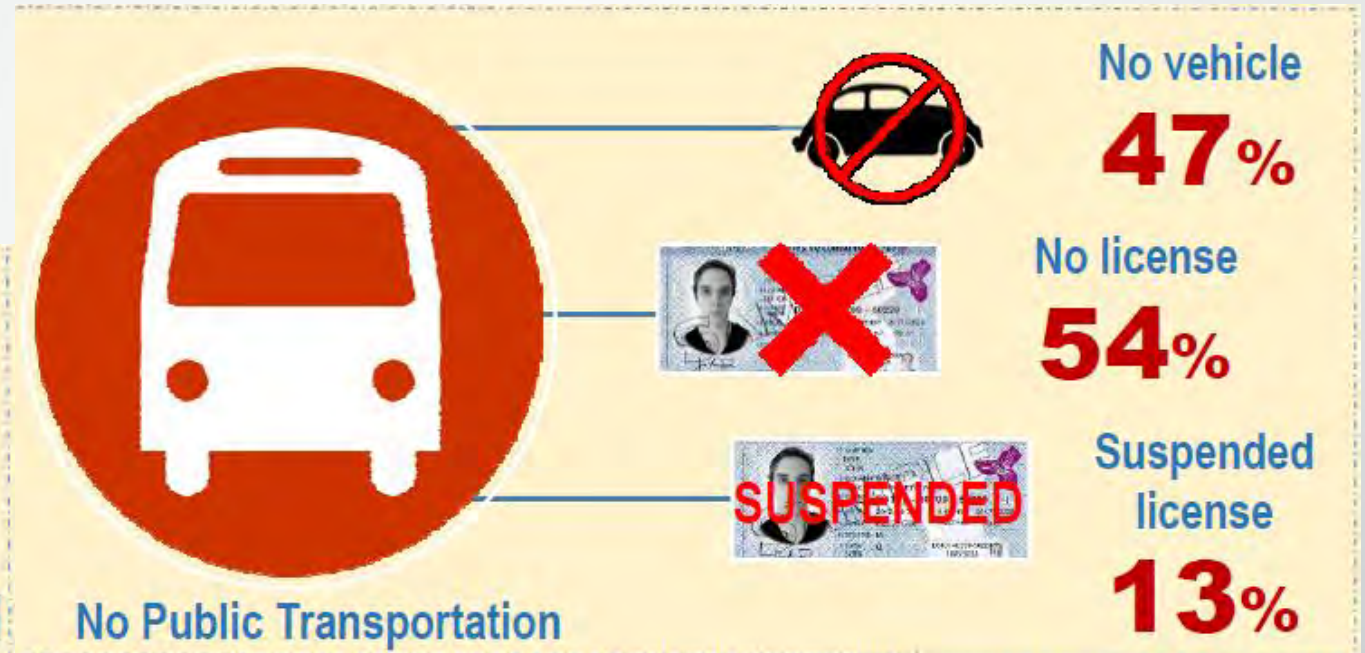
Top Reasons for Homelessness



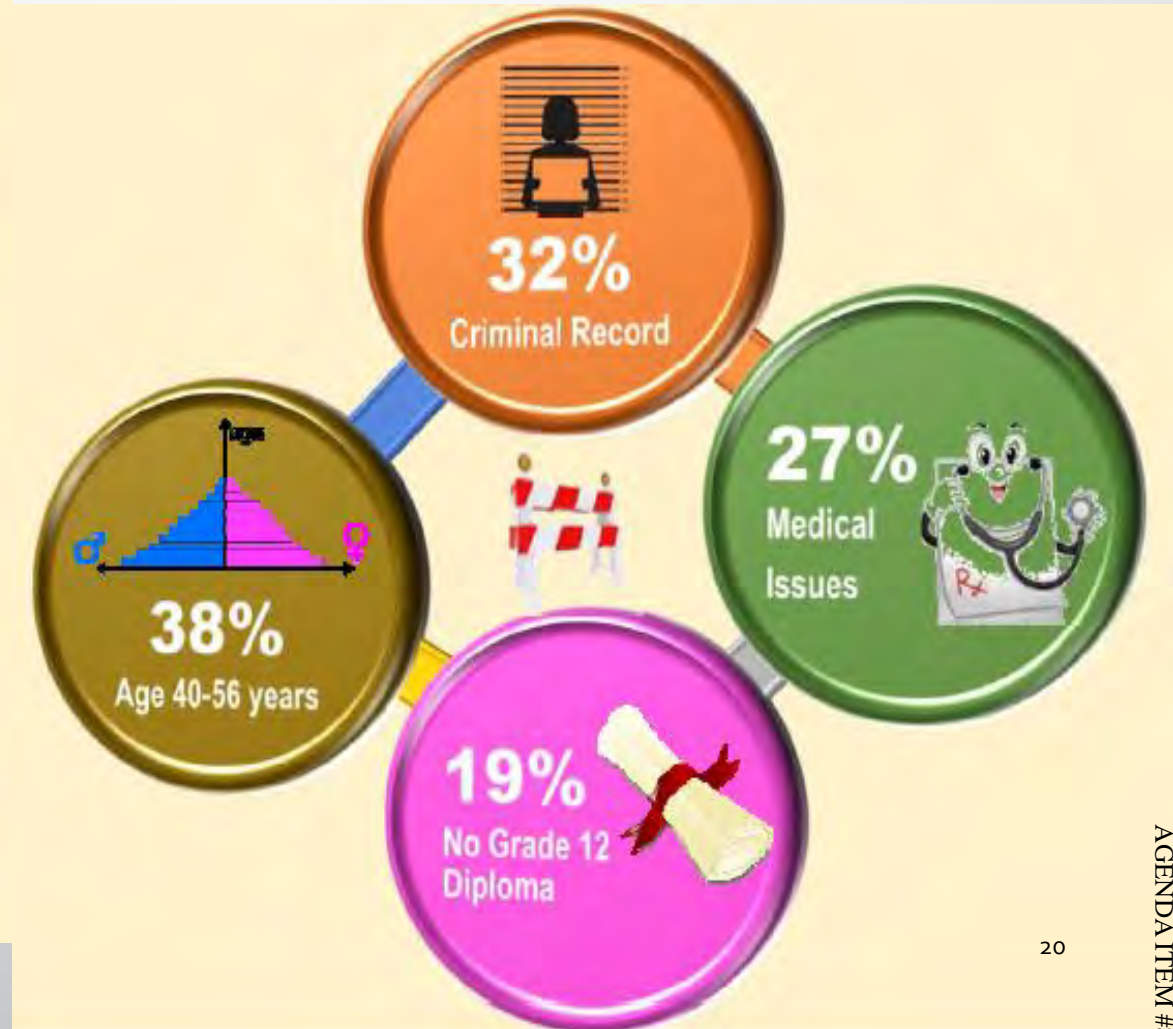
Snapshot - Barriers, Timelines, Composition



