



# **TOWN OF KENTVILLE COUNCIL**

## **September 25, 2023**

### **AGENDA**

6:00 p.m.

- 1. CALL MEETING TO ORDER AND ROLL CALL**
- 2. APPROVAL OF THE AGENDA**
- 3. APPROVAL OF THE MINUTES**
  - (a) Council meeting minutes, July 31, 2023
  - (b) Special Council meeting minutes, September 7, 2023
- 4. BUSINESS ARISING FROM THE MINUTES / OLD BUSINESS**
  - (a) Reappointment of Audit Committee Members
  - (b) Renaming of Cornwallis Street: Names List Committee Recommendation
- 5. RECOMMENDATIONS AND REPORTS**
  - (a) Council Advisory Committee – Councillor Gillian Yorke
    - (1) Temporary Borrowing Resolution – Kentville Water Commission
    - (2) Temporary Borrowing Resolution – Withdrawal from Capital
    - (3) Municipal Planning Strategy Amendment
    - (4) Rezoning Application
    - (5) Deer Haven Green Space
    - (6) Tennis Facility
    - (7) Development Officer Appointment
    - (8) Sewer Budget – Operating
    - (9) Sewer Budget – Capital
    - (10) Temporary Borrowing Resolution – Sewer
  - (b) Councillors' and Mayor Reports
    - (1) Councillor Gerrard
      - a. Joint Fire Services Committee
      - b. Kings Point to Point Transit
      - c. Kentville Water Commission
      - d. Board of Police Commissioners
    - (2) Councillor Huntley
      - a. Kentville Water Commission
      - b. Kings Regional Emergency Management Organization

- c. Valley Regional Enterprise Network, Liaison and Oversight Committee
  - d. Diversity Kings
  - e. Annapolis Valley Physician Recruitment Board
- (3) Councillor Maxwell
  - a. Annapolis Valley Trails Coalition
  - b. Kentville Inclusion and Accessibility Advisory Committee
  - c. Student Bursary Selection Committee
- (4) Deputy Mayor Savage
  - a. Audit Committee
  - b. Investment Advisory Committee
  - c. Kentville Business Community Board
  - d. Kings Regional Sewer
  - e. Kings Regional Emergency Management Organization
- (5) Councillor Yorke
  - a. Source Water Advisory Committee
  - b. Board of Police Commissioners
  - c. Multi Purpose Facility Feasibility Study Committee
  - d. Kentville Inclusion and Accessibility Advisory Committee
  - e. Annapolis Valley Regional Library
- (6) Councillor Zebian
  - a. Joint Fire Services
  - b. Audit Committee
  - c. Kentville Water Commission
- (a) Mayor Sandra Snow
  - a. Intermunicipal Services Agreement Interim Board
  - b. Kentville Investment Advisory Committee
  - c. Audit Committee
  - d. Water Commission
  - e. Source Water Protection Advisory Committee

## **6. NEW BUSINESS**

- (a) Inclusion and Access Advisory Committee Member Appointment
- (b) Hurricane Lee Follow Up
- (c) Emergency Management Protocols

## **7. CORRESPONDENCE**

- (a) None.

## **8. PUBLIC COMMENTS**

## **9. IN CAMERA**

- (a) Personnel

## **10. ADJOURNMENT**





## TOWN OF KENTVILLE COUNCIL MEETING

### Meeting Minutes: July 31, 2023

Town Hall, 354 Main Street, Kentville Nova Scotia

This meeting was held in Town Hall and was livestreamed on YouTube.

#### 1. CALL TO ORDER AND ROLL CALL

Mayor Sandra Snow called the meeting to order at 6:00 p.m. and that all members of Council were present: Mayor Sandra Snow, Councillor Craig Gerrard, Councillor Paula Huntley, Councillor Cathy Maxwell, Councillor Cate Savage and Councillor Gillian Yorke and Councillor Andrew Zebian.

Staff in attendance included Acting Chief Administrative Officer Dave Bell, Solicitor Geoff Muttart, and Recording Secretary Jennifer West.

#### REGRETS

None.

#### DECLARATIONS OF CONFLICT OF INTEREST

Councillor Andrew Zebian, conflict with item 5.a.2. Centre Square Lease.

#### 2. APPROVAL OF THE AGENDA

- a. Approval of Agenda

Order changed to accommodate presentation by the town auditor.

It was moved by Deputy Mayor Cate Savage and Councillor Paula Huntley

**That the agenda of July 31, 2023 be approved.**

**MOTION CARRIED**

#### 3. APPROVAL OF THE MINUTES

- a. Council meeting held on June 26, 2023

# DRAFT

**It was moved that the minutes of the Council meeting on June 26, 2023 be approved.**

## **MOTION CARRIED**

b. Council meeting held on July 10, 2023

**It was moved that the minutes of the Council meeting on July 10, 2023 be approved.**

## **MOTION CARRIED**

### **4. PRESENTATION**

#### **(a) Audited Financial Statements**

Andy Forse, Auditor for the Town of Kentville, gave a presentation about the process of the annual audit of financial statements, and the new accounting practices in place for the audit process. He described a thorough level of examination, and how issues are categorized and brought forward. A small matter was identified relating to paying out of unused sick time.

*Report available*

#### **(b) Audit Committee Update**

Susan MacDougall and Jim Noonan, Audit Committee members representing residents of the Town of Kentville, described the Audit Committee structure and process, including changes to the audit process this year. Mr. Noonan described the financial indicators for municipalities in the province, and Town of Kentville has low risk.

*Report available*

### **5. RECOMMENDATIONS AND REPORTS**

#### **(a) Council Advisory Committee Reports**

##### **(1) Transportation Maintenance Requests**

At the July 10, 2023 meeting of Council Advisory Committee, Director Dave Bell reviewed the request by Council to obtain pricing for the repair or replace of the sidewalk along Cornwallis Street from Valley Tire to Exhibition Street. He asked for approval to withdraw \$42,000 from operating reserves to support this replacement.

*Report available*

Discussion

- Confirmation from the Director of Planning, Engineering and Public Works that there is no infrastructure beneath these sections of road or sidewalks.

It was moved by Deputy Mayor Cate Savage and Councillor Gillian Yorke

**That Council approve the repair and replacement work for the Cornwallis Street sidewalk,**

**And further the repair and replacement work for the Elm Street and further that \$42,000 be allocated for this work from the Kentville 2023-2024 Capital Investment Plan.**

**MOTION CARRIED**

*Councillors who voted in favour of this motion:*

*Gerrard, Huntley, Maxwell, Savage, Snow, Yorke and Zebian*

Councillor Zebian left his seat at 6:30pm due to a conflict of interest with the next agenda item.

**(2) Centre Square Lease**

At the July 10, 2023 meeting of Council Advisory Committee, Acting Development Officer Kirsten Duncan reviewed the request by a property owner for their three parking spaces to be released from the Centre Square Lease Agreement. This agreement outlines use of Centre Square for parking and is renewed every five years. Staff are confident that they can relocate and improve these accessible parking spaces to elsewhere in Centre Square.

*Report available*

It was moved by Deputy Mayor Cate Savage and Councillor Paula Huntley

**That Council approve the request of Mike's Clothing Ltd. to be released from the Centre Square lease agreement as per the attached report.**

**MOTION CARRIED**

*Councillors who voted in favour of this motion:*

*Gerrard, Huntley, Maxwell, Savage, Snow and Yorke*

Councillor Zebian returned to his seat at 6:31pm.

**(3) Housing Accelerator Fund**

At the July 10, 2023 meeting of Council Advisory Committee, Director Rachel Bedingfield reviewed the need for a housing initiative in Kentville and the preparation of a Housing Accelerator Fund grant to help address housing and homelessness. Without intervention, left unchecked to market forces, homelessness is forecasted to increase significantly in town.

*Report available*

It was moved by Deputy Mayor Cate Savage and Councillor Paula Huntley

**That Council support the development of a housing action plan for the Town of Kentville,**

**And further that Council support the town in applying to the Housing Accelerator Fund grant program to support the development and implementation of Kentville's Housing Action Plan.**

**MOTION CARRIED**

*Councillors who voted in favour of this motion:*

*Gerrard, Huntley, Maxwell, Savage, Snow, Yorke and Zebian*

**(4) Recreation Master Plan**

At the July 10, 2023 meeting of Council Advisory Committee, Director Rachel Bedingfield reviewed the proposed plan by an external group to develop a tennis facility near the Credit Union Recreation Centre. Town staff need to collect more information through a needs assessment to support this proposal. The proposed lot of land would first need to be surveyed and appraised. Director Bedingfield clarified that this type of facility was not included in the regional assessment for a recreation facility.

*Report available*

Discussion

- Some members had concerns that a needs assessment could delay this opportunity.

It was moved by Deputy Mayor Cate Savage and Councillor Gillian Yorke

**That Council direct the CAO to complete a needs assessment for the Parks and Recreation Master Plan, which will include a needs assessment for a tennis facility.**

**MOTION CARRIED**

*Councillors who voted in favour of this motion:*

*Gerrard, Maxwell, Savage, Snow, and Yorke*

*Councillors who voted against this motion:*

*Huntley and Zebian*

**(5) Names List Committee**

At the July 10, 2023 meeting of Council Advisory Committee, CAO Troke reviewed the Municipal Asset Naming and Renaming Policy, which will be supported by a Names List committee. Three names were brought to Council to be appointed to this committee. Council members interested in sitting on this committee should contact the Deputy Clerk.

*Report available*

It was moved by Deputy Mayor Cate Savage and Councillor Gillian Yorke

**That Council appoint the following residents to the Kentville Names List Committee:**

**Mike Cameron**

**Carolyn Landry**

**Gerald MacPherson**

**MOTION CARRIED**

*Councillors who voted in favour of this motion:*

*Gerrard, Huntley, Maxwell, Savage, Snow, Yorke and Zebian*

It was moved by Deputy Mayor Cate Savage and Councillor Andrew Zebian

**That Council appoint the following elected officials to the Kentville Names List Committee:**

**Councillor Gillian Yorke**

**Councillor Cathy Maxwell**

**MOTION CARRIED**

*Councillors who voted in favour of this motion:*

*Gerrard, Huntley, Maxwell, Savage, Snow, Yorke and Zebian*

**(b) Councillors' and Mayor's Reports**

Reports were received and are part of the meeting record.

**(1) Councillor Craig Gerrard**

Highlights included meetings of the Kentville Volunteer Fire Department, Rezoning Application Public Hearing, Board of Police Commissioners, and Kentville Water Commission. Director Bell has been instructed to petition the UARB to cease application of fluoride into the Town's water supply.

*Report available for more information.*

**(2) Councillor Paula Huntley**

Highlights included meetings of the Kings Regional Emergency Management Organization, opening of the Kentville New Minas Dog park, and Shadow Minister for Seniors and the Shadow Minister for Health municipal meetings.

*Report available for more information.*

**(3) Councillor Cathy Maxwell**

*Council Meeting Minutes, July 31, 2023*

*Pending Approval*

*Page 5*

# DRAFT

Highlights included the public hearing for Rezoning Application, Special Council Meeting for the second reading of the Rezoning Application, meeting of the Heritage Committee and review of the West Hants Heritage Bylaw, the opening of the Kentville New Minas Dog Park, and the Kentville Mural Festival.

*Report available for more information.*

## **(4) Deputy Mayor Cate Savage**

Highlights included the Kentville Business Community, Public Hearing for the Rezoning Application for MacDougall Heights, Special Council Meeting for the Rezoning Application for MacDougall Heights, Investment Advisory Committee and the Regional Emergency Management Organization and the Vulnerable Person Registry.

*Report available for more information.*

## **(5) Councillor Gillian Yorke**

Highlights included a reminder that August 1 is Emancipation Day, Board of Police Commissioners meetings, retirement of Chief of Police Jim Butler, strategic planning of the Board of Police, and planning to attend the Canadian Association of Police Governance conference, Special Council Meeting for the Rezoning Application, the Kentville Mural Festival and the Canada Cup National Mountain Bike event.

*Report available for more information.*

## **(6) Councillor Andrew Zebian**

Highlights included the Kentville Volunteer Fire Department meeting, Kentville Heritage Committee meeting regarding criteria for classifying a heritage property, and the Audit Committee meeting. The priority of the committee is the development of a bylaw.

*Report available for more information.*

## **(c) Mayor Sandra Snow**

The mayor reported on her activities this month with highlights including Kings County Academy grade 8 graduation, tour of the regional sewer plant, opening of the Kentville New Minas Dog Park, Special Olympics Opening Ceremonies featuring medals won by Kentville resident Philip Brown, municipal meetings with the Shadow Ministers of Seniors and of Health, tour of the Atlantic Poultry Hatchery, training at Town Hall for How To Be an Ally, Olympic qualifying Canada Cup Mountain Bike events during flooding in other parts of the province, retirement of Dr. Rickets at Acadia University.

*Report available for more information.*

## **6. NEW BUSINESS**

### **a. Recommendations from Audit Committee**

Mayor Snow reviewed the audit process, the Audit Committee structure and governance. The unqualified audit was prepared in accordance with appropriate recommendations and practices. Mayor Snow described the “Management Letter” which is a document that should be provided to the Audit Committee each year.

*Report available*

Discussion

- Concerns raised about sharing the management letter with Council, and the transparency of listing any legal disputes that the Town is involved in.
- Concerns about listing a category as “General Government Services” which is legal services, which could be misleading.

It was moved by Deputy Mayor Cate Savage and Councillor Paula Huntley

**Council Advisory Committee recommends**

**That Council accept the 2022-2023 audit report and documentation as presented.**

### **MOTION CARRIED**

*Councillors who voted in favour of this motion:*

*Gerrard, Huntley, Maxwell, Savage, Snow and Yorke*

*Councillors who voted against this motion:*

*Zebian*

It was moved by Deputy mayor Cate Savage and Councillor Paula Huntley

**That Council reappoint the firm of Kent and Duffett chartered professional accountants to provide audit services for the year 2023-2024.**

### **MOTION CARRIED**

*Councillors who voted in favour of this motion:*

*Huntley, Gerrard, Maxwell, Savage, Snow, Yorke and Zebian*

Discussion

- Concerns were raised about the length of term for membership on this and other committees.
- Point of Order from Deputy Mayor Savage to Councillor Zebian regarding a statement that some members of committees are removed if they are not “liked”.

## *DRAFT*

- Point of Order from Mayor Sandra Snow to Councillor Zebian regarding a statement of Ms. MacDougall's reappointment.

It was moved by Deputy Mayor Cate Savage and Councillor Paula Huntley

**That Council appoint the following citizen community members to the 2023-2024: Ms. Susan MacDougall and Mr. Jim Noonan.**

**MOTION WITHDRAWN**

- This motion for appointment will go to Council Advisory Committee in September.

### **7. CORRESPONDENCE**

a. None.

### **8. PUBLIC COMMENTS**

a. **Sharon Kehoe, 29 Alicia Blvd**

Ms. Kehoe raised concerns over legal costs for the year.

### **9. ADJOURNMENT**

It was moved

**That the July 31, 2023 meeting of Council adjourned at 7:50 p.m.**

**MOTION CARRIED**

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Approved by CAO and Clerk Dan Troke



DRAFT



## TOWN OF KENTVILLE COUNCIL MEETING

Meeting Minutes: September 7, 2023

Town Hall, 354 Main Street, Kentville Nova Scotia

This meeting was held in Town Hall.

### 1. CALL TO ORDER AND ROLL CALL

Mayor Sandra Snow called the meeting to order at 9:33 a.m. and that all members of Council were present: Mayor Sandra Snow, Councillor Craig Gerrard, Councillor Paula Huntley, Councillor Cathy Maxwell, Councillor Cate Savage and Councillor Gillian Yorke and Councillor Andrew Zebian.

Staff in attendance included Chief Administrative Officer Dan Troke and Recording Secretary Jennifer West.

### REGRETS

None.

### DECLARATIONS OF CONFLICT OF INTEREST

None.

### 2. APPROVAL OF THE AGENDA

#### a. Approval of Agenda

It was moved by Councillor Paula Huntley and Councillor Gillian Yorke

**That the agenda of September 7, 2023 be approved.**

**MOTION CARRIED**

### 3. IN CAMERA - Personnel

It was moved by Councillor Gillian Yorke and Councillor Paula Huntley

# DRAFT

**That Council move into a closed session at 9:34 a.m. to discuss a personnel matter.**

## **MOTION CARRIED**

*Councillors who voted in favour of this motion:*

*Gerrard, Huntley, Maxwell, Savage, Snow, Yorke and Zebian*

It was moved by Councillor Paula Huntley and Councillor Gillian Yorke

**That Council retire from the closed session and return to open session at 10:45 a.m.**

## **MOTION CARRIED**

*Councillors who voted in favour of this motion:*

*Gerrard, Huntley, Maxwell, Savage, Snow, Yorke, Zebian*

It was moved by Councillor Gillian Yorke and Councillor Paula Huntley

**That Council appoint the CAO selection Committee.**

## **MOTION CARRIED**

*Councillors who voted in favour of this motion:*

*Gerrard, Huntley, Savage, Snow, Yorke*

*Councillors who voted against this motion:*

*Zebian*

*Councillors who abstained from voting:*

*Maxwell*

## **9. ADJOURNMENT**

It was moved

**That the September 7, 2023 meeting of Council adjourned at 10:52 a.m.**

## **MOTION CARRIED**

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Approved by CAO and Clerk Dan Troke

22 September 2023

Mayor  
Sandra Snow  
354 Main Street  
Kentville, NS  
B4N 1K6

902-679-2502  
902-599-1317 (C)  
ssnow@kentville.ca

## **RE: TOWN OF KENTVILLE AUDIT COMMITTEE RECOMMENDATIONS**

The Town of Kentville audit was conducted by the firm of Kent and Duffett Chartered Professional Accountants during the months of June and July 2023. The Audit Committee made three recommendations to council at the July 31, 2023 meeting of council. Two of the recommendations were approved. The third recommendation with regards to the appointment of citizens appointees was withdrawn.

The question was on the term limits set out in the policy and the recommendation of Ms Susan MacDougall (voting) who was appointed in July 2018. The committee maintains its recommendation to council for approval of the citizen appointees. Ms MacDougall has been a keen and highly knowledgeable contributing member of the audit committee and to maintain continuity, it is requested that council vote in favour of extending her term on the committee.

The Audit Committee recommendation is as follows:

- it is recommended **that the council appoint the following citizen committee voting members to the 2023/2024 Audit Committee** as per G57 Committees of Council Policy:
  - **Ms Susan MacDougall; and**
  - **Mr Jim Noonan.**



Sandra Snow  
Mayor

**TO:** Council

**SUBMITTED BY:** Names List Committee

**DATE:** September 11, 2023

**SUBJECT:** Names List Committee Action Items

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### **ORIGIN**

The Town of Kentville Names List met for the first time on August 30, 2023. The committee discussed the following:

- the Municipal Asset Naming and Renaming Policy
- the process of public engagement for the renaming of Cornwallis Street
- the proposed new name for Cornwallis Street

The committee also discussed the naming of the Kentville New Minas Dog Park. Members discussed names on the names list and recommend that staff approach New Minas with the recommendation of the name Kitpu (eagle) for this park, however this process of naming the facility does not follow the Naming and Renaming Policy.

### **DISCUSSION**

#### **Revision of the Municipal Asset Naming and Renaming Policy**

During the public engagement process, feedback was received that the word Master should not be used in this policy. There is some discussion that the use of the word Master in some instances has a reference to slavery, and power over others. Committee members support the removal of the name Master, in terms of a master list of names, from the Municipal Asset Naming and Renaming Policy.

#### **The process of public engagement for the renaming of Cornwallis Street**

Staff provided the committee with a review of the public engagement process for the renaming of Cornwallis Street, it is attached to this report for Council's information. Committee members were satisfied that the process adhered to the Naming and Renaming Policy.

#### **Renaming of Cornwallis Street**

Following the recommendations from public engagement, the Committee recommends renaming Cornwallis Street "Bridge Street". Additional names brought forward by residents form the Town of Kentville's Names List (Appendix A), which can be used by developers to name streets and other municipal assets. Committee members support the creation of a Names List for the Town and that this list be managed by the Planning Technician.

#### **Kentville New Minas Dog Park**

Although committee members offered a suggestion for the name of this facility, the process for naming a facility is as follows:

- Advertise that we are seeking name suggestions for the dog park
- Receive name suggestions over a 3-month period
- Create a recommendation report for the Names List Committee

### **POLICY IMPLICATIONS**

None.

**BUDGET IMPLICATION**

Not available at this time.

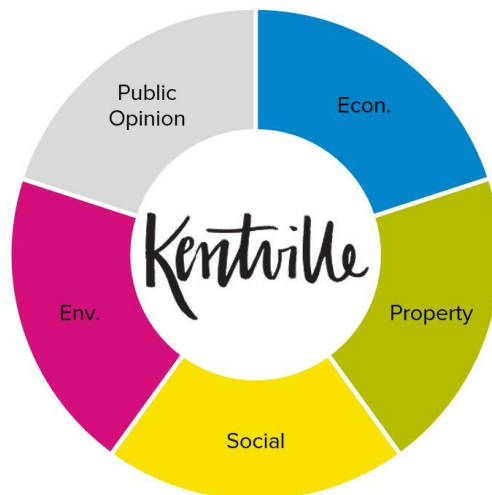
**ATTACHMENTS**

Appendix A, Names List

**RECOMMENDATIONS**

- That Council direct the CAO to revise the Municipal Asset Naming and Renaming Policy by removing the word Master.
- That Cornwallis Street be renamed Bridge as determined public engagement.
- That the proposed names list, including Harmony, be the Town of Kentville Names List, and that the list be maintained by the Planning Technician.

Town of Kentville Decision Wheel:



## Appendix A

### Town of Kentville Names List:

Unison	Reflection
Deer (too similar to Deer Haven)	Tidal
Friendship	Kitpu (eagle) (GIT-poo)
Dayliner	Welcome
Wildcats	Unity
Spike	Carriage Way
Harvest	Obsitquetchk (place of the ford)
Cardinal	Half Acre
Jijuktu'kwejk (gee-gee-WOK-tok)	Coyote
Honey Crisp	Honey bee
Penooek (place name) (bah-nook)	Garden
Apple (too similar to Apple Tree)	Wildflower
Jade	Wildberry
Drake	Fundy
Phoenix	Riverside
Kentville	Crow
Apple Blossom (too similar to Blossom)	Heritage
Rocky Road	Druid
Kodiak	Abenaki (people) (ah-ben-AH-gi)
Marsh	Acadian (too similar to Acadia)
Woodsboro	Faithful
Valley	Harmony

September 2023  
To be updated annually



## **COUNCIL ADVISORY COMMITTEE**

### **Recommendation to Council**

#### **Temporary Borrowing Resolution, Kentville Water Commission Capital**

At the September 11, 2023 meeting of Council Advisory Committee, Director Matthews presented the report for the temporary borrowing resolution to support work along the Donald E. Hiltz Connector.

#### **Council Advisory Committee recommends**

**That Council approve the Temporary Borrowing Resolution for \$50,000 in support of the ICIP Donald E. Hiltz Connector.**

September 25, 2023

This recommendation is based on discussion and or reports which are attached.



# Memo

To: Dan Troke, CAO  
From: Wanda Matthews, Director of Finance  
Date: September 8, 2023  
Re: **Temporary Borrowing Resolution- Kentville Water Commission Capital 2023-2024**

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## **BACKGROUND**

The Department of Municipal Affairs and Housing requires a temporary borrowing resolution be approved by the Council for all planned capital expenditures to be financed through debt. After Council's authorization, the resolution and supporting schedule is submitted to the Minister, Department of Municipal Affairs and Housing for ministerial consent. Upon the Town's receipt of Ministerial consent short term financing can be utilized, as required, to support capital acquisitions for the Kentville Water Commission Capital Fund.

The Commission's Capital Investment Plan for 2023-2024 predicted borrowing of \$266,700; however, the ICIP – Donald Hiltz Connector Project's current fiscal year needs have changed resulting in a reduced borrowing requirement.

## **RECOMMENDATION**

I recommend to the Council Advisory Committee that it approves obtaining temporary borrowing for the amount noted below and recommends the related resolution to the next meeting of the Town Council for ratification.

ISSUE	PURPOSE	AMOUNT
TBR 2023-2024	ICIP – Donald Hiltz Connector	\$50,000



# MUNICIPAL COUNCIL OF THE

## Kentville Water Commission

### TEMPORARY BORROWING RESOLUTION

Amount: \$ 50,000

Purpose: ICIP Donald Hiltz Connector Road

**WHEREAS** Section 66 of the Municipal Government Act provides that the Council of the  
Kentville Water Commission, subject to the approval of the Minister  
of Municipal Affairs and Housing, may borrow to expend funds for a capital purpose as authorized by statute;

**WHEREAS** the Council of the Kentville Water Commission has  
adopted a capital budget for this fiscal year as required by Section 65 of the Municipal Government Act and are  
so authorized to expend funds for a capital purpose as identified in their capital budget; and

**WHEREAS** the Council of the Kentville Water Commission has  
determined to borrow for the purposes of ICIP Donald Hiltz Connector Road;

#### **BE IT THEREFORE RESOLVED**

**THAT** under the authority of Section 66 of the Municipal Government Act, the Council of the  
Kentville Water Commission borrow a sum or sums not exceeding  
Fifty Thousand Dollars (\$ 50,000) for the  
purpose set out above, subject to the approval of the Minister of Municipal Affairs and Housing;

**THAT** the sum be borrowed by the issue and sale of debentures of the Council of the  
Kentville Water Commission to such an amount as the Council deems  
necessary;

**THAT** the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act  
and that the Council borrow from time to time a sum or sums not exceeding  
Fifty Thousand Dollars (\$ 50,000) in total from  
any chartered bank or trust company doing business in Nova Scotia;

**THAT** the sum be borrowed for a period not exceeding Twelve (12) Months from the date of the  
approval of the Minister of Municipal Affairs and Housing of this resolution;

**THAT** the interest payable on the borrowing be paid at a rate to be agreed upon; and

**THAT** the amount borrowed be repaid from the proceeds of the debentures when sold.

**THIS IS TO CERTIFY** that the foregoing is a true copy of a resolution read  
and duly passed at a meeting of the Council of the  
Kentville Water Commission  
held on the 25 day of September, 2023.

**GIVEN** under the hands of the Clerk and under the seal of the  
Kentville Water Commission  
this 26 day of September, 2023.

\_\_\_\_\_  
Clerk



## **COUNCIL ADVISORY COMMITTEE**

### **Recommendation to Council**

#### **Temporary Borrowing Resolution, Withdrawal from Capital**

At the September 11, 2023 meeting of Council Advisory Committee, Director Matthews presented the report for the temporary borrowing resolution to support various capital projects including Protective Services (building), Parks and Recreation (sport fields), Transportation (equipment, trails, streets and sewer).

#### **Council Advisory Committee recommends**

**That Council approve the temporary borrowing resolution for \$2,390,000 in support of schedule A capital projects.**

September 25, 2023

This recommendation is based on discussion and or reports which are attached.

# Memo

To: Dan Troke, CAO  
From: Wanda Matthews, Director of Finance  
Date: September 5, 2023  
Re: **Temporary Borrowing Resolution-Town of Kentville Capital 2023-2024**

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## **BACKGROUND**

The Department of Municipal Affairs and Housing requires a temporary borrowing resolution be approved by the Council for all planned capital expenditures to be financed through debt. After Council's authorization, the resolution and supporting schedule is submitted to the Minister, Department of Municipal Affairs and Housing for ministerial consent. Upon the Town's receipt of Ministerial consent short term financing can be utilized, as required, to support capital acquisitions for the Town of Kentville General Capital Fund.

The Town's Capital Investment Plan for 2023-2024 predicted borrowing of \$3,017,457; however, several projects' current fiscal year needs have changed resulting in a reduced borrowing requirement.

## **RECOMMENDATION**

I recommend to the Council Advisory Committee that it approves obtaining temporary borrowing for the amount noted below and recommends the related resolution to the next meeting of the Town Council for ratification.

ISSUE	PURPOSE	AMOUNT
TBR 2023-2024	Various capital projects	\$2,390,000

**MUNICIPAL COUNCIL OF THE**  
**Town of Kentville**  
**TEMPORARY BORROWING RESOLUTION**

Amount: \$ 2,390,000

Capital Projects: Detailed in Schedule "A"

**WHEREAS** Section 66 of the Municipal Government Act provides that the Council of the  
\_\_\_\_\_  
Town of Kentville \_\_\_\_\_, subject to the approval of the Minister  
of Municipal Affairs and Housing, may borrow to expend funds for a capital purpose as authorized by statute;

**WHEREAS** the Council of the \_\_\_\_\_ Town of Kentville \_\_\_\_\_ has  
adopted a capital budget for this fiscal year as required by Section 65 of the Municipal Government Act and are  
so authorized to expend funds for capital purposes as identified in their capital budget; and

**WHEREAS** the specific amounts and descriptions of the projects are contained in Schedule "A" (attached);

**BE IT THEREFORE RESOLVED**

**THAT** under the authority of Section 66 of the Municipal Government Act, the Council of the  
\_\_\_\_\_  
Town of Kentville \_\_\_\_\_ borrow a sum or sums not exceeding  
\_\_\_\_\_  
Two Million Three Hundred Ninety Thousand \_\_\_\_\_ Dollars (\$ 2,390,000 ) for the  
purpose set out above, subject to the approval of the Minister of Municipal Affairs and Housing;

**THAT** the sum be borrowed by the issue and sale of debentures of the Council of the  
\_\_\_\_\_  
Town of Kentville \_\_\_\_\_ to such an amount as the Council  
deems necessary;

**THAT** the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act  
and that a sum or sums not exceeding \_\_\_\_\_ Two Million Three Hundred Ninety Thousand  
Dollars (\$ 2,390,000 ) in total be borrowed from time to time from any chartered bank or trust company  
doing business in Nova Scotia;

**THAT** the sum be borrowed for a period not exceeding Twelve (12) Months from the date of approval  
of the Minister of Municipal Affairs and Housing of this resolution;

**THAT** the interest payable on the borrowing be paid at a rate to be agreed upon; and

**THAT** the amount borrowed be repaid from the proceeds of the debentures when sold.

**THIS IS TO CERTIFY** that the foregoing is a true copy of a resolution read  
and duly passed at a meeting of the Council of the  
\_\_\_\_\_  
Town of Kentville \_\_\_\_\_  
held on the 25 day of September, 2023.

**GIVEN** under the hands of the Clerk and under the seal of the Council of the  
\_\_\_\_\_  
Town of Kentville \_\_\_\_\_  
this 26 day of September, 2023.

\_\_\_\_\_  
Clerk

**MUNICIPAL COUNCIL OF THE  
Town of Kentville  
TEMPORARY BORROWING RESOLUTION**

Amount: \$ 2,390,000

Capital Projects: Detailed in Schedule "A"

**SCHEDULE "A"  
CAPITAL PROJECTS**

		<b>Estimates \$</b>
<b>Heading / Category:</b> Protective Services		
<b>Item</b>	Building	25,000
<b>Item</b>		
<b>Item</b>		
<b>Item</b>		
<b>Heading Sub Total:</b>		<b>25,000</b>
<b>Heading / Category:</b> Parks and Recreation		
<b>Item</b>	Facilities- Sport Fields	500,000
<b>Item</b>		
<b>Item</b>		
<b>Item</b>		
<b>Heading Sub Total:</b>		<b>500,000</b>
<b>Heading / Category:</b> Transportation		
<b>Item</b>	Equipment	310,000
<b>Item</b>	Green Infrastructure- Trails	553,000
<b>Item</b>	Streets and Sidewalks	625,000
<b>Item</b>	Storm sewer	<b>377,000</b>
<b>Heading Sub Total:</b>		<b>1,865,000</b>
<b>Heading / Category:</b>		
<b>Item</b>		
<b>Item</b>		
<b>Item</b>		
<b>Item</b>		
<b>Heading Sub Total:</b>		<b>0</b>
<b>Heading / Category:</b>		
<b>Item</b>		
<b>Item</b>		
<b>Item</b>		
<b>Item</b>		
<b>Heading Sub Total:</b>		<b>0</b>
<b>Heading / Category:</b>		
<b>Item</b>		
<b>Item</b>		
<b>Item</b>		
<b>Item</b>		
<b>Heading Sub Total:</b>		<b>0</b>
<b>TOTAL REQUEST CONTAINED WITHIN THIS RESOLUTION</b>		<b>2,390,000</b>



# **COUNCIL ADVISORY COMMITTEE**

## **Recommendation to Council**

### **Municipal Planning Strategy Amendment**

At the September 11, 2023 meeting of Council Advisory Committee, Caroline Robertson from C+D Community Design is the Town's Planner and will be presenting reports and recommendations for the Town. Ms. Robertson reviewed options for Planning advisory committees and provided recommendations for updates to the municipal planning strategy.

#### **Council Advisory Committee recommends**

**That Council review of the proposed MPS policy recommendations and schedule a public participation meeting.**

September 25, 2023

This recommendation is based on discussion and or reports which are attached.



## Municipal Planning Strategy Amendment Application

Consultation of neighbouring governing bodies

Applicant: Town of Kentville, as required by Department of Municipal Affairs

Presented to: Town of Kentville, Council

Date: August 15<sup>th</sup>, 2023

Prepared by: Fuki Asai, Junior Planner (Reviewed & Approved by Caroline Robertson, CIP LPP)



**C+D** community  
design

## REPORT OVERVIEW

<b>Request</b>	<p>The existing Municipal Planning Strategy of the Town of Kentville does not comply with the Municipal Government Act. The province has made an amendment to the Municipal Government Act requiring that all Municipalities adopt planning documents and that the documents include policies on how they will engage with abutting municipalities when considering planning amendments.</p> <p>The Town of Kentville missed the deadline to meet this requirement and has been provided with an extension till fall 2023 to complete it.</p>
<b>Description</b>	<p><b>Engagement with Abutting Municipalities</b></p> <p>Municipal Government Act (MGA) Section 204A (1) requires engagement with abutting municipalities.</p> <p>To include this policy within the Town's Planning Documents, an amendment to the Municipal Planning Strategy (MPS) is required.,</p> <p><a href="#"><u>To determine the best recommendation for the Town of Kentville, our team compiled a document that reviewed other Nova Scotia Municipalities planning documents and compared the policies they adopted to meet the provincial requirements.</u></a></p> <p>In addition, our team worked with the Town of Kentville staff to identify abutting governing bodies as well as any shared resources or buildings,</p> <p>Council must now consider what policy would be the most suitable for the Town of Kentville to adopt.</p> <ol style="list-style-type: none"> <li>1. Who are the governing bodies surrounding the Town of Kentville that it would be essential to communicate planning matters with?</li> <li>2. Are there municipalities that border Kentville or that your government frequently collaborates with?</li> <li>3. Do you have any shared buildings, services, or resources? Is there a nearby reserve that should be included in planning matters?</li> <li>4. How much would you like to engage the other municipalities in planning matters?</li> <li>5. Would you want to notify them whenever a development agreement or planning amendment is considered within a certain distance of the municipal boundary or a shared asset? Or would you prefer only to engage them during Municipal Planning Strategy reviews and amendments?</li> </ol>
<b>Recommendation</b>	<p>Our team has developed several policy recommendations for Council to consider adopting into their Municipal Planning Strategy.</p> <ol style="list-style-type: none"> <li>1. It is recommended that Council consider adopting a policy that will support planning cooperation between the Town and the Municipality of Kings County. The Municipal Government Act permits municipalities to have shared Planning Advisory Committee and Authorities. As the Town currently does not have a Planning Advisory Committee this may be a good option to consider.</li> <li>2. The province offers a list of Statements of Interest to which Municipalities are expected to incorporate into their Planning Documents. One of these statements</li> </ol>



	<p>is to protect the quality of drinking water within municipal water supply watersheds. Working with the Municipality of Kings County to ensure that all watersheds are adequately protected would be an excellent use of this policy.</p> <p>3. We have prepared draft policy amendment outlining how abutting municipalities will be notified in the future.</p>
<b>Relevant Policies and Legislation</b>	<p>Municipal Government Act 214(1)(d) &amp; 204A(1)(2)(3)</p> <p>Municipal Planning Strategy Chapters 11 &amp; 15</p> <p>G62 Public Participation Policy (<a href="#">Policy will require revisions</a>)</p> <p>G64 Public Engagement and Participation at Council Meetings</p>
<b>Follow Up Action</b>	<p>The Municipal Government Act requires that Municipalities adopt a Public Participation Program Policy that outlines their public engagement process at the Planning Advisory Committee level when considering an amendment to their planning document. Section 214 (4) of MGA, Section 4 (d) of the Minimum Planning Requirements Regulations, “a statement of policy describing the procedures to be followed when reviewing a municipal planning strategy that must provide for public consultation and notice” s required.</p> <p>The Town of Kentville has policy G62 Public Participation Policy. As the Town does not have a Planning Advisory Committee, the requirements of this policy are completed at Council’s committee meetings.</p> <p>This application will require the following steps:</p> <ol style="list-style-type: none"> <li>1. <a href="#">Public Participation Program to consider the proposed amendments</a>.</li> <li>2. 1<sup>st</sup> Reading (Council)</li> <li>3. Public Hearing (Council)</li> <li>4. 2<sup>nd</sup> Reading (Council)</li> </ol>

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## Policy Regarding Municipal Cooperation

### The Proposal

Add new policies guiding cooperation with the abutting municipalities in part for Municipal Service (Chapter 11 in the MPS 2019) and Implementation (Chapter 15).

The Town of Kentville MPS will comply with Section 204A (1) from MGA by adding the proposed new policies.

### Proposed Policies:

#### **A) New Policy MS-2 (Chapter 11 –11.2.1)**

Council shall inform the Municipality of the County of Kings when improvements and/or major maintenance are planned for the water utility owned by the Town that extends into the County of Kings.

#### **B) Amend Existing Policy MS-5 (Chapter 11 –11.2.1)**

It shall be the intention of Council to work cooperatively with municipalities and other levels of government to promote the conservation, protection and management of groundwater resources through committees and authorities such as Kentville Water Commission, Kings Regional Sewer Committee, and Valley Regional Solid Waste-Resource Management Authority.

#### **C) Amend Existing Policy MS-15 (Chapter 11 -11.2.1.6)**

*It shall be the intention of Council to ~~request~~ support and encourage ~~that~~ the Municipality of the County of Kings to implement planning and land use control provisions that protect the quality of water supply from Lake McGee, consistent with the recommendations of the Kentville Water Commission Source Water Protection Plan (SWPP) for those lands in the County which are located within the Wellfield area.*

#### **D) New Policy IM-17 (Chapter 15 –15.11)**

Council shall notify the Municipality of the County of Kings when considering amendments to the Municipal Planning Strategy. This will include sending a copy of the Planner's report to their Council. If an amendment to the Municipal Planning Strategy, with a site-specific focus, is within 150 m from a shared boundary, then Council shall include a letter requesting feedback to the County of Kings Council and a copy of the Planner's report.

## Policy Analysis

A review of Municipal Planning Strategies from towns throughout Nova Scotia showed that most towns are cooperating with the abutting municipalities for shared municipal services (e.g., drinking water, sewage, etc.), protection of the quality of drinking water, and implementation of significant changes that may impact the abutting municipalities.

From these examples, we have proposed four policies: A and B are for cooperation of municipal services, C is for protecting the water quality, and D is a statement to cooperate when significant changes to planning are being considered within the Town.