Ontario Works Barriers to Employment



Ontario Works Barriers to Employment



Ontario Works Barriers to Employment





Children's Services



- Education of parents as care givers
- Opportunities for parents to advance their education particularly single mothers
- Provide children with a safe learning and caring environment, which they may not have at home
- Opportunity for parents to work
- Opportunity for parents with medical issues or mental health issues

Provide care in home

Provide opportunity to access services

Provide a safe environment

Provide intervention as requested

Demonstrate opportunity to individuals in crisis to better their situation



Community Safety and Wellness Plans

- Opportunity to coordinate with plans
- Healthy community and citizens reduce costs, improves status, reduces crime, provides self-worth
- District or region plans, share opportunities and provides learning opportunities for allied agencies.
- Provides opportunity for citizens to participate and become more involved in the wellness of their communities.
- Due in January 2021



Community Planning & Zoning

- May be used to enhance/improve a specific section of the community
- Design to address demographics and Social Determinants of Health
- Maintain plan – don't deviate
- Zone to provide opportunity for improvement
- Maintain greenspace, parks and recreation for wellness
- Consider access to services particularly for impoverished areas
- Consider transportation

The Northwest Region

- Two Teams proposed within the Region
- Team 1 - Indigenous (Innovative)
 - Includes partnership with indigenous and municipal partners
 - Co-chaired by Kenora DSSAB
 - All Nations Health Partnership
 - Will represent the City of Kenora and outlying Region
 - Looking at full determinants of Health system, long term plan
 - Planning for a new all Nations Hospital to be located in Kenora
 - Community Lead not System lead
 - Proceeding to Full Application
- Team 2 – Global Team representing the Districts of Thunder Bay, Kenora and Rainy River – approximately 250,000 people
 - Multijurisdictional Steering Committee
 - Currently classed as In Development



Contact Information

- Dan McCormick, CAO
- Rainy River District Social Services Administration Board
- 450 Scott Street
- Fort Frances, ON
- P9A 1H2
- Email: dan.mccormick@rrdssab.on.ca
- Phone: 807-274-5349 ext. 238



September 9, 2019

Report To: Mayor and Council

From: Travis Rob, Manager of Operations and Facilities

RE: Ice Plant Maintenance Agreement

The Town has been working with local service providers to develop a service contract for ongoing maintenance of the two ice plants at the Memorial Sports Centre. Currently there are two providers in the district providing these services, Cimco Refrigeration and Prairie HVAC/R both operating out of Winnipeg Manitoba.

Each firm provided a service contract containing almost identical service including:

- Prestart checks of both plants
- Start-up of both plants including operational verification
- Mid season plant checks and maintenance
- Annual full service at shutdown including
 - o Vibration analysis
 - o Oil changes (52 Canadians)
 - o Brine and Oil analysis and top up if needed.

All consumables are not included in the contract but the Ice For Kids plant only requires oil changes when the oil analysis shows it is required and currently the Town stocks the required materials.

In addition to the above listed checks the maintenance contract secures preferred rates for service calls and travel as well as places the Town as a preferred client in the event of an emergency call. For the two firms the rates break down as follows:

	Prairie HVAC/R	Cimco Refrigeration
Regular Hours	\$75.00 - \$125.00/hr	\$105.00/hr
Programmer Hours	N/A	\$155.00/hr
Critical/Emergency Hours	\$113.00 – 188.00/hr	N/A
Overtime/Double time hours	N/A	\$157.50 / \$210.00/hr
Truck Fee	\$75.00/day/truck	\$975.00 per trip return
Mileage Rate	\$1.00/km	N/A
Msc. Shop Supplies	N/A	\$6.65
Annual Fee	\$16,389.00	\$26,200.00

Prairie HVAC/R does not include programming support in their contract so we would have to continue to rely on Cimco for any works relating to the programming of the plant controls going forward. Cimco's labour and mileage pricing is on an inflationary increase year over year for the term of the contract, however they include a parts discount of at least 15 – 25% under list. In addition, Cimco will include the installation of the new Condenser unit at the Ice For Kids Arena, completed in July 2019 at their discounted labour rate should we proceed with them.

The Town has been a client of Cimco for many years and they know both of our plants in detail. They can and have been providing call in service to the Town with great response. Prairie HVAC/R currently looks after the plant in Couchiching, however I was not able to speak to their operator. Given the long-standing relationship that has been built with Cimco, it is the recommendation of Administration to enter into a 5-year maintenance agreement for ice plant maintenance with Cimco Refrigeration.

Respectfully Submitted

A handwritten signature in black ink, appearing to read 'Travis Rob', with a stylized flourish at the end.

Travis Rob, P.Eng
Manager of Operations and Facilities

Council approval of this report will agree with the recommendation of Administration to enter into a 5-year maintenance agreement with Cimco

2019Sept Ice Plant Maintenance Agreement

September 9, 2019

Report To: Mayor and Council

From: Travis Rob, Manager of Operations and Facilities

RE: Award of RFP 19-OF-09 – HVAC Design Works at the Museum and Memorial Sports Centre

Through the 2019 Capital budget, the Town of Fort Frances allocated \$40,000.00 for the redesign of three key HVAC systems in two town facilities being the Fort Frances Museum and Memorial Sports Centre.

At the museum, when the renovations were complete in 2007, 4 complete HVAC systems were included to cover the building and hold to stringent temperature and humidity standards. Now 12 years later these systems are starting to become problematic and with new technologies and better control systems, seem overkill for the space they are trying to condition.

At the Memorial Sports Centre in the Auditorium there is a large exhaust fan in the wall that has to be operated when the Air Conditioning is running, and the AC unit is extremely dated. This space needs to have a better system of control and proper air balancing, with this there is an opportunity to include better space heating to make this a more enjoyable space for patrons. Further in the 52 Canadians Arena there was an HRV installed when the IFK was built to provide fresh air and exhaust to the dressing rooms. A number of years ago this HRV was robbed of certain parts to fix a similar aged HRV in the Pool and was never repaired and subsequently removed from the ductwork leaving the dressing rooms with no means of getting fresh air.

Attached to this report you will find a report from Adam Mitchell, EIT, Asset Management Coordinator outlining the bids received. It is the recommendation of Administration to award RFP 19-OF-09 to KGS Group of Thunder Bay for a total tender price of \$35,809 plus applicable taxes.

Respectfully Submitted



Travis Rob, P.Eng
Manager of Operations and Facilities

Council approval of this report will agree with the recommendation of Administration that RFP 19-OF-09 be awarded to KGS Group of Thunder Bay for a total tender price of \$35,809 plus applicable taxes

September 4, 2019

Report To: Travis Rob, Manager of O&F

From: Adam Mitchell, Asset Management Coordinator

RE: Award of RFP 19-OF-09 – Design Work for HVAC Upgrades at Museum and MSC

The Town of Fort Frances released an RFP on August 8th, 2019 looking to engage an engineering firm to complete HVAC design work at the Fort Frances Museum and Memorial Sports Centre. Copies were sent to job boards in Thunder Bay and Winnipeg electronically as well as posted to the Town's website. The Scope of the RFP is to:

1. Upgrade HVAC system at the Fort Frances Museum
2. Replacement of an aged AC unit on the roof of the Auditorium area of the 52 Canadians Arena
3. Addition of an HRV at the 52 Canadians Arena

The work is to include complete detailed design work including construction specifications, architectural, structural and related specifications for construction. Firms were told to utilize as much of the existing infrastructure as possible in order to minimize disturbance to the building and keep construction costs to a minimum.

On August 23rd, 2019 a mandatory site meet was scheduled which saw the participation of 6 firms from across the region. Both locations were visited and extensive tours of both facilities were completed allowing us to effectively communicate our scope of work to the firms and eliminate any chance of interpretation regarding our RFP.

On September 3rd, 2019, proposals were received and opened publicly at the Town of Fort Frances Civic Centre from the following 6 firms;

Firm	Score	Cost
RVI Group	63.0	\$18,930 + HST
LBE Group	73.5	\$43,115 + HST
KGS Group	79.0	\$35,809 + HST
TBT Engineering	67.0	\$33,900 + HST
SISU Mechanical	28.0	\$50,099 + HST *
Saulteaux Consulting	72.5	\$35,750 + HST

* Includes Tendering and Construction costs

Following receipt of the proposals, a review of all documents was completed. A scoring matrix was utilized where the proposals were rated on 5 categories and weighting applied to each was used to judge the proposals. The categories were: quality of proposal, 30% weight, past experience, 30% weight, key personnel, 10% weight, cost, 20% weight, and schedule, 10% weight.

Through this process, one proposal stood out the most. KGS Group submitted a complete proposal with great attention to detail and thorough understand of the project scope. KGS scored well across all 5 matrices while supplying a competitive price of \$35,809 + HST which falls within budget. KGS has a great amount of relevant experience and complete all work in house. In addition, KGS included the most detailed health and safety section and it is reassuring that they make safety a priority.

It should be noted that most firms extended the scope of work to include tendering and construction phases. This was not to be included in the proposals and I have omitted the additional costing from this report except for SISU. SISU did not provide detailed costing therefore I could not breakout the tender and construction costs which is why their cost is significantly higher than the others. RVI Group submitted costing of \$18,930 but I have concerns that they do not fully understand the scope of work and they did not submit a thorough or detailed proposal. RVI did not address several key components of the RFP and I do not feel confident that they would be able to effectively execute this project.