### **Proposal Policy A)**

Add as new Policy MS-2 (Chapter 11, 11.2.1 -after current MS-1 in page 54)

Council shall inform the Municipality of the County of Kings when improvements and/or major maintenance are planned for the water utility owned by the Town that extends into the County of Kings.

Currently, the Town's Municipal Planning Strategy (MPS) lacks a statement on the cooperation with the Municipality of the County of Kings on the water service. The water service owned by the Town of Kentville extends into the County of Kings to the north and south. However, the policies in the MPS do not cover communication with the County; when improvements or maintenance are planned for the service, the residents of the County of Kings may be affected. To prevent conflicts between two municipalities, the Town shall be transparent about the plans for the water service.

This proposed policy will cover the cooperation and communication between the Town and the County. By being more transparent on the plans for the water services, the Councils and residents of the County will be updated on the condition of the infrastructure and any improvements as necessary.

Based on this proposed policy, the Town shall communicate with the County and refer to the County's opinion through letters and meetings through Kentville Water Commission. To incorporate the opinions from the County, this communication shall be done in the early stages of the planning process.

Once the draft plans on the maintenance or future water service plans are made, it shall be sent to the County for their review which can be done through the Kentville Water Commission. Comments from the Town will be considered on any relevant plans.

### **Proposal Policy B)**

Amend Existing Policy MS-5 (Chapter 11, 11.2.1 in page 57)

It shall be the intention of Council to work cooperatively with municipalities and other levels of government to promote conservation, protection, and management of groundwater resources through Kentville Water Commission, Kings Regional Sewer Committee, and Valley Regional Solid Waste-Resource Management Authority.

In the current Municipal Planning Strategy, there is the policy MS-5 stating:

“It shall be the intention of Council to work cooperatively with municipalities and other levels of government to promote conservation, protection and management of groundwater resources.”

However, this policy does not explain how the Town will work cooperatively with the municipalities. The Town has functioned in collaboration with the Kentville Water Commission, Kings Regional Sewer Committee, and Valley Regional Solid Waste-Resource Management Authority in the past. By adding the specific names of committees and authorities, the policy will become clearer on the positioning of the Town and the ways that the Town is operating the municipal services.

### **Proposal Policy C)**

#### **C) Amend Existing Policy MS-15 (Chapter 11 -11.2.1.6)**

***It shall be the intention of Council to ~~request support and encourage that~~ the Municipality of the County of Kings to implement planning and land use control provisions that protect the quality of water supply from Lake McGee, consistent with the recommendations of the Kentville Water Commission Source Water Protection Plan (SWPP) for those lands in the County which are located within the Wellfield area.***

The proposed amendment policy C is about protecting the water supply under 11.2.1.1 (page 54) of the Municipal Planning Strategy.

The water supply of the Town comes from McGee Lake, which is located outside of the town's boundary. In addition, there is a Source Water Protection Plan, which states the groundwater protection on the town's western side, the Wellfield area adjacent to the Town's boundary.

While these water sources are either in the County or overlapping the Town and the County's boundaries, there are no adopted policies in the Municipal Planning Strategy that states cooperation between the Town and the County to protect the water quality. Without cooperation, the water quality standards, and the level of water protection between the Town and the County may differ. When one has lower standards, the water quality will not be protected and is hard to maintain since the water pollution can flow through the ground into another. Additionally, by working together, the water quality will be protected more efficiently.

Based on this policy, the Town will support and encourage the County to protect the quality of their water supply. Since the primary water source is from the lake within the County's boundary, the Town cannot directly impact development around the lake. However, the surrounding environment may impact the water quality, such as forests and land uses; the Town shall support by monitoring developments and environmental changes that may impact the water quality. Because of this, by adding this policy to cooperate with the County, the water source will be adequately protected more efficiently.

### **Proposal Policy D)**

Add as new Policy IM-17 (Chapter 15, 15.11 -after current IM-16 in page 78)

#### **D) New Policy IM-17 (Chapter 15 –15.11)**

Council shall notify the Municipality of the County of Kings when considering amendments to the Municipal Planning Strategy. This will include sending a copy of the Planner's report to their Council. If an amendment to the Municipal Planning Strategy, with a site-specific focus, or a Development Agreement is being considered within 150 m of a shared boundary, then Council shall include a letter requesting feedback to the County of Kings Council and a copy of the Planner's report.

The Town is surrounded by the Municipality of County of Kings; significant developments within the Town boundary may impact the County of Kings. To prevent potential conflicts between the Town and the County, it is essential to provide notification of Municipal Planning Strategy amendments and provide the opportunity to incorporate the opinions of the Municipality of County of Kings' Councils and residents for Development Agreements or Municipal Planning Strategy Amendments within 150m of a shared boundary.

Examples of planning subjects that may impact the County are industrial and recreational developments. There is an opportunity to collaborate and connect recreational infrastructure between the two municipalities. Industrial uses may impact air and water quality within the County.

### **Recommendation**

It is recommended that Council adopt the proposed policy additions to adhere to the Municipal Government Act Requirements for engaging abutting Municipalities as we move through the amendment process. A policy amendment requires

## Public Participation Process Requirements

G62 Public Participation Policy (Planning) states below:

1. One Public Participation Meeting shall be held before placing the first notice for a public hearing for amendment of Planning documents, including Municipal Planning Strategy Amendments, concurrent Land Use By-Law amendments, and changes to the Subdivision By-law.
2. Advertise the date and time for the meeting and a description of the proposed amendment in the local newspaper once a week for two consecutive weeks—the first ad to appear at least fourteen clear days before the meeting.
3. A notice of the meeting will be posted at the Town Hall on or before the date of the first newspaper advertisement.
4. The meeting will be open to all members of the public and will allow the public to ask staff or Councillors questions and make a presentation to staff of no more than 10 minutes.
5. Information regarding the proposed amendments will be made available to the public at the Town Hall, which will include such things as staff reports, drafts of the proposed amendment and the submissions made by the applicant.

## **Policy Regarding Public Consultation in the Review Process of MPS**

### The Proposal

The Municipal Government Act requires that a Municipality adopt a policy to provide public consultation when reviewing their planning documents. This process is called the Public Participation Program.

The Current policy “Town of Kentville Policy Statement G62 Public Participation Policy (Planning) require that for any new Municipal Planning Strategy and concurrent Land Use by-Law approvals, or amendments thereto; or any new Subdivision By-Law, or amendment thereto, on Public Participation Meeting shall be held (before placing the first notice for a public hearing). The date and time for the meeting and a description of the proposed planning document shall be advertised in the local newspaper once a week for two consecutive weeks.

Should Council wish, an additional paragraph may be added to section 4.0 Procedures of the policy should the above changes be adopted into the Municipal Planning Strategy.

Proposed statement:

When a Public Participation Program is required, Council shall notify the Municipality of the County of Kings of the public meeting and send a copy of the Planner’s report to their Council. If a Public Participation Program has a site-specific focus and is within 150 m of a shared boundary, then Council shall request feedback from the County of Kings Council.



## Policy Examples

	Amherst	Annapolis Royal	Antigonish	Bridgewater	Digby	Lunenburg	Mahone Bay	New Glasgow
<b>Municipalities Cooperation</b>			X	X	X	X		
<b>Municipal Infrastructure</b>	X	X			X	X	X	X
<b>Environment Climate Change</b>		X			X			
<b>Residential</b>								
<b>Economic/Industrial</b>					X		X	
<b>Transportation</b>			X	X				
<b>Implementation</b>								

	Oxford	Port Hawkesbury	Stewiacke	Trenton	Truro	Wolfville	Yarmouth	Inter-Munic*
<b>Municipalities Cooperation</b>					X	X		
<b>Municipal Infrastructure</b>		X	X	X	X		X	X
<b>Environment Climate Change</b>		X			X	X	X	
<b>Residential</b>		X		X				
<b>Economic/Industrial</b>		X		X		X		
<b>Transportation</b>					X			
<b>Implementation</b>				X				
<b>Others</b>	X	X		X	X			X

\*Town of New Glasgow, Pictou, Stellarton, Trenton, and Westville have Inter-Municipal Planning Strategy.

\*MPS was not found for Town of Clark's Harbour, Mulgrave, and Shelburne.

\*There are no policy related to cooperation with abutting municipalities in the MPS for Town of Berwick, Lockeport, and Middleton

## Municipal Planning Strategies from Towns in NS

### *Policies related to cooperation with abutting municipalities.*

<a href="#">Town of Amherst</a>		Issued in 2005, amended in 2020
Municipal Service	<p>Municipal Service Policy MSW Corporation (MS-8) (page 29)</p> <p>"It shall be the intention of Council to continue to cooperate with the Municipality of the County of Cumberland regarding the protection of the North Tyndal Wellfield where appropriate."</p>	
<a href="#">Town of Annapolis Royal</a>		Issued in 2019
Provincial Interest	<p>(page 6)</p> <p>"Policies relating to encouraging the protection of the Town's source water supply, which is located outside of the Town in the adjacent Municipality, through municipal cooperation"</p>	
Part 7	<p>7. Environment and Conservation Areas Development (page 30)</p> <p>"Continue to co-operate with the Municipality of the County of Annapolis where the water supply is located."</p> <p>7.10</p> <p>"Council shall encourage and support the Municipality to adopt source water protection plans and the adoption of land use regulations for the purposes of protecting the quality of water utilized for the Town's municipal water supply."</p>	
Part 13	<p>13. Town Infrastructure (page 41)</p> <p>Shared maintenance and operating cost responsibilities for town sewer system, which is the joint service agreements with the Municipality of the County of Annapolis.</p> <p>13.1.8</p> <p>"The Town will cooperate with the Municipality of the County of Annapolis to promote and ensure the protection of the Town's source water supply area."</p>	
<a href="#">Town of Antigonish</a>		Issued in 2020
Section C C1 -Shaping the Town	<p>1.5 Engagement with Antigonish County (page C-8)</p> <p>Goal – Work together with Antigonish County to achieve mutual goals and remain the strong communication. Goal of Council to engage with and consider comments from Antigonish County in some decisions that will affect both, the Town and the County.</p> <p>ST22</p> <p>"Council shall complete required engagement with Antigonish County prior to the first notice for a public hearing being placed in any newspaper circulating in the Town."</p> <p>ST23</p> <p>"Council shall engage with Antigonish County on matters concerning:</p>	

	<ul style="list-style-type: none"> <li>• Regional Transportation Planning and construction projects</li> <li>• Development proposals in the Fringe area</li> <li>• Facility Development</li> <li>• Economic Development Planning</li> <li>• Flood Mitigation and Stormwater Management Planning</li> <li>• James River Watershed Protected Water Area</li> <li>• Infrastructure Planning</li> <li>• Youth Engagement in Decision-Making”</li> </ul>
Section C C8 - Transportation and Mobility	<p>8.1 Mobility and Connectivity (page C-41)</p> <p>TM3</p> <p>“Council shall seek cooperation with Antigonish County to promote the requirement of transportation impact studies for all proposed suburban development applications in the Fringe Area to consider impacts within the Town as well as the County. Studies provided by the applicant shall prioritize connectivity with the Town’s active transportation network.”</p>
<a href="#">Town of Berwick</a>	
	Issued in 2012, amended in 2018
Part 2	<p>2.1 Community Context, Goals and Provincial Interests</p> <p>“The ability to solidify and enhance the role and position of the community of Berwick within the context of the ongoing growth within the Valley region represent a significant opportunity.”</p> <p>-&gt; No specific policy for cooperation with abutting municipalities.</p>
<a href="#">Town of Bridgewater</a>	
	Issued in 2014, amended in 2022
Section 14 Transportation	<p>14.4 Public Transportation Objectives (page 128)</p> <p>14.4.1 Partnerships</p> <p>Explore the possibility initiating a regional public transportation system in the South Shore with the province, other municipal units and local groups and organizations.</p> <p>T-21</p> <p>“It shall be a policy of Council to partner with different levels of government and stakeholders, where possible, to explore opportunities to help initiate a regional public transportation service in Lunenburg County.”</p>
Section 17 Implementation	<p>17.5 Public Participation Processes (page 139)</p> <p>IM-8</p> <p>“It shall be the policy of Council to require the following notification standards when consulting with abutting municipalities as required by the Municipal Government Act:</p> <p>a) Notification shall occur under the following circumstances directed by Council:</p> <ul style="list-style-type: none"> <li>i. The creation or review of a Municipal Planning Strategy; or</li> <li>ii. The creation or review of a Land Use By-law; or</li> <li>iii. The creation or review of a Subdivision By-law; or</li> </ul>

	<p>iv. The preparation of a draft Development Agreement, where the property is located within 500m of the Town Boundary; or</p> <p>v. The preparation of amendments to a Municipal Planning Strategy or Land Use By-law, where the amendment is for a property located within 500m of the Town boundary, or where the amendment has potential to impact a property located within 500m of the Town boundary; or</p> <p>vi. The preparation of amendments to a Municipal Planning Strategy or Land Use By-Law, where the amendment is associated with the Statements of Provincial interest.</p> <p>b) Notification shall be sent by regular mail or electronic mail to the Clerk to the adjacent municipality. The notice shall provide a general summary of the proposed work and provide an opportunity for the abutting municipality to submit comments on the proposal.</p> <p>c) Comments received from the abutting municipality shall be considered at a Council meeting prior to Council giving first reading.</p> <p>d) The notification and opportunity to submit comments prior to the date of the first reading shall be deemed as having solicited comments, regardless of whether a written response is received.</p>
Town of Clark's Harbour	
MPS not found.	
<a href="#">Town of Digby</a>	Issued in 2012
Part 2	<p>2.2.1 Key Environmental Sustainability Issues Integration with the Municipality of the District of Digby's treatment system for sewage treatment plant. (page 10)</p> <p>2.3 ICSP (Integrated Community Sustainability Plan) projects (page 23-) Upgrading of Wastewater Treatment Plant, Collection System, Industrial Drive including sewer, water and road Construction, Household Hazardous Waste Depot -&gt; Cooperative undertaking with the Municipality of the District of Digby.</p>
Part 3 Objectives	<p>Commercial and Industrial Objectives (page 29) Cooperate with the Municipality of District of Digby to promote new industrial activities.</p>

Part 3 Policies	<p>Municipal Infrastructure and Environmental Protection Policies (page 43) MI 3</p> <p>“It shall be the intention of Council to work cooperatively with the Municipality of the District of Digby in relation to the extension, integration and future development of municipal infrastructure and services, and in particular with respect to the Digby Area Industrial Park and the upgrading of the Town’s wastewater management system, to ensure fiscally and environmentally responsible growth within and adjacent to the Town.”</p>
<p><a href="#">Town of Lockeport</a> Issued in 1986 -only one available</p>	
No policies for cooperation with abutting municipalities.	
<p><a href="#">Town of Lunenburg</a> Issued in 2021</p>	
Chapter 1	<p>Drinking Water (page 3)</p> <p>As the water supply comes from outside of the Town’s boundary, the town is partnering with the Municipality of District of Lunenburg to protect the water.</p>
Chapter 3	<p>3.3 Infrastructure</p> <p>3.3.4 Service Extensions Outside of Town</p> <p>Policy 3-6</p> <p>Council shall, when considering a request for service extensions outside the Town boundary, have regard for:</p> <ul style="list-style-type: none"> <li>(a) cost recovery to the Town for both capital and operational costs;</li> <li>(b) the effects on servicing capacity and serviceability of lands within the Town boundary; and</li> <li>(c) input from the Municipality of the District of Lunenburg.</li> </ul>
Chapter 6	<p>Implementation and Review</p> <p>6.1 Administration</p> <p>6.1.5 Effective Date (page 37)</p> <p>Policy 6-3</p> <p>“This Municipal Planning Strategy and implementing Land Use By-law shall come into effect on the date that a notice is published in a newspaper, circulating in the Municipality, informing the public that the planning documents are in effect.”</p> <p>6.2 Regional Cooperation (page 37)</p> <p>6.2.1 Consultation with Adjacent Municipality</p> <p>While the MPS applies only to the lands within the Town. However, the activities in the town have potential to affect lands within the Municipality of the District of Lunenburg.</p> <p>Policy 6-4</p> <p>“Council shall consult with the Municipality of the District of Lunenburg when:</p>

	(a) adopting a new Municipal Planning Strategy to replace this one; and (b) when considering amendments to this Municipal Planning Strategy that would affect lands within 500 metres of the Town boundary”
<a href="#">Town of Mahone Bay</a>	Issued in 2008, amended in 2016
Section 3	3.2 Water Supply (page 4) 3.2.5 “To continue to improve the protection of the Oakland Lake water supply through an Oakland Lake Watershed Advisory Committee including representatives from the affected landowners and the Council of the Municipality of the District of Lunenburg.”  3.9 Economic and Physical Growth (page 9) 3.10.4 “To continue to work co-operatively within groups such as the Regional Development Authority to promote economic development in and near the Town.”
<a href="#">Town of Middleton</a>	Issued in 2018
No policies for cooperation with abutting municipalities.	
Town of Mulgrave	Issued on
MPS not found.	
Town of New Glasgow - <a href="#">Secondary Planning Strategy</a> (Part of Inter-Municipal Planning Strategy)	Issued in 2015
Chapter 6	Water and Wastewater Services (page 15) NG-S-10 “Implementation of a regional Sewer Use By-law with other Towns that use the ERECC will be encouraged.” NG-S-13 “The Town shall work in concert with the other Towns through the East River Environmental Control Centre (ERECC) to ensure an efficient sewage collection and treatment program.”
<a href="#">Town of Oxford</a>	Issued in 2009 (plan for 2009-29)
Part 4	Rural Development Objective (page 32) “To ensure that peripheral areas have a land use compatible with adjacent County lands.”
Town of Pictou	
MPS is under Inter-Municipal Planning Strategy – summary at the end of this doc	
<a href="#">Town of Port Hawkesbury</a>	Issued in 2010, amended in 2022

Part 3	<p>Cape Breton Regional Housing Authority (page 21) The Town is working with the Cape Breton Regional Housing Authority. L-1.16.0 “It shall be the intention of Council to work with the Cape Breton Regional Housing Authority as the appropriate means for direct involvement in the management of residential development projects.”</p> <p>Supporting Regional Industry (page 32) L-3.5.0 “It is the intention of Council to support the Strait of Canso Port Master Plan. Council will continue to work with other municipalities to guide the development of this project.”</p>
Part 4	<p>Drinking Water (page 38) CD-2.1 “It shall be the intention of Council to seek the assistance of the Councils of the Municipalities of Inverness and Richmond to restrict development in the Landrie Lake Watershed. Further, Council shall urge the Department of Environment to maintain the protection of the Landrie Lake Watershed Area by prohibiting all development not compatible with watershed protection regulations.”</p> <p>Wastewater Treatment (page 38) CD-2.3 It shall be the intention of Council to invest in a generator for the wastewater treatment plant to protect against untreated sewage dumps in the Strait in the event of a prolonged power outage. Solid waste disposal is currently handled on a cooperative arrangement with the other municipalities in the Canso Strait area by a single solid waste site located in Guysborough County.”</p> <p>Inter-municipal Interests (page 43) CD-4.16 “It shall be the intention of the Town to continue cooperating with the other municipal units to provide programs and services for the benefit of all residents within the Strait area.”</p> <p>Action on Climate Change (page 46) CD-5.2.6 “It shall be the intention of Council to investigate the feasibility of hiring a regional sustainability coordinator, either alone or in cooperation with other Strait Area municipalities, to implement the numerous initiatives suggested in the Partners for Climate Protection Milestone 3 Report.”</p>
Town of Shelburne	

MPS not found.	
<a href="#">Town of Stewiacke</a>	Issued date: NA
Part 8 (page 47)	<p>Water Supply Policies</p> <p>Policy WS-6</p> <p>“With respect to the watershed area located outside of the Town, Council shall encourage the Municipality of the County of Colchester to again consider establishing planning controls to protect the water supply, consistent with the goals and objectives of the Provincial Water Strategy.”</p>
<a href="#">Town of Trenton</a>	Issued in 2002
Municipal Infrastructure	<p>Water Supply</p> <p>Policy MI-11 Protection (page 15)</p> <p>“To ensure adequate measures are undertaken to provide for the long term viability and protection of the Town's water supply including:”</p> <p>“2. the development of a inter-municipal strategy between the Town of Trenton, the County of Pictou and the Town of New Glasgow to ensure the long term protection of the groundwater recharge area for Trenton's well-field;”</p> <p>“6. inter-municipal co-operation with other municipalities in Pictou County to develop a regional strategy for the supply of water services to Pictou County.”</p> <p>Policy MI-16 East River Pollution Abatement System (page 16)</p> <p>“To continue to co-operate with other municipalities in Pictou County through the East River Pollution Abatement System to provide an efficient sewage collection and treatment program.”</p> <p>Policy MI-20 Solid Waste Disposal (page 16)</p> <p>“It shall be the intention of Council to continue to co-operate with the other municipalities in Pictou County through the Pictou County Solid Waste Management System to provide a regular and efficient waste management collection program which meets or exceeds provincial standards and to maintain a safe and efficient site for its disposal.”</p> <p>Policy MI-21 Recycling (page 17)</p> <p>“It shall be the intention of Council to continue to co-operate with the other municipalities in Pictou County through the Pictou County District Planning Commission to provide a regular and efficient recycling program”</p> <p>Policy MI-22 Composting (page 17)</p> <p>“It shall be the intention of Council to continue to co-operate with the other municipalities in Pictou County through the Pictou County District Planning Commission System to provide a regular and efficient composting program.”</p>



Future Residential Development	Policy R-22 Municipal Cooperative Planning (page 25) “To undertake studies and engage in discussions with the Municipality of the County of Pictou and/or the Municipality of the Town of New Glasgow to evaluate the benefits of co-operative planning and annexations of lands for future residential development.”
Airport Operation	Policy AP-10 Inter-municipal Regulations on Height (page 37) “Council shall cooperate with County of Pictou, the Town of New Glasgow and Transport Canada to ensure regulations to control the height of development are observed.”
Industrial Development	Policy M-1 Industrial Land Requirements (page 40) “In co-operation with economic development agencies in Pictou County, to assess the volume and type of medium and long term industrial land requirements for Pictou County and examine the role of the Town in meeting these needs.”
Implementation	Land Use By-Law Administration Policy IM-7 “It shall be the intention of Council that the Development Officer, employed by the Pictou County District Planning Commission or one appointed by Council to act as its Development Officer, shall administer the land use By-law and issue development permits.”
<u>Town of Truro</u> Issued in 2018, amended in 2018	
Part 5 Commercial	5.6 Intermunicipal Planning Strategy (page 5-27) Policy C-61 “It shall be a policy of Council to honour its obligations under the Truro-Colchester Inter-Municipal Planning Strategy on Interjurisdictional Properties and work with the County on applications requiring planning approvals within the Inter-Jurisdictional Boundary as shown on Figure 5.1.”
Part 9 Environmental Management	9.2.5 Ongoing Flood Monitoring (page 9-5) Policy E-8 “It shall be a policy of Council to consider participating in any flood monitoring initiatives designed to record flood event characteristics and pursuing partnerships with the County of Colchester, the Province of Nova Scotia, Government of Canada and any other interest group that has a stake in flood related issues.”
Part 10 Infrastructure	10.3 Transportation Projects Policy IN-12 (page 10-6) “It shall be a policy of Council to, in conjunction with Colchester County and the Department of Transportation and Infrastructure Renewal, to undertake a regional transportation plan to develop a list of priority infrastructure projects in the Truro Region.”  Policy IN-17 (page 10-9)

	<p>“It shall be a policy of Council to encourage the Provincial Department of Transportation and Public Works and the County of Colchester to work toward securing rights-of-way for the future ring road.”</p> <p>10.7 Solid Waste Management Policy IN-35 (page 10-17) “Therefore it shall be a policy of Council to continue to work with the Municipality of the County of Colchester with respect to the capital costs, operation and maintenance of the Colchester Balefill Facility.”</p>
Town of Westville	
MPS is under Inter-Municipal Planning Strategy – summary at the end of this doc	
<a href="#">Town of Wolfville</a>	Issued in 2020
Part 1	<p>1.4 Provincial and Regional Coordination (page 12) 1.4.2 Regional Coordination “1. To have regard for the Statements of Regional Interest as outlined in the Kings 2050 Regional Approach Report. 2. To be open to collaborating with the County of Kings and other regional partners on regional land use planning, climate change mitigation on and adaptation, environmental protection, recreation, transit, economic development and other matters. 3. To include in the Town’s Public Participation on Program Policy provisions to ensure engagement with abutting municipalities.”</p>
Part 2	<p>2.3.2 Economic Prosperity “To encourage a range of local and regional partnerships that enhance economic development within the Town.”</p>
Part 4	<p>4.3 Agriculture and Greenbelt (page 36) 4. “To encourage co-operation on with the Municipality of the County of Kings in the protect on and preservation on of agricultural land in the areas adjacent to the Town boundary.”</p>
<a href="#">Town of Yarmouth</a>	Issued in 2016, amended in 2023
Part 8	<p>Open Space Zone (page 93) Policy 8.8 “(2) To encourage and support the efforts of the Municipality of Yarmouth to continue the linear park system along Yarmouth Harbour to Bunker’s Island to the south as well as along Lake Milo to the north and the extension of the railway rights-of-way to create a regional park trail network.”</p>
Part 9	<p>Water Treatment (page 105) Policy 9.11 “It shall be the intention of Council to cooperate with the Municipality of Yarmouth to preserve and enhance the watershed environment so as to maintain water quality and quantity for future generations.”</p>

	<p>Policy 9.13 “It shall be the intention of Council to cooperate with the Municipality of Yarmouth to promote efficiently planned extensions of the municipal water services into the municipality by mutual agreement where such extensions are deemed mutually appropriate, timely and financially beneficial.”</p> <p>Policy 9.14 “It shall be the intention of Council to service new areas in the Municipality of Yarmouth by requiring water distribution main extensions to be connected to the 60.9 mm (24 in.) water transmission main”</p> <p>Fire Protection (page 114) Policy 9.38 “To work with the Yarmouth Fire Department* to ensure that the Town continues to maintain adequate fire protection services.” *The Yarmouth Fire Department is part of the Municipality of Yarmouth and Acadia First Nation reserve.</p> <p>Emergency Readiness (page 115) Policy 9.40 “Update and implement the Town and Municipality of Yarmouth Joint Emergency Measures Organization Emergency Readiness Plan as and when necessary.”</p>
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#### Town of New Glasgow, Pictou, Stellarton, Trenton, and Westville

<a href="#">Inter-Municipal Planning Strategy</a>		Effective from 2016
Chapter 5.1 Municipal Infrastructure	<p>Policy SW-1 Solid Waste Disposal (page 17) “The Towns shall continue to co-operate and promote through public education a viable Pictou County solid waste management system, including refuse, recyclable and compostable materials, to provide a regular and efficient curb-side waste management collection program to provincial and municipal legislative standard.”</p>	
Chapter 5.9 Recreation	<p>Policy P-3 Co-operation with School Board, NSCC, and Others “Chignecto Central Regional School Board, Nova Scotia Community College and other organizations and the Towns shall cooperate to provide recreational opportunities and shared use of recreational facilities.”</p>	

DRAFT



# **COUNCIL ADVISORY COMMITTEE**

## **Recommendation to Council**

### **Rezoning Application**

At the September 11, 2023 meeting of Council Advisory Committee, Planner Caroline Robertson outlined a proposal for a single detached dwelling in an R5 zone. To facilitate this construction, the deed holders wish to rezone a small section of the property to R1. The Municipal Planning Strategy policy will allow the remainder of the property to develop for more intensive uses. The location of the proposed parcel of land, adjacent to other R1 lots, makes this a good candidate for R1 rezoning.

#### **Council Advisory Committee recommends**

**That Council approve first reading of the proposal to rezone of a portion of PID 55112999 from large-lot R5 zone to single-unit dwelling (R1) zone as outlined in the attached proposal.**

September 25, 2023

This recommendation is based on discussion and or reports which are attached.



## PROPOSED SINGLE UNIT DWELLING

Application to Amend the Land Use By-Law to Rezone to R1

PID # 55112999

Prospect Avenue, Kentville

Applicant:

Date: August 2023

Prepared by: Fuki Asai, Planner

Presented to the Planning Advisory Committee



**C+D** community  
design

## REPORT OVERVIEW

<b>Request</b>	We have received an application to rezone PID #55112999 (Prospect Avenue) to permit the development of a single-unit dwelling.		
<b>Description</b>	<p>The Authorized Agent, Stuart Kennie (on behalf of Bentley Built Homes), has applied to rezone a portion of PID 55112999 from a Large Lot Residential (R5) zone to a Single Unit Dwelling (R1) zone to develop a single-unit dwelling.</p> <p>This rezoning was requested to allow the proposed single-unit dwelling to be constructed on the property. The Large Lot Residential (R5) zone has a minimum area of 60,000 ft<sup>2</sup> and frontage of 200 ft, while the minimum lot area and frontage requirements in the Single Dwelling (R1) zone are 5,000 ft<sup>2</sup> and 50 ft. By rezoning this property, the proposed development will be possible.</p> <p>The subject property is zoned “Large Lot Residential” (R5). Council applied this zoning to several large tracts of land in Kentville. Many of the R5 lots are not serviced, and there are no immediate plans for development.</p> <p>In the Town of Kentville, the property owner is responsible for the cost of running the required services. The property owner can build a single-family dwelling with R5 or R1 zoning. If development occurs, these services must be installed.</p> <p>The proposal meets all the requirements of the single-unit dwelling zone. The proposal is consistent with existing uses in the area. In addition, this rezoning aligns with the Council’s vision to increase residential development thoughtfully; by rezoning to R1, the remaining area of the property will be left available for future development. For this reason, it is recommended that the Council approve the application.</p>		
<b>Recommendation</b>	<p>It is recommended that council APPROVE the proposal to:</p> <p>To rezone a portion <b>a portion of</b> PID 55112999 from Large Lot Residential (R5) zone to Single Unit Dwelling (R1) zone.</p>		
<b>Relevant Policies and Legislation</b>	<ul style="list-style-type: none"> <li>• Municipal Planning Strategy</li> <li>• Land Use By-Law</li> <li>• Town of Kentville Policy Statement G62 Public Participation Policy (Planning)</li> <li>• Town of Kentville Policy Statement G64 Public Engagement and Participation at Council Meeting</li> </ul>		
<b>Follow Up Action</b>	<p>An amendment to a Planning Document, in this case the Land Use By-Law, requires the <b>Public Participation Meeting</b> before placing the first notice of Public Hearing.</p> <p>The Municipal Government Act requires that Municipalities adopt a Public Participation Program Policy that outlines their public engagement process at the Planning Advisory Committee level when considering an amendment to their planning document.</p> <p>The Town of Kentville has policy G62 Public Participation Policy. As the Town does not have a Planning Advisory Committee, the requirements of this policy are completed at Council’s committee meetings.</p>		

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This Application Requires the Following Steps:

\*\*\* A public participation program is not required for a land use by-law amendment (rezoning)

1. 1st Reading (Council)
  2. Public Hearing (Council)
  3. 2nd Reading (Council)
-



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## **Application**

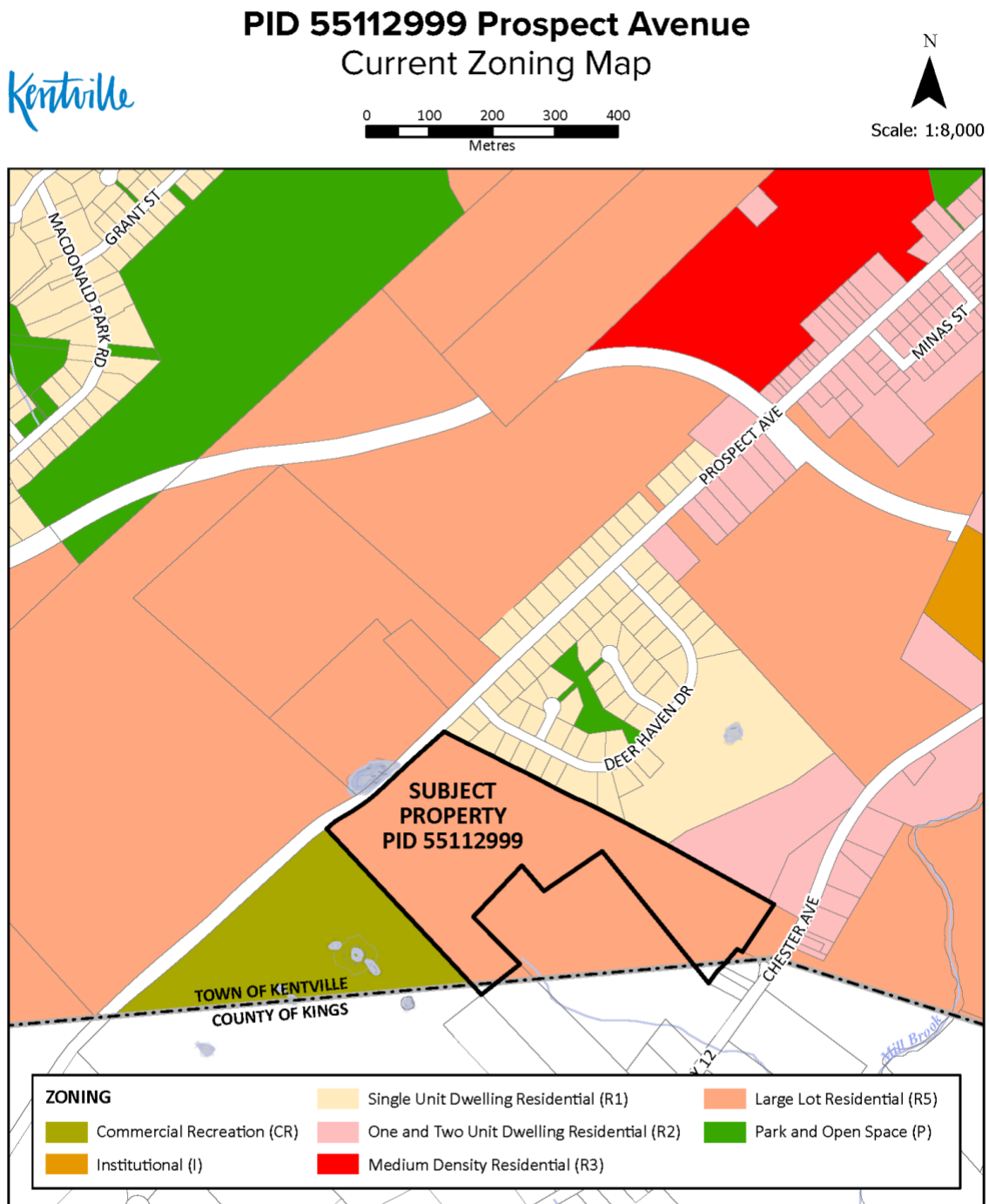
We have received an application to rezone a portion of PID 55112999, Prospect Avenue. The rezoning will be from a Large Lot Residential (R5) to a single-unit dwelling (R1) zone to reduce the lot area and frontage requirements for a single-family home.

## **The Proposal**

The proposed property is vacant and yet to be developed. The municipality has approved a development permit to construct a single-unit dwelling on this property. However, construction has yet to commence. The property is now zoned Large Lot Residential (R5) zone because of the size of the lot and the lack of access to municipal services. The adjacent properties are zoned Residential Single Unit Dwelling (R1) and Commercial Recreation (CR) zones (See figure 1)

The applicant has proposed a new building that will be used as a single-unit dwelling on the subject property with 12,940 ft<sup>2</sup> and 80 ft frontage with the hopes of split zoning a portion of the larger property from R5 to R1, permitting higher density on the lot and allowing the property owner to build closer to the road and maintain future possibilities for the remainder of the lot.

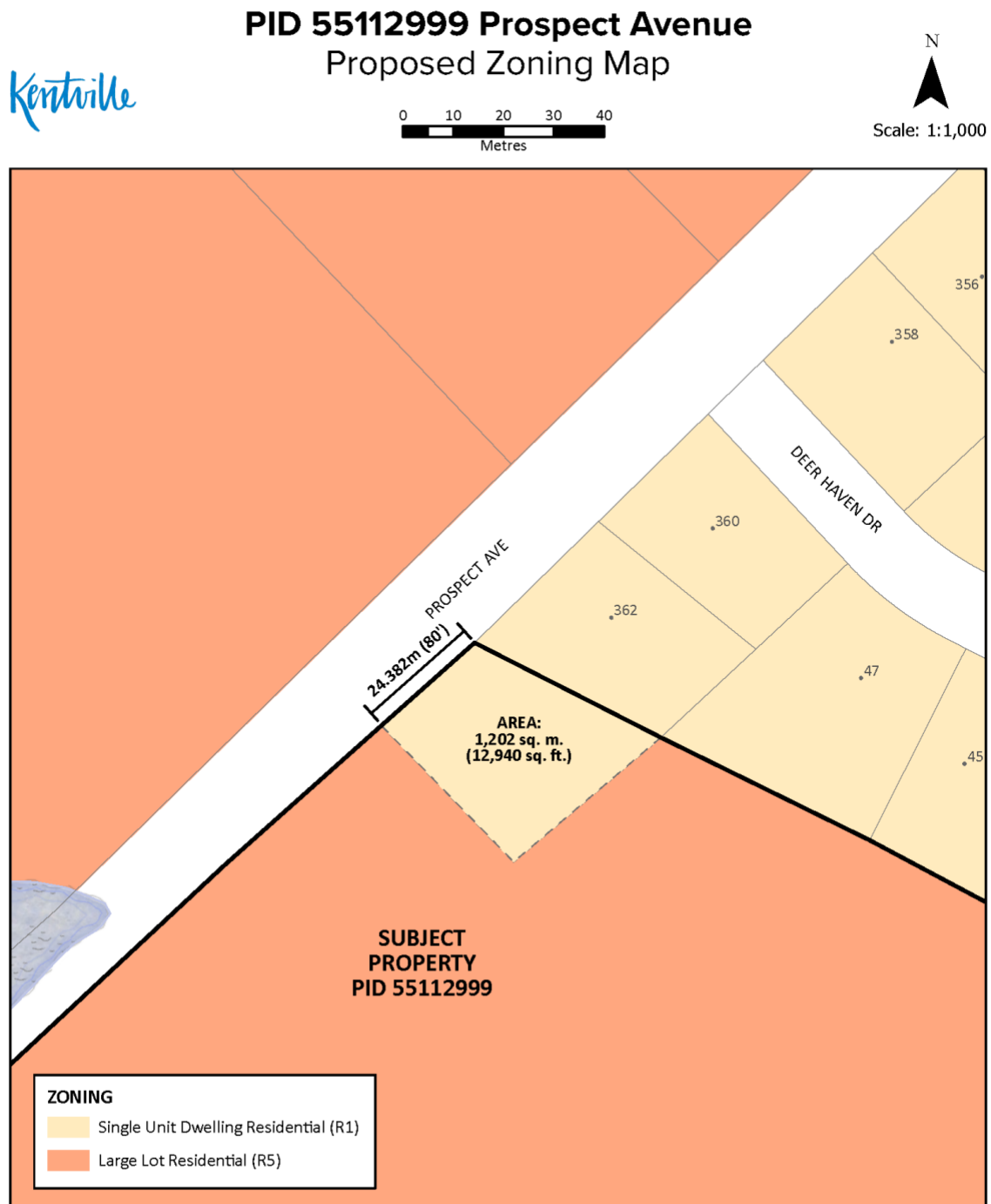
The existing R5 zoning permits single-unit dwellings; however, the applicant wants to rezone to a smaller portion to utilize minimum frontage and lot requirements better. R5 Zoning was created to be applied to larger lots that do not have Municipal Services. The property owners will be responsible for the cost to extend the water, sewer, and storm services to the end of their property, regardless of a re-zoning approval from Council. Council intends to pave the extension of Prospect Avenue.