I recommend that the contract for the design work for the HVAC upgrades at the Museum and MSC be awarded to KGS Group.

Respectfully Submitted



Adam Mitchell

Asset Management Coordinator

H:\Public Works\Facilities\Museum\RFP 19-OF-09 Report to Travis.docx



Administration & Finance Division

To: Mayor and Council

From: Jordan Forbes, Human Resources Manager

Date: September 9, 2019

Subject: Strategic Planning Process

Hi All,

As you are aware, we will be proceeding forward with our Strategic Planning process. We have targeted the week of October 7-11 for a strategic planning retreat with Senior Management and Members of Council.

The session will start on October 7 at Sunny Cove at 9AM and will run until 4PM.

After this session, in subsequent days, we will hold a number of additional sessions including:

- i. An evening or afternoon session to get input from Town Managers (extended group), Council members, committees of council (those members of committees who are not on council), and community partners (e.g. RRDSSAB, RRFDC, other public sector partners). We will work on much of the same information as at the retreat, but at a less granular level than with Council and Senior Management.
- ii. Community session. One public session will be held to gain input from the public in regards to what we are working on.
- iii. Review of draft plan, Senior Management, Council and the Economic Development Advisory Committee will be provided with an opportunity to have input into the planning document. After this occurs, Council and Senior Management will hold a final meeting to go over the document, and finalize the implementation plan.

I have attached a copy of the proposed methodology to give you a better idea of the exercise we will be undertaking.

In addition, later this month, we will be circulating a workbook to help Councillors and other participants focus their ideas related to strategic planning.

Feel free to contact me with any questions you may have, I will be happy to address them, and work with Council to ensure that this plan reflects a strategic direction that accurately represents its wishes.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jordan Forbes".

Jordan Forbes
Human Resources Manager

Strategic Plan - Methodology

DRAFT



September, 2019

1.0 Purpose of this Plan

Strategic Planning is essential to the success of any organization. This planning exercise is intended to lead to a strategy that helps to:

- **Provide Clarity** – Focused, and guided decision making.
- **Ensure Coordination** – Everyone is working towards the same goals.
- **Improve Efficiency** – Daily decision making is guided by the Strategy.
- **Assist with adjustment to change** – If major changes are required, having an understanding of the current strategy is critical.
- **Direct capacity building** – Helps to direct capacity building, training, and talent management, towards strategy. This step increases the probability long term retention of talented employees, and ensures the organization can develop the resources needed to implement its strategy.
- **Ensure greater transparency and accountability.**

2.0 Methodology & Consultations

2.1 Consultation Sessions

A series of planning sessions & consultations will be conducted over the course of the strategic planning process.

1. Kick off Meeting with Senior Managers to plan out schedule and outline some preliminary ideas.
2. Retreat with Council and Managers 1-day at Sunny Cove.
 - Work on mission, vision, values
 - Brainstorming session related to objectives
 - Undertake environmental scan
 - Prioritization exercise related to objectives.
3. Engagement with community partners and committees – 1 afternoon or evening session in Council Chambers.
 - Broader Town Manager group (Superintendents included)
 - Council members
 - Committees of Council – BIA, EDAC etc. (non-council members)
 - FFPC
 - RRFDC
 - RRDSSAB
 - Fort Frances Chamber
 - Consider invitations to: Riverside, RRDSB, TNCDSB, Seven Generations, Advisory Services, Chiefs from Couchiching, Nigigoonsiminikaaning, Naicatchewenin, Mitaanjigamiing (Agency One communities).
4. Public Consultation session.
5. Presentation of draft plan for review by EDAC, Council and Senior Managers.
6. Final meeting with council to complete draft final of Strategic Plan and Implementation plan.

2.2 Methodology

The methodology utilized focuses upon finding answers to key questions. During the sessions participants will be asked to brainstorm ideas for the following:

1. Who are we?
2. Where do we want to be?
3. What may change?

4. What is our advantage?
5. How can we compete?
6. What should we do?
7. How are we to measure success?

Each of these questions corresponds with a key component of the planning process:

1. Who are we? – Establish, Mission, Vision, Values.
2. Where do we want to be? – Develop Objectives.
3. What may change? – Analyze the Environment.
4. What is our advantage? – Identify competitive advantage.
5. How can we compete? – Determine the competitive position.
6. What should we do? – Implement the strategy.
7. How are we to measure success? – Evaluate the performance.

2.2.1 Establish Mission, Vision, Values:

Mission – A statement identifying the purpose of the organization and the value it creates for customers / stakeholders. Provides an answer to:

- Who are we?
 - What do we do?
 - Why are we here?
- **Vision** – Defines the organization's long term goals. Can be an aspirational statement. Provides an answer to:
 - Where are we going?
 - **Values** - Are the basic beliefs that govern individual and group behaviour in the organization. Provides an answer to:
 - How should we behave?

2.2.2 Develop Objectives

- The plan reviews short term objectives (during the term of the plan) to move towards realizing what was outlined in the Mission, Vision, Values.
- Objectives are an expression in measurable terms of what an organization intends to achieve.
- Objectives can be hard or soft.
 - Hard goals must be action oriented and specific (e.g. a business would increase profits by 10% from one year to the next).
 - Soft goals establish targets for the social conduct of the organization (e.g. maintaining respect for culture).

2.2.3 Analyze the Environment

A SWOT (Strength, Weakness, Opportunities, Threats) analysis will be conducted.

- Opportunities and threats focus on external factors.
 - Key items for review:
 - Economy
 - Socio-Cultural Factors
 - Changing demographics.
- Strengths and weaknesses focus on the internal environment.

2.2.4 Identify Competitive Advantage

From the strengths identified, the competitive advantage can be determined, i.e. characteristics that enable the organization to achieve success relative to its competition.

- We reviewed:
 - Tangible Assets – (e.g. Land, inventory, buildings, location, cash, technology).
 - Intangible Assets – (e.g. Human Capital, reputation, goodwill, trust)
 - Capabilities – a combination of processes and capabilities that represent the organization's capacity to exploit resources to achieve a desired result.
 - Capabilities are valuable (they help generate value / reduce cost)
 - They are rare (competitors don't have them).

- They inimitable (can't be easily copied by competitors).
- They can't be replaced by other substitutions.

2.2.5 Determine the Competitive Position

Typically, strategies can be defined into one of five generic competitive strategies:

1. Low cost provider strategy – Offer lower prices than competitors, compete for a broad range of customers. Example - Wal-Mart.
2. Broad differentiation strategy – Specialized products that are different from competitors, but appeal to a broad range of consumers. Example – McDonald's.
3. Best cost provider strategy: Offering a low cost product or service but with upscale differentiation. Targets fewer customers, but higher loyalty, and higher prices. Example – Applebee's, Chili's.
4. Focused or market niche strategy based on lower cost – Offers a niche product for a low cost. Example – Red Lobster.
5. Focused or market niche strategy based on differentiation – Offers a differentiated niche product customized to the tastes and requirements of a narrow market segment. Many small businesses choose this strategy, as do high end luxury products. Example – Ferrari.

2.2.6 Implementation of the Strategy

Who are the best people to implement the strategy?

- Upon completion of the plan, managers will develop an implementation framework that will form a starting point to begin to implement the strategy. As new strategy emerges from changes in the environment, and as a result of implementing this strategy, the document should be updated to reflect this. It will never be a static document; it should be updated as often as needed. Key stakeholders should be consulted on a regular basis regarding the plan.
- Implementation will be an ongoing component.

2.2.7 How Results will be measured

- Determine key performance indicators e.g.
 - Achievement of key objectives.
 - Evidence of job creation, economic growth in community.
 - Increase in assessment value within community.
 - Review of deliverables.

- Training, development, talent management occurring within the Corporation.
- Generation of revenue from programs.
- Increased participation in community programming, continuing to add users.
- Maintaining a strong financial position.
- Ensure that all initiatives undertaken correspond with values.
- Regular communication with key stakeholders.



FIRE & RESCUE SERVICE

"PRIDE & HONOUR"

Leadership - Commitment - Empower - Engage - Succeed - Continual Improvement



JULY 2019 REPORT FROM: TYLER MOFFITT – FIRE CHIEF/CEMC

Total Hours: Incidents; Training; Public Education; and Public Service	Training Sessions:	Public Ed & Prevention; Public Events; Public Service:	Fire Safety Standards Enforcement Inspections / Re-inspections for 2019:	Fire Drills	EMS Calls:	Fire Calls:	Fire Loss estimated values in Dollars:
30.3	3	1	7	0	6	2	0
Alarm Calls:	MVC Calls:	Ice / Water Calls:	(CO) Carbon Monoxide / Gas Leak Calls:	Hazmat Calls:	Mutual Aid Calls:	Other Calls:	Tickets Issued:
6	2	0	6	0	0	7	0

TEAM MEMBERS RESPONDED TO 29 EMERGENCY RESPONSE CALLS DURING JULY 2019.

Total Hours:

- **23.3 Hours** was spent on responding to emergency incidents.
- **1 Hour** was spent on public service and public education.
- **6 Hours** was spent on training.

Time of Day:

During this month, **55%** of our calls for service occurred on the Day Shift between 07:00 & 19:00 and **45%** of our calls for service occurred during the Night Shift between 19:00 & 07:00.

Fire Prevention Inspections / Re-inspections:

7 inspections / re-inspections were completed in July, which brings our total to **106** inspections / re-inspections completed since January 1st, of this year.

Fire Response Calls:

There were **2** Fire Response Calls:

- **1** was cooking related (no fire).
- **1** was an actual fire, which involve a riding lawnmower.

Emergency Medical Services (EMS) Response Calls: 6

MVC (Motor Vehicle Crashes): 2

(CO) Carbon Monoxide / Gas Leak Calls: 2 Actual CO (Carbon Monoxide) Calls and 4 False Calls.



FIRE & RESCUE SERVICE

"PRIDE & HONOUR"

Leadership - Commitment - Empower - Engage - Succeed - Continual Improvement



JULY 2019 REPORT FROM: TYLER MOFFITT – FIRE CHIEF/CEMC

Fire Alarms: 6 False Fire Alarm Calls.

Other Calls: There were 7 other calls for our service, which consisted of the following:

- 1 was for power lines down and arching.
- 1 was for our fulltime staff to be on stand-by at the fire hall for a Tornado Warning as per our Operational Guideline. In fact, our team members ended up responding to another call (1), which involved a branch that fell onto a powerline and was sparking.
- 1 was for a powerline transformer issue.
- 1 was for a child stuck in an infant's swing at Pithers Point Park.
- 1 was to address a possible fire-works complaint.
- 1 was for an actual train derailment.