This map is a graphical representation of property boundaries which approximate the size, configuration and location of parcels. Any interpretation of this map must be confirmed with the Municipality in which the property is situated. To receive further clarification about the use of this Planning Document inquiries may be made to the Town of Kentville's Planning and Development Department.

Property Source: Nova Scotia Property Records Database (NSPRD), Compliments of the Nova Scotia Geomatics Centre (NSGC), Service Nova Scotia and Municipal Relations, 160 Willow Street, Amherst, Nova Scotia, Canada

**Figure 1 Existing Zoning Adjacent to Subject Property**



This map is a graphical representation of property boundaries which approximate the size, configuration and location of parcels. Any interpretation of this map must be confirmed with the Municipality in which the property is situated. To receive further clarification about the use of this Planning Document inquiries may be made to the Town of Kentville's Planning and Development Department.

Property Source: Nova Scotia Property Records Database (NSPRD), Compliments of the Nova Scotia Geomatics Centre (NSGC), Service Nova Scotia and Municipal Relations, 160 Willow Street, Amherst, Nova Scotia, Canada

**Figure 2 Proposed Re-Zoning Map**

## MADDIE & BRANDON GALLANT

### PROPOSED NEW HOME PROJECT



Figure 3 Proposed Home Design

## Policy Analysis

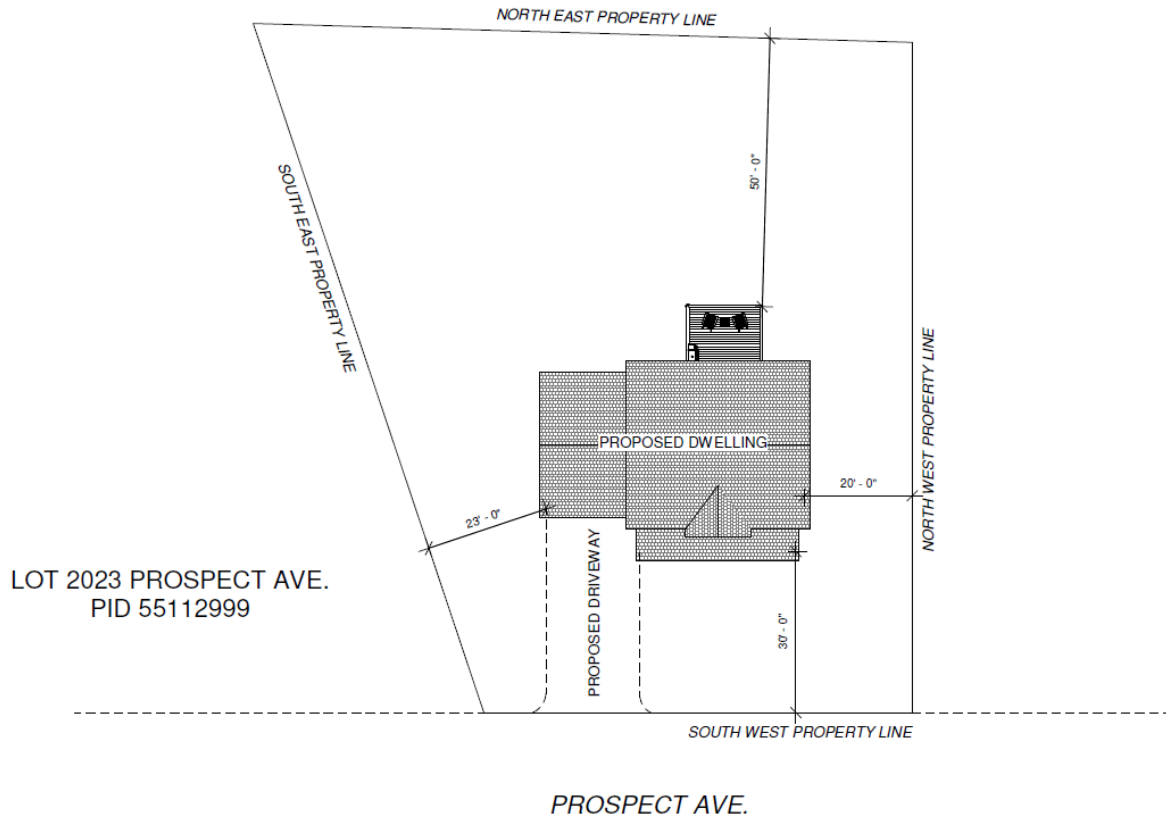
### Land Use By-Law

The Land Use By-Law permits Single Unit Detached Dwelling in R1 and R5 zones. Requirements for lot area, frontage, and yard size differ between these zones. Policy 5.6.4 of the Land Use By-Law, R5 zones require a larger lot area of 60,000 ft<sup>2</sup> with 200 ft of frontage. Whereas policy 5.2.4 of the Land Use By-Law sets the minimum requirements for the R1: a minimum of 5,000 ft<sup>2</sup> for the lot area and 50 ft for the frontage. (See Table 1 for the comparison.)

The subject property, PID 55112999, has a lot area of 28.39 acres and the frontage is over 243 meters. The proposed area of the lot requesting a split rezoning is 12940 sq ft and 80 ft of frontage. Town staff have reviewed the application to ensure that all requirements listed in the Municipal Planning Strategy have been met. **If Council approves this application to re-zone a portion of PID 55112999 from R5 to R1, the property owner would be permitted to move forward with the intended single-family dwelling development following the R1 lot requirements. Either result, the owners will be required to pay the total cost of extending the water, sewer, and storm services to the end of their property.**

**Table 1 Comparison of Lot Requirements between Zones**

	R1 zone -proposed zone-	R5 zone -current zoning-	Subject Property
Lot Area (ft <sup>2</sup> )	(minimum) 5,000 ft <sup>2</sup>	(minimum) 60,000 ft <sup>2</sup>	12,940 ft <sup>2</sup>
Frontage (ft)	(minimum) 50 ft	(minimum) 200 ft	80 ft



**Figure 4 Proposed Lot Configuration for Single-Family Dwelling Development**

Additional relevant policies from the Land Use By-Law for this application are listed in [additional materials](#).

## Municipal Planning Strategy

The Municipal Planning Strategy 15.9.2 states that **the rezoning will allow the property to develop for more intensive use**. Council will undertake a detailed evaluation of the proposed development before deciding on a rezoning application. To ensure that all potential land use impacts are considered, Council will adopt evaluative criteria specifically designed to assess rezoning applications.

### (15.9.2.1 Reoning Requirements)

The Council's Rezoning Application Requirements are as follows:

1. The request must be submitted in writing to the Town.
2. Detailed plans concerning servicing, stormwater drainage, traffic management, landscaping and other design elements shall be included.
  - a. Where a proposal involves dimensional or aesthetic issues, the application must include a written and professionally prepared site plan and graphic representation drawn to scale. Site plans must indicate.
    - i. The location, area and dimensions of the subject property
    - ii. The proposed location, dimension, height, and proposed use of buildings
    - iii. How the site is to be serviced by sanitary and storm sewers, water, electrical service and other utilities.
    - iv. The location of all parking stalls, driveway, walkways, lighting, fencing, refuse and snow storage.
    - v. Landscaping elements, including existing and proposed shrubs and trees and
    - vi. Architectural features where the planning document regulates such features.

\*\*\*Council is aware that a rezoning is different from a development agreement and that the detailed plans provided by the developer will not necessarily result from the re-zoning process.

### (15.9.2.2 Evaluation Criteria for Rezoning)

Council's evaluation criteria for a rezoning are as follows:

1. Compatibility of the proposed land use with adjacent uses
2. Compatibility of the development with adjacent properties in terms of scale
3. The proposed development resolves any potential compatibility issues with nearby land uses resulting from lighting, signage, outdoor display, outdoor storage, traffic, vehicle lights, and noise through good site plan design.
4. Adequate sewer services, water services, waste management services and stormwater management services.
5. The proposal contributes to an orderly and compact development pattern that efficiently uses existing municipal infrastructure.
6. Proximity to schools, recreation, and community facilities
7. Adequacy of the road network

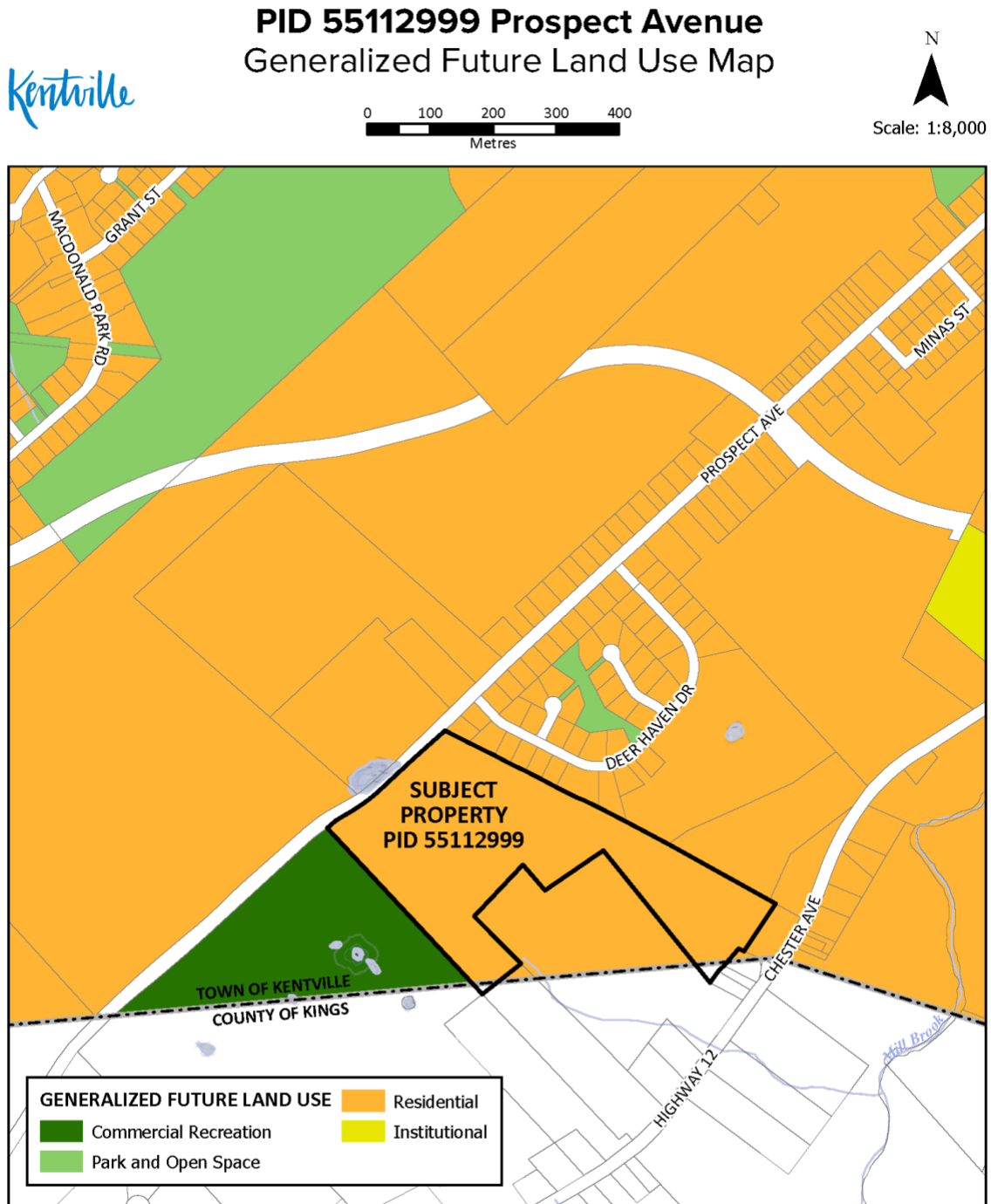
8. Potential for erosion or the contamination or sedimentation of watercourses
9. Environmental impacts such as air and water pollution and soil contamination
10. Previous uses of the site may have contamination.
11. Suitability of site features
12. Emergency services may respond to an emergency.
13. In conformance with the intent of the planning strategy
14. Development can be regulated in a way that meets the guidelines established in the Kentville Water Commission Source Water Protection Plan
15. The financial ability of the Town to absorb related costs.

\*\*\*\*Town of Kentville staff have reviewed all the above criteria and have established that the application is suitable and meets all of Council's requirements.

Another piece reviewed when processing a rezoning is how the property is designated on the Municipality's Future Generalized Land Use Map. This map guides the future of all property within the Town. If the designation on the property did not suit the re-zoning request, then a Municipal Planning Strategy Amendment would have to be considered, which is a much larger process. In this situation, the subject property is designated as residential, which permits any residential zoning to be considered.

Additional relevant policies from the Municipal Planning Strategy for this application are listed in [additional materials](#).





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Property Source: Nova Scotia Property Records Database (NSPRD), Compliments of the Nova Scotia Geomatics Centre (NSGC), Service Nova Scotia and Municipal Relations, 160 Willow Street, Amherst, Nova Scotia, Canada

**Figure 5 Generalized Future Land Use Map**

## Recommendation

**It is recommended that Council rezone a portion of PID 55112999 to a Single Unit Dwelling (R1) zone as outlined in the proposal.**

## Public Participation Program

The Municipal Government Act requires that Municipalities adopt a Public Participation Program Policy. This outlines their public engagement process at the Planning Advisory Committee level when considering an amendment to the planning document.

The Town of Kentville has policy G62 Public Participation Policy. As the Town does not have a Planning Advisory Committee, the requirements of this policy are completed at Council's committee meetings.

The Town of Kentville's Public Participation Program Policy does not require a public participation meeting at the committee level for single amendments to the Land Use By-Law (Re-Zonings).

G64 Public Engagement and Participation at Council Meetings states below:

1. Regular advertisements will be made in the local newspaper with the times, dates, and places for public Council meetings.
2. Council agendas will be placed on the Town's website and at the reception desk of the Town Hall.

Timeline of Public Participation:

1. 1st Reading (Council)
2. Public Hearing (Council)
3. 2nd Reading (Council)

Upcoming Council Meetings between September and October: Sept 25, Oct 10, and Oct 30

## **Additional Materials**

### **Municipal Planning Strategy Policies**

#### **15.9.2 Rezoning's**

A rezoning or map amendment involves the rezoning of a particular property to another zone; usually in order to allow the property to develop to a more intensive use. This type of amendment may substantially alter the type of development and uses which may be permitted on that site. Because this type of amendment may involve a specific property and include a detailed development proposal, there is an opportunity for Council to assess the land use impacts of the proposed development as part of the rezoning application. Council will, therefore, undertake a detailed evaluation of the proposed development prior to making a decision concerning a rezoning application. This detailed assessment will require that the applicant submit a conceptual development plan and details with respect to servicing, stormwater drainage, traffic management, landscaping, and other design elements. To ensure that all potential land use impacts are considered, Council will adopt evaluative criteria that is specifically designed to assess rezoning applications.

##### **15.9.2.2 Evaluative Criteria for Rezoning's**

Council will evaluate rezoning applications and other site specific Land Use By-law Amendment applications using specific evaluation criteria. The full use of the criteria set out below will ensure that the amendment is in conformity with all policies of this Strategy and will help to ensure that any resulting development has a positive impact on the community. These criteria are to be considered in addition to any applicable criteria found elsewhere in this document and included in the enabling policy for a specific development application. Council recognizes that they have limited ability to require a developer to undertake any of the design elements included in a rezoning application. Nevertheless, Council considers it to be prudent to consider the potential land use implications as part of any rezoning application and assumes that developers will generally conform to their submitted proposal. Council is mindful that other development scenarios may be possible under a particular rezoning proposal and all eventualities will be considered as part of a rezoning application.

#### ***Policy IM-8***

It shall be the intention of Council when considering a rezoning application or other Land Use By-law amendment application that includes a specific development proposal to have regard for the following matters:

- a) compatibility of the proposed land use with adjacent land uses;
- b) compatibility of the development with adjacent properties in terms of height, scale, lot coverage, density, and bulk;
- c) that the proposed development resolves any potential compatibility issues with nearby land uses resulting from lighting, signage, outdoor display, outdoor storage, traffic, vehicle headlights, and noise through appropriate site design, landscaping, buffering and fencing;
- d) the adequacy of sewer services, water services, waste management services and storm water management services;
- e) that the proposal contributes to an orderly and compact development pattern that makes efficient use of existing and new municipal infrastructure;
- f) the adequacy and proximity of schools;
- g) the adequacy and proximity of recreation and community facilities;
- h) the adequacy of the road network in, adjacent to, or leading to the development;
- i) the potential for erosion or for the contamination or sedimentation of watercourses;
- j) environmental impacts such as air and water pollution and soil contamination;
- k) previous uses of the site which may have caused soil or groundwater contamination.

- l) suitability of the site in terms of grades, soil and bedrock conditions, location of watercourses, marshes, swamps or bogs.
- m) the ability of emergency services to respond to an emergency at the location of the proposed development.
- n) that the proposal is in conformance with the intent of this strategy and with the requirements of all other Town By-laws and regulations.
- o) development can be regulated in such a way as to meet or exceed the guidelines established in the Kentville Water Commission Source Water Protection Plan (SWPP) and
- p) the financial ability of the Town to absorb any costs relating to the amendment.

While a rezoning application must be accompanied by a clear development proposal, there is no legal agreement which requires a landowner to conform to the proposal as presented.

***Policy IM-9***

It shall be the intention of Council, therefore, to consider the other potential development scenarios that may be permitted as a result of a proposed zone change when evaluating a rezoning application.

**Land Use By-Law Policies**

**\*\*\*\* Please remember that with a re-zoning, all uses permitted within the proposed zone will be permitted should Council approve the application.**

**5.2 Single Unit Dwelling (R1) Zone**

**5.2.1 Permitted Uses**

The following uses shall be permitted as-of-right in the Single Unit Dwelling (R1) Zone subject to the requirements of the Bylaw:

- Single Unit Detached Dwelling (but shall not include a mobile home)
- Residential Care Facility, Home for Special Care, Small Option Home or Group Home to a maximum of 4 bedrooms devoted to residential care use.

**5.2.2 Permitted Uses with Conditions**

The following uses shall be permitted in the Single Unit Dwelling (R1) Zone subject to the requirements of this By-law:

- a) Ancillary Dwelling Units subject to Section 5.1.1 of this By-law
- b) Home-Based Businesses, in accordance with Section 5.1.2 and 5.1.3 of this By-law

**5.2.3 Permitted Uses by Site Plan Approval**

The following uses shall be permitted in the Single Unit Dwelling (R1) Zone subject to the requirements of this By-law:

- a) Day Care Centres to a maximum of 14 persons.

**5.2.4 Single Unit Dwelling (R1) Zone Requirements**

In a Single Unit Dwelling (R1) Zone, no Development Permit shall be issued except in conformity with the following requirements:

**Table 5.1 R1 Zone Requirements**

<b>Minimum Lot Area</b>	5 000 ft <sup>2</sup>	464.52 m <sup>2</sup>
<b>Minimum Lot Frontage</b>	50 ft	15.24 m
<b>Minimum Front Yard</b>	20 ft	6.10 m
<b>Minimum Rear Yard</b>	15 ft	4.57 m
<b>Minimum Flankage Yard</b>	10 ft	3.05 m
<b>Minimum Side Yard</b>	4 ft	1.22 m

## **5.6 Large Lot Residential (R5) Zone**

### **5.6.1 Permitted Uses**

The following uses shall be permitted as-of-right in the Large Lot Residential (R5) Zone subject to the requirements of the Bylaw:

- Single Unit Detached Dwelling
- Homes for Special, Group Homes or Small Option Homes to a maximum of 4 bedrooms devoted to the use
- Animal Kennels
- R-1 uses as herein set out.

### **5.6.2 Permitted Uses with Conditions**

The following uses shall be permitted in the Large Lot Residential (R5) Zone subject to the requirements of this By-law:

- a) Ancillary Dwelling Units subject to Section 5.1.1 of this By-law
- b) Home Based Businesses, in accordance with Section 5.1.2 and 5.1.3 of this By-law
- c) Bed and Breakfast, in accordance Section 5.1.4 of this By-law
- d) Special Events, in accordance with Section 5.1.7 of this By-law

### **5.6.3 Permitted Uses by Development Agreement**

The following developments shall be considered only by development agreements in accordance with Policies IM-10 and IM-11 of the Municipal Planning Strategy

- a) Manufactured Home Parks/Land Lease Communities.

### **5.6.4 Large Lot Residential (R5) Zone Requirements**

In a Large Lot Residential (R5) Zone, no Development Permit shall be issued except in conformity with the following requirements:

**Table 5.5 R5 Zone Requirements**

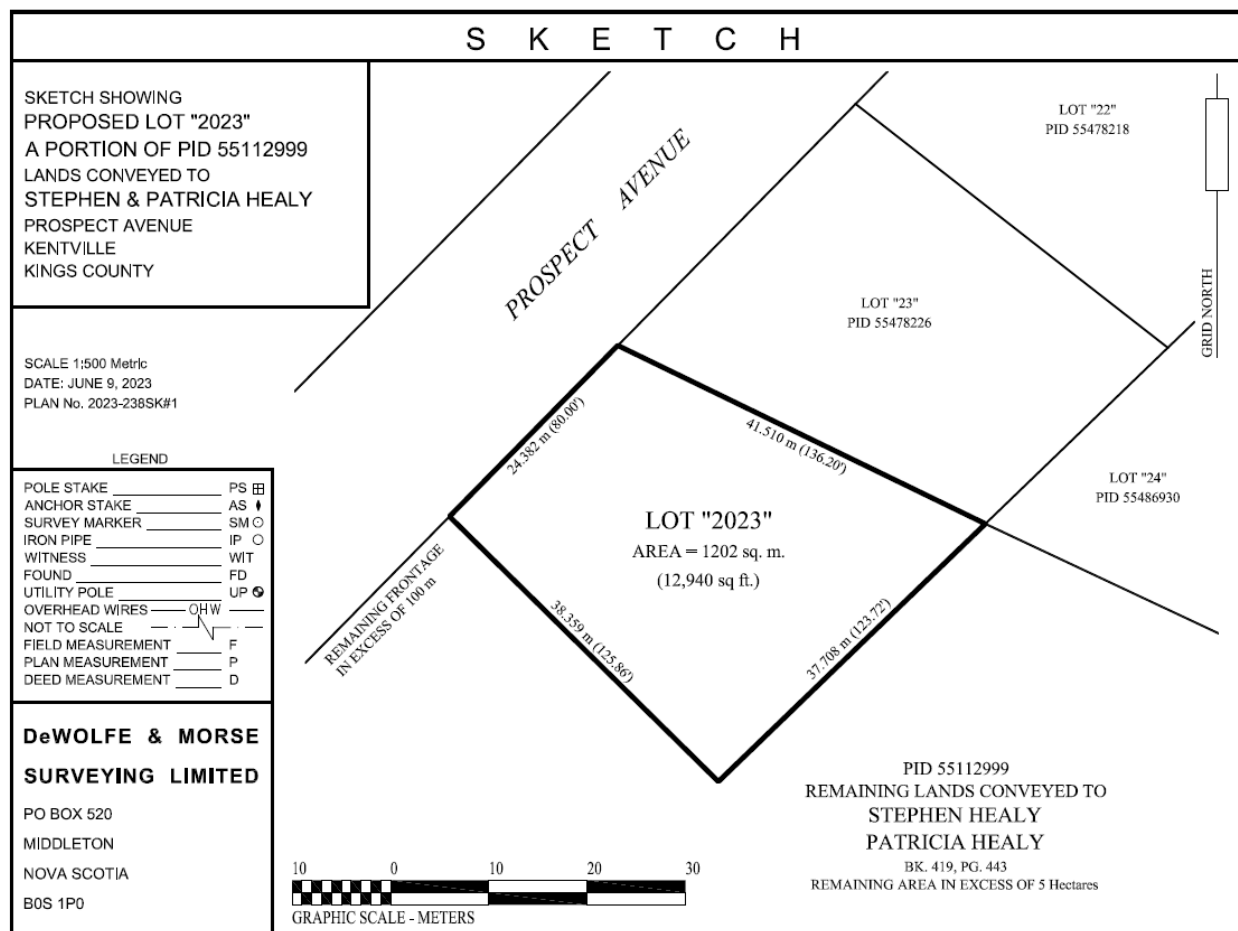
<b>Minimum Lot Area</b>	Single Unit Detached Dwelling	60 000 ft <sup>2</sup>	5 574.18 m <sup>2</sup>
	Homes for Special and Group Homes	60 000 ft <sup>2</sup>	5 574.18 m <sup>2</sup>
	Animal Kennels	60 000 ft <sup>2</sup>	5 574.18 m <sup>2</sup>
	Land Lease Community	5 acres	2.02 hectares
<b>Minimum Lot Frontage</b>	Single Unit Detached Dwelling	200 ft	60.96 m
	Animal Kennels	200 ft	60.96 m
	Homes for Special and Group Homes	200 ft	60.96 m
	Land Leased Community	200 ft	60.69 m
<b>Minimum Front Yard</b>	Single Unit Detached Dwelling	25 ft	7.62 m
	Homes for Special Care	25 ft	7.62m
	Land Leased Community	25 ft	7.62 m
	Animal Kennels	40 ft	12.19 m
<b>Minimum Rear Yard</b>	Single Unit Detached Dwelling	20 ft	6.10 m
	Homes for Special Care	20 ft	6.10 m
<b>Minimum Rear Yard</b>	Land Leased Community	20 ft	
	Animal Kennels	40 ft	12.19 m
<b>Minimum Flankage Yard</b>	Single Unit Detached Dwelling	10 ft	3.05 m
	Homes for Special Care	10 ft	3.05
	Land Leased Community	25ft	7.62m
	Animal Kennels	25 ft	7.62 m
<b>Minimum Side Yard</b>	Single Family Detached Dwelling	15 ft	4.57 m
	Homes for Special Care	15 ft	4.57m
	Land Leased Community	15ft	4.57m
	Animal Kennels	40 ft	12.19 m

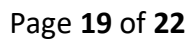
## Schedule A Property Description

All that specific piece or parcel of land situated, lying and being in Prospect Avenue in the Town of Kentville, Province of Nova Scotia, and bounded and described as follows:

The frontage of the property is facing southwest side.

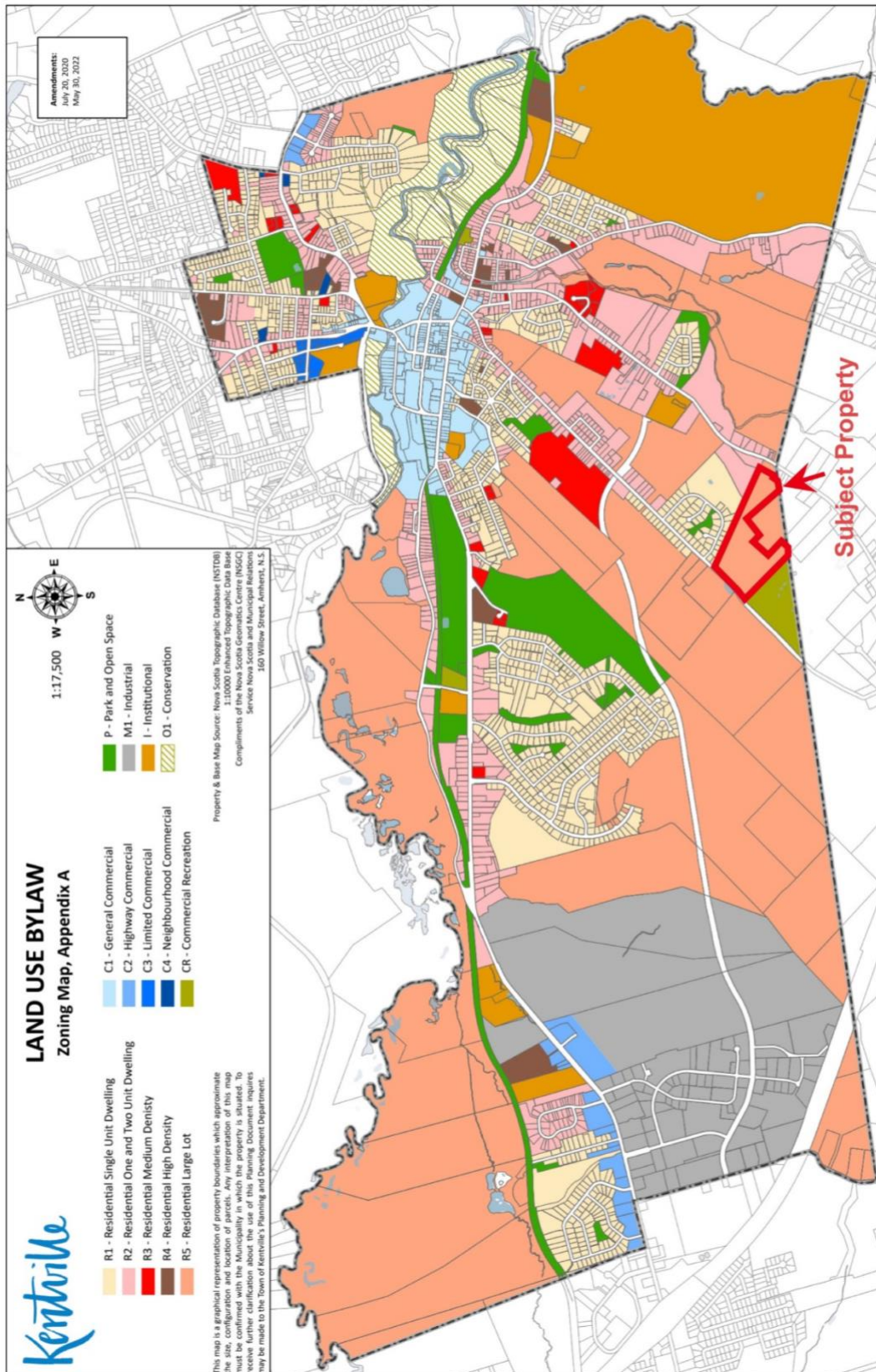
The southwest property line facing Prospect Avenue has 80 ft (24.382 m), the northwest property line has 125.86 ft (38.359 m), the northeast property line has 123.72 ft (37.708 m), and the southeast property line has 136.20 ft (41.510 m). The property is a proposed subdivision which has not yet been processed, the request is to rezone a portion of the large R5 lot.

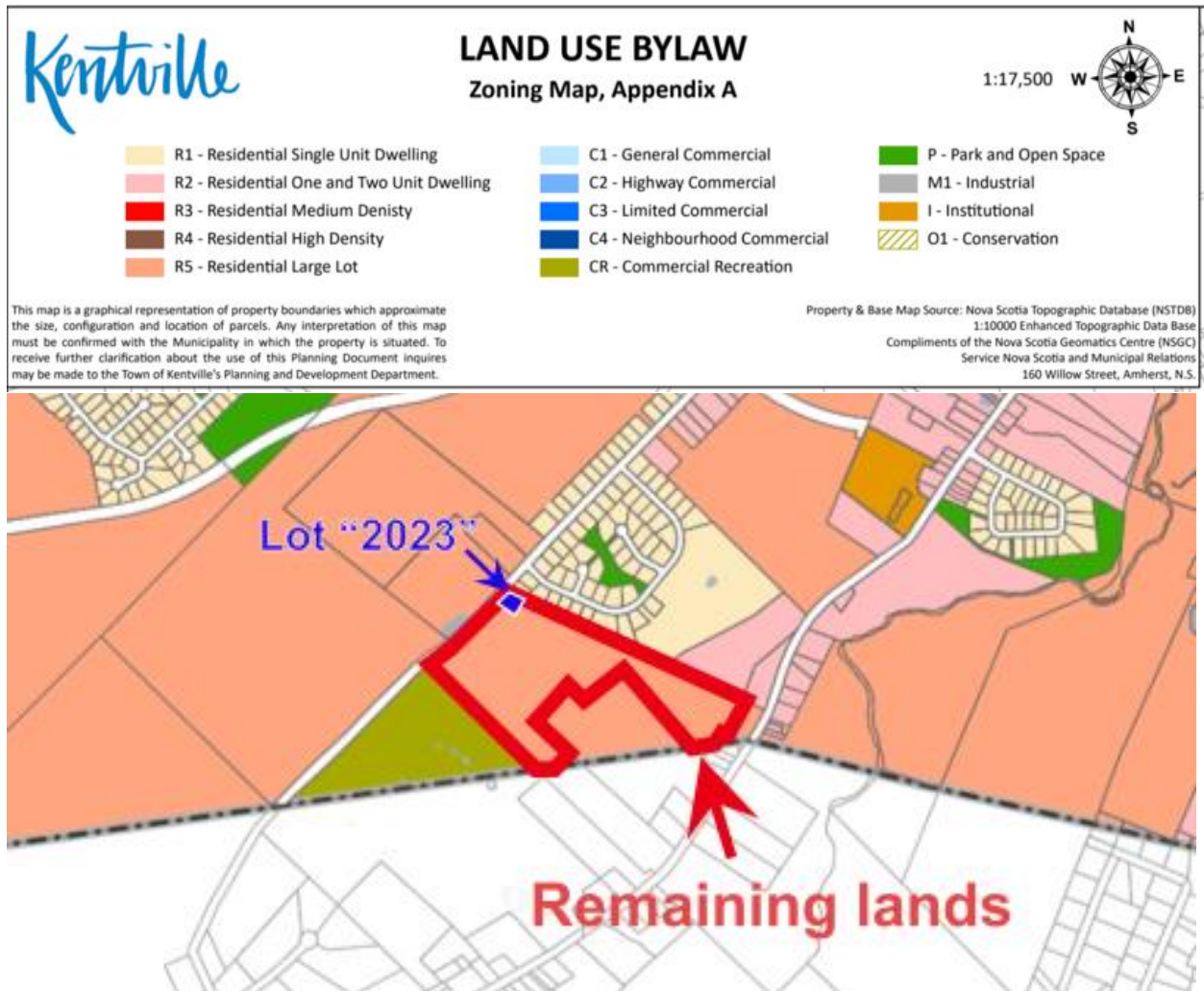




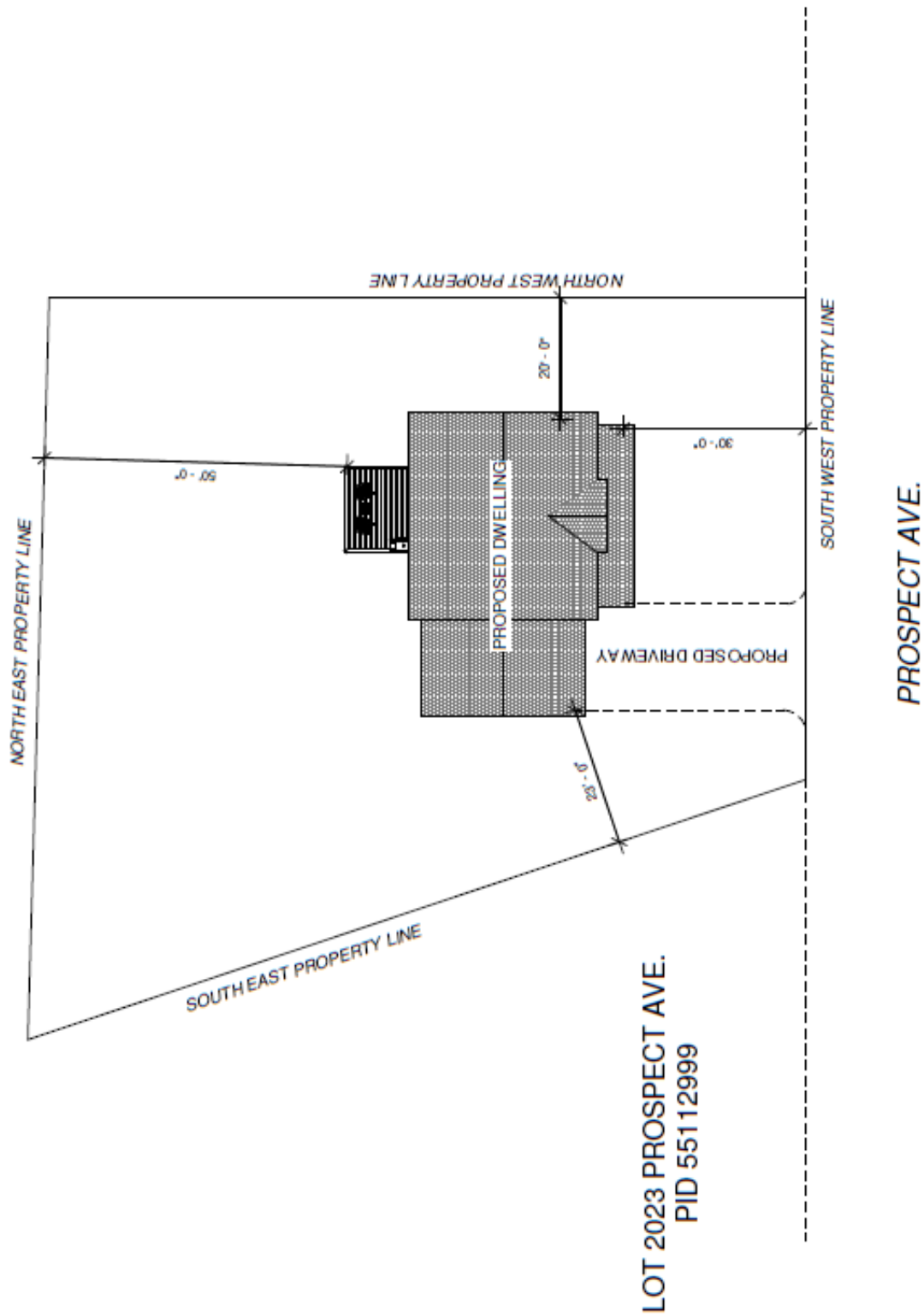


## Schedule B Zoning Map





## Schedule C Site Plan





# **COUNCIL ADVISORY COMMITTEE**

## **Recommendation to Council**

### **Deer Haven Greenspace**

At the September 11, 2023 meeting of Council Advisory Committee, Director Bedingfield presented her report on the greenspace in Deer Haven, which was designed to act as a connector for wildlife and a conduit for runoff. Staff reached out to the residents through a public engagement session and a community survey about the interest in a trail in Deer Haven. Community response was generally in support of a green space, with some landscaping.

#### **Council Advisory Committee recommends**

**That Council approve the plan for the Deer Haven greenspace**

**And further approve mowing and maintenance of a footpath from Deer Haven Drive connecting the Fenway Court and Whitetail Court Trail**

September 25, 2023

This recommendation is based on discussion and or reports which are attached.





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**TO:** Kentville Town Council

**SUBMITTED BY:** Rachel Bedingfield, Director of Parks and Recreation

**DATE:** September 12, 2023

**SUBJECT:** Trail Development – Deer Haven Subdivision

---

### **ORIGIN**

The Deer Haven parkland dedication is a 1.62 acre piece of land situated behind residential housing within the Deer Haven community. This green space was designed to act as a community connector between Fenway Court and Whitetail Court, and to act as a natural drainage way to support residential runoff.

### **BACKGROUND**

In 2022 the Town of Kentville Parks and Recreation department heard from some of the residents of the Deer Haven community who desired to have the development of a trail between Fenway Court and Whitetail Court, and have the trail connect back to Deer Haven Drive, as shown in Appendix A. for the 2023/24 capital budget council approved \$10,000 to go towards this project.

### **DISCUSSION**

To gain a better understanding of the community's needs and concerns, the Town of Kentville Parks and Recreation department completed an engagement session in the Deer Haven subdivision on July 6, 2023, from 4:30pm-6:00pm. Also, a community survey was created and posted on the Town of Kentville's website to allow residents to complete a short survey on their interest in a trail in the subdivision. This survey was open from July 6<sup>th</sup>, 2023, to August 30, 2023.

The Town received a total of 34 responses to the survey:

- 26 out of the 32 responses were from individuals living directly in the Deer Haven subdivision.
- 28 out of the 32 responses said they would use the trail for exercise, re-connect with nature, active transportation, walking their pets, and rehabilitation. The other four responses mentioned they would not use the space, and these four responses live in the Deer Haven Subdivision.
- With regards to the question on how to create a more comfortable and welcoming space we heard from participants about the need to level and even space to walk, signage, benches, 4-5 foot wide trail and shaded areas.
- Concerns were raised that some residents do not want others accessing the green space behind their property, as it infringes on their privacy and that the trail will damage wildlife space. We also hear concern that the trail might be used for consuming liquor/drugs and that garbage would begin to pile up in the area.
- 

### **POLICY IMPLICATIONS**



None.

---

**BUDGET IMPLICATION**

\$10,000 of approved capital funding.

**ATTACHMENTS**

Map of the Deer Haven green space with proposed trail, Appendix A.

**RECOMMENDATION**

Whereas the Deer Haven green space allotment is designated Town land,

And whereas the Town of Kentville is committed to connecting communities through Active Transportation and trail development,

And whereas the original intent of this green space was to act as a community connector between Fenway Court and Whitetail Court, and to act as a natural drainage way to support residential runoff.

I recommend that council approve the trail development between Fenway Court and Whitetail Court,

And further

I recommend that council approve the mowing and maintenance of a foot path from Deer Haven Dr. connecting the Fenway Court and Whitetail Court trail.

Appendix A:



- Please note, this is not drawn to scale and an official route would need to be drawn if approved.



# **COUNCIL ADVISORY COMMITTEE**

## **Recommendation to Council**

### **Tennis Facility**

At the September 11, 2023 meeting of Council Advisory Committee, Director Bedingfield presented the report on a proposed tennis facility near the Credit Union Recreation Complex. Regional and national groups have come together to help grow the sports of tennis and pickleball, and they are collaborating to find new facility locations. The Town of Kentville is a community of interest from sies across Canada. The groups asked for a commitment from Council around a site in Kentville for a facility to be potentially built.

#### **Council Advisory Committee recommends**

**That Council approve in principle of the requested lot at 125 Park Street for the future construction of a tennis-pickleball facility,**

**And further that staff continue to work with the Kings County Tennis Association to support their efforts in bringing an indoor tennis and pickleball facility to Kentville.**

September 25, 2023

This recommendation is based on discussion and or reports which are attached.





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**TO:** Kentville Town Council

**SUBMITTED BY:** Rachel Bedingfield, Director of Parks and Recreation

**DATE:** September 12, 2023

**SUBJECT:** Kentville Tennis and Pickleball Facility

---

**ORIGIN**

In 2023 a community group focused on getting a covered structure to support the growing number of tennis and pickleball players in the town of Kentville, and the Kings County region. The group presented to council at the June 2023 Council Advisory Committee. Staff advised that we continue to work with the group and bring more information back to council, as well as continue to investigate the current facility needs of our community.

**BACKGROUND**

The Kings County Tennis Association has been working with Tennis Canada and Tennis Nova Scotia to find a place for a racquet facility. Tennis Canada, through its Municipal Tennis Strategy and Partnership Framework, is investing in select municipalities across Canada to grow the sport of tennis.

**DISCUSSION**

The Town of Kentville is a community of interest, and a commitment to the project is required for the organizing committee to move forward with the bidding process.

The Parks and Recreation Department is currently involved in a process to better understand the state of investment needed for our current facilities, as well as future facility needs. This study will be completed in the 2023/24 fiscal cycle, with the information will be shared to council to support future budgetary decisions.

**POLICY IMPLICATIONS**

None.

**BUDGET IMPLICATION**

Non at this time

**ATTACHMENTS**

1. Kings County Tennis Association Project Overview and Proposal
2. Community survey
3. Tennis Canada Municipal Framework

**RECOMMENDATION**



Whereas Tennis Canada/Rogers Canada require a conformation of site selection by 2024, and whereas in order for the Kings County Tennis Association to apply to other sources of funding a location must be identified, I am recommending the following:

That Council approve in principle the requested lot at 125 Park St for the future construction of a tennis and pickleball facility;

And further

That staff continue to work with the Kings County Tennis Association to support their efforts in bringing an indoor tennis and pickleball facility to Kentville.

# KINGS COUNTY TENNIS ASSOCIATION

*HAVE FUN, STAY ACTIVE AND SOCIALLY CONNECTED!*

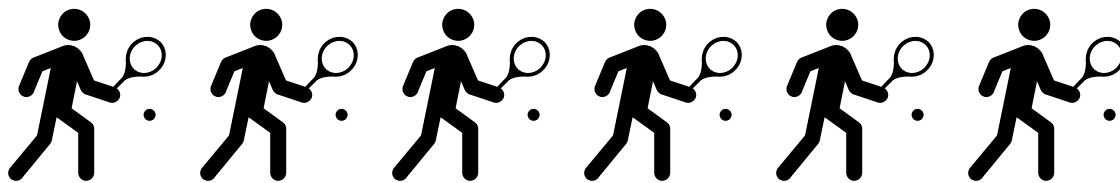


## To the Kentville Town Council:

Thank you for the unanimously approving our proposal for the construction of an indoor tennis facility in Kentville.

The following are details of the facility and specifically what we are requesting of Council.

Thank you for your support.



## WHO ARE WE?

- We are the Kings County Tennis Association, a registered non-profit society with the Registry of Joint Stock Companies of Nova Scotia. (SR 230888)

## OUR MANDATE

- With the support of Tennis Canada and Rogers Canada, our goal is to create a racquet facility for the whole community to have fun and stay active & socially connected for 12 months of the year while enjoying tennis and pickle ball.

## OUR TEAM

- The team spearheading the project include:
  - Dr. Paul Morgan, Director
  - Richard Galpin, Co-Lead
  - David Lang, Co-Lead
  - Don Forgeron, Co-Lead
  - Janet Hawley, Volunteer
  - Stephen LeDrew, Volunteer
  - Brad Lawlor, Executive Director, Tennis Nova Scotia
  - Kurt Kamperman, Tennis Nova Scotia, formerly Tennis USA
  - Anita Comella, Senior Director Facilities Development, Tennis Canada
  - Valley Pickleball representatives

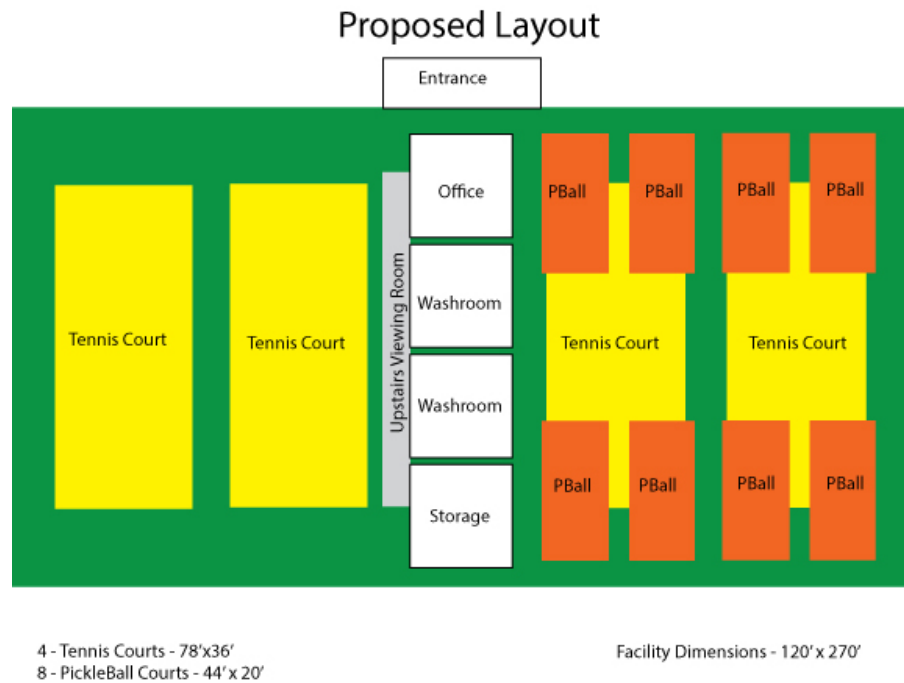
## SUPPORT FOR THE PROJECT

- A survey conducted this summer shows growing support for a year round facility. (See attached)
- Currently a lack of dedicated facilities is limiting the growth of these sports in the Valley.
  - There are 6 tennis clubs with 400 members playing on outdoor courts that are only accessible during the summer and are weather dependent for usage.
  - There are also over 600-725 pickleball players without dedicated facilities playing 1-3 times a week at schools and recreational centres that aren't purpose built and serve multiple interests and sports. Courts for pickleball use are in such high demand that waiting lists are common.

## PROJECT OVERVIEW

- Tennis Canada through its Municipal Tennis Strategy and Partnership Framework is investing in select municipalities across Canada to grow the sport of tennis.
- By 2029 Tennis Canada and Rogers Canada will help fund the building of 160 new year round courts at up to 30 facilities across Canada. In addition to funding, Tennis Canada provides leadership and support for programming and ongoing operational models.
- Our group has been selected as one of five to be funded in 2024. The funding to be provided is \$200,000 and will be confirmed in February 2024 but one requirement for the funding is that we have confirmation of a site for the facility.
- We are evaluating potential locations throughout the Valley, and our preferred location is in Kentville.
- The proposed year round Valley racquet facility could be built in Kentville on a vacant 2.3 acre lot at 125 Park Street, ideally located as the majority of the population of Kings County lives within a 15 minute drive of Kentville. As well the facility would be close to a school, biking trails, baseball fields and a soccer facility.
- The facility would be wheelchair accessible and available to all ages, genders and financial ability. Parking for 40 cars will be created as part of the structure.
- Our plan is to build either a bubble or hard structure indoor tennis facility with four tennis courts, change rooms and a reception area. The facility will be designed to accommodate 8 pickleball courts.

- For tennis tournaments the four courts will be available for tennis use. For pickle ball tournaments 16 courts could be available for use.
- Possible structure design photos are provided as follows:



Proposed Interior View



Bubble Structure Option



Rib Structure Option



Solid Steel Structure Option



## BUDGET/FUNDING

- Three types of structures are being evaluated and costs associated with the different structures range from \$2M to \$8M. The options are:
  - Bubble Dome
  - Fabric/Steel (Rib) Structure
  - Hard/Solid Steel Structure
- Funding is expected to follow the formula of 1/3 Federal; 1/3 Provincial; and 1/3 Municipal and Private Sources. If the project is \$4.5 million then this would be \$1.5 million from each target.
- Sources of funding include:
  - Sport NS/Tennis NS - \$150K
  - Tennis Canada/Rogers - \$200K (PENDING CONFIRMATION)
  - Kings County Vision Grant - \$600K
  - Municipality Support - \$500K
  - Nova Scotia Department of Community Culture, Tourism and Heritage - \$150K
- Rogers doesn't stipulate that the facility be named the "Rogers' Tennis Facility" which leaves the door open for a donor naming opportunity (with the exception of competing telecommunications companies .. i.e Telus, Bell). Rogers' support will be acknowledged with signage inside the structure.

## OWNERSHIP AND OPERATING MODEL

- The proposed landowner will be the municipality where the facility will be located. The Tennis Association, a registered non-profit society, will own and operate the facility and its capital assets.
- The facility will be run on a not-for-profit model. Tennis Canada will provide information and support on programming to assist with ongoing operations.
- Regarding the operations and organizational governance structure, there will be a Board of Governors to hire staff and oversee operations.

## TIMELINES

Tennis Canada/Rogers Canada requires that the criteria below must be in place by February 24, 2024 to move forward. These criteria are:

- Site confirmation
- Final design
- Projected costs
- Funding partners confirmed



- *To meet these criteria, a decision regarding the location of the facility must be secured as soon as possible.*

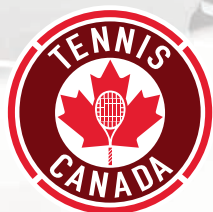
## REQUEST TO COUNCIL

- **Site confirmation by Sept 30, 2023** - To proceed with this project our group requires confirmation that we can lease 2.3 acres at 125 Park Street where the facility will be built, as soon as possible, and no later than Sept 30, 2023.
- Confirmation of the site is necessary for building plans to be finalized and to secure federal, provincial and private corporate support.
- The lease commitment would be \$1.00/year for 50 years (subject to financing).
- Annual tax rebate.
- In addition, a donation of \$500,000 is requested.
- Other municipal services such as water and sewer are requested.

Respectfully Submitted,

Kings County Tennis Association

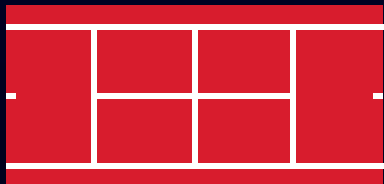
# LET'S PLAY YEAR-ROUND



**Tennis Canada's Municipal Tennis Facilities  
Strategy & Partnership Framework**



# TENNIS IN CANADA



**7,500** outdoor  
courts available for  
play during summer



In 2018, over  
**6.5 MILLION**  
Canadians hit the courts.  
This makes tennis one  
of the leading sport  
activities in Canada.



There are over  
**3,300**  
certified tennis coaches  
in Canada. Tennis Canada  
promotes safe sport and  
mandates background  
checks for coaches.



## TENNIS IS A SAFE SPORT

Among the top 10 sports  
in Canada, tennis has  
low levels of injury  
and concussion.



Only **750** accessible  
covered courts available  
for year-round play





# Municipal Tennis Facilities Strategy and Partnership Framework

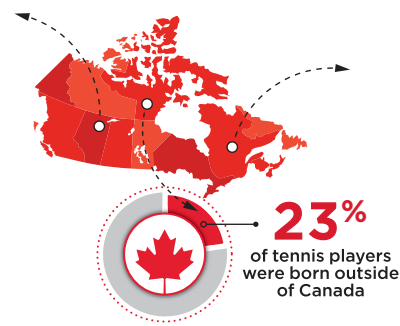
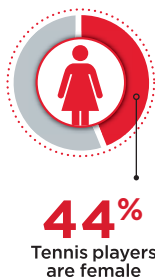
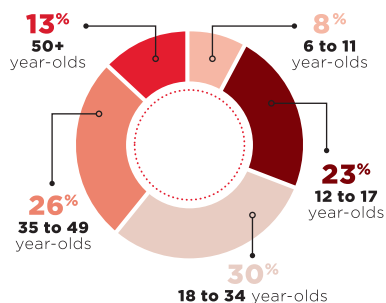
## FOREWORD

Tennis is becoming a leading sport in Canada. Grassroots participation in tennis is growing and our Canadian athletes are making their mark on the world stage. In the past year, 6.5 million Canadians hit the courts and we've seen a 36 percent increase in frequent play over the past two years. Our home-grown athletes like Milos Raonic, Bianca Andreescu, Denis Shapovalov, Eugenie Bouchard, Félix Auger-Aliassime, and Gabriela Dabrowski are dominating on courts around the world and inspiring their nation to play more tennis.

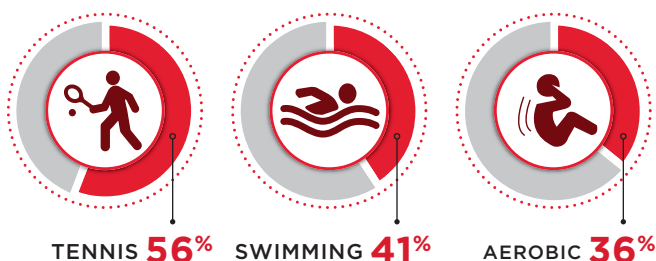
Once Canadians pick up their tennis racquets they never have to put them down because tennis is a sport for life and very safe to play. International research has shown that playing tennis helps people live longer and is one of the best forms of exercise to improve cardiovascular health. Considering this research it is no surprise that every age group contributes to the Canadian tennis playing population. Tennis is also a gender-balanced sport and a top three sport among new Canadians. Given the broad diversity across our player base, we truly believe that tennis can improve the life of every Canadian.

## WHO ARE CANADA'S TENNIS PLAYERS?

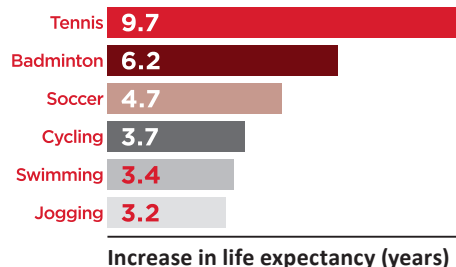
Every age group contributes to the Canadian tennis playing population:



Tennis is one of the best forms of exercise to help improve cardiovascular health. A British study found that respondents that played racquet sports had a 56% lower risk of dying of heart disease or stroke.



Playing tennis extends one's life expectancy by 9.7 years. The Copenhagen City Heart Study compared several sports and found tennis to be the leading sport in increasing life expectancy.



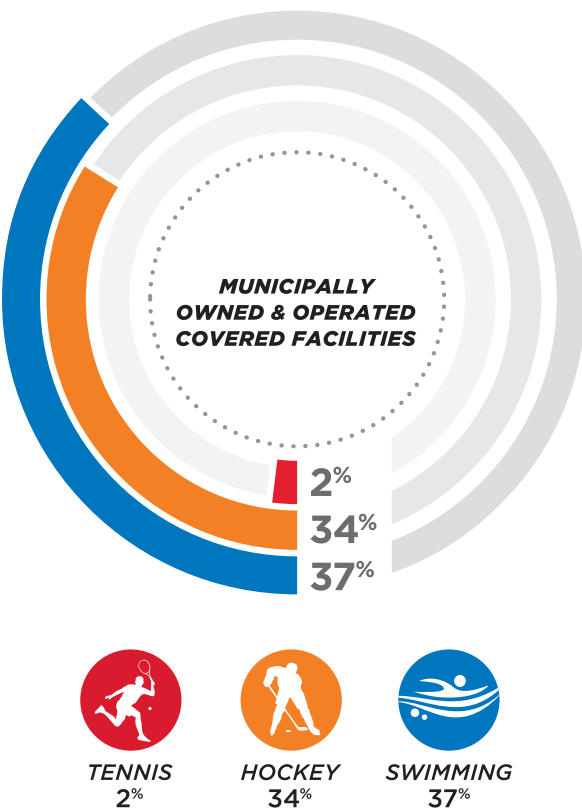
Tennis goes far beyond one-on-one matches. Tennis programming is designed for all abilities and ages from kids tennis to wheelchair tennis – it can be accessible and inclusive for all. Furthermore, with the capability for different ages and both genders to play together at any level, tennis can bring a community together. From

encouraging and supporting your doubles partner to making new friends at a cardio tennis class, tennis has numerous social benefits that have allowed generations of Canadians to grow a passion for a game that can be played together for a lifetime.

Physical activity that delivers social and health benefits is vital to improving the well-being of Canadians. Ensuring continuous physical activity is within the reach of all Canadians relies on affordable and accessible equipment and facilities. When it comes to tennis the cost of a racquet and a few balls is very little compared to other sports and there are thousands of public outdoor courts in communities across Canada. This has allowed millions of Canadians to enjoy tennis and the physical, health and social benefits the game provides. However, these benefits are often limited to the summer season. Due to Canada's long winters, outdoor tennis courts are unusable for 50 to 75 percent of the year. Currently, only 2 percent of municipally-owned tennis courts are covered. Covered courts include courts under a permanent structure, an air-supported structure or other fabric frame structures that enable Canadians to play tennis regardless of the weather.

## MUNICIPAL COVERED FACILITIES

**Increasingly outdoor sports such as hockey and swimming have moved indoors, but tennis has fallen behind. Only 2% of municipal tennis courts are covered and thus open to year-round play.**



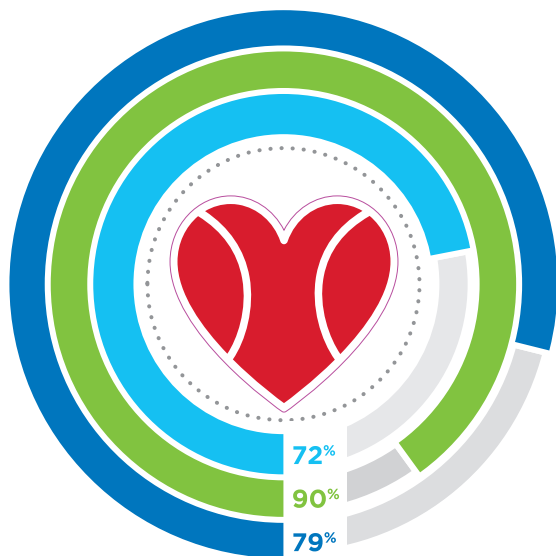
With 750 broadly accessible covered courts across Canada, we are only able to provide 1 accessible covered court for every 50,000 Canadians – compared to other developed nations Canada finishes last in this regard. Needless to say, we have a shortage of covered courts. We have fallen behind in providing Canadians year-round access to a sport that is safe, affordable and proven to provide numerous physical, health, and social benefits for Canadians ages 4 to 94. As we work towards making tennis available to Canadians year-round, we believe that we are not alone in wanting to improve the lives of Canadians through regular participation in physical activity. We encourage local governments to invest in tennis and by doing so invest in improving the well-being of all residents.

The Municipal Tennis Facilities Strategy and Partnership Framework have been created to engage local governments and inform them on how they can help deliver more covered courts to Canadians. The Framework portion of this document sets out a process through which municipalities can work with not-for-profit groups or the private sector to bring affordable and accessible covered courts to their communities. Affordability ensures that programs and equipment are within the reach of Canadians. Accessibility ensures that tennis is available to the entire community in an equitable and inclusive environment, regardless of a resident's physical abilities, race, ethnicity, culture, or sexual orientation.

The Partnership Framework is based on best practices and case studies of municipalities working with external organizations to deliver recreational activities to their residents. It has been designed to be adaptable to virtually all operating and ownership models a municipality may encounter while pursuing a covered court project. We have developed three planning tools to help municipalities understand the operational and financial aspects of a covered court facility. Additional resources and appendices are also available to support municipal planning, research and decision-making.

## LET'S WORK TOGETHER!

Tennis Canada commissioned an independent research study that asked 1,000 Canadians how they felt about Tennis Canada & municipalities working together to bring more covered courts to Canadians.



**72%** of Canadians liked or loved the covered courts initiative

**90%** of Canadians agree that municipalities and Tennis Canada should collaborate on the covered courts initiative

**79%** of Canadians said that they would see their municipality in a more positive light if it collaborated with Tennis Canada on a covered court initiative

A covered court project presents an excellent opportunity for municipalities to support their active living strategy while making a financial return on their investment. According to our research every covered court facility in Canada is breaking even or earning a positive net revenue. This is possible through the low investment required for an air-supported structure to cover courts and the minimal maintenance associated with hard acrylic tennis courts. Affordable fees for residents are also made possible by optimizing the active participants per court. When playing a game of doubles court fees can be as low as \$4.00 per person and children's tennis programming allows for 8 to 24 active kids on one tennis court.

Through a wide spectrum of tennis programming including learn to play courses, drop-in classes, leagues, camps, tournaments and more, covered court facilities can have a diverse operating model that will help maximize net revenue and meet community needs.

Through various operating models and agreements, a covered court partnership can be developed to fit the diverse needs of any municipality. For example, covered court facilities can be designed as multi-sport or multi-functional. Badminton, basketball, pickleball and volleyball can easily be integrated into a tennis facility and turf sports are also possible with the investment in a portable synthetic turf.

If a municipality wishes to minimize risk and ensure the facility will not use taxpayer dollars, the construction and operations of the facility can be done in partnership with a not-for-profit or commercial partner. Through this model, municipalities can transfer risk and generate a steady revenue stream through a land lease, while still providing their residents year-round access to affordable recreational activities. We believe that one of the best options for municipalities is to work with an external partner to cover existing outdoor courts during the winter months with an air-supported structure and then return the courts to free public access during the summer. Through this model, municipalities can transfer risk to a third-party, convert an unused space during the winter, and increase affordable recreational services for residents.

We understand that municipalities across Canada vary in their objectives, initiatives and approaches to recreation service delivery. We are here to help municipalities discover how a covered court facility will best meet the needs of local residents. Whether it is during the design phase or when the facility is up and running, we are available to provide advice, tennis expertise and local contacts. Our Facilities Development Department is willing to educate and assist with the development of projects by providing support for feasibility studies and other up-front planning work. We will also regularly update this document to include best practices that have been discovered as we work together to increase the number of covered courts in Canada.

We envision a day where Canadians can play tennis in any community, at any time of the year, and we truly believe that with the help of municipalities we can make this a reality – let's work together, let's play together!







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# INTRODUCTION

## CONTEXT

Tennis Canada is a not-for-profit organization that aims to improve the lives of Canadians through tennis. To deliver the organization's purpose, the strategic plan is rooted in three focus areas: Capacity Building, High Performance tennis and the Rogers Cup events. Capacity building aims to increase the number of accessible covered courts to enable Canadians to play tennis year-round. Every day, Canadians are inspired to pick up their racquets and hit the courts by seeing home-grown athletes succeed on the world stage. Tennis Canada is able to grow participation in High Performance tennis and at the grassroots levels by hosting the Rogers Cup events every year in Toronto and Montréal. As a not-for-profit organization, any surplus from both tournaments is invested back into growing the sport. Tennis Canada grows tennis from every avenue, nevertheless their efforts can be strengthened by the support of local governments. Through the

Municipal Tennis Facilities Strategy and Partnership Framework, Tennis Canada aims to work with municipalities to maximize the number of covered courts, so Canadians can play tennis in any community, at any time of the year.

The Municipal Tennis Facilities Strategy is one of a variety of strategies and initiatives to make tennis more available, more accessible and more enjoyable for people across the country. The Partnership Framework aims to engage municipalities and help them work with partners to develop accessible and affordable covered courts for their residents. Through a partnership structure, municipalities can help deliver affordable tennis programs for all ages and abilities by leveraging the operational and programming expertise of the tennis community. By partnering with local governments and community tennis organizations, Tennis Canada hopes to ensure that year-round tennis can be enjoyed by anyone – from beginners, to frequent players to future Rogers Cup champions.



## BUILT FOR MUNICIPALITIES

The Municipal Tennis Facilities Strategy aligns with existing municipal mandates, policies and facility development plans to help support municipal initiatives in advancing local public policy and recreation service delivery priorities. The Partnership Framework applies to arrangements between municipalities and potential partners – be it a community tennis club, a not-for-profit agency or a private entity. This document encompasses a variety of partnership models to ensure a municipality can select a model that aligns with their values, objectives and existing initiatives.

Tennis Canada has created this step by step guide to take the guess work out of developing multi-party relationships that result in successful covered tennis court projects. The process described in this document is complemented by three planning tools, twenty resources as well as supplementary information offered in Appendices A through G. These supports are meant to be handy “pull and play” elements to assist in the implementation of the Framework. Tennis Canada will expand and refresh these elements as more municipalities use the Framework and bring covered tennis courts to their communities.

# PART 01

## SETTING THE STAGE FOR MORE YEAR-ROUND TENNIS IN CANADA

### TENNIS CANADA'S FOUNDATION

Tennis Canada is committed to achieving the organization's Purpose, Mission and Vision while conforming to Values as they are set out in the Strategic Plan.

#### PURPOSE

Improve the lives of Canadians through tennis

#### VISION

Become a world leading tennis nation

#### MISSION

To lead the growth of tennis in Canada

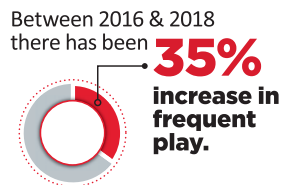
#### VALUES

Team work, passion, integrity, innovation, excellency & accountability

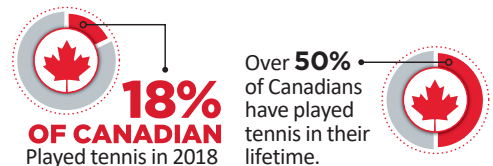
Tennis Canada's mission is to lead the growth of the sport in the country. That mission can only be accomplished with more individuals playing more tennis more frequently, including during winter. With only one accessible covered court for every 50,000 Canadians, there is a shortage of year-round tennis courts in Canada preventing residents from playing tennis for the greater part of the year. To help address this shortage the Municipal Tennis Facilities Strategy and Partnership Framework have been developed in accordance with key recreation service delivery philosophies utilized by municipalities throughout the country. In Appendix A, Tennis Canada has linked many of the organization's initiatives to the key goals and priorities of the Pathways to Wellness: The Framework for Recreation in Canada 2015.

### INTERESTING FACTS ABOUT TENNIS IN CANADA


Tennis participation in Canada is on the rise!



In 2018 over **6.5 MILLION CANADIAN** picked up a tennis racquet & hit the courts.



Tennis is a **top 3 sport among New Canadians** **23%** of tennis players are born outside of Canada.



**2.3 MILLION CANADIANS** played tennis at least **once a week** during the tennis season.

As tennis continues to grow across Canada, Canadians need access to affordable covered courts that enable them to play tennis year-round. Tennis Canada is not alone in recognizing that nationally organized initiatives that support the development and management of quality tennis infrastructure are good for the sport and beneficial to the public good. Appendix B briefly describes initiatives that have been undertaken in Great Britain, Australia and the United States to increase the number and quality of well managed tennis facilities. Tennis Canada has learned from these examples and created

the Municipal Tennis Facilities Strategy and Partnership Framework to be applicable nationally but tailored to be implemented locally by municipalities and their project partners. Tennis Canada knows that the strength and resilience of the sport are indelibly linked to energetic and resourceful community members who come together to enjoy what the sport offers. Tennis Canada's goal is to address the shortage of accessible and affordable courts and in doing so, use tennis as a vehicle to help more Canadians get active.

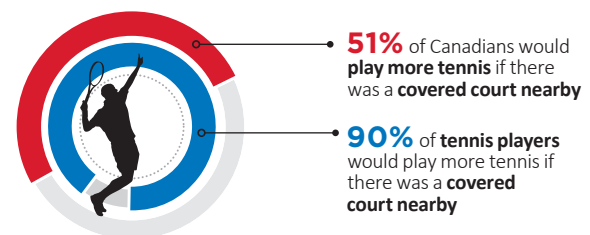
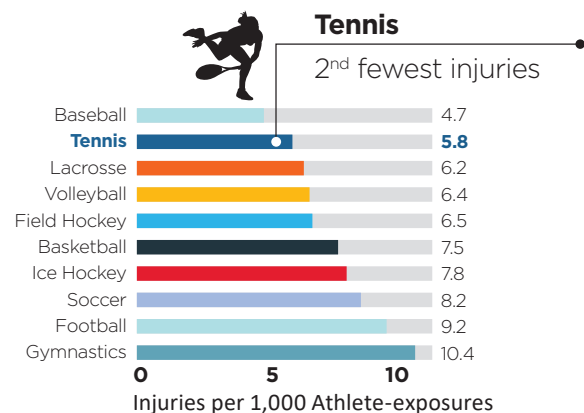
## A STRONG TENNIS COMMUNITY BENEFITS CANADIAN'S HEALTH AND WELLBEING

Tennis Canada's Municipal Tennis Facilities Strategy and Partnership Framework are aligned with the Canadian Sport Policy and the Long-term Athlete Development Model (Appendix C & D) to ensure they are applicable to every environment in which Canadians can participate in tennis, whether it be relaxation, physical fitness or simply for fun. In any environment, playing the game of tennis helps Canadians develop Physically Literacy (Appendix E) through fundamental movement, motor and cognitive skills. This gives them the confidence to participate in and enjoy all forms of physical activity. As an easy to learn, sport for life, tennis is good for an individual's health and beneficial to the community at large on many levels. Tennis is a safe sport with a very small occurrence of injuries and concussions compared to other top 10 sports<sup>1</sup>. Research also shows that tennis can increase the life expectancy of players. Researchers tracked 9,000 people for up to 25 years, including what sports they played and when they died. They found that tennis players lived the longest amongst the eight different activities they looked at<sup>2</sup>.

## WHY MORE YEAR-ROUND TENNIS COURTS

Simply put, Tennis Canada wants to get more people playing tennis more often. To accomplish this, there needs to be accessible tennis courts on which people can play in all four seasons, rain or shine. Tennis players have stated that they would play more tennis if

Tennis is a safe sport. Compared to other top 10 sports, **tennis ranks 2<sup>nd</sup> in terms of safety**, with a very small occurrence of injury and concussions.



they had access to convenient and affordable covered courts, while individuals thinking of taking up the sport have indicated that the reliability of a covered court setting might be just what it takes to convert them to regular tennis players<sup>3</sup>.

1 Centers for Disease Control and Prevention (CDC). (2015, December 11). College Sports-Related Injuries

2 Australian Broadcasting Corporation. (2018, December 10). Tennis tops list of sports for increasing life expectancy

3 Charleton Insights. (2018). Covered Courts Program Partnership Assessment





**61%**

of Canada's tennis players utilize outdoor courts



This means inclement weather and certainly Canada's long winters are impediments to play. Through the Municipal Tennis Facilities Strategy and Partnership Framework Tennis Canada plans to facilitate the development of more covered venues. In doing so, Tennis Canada will capitalize on the strengths of local governments and leverage the enthusiasm and expertise of community tennis clubs or other not-for-profit organizations that are in the best position to grow tennis at the local level.

## CONVERTING UNUSED SPACE INTO A COMMUNITY ASSET



Municipality: **Milton, Ontario**

Facility: **5-court seasonal air-supported structure**

Operating Model: **Municipality leases land to commercial 3<sup>rd</sup> party operator for winter**

In 2018, the Town of Milton in partnership with a commercial operator put up a seasonal air-supported structure over five existing outdoor courts. The commercial operator manages and programs the facility during the winter months. The structure comes down in April and the courts are returned to a not-for-profit summer club in May. The municipality covered the cost of resurfacing the outdoor courts – a capital investment that was already budgeted for in long-term plans. The commercial operator brought in the air-supported structure and constructed a new grade beam. The operator keeps the operational surplus from the seasonal facility, while the municipality earns a steady stream of revenue through a land lease. Working in partnership, the municipality markets the facility's programs in their recreational guide, while the operator provides Milton residents discounted rates on programs and court rental fees. Through this partnership model the Town of Milton was able to transfer risk to the operator, while generating revenue and providing their residents access to quality and affordable tennis programming. The Town of Milton residents now enjoy tennis year-round with the Tennis Clubs of Canada's Milton Winter Tennis Club and the Milton Tennis Club.

The Terms of Reference of Milton's Request for Proposals is presented in Resource G.

## MUNICIPAL BENEFITS OF TENNIS CANADA'S COVERED COURT INITIATIVE

While most municipalities provide outdoor tennis courts in public parks and open spaces, the sport has not traditionally been viewed as a "core" municipal recreation service. Moreover, covered tennis courts have rarely been within the purview of customary municipal facility provision responsibilities. Therefore, the need for new or more covered tennis courts has traditionally not been included in the scope of municipal recreation master plans or other long-range infrastructure planning studies. As communities become more diverse and

needs evolve, different approaches to the delivery of both core and non-core community services will be required. Shifts in the public's activity preferences and changes in the way people want to engage in recreation activities means the status of certain sports within the inventory of services provided by municipalities also needs to change – including tennis. A covered court tennis facility can benefit municipalities and help them meet several community development objectives.

## COMMUNITY BENEFITS FOR INVESTING IN YEAR-ROUND TENNIS

01

Tennis is **sport for life**. It is safe, low impact and provides a great way to get physically active with friends and family. Playing tennis can positively contribute to an individual's **physical, mental and social well-being**.

02

Tennis is very **affordable**, especially compared to the cost of participating in traditional or "core" sports. With minimal equipment requirements, tennis reduces financial barriers.

03

Access to a year-round facility makes it easier for residents to **allocate more time to physical activity**. Residents can book courts in advance or drop-in for programs without having to worry about the weather.

04

A well-programmed tennis facility **supports an active community strategy** with continuous programming designed and targeted for all ages and abilities. Programs can include: parent & tot tennis, progressive tennis, wheelchair tennis, team tennis, cardio tennis and much more.

## ECONOMIC BENEFITS FOR INVESTING IN YEAR-ROUND TENNIS

There are a variety of financial and economic benefits related to the development of a covered tennis court facility. The extent that these benefits will be realized by the municipality will largely depend on the degree of involvement that the Town or City has with the project.

01

**Revenue:** A covered court facility primarily generates revenue through programs, court rental fees, and leases. After expenses a well-programmed facility can generate a net revenue of anywhere between \$20,000 to \$40,000+ per court for the operator. If a municipality wishes to transfer operating risk, they are still able to earn direct revenue through a land lease.

02

**Employment:** A covered court facility will create new full and part time job opportunities such as facility managers, and tennis coaches and instructors. The facility will provide an excellent opportunity for youth employment as youth over the age of 15 can be hired and certified as instructors by Tennis Canada.

03

**Volunteer Opportunities:** Covered courts also add to the number of local volunteer opportunities that are available to the community plus consolidate the strength and cohesiveness of volunteer boards of community tennis clubs by extending their tenures to a full twelve-month season.

04

**Multi-Sport:** Hard tennis court surfaces can easily accommodate several racquet and net sports. Turf sports can also be integrated through a portable synthetic turf that can be automatically rolled out. Municipalities also have the option to encircle the bank of courts with a walking/running track.

05

**Multi-Function:** A covered court facility can be designed to serve additional community needs as net posts can easily be removed and most surfaces can be prepared for multi-use. Additional uses for covered court facilities include: trade and exhibitions, town hall meetings, and other community-based events.

06

**Sport Tourism:** Across Canada, sport tourism generates more than three billion dollars in annual revenue – a number that continues to grow. Depending on the characteristics of the venue, a covered tennis facility can provide opportunities to organize tournaments and events with a capacity to attract participants, their families, coaches, trainers and spectators to the host community. Resource T provides information on sport tourism in Canada and the related financial opportunities for municipalities.

# MULTI-SPORT INTEGRATION

Municipalities can design their covered court project as a multi-sport facility that can accommodate a variety of recreation programs and activities under a single roof, which is directly in sync with modern facility development strategies. Examples of sports that can integrate with tennis courts are:

MULTI-LINE INTEGRATION	MULTI-SPORT CONVERSION VIA PORTABLE SYNTHETIC TURF
Badminton	Soccer
Pickleball	Lacrosse
Volleyball	Ultimate Frisbee
Basketball	Baseball
<b>Minimum 2 tennis court requirement</b>	<b>Minimum 6 tennis court requirement</b>

The multi-sport nature of a covered court facility will enable municipalities to support their recreation service delivery philosophy and advance their community health benefit priorities. To aide municipalities with multi-sport integration Resource N has been created to illustrate how badminton and pickleball can be integrated onto a tennis court. According to Tennis Canada’s research, municipalities that choose a multi-sport function for their facility are more likely to be the facility operator. Private third-party operators are more likely to be focused on a tennis-only facility as a well-programmed facility can generate a healthy revenue.