Training:

Training consisted of three separate 2-hour training sessions.

Public Fire Safety Education / Public Events / Public Service / Community Spirit / Highlights:

Weekly Fire & Life Safety Tips continue to be published in the Thursday edition of the Fort Frances Bulletin, as well as on our towns official Facebook Page.

As well, members of our team attended the annual July 1st Parade.



Sparky enjoying the July 1st Parade

To: Administration & Finance Executive Committee
From: Tyler Moffitt, Fire Chief/CEMC
Date: August 12, 2019
Subject: **Information Report:** Failed High-Volume Fire Hose

Background

On July 29, 2019 at Fire Practice, our personnel were testing our high-volume fire hose, which supplies water from the fire hydrants; 7 lengths failed when tested with our fire hose tester machine.

These 7 lengths of failed high-volume fire hose are classified as scrap now; I have ordered 4 lengths of high-volume fire hose, which will be an adequate amount for this year.

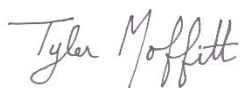
Please see the following below regarding our town's procurement policy:

Procurement Policy 1.12, 4.0 PROCUREMENT PROCEDURES

E. Emergency Purchases

i) Where an emergency exists requiring the immediate procurement of goods, services or construction, a Division Manager may purchase the required goods, services or construction by the most expedient and economical means notwithstanding any other provision of this policy.

Respectfully submitted,



Tyler Moffitt
Fire Chief/CEMC
Fort Frances Fire & Rescue Service

TOWN OF FORT FRANCES
General Fund (Operating) Summary
For the Seven Months Ending Wednesday, July 31, 2019

	Actual	Budget	Variance	% Variance
CORPORATE				
Municipal Tax Levy	(\$11,015,566.17)	(\$11,015,565.00)	\$1.17	100.00%
Education Tax Levy	(1,520,543.25)	(1,527,297.00)	(6,753.75)	99.56%
W/O Municipal	66,430.48	113,070.00	46,639.52	58.75%
W/O Education	43,316.36	21,007.00	(22,309.36)	206.20%
OMPF	(2,520,842.00)	(3,363,500.00)	(842,658.00)	74.95%
Payments-in-Lieu	(72,106.54)	(816,367.00)	(744,260.46)	8.83%
Mayor & Council	207,097.21	552,621.00	345,523.79	37.48%
Contribution to Reserves & Reserve Funds	-	1,550,917.00	1,550,917.00	0.00%
Long Term Debt	200,364.09	397,821.00	197,456.91	50.37%
Election	(100.00)	-	100.00	0.00%
Riverside Health Care/Dr Recruitment	68,000.00	68,000.00	-	100.00%
Clinic Financing Interest	-	6,000.00	6,000.00	0.00%
RR DSSAB	1,173,337.86	1,956,182.00	782,844.14	59.98%
Northwestern Health Unit	251,969.52	377,954.00	125,984.48	66.67%
Economic Development	90,228.53	168,068.00	77,839.47	53.69%
Travel Information Centre	5,814.01	4,006.00	(1,808.01)	145.13%
Solar Panel Project	(6,549.52)	(21,499.00)	(14,949.48)	30.46%
English Public School Board	638,542.99	1,259,780.00	621,237.01	50.69%
English Separate School Board	123,255.26	242,809.00	119,553.74	50.76%
French Public School Board	465.40	931.00	465.60	49.99%
French Separate School Board	1,385.17	2,770.00	1,384.83	50.01%
Total Corporate	(12,265,500.60)	(10,022,292.00)	2,243,208.60	122.38%
ADMINISTRATION AND FINANCE				
Other Unassigned Revenue	(163,939.38)	(337,093.00)	(173,153.62)	48.63%
Administration	160,767.77	312,047.00	151,279.23	51.52%
Admin Vehicle	1,313.13	3,864.00	2,550.87	33.98%
Municipal Buildings	3,988.28	6,410.00	2,421.72	62.22%
HR Department	48,638.69	83,000.00	34,361.31	58.60%
Clerk	105,562.35	211,029.00	105,466.65	50.02%
Treasury	238,390.33	372,057.00	133,666.67	64.07%
FFPC Administration	71,400.17	147,892.00	76,491.83	48.28%
IT Department	99,208.97	232,446.00	133,237.03	42.68%
Total Administration and Finance	565,330.31	1,031,652.00	466,321.69	54.80%
EMERGENCY SERVICES				
Emergency Services	545,260.24	1,034,747.00	489,486.76	52.70%
Emergency Measures	5,620.39	18,580.00	12,959.61	30.25%
911 Service	11,077.10	8,120.00	(2,957.10)	136.42%
Police Revenue	(16,566.95)	(22,800.00)	(6,233.05)	72.66%
Police Services Board	6,672.24	21,101.00	14,428.76	31.62%
Police Administration	1,431,195.59	2,306,656.00	875,460.41	62.05%
Total Emergency Services	1,983,258.61	3,366,404.00	1,383,145.39	58.91%
COMMUNITY SERVICES				
Sister Kennedy Centre	26,287.42	54,132.00	27,844.58	48.56%
Fort Frances Children's Complex	(7,396.35)	18,070.00	25,466.35	(40.93%)
Best Start Hub	(40,168.93)	-	40,168.93	0.00%
Day Care Resource Teachers	(28,060.39)	-	28,060.39	0.00%
Handi-Transit System	101,762.48	105,049.00	3,286.52	96.87%
Townshend Theatre	(8,434.36)	-	8,434.36	0.00%