Photo Credit: The Farley Group

## TENNIS, GOLF, SOCCER AND MORE



Municipality: **Truro, Nova Scotia**  
 Facility: **6-court year-round air-supported structure**  
 Operating Model: **College Board leases land to year-round not-for-profit operator**

The Cougar Dome is a not-for-profit covered court tennis facility that houses several other sports under one air-supported structure. The organization has put in a 2-lane synthetic track, long and triple-jump pits and a 10-bay golf range. They have also invested in a 15,000 square foot portable synthetic turf surface that can be mechanically rolled out in under 2 hours for soccer, lacrosse and kids camps. 21,000 local students are given free access during designated times and the facility is open for public access all-year-round. Users also have access to an attached club house which is a permanent structure that houses locker rooms, a pro-shop, meeting rooms, office space and a café. The project was supported by private donors as well as Federal and Provincial government funding.



## THE IMPORTANCE OF COMMUNITY TENNIS CLUBS

Existing community tennis clubs with four or more courts are prime locations for a seasonal covered court facility. Community tennis clubs are ideal partners, for many decades they have played a significant role in passionately growing and supporting the sport of tennis in Canada. These important not-for-profit organizations are instrumental in advocating for the sport and cultivating tennis players by organizing and delivering programs that encourage various types of participation including spontaneous recreational play, instruction, inter-club leagues, competitive tennis matches, etc. It is well known that community tennis clubs nurture new players, connect players of similar skill levels and structure programs offered to more advanced players – all of which plays a

part to advancing the sport and strengthening the tennis service delivery system.

Community tennis clubs can play a critical role in helping municipalities design, build and operate their covered court facility. These grassroots organizations have long-standing ties to the local community; therefore, they can provide valuable insights on local tennis participation and recreation trends. Through their well-organized community structure, they can help create, organize and deliver quality tennis programs. Community clubs also provide access to certified tennis coaches and tennis operational expertise.

### COMMUNITY CLUB DELIVERS YEAR-ROUND TENNIS



Municipality: **Burnaby, British Columbia**

Facility: **6-court seasonal air-supported structure**

Operating Model: **Municipality leases land to year-round not-for-profit operator**

Burnaby Tennis Club is a not-for-profit community club that operates six municipally-owned tennis courts. From October to May the club puts up an air-supported structure over the six courts to allow residents to play tennis year-round. The Club offers a variety of programming and membership options to meet the needs of residents. Residents can purchase seasonal memberships and pay-per-play cards. Programs include lessons, leagues, junior development, tournaments and wheelchair tennis. By covering their courts during the winter months, the Club was able to provide year-round training home for Thomas Venos – a top 15 junior wheelchair tennis player in the world. Thomas trained out of Burnaby Tennis Club for over three years before attending the University of Alabama on an athletics scholarship. The Club continues to offer wheelchair tennis programs in partnership with BC Wheelchair Sports.



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## A FOUR-STAGE PARTNERSHIP FRAMEWORK

This Partnership Framework provides a road map to help municipalities facilitate the development of covered courts that enable year-round tennis programming. The Framework is structured so that municipalities can participate in covered court projects to an extent that is consistent with their philosophies, policies and service provision priorities. It provides guidance about how a municipality can engage with community partners, so the risks and rewards of these projects can be shared with a variety of participants interested in advancing tennis and other sports within their community.

The Framework is a four-stage process that can be easily implemented to explore the needs and implications of a covered court project, establish its best fit for the municipality, determine the most appropriate partnership model and ascertain the best financial terms that conform to the expectations of taxpayers.

Descriptions of the steps included in the following four stage approach are explained in Part Two of this document.



### INVESTIGATION

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1. Develop a general understanding of the proposed tennis centre
2. Determine local need for covered courts and assemble information about potential partner(s)
3. Identify potential risks and risk mitigation mechanisms



### VIABILITY

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4. Develop project principles
5. Determine desired partnership structure and funding model
6. Undertake detailed feasibility analysis of the project



### FORMATION

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7. Undertake necessary public consultation or Council updates
8. Determine procurement methodology
9. If an RFP, solicit and evaluate proposals
10. Negotiate, document and formalize agreement



### LAUNCH

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11. Initiate facility development process
12. Post construction, initiate partnership management approach

Tennis Canada has teamed up with Provincial Tennis Associations to ensure that the assistance and support required by municipalities is readily available. Also, the Strategy and Framework initiative has resulted in the development of a wide range of tools and resources that will help to streamline the development process while providing practical guidance and examples of what has worked in other jurisdictions.

## MATERIALS TO HELP BUILD THE CASE FOR PARTNERSHIPS

The resources offered in this Framework include a variety of materials intended to help municipal staff at all stages of the covered court partnership and facility development process. The Resources section of this document is structured so that relevant information can be easily utilized to support staff reports and inform decisions. The following table will help the reader locate the appropriate resource material.

NAME	RESOURCE PURPOSE	PAGE
<b>A</b> Tennis Participation Data and Statistics to Assist in Facility Planning	Help in building the case for indoor courts and supporting the tennis community	<b>64</b>
<b>B</b> Components of a Tennis Strategy	A summary of the key research steps municipalities would need to follow to develop a Tennis Strategy	<b>66</b>
<b>C</b> Performing a Needs Analysis	Factors that should be considered in determining the need for a tennis facility	<b>68</b>
<b>D</b> Covered Courts Across Canada	Help in identifying the local supply of covered court facilities	<b>69</b>
<b>E</b> Estimating the Size of the Available Indoor Tennis Market	Statistical analysis to project the potential number of likely indoor tennis players in a market area	<b>71</b>
<b>F</b> Risk Evaluation Template	Risk factors that need to be considered by the municipality and its potential partners	<b>73</b>
<b>G</b> Sample Request for Proposals for Tennis Facility Providers	To assist in preparing a call for proposals to partner for an indoor tennis facility	<b>76</b>
<b>H</b> A Guide to Developing a Municipal Comparator	Determining a base line for comparing proposals to a municipal management approach	<b>79</b>
<b>I</b> Checklist of Evaluation Criteria to Evaluate Proposals	Helpful criteria to assist in assessing the merits and drawbacks of submitted proposals	<b>80</b>
<b>J</b> Public Consultations on “Tennis Bubbles”	Learnings from historic public consultations in Canadian municipalities that were successful in obtaining approval for a “tennis bubble”	<b>81</b>
<b>K</b> Tennis Court Design Standards	Taking the guesswork out of what constitutes a quality tennis facility	<b>82</b>

NAME	RESOURCE PURPOSE	PAGE
<b>L</b> Air-Supported Structure Features	Descriptions and pictures of the key physical features of an air-supported structure used to cover tennis courts	<b>84</b>
<b>M</b> Accessibility Guidelines for Tennis Facilities	Key items tennis facilities need to take into consideration to ensure they provide an environment that is accessible to all residents regardless of their different abilities.	<b>86</b>
<b>N</b> Pickleball, Badminton & Tennis Integration	Several layout options that can be used to integrate pickleball and badminton on an existing tennis court	<b>88</b>
<b>O</b> Air-Supported Structure Utilities Expenses – <i>Examples from Across Canada</i>	Projected utilities expenses for an air-supported structure during the winter season are provided for various climates across Canada	<b>91</b>
<b>P</b> A Step-by-step Guide to Programming Your Tennis Facility	A comprehensive guide that helps club operators develop a full-spectrum of tennis programs for junior and adult participants.	<b>92</b>
<b>Q</b> Quality Standards for Kids Tennis	A summary of Tennis Canada’s initiative to ensure kids are receiving safe and quality tennis programming.	<b>93</b>
<b>R</b> Tennis Facility Management Software	An overview of Tennis Canada’s current Tennis Facility Management Software program	<b>94</b>
<b>S</b> Experienced Advisors	Companies, agencies and organizations that Tennis Canada suggests may be helpful in developing a partnership or a facility	<b>95</b>
<b>T</b> Sport Tourism in Canada	Using tools available from the Canadian Sport Tourism Alliance to calculate positive impacts on the local economy	<b>96</b>

# PART 02

## PUTTING THE FRAMEWORK INTO ACTION



### WHAT IS A PARTNERSHIP?

The Canadian Council for Public-Private Partnership has three components to their definition of partnership:

- 01 **A partnership is a cooperative venture between the public and private sectors.**
- 02 **A partnership is built on the expertise of each partner that best meets clearly defined public needs.**
- 03 **A partnership is built through the appropriate allocation of resources, risks and rewards.**

For the purposes of this Framework, the term partnership refers to a municipality's relationship with a non-municipal entity to provide facilities and services in response to well-defined community needs. Almost all relationships between municipalities and external groups are not formal partnerships from a business perspective. This Framework aims to help municipalities develop enduring relationships with external groups through which a degree of value and worth is received by both entities. The partnership simply augments the municipality's ability to deliver a higher level of community tennis services by teaming up with an external group.

### POTENTIAL PARTNERSHIP MODELS

For over twenty years, municipalities across Canada have developed partnerships with external groups for recreational service delivery. These partnerships have involved:

- **Facility development and delivery**
- **Facility management and operations**
- **Exclusive use of a publicly-owned facility**
- **Delivery of for-profit services involving a municipal facility**

Through research on partnership models for covered court facilities, Tennis Canada has identified three options that municipalities should primarily consider for their covered court project:

- 01 **Lease municipal land to a not-for-profit operator for year-round or seasonal winter operations**
- 02 **Lease municipal land to a commercial operator for year-round or seasonal winter operations**
- 03 **Municipality owns and operates covered court facility**

The ideal partnership model for a municipality will likely depend on the availability of financial and capital resources, the municipality's risk tolerance, and the level of service it wishes to provide its residents. The chart below summarizes the resources, risks and rewards related to the three primary partnership models. Following the chart are detailed descriptions of each model.



		POTENTIAL FACILITY MODELS		
		Not-for-profit Operator	Commercial Operator	Municipally Operated
MUNICIPAL IMPLICATIONS	Capital Investment	Jointly funded by municipality and NFP	Funded by commercial operator	Funded by municipality
	Revenue Streams	Municipality could earn revenue through land lease	Municipality could earn revenue through land lease	Municipality earns net revenue generated from operations
	Risks	Operational risk and some capital risk transferred to NFP	Operational and capital risks transferred to operator	Operational and capital risks absorbed by municipality
	Community Benefits	Affordability and accessibility ensured for residents	Affordable and accessible through discounted fees for municipal residents	Affordability and accessibility guaranteed for residents

## Option 01

**NOT-FOR-PROFIT PARTNER:** Potential not-for-profit partners for municipalities include community tennis clubs, Provincial Tennis Associations and other community groups.

- A** Municipalities can work with an existing **not-for-profit community tennis club** and extend their summer lease to a year-round lease. They can jointly fund the construction of the air-supported structure and the club can program and operate the facility year-round. The municipality can also earn some revenue through a low-cost lease. By partnering with a not-for-profit operator, municipalities can ensure that residents receive affordable and accessible tennis programming. **Examples:** Burnaby Tennis Club (Burnaby, BC), Sudbury Indoor Tennis Centre (Sudbury, ON), West Vancouver Tennis Club (West Vancouver, BC).
- B** Municipalities can also work with **Provincial Tennis Associations** (PTAs) to deliver a covered court facility to their residents. PTAs have extensive tennis programming and event expertise. They will be able to maximize court utilization through junior development training, tournament hosting and outreach programs. PTAs will also have the knowledge and experience to deliver a full spectrum of affordable programming designed and targeted for all ages, abilities and skill-levels. Where a Provincial Training Centre does not exist, PTAs are eligible for funding support from Tennis Canada for one Training Centre. In some provinces, this may be a joint partnership opportunity for a municipality to provide their residents access to year-round tennis while supporting the development of their province's top tennis players.
- C** In certain municipalities, a **not-for-profit community group** that is dedicated to providing recreational opportunities for all residents may consider operating a seasonal indoor tennis facility. Outreach groups, community associations, Boys and Girls Clubs or the YMCA can operate and program an air-supported indoor tennis facility during the winter months to ensure the community has access to affordable physical activity throughout the year.

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## Option 02

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**COMMERCIAL PARTNER:** Municipalities can negotiate a long-term lease with a commercial operator, allowing municipalities to transfer risk to the operator. In return, the commercial operator will be able to collect any net revenues from operations. Through the land lease agreement municipalities could earn a steady stream of revenue and through the terms of the agreement they can ensure their residents receive discounted programs and court fees. Municipalities can work with commercial partners on a year-round or seasonal basis.

**A**

On a **year-round** basis, the commercial partner will fund the construction of tennis courts and the air-supported structure. Consequently, the partner will also decide whether or not the structure will come down during the summer.

**Examples:** Marilyn Redvers Tennis Centre (Aurora, ON), The Tennis Centre Surrey (Surrey, BC).

**B**

On a **seasonal** basis, the commercial partner will fund the construction of the air-supported structure, and cover the costs of inflating, deflating and storing the structure on an annual basis. Once the structure comes down for the summer, the tennis courts can be returned to free public use or to a not-for-profit summer club. Subsequently, the cost of the tennis courts will depend on the terms of the lease and may be shared between multiple partners.

**Examples:** Milton Winter Tennis Club (Milton, ON), HEADStart Tennis Centre (Halifax, NS), Eglington Flats Winter Tennis Club (Toronto, ON).

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## Option 03

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**MUNICIPAL MANAGEMENT:** Depending on a municipality's service delivery standards and where tennis fits into their inventory of recreational services, a municipality may wish to operate a covered court facility themselves. The municipality will fund any capital investments and absorb all capital and operating risks. In return, it will retain any net revenues from the facility operations that can be invested back into the municipal recreation budget. Through municipal management, affordability and accessibility for all residents is guaranteed and municipal values are upheld. Municipalities are also able to meet a wider set of resident needs by designing a multi-sport or multi-functional facility. Furthermore, they can leverage existing municipal staff at the planning, building and operating levels to reduce costs. Lastly, municipalities can operate the facility on a year-round or seasonal basis. If the municipality limits facility operations to the winter season, the tennis courts can be returned to free public use or to a not-for-profit club during the summer months.

**Examples:** Oak Bay Recreational Centre (District of Oak Bay, BC), Chinguacousy Winter Tennis Centre (Brampton, ON), Civic Dome (Oshawa, ON).



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One of the three facility models detailed above will align with the objectives of most municipalities. However, for some municipalities a covered court facility could be made possible through an educational institution or a private entity.

- **EDUCATIONAL INSTITUTION:** A covered court facility can be built on college, university or school board owned land. A municipality can contribute to the capital costs in return for access for local community residents. Facility operations can be done by the educational institution or they can be transferred to a commercial or not-for-profit partner. A covered court facility delivered through an educational institution will provide access to affordable recreational activities to thousands of students and support intramural and varsity tennis programs. The covered court project can also be designed as a multi-sport facility to expand services for students and local residents. **Examples:** Carleton University Tennis Centre (Ottawa, ON), Western University (London, ON), UBC Tennis Centre (Vancouver, BC), The Cougar Dome (Truro, NS)
- **PRIVATE ENTITY:** A covered court facility can be built on privately-owned land. The land owner can build and operate the facility or lease the land/facility to another private operator. Private operators will build and program their facility with the needs of their local community in mind. Private tennis facilities across Canada vary greatly with regards to the programs and amenities they provide their users, consequently the level of affordability and accessibility they offer to local residents also varies. **Examples:** Bear Mountain Tennis Centre (Victoria, BC), Joshua Creek Tennis Club (Oakville, ON), Lakewood Indoor Tennis Centre (Saskatoon, SK).

*For the full continuum of partnership alternatives please see Appendix F.*

Resource S provides a list of advisors in the private and public sectors who have experience with covered court facilities. These experts will be able to provide guidance on air-supported structures, tennis programming and facility operations. They will also provide insights on municipal partnerships and the municipal recreation facility development process.

## FORMULATING A PARTNERSHIP

Creating partnerships with outside entities for the development of accessible covered court community tennis centres can help to provide an additional level of recreational service without placing undue stress on municipal capital and operating budgets. Collaboration with others offers an attractive alternative to bring publicly available facilities to reality – when it’s not feasible for the municipality to go it alone.

While the benefits of alliances are many, relationships between municipalities and outside entities require planning - especially if partnering is a new concept for a municipality. The four stages of the Framework offer a pragmatic approach to evaluating the potential of a facility, based on local need, its financial viability, the level of municipal risk, the appropriate level of municipal oversight and operating options for a proposed tennis centre.

It is important to remember that relationships with outside groups must be “the right fit” for the municipality. A municipality’s state of readiness for partnering will depend on their previous experience in working with an outside group as well as the “match” of the potential

partner’s attributes to the requirements of developing and/or operating a community tennis centre.

It is impossible to anticipate all of the considerations that may apply to any particular municipal relationship with an outside entity. For this reason, municipal staff typically rely on expertise and resources available through various departments or business units within their organization – in particular Recreation and Culture (or Community Services), Purchasing and Procurement, Planning, Finance, Legal, etc. Often, municipalities establish Partnership Committees or Technical Committees to oversee the implementation of the partnership development process. Committee members are usually representatives of the aforementioned departments. Sometimes elected officials are invited to either be active participants on a Committee or simply audit the Committee’s work.

Key elements of the four stages of the Framework are described on the following pages. These descriptions are supported by materials presented in the Resources and Appendices.





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Photo Credit: F. Delventhal

## STAGE 01

# INVESTIGATION

The concept of adding covered courts to a municipality's inventory of recreation facilities will either arise from municipal planning activities – such as Recreation Facility Master Plans – or from proposals received from outside interests. The four stages of the partnership Framework should be implemented regardless of the source of the idea.

### STEP 1: Develop a general understanding of the proposed tennis centre

The municipality's point person for the project should develop a general understanding of the proposed community tennis centre to help inform decision-making that will be required throughout the stages of evaluating and potentially developing a partnership. This does not mean the person responsible for implementing the process needs to become an indoor tennis "expert" but rather he/she should at least understand the nuances of this particular type of facility. The tools and resources section of this document should be helpful in this regard and additional support and expertise is always available through Tennis Canada. Tennis Canada can be contacted at any stage of consideration or planning at [coveredcourts@tenniscanada.com](mailto:coveredcourts@tenniscanada.com)

The investigation stage is meant to provide answers to a few important questions.

- Is the proposed facility or service needed in the community?
- Is the proposed facility or service consistent with municipal values?
- Who are the potential partners and are they capable of developing the facility?
- How will municipal interests be protected within the selected project?

### STEP 2: Determine local need for covered courts and assemble information about potential partner(s)

The first and one of the most critical aspects of the investigation stage is accurately determining the need for new (or additional) covered community tennis courts within the local jurisdiction. If a previously prepared Recreation Facility Master Plan recommends covered courts, or even revitalized or new outdoor courts, some of this work may already be complete. However, if the proposed project arises from within the community, it is important that the municipality validate that a need exists before proceeding any further. A detailed needs assessment process is described in Resource C. Additionally, Resource E provides advice about calculating the likely number of indoor tennis players available in the market areas of the proposed covered court tennis facility.

### STEP 3: Identify potential risks and risk mitigation mechanisms

Most municipal decision makers will be extremely interested in the potential risks associated with entering into a partnership for the development of covered community tennis courts. While certain risks may be shared between the partners, the municipality will need to review its exposure to certain operational and commercial risks. For example, taxpayers often look to the municipality to resolve operational problems even though an outside entity is responsible for facility or service delivery.



Furthermore, it is impossible to transfer risk without also transferring control over the elements that will influence risk. For instance, a municipality will not likely be successful in transferring revenue risk to its partner while retaining control over setting fees. It is important to plan for the risks and responsibilities of each party.

Even though the municipality might contract-out the delivery of certain services, it may indirectly retain some risk exposure resulting from things such as complaints or criticisms associated with the quality of building, its maintenance or interruptions in service. There have been cases in Canada where the appropriate level of planning and risk assessment was not conducted, and unforeseen situations have arisen where third party providers have abandoned projects that were valued by the community, forcing the municipality to step in to resurrect the service. For this reason, a Risk Assessment Template is presented in Resource F.

Early on in the investigation stage, staff should address any environmental impact implications of the proposed project. If the facility is to be located in an existing neighbourhood, issues of noise, traffic, security and night-time light levels could be of concern to area residents. To help resolve these issues, the project proponents will typically have to conduct traffic and shade and light studies. There have also been instances where neighbourhoods have objected to air-supported structures simply because of their perceived objectionable aesthetic value. To address this concern, air-supported structures come in various sizes and colours and can be taken down for the summer season. Wherever possible, all efforts should be made to mitigate issues before the project proceeds to detailed development.



## STAGE 02

# VIABILITY ANALYSIS

### STEP 4: Develop project principles

A well-conceived partnership begins with the establishment of principles that pre-determine the municipal response to issues that will very likely emerge during discussions with potential partners. In essence, the partnership principles lay out the municipality's position regarding significant partnership elements. Normally municipalities establish Committees comprised of staff, elected officials and key stakeholders to develop the principles that address the following areas.

- The degree to which the arrangement must **comply with municipal values** and philosophies and the potential partner's attitude towards public service. In other words, is the partner willing and able to contribute to the corporate strategic plan, the official community plan, the recreation service master plan, etc?



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- The **levels of control** and the mechanisms that the partner must provide the municipality to ensure adequate quality is maintained. Pre-established, written specifications that clearly define what the project partner is expected to do (from an operating and maintenance perspective) are **the most effective methods of detailing the partner's responsibilities and the municipality's expectations**.
- Minimum **attributes that the partner must bring to the relationship**. This list will vary depending on the size and nature of the tennis centre being considered.
- **Municipal risk tolerance** and the conditions under which risk will be absorbed. The degree to which the municipality is capable or willing to absorb risk will be a key determinant in the most acceptable type of partnership model it chooses.
- The **degree to which stakeholders and others should be involved** in the deliberations regarding the partnership and the manner in which the public's interest will be reflected in the partner selection process. Determine the requirements to adequately consult the community, especially if an air supported structure is being considered as the building solution.
- The **municipality's financial expectations** and conditions under which certain types of investments in the partnership will be considered. This principle is linked to the risk tolerance principle discussed above. Simply, the municipality's financial expectations must involve a balance between acceptable levels of risk and anticipated financial rewards from the project. As a general rule of thumb, if a municipality transfers almost all of the risk to its partner, its financial returns from the project will be more modest than if it has a more active role.

The principles will be exceedingly important in choosing the partnership structure that is best suited for the municipality.

## STEP 5: Determine desired partnership structure and funding model

Although there are numerous forms of relationship structures available to municipalities and community tennis centre partners, research suggests that most municipal arrangements can be grouped in one of the following five categories:

- 1 Strategic Alliance:** a relationship that involves the municipality and one or more organizations collaborating on planning and delivering select facilities, services or programs. An example would be a municipality working with a community tennis club to determine the most appropriate locations for other not-for-profit clubs to be formed within the community or to decide on the locations of regionally focused tennis centres that serve a municipally-wide market rather than a local neighbourhood focus.
- 2 Contract Agreement:** services contracted by the municipality to a partner organization, whereby the contracting partner delivers a service consistent with a predetermined specification. Individuals, community clubs or private companies are frequently contracted by municipalities to deliver tennis lessons, run junior tennis camps or organize events (like tournaments).
- 3 License or Lease Agreement:** facilities rented by the municipality to a partner, where a partner licenses or leases a public facility for its private and sometimes its exclusive use (although usually with provisos for public access guarantees). Community tennis clubs generally have leases or licenses to use public courts to deliver their programs and to offer their members exclusive use periods during the summer time. Generally, the municipality obligates the club to provide public access to the courts, on a scheduled basis. Private and not-for-profit groups also frequently obtain a license for the use of public outdoor courts to allow for the addition of a bubbled facility installed seasonally over the courts during the winter months.





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**Service Agreement:** services provided through an agreement between the municipality and one or more partner organizations, where services are jointly controlled, managed and operated by the partners as specified in an agreement. The municipality and its partner agree on the basic concept of the service(s) to be offered and then adjust the specific terms and obligations of the provider as the details of the service requirements become better understood.

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**Facility Development (Equity) Agreement:** facilities that are mutually planned and jointly funded and where constituents of the participating partners would have access to the facilities in accordance with an agreement governing facility use and operations. These types of arrangements are usually most applicable to large, long lasting projects involving a municipality and a partner that brings a certain amount of equity to the relationship. Given the joint capital funding arrangement, both parties normally have a say in the facility's design and operating model. Further, the non-municipal partner may become the operator - as is the case in many municipal/YMCA arrangements.

For more information on the elements of a successful partnership and key characteristics to taken into consider when forming a partnership please see *Appendix G: Information to Help Build Partnerships*.

## STEP 6: Undertake a detailed feasibility analysis of the project

The feasibility analysis involves developing a business plan that takes into account all of the business variables that will determine the success or failure of the facility - in both the short and long term. This includes an accurate estimate of the capital costs associated with the project, a funding plan, an operating plan and staffing model, a marketing plan, fee structures, sales projections and the estimated cost to operate the facility. Feasibility studies are typically augmented by a sensitivity analysis that considers various revenue and utilization scenarios. An operating forecast for a 4-covered-court tennis facility is presented in Part 3 of this document to help guide municipalities through their feasibility study.



STAGE 03

# FORMATION

## STEP 7: Undertake necessary public consultation or Council updates

When developing a covered court facility partnership, municipalities will likely conduct public consultations to gather input from residents. Public consultations engage the local community and ensure municipal services are aligned with resident needs. For a covered court facility, residents will need to be informed on potential locations and building design options. Expected capital costs and results of traffic, light and shade studies could potentially be shared with residents to help inform their opinions. Ultimately, the key findings from these consultations will inform a municipality's design decisions and/or the terms of their RFP.



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Consultations will also allow municipalities to learn about the programming needs and recreational priorities of residents. During these consultations feedback on proposed court usage and programming fees can also be collected. This will help inform a municipality's programming and court allocation decisions. It will also ensure a municipality selects a partner whose operating model aligns with the needs of local communities. The information gathered through public consultation may be used to negotiate the terms of a lease agreement with an operating partner to ensure affordability and accessibility for residents.

### **STEP 8: Determine procurement methodology**

There are four basic means of locating a potential covered court partner:

- sole source negotiation with targeted organizations like community tennis clubs;
- tender call process;
- Request for Proposals (RFP's); and
- unsolicited proposals submitted to the municipality by an outside group

Sole sourcing is generally most appropriate when dealing with not-for-profit groups or other public sector organizations for modestly valued agreements with inherently limited risk. Sole sourcing may also be appropriate when there is only one provider of the desired product or service available in the market place.

The tender call is appropriate when the municipality is seeking a well-defined product, service or commodity and detailed specifications are available. It should be understood that the tender process generally limits the potential for creativity on the part of candidate partners.



### **STEP 9: If an RFP, solicit and evaluate proposals**

The Request for Proposal (RFP) process can be applied when the municipality has completed the first two stages of the Framework and the project appears to be viable. The nature of RFP's invites a greater degree of creativity than in the more restricted tender call process by describing the desired outcome of the project and then asking potential partners to propose realistic solutions. A sample of an RFP soliciting submissions for a covered court solution over municipal tennis courts is presented in Resource G.

From time to time, municipalities receive unsolicited proposals for tennis projects – either covering existing courts or developing a new tennis centre. Proponents of these ventures will frequently contend that their propositions are unique and should qualify as a sole source opportunity. Municipalities are well advised to thoroughly investigate the validity of this claim prior to engaging in detailed discussions with a proponent.



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The issues that the municipality should consider regarding the proprietary nature of a proposed project are:

- magnitude of the project (dollar value and complexity);
- availability of other proponents with similar capacities or expertise;
- uniqueness of the idea or concept;
- trade mark and copy right issues;
- exclusivity issues;
- length of the proposed term of the relationship; and
- nature of the proposed agreement.

Assuming that the project appears worthwhile, but not deemed proprietary, the municipality's usual RFP process would be implemented. The organization that prepared the original unsolicited proposal should be encouraged to participate in the process. However, if the municipality is satisfied that the concept is worthy of further attention and it is deemed proprietary such that a sole source negotiation would be appropriate, the proponent should provide detailed information, which at a minimum should include the following:

- comprehensive needs analysis;
- a comprehensive business plan;
- the proponent's financial capacity;
- a clear demonstration of the sustainability of the project;
- in the case of a not-for-profit group, the organization's secession plan;
- detailed evidence of community benefit; and
- a full risk analysis.

Staff or a review team assigned to the project would apply criteria similar to the normal RFP process to evaluate the proposition to determine if the project should be recommended for approval.

#### **STEP 10: Negotiate, document and formalize agreement**

Once the partner has been selected the parties negotiate a relationship for the project that is mutually satisfactory. This will in large part reflect the contents of the selected proposal but is much more detailed in terms of the nature of the arrangement. Staff and possibly a Partnership Committee should work out the specifics and practicalities of the relationship before the legal documents are developed.

Effective agreements are always well documented. Generally, the agreement provisions should describe:

- the purpose and basic background for the relationship;
- the obligations of both parties;
- the practical aspects of the relationship;
- the financial terms of the arrangement;
- the expected outcome of the relationship;
- limitations/requirements imposed by the municipality on the operation; and
- the consequences of non-performance by either party.

Of course, the number of provisions and the level of detail required to describe the relationship will depend entirely on the nature of the project.





## STAGE 04

# LAUNCH

### STEP 11: Initiate facility development process

When developing a covered court facility through a partnership model, the operator will typically take responsibility for the construction of the facility. Given the terms of the lease agreement, the municipality will give land access to the operator to begin construction on a specified date. A municipality's planning department will approve site plans and grant the appropriate building permits. In some cases, zoning by-laws may need to be amended to permit construction of the facility. If the municipality is constructing the facility itself, they will follow existing building procedures and processes.

### STEP 12: Post construction, initiate partnership management approach

To be successful, agreements need to be proactively and effectively managed. It is not sufficient for the municipality to nurture a relationship with an outside group and then leave the group to its own devices. It is the public sector's obligation to maintain an ongoing relationship with its partner to ensure that:

- Service standards are maintained
- Contractual obligations are met
- Required supports are provided
- Potential problems are addressed through joint planning

A balance must be struck between the municipality's responsibility for audit and oversight and the partner's right to conduct business with minimal interference. Each party should appoint one person to be the main contact point on all matters relating to the administration of the agreement. They should meet on a regular basis to stay abreast of emerging issues, resolve potential problems and identify opportunities where additional resources are required to enhance the success of the relationship.

Staff who are responsible for managing relationships with covered court partners require contract management expertise that is different from the skills that would be necessary if the same staff were to run the facility themselves. Effective contract managers thoroughly understand the roles, responsibilities and obligations of both sides of the relationship and establish information sharing and reporting mechanisms to ensure that the expectations of both partners are met throughout the term of the agreement. The municipal representative may also need to educate the partner about the necessity for regular meetings and reports especially when dealing with volunteer organizations that are often not well versed in management practices.

It is also important that the municipal staff responsible for the relationship know how to monitor results, interpret reports and evaluate accomplishments and shortfalls. Furthermore, the staff must be capable of identifying areas of necessary improvements, be able to effectively communicate the need for improvements and have the capacity to provide guidance that would lead to performance consistent with the public's expectations. Therefore, it is essential to match the skill sets of the assigned staff person with the nuances of the agreement.

## MANAGING AGREEMENTS WITH VOLUNTEER GROUPS

The nature of volunteer organizations may require agreements that set out details not normally required in relationships with formal legal entities. Some municipalities require community partners to have a clear secession plan that ensures the organization is sustainable beyond the tenure of a core group of volunteers. This helps to protect the interests of the municipality and brings a certain degree of assuredness to the arrangement.

### CONTRACT MANAGEMENT

It is important to effectively manage arrangements with outside interests. A common misconception about out-sourcing is that the practice will eliminate staff time associated with the delivery of the service. Depending upon the nature and complexity of the agreement, contract management could require as much, staff time than direct service delivery, especially during the arrangement's infancy. It is therefore important that the municipality be equipped with the appropriate number of adequately trained personnel to manage relationships with the partner.

### EVALUATION AND MONITORING

After implementation, the partners should engage in mutual evaluation of the relationship. Where necessary, adjustments to roles and responsibilities should be considered to improve the working arrangement between the partners and the results of their efforts. Outcomes should be tested against the partnership principles and new directions should be guided by the pre-determined municipal positions regarding the partnership. The result should be consistent with the objectives for the partnership and the communities they serve.

## USEFUL KNOWLEDGE FROM PREVIOUS EXPERIENCES

Research into previous municipal partnership experiences for tennis facilities has revealed useful knowledge about the characteristics of potential partners and the nuances of developing a productive relationship.

- 1 Until recently, most municipalities have dealt with covered court tennis facility partnerships on a reactive rather than proactive basis. In other words, most often, municipalities have been approached by potential partners offering an unsolicited proposal, usually asking for permission to install a bubble over existing municipal tennis courts. Frequently, this order of events has caused the municipality to respond in a defensive manner rather than being able and prepared to work collaboratively through the process in a thoughtful way. Adequate preparation – such as the inclusion of a tennis needs assessment in the municipality's recreation facilities master plan study - would be a good start in being prepared in advance of these types of overtures (for both outdoor and covered courts). Better still, if a need for more tennis is determined, taking a proactive posture by issuing a Request for Proposals (RFP) which puts control of the process into municipal hands and relieves the stresses of being forced to be responsive.
- 2 Potential partners will likely not understand municipal requirements regarding sole source procurement, especially for projects as large as covered tennis facilities. Consequently, proponents may be confused by or will resist suggestions about the need for an open and transparent partner search and selection process through the issuance of an RFP.
- 3 It is very likely that proponents will be unfamiliar with the administration procedures and approval chain of command that are the normal municipal business practices. The need to involve various departments in information sharing and the separation of responsibilities between departments is often a foreign concept to potential partners. Consequently, some potential partners may have unrealistic expectations regarding the amount of time generally required to work through normal municipal decision-making processes.



4 Some partners may suggest that the municipality provide them access to public land and they will assume all responsibility for the project. This type of expectation again demonstrates a lack of knowledge regarding the various levels of information sharing and approvals required for the municipality to become associated with a project situated on municipal property. Additionally, some proponents undervalue the cost of land that the municipality might contribute to the project. The value for money assessment that should be undertaken prior to finalizing the arrangement should take into account all municipal inputs to the project including the value of land and improvements such as outdoor tennis courts, support buildings (such as clubhouses), parking, etc.

5 A potential partner's proposal may be simply a concept rather than a submission that includes the required level of detail for the municipality to take a proposition seriously. The guidelines presented in this Framework should help to set out the minimum submission requirements.

6 Potential partners sometimes assume that the project will be exempt from municipal taxes. Fulfilling this expectation could be cumbersome if a municipality has relationships with other partners that already pay taxes. So, for example, it would be difficult to justify a "no municipal tax environment" for the community tennis club that operates a tennis bubble when the municipality is charging the local curling club taxes on the curling arena owned and operated by a not-for-profit organization. Potential partners often do not understand the precedent setting nature of their requests. In some Canadian jurisdictions, the provincial tax setting authorities are suggesting that municipal taxes are applicable to year-round tennis facilities (such as a bubble that remains in place all year) regardless of the profit or not-for-profit status of the operator.

7 A proponent for a new covered court community tennis facility may claim that a partnered covered court tennis centre is required even though an existing commercial tennis club currently operates within the defined market area. The usual rationale supporting this claim is that the existing club's membership or court fees are too expensive.

This may be true; however, these situations can sometimes be mitigated by a thorough market demand study focusing on the need for additional tennis facilities, a commitment to all parties about full disclosure throughout the process, and a high degree of communication with all affected parties as the process unfolds. If it is determined that there is a need for a more affordable covered court tennis centre to serve the local market, the commercial operator should be invited to participate in the partner search and selection process.



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## FUNDING METHODS

All municipalities develop long range capital plans (usually forecasting capital funding requirements for 5 or 10-year windows) to ensure that they have access to necessary funding to undertake the development of projects required to support community priorities. Capital projects called for by infrastructure planning studies (like Recreation Facility Master Plans) would be inserted into the long-term capital plan in the years in which the new or expanded facility is expected to be required to meet community need. Capital ventures not included in the long-term plan are often referred to as “unfunded projects” that are likely the subject of alternative funding approaches or are postponed until funding assistance from other levels of government becomes available.

Funding models for a partnered project will be dependent on the level of participation by project partners as well as the structure of the relationship. Obviously, the capital cost to construct a municipally owned and operated facility would be entirely borne by the municipality through inclusion in the long-term capital plan. The cost of a facility that is owned and operated by the private sector would be the private operator’s responsibility. However, there are a variety of options that could be explored to cover the capital costs of partnered projects involving a municipality and a non-municipal partner.

### FEDERAL GAS TAX FUND

The Federal Gas Tax Fund (GTF) is a permanent source of funding provided up front, twice-a-year, to provinces and territories that in turn flow funding to their municipalities to support local infrastructure priorities. Municipalities can pool, bank and borrow against this funding, to provide financial flexibility. The Federal Gas Tax Fund delivers over \$2 billion every year to 3,600 communities across the country. In recent years, the funding has supported approximately 4,000 projects each year. Communities select how best to direct the funds with the flexibility to make strategic investments across eighteen different project categories including sport, recreation, culture and tourism facilities<sup>1</sup>. Both provincial and federal governments collect gas taxes and, in the case of the federal government, share a portion of those taxes with all municipalities across Canada.

Some provinces, such as Ontario and Alberta, also share a portion of fuel taxes with municipal governments<sup>2</sup>. A specific example of the Gas Tax funds contribution to growing tennis is the Ontario City of St. Thomas’ successful application through which it received approximately \$675,000 to replace the Pinafore Park tennis facility that was originally constructed in 1960. Similar successful examples have occurred throughout the country.

### FEDERAL INVESTING IN CANADA PLAN

The federal government’s 2017 Budget included a number of initiatives that provide investments in three priority areas: public transit, green infrastructure and social infrastructure. Social infrastructure includes cultural, sport and recreation facilities. The budget also proposes the creation of the Canada Infrastructure Bank, an arm’s length organization that will help allocate funds to each of the priority areas. Budget 2017 included an investment of \$1.8 billion over 10 years starting in 2018–19. Of this amount, more than \$1.3 billion will be provided to provinces and territories through integrated bilateral agreements, on a base plus per capita allocation basis. This investment will be delivered through the second phase of social infrastructure funding. The federal government has entered into bilateral agreements with several provinces and territories to ensure that the allocation of funds reflect local and regional priorities. It is anticipated that when the program is rolled out by all provinces/territories, funds will be allocated on a merit-based formula.

### FUTURE INFRASTRUCTURE FUNDING PROGRAMS

Similar to the above examples, from time to time the federal and provincial governments participate in funding new municipal facility developments or financially helping with upgrading aging infrastructure. Usually, these funding programs are offered in a finite window of time to complete the application and project selection process and often require financial participation by the municipality and/or its partner.

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<sup>1</sup> Infrastructure Canada. (2018, March 27). The Federal Gas Tax Fund.

<sup>2</sup> Federation of Canadian Municipalities. (2015, September 18). Fuel tax Transfers.

## CAPITAL RESERVE FUNDS

Capital reserve funds set aside by municipalities as part of long-range capital plans to deal with ongoing capital funding for facility improvements over time. Annual reviews and prioritization assist in the development of annual plans for specific projects that will draw down on these funds.

## PROJECT FINANCING

In certain cases, the financial strength of a project will allow the venture to underwrite the cost of borrowed funds. Similarly, municipalities have an opportunity to debenture the cost of capital projects over time. The carrying costs of financing would need to be added as a cost item in the business plan of the project.

## LOAN GUARANTEES

Some municipalities loan capital funds to qualified community organizations for the development of new recreation facilities. In other cases, municipalities guarantee the organization's project loan that has been drawn from a traditional financial institution.

## DEVELOPMENT CHARGES OR DENSITY BONUSING

Growing municipalities often require land developers and home builders to pay development charges. These charges help municipalities fund infrastructure needs resulting from a growing population. Similarly, in certain provinces with enabling legislation, developers are permitted to contribute capital or operating support for public facilities, including recreation centres, in exchange for approval to increase the size or density of a commercial or residential project.

## SPONSORSHIP AND FUNDRAISING

Some communities have been successful with efforts to fundraise to help defray the capital cost to the municipality. These are usually target efforts specifically for a particular project. A good example of successful sponsorship efforts is the improvement project to an existing triple tennis court complex located at Torii Park in East Woodbridge (City of Vaughan) Ontario. The

project was funded in large part by a \$50,000 contribution by Saputo, a dairy company and local employer in Vaughan<sup>1</sup>. In other cases, community groups have created relationships with outside groups interested in sponsoring a particular facility or program. Usually these initiatives are more successful when undertaken by not-for-profit groups rather than the municipality or a private sector partner.

## TENNIS CANADA

Tennis Canada continues to seek national funding partners to support the Municipal Tennis Facilities Strategy across the country. This funding would be targeted to community tennis centres and would be available to be used in partnership with municipalities. In addition to funding, Tennis Canada is willing to educate and assist with the development of projects by providing support for feasibility studies and other up-front planning work.

## PROVINCIAL TENNIS ASSOCIATIONS

Tennis Canada has made funding available to Provincial Tennis Associations who are partnering with municipalities, public institutions or private land owners to develop a Provincial Training Centre in their province. Every Provincial Training Centre will have a community focus and a province-wide development focus. The funding currently available to Provincial Tennis Associations includes pre-capital funding to assist with feasibility assessments and facility design, as well as \$250,000 in capital funding towards one approved capital project that will serve as a Provincial Training Centre and a community tennis centre.



<sup>1</sup> City of Vaughan. (2018, May 5). New Improvements to Torii Park Made Possible by Saputo Sponsorship.



# PART 03

## PLANNING FOR SUCCESS

To help municipalities understand the operating and financial aspects of a covered court facility, Tennis Canada has developed three planning tools:

- ① **Estimated Capital Expenses & Funding**
- ② **Estimated Operating Revenues & Expenses**
  - a **Seasonal Operations**
  - b **Year-round Operations**
- ③ **An Introduction to Tennis Programming for Municipalities**

The **Estimated Capital Expenses & Funding** tool provides a summary of the capital outlays required to build a covered court facility. The capital financial forecast is based on an air-supported structure being used to cover the courts. Other costs presented in the summary are typically incurred when building any type of covered court facility. If a municipality is covering an existing bank of outdoor courts, several of the costs outlined in the summary can be reduced or eliminated.

The **Estimated Operating Revenues & Expenses** tool outlines how a covered court facility will generate income, and what expenses it will incur while doing so. The tool provides a financial summary and the expected net revenue for a four-court air-supported tennis facility. Following the financial summary, full financial projections are provided for both a seasonal and year-round facility. For each operating scenario two projections are provided: conservative and realistic. Participant fees used to generate revenue projections are in line with fees charged by covered court facilities across Canada in 2018. A total for four financial projections are provided – under each projection the operator is able to generate a positive net revenue.

**An Introduction to Tennis Programming for Municipalities** outlines the variety of courses, classes, programs and additional tennis activities a municipality can deliver through a covered court facility. This Guide also introduces Progressive Tennis which uses modified equipment and courts to teach tennis to all ages from 4 to 94 and all abilities, whether they are starting tennis for the first time, or picking it back up after many years. The guide exhibits a continuum of programming that can target all ages and abilities. Through a Tennis Canada certified team of coaches and instructors, a municipality can deliver continuous programming for residents of all ages and abilities to help them reach their personal fitness goals.

These three tools will demonstrate how a covered court facility can be built and operated in any community. In doing so, the tools will also illustrate the financial and social benefits a municipality and their residents will gain from the tennis facility.

For digital or print copies of these tools please contact  
**[coveredcourts@tenniscanada.com](mailto:coveredcourts@tenniscanada.com)**



## Air-Supported Indoor Tennis Facility

### ESTIMATED CAPITAL EXPENSES & FUNDING

When covering a large open space, an air-supported structure is the most economical building choice. **The cost of an air-supported structure covering a 4-court tennis facility is approximately \$700,000.** Additional capital expenses that are typically incurred when building an indoor tennis facility are: tennis courts, construction services, clubhouse, parking and land. When covering an existing bank of courts, municipalities will be able to save on several of these costs. Furthermore, depending on the ownership and operating model of the facility, existing municipal resources may be utilized to help reduce the cost of construction services. Estimates for the major capital cost categories are outlined below.

Air-Supported Structure			
COMPONENTS	COSTS		
<b>Fabric Dome</b> <b>Outer layer:</b> architectural grade vinyl polyester fabric (coated to withstand environmental deterioration) <b>Insulation:</b> double layer of polyethylene bubbles sandwiched between two aluminum surfaces	Most manufacturers estimate that the total cost of building and installing the components of an air-supported structure can be budgeted at <b>\$25-\$30 per square foot.</b>		
<b>Concrete Grade Beam</b> <b>Foundation</b> for the air-supported structure <i>Costs are reduced if there is an existing grade beam</i>	<b>COURTS</b>	<b>DIMENSIONS</b> (ITF Recreational Standard)	<b>SQUARE FEET</b>
<b>HVAC</b> Inflation unit, furnace, and air-conditioning (optional)	4	224x118ft	26,000
<b>Entrance &amp; Exit Components</b> Revolving door and double-door pedestrian airlock	6	336x118ft	40,000
<b>Interior Lighting</b>	8	224x236ft (2 banks of 4 courts)	53,000
			<b>COST</b> (\$27.50 per sq. ft.)
			<b>\$700,000</b>
			<b>\$1,100,000</b>
			<b>\$1,500,000</b>

New Tennis Courts			
COMPONENTS	COSTS		
<b>Hard courts consist of the following:</b> [1] Base (concrete or asphalt) [2] Acrylic Resurfacer Layer [3] Acrylic Coloured Paint (top layer) [4] Court Related Equipment (nets, posts, dividers etc.) [+] Cushioning Layer (optional) <i>A shock-absorbing layer that is placed in-between the resurfacer and coloured paint layers. Provides improved playing conditions and reduces player fatigue.</i>	The cost of a hard tennis court can range from <b>\$75,000 to \$150,000.</b>		
	<b>COURTS</b>	<b>DIMENSIONS</b> (ITF Recreational Standard)	<b>COST</b> (\$125,000 per court)
	4	224x118ft	\$500,000
	6	336x118ft	\$800,000
	8	224x236ft (2 banks of 4 courts)	\$1,000,000

Pre-construction & Construction Services	
SERVICES	COSTS
[1] Construction Manager or General Contractor [2] Planners, Designers & Engineers [3] Environmental Personnel [4] Legal & Financial Consultants	The costs of pre-construction and construction services will <b>depend on how the project is structured</b> (internal or external to the municipality).

*Note: Figures have been rounded to the nearest hundred thousand and were generated in 2019.*

Clubhouse & Parking	
AMENITIES	COSTS
[1] Parking [2] Washrooms & Lockers [3] Lounge Area <i>For additional revenue, clubhouses can offer:</i> [+] Food and Beverage Services [+] Racquet Re-stringing and Pro-shop	<p>If an organization is covering an existing bank of courts, a clubhouse and parking lot may already exist.</p> <p><b>The cost of a new clubhouse will depend on the level of service an organization wishes to provide its users.</b></p> <p>If the courts are built near a recreation centre – the centre can act as a clubhouse &amp; parking can be shared.</p>

Land	
SUITABLE LAND FOR AIR-SUPPORTED STRUCTURES	COSTS
[1] Existing bank of outdoor tennis courts [2] Park land adjacent to existing facilities [3] Vacant land adjacent to schools, commercial property, railway or part of an open field	<p>Land costs will be <b>dependent on the location and ownership model</b> of the indoor tennis facility.</p>

Comparison of Indoor Tennis Facilities Costs					
FACILITY	YEAR	STRUCTURE	SIZE (sq. ft.)	COURTS	COST
Milton Winter Tennis Club	2018	Seasonal Air-Supported Structure over Existing Courts	31,000	5	\$900,000
Marilyn Redvers Tennis Centre	2016	Year-round Air-Supported Structure + Adjacent Brick Clubhouse	43,000	6	\$2,200,000
North Vancouver Tennis Centre Expansion	2014	Rigid Steel Frame Structure	24,000	3 + 1 mini	\$4,600,000
Angus Glen Tennis Centre	2011	Steel/Brick Structure + Attached Brick Clubhouse	28,000	4	\$4,100,000

Potential Funding Sources to Be Considered	
<b>MUNICIPAL SOURCES</b>	<p><b>Capital Budget:</b> Infrastructure planning studies such as Recreational Facilities Master Plans help inform capital budgeting decisions and ensure sufficient funds are allocated for recreational infrastructure.</p> <p><b>Development Charges:</b> Growing municipalities often require land developers and home builders to pay development charges. These charges help municipalities fund infrastructure needs resulting from a growing population.</p>
<b>FEDERAL, PROVINCIAL &amp; TERRITORIAL GOVERNMENTS</b>	<p>Federal, Provincial and Territorial governments offer grants to communities across Canada to ensure all Canadians have access to affordable and quality social infrastructure and programs. Under these funding programs communities can obtain funding for sport and recreation facilities. Some examples of funding programs that can be accessed for a covered court tennis facility are the Federal Investing in Canada Plan and Federal Gas Tax Fund.</p>
<b>SPONSORSHIP &amp; FUNDRAISING</b>	<p>Local small businesses, corporations and donors can provide funding in exchange for naming rights and marketing exposure.</p>

*Note: Figures have been rounded to the nearest hundred thousand and were generated in 2019.*

## FINANCIAL PROJECTIONS:

## Understanding Operating Revenues & Expenses for a Covered Court Facility



Covered court facilities provide a rare opportunity in the recreational field to earn a positive return on investment while offering affordable fees for residents. This is possible through the low investment required for an air-supported structure to cover courts and the minimal maintenance associated with hard acrylic tennis courts. Affordable fees are made possible by optimizing the active participants per court. When playing a game of doubles court fees can be as low as \$4-7 per person and children's tennis programming allows for 8 to 24 active kids on one tennis court. Through a wide spectrum of tennis programming that can include learn to play courses, drop-in classes, leagues, camps, tournaments and more, covered court facilities can have a diverse operating model that will help maximize net revenue. **A well-programmed covered 4-court facility can earn \$40,000 to \$250,000+ in annual net revenue.**

When creating an operating forecast for a covered court facility two fundamental operating decisions will inform the remaining assumptions needed to complete the forecast:

▶ **The operating period of the facility – Seasonal or Year-round Operations**

▶ **The level of conservativeness used to estimate participant fees – Conservative or Realistic Pricing**

Based on combinations of the 2 factors mentioned above Tennis Canada has created 4 operating scenarios for a 4-hard-court facility. Provided below are a summary of revenues and expenses for each operating scenario:

4-COURT SEASONAL FACILITY (32 weeks) 			4-COURT YEAR-ROUND FACILITY 		
REVENUES			REVENUES		
	CONSERVATIVE	REALISTIC		CONSERVATIVE	REALISTIC
+ Frequent Participant Fees	\$35,000	\$75,000	+ Frequent Participant Fees	\$38,500	\$80,000
+ Court Usage Fees	\$126,187	\$191,469	+ Court Usage Fees	\$142,827	\$214,089
+ Programming	\$232,407	\$284,999	+ Programming	\$379,671	\$475,007
+ Services <small>(Racquet stringing, food &amp; beverages etc.)</small>	Variable	Variable	+ Services <small>(Racquet stringing, food &amp; beverages etc.)</small>	Variable	Variable
<b>TOTAL REVENUE</b>	<b>\$393,594</b>	<b>\$551,468</b>	<b>TOTAL REVENUE</b>	<b>\$560,998</b>	<b>\$769,096</b>
EXPENSES			EXPENSES		
	CONSERVATIVE	REALISTIC		CONSERVATIVE	REALISTIC
- Administrative Expenses	\$134,996	\$138,656	- Administrative Expenses	\$192,924	\$199,342
- Operational Expenses	\$110,872	\$114,029	- Operational Expenses	\$97,220	\$102,382
- Programming Expenses	\$106,363	\$114,018	- Programming Expenses	\$194,043	\$212,739
- Insurance & Property Taxes	Variable	Variable	- Insurance & Property Taxes	Variable	Variable
<b>TOTAL EXPENSES</b>	<b>\$352,231</b>	<b>\$366,703</b>	<b>TOTAL EXPENSES</b>	<b>\$484,187</b>	<b>\$514,463</b>
<b>NET REVENUE</b>	<b>\$41,363</b>	<b>\$184,765</b>	<b>NET REVENUE</b>	<b>\$72,411</b>	<b>\$254,633</b>

For each operating scenario presented above, Tennis Canada has created **easy-to-follow financial projections** that provide details on each major revenue and expense stream. To directly access all four financial projections simply email [coveredcourts@tenniscanada.com](mailto:coveredcourts@tenniscanada.com)

To help readers understand the key operating characteristics of a covered court facility, the core assumptions, revenue streams and expenses used to create the above operating projections are explained on the next page.

## CORE ASSUMPTIONS

The key number that covered court facilities typically use to drive operating projections is the **total number of court hours** available for business operations. Total court hours are derived from the number of operating hours and weeks:

Weekly Operating Hours		Number of Courts		Total Weekly Court Hours		Number of Operating Weeks		Total Court Hours
99 hours per week (Mon-Fri: 8am-11pm, Sat: 8am-10pm, Sun: 8am-6pm)	x	4 courts	=	396 total weekly court hours	x	32 operating weeks excluding holidays (Mid-September to End April)	=	12,672 total court hours

In order to maximize revenue, a majority of covered court facilities across Canada have **designated “peak hours”** during which they are able to charge higher fees in response to higher demand. After determining the total number of peak and non-peak hours, facilities must decide what **percentage of hours will be reserved for programming**:

Total Court Hours 12,672 hours	Peak Court Hours Mon-Fri: 5-11pm, Sat: 8am-6pm, Sun: 8am-6pm	6,400 peak hours	80% Available for Court Rental	5,120 peak hours
			20% Reserved for Programming	1,280 peak hours
	Non-Peak Court Hours Mon-Fri: 8am-5pm, Sat: 6-10pm, Sun: none	6,272 non-peak hours	70% Available for Court Rental	4,390 non-peak hours
			30% Reserved for Programming	1,882 non-peak hours

After determining the total hours reserved for programs, the hours must be allocated across different program types:

Programming Mix (Total Court Hours Reserved for Programming: 3,162 hours)			
20% Children’s Courses	40% Youth/Adult Courses	20% Drop-in Classes	20% Leagues
632 hours	1,264 hours	632 hours	632 hours

## Key Revenue Streams

	Frequent Participant Fees	Court Usage Fees	Programs
DESCRIPTION	Many recreational facilities across Canada require participants to purchase an <b>Annual Frequent Player Card</b> that will give them access to court rentals.	Participants are charged <b>hourly fees for court rentals</b> . Recreational facilities typically have different rates for different times of day due to varying demand.	Facilities can offer programs for all age groups, skill-levels and abilities. <b>Programs can include learn to play courses, drop-in classes, camps, leagues, tournaments and more.</b>
KEY ASSUMPTIONS	% of Adult Participants % of Junior Participants	# of peak court hours available for court rental # of non-peak court hours available for court rental	# of court hours reserved for programming Allocation of programmed hours across different program types Participants per court for each program type
KEY VARIABLES	Frequent participant fees for adults & juniors # of unique frequent participants	Peak & non-peak court usage fees Average court utilization rate	Participant fees for different programs Average enrollment rate for programs

## Key Expense Streams

Administrative Expenses	Operational Expenses	Programming Expenses
General Manager	Utilities – <i>dependent on local climate and operating hours</i>	Coaching Staff – <i>linked to total programmed hours and varying coaching needs across programs</i>
Front Desk Staff – <i>directly linked to weekly operating hours</i>	Credit Cards Fees – <i>linked to gross revenues</i>	
Part-time Maintenance Staff	Seasonal Air-Supported Structure Inflation, Deflation & Storage – <i>optional for year-round facilities</i>	
Accounting & Legal Consultants	Repair & Maintenance – <i>dependent on age of facility</i>	Tennis Balls
Office & Cleaning Supplies	Snow Removal – <i>dependent on climate</i>	Ball Hoppers
		Mini Nets & Racquets



# AN INTRODUCTION TO TENNIS PROGRAMMING FOR MUNICIPALITIES

A well-programmed tennis centre supports a community's active living strategy and helps grow the game of tennis. Tennis can be introduced in many ways to meet the needs of different age groups and ability levels. Whether residents are new to tennis, want to get active while having fun, improve their game or aspire to be a competitive athlete, tennis programming at a local centre can help everyone lead a healthy, active lifestyle and meet their fitness goals. By delivering a diverse mix of tennis programs, a tennis centre can help a municipality meet their community development objectives:


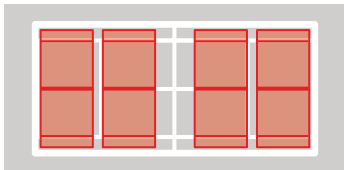

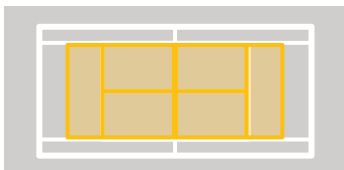

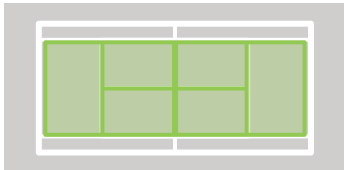

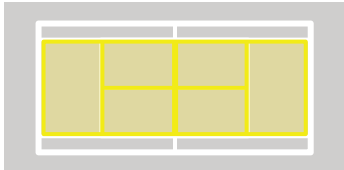
<b>1</b> Inter-generational programming provides <b>physical activity for the entire family.</b>		<b>4</b> Coaching education and employment allow <b>youth to develop leadership and communication skills.</b>
<b>2</b> Learning through team play <b>fosters social cohesion &amp; connection.</b>		<b>5</b> Alignment with physical literacy standards <b>encourages lifelong participation in sports.</b>
<b>3</b> Programming for all abilities makes <b>physical activity accessible for everyone.</b>		<b>6</b> Minimal equipment requirements <b>help reduce financial barriers.</b>

Tennis programming goes far beyond one-on-one lessons. A community tennis centre has countless tennis programming options to build an exciting and inclusive environment for all residents.

TENNIS PROGRAMMING OPTIONS			
LEARN TO PLAY TENNIS (Courses)	DROP-IN CLASSES	PROGRAMS	ADDITIONAL
Red Ball	Try Tennis Events / Introduction to Tennis Classes	In-School Gymnasium Programs	Provincial & National Sanctioned Tournaments
Orange Ball			
Green Ball	Cardio Tennis	Tennis Centre School Programs	Coaching Education & Certification
Youth Tennis	Feeding Frenzy		
Adult – Beginner	Women-only Classes	Community Outreach	Equipment Lending & Subsidies
Adult – Intermediate	Serve & Return Clinics	Wheelchair Tennis	
Adult - Advance		Junior Development Program	Intra-club & Team Tennis Tournaments
Team Tennis	Dominating at the Baseline Clinics	Kids Camps	Leagues for juniors, adults, and seniors & inter-club leagues
Parent & Tot Tennis		Gender-Specific Programming	
Lessons (Private, Semi- Private, Group)	Book a Court		

## LEARN TO PLAY TENNIS

Through the Progressive Tennis Pathway, tennis can be learned and played at any age and by any skill level. Progressive tennis utilizes modified balls, racquets, nets and courts to make learning tennis easy and fun. Modified equipment also ensures the safety of the participant while presenting an appropriate challenge. Provided below is Tennis Canada's Progressive Tennis Pathway:

PROGRESSIVE TENNIS PATHWAY FOR KIDS, SENIORS & ADULTS		
EQUIPMENT	COURT (Gray & white depict one regulation Size tennis court)	PHYSICAL LITERACY ELEMENTS
<b>RED BALL</b>  75% slower than a yellow ball Up to 23" Racquet*	 <b>1/4 courts – 16 to 24 active participants per court</b>	<ul style="list-style-type: none"> <li>Introduce hand-eye coordination</li> <li>Introduce and promote a wide variety of fundamental movement skills (running, jumping, throwing, catching) and motor skills (agility, balance, spatial awareness, reaction speed)</li> <li>Promote self-confidence in an enjoyable, safe environment</li> </ul>
<b>ORANGE BALL</b>  50% slower than a yellow ball 23-25" Racquet*	 <b>3/4 courts – 4 to 8 active participants per court</b>	<ul style="list-style-type: none"> <li>Further development of fundamental movement and motor skills</li> <li>Introduce tactical skills and decision-making</li> <li>Acquire psychological skills (ability to focus, emotional control, positive attitude, determination and effort)</li> </ul>
<b>GREEN BALL</b>  25% slower than a yellow ball 25-26" Racquet*	 <b>Full court – 4 to 8 active participants per court</b>	<ul style="list-style-type: none"> <li>Further develop and consolidate technical and tactical skills through match play</li> <li>Develop psychological skills (ability to focus, emotional control, positive attitude, determination and effort)</li> <li>Continue to develop decision-making skills</li> <li>Develop basic competitive skills</li> </ul>
<b>YELLOW BALL</b>  Regular yellow ball 26-29" Racquet*	 <b>Full court – 4 active participants per court</b>	<ul style="list-style-type: none"> <li>Develop strength, endurance and flexibility</li> <li>Balance training and competitive play</li> <li>Promote confidence in a positive and challenging learning environment</li> <li>Encourage lifelong participation in sports</li> </ul>

*\*Recommended racquet sizes for kids. Senior & adult racquet sizes will depend on height & skill-level.*

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## PROVIDED BELOW ARE PROGRAMMING DESCRIPTIONS FOR LEARN TO PLAY TENNIS COURSES:

**RED BALL:** Participants practice and play on a 1/2 court with low-compression red balls, in a friendly, learning-based environment. The RED ½ court is the first step in Progressive Tennis. These groups will work on skill development where basic co-ordination and cooperative activities will lead to the development of the basic strokes and fundamentals in a FUN and active environment.

**ORANGE BALL:** Participants practice and play on a 3/4 court with low-compression orange balls (faster than red balls) in a friendly, learning-based team environment. The ORANGE ¾ court curriculum allows young players to play on an 18m court with the same rules as those used on a regulation court. Playing the “real” game will promote the development of Fundamentals required in game situations.

**GREEN BALL:** Participants practice and play on a regular full court with low-compression green dot balls (faster than orange balls but slower than a regular ball) in a friendly, learning-based environment. This program will continue skill development in all factors of tennis, including technical, tactical, physical and mental. This program will successfully develop FUNdamentals to serve, rally and score.

**YOUTH TENNIS:** Develops ball control skills & fundamentals starting with low compression balls (red, orange and green) and progressing to a yellow ball on a full court. This program is a range of level from scratch beginner to intermediate player.

**PARENT & TOT TENNIS:** This program allows children ages 3-to-5-year-olds to learn tennis with their parent. Mini nets, ¼ courts and red foam balls are used. Activities are designed to physically engage both the child and parent.

**ADULT BEGINNER:** This program is the perfect introduction to tennis. Coaches will introduce all the strokes required to play tennis, with a focus on rallying, serving, and playing the net. Participants also learn tennis scoring and positioning for singles and doubles.

**ADULT INTERMEDIATE:** This program builds on the fundamentals of tennis introduced in the beginner course to help further improve your game. Coaches will refresh introductory techniques and dive further into controlling the ball. This course is also ideal for existing players looking to get a better understanding of tennis technique and tactics.

**ADULT ADVANCED:** This program is ideal for regular tennis players interested in improving their technique and tactics. Lessons will focus on how to effectively control the ball’s direction, depth, and spin in a variety of match-play situations, as well as tactics for singles and doubles.

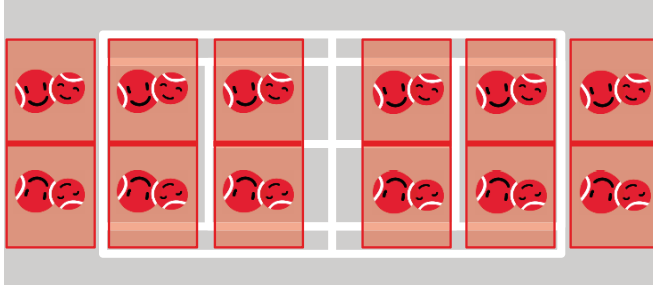


### TEAM TENNIS

Team Tennis, just like little league, allows kids to learn the sport by playing the sport together. Participants are provided with an opportunity to combine practice and play, with a focus on skill development through match play. Games are played using the Progressive Tennis Model, which includes appropriate equipment (based on age and skill level) with corresponding court sizes. Players are placed on teams in a manner that ensures teams are of similar strength and the format ensures that players play matches against others of similar ability. Scores are kept, and the results are counted towards a team’s overall score to ensure that every participant’s efforts are rewarded.

Modified Progressive Tennis courts can be used for Team Tennis to allow for more active participants on a full tennis court:

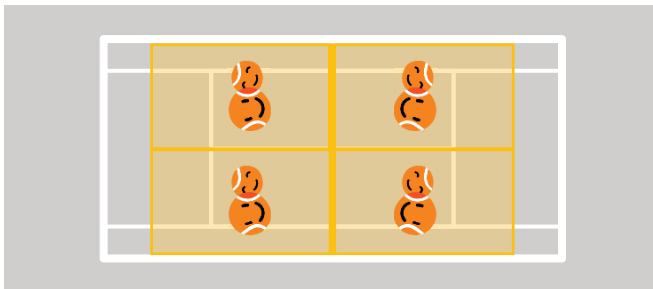
### RED BALL



**Making the best use of extra space behind the baseline.**

4 players per court x 6 Red courts = **24 active participants per Regular court**

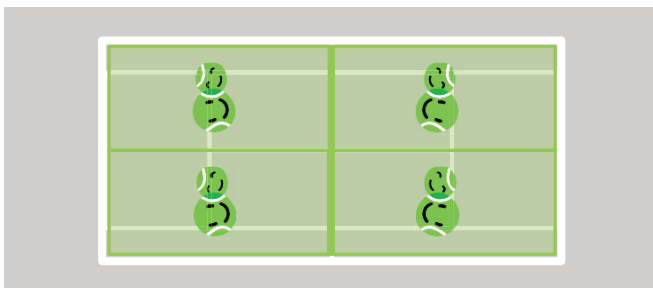
### ORANGE BALL



**Modified Orange Courts**

4 players per court x 2 Modified Orange courts = **8 active participants per Regular court**

### GREEN BALL



**Modified Green Courts**

4 players per court x 2 Modified Green courts = **8 active participants per Regular court**

## KIDS CAMPS

Tennis camps provide a full day of activities, games and learning for kids. Tennis drills, technical and tactical training, and match play are all covered. With the multi-purpose nature of tennis courts, co-operative games and other sports like basketball, soccer, ultimate frisbee, badminton and pickleball can be played as well. Centres can also invest in a portable synthetic turf or sport court flooring to improve multi-sport integration. By engaging in multi-sport activities, tennis players are able to apply their fundamental motor and movements skills acquired through tennis. Tennis develops agility, balance, spatial awareness, reaction speed, running and throwing that can help tennis players excel at many other sports. Playing tennis also provides cognitive development. Tennis develops decision-making skills, confidence, and motivation. By spending the day engaging in a variety of physical activity built around tennis, kids are able to become well-rounded and physically literate athletes.

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## DROP-IN CLASSES (CLINICS)

Weekly drop-in classes allow adults to easily fit tennis into their busy schedules. Tennis centres can provide a variety of tennis clinics that cater to different skill levels and fitness goals:

**INTRODUCTION TO TENNIS:** Learn the fundamentals of the game.

**CARDIO TENNIS:** Tennis meets fitness in a high-energy environment. Players will experience movement-heavy drills mixed with workout stations to fill periods of inactivity.

**FEEDING FRENZY:** High-energy drill-based class. The coach will set up common shot sequences that emphasize movement and feed them repeatedly. Feeding Frenzy is ideal for students looking for a non-rally-based class where you can drill your strokes until they are match-ready.

**WOMEN-ONLY CLINIC:** Each week focuses on a different area of the game to help participants improve their tennis technique and tactics. Classes are a mixture of drills and match play between participants of similar skill. A fun, exciting and supportive environment is provided to help women get active. (Taught by a female instructor).

**SERVE & RETURN CLINIC:** Improve power, precision, and spin on 1st and 2nd serves as well as how to successfully return those serves.

**DOMINATING AT THE BASELINE CLINIC:** Improve consistency, power, precision and spin in baseline exchanges.

**APPROACH & NET GAME CLINIC:** Learn to move to net and pressure opponents.

**SINGLES PLAY TACTICS CLINIC:** Introduction to advanced singles tactics based on situations of play.

**DOUBLES PLAY TACTICS CLINIC:** Introduction to advanced doubles tactics based on situations of play.

**SENIOR MIXED SOCIAL DOUBLES CLINICS:** Organized doubles play with rotating partners. For players 60yrs+. Balls supplied. Run by coaching staff.

## WHEELCHAIR TENNIS

Wheelchair tennis essentially follows the same rules as tennis. It integrates very easily with the able-bodied game since it can be played on any regular tennis court, with no modifications to the size of the court or the size of racquets or balls. When played with able-bodied family and friends, wheelchair players are permitted two bounces and the able-bodied players are permitted one but while practicing, players can use their own rules to suit the standard of the individuals on the court. Tennis Centers can provide the following wheelchair tennis programs:

**CHILD AND YOUTH WHEELCHAIR TENNIS:** This clinic is suitable for players aged 8 to 19 years with physical disabilities. Participants will learn how to play wheelchair tennis. No previous experience required.

**ADULT WHEELCHAIR TENNIS:** Learn the basics of wheelchair tennis! This clinic is suitable for players over 19 with physical disabilities. No previous experience necessary.





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## SCHOOL PROGRAMS

To help grow the game of tennis, tennis centres can develop partnerships with local schools and deliver the following programs:

**TENNIS CENTRE SCHOOL PROGRAM:** This school program provides students with a 1/2 or full day visit to the tennis centre. This school program gives students the best tennis centre experience possible. The program is easily integrated into a school's physical education curriculum and is aligned with provincial learning outcomes for quality physical education. This on-site program includes age/skill appropriate tennis racquets and tennis balls, tennis nets and all other equipment. The on-site tennis program is taught by certified tennis professionals.

**IN-SCHOOL GYMNASIUM PROGRAM:** This school program provides programming in school gymnasiums. The program is part of a national tennis curriculum for grades 1 to 8 that is approved by PHE Canada. This in-school program includes age/skill appropriate tennis racquets and tennis balls, tennis nets and all other equipment. The in-school tennis program is taught by certified tennis professionals.

## COMMUNITY OUTREACH PROGRAMS

Through a municipal tennis centre, tennis programs can be brought to communities that are underserved and in higher need of access to quality recreation. Outreach programs will create local partnerships with schools and grassroots community organizations to offer tennis programs that are accessible. These outreach programs can be in gymnasiums, multi-purpose rooms and on outdoor courts. Mini nets, racquets and balls can easily be stored and transported from the tennis centre. Programs that can be offered include after-school study & play, camps, weekend league play with parent/guardian volunteers, student/coach training, homework clubs and parent engagement programs. These programs will help participants build confidence, leadership and team camaraderie. These programs will be subsidized by grants and donations. Tennis Canada offers support to organizations that run programs in under-served communities, offer all-girls programming and develop wheelchair tennis players.

## LEAGUES

Leagues are an exciting community tennis program that provide participants with the opportunity to practice and play with a focus on skill development through match play. Leagues promote a game-based approach to stimulate and maintain both excitement and enjoyment for participants. Leagues are organized by skill-level to ensure players are appropriately challenged. Tennis centres can also provide age-specific, gender-specific and wheelchair leagues. This allows community members to connect with one another and foster sense of camaraderie through a season of play.

## JUNIOR DEVELOPMENT PROGRAMS

To support players that would like to compete at the provincial level, centres can provide junior development programs. These programs provide extensive tennis training and fitness for young players that have the potential to play tennis competitively. Dedicated junior development programs that align with Tennis Canada's player development goals can be eligible for funding. Through the Tennis Development Centre (TDC) Program, centres that meet various metrics on an annual basis are provided with financial, equipment and coaching education support. More information on Tennis Canada's TDC Program can be found on the **Tennis Canada website**.

## COACHING

Throughout the year, Tennis Canada and the Provincial Tennis Associations run coaching certification programs that train coaches and instructors across Canada. Certification programs ensure coaches are equipped with sufficient education and resources to provide Canadians with safe and quality tennis programming. Certification programs also provide a great opportunity for youth to develop their leadership and communication skills and become role models for young tennis players. Youth over the age of 15 are eligible to take Tennis Canada's Tennis Instructor Course, and the Wheelchair Tennis Instructor workshop. There are currently 400 certified tennis instructors in Canada under the age of 18 and over 3,000 total certified coaches. Tennis facilities across Canada hire youth tennis instructors to help deliver fun and engaging tennis programs.



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## SANCTIONED TOURNAMENTS & EVENTS

Tennis Canada and the Provincial Tennis Associations host hundreds of tournaments in venues across Canada throughout the year. Tournaments allow every municipality to showcase their best tennis talent across multiple age groups. Tournaments also provide a great opportunity for community members to come together and put on a great event, while getting to watch some great live tennis action. Tennis Canada and the Provincial Tennis Associations host the following types of tournaments:

- Rogers Rookie Tour Tournaments (Ages 7 to 18-year-olds)
- Future Stars Tournaments (Ages 7 to 10-year-olds)
- Provincial & National Sanctioned Junior Tournaments (Ages 11 to 18-year-olds)
- University National Tournaments (Ages 18-28)
- Provincial & National Sanctioned Tournaments for Adults (18 to 35-year-olds)
- Provincial & National Sanctioned Tournaments for Seniors (35 to 85-year-olds)
- Provincial & National Sanctioned Tournaments for Wheelchair Tennis (all ages)



## INSTRUCTION

Private, Semi-Private and Group Instruction taught by certified professionals can also be offered.

## BOOK A COURT & FACILITY RENTALS

Community members can book courts to hit or play a game with friends and family members. Ball machines can also be made available for rental to allow avid tennis players to improve their returns. Independent coaches may also rent court time to run coaching programs.

The entire bank of courts can also be made available for rental. Schools, universities, and town council can use the wide-open clear space to holding meetings, fairs, exams, concerts and much more.

## EQUIPMENT LENDING

Municipalities can implement “Tennis Equipment Lending Programs” at their local libraries to remove equipment barriers and allow residents to access tennis racquets and balls through their local library, with their library cards, as they would a book.

To help covered court facility operators develop a full continuum of programming to meet the needs of local residents, Tennis Canada has created a Step-by-Step Guide to Programming Your Tennis Facility. To access this resource please contact [coveredcourts@tenniscanada.com](mailto:coveredcourts@tenniscanada.com)

## LET'S BRING TENNIS TO YOUR COMMUNITY!

Municipalities across Canada vary in their objectives, initiatives and approaches to recreation service delivery. Taking this into consideration, the Municipal Tennis Facilities Strategy and Partnership Framework has outlined several capital and partnership options available to municipalities to help them deliver a covered court facility to their residents. Depending on a municipality's availability of capital resources, the municipality's risk tolerance, and the level of service it wishes to provide its residents, at least one of the partnership models outlined in this document will align with a municipality's needs.



The Framework portion of this document details the stages and steps a municipality would likely have to undergo to make a covered court facility a reality. These steps will be familiar to many municipalities as communities across Canada have partnered with the private sector for over twenty years to deliver recreational services to their residents. The Framework provides a step-by-step approach to ensure the partnership formulation process for municipalities is successful from a business standpoint and delivers the appropriate benefits for their residents. The section also highlights some nuances and details that are unique to covered court partnerships. The planning tools deliver further information and details needed to develop a covered court facility. The financial tools demonstrate the economic viability of a covered court partnership and the programming guide demonstrates the full spectrum of programs a facility can offer to meet the diverse fitness goals of residents of all ages, stages, abilities and skill-levels.

Tennis Canada will regularly update this document to ensure its contents are valuable to municipalities and are aligned with current municipal practices and processes. Tennis Canada would also like to extend its



resources and support to all municipalities. Whether it is during the designing phase or when the facility is up and running, Tennis Canada is available to provide advice, tennis expertise and local contacts. The Facilities Development Department is excited to meet with municipalities to discuss how a covered court facility will best fit a municipality's recreational service delivery model and objectives. As a not-for-profit organization, Tennis Canada is also working hard to find a funding partner to financially support future municipal covered tennis facilities. If secured, this funding will be directly provided to municipalities to help cover up-front planning work or capital costs.

When it comes to investing in recreation, tennis is the ideal sport for municipalities. It is a safe sport that delivers numerous physical, health and social benefits for ages 4 to 94. Research has shown that tennis extends an individual's life expectancy and is one of the best forms of exercise to improve cardiovascular health. From kid's team tennis to wheelchair tennis to leagues for seniors, tennis can have a place in every Canadian's life, however Canadians need a place to play tennis year-round. Canada ranks last compared to other developed nations in covered courts per capita. This is unacceptable given that Canadians are unable to play tennis outdoors for 50 to 75 percent of year. Tennis Canada developed The Municipal Tennis Facilities Strategy and Framework to address the serious deficit of covered courts in Canada. Through strategic and operational partnerships, municipalities can bring more affordable and accessible year-round sport and recreation opportunities to their communities. By learning and playing tennis together residents from neighbourhoods across the municipality can connect and grow a passion for a sport that can be played for life. Tennis Canada envisions a day where Canadians of all ages can play tennis in any community, at any time of the year, and with the help and support of municipalities this can become a reality – let's work together, let's play together!

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MUNICIPAL TENNIS  
FACILITIES STRATEGY &  
PARTNERSHIP FRAMEWORK

# APPENDICES



# APPENDIX A

## Alignment with Recreation’s Future in Canada

During the development of this Municipal Tennis Facilities Strategy and Partnership Framework, Tennis Canada ensured it was aligned with key recreation facility provision approaches and leisure service delivery philosophies utilized by municipalities throughout the country. Provided below, the Strategy and Framework have been linked to the key goals and priorities of the Pathways to Wellness: The Framework for Recreation in Canada 2015.



**Foster active living through physical recreation.**

At every level of play, tennis is a physical pursuit that involves exercise that can be as rigorous as desired by the participant.



**Increase inclusion and access to recreation for populations that face constraints to participation.**

The overriding purpose of the Strategy and Framework is to increase the number of accessible covered courts thereby relieving year round play constraints faced by many Canadians.