TOWN OF FORT FRANCES
General Fund (Operating) Summary
For the Seven Months Ending Wednesday, July 31, 2019

	Actual	Budget	Variance	% Variance
Recreation Facilities	401,127.53	822,077.00	420,949.47	48.79%
Recreation Programs	19,848.61	154,502.00	134,653.39	12.85%
Community Services	61,218.85	141,996.00	80,777.15	43.11%
Sunny Cove Camp	9,373.55	29,765.00	20,391.45	31.49%
Fort Frances Public Library	306,145.06	497,448.00	191,302.94	61.54%
Museum	99,495.19	172,825.00	73,329.81	57.57%
Waterfront Development/Marina	14,120.07	38,703.00	24,582.93	36.48%
Total Community Services	955,318.73	2,034,567.00	1,079,248.27	46.95%

OPERATIONS AND FACILITIES

PW Administration	(175,590.39)	(230,693.00)	(55,102.61)	76.11%
PW Buildings & Yards	60,618.91	132,757.00	72,138.09	45.66%
Municipal Roads	829,077.84	1,507,015.00	677,937.16	55.01%
Public Parking Lots	6,899.42	16,867.00	9,967.58	40.90%
Sidewalks	96,879.56	143,123.00	46,243.44	67.69%
Private Works Charges	2,700.26	28,504.00	25,803.74	9.47%
Private Crossing Charges	23,155.48	32,654.00	9,498.52	70.91%
PW Vehicles	151,136.36	222,479.00	71,342.64	67.93%
PW Equipment	133,239.36	250,638.00	117,398.64	53.16%
PW Stores	51,414.98	75,501.00	24,086.02	68.10%
Traffic Signal Maintenance	5,500.77	11,135.00	5,634.23	49.40%
Streetlight Maintenance	31,744.22	109,710.00	77,965.78	28.93%
Garbage Collection	(101,749.06)	(230,431.00)	(128,681.94)	44.16%
Recycling Services	95,360.35	230,767.00	135,406.65	41.32%
Sanitary Landfill	(140,645.45)	(336.00)	140,309.45	41858.76%
Engineering	22,351.72	34,157.00	11,805.28	65.44%
Airport	(12,410.42)	(3,357.00)	9,053.42	369.69%
Airport Building Maintenance	29,919.15	45,856.00	15,936.85	65.25%
Airport Grounds Maintenance	44,520.30	59,323.00	14,802.70	75.05%
Parks & Cemeteries Maintenance	98,450.93	179,668.00	81,217.07	54.80%
Fort Frances Cemetery	49,241.49	142,012.00	92,770.51	34.67%
Riverview Cemetery	94,118.58	189,839.00	95,720.42	49.58%
Point Park	18,504.73	24,084.00	5,579.27	76.83%
Parks - Outdoor Facilities	152,918.84	269,707.00	116,788.16	56.70%
RLSquare	1,890.38	13,555.00	11,664.62	13.95%
Lions Millennium Park	1,981.86	12,995.00	11,013.14	15.25%
Total Operations and Facilities	1,571,230.17	3,267,529.00	1,696,298.83	48.09%

PLANNING AND DEVELOPMENT

Civic Centre	39,509.32	111,804.00	72,294.68	35.34%
By-Law Enforcement	71,946.33	145,491.00	73,544.67	49.45%
Animal Shelter	3,101.92	11,103.00	8,001.08	27.94%
Building Official	(64,194.36)	(1,481.00)	62,713.36	4334.53%
Planning & Zoning	(1,359.06)	55,223.00	56,582.06	(2.46%)
Total Planning and Development	49,004.15	322,140.00	273,135.85	15.21%
Sub-Total General Fund (Operating)	(7,141,358.63)	-	7,141,358.63	0.00%
TOTAL BUDGET- Revenue	(18,687,596.86)	(23,152,976.00)	(4,465,379.14)	80.71%
TOTAL BUDGET- Expenditures	11,546,238.23	23,152,976.00	11,606,737.77	49.87%
	(7,141,358.63)	-	7,141,358.63	0.00%

TOWN OF FORT FRANCES
Water and Sewer Fund (Operating) Summary
For the Seven Months Ending Wednesday, July 31, 2019

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>% Variance</u>
Water and Sewer Fund				
WATER				
Waterworks Administration	(\$915,702.02)	(\$742,535.00)	\$173,167.02	123.32%
Water Treatment Plant	320,123.30	624,178.00	304,054.70	51.29%
Water Storage Facility	17,661.44	118,357.00	100,695.56	14.92%
	<u>(577,917.28)</u>		<u>577,917.28</u>	<u>0.00%</u>
SEWER				
Sanitary Sewer Administration	(992,885.56)	(727,460.00)	265,425.56	136.49%
Sewage Treatment Plant	375,854.55	727,460.00	351,605.45	51.67%
	<u>(617,031.01)</u>		<u>617,031.01</u>	<u>0.00%</u>

Permit #	Municipal Address	Legal Description	Permit Value	Sq. Ft	Work Description	Building Code	Work Code	Issued Date
2019-0061	1341 EMO RD	PSM51 LOT 2 E PT LOT 1 PCL;10545	\$10,000.00	288.00 Sq. Ft	Construct a 12 x 24 addition of covered storage to the rear of the existing accessory building including additon of an overhead door in the rear of the existing building. New build to be post and beam with dirt floor	110	1,2,3	7/3/2019
2019-0062	416 SIXTH ST W	PSM140 PT LOT 9 PT LOT 10;PCL12568 & 15900	\$7,000.00	480.00 Sq. Ft	Lift existing garage, replace rotted sill, pour concrete knee wall, frame in SW corner including new OH door. Insultion and vapourbarrier of entire building. Installation of a Natural Gas Unit Heater.	110	1,2,3	7/9/2019
2019-0063	0 FRONT STREET	MCIRVINE RIVER RANGE PT LOTS;22 AND 23 RP 48R3001	\$0.00	0.00 Sq. Ft	Erect a Special Events tent for the 2019 Fort Frances Canadian Bass Championship.	560,562	1,12	7/14/2019
2019-0064	832 WILLIAMS AV	PARTS 3;TO 5 7 PCLS 25323 25324	\$350,000.00	0.00 Sq. Ft	Construct a new single detached dwelling	110	1	7/10/2019
2019-0065	528 SECOND ST E	PLAN M73 BLK 1 PLAN SM2 BLK;3 PLAN SM34 BLK 7 & 8	\$500,000.00	5,382.00 Sq. Ft	Convert 4 early years classrooms ito accomodate Childcare spaces. Renovate 4 classrooms to accomodate 4 early years classrooms. Some site work will be done to add a playground adn relocate a bus drop off area.	None	3	7/14/2019
2019-0066	749 THOMPSON ST	PLAN SM124 LOT 14 PCL 8596	\$1,500.00	0.00 Sq. Ft	Widen and heighten existing overhead door in existing garage	110	1,2,3	7/22/2019
2019-0067	427 SECOND ST E	PLAN SM165 LOT 2 & 3 PCL 2-2	\$29,700.00	0.00 Sq. Ft	Renovate main floor apartment including fire separation improvements. Remove front Porch clad front area with siding	310	3	7/23/2019
2019-0068	406 WILLIAMS AV	PLAN M69 BLK 2 LOT 15 E20 FT;LOT 14 PCL BLK 2-14-2,2-15-2	\$10,000.00	288.00 Sq. Ft	Construct a new 16' x 24' accessory use building	110	1,2,3	7/23/2019
2019-0069	906 PORTAGE AV N	MCIRVINE PT RANGE LOT 20 48R;2310 PART 2 PCL 24937	\$1,000.00	0.00 Sq. Ft	Demolish and remove from site existing single detached dwelling	110	None	7/24/2019
		PLAN SM58 LOT 15 16 PCL 15-4;& 15-3						

Permit #	Municipal Address	Legal Description	Permit Value	Sq. Ft	Work Description	Building Code	Work Code	Issued Date
2019-0071	613 SECOND ST W	PLAN SM166 LOT 17 PCL 18481	\$4,165.00	150.00 Sq. Ft	Construction of 6' by 25' deck on front of house	110	3	8/2/2019
2019-0072	1114 THIRD ST E	PLAN SM50 LOT 130 PCL 130-1	\$18,500.00	747.25 Sq. Ft	Lift house and replace rotting beams, pour new footings and insulate new walls of foundation	None	None	8/6/2019
2019-0073	821 MCIRVINE ROAD	RIVER RANGE PT LOT 41 PCL;5768 MCIRVINE TWP	\$3,000,000.00	9,624.00 Sq. Ft	Construct new single storey child care centre, , Note: The contractor will assume all risk in beginning construction of child care facility before finalization of Site Plan Control Agreement.	None	1	8/22/2019
2019-0074	1200 THIRD ST E	PLAN M91 LOT 31 PCL 31-3	\$1,600.00	198.00 Sq. Ft	Remove and replace existing front entrance covered deck, construct new floating back deck	110	3	8/15/2019
2019-0075	420 FIRST ST E	PLAN M69 BLK 2 LOT 27 PCL;BLK 2-27-1 PART OF BLK H PLAN SM 140;PLAN 48R1319	\$7,500.00	199.99 Sq. Ft	Construct new 10'x20' garage - slab on grade	None	None	8/20/2019
2019-0076	230 ELIZABETH ST W	PART 1 PCL BLK;H-4	\$30,000.00	720.00 Sq. Ft	Construct new 24' by 30' garage - slab on grade	None	None	8/23/2019
2019-0077	405 MINNIE AV	PSM129 LOT 3 PCL 10679	\$7,100.00	84.00 Sq. Ft	Remove and replace deck (8x10.5), install new footings under deck and porch	110	1,2,3	8/22/2019
2019-0078	520 SECOND ST W	PLAN SM 16 LOT 46 PCL 46-1	\$2,500.00	84.00 Sq. Ft	Construct 7' by 12' temporary platform on front steps as landing for temporary wheelchair lift	110	1,2,3	8/23/2019
2019-0079	1265 IDYLWILD DR	PLAN SM88 N1/2 LOT 11 DEED;3226	\$4,000.00	192.00 Sq. Ft	Construct new 12' by 16' shed	110	1,2,3	8/28/2019
2019-0080	1010 RIVER RD W	PLAN SM59 LOT 27 PCL 27-1	\$10,000.00	0.00 Sq. Ft	Excavate east/south/west install weeping tile and waterproofing membrane	110	1,2,3	8/30/2019