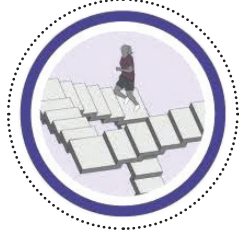
**Help people connect with nature through recreation.**

The Strategy will increase the number of covered courts plus increase the number of tennis players, many of whom will play in the natural outdoor environments in the summer months.



**Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong caring communities.**

The Strategy encourages collaboration between a variety of community partners with a focus on introducing new participants to recreation environments that will support their physical and social activities.



**Ensure the continued growth and sustainability of the recreation field.**

The Strategy facilitates the development of accessible and sustainable facilities that will allow recreation to positively influence the lives of more Canadians.

## APPENDIX B

### Insights from the International Tennis Community

Several other tennis governing bodies are proactive advocates for the development of more tennis facilities – especially covered court facilities or outdoor courts of higher quality standards. For example, in Great Britain the Lawn Tennis Association (LTA) established an initiative entitled Transforming British Tennis Together. The idea is to inspire communities across Britain to become more active through tennis. LTA is set to partner with local organizations that support tennis within their community with the stated purpose of developing more covered tennis courts so that anybody can enjoy the sport on a year-round basis. The initiative provides grants to qualified local tennis organizations that bid to be supported by the program. The initiative also encourages matching funds from other potential project partners – like local municipal authorities. The ultimate objectives of Transforming British Tennis Together are to double the number of children playing tennis within the next 10 years and to double the number of times infrequent adults play tennis over the next decade.

In support of a robust and well managed nationwide tennis system, Tennis Australia undertakes a national survey of tennis facilities to assess performance in management, usage and financial stability. Results of the survey are used by the Association to establish operating metrics and other performance thresholds that are important indicators of performance. Survey participants receive a report from the Association (the report is prepared by the University of South Australia) that compares their performance to national metrics for facilities of a similar type. The Association also uses the information garnered from the survey to develop tools, tips and other resources that will help facility operators improve their performance in the future.

To improve the quality, access and distribution of tennis courts, Tennis Australia has also created the National Court Rebate program. The program provides funding assistance to local tennis organizations, municipalities, and schools. Funding can be used towards developing new courts, upgrading or resurfacing existing court surfaces, kids mini courts, online court booking software, remote gate access technology and other related projects. Since its inception in 2008, the program has



helped fund over 2,800 new or resurfaced tennis courts and has stimulated considerable investment in sport across Australia.

For over a decade the United States Tennis Association (USTA) has invested in tennis infrastructure to foster continued growth for the sport. Their current Facility Assistance Program provides communities with technical and financial resources to help develop, upgrade or fix local tennis facilities. Technical support includes concept plans, construction document review and project management expertise. Financial assistance is provided for facility improvements, court resurfacing, lighting, new construction or reconstruction of mini kids tennis courts, and the installation of live streaming and/or player analysis technology at varsity tennis facilities. To date the USTA's facility assistance program has invested more than \$12 million in communities through 7,240 projects nationwide. The program has contributed to \$500 million worth of tennis infrastructure in the U.S., building or renovating 40,000 tennis courts.

Leading tennis nations around the world have recognized the importance of investment in tennis infrastructure and have worked with various public and private partners to create or expand opportunities for residents to play tennis. Tennis Canada aims to do the same with their Municipal Tennis Facilities Strategy and Partnership Framework.

# APPENDIX C

## Canadian Sport Policy and the Sport for Life Model's Alignment with Community Tennis

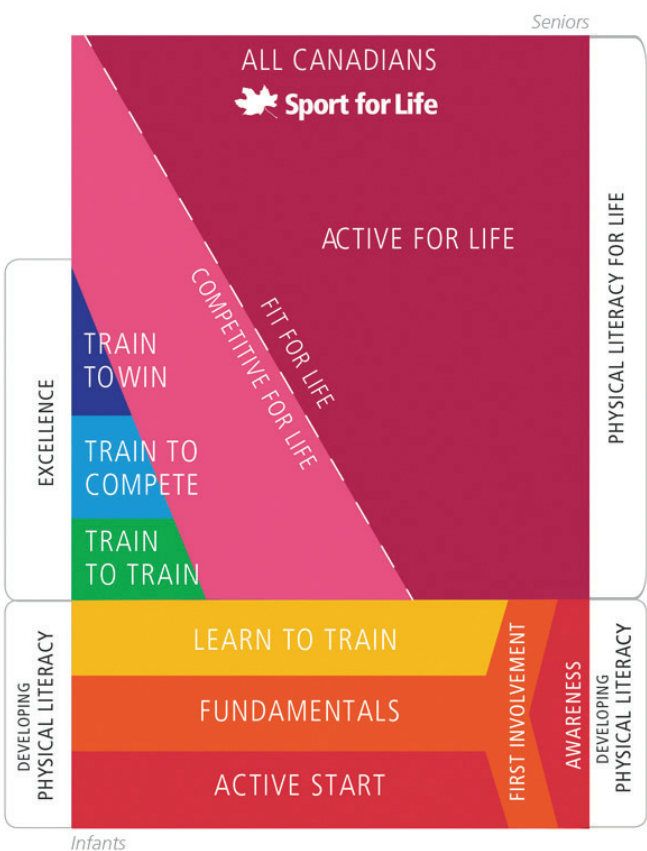
In 2012, federal, provincial and territorial Ministers responsible for sport, physical activity and recreation endorsed an updated Canadian Sport Policy. The Policy was developed in consultation with all provinces and territories, the Canadian sport community as well as organizations, agencies and stakeholders involved in Canadian sport.

The Vision of the Canadian Sport Policy is to have a dynamic and leading-edge sport environment that enables all Canadians to experience and enjoy involvement in sport to the extent of their abilities and interests.

The Policy asks the entire sport community to make sport available to every segment of Canadian society. It endeavors to involve all those who are not currently active to become engaged in some sort of sport for their own individual health as well as the broader public health benefits of a more active population. Above all, the Policy is intended to improve the sport experience of Canadians by supporting a harmonious and effective sport system. The Canadian Sport Policy is based on a shared leadership model that relies on collaboration to achieve more participation, enhanced excellence, improved capacity and better interaction within sport.

Science, research and decades of experience all point to the same thing: kids and adults will get active, stay active and even reach the greatest heights of sport achievement if they do the right things at the right times. This is the logic behind the Sport for Life and Long-Term Athlete Development (LTAD) model.

Numerous Canadian municipalities are adopting the Canadian Sport for Life model as an anchor to their sport service delivery philosophy. Subsequently, municipal recreation programs are offered at variety of skills levels for participants of all ages. This enables children, youth, adults and seniors to get physically active in an environment that is designed for success and ensures they have fun. In turn, participants are encouraged to participate in physical activity throughout their life and have the appropriate opportunities to do so.



Most tennis players are introduced to the sport in a casual or spontaneous fashion on public tennis courts. As a player's interest intensifies and skill levels improve, they may seek more formal or structured tennis environments. These types of environments are often provided by community tennis clubs – operating on public tennis courts – or at private tennis clubs.

Responding to their role of providing levels of service spanning the spectrum of the public's interest and in keeping with the Sport for Life model, many municipalities have expanded their range of tennis services through developing and supporting community tennis clubs that meet the needs of a wide range of tennis enthusiasts. In other cases, municipalities are entering into relationships with third party providers that deliver tennis facilities or programs at a level higher than traditional municipal



norms. In several instances, municipalities have decided to expand their recreation services to include access to tennis facilities and programs on a year-round basis.

Decisions related to the level of tennis programs and services that should be justifiably provided by a public recreation department are entirely based on local circumstances. Factors to consider in making these decisions include local demand for tennis services, the availability of other tennis facility and service providers, the physical and financial accessibility of other tennis alternatives and the service's conformity to municipal recreation service delivery principle.

It is important to recognize the role that the community tennis clubs play in promoting interest in the sport. Across Canada there are hundreds of not-for-profit summer community tennis clubs that encourage participation in tennis by offering programs, lessons, tournaments, etc. and their members tend to be the most frequent players. Maintaining a strong player base and promoting the appeal of the sport to a broad audience is important to the long-term health in the sport. By extension, a solid base of enthusiastic tennis players often leads to incremental increases in the use of neighbourhood courts. Therefore, in combination, no-cost public court availability coupled with support for community clubs can lead to an active and robust community of tennis enthusiasts.

## More about Sport for Life

Sport for Life is a movement to improve the quality of sport and physical activity in Canada through improved athlete training and better integration between all stakeholders in the sport system, including sport organizations, education, recreation and health. A key feature of Sport for Life is Long-Term Athlete Development (LTAD), a developmental pathway whereby athletes follow optimal training, competition, and recovery regimens from childhood through all phases of adulthood.

Sport for Life has been gathering momentum since the publication of the 2005 resource paper Canadian Sport for Life. Since 2005, every national sport organization in Canada has developed sport-specific LTAD guidelines for their athletes. Further work has been done by provincial organizations and governmental groups and agencies to promote Sport for Life in their jurisdictions.

The vision behind Sport for Life is to reshape how we support sport and train athletes at all levels in Canada – from children to adults, from towns to cities, from provinces and regions through to the National level. In realizing this vision, we aim to keep more Canadians active for life with recreational sport and physical activity, and at the same time help Canadians in all sports win more medals internationally.



## APPENDIX D

# The Long-term Athlete Development Plan for the Sport of Tennis in Canada

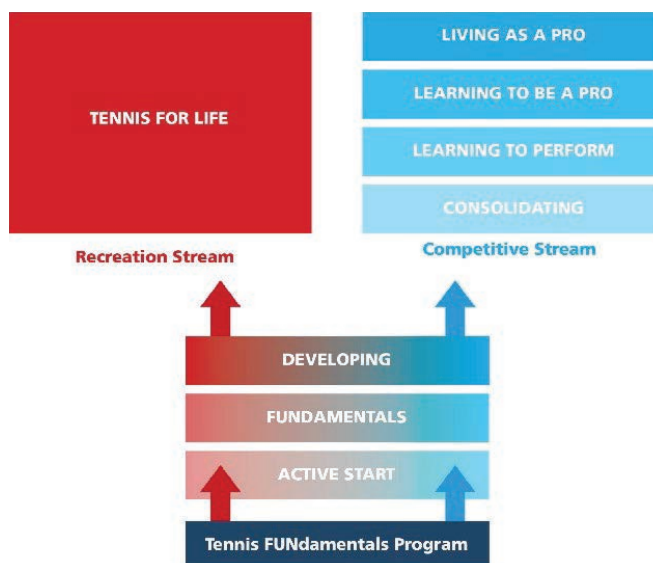
Tennis Canada has embraced the national Long-term Athlete Development Model as its foundation for a similar model specifically crafted for tennis.

Long-term Athlete Development (LTAD) is a systematic approach adopted by Tennis Canada to maximize potential and increase the enjoyment of participants and athletes in tennis. It provides a framework for developing physical literacy, physical fitness and competitive ability, using a stage-by-stage approach.

The Tennis Canada LTAD model outlines an optimal development plan based on growth, development and maturation for all individuals to participate in tennis. This LTAD model emphasizes that physical literacy is the foundation for:

- Being active, healthy and engaged in physical activity for life; and/or
- Achieving personal best performances at all levels of competition.

The competitive nature of tennis implies that only a few athletes will advance to the Living as a Pro stage. However, the LTAD is a model for all areas of tennis, providing a route for those who wish to excel, and options that promote “tennis for life” for enjoyment, health, participation and achievement. The players who wish to excel in tennis get the optimal training, competition and recovery in each stage of their athletic development. This approach will also include attention to the holistic development of the player identifying important technical, physical, tactical, mental and emotional components to be integrated into the program. These elements should be applied throughout the player’s development, acknowledging that the model is made up of important stages which are building blocks for thorough athlete preparation.



Canada has a proud and storied history of successful tennis players at both the amateur and professional level. Players such as Daniel Nestor, Lorne Main, Grant Connell, Carling Bassett-Seguso, Helen Kelesi, Sebastien Lareau, Hélène Simard, Sarah Hunter and Lee Carter have all been role models for our upcoming wave of professional players. The international tennis arena is rapidly advancing and competing on the world stage is becoming increasingly more challenging. Tennis Canada can use the Long Term Athlete Development process as an opportunity to systematically identify and develop the next generation of successful international athletes.

Furthermore, tennis can help address the nationwide concern about the level of inactivity among children, youth and adults. As obesity rates increase and the level of physical activity decreases, tennis can provide a fun, social way to stay involved in a game and stay active. The Tennis Canada LTAD model promotes physical literacy that will help provide a foundation necessary to enjoy sport, physical activity and tennis for life.



After reviewing the generic LTAD model, Tennis Canada identified opportunities to leverage the enormous amount of research and planning work that had shaped national initiative in order to prepare a model that specifically applied to developing tennis players. To view Tennis Canada's LTAD please visit:

**[www.tenniscanada.com/more-info/ltad/](http://www.tenniscanada.com/more-info/ltad/)**

"Many elements need to be in place to achieve ongoing success on the national and international tennis stages. These elements help maximize the contribution that the sport of tennis can make to improve the health and well-being of Canadian society.

The Long Term Athlete Development (LTAD) model has been developed to ensure Canadians have a clear understanding of the eight stages of development and information on the key components of the tennis sport system. These facets are seamlessly integrated into the model to help achieve the above objectives. Tennis is also a sport that can be played at all levels successfully by people with a physical disability, thus material relating to the wheelchair tennis game has been integrated throughout the model."

**— Michael Downey**  
*President and CEO // Tennis Canada*



Photo Credit: Mauricio Paiz





## APPENDIX E

### Physical Literacy

***“Physical literacy is the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life.”***

*- The International Physical Literacy Association, May 2014*

Physical activity is a lot more fun when we’re physically literate. If we want children to be active for life, they need to develop physical literacy at a young age. Physicalliteracy.ca offers coaches, recreation professionals and health practitioner’s access to a wide range of resources that can help people become physically literate.

#### Motivation and confidence (Affective)

Motivation and confidence refers to an individual’s enthusiasm for, enjoyment of, and self-assurance in adopting physical activity as an integral part of life.

#### Physical competence (Physical)

Physical competence refers to an individual’s ability to develop movement skills and patterns, and the capacity to experience a variety of movement intensities and durations. Enhanced physical competence enables an individual to participate in a wide range of physical activities and settings.



#### Knowledge and understanding (Cognitive)

Knowledge and understanding includes the ability to identify and express the essential qualities that influence movement, understand the health benefits of an active lifestyle, and appreciate appropriate safety features associated with physical activity in a variety of settings and physical environments.

#### Engagement in physical activities for life (Behavioural)

Engagement in physical activities for life refers to an individual taking personal responsibility for physical literacy by freely choosing to be active on a regular basis. This involves prioritizing and sustaining involvement in a range of meaningful and personally challenging activities, as an integral part of one’s lifestyle.

To help coaches across Canada deliver tennis programs that are aligned with the fundamentals of physical literacy, the Ontario Tennis Association has developed a Physical Literacy Handbook based on Tennis Canada’s Learn to Play Curriculum.

## APPENDIX F

### Continuum of Partnership Alternatives

MUNICIPAL OWNERSHIP OF LAND	
MUNICIPALLY OPERATED	<ul style="list-style-type: none"> <li>• Municipally owned capital assets and equipment</li> <li>• Municipal Staff Operated</li> <li>• Many are multi-sport facilities</li> </ul> <p><b>Examples:</b> Brampton, ON, North Vancouver, BC, Drummondville, QC</p>
	<p><b>Private Operator:</b></p> <ul style="list-style-type: none"> <li>• Long-term land lease with the Municipality</li> <li>• Private Operator owns capital assets and equipment</li> </ul> <p><b>Examples:</b> Aurora, ON and Surrey, BC</p> <hr/> <p><b>Private Operator – Program Only</b></p> <ul style="list-style-type: none"> <li>• Private operator operates out of municipal land and capital assets and operator only owns equipment and runs programs</li> </ul> <p><b>Examples:</b> Coquitlam, BC, Eglington Flats, ON (winter only)</p>
NOT-FOR-PROFIT OPERATOR	<p><b>NFP – New Construction</b></p> <ul style="list-style-type: none"> <li>• Long-term land lease with the municipality</li> <li>• Land lease is free or very low fee</li> <li>• New facility construction is funded by NFP (3 levels of government and/or private donations)</li> <li>• NFP Operates all programs</li> </ul> <p><b>Examples:</b> Fredericton, NB, Calgary, AB</p> <hr/> <p><b>NFP – Tennis Canada or Provincial Tennis Association</b></p> <ul style="list-style-type: none"> <li>• Tennis Canada or PTA led</li> <li>• Long-term favourable land lease</li> <li>• New facility construction is funded by NFP (3 levels of government, private donations)</li> <li>• NFP operation directly run by PTA or TC or sub-contracted out to another operator</li> </ul> <p><b>Examples:</b> Stade Jarry, QC, future Provincial Training Centres</p> <hr/> <p><b>NFP – Existing Municipal Facility</b></p> <ul style="list-style-type: none"> <li>• Municipality owns capital and equipment</li> <li>• Long-term facility lease from municipality</li> <li>• NFP Operator (NFP could be a Tennis Canada Building Tennis Community)</li> </ul> <p><b>Example:</b> Rimouski, QC</p>

NOT-FOR-PROFIT OPERATOR SEASONAL ONLY	<p><b>Summer Club</b></p> <ul style="list-style-type: none"> <li>• Free land lease to Summer Club (April – October)</li> <li>• Club operates as a Not-for-Profit</li> <li>• Club owns and maintains equipment</li> <li>• Membership and public access</li> </ul> <p><b>Examples:</b> Hillcrest Tennis Club, ON, North York Tennis, ON, Stanley Park Tennis Club, BC</p>
	<p><b>Summer Club converted to Winter Club</b></p> <ul style="list-style-type: none"> <li>• Seasonal lease after Summer Club lease ends (November-March)</li> <li>• NFP or Private Operator move in to operate during the winter</li> <li>• Capital assets owned by operator (e.g. Bubble)</li> </ul> <p><b>Examples:</b> Milton, ON, Gander, NFLD (TBD)</p>
UNIVERSITY / COLLEGE OR SCHOOL BOARD OWNERSHIP OF LAND	
UNIVERSITY/ COLLEGE OWNED AND OPERATED	<ul style="list-style-type: none"> <li>• University or College owned and operated facility</li> </ul> <p><b>Examples:</b> UBC, BC, Laval, QC, U of A, AB</p>
SCHOOL BOARD OWNED LAND/ FACILITY & COMMERCIAL/ NFP OPERATED	<ul style="list-style-type: none"> <li>• Not-for-Profit or Commercial Operator</li> </ul> <p><b>Examples:</b> Cougar Dome, Truro, NS</p>
COMMERCIAL OWNERSHIP OF LAND	
PRIVATE OPERATOR OWNS THE LAND AND IS THE OPERATOR	<ul style="list-style-type: none"> <li>• Private Operator owns the capital assets</li> <li>• Private Operator runs the programs</li> </ul> <p><b>Examples:</b> Blue Mountain Resort, ON, Fairmont Montebello, QC, Bear Mountain Resort, BC</p>
PRIVATE OPERATOR LEASES COMMERCIAL SPACE/LAND	<ul style="list-style-type: none"> <li>• Private Operator constructs capital assets within a leased space</li> <li>• Private Operator runs programs</li> </ul> <p><b>Examples:</b> Tessa Tennis, Vaughan, ON, Sean Sweeney, Ottawa, ON, Cambridge, ON, Charlottetown, PEI</p>

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## APPENDIX G

# Information to Help Build Successful Partnerships

### Elements of a Successful Partnership

Each potential partnership must respond to specific local needs and be structured in a manner that is consistent of the requirements the proposed tennis centre. However, several common elements are usually inherent with successful relationships for sports or recreation facilities.

- The venture will be **mutually beneficial** to the partners.
- There will be clearly **defined roles** and responsibilities.
- There will be a **performance evaluation** methodology.
- There will be **shared commitment to serve** the needs of those affected by the venture.
- There will be a **commitment to improve**.
- There will be **fair and honest recognition** of each partner's contribution.

### Choosing a Partner

Research has found nine factors that should be in place when choosing to enter into a relationship or selecting a potential partner.

- **Individual excellence** - partners have something of value to contribute to the relationship.
- **Importance** - the contemplated alliance fits the strategic goals of each partner.
- **Interdependence** - the partners need each other and their complementary skills, to fulfill the goals and objectives of relationship.
- **Investment** - there is tangible commitment of resources by all involved.
- **Increased reach** - the size of the project's market or scope of services is expanded.
- **Information** - there is open communication regarding goals, conflicts, problems and changes.
- **Integration** - there are many connections between partners at several levels.
- **Institutionalization** - the alliance has a formal status for both organizations and cannot be abandoned on a whim.
- **Integrity** - no partner will try to undermine the alliance.

### Potential Partnership Outcomes and Benefits

Partnerships between municipalities and outside interests generally involve one or more of the following objectives and/or outcomes.

- To create or maintain public infrastructure
- To improve customer service
- To acquire access to more information
- To reduce the cost of government procurement
- To commercialize municipal resources
- To provide public agencies or community groups with greater access to new sources of capital
- To capitalize on collective energies and expertise of participating groups
- To optimize the use of public sector resources
- To undertake major social or economic initiatives

Partnership benefits compared to traditional municipal managed approaches can include the following:

- Increases in operational efficiencies
- Improved revenue production
- Reduced operating costs – although less savings than often presumed
- Shared operating and commercial risks
- Expanded inventory of programs and services

## Myths about Partnerships

While partnerships are applicable to many facility development and operating situations, municipal decision makers need to understand certain limiting factors of these types of relationships. Common misconceptions include the following:

***Private equity will solve capital funding problems*** – private sector capital investment is often more expensive than traditional municipal funding models. Typically the private sector expects returns on investment that are higher than municipal borrowing rates. Often, traditional lending institutions are not inclined to provide partners – private or (especially) not-for-profit organizations – with financing assistance in the absence of a municipality covenant to backstop the loan. It is for this reason that in some cases capital projects involving private or not-for-profit partners have been entirely funded by local governments.

***Partners with similar mandates will have a solid and successful relationship*** – sometimes this is not the case because of conflicts in styles, branding issues or differing approaches to certain aspects of business. For example, some municipalities that have entered into recreation facility operating agreements with not-for-profit groups have later discovered that the municipality's brand has all but disappeared from the facility. In other cases, under the operating agreement, municipal recreation clients are required to pay higher fees than would be applicable to access other municipally operated facilities or programs.

***Once the relationship is struck, the municipality has little to do*** – to be successful, partnerships need to be effectively managed. It is not sufficient for the municipality to nurture a relationship and then leave the partner to its own devices. It is the municipality's obligation to maintain an ongoing relationship with its partner to ensure that service standards are maintained; contractual obligations are met; required supports are provided; and potential problems are addressed through joint planning and action. A balance must be struck between the municipality's responsibility for audit and oversight and the partner's right to conduct business with minimal interference. Each party should appoint one person to be the main contact point on all matters relating to the administration of the agreement. They should meet on a regular basis to stay abreast of emerging issues, resolve potential problems and identify opportunities where additional resources are required to enhance the success of the relationship.



## Mutual Responsibilities

The extent of the municipality's influence on a partnered relationship for a covered court tennis centre will hinge on a number of issues such as the amount of municipal investment in the project, the allocation of risk, the size and intricacies of the facility and the community's perception and acceptance of a partnership for the centre. All of these factors must be addressed and managed not only while developing the relationship but also as the arrangement is managed throughout its lifecycle.

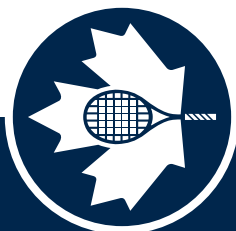


The municipality will always be perceived as the trustee of public resources and as such should focus on achieving public benefit while managing or minimizing risk. Meanwhile, the non-municipal partner can focus on the facility's development and/or operations which meet pre-established partnership principles, objectives and standards. Both the municipality and its partner are responsible for the success of the partnership and both are ultimately accountable to the community.





Photo Credit: Tennis BC



**MUNICIPAL TENNIS  
FACILITIES STRATEGY &  
PARTNERSHIP FRAMEWORK**

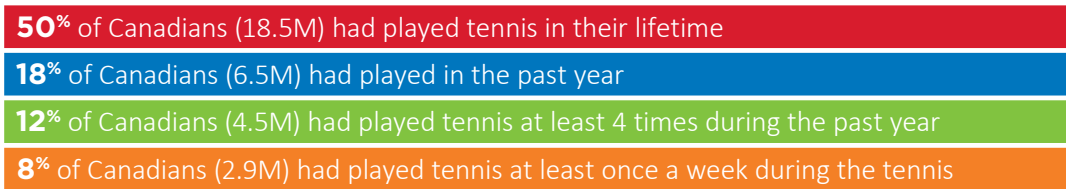
# RESOURCES



## RESOURCE A

# Tennis Participation Data and Statistics to Assist in Facility Planning

In 2018, Tennis Canada commissioned a national participation study through a third-party research firm. Charleton Insights conducted a survey of 1,500 households from across Canada to ensure a representative and diverse sample. The results of the participation study found that:



Please note that the percentages mentioned above are inclusive of each other.

The tables below provide a demographic breakdown of each type of tennis participation:

CANADIANS THAT HAVE PLAYED TENNIS IN THEIR LIFETIME					
18,517,000 Canadians			50% of Canadians		
BREAKDOWN BY GENDER					
Male:	53%		Female:	47%	
BREAKDOWN BY AGE GROUP					
6 to 8	9 to 11	12 to 17	18 to 34	35 to 49	50+
1%	2%	12%	31%	24%	30%
ADDITIONAL FACTS					
41% of participants over 18, have children under 18 at home					
18% were born outside of Canada					

CANADIANS THAT PLAYED TENNIS IN THE PAST YEAR					
6,547,000 Canadians			18% of Canadians		
BREAKDOWN BY GENDER					
Male:	56%		Female:	44%	
BREAKDOWN BY AGE GROUP					
6 to 8	9 to 11	12 to 17	18 to 34	35 to 49	50+
2%	5%	22%	32%	25%	13%
ADDITIONAL FACTS					
63% of participants over 18, have children under 18 at home					
22% were born outside of Canada					

## CANADIANS THAT PLAYED TENNIS AT LEAST 4 TIMES IN THE PAST YEAR

4,522,000 Canadians

12% of Canadians

### BREAKDOWN BY GENDER

<b>Male:</b>	58%	<b>Female:</b>	42%
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### BREAKDOWN BY AGE GROUP

<b>6 to 8</b>	<b>9 to 11</b>	<b>12 to 17</b>	<b>18 to 34</b>	<b>35 to 49</b>	<b>50+</b>
2%	6%	23%	30%	26%	13%

### ADDITIONAL FACTS

70% of participants over 18, have children under 18 at home

23% were born outside of Canada

## CANADIANS THAT PLAYED TENNIS AT LEAST ONCE A WEEK DURING THE TENNIS SEASON (I.E. FREQUENT PLAYERS)

2,936,000 Canadians

8% of Canadians

### BREAKDOWN BY GENDER

<b>Male:</b>	58%	<b>Female:</b>	42%
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### BREAKDOWN BY AGE GROUP

<b>6 to 8</b>	<b>9 to 11</b>	<b>12 to 17</b>	<b>18 to 34</b>	<b>35 to 49</b>	<b>50+</b>
2%	5%	25%	38%	22%	7%

### ADDITIONAL FACTS

67% of participants over 18, have children under 18 at home

18% were born outside of Canada



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## RESOURCE B

# Components of a Tennis Strategy

Several municipalities across Canada have developed Tennis Strategies to guide their provision of tennis facilities and services to their residents. Tennis strategies typically examine the trends in tennis participation, the demographics of local tennis players, and the inventory and quality of existing tennis courts. By doing so a Tennis Strategy is able to provide short-term and long-term recommendations regarding the development of tennis services and facilities by a municipality or a third-party. Key stakeholders engaged in the strategy development process include: community tennis clubs, provincial tennis associations, and grassroots organizations that provide recreational programs in underserved neighbourhoods. Online surveys and public consultations are also conducted to ensure adequate feedback is collected from residents across the municipality. Provided below is a summary of the key components of a Tennis Strategy:

### Tennis Participation and Demand

This section of the Strategy looks at the trends in participation at the national and local level. The frequency of tennis participation and behaviour of participants (seasonal, spontaneous, competitive etc.) are both examined. Local community tennis clubs will be able to provide detailed participation statistics that will help accurately estimate the size of the local tennis playing community. In addition, Provincial Tennis Associations may be consulted to identify emerging trends in tennis such as Progressive Tennis, Cardio Tennis, Touch Tennis etc.

### Inventory of Courts and Needs Assessment

This section of the Strategy completes a comprehensive review of the availability of tennis facilities across the municipality. The total number of tennis courts are tabulated and the ratio of residents per tennis courts is calculated. This ratio is typically compared to a municipality's service delivery standard and level of service provided by nearby or similar in population municipalities. This data can also help assess the needs for courts, types of programs and types of usage. A municipality should also examine the quality of tennis courts (surface conditions, lights, and fencing) and the amenities (hitting walls, parking, and washrooms) provided to their residents. Lastly, the geographical distribution of public and private tennis facilities is examined to identify any underserved or overserved neighbourhoods.





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## Consultations

Consultations will typically begin with community tennis clubs to determine the needs of the local tennis playing community. Local community tennis clubs will provide insights on operations and capital improvements the municipality can undergo. Local clubs will also provide recommendations on how municipalities can work with clubs to grow the sport of tennis across all ages and abilities. Based on the comments and suggestions made by local clubs, municipal staff can develop an online survey for residents and/or conduct in-person public consultations at local community centres for residents. This will provide valuable input on the frequency of participation, participation behaviour, programming needs, facility needs, and evaluate the current level of service provided by the municipality. The consultation input can also be used to evaluate the consumer behaviour of residents – municipalities can propose a range of fees for covered courts and a range of travel distance to a covered court facility to examine what residents are willing to commit to for a covered court facility. This will enable municipalities to evaluate the market demand for covered courts. The consultation results can also be assessed alongside the community's demographic data, to review population growth data and other community composition data.

## Recommendations

Based on the information collected through research, surveys, and consultations, municipalities will be able to identify key operational and capital improvements that will enhance their delivery of tennis services and facilities. Operational improvements will typically cover areas of tennis programming and partnerships with local community clubs, organizations and schools. Capital improvements will identify courts that need to be resurfaced, and may include capital investments such as lights, parking and a covered court facility. The operational and capital recommendations identified could then be divided into short-term and long-term priorities and actioned according to the municipality's specific policies and processes.

This overview was developed using the following Canadian Municipal Tennis Strategies:

1. Town of Milton Tennis Strategy – October 2009
2. The City of Coquitlam - Tennis and Pickleball Services and Facilities Strategy 2017 - 2037
3. City of Niagara Falls – Tennis and Basketball Service Delivery Review – November 2017



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## RESOURCE C

### Performing a Needs Analysis

Understanding the need for a proposed covered court tennis facility to meet community recreational and competitive needs is an extremely important first step in determining the viability of the new tennis venue. The needs assessment involves examining key data about the community as well as tennis specific information applicable to the local jurisdiction. The following pertinent information is usually available through municipal planning departments.

- Historic and projected population numbers by age cohort;
- Household income;
- Education status of community residents; and
- Existing and projected ethnicity of the community.

Examining this information provides a base level of understanding of the existing community and what it should look like in the future.

The analysis should also take into account leisure trends in general and the specific trends related to tennis. General leisure trends can usually be found in recreation planning documents and specific information about tennis should be available through either Tennis Canada or the provincial tennis association. In combination this information provides a window into where recreation service delivery will be going in the future and how this future will affect tennis.

High-quality analysis if need should include the certain degree of public consultation. For general public input regarding the proposed project, this could take the

form of a general survey circulated through the municipal web site. Full more specific input, a survey to tennis enthusiasts could be distributed through a community tennis club or a local sports council. The survey should request input regarding the proposed project including the likelihood of supporting the project, the probability of utilizing the covered courts and user fees sensitivity. Frequently, survey results are complemented by face to face feedback received through public meetings, focus groups or stakeholder interviews. A combination of these consultation methods usually provides useful direction regarding the public's attitude towards the proposed facility and offers insight into the propensity for its use.

The needs assessment should also include an environmental scan the existing supply of tennis facilities available through public, not-for-profit more private sector providers. Where possible, use profiles of these facilities would be helpful in gauging local interest in tennis activity.

In combination, these examinations and consultations will be helpful in setting the stage for more detailed analysis of market conditions.



Photo Credit: Tennis Edmonton

## RESOURCE D

### Covered Courts across Canada

AVAILABILITY OF COVERED COURTS BY PROVINCE			
PROVINCE	NUMBER OF COVERED COURT FACILITIES	NUMBER OF COVERED COURTS	COVERED COURT TO POPULATION RATIO
British Columbia	33	174	1 per 26,000
Alberta	8	59	1 per 69,000
Saskatchewan	5	18	1 per 61,000
Manitoba	4	17	1 per 75,000
Ontario	73	398	1 per 34,000
Quebec	29	217	1 per 36,000
New Brunswick	1	6	1 per 125,000
Nova Scotia	4	17	1 per 54,000
Prince Edward Island	1	2	1 per 71,000
Newfoundland & Labrador	2	7	1 per 88,000
<b>CANADA</b>	<b>160</b>	<b>915</b>	<b>1 per 40,000</b>

AVAILABILITY OF ACCESSIBLE COVERED COURTS BY PROVINCE			
PROVINCE	NUMBER OF HIGH-END PRIVATE COVERED COURTS	NUMBER OF ACCESSIBLE COVERED COURTS	ACCESSIBLE COVERED COURT TO POPULATION RATIO
British Columbia	50	124	1 per 37,000
Alberta	22	37	1 per 110,000
Saskatchewan	0	18	1 per 61,000
Manitoba	3	14	1 per 91,000
Ontario	87	311	1 per 43,000
Quebec	10	207	1 per 38,000
New Brunswick	0	6	1 per 125,000
Nova Scotia	0	17	1 per 54,000
Prince Edward Island	0	2	1 per 71,000
Newfoundland & Labrador	0	7	1 per 88,000
<b>CANADA</b>	<b>172</b>	<b>742</b>	<b>1 per 50,000</b>



## AVAILABILITY OF COVERED COURTS BY MUNICIPALITY

(Number of Covered Courts)

BRITISH COLUMBIA – 21 Municipalities			
Abbotsford (4)	Kelowna (3)	Richmond (17)	Victoria (8)
Burnaby (13)	Langley (4)	Saanich (4)	West Vancouver (17)
Coquitlam (5)	Nanaimo (4)	Salt Spring Island (1)	Whistler (3)
Delta (4)	North Saanich (4)	Sechelt (2)	
District of Oak Bay (7)	North Vancouver (16)	Surrey (10)	
Kamloops (5)	Powell River (2)	Vancouver (44)	
ALBERTA – 3 Municipalities			
Calgary (33)	Edmonton (22)	Red Deer (4)	
SASKATCHEWAN – 4 Municipalities			
Regina (4)	North Battleford (3)	Saskatoon (8)	Yorkton (3)
MANITOBA – 2 Municipalities			
Steinbach (1)	Winnipeg (16)		
ONTARIO – 31 Municipalities			
Ajax (4)	Hamilton (5)	Newmarket (3)	Sault Ste. Marie (1)
Amaranth (4)	Kingston (4)	Niagara-on-the-Lake (6)	Sudbury (4)
Aurora (6)	Kitchener (3)		Toronto (137)
Brampton (6)	London (15)	Oakville (6)	Vaughan (14)
Burlington (21)	Markham (25)	Oshawa (4)	Lincoln (4)
Cambridge (1)	Midhurst (4)	Ottawa (40)	Waterloo (13)
Collingwood (4)	Milton (5)	Pickering (4)	Welland (4)
Guelph (10)	Mississauga (22)	Richmond Hill (15)	Windsor (4)
QUEBEC – 22 Municipalities			
Boucherville (14)	Laval (26)	Repentigny (5)	St-George (4)
Brossard (14)	Les Pays-d'en-Haut (6)	Rimouski (6)	Trois-Rivières (4)
Drummondville (5)		Saguenay (5)	Vaudreuil-Dorion (4)
Gatineau (5)	Lévis (4)	Saint-Hilaire (4)	Victoriaville (4)
Granby (5)	Longueuil (10)	Sherbrooke (9)	Ville de Québec (16)
Lac-Brome (1)	Montréal (57)	St-Eustache (9)	
NOVA SCOTIA - 3 Municipalities			
Halifax (10)	Truro (6)	Yarmouth (1)	
NEW BRUNSWICK		PEI	NEWFOUNDLAND
Fredericton (6)		Charlottetown (2)	St. John's (7)

For a detailed breakdown of tennis facilities in any municipality please contact us.

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## RESOURCE E

# Estimating the Size of the Available Indoor Tennis Market

The single most important factor in determining the need for a covered court tennis facility is the number of available tennis players who would find the facility convenient and affordable. Consequently, estimating the size of the current and future tennis market in reasonable proximity to a proposed new indoor facility is an important step in determining need.

Based on participation and registration patterns of sport and recreation consumers, potential tennis players that reside within an eight to twelve minute travel time from the proposed facility are considered the primary market of the facility. Generally, 60% to 70% of the facility's patronage will arise from the primary market. The secondary market would come from an area outside the primary market boundary and up to a travel time of up to twenty minutes to the facility. Between 30% and 40% of the facility's users can be expected to come from this market.

These market area boundaries can vary quite broadly based on the characteristics of the community, its urban vs. rural locale, the local demographic makeup of its residents, etc. A review of the local recreation department's program registration and sales data can provide a very good indication from where a proposed new facility might attract potential tennis players.

It would also be useful to understand the municipal stance on how many residents from other jurisdictions would be acceptable at the new facility. Normally, financial relationships between municipalities and external organizations are only justifiable if the municipal contribution – such as access to the municipal courts on a year round basis - provides an acceptable level of community benefit to local ratepayers. Therefore, while individuals living outside the jurisdiction in question could help to bolster the membership roster of a potential indoor facility, local municipal residents who have more direct access to the proposed facility should be considered the key numbers in the needs analysis.

An additional qualifier to consider in the need analysis is the priority of the focus on the number of available adult members as the base line indicator. Children and youth represent a portion of the tennis community that will participate in tennis programming that can provide a reasonable stream of income over and above membership or court revenue. However, revenue produced by adult or family memberships plus the income generated by court fees are usually a significant ingredient in a positive business case. So, while junior tennis players will benefit from the availability of an indoor facility in the municipality, the needs assessment should be more heavily weighted in favour of the potential number of players from the available adult market.



The key variables you will need to have in hand in order to accurately estimate the numbers of potential tennis players in the primary and secondary markets are:

- A.** The number of adults currently residing in the primary and secondary market areas of the proposed new facility as well as any estimated population growth in both areas over the next 10 to 15 years (usually available from municipal planning departments);
- B.** The most current tennis participation rate in your community (if a local rate is not available from municipal data like from a sport or recreation master plan, the provincial participation rate available from Tennis Canada can be used);
- C.** The percentage of “frequent” tennis players from within the general pool of all tennis players (frequent players are the most likely candidates to be affiliated with either outdoor or indoor clubs);
- D.** The most current rate of indoor tennis participation by tennis players (available from Tennis Canada’s annual Brand Study); and
- E.** The estimated number of people who play indoor tennis at existing facilities that have market or trade areas that overlap the market area of the proposed facility.

So, hypothetically, let’s assume:

- The adult residential population in the primary market area is 50,000 and 25,000 in the secondary market. Both markets will grow by 2% per year for the next 15 years;
- The local tennis participation rate is approximately equivalent to the national rate of 18%;
- The national percentage of tennis players who play indoors is 20%
- 20% of players play frequently (using the Tennis Canada definition of a frequent player).

These factors result in the following projection of players available in the primary and secondary markets.

	<b>YR1</b>	<b>YR5</b>	<b>YR10</b>	<b>YR15</b>
<i>Total Adult Population Primary Market</i>	50,000	54,122	59,755	65,974
<i>Total Adult Population Secondary Market</i>	25,000	27,061	29,877	32,987
<i>Total Players in Primary Market @ 18%</i>	9,000	9,742	10,756	11,875
<i>Total Players in Secondary Market</i>	4,500	4,871	5,378	5,938
<i>Total Indoor Players in Primary Market @ 20%</i>	1,800	1,948	2,151	2,375
<i>Total Indoor Players in Secondary Market</i>	900	974	1,076	1,188
<i>Indoor Frequent Players in Primary Market @ 20%</i>	360	390	430	475
<i>Indoor Frequent Players in Secondary Market</i>	180	195	215	238
<i>Total Available Market</i>	540	585	645	713

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## RESOURCE F

### Risk Evaluation Template

For municipalities to accurately assess and allocate project risks, it is important to understand the complexity of relationships within the partnership framework. That's because besides the principle players - i.e. the municipality and its partner - there could be a number of other participants within the arrangement. For example, the development of an air supported structure over municipal tennis courts will involve the following:

- The municipality – land owner
- The partner – the facility owner and operator
- The bubble membrane manufacturer
- The HVAC equipment manufacture
- The supplier of necessary equipment elements such as lights, air lock door, etc.
- General contractor to perform site work
- Subcontractors such as trades to install utilities
- Investors
- Insurance company
- Operating equipment supplier
- Service subcontractors such as contract-out tennis professionals

In a competitive search and selection process, municipalities are well advised to obligate proponents to submit their risk plans as part of the Request for Proposals (RFP) process. The municipality must be satisfied that the risk plan and the allocation of risk are consistent with the municipality's guiding principle associated with risk management. At the very least, the proponent's plan should identify those risks that it is prepared and capable of absorbing. At the same time, the municipality should prepare its own risk plan reflecting the risks it is willing to undertake. The RFP evaluation process should analyze risk patterns and determine if the proponent's submission is in anyway contrary to the municipality's expectations for risk. Regardless of the worthiness of the balance of the proponent's bid, the municipality must be satisfied that the relationship does not violate its risk tolerance.

It is also important to understand that the partner will also evaluate its risk exposure compared to its capacity to undertake the risk. Most often, this will relate to the partner's key investment criteria and financial expectations for the project. While these criteria may not be issues of considerable concern for the municipality, it is important that the public partner understand the factors that will drive its external partner's financial decision making. Typically these criteria include:

- The return on investment
- Return on equity
- Net present value after taxes
- Payback period
- Debt service coverage

The following risks should be of concern to municipalities considering partnerships for covered tennis centres.

**MARKET RISK** – changes in market conditions such as variations in local demand for covered tennis courts could have a significant impact on the proponent's business plan. In striking a partnership agreement, the municipality should look to transfer market risk to the proponent.

**INCOME RISK** – this could be caused by overly optimistic financial forecasts included in the original business plan, improper assumptions with respect to facility traffic (causing court revenue to underperform), the inability to attract projected numbers of program participants (causing income generated by lessons and leagues to fall short of projections), etc. Unless the municipality includes stipulations in the agreement that could jeopardize the operator's ability to achieve its business plan, the municipality should transfer all income risk to its partner.

**CONSTRUCTION DELAYS** – this can be caused by unforeseen soil condition, breakdowns of the equipment, manufacturing delays or other common occurrences during the construction phase. If the proponent is expected to absorb this risk, the municipality should expect a substantial risk allowance in the proponent's capital costs estimates. Consequently, this risk is often shared between partners.

**COMPLETION DELAYS** – this risk is often associated with communication difficulties between partners, last minute design changes, financing difficulties or problems in receiving permits and other construction approvals. This risk can be mitigated with aggressive project management and communication methodology set out at the beginning of the relationship. Sometimes they are insurable events over premiums can be substantial.

**OPERATION RISK** – breakdowns in equipment, technology foul-ups, the inability to attract the required number of adequately qualified staff, etc. can get in the way of the operator meeting its business plan objectives. Municipalities usually transfer this risk to the partner.

**MAINTENANCE RISK** – this factor relates to the maintenance and the state of good repair of the facility. This risk can be mitigated with pre-established and written maintenance standards agreed to by both parties. However, in the absence of standards, the operator is free to establish its own operating procedures and protocols which they may not line up with the municipality's expectations. Asking the operator to conform to new or elevated maintenance standards mid-contract could be very expensive to the municipality. Consequently, written maintenance standards should be a Schedule of the agreement. Furthermore, the municipality should insist that the operator annually set aside a capital reserve contribution to be used on approved repair and maintenance items.

**OBSOLESCENCE RISK** – the municipality should establish its expectations with respect to the condition of the facility at the conclusion of the agreement. This is particularly important if the facility is to revert to municipal ownership at the conclusion of the license or lease. This risk should be top of mind when the municipality evaluates the partner's plans for developing the facility. It will therefore be important for the municipality to be assured that the material and finish specifications are acceptable, that equipment is of a reasonable standard and that equipment replacement plans are sufficient to protect municipal interests related to building and equipment quality. This should be an important consideration during the RFP stage a process given the fact that at the end of the agreement, the partner will have no further interest in the facility.





## Simple Risk Assessment Template

<i>Risk Factor</i>	<i>Probability (1)</i>	<i>Impact (2)</i>	<i>Municipal Risk (3)</i>	<i>Partner Risk (4)</i>
<i>Market risk</i>				
<i>Income Risk</i>				
<i>Construction delays</i>				
<i>Completion delays</i>				
<i>Operation risk</i>				
<i>Maintenance risk</i>				
<i>Obsolescence risk</i>				
<i>Other</i>				
<i>Other</i>				
<i>Other</i>				

### Notes:

- ① Rate each risk factor's probably of occurring as high (H), medium (M) or low (L)
- ② Estimate the negative impact to the project as significant (S), moderate (M) or limited (L) if the risk event occurs
- ③ Indicate the estimated proportion of impact (%) that will be absorbed by the municipality
- ④ Indicate the estimated proportion of impact (%) that will be absorbed by the partner





# Sample Request for Proposals for Tennis Facility Providers

Presented with the Permission of the Town of Milton

## SEASONAL INDOOR TENNIS OPERATOR TERMS OF REFERENCE

### 1.0 PROJECT DESCRIPTION

Established in 1857, the Town of Milton is a municipality located on the western edge of the Greater Toronto Area, within the Region of Halton with a total landmass of 366 square kilometres. Nestled within the Niagara Escarpment, Milton attracts many visitors to the area each year. Milton is in an ideal location in the Western region of the Greater Toronto Area, with substantial access to major transportation corridors. Currently, Milton is experiencing vast residential and industrial growth, and is considered Canada's fastest growing community with a current population of over 100,000 and is expected to grow to approximately 228,000 by 2031.

The Milton community is young, well-educated and growing welcoming an average of almost 2,000 families into new homes per year. The Town's expansion strikes a balance between residential and industrial growth while holding on to Milton's historical charm and roots.

The Milton Tennis Club (MTC) is located at 800 Santa Maria Boulevard on public lands within the Milton Community Park. The facility includes 8 outdoor regulation sized tennis courts complete with lights and an adjacent clubhouse and has a typical operating season commencing in early April and running until November (weather permitting). The MTC is provided year-round access to the facility under agreement with the Town of Milton that includes financial considerations. The club offers affordable and accessible outdoor community tennis programs through a membership model.

The tennis courts are due to be reconstructed in 2018 which presents an opportunity for the introduction of seasonal indoor tennis. An existing grade beam is present under the 5 most southern courts but the viability of this structure for future use is unknown.

The Town of Milton is seeking a private operator to supply, install, operate and maintain an air supported structure to provide winter tennis at the Milton Community Park. The Town is looking for interested proponents to submit proposals that respond to the enclosed Terms of Reference.

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## 2.0 SCOPE OF WORK

### 2.1 Town of Milton

The Town is soliciting Proposals from qualified Proponents for the supply and installation of an air supported structure for indoor tennis at the site of the existing Milton Tennis Club and the operation/finance of the Tennis Facility. The Town's objective is to engage the services of a third-party to deliver indoor tennis for the use of the community, without capital or operating costs to the Town. The Town will be providing the land for the facility at the Milton Tennis Club located within the Milton Community Park, through a lease agreement with the Contractor. The lease agreement will be seasonal and allow the Contractor exclusive access to the site for the yet to be determined indoor season. The Town will consider lease agreements with a minimum length of 20 years. The Milton Tennis Club will maintain a lease agreement to deliver outdoor tennis programs and the length of the annual indoor and outdoor operating periods are to be proposed by the Proponent.

The Town requires that the Proponent to visit the site as they deem necessary. For reference purposes, a map of the proposed site at the Milton Community Park is attached hereto as Schedule "A". The fixed aspects (i.e. grade beam) of the constructed Seasonal Tennis Facility at the Milton Community Park (and any other ancillary features that are constructed) shall become the sole property of the Town upon termination or expiry of any operational agreement. The Proponent may remove its business fixtures and equipment (i.e. dome fabric and associated mechanical equipment) given that the Proponent immediately repair any damages caused by such removal. The Town retains all rights and ownership of naming rights to the park and tennis facility.

### 2.2 Proponent

Responsibilities of the successful Proponent shall include:

- Construction, installation and maintenance of the Seasonal Indoor Tennis Facility at Milton Community Park and the operation/finance of the Tennis Facility
- Seasonal operation of the Tennis Facility (dates TBD) including the annual install, demount and storage of the tennis dome
- Responsible for any capital improvements and ongoing operating and capital costs for the Tennis Facility (including the tennis dome, five (5) tennis courts, and any clubhouse amenities, including washrooms and/or change room facilities, if applicable)
- Obtain and pay for, where applicable, all necessary Town approvals and permits including but not limited to, planning approvals and building permits, and all required Town Department fees at the Proponent's cost
- Executing subsequent agreements (with, and to the satisfaction of, the Town), as required for the design, construction, and operation of the Tennis Facility, and for the lease of the Town's property for the Tennis Facility
- Responsible for all servicing that is required above and beyond what is currently supplied at the current facility (electrical, gas etc.)
- All costs included with assessing the viability of the current grade beam
- All costs associated with installing a new grade beam should the current grade beam need replacing
- Providing an opportunity for public access and community programs for the Tennis Facility
- Paying rent and/or fees to the Town for the use of the land for the Tennis Facility and as part of revenues to the Town under the operational agreement
- Maintaining the Tennis Facility at its own cost, to the Town's satisfaction
- Keep the Tennis Facility open for business at a time that is satisfactory to the Town
- Providing a fully accessible Tennis Facility in accordance with the Accessibility for Ontarians with Disabilities Act, 2005

- 
- Provide adult supervision during all hours of operation
  - Provide and maintain, in a location approved by the Town, a waste disposal bin of a type approved by the Town and shall deposit all garbage generated therein by the use of the Tennis Facility, and be responsible for any costs associated with the removal of garbage
  - Provide the Town with the list of proposed fees and tennis court rental charges at least ninety (90) days prior to the commencement of each season for approval, which approval may be withheld if, in the opinion of the Town, said proposed fees and rentals are greater than those prevailing for a similar facility within the Region of Halton or are otherwise not justifiable
  - Make the Tennis Facility available to any resident of the Town who is prepared to pay the rates and/or fees
  - Pay for all utility and operational costs of the Tennis Facility, such as but not limited to electricity, gas, water, and winter maintenance (snow clearing etc.) associated with Santa Maria Blvd beginning at Community Park entrance, parking lots, entrances / exits and sidewalks. All snow clearing activities required by an air supported structure will be the responsibility of the successful proponent.
  - Comply with the Municipal Alcohol Policy as approved by the Council of the Town prior to obtaining a liquor license under the laws of the Province of Ontario, and subsequent to the Contractor obtaining a liquor license, comply with the terms and conditions of that license and the applicable law in respect of the license
  - Comply with all federal, provincial and municipal laws, rules, regulations and bylaws, and the orders and directors of the Region of Halton Police Department or any other department having jurisdiction over such an operation
  - Pay, when due, any taxes (if any) with respect to the operation of the Tennis Facility and the lands on which they are situated

### 3.0 PROJECT SCHEDULE

A notification of award will be made by August 23 2017. Companies that are confident in their capacity for this type and scale of project within their forecasted annual work program, and with demonstrated experience and capabilities to undertake such a project, should consider submissions of a Proposal.

RFP Issued - July 6, 2017

Site Meeting - July 13th @ 2:00 p.m.

RFP Closing Date - On or before 11:00 a.m. on July 26, 2017

Proponent Interviews - Morning of August 4th

RFP Awarded by August 23, 2017

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## RESOURCE H

# A Guide to Developing a Municipal Comparator

There is mounting worldwide evidence that partnerships between municipalities and non-public entities can result in win-win results for both project participants. In response to the growth in the sheer volume of non-traditional partnerships, governments and government agencies are actively developing tools to assist municipalities create partnerships with the best chance of positive results for both the public, private or not-for-profit participants. Whether for the development of infrastructure and ancillary services or for the delivery of existing public services by private or not-for-profit partners, these tools are specifically aimed at government administrators who need to assess options and make decisions which result in the most effective and efficient deployment of public monies, taking into account both financial and non-financial considerations<sup>1</sup>.

What is required to create successful public/private/not-for-profit partnerships has been well studied in both United Kingdom and Australia. Organizations responsible for partnership development in both countries recognize the importance of addressing the key policy issue of how to ensure that value for money is achieved when a partnership is developed. These investigations have concluded that the development of a “comparator”, based on the fair and accurate valuation of internal or in-house costs, establishes a benchmark against which options can be compared and decisions can be made with respect to ensuring value is achieved for the taxpayer.

A Public Sector Comparator (PSC) can be used by any level of government to make decisions by testing whether a non-government investment proposal offers value for money in comparison with the most efficient form of public procurement or delivery. The rationale for using a comparator to assess various delivery options extends to the assessment of delivery alternatives presented by a group of internal staff, submissions by not-for-profit organizations, propositions by other levels of government or proposals from private sector proponents (either solicited or unsolicited). The best and most

fulsome assessments analyze financial and nonfinancial factors. In this way, the PSC assists government in determining whether or not to use internal public resources for the development of infrastructure and ancillary services or to pursue alternative delivery methodologies involving a partner.

Typically the PSC begins and ends with a rigorous examination of the “in-house” costs of implementing the project and assigning the various types of risks to the appropriate party that can best handle them. The development of a “comparator” results in a benchmark against which options are compared and value for money is assessed. Therefore, the PSC is a critical piece of the puzzle when embarking on an assessment of partnership options for infrastructure and/or service delivery.



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1 The Public Sector Comparator, Best Practices Guide, Industry Canada, 2003



## RESOURCE I

# Checklist of Evaluation Criteria to Evaluate Proposals

Projects of interest to the private sector are often more complex and carry greater financial and operating risk than projects involving most community organizations. It is therefore important that proponent proposals are thoroughly vetted to determine if the relationship is acceptable to the municipality.

The following criteria have been utilized by several municipalities to the analysis proposed relationships with private enterprise.

- ☐ Confirmation that there is legal authority to undertake the proposal;
- ☐ There is clear community benefit and/or economic impact spin-offs for the municipality;
- ☐ There is value inherent in the proposal that would provide the municipality with enhanced levels of service;
- ☐ The proponent is capable of demonstrating operating and technical qualifications and financial ability commensurate with the nature and scope of the project;
- ☐ The project is clear of any environmental concerns;
- ☐ The proposal includes a risk analysis (financial, continuity of service, public relations, liability, etc.) that is acceptable to the municipality; and
- ☐ The proposal includes a benefit analysis for both the municipality and the proponent that is acceptable to the municipality.





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## RESOURCE J

### Public Consultations on “Tennis Bubbles”

When developing a recreational facility it is common for municipalities to conduct public consultations to collect feedback from local residents. Due to the diverse needs and interests of residents in any municipality, public consultations can typically result in valuable discussion and debate. Provided below are a brief synopsis of two public consultation processes that were conducted for air-supported tennis facilities in Canada. In both instances of discussion and debate, the air-supported structure was successfully implemented.

#### **CASE STUDY 1: L’Amoreaux Tennis Centre – Scarborough, ON<sup>1</sup>**

In 1997, the L’Amoreaux Winter Tennis Club identified the need to cover five of ten outdoor courts to accommodate growing demand for year-round tennis. By late 1999, City Council approved a \$400,000 project to erect an air-supported structure over five existing outdoor courts as a part of the 2000 Capital Budget. The structure was financed through a capital reserve fund generated from existing operations of an indoor permanent structure. Between November 1999 and April 2000, three public consultations were held to receive feedback from the local community. Existing community tennis clubs and local residents were widely in support of the structure, however some residents raised concerns about the visual impact of the structure, and indicated they would have preferred to see a permanent tennis facility instead.

At a City Council meeting in June 2000, council stated that funds were available to proceed with the air-supported structure immediately, with no additional costs to the tax base. Council stated that if a permanent structure were to be explored, it would also have a visual impact and the project would undoubtedly require taxpayer dollars and would be delayed to the next five-year capital budget cycle. Given these facts, City staff recommended the project move ahead with an air-supported structure.

#### **CASE STUDY 2: Vancouver Lawn Tennis & Badminton Club – Vancouver, BC<sup>2</sup>**

In 2005, the Vancouver Lawn Tennis & Badminton Club submitted an application to City Council to erect a second air-supported structure over four existing outdoor courts to accommodate current and future growth in tennis participation. When the application was submitted, the Club erected a rezoning sign on the site and City staff notified approximately 3,000 property owners in the surrounding area. Staff subsequently received three letters from a resident who lived across from the Club and opposed the air-supported structure. The letters noted the proposed structure would adversely affect that resident’s home value. The home owner noted that the Club had the option of building four underground courts.

The Club’s report to Council noted that the cost of the underground court project would be an estimated \$6.5 million and would not be feasible until many other interior upgrades and additions were completed. In comparison, the air-supported structure would cost the Club approximately \$600,000 to engineer, design, ship and install. In February 2005, City Planning Staff recommended the Club land be rezoned to allow for a second seasonal air-supported structure. There was no further opposition to the project.

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1 Scarborough Community Council. (2000, July). Installation of a “Bubble” over Five Outdoor Tennis Courts at L’Amoreaux Tennis Centre (Ward 17 – Scarborough Agincourt).

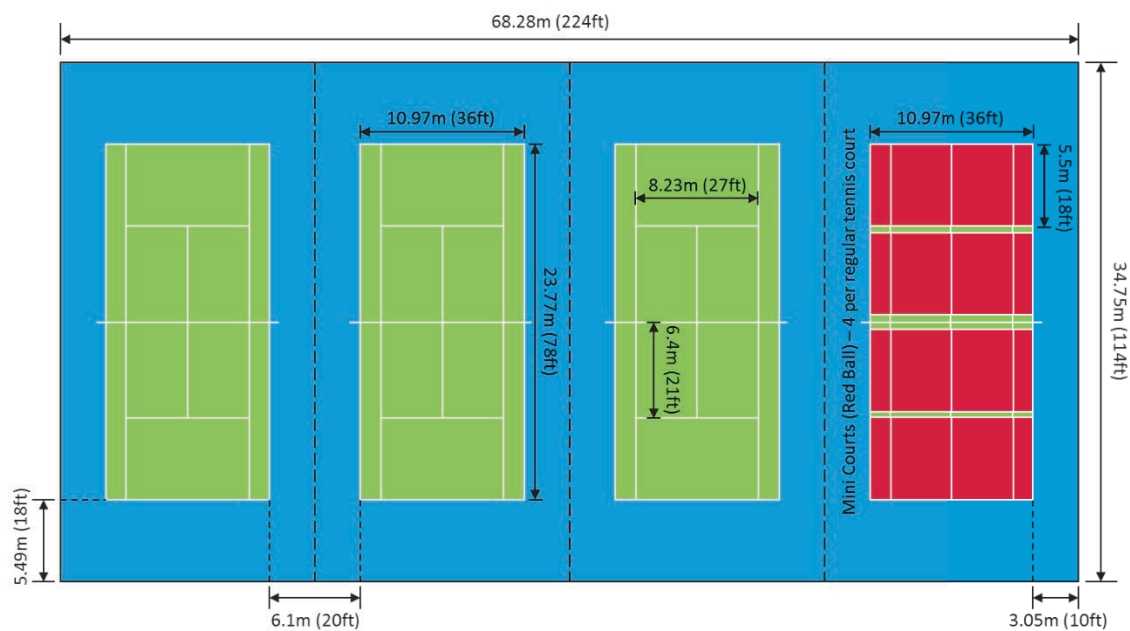
2 City of Vancouver (2005, February 28). CD-1 Text Amendment – 1630 West 15th Avenue (Vancouver Lawn Tennis and Badminton Club).

RESOURCE K

Tennis Court Design Standards

Court Layout and Design Considerations

Provided below is the typical layout for a four-court tennis facility. The dimensions used to generate the diagram below are based on the International Tennis Federation’s recommended measurements for a recreational tennis facility. It is not unusual for recreational tennis facilities in Canada to leave a smaller amount of space between two courts to save additional land. The diagram also provides internationally accepted tennis court dimensions (36x78ft) and dimensions for mini courts (18x36ft) which are used to teach beginner tennis players.



When building a tennis facility, the following items need to be taken into consideration:

Tennis Court Surfaces	Hard (acrylic), clay, Har-Tru, concrete, asphalt
Indoor Lighting	LED, metal halide, high pressure sodium
Equipment	Nets, net posts, court dividers, back-stop curtains
Considerations for a Seasonal Covered Court Facility	<b>Orientation of Tennis Courts:</b> to ensure the sun is never directly in the eyes of a tennis player, tennis courts for outdoor use must be constructed with a north-south orientation
	<b>Fencing:</b> to contain the ball within the playing area and provide security for players
	<b>Outdoor Lights:</b> Metal halide, high-pressure sodium, fluorescent, and tungsten halogen

## Design and Construction Models

Winter tennis requires a covered and heated playing area which can be a temporary structure installed over outdoor public tennis courts or a permanent building to accommodate courts. There are a number of benefits and drawback of both building options. A brief comparative summary of both facility options is presented in the following table.

COMPARISON OF PERMANENT AND AIR SUPPORTED TENNIS CENTERS		
Consideration	Permanent Structure*	Air Supported Structure
<b>Capital Cost</b>	A permanent building is the more expensive option to construct with capital costs dependent on facility size, design specifications and construction quality	An air-supported structure is the least expensive alternative with capital costs dependent on facility size, single or dual liner, type of lighting and equipment selection
<b>Operating Cost</b>	Staff and utility costs represent the most significant operating expenses over a permanent building's 12-month operating season	Utility costs are relatively more expensive per hour of facility use however, facility operating costs apply to a shorter covered court season – 5-6 months
<b>Seasonal Implications</b>	These are popular winter venues but difficult to program and challenging to encourage utilization in the summer months	Offers flexibility as the courts can be covered in the winter and be converted to outdoor courts in the summer
<b>Life Cycle</b>	Similar to other types of community recreation buildings, the life of a covered court tennis facility would likely be between 25 to 35 years	The bubble fabric has a life expectancy of 15 to 20 years – depending on UV protection and the operator's inflation and take down procedures
<b>Consumer Opinions</b>	Patrons generally enjoy the environment and the program flexibility of permanent tennis court facility	Consumers like the ability to play outdoors in the summertime Some suggest that the air quality and temperature in a bubble is superior to a traditional covered court environment
<b>Operating Considerations</b>	Requires aggressive programming to keep occupied during the non-peak summer season	Often cannot be used as a "general gathering place" due to code issues thereby limiting certain program alternatives

\*Permanent structures can be built using various materials such as steel, brick, concrete etc.

## RESOURCE L

# Air-Supported Structure Features

### CUSTOMIZABLE

Can be built to any size and the outer fabric comes in several colours



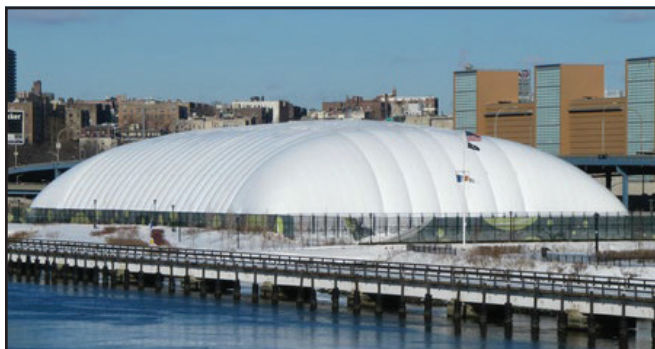
4-court and 7-court domes – Roosevelt Island Tennis  
(Manufacturer: The Farley Group)



4-court dome – Bear Mountain Tennis  
(Manufacturer: The Farley Group)

### ADAPTABLE

Can be erected over virtually any existing tennis facility, regardless of the location or orientation of tennis courts



12-court dome – Stadium Tennis Center at Mill Pond, LLC  
(Manufacturer: The Farley Group)



3-court dome – York Racquet Club  
(Manufacturer: The Farley Group)

### CLIMATE—CONTROLLED

Insulated fabrics and powerful heating and air-conditioning units provide ideal playing conditions year-round



4-court seasonal dome – Barrie North Winter Tennis  
(Manufacturer: The Farley Group)



6-court permanent dome – Atlantic Training Centre  
(Manufacturer: The Farley Group)

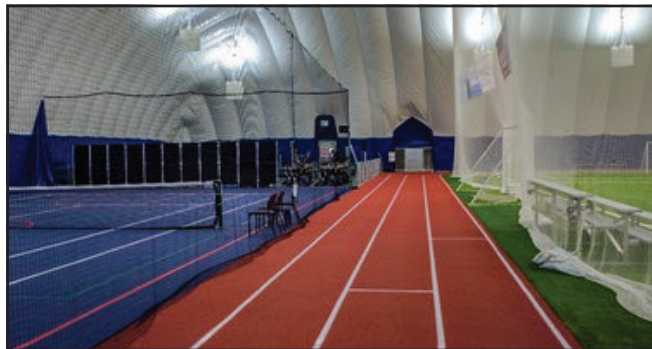


## MULTI—PURPOSE

Can house multiple sports all under one dome



Todd and Jen Hutton Sports and Recreation Center  
(Manufacturer: Yeadon)



Russell Township Sports Dome  
(Manufacturer: The Farley Group)

## SEASONAL

Can be inflated and deflated in a few short hours



(Manufacturer: The Farley Group)

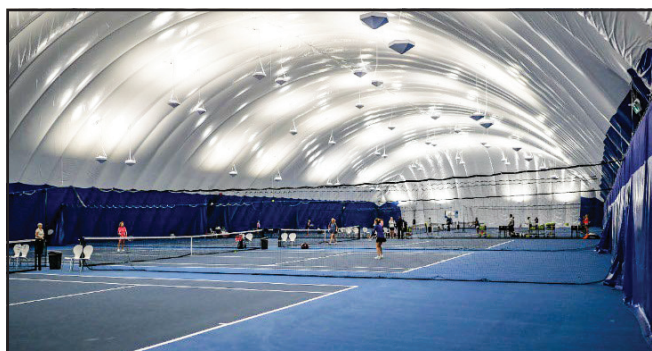


## ECONOMICAL

Most cost-effective building system available when it comes to covering large, clear span space.



Markham Sports Dome  
(Manufacturer: The Farley Group)



6-court bubble at Marilyn Redvers Tennis Centre  
(Manufacturer: The Farley Group)



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## RESOURCE M

# Accessibility Guidelines for Tennis Facilities

### Introduction

The purpose of these guidelines is to provide advice and guidance in the design of new tennis facilities and the enhancement of existing tennis facilities.

All new tennis facilities and extensions or refurbishments to existing facilities should meet or exceed the standards set out in the current Building Code Regulations.

### Design Principles - General

To have a 'fully accessible' center means having more than sufficient door widths and the provision of ramps. In order for a facility to run efficiently and smoothly requires knowledgeable and appropriately trained staff. There are a wide range of disabilities which need to be considered when managing and designing a tennis facility. These include mobility, visual, hearing and learning disabilities. Clubs should also take into consideration how the public, both players and spectators, can access the club.

### Parking

- Wheelchair parking spots should be located close to the main entrance.
- A standard wheelchair parking spot is 3.6m wide. Alternatively, you can have 2 standard parking spots at 2.4m wide plus 1.2m common access aisle.
- When designing new parking lots, ensure that they are flat. Lowered curbs or cut aways should be provided in appropriate positions.

### Access from parking lot to front door

- Wheelchair access should be clearly marked with symbols
- Access should be a clear, unobstructed pathway with a firm, even surface that is non-slip.
- Consider a minimum walkway width of at least 1.5m, or 2m, to allow for the passing of wheelchairs
- Provide for both stepped and ramp access.
- Automatic doors are preferred for main entrance access.

### Access within facility

- Entrance doors should have a clear width of at least 1200mm. This is to accommodate sports wheelchairs.
- The threshold should not be above the floor surface and attention should be given to wells and gratings, as these may impede movement/wheelchair mobility.
- Consider incorporating a low level reception desk or a bar hatch system in the Reception area.
- Reduce the strength of door closers. Lighter doors also benefit young children and the elderly.
- Consideration should be given to access onto the indoor and outdoor courts. This should incorporate suitable access from the clubhouse and for wheelchairs.

### On-court player accessibility

- Secure area for the storage of wheelchairs (both standard and tennis).
- Is there adequate space between court net posts for tennis wheelchair access?
- Is the distance from the baseline to the back stop long enough? Recommended dimension is 6.40m.
- Is there enough room between courts for a tennis wheelchair?
- Is there enough access around the court to allow players to change ends easily?



### **Mobility Problems that may be encountered by wheelchair and semi-ambulant users are:**

- Inaccessible toilet and changing facilities;
- Corridors and doorways that are too narrow or obstructed;
- Changes in level i.e. steep ramps, curbs.

### **Visual Problems that may be encountered are:**

- Poor use of colour contrast which could hinder location and comprehension;
- Poor illumination due to low level lighting, glare and reflection;
- Poor signage – consider incorporating Braille;

### **Hearing Problems that may be encountered are:**

- Insufficient information which results in restricted independence;
- Poor staff communication.
- People with learning disabilities may have a combination of other impairments such as mobility or visual. It is therefore recommended that as well as the above points, you should consider the following:
- Avoid too many colour schemes and clever signs which could cause confusion;
- Use signage, layout and lighting of the building to clearly identify routes and public areas;
- Trained staff that are easily recognizable.

### **WC and changing facilities**

- Provision of changing facilities should cater for both the individual/independent user and small groups during public sessions. Ideally a separate wheelchair toilet stall should be incorporated.
- Consider the proximity of the changing areas to the activities within the building. Storage areas for items such as wheelchairs, etc., are a useful addition.
- Showers, toilets and cubicles (if provided) should allow for easy transfer from a wheelchair. This includes close proximity and the provision of shower benches.
- There should not be any step up or down into the shower compartment. Shower heads, soap dispensers, etc., should all be located within easy reach when seated (approx. 1.3m).

### **Emergency exit routes and procedures (indoor centers, ITIs, etc.)**

- The incorporation of suitable emergency exits/routes including elevators and stairs is advised.

This document is based on the LTA G4-Accessibility Guidelines. Tennis Canada would like to thank and acknowledge the Lawn Tennis Association (LTA) and their ongoing leadership and efforts in making tennis accessible for everyone.

For further questions in regards to facility accessibility please contact Tennis Canada at [coveredcourts@tenniscanada.com](mailto:coveredcourts@tenniscanada.com)

## RESOURCE **N**

### Pickleball, Badminton & Tennis Integration

Over the past few years, municipalities across Canada have been integrating pickleball and badminton onto existing tennis courts. Pickleball and badminton courts are similar in size and can easily fit onto a tennis court. The sports are typically integrated through painting additional lines in a different colour to differentiate them from tennis. Both sports have portable and foldable nets that can be easily stored adjacent to the courts. Municipalities may also explore dedicating separate hours to each sport to ensure the courts are fairly shared between pickleball, badminton and tennis players.

*“Badminton Canada fully supports and endorses Tennis Canada’s Covered Tennis Court Facilities initiative. These facilities can service a multitude of racquet sport such as Tennis, Badminton and Pickleball.”*

**– Joe Morissette, Executive Director,  
Badminton Canada**

*“Pickleball Canada and Tennis Canada have tremendous potential to work together and maximize opportunities for shared use facilities to accommodate the growing tennis and Pickleball playing populations. We are supportive of Tennis Canada’s Municipal Tennis Facilities Strategy and Partnership Framework and will be pleased to work with municipalities that want to explore facilities to serve both sports.”*

**– Marcel Latouche  
Board Member VP of Development  
Pickleball Canada**



Photo Credit: HART Sport

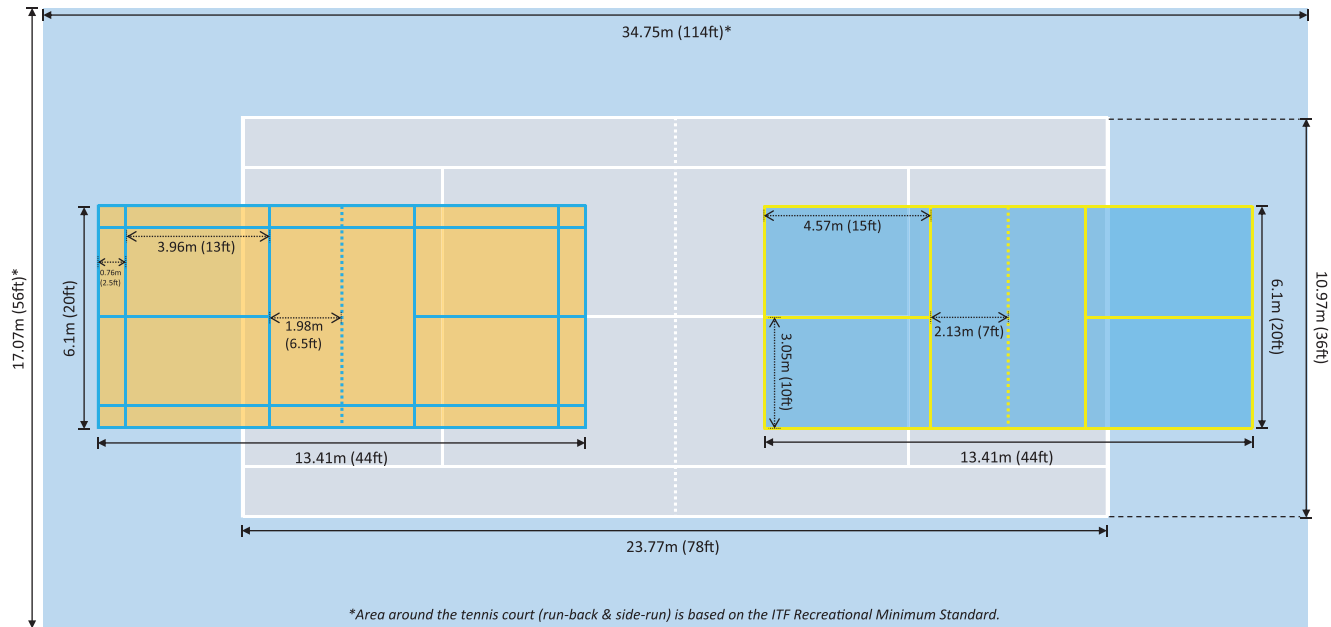


Photo Credit: Pickleball Kelowna

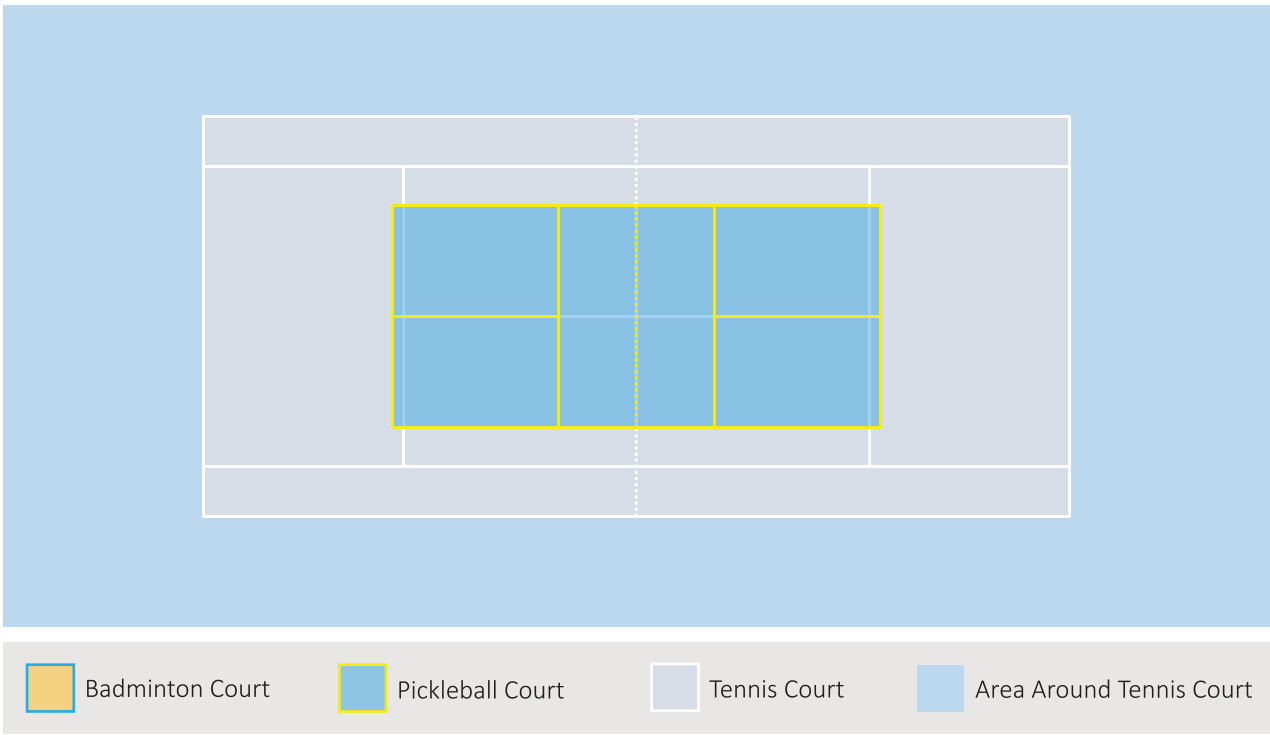
To learn how to best integrate these sports at a covered court facility, Tennis Canada reached out to Badminton and Pickleball Canada. Provided below are different multi-line integration methods. Courts depicted below are proportional to standard recreational sizes accepted by the relevant national sport organizations.

# TYPICAL INTEGRATION LAYOUT:

## 2 Badminton / Pickleball Courts on 1 Tennis Court



## 1 Pickleball Ball Court on 1 Tennis Court



Badminton Court



Pickleball Court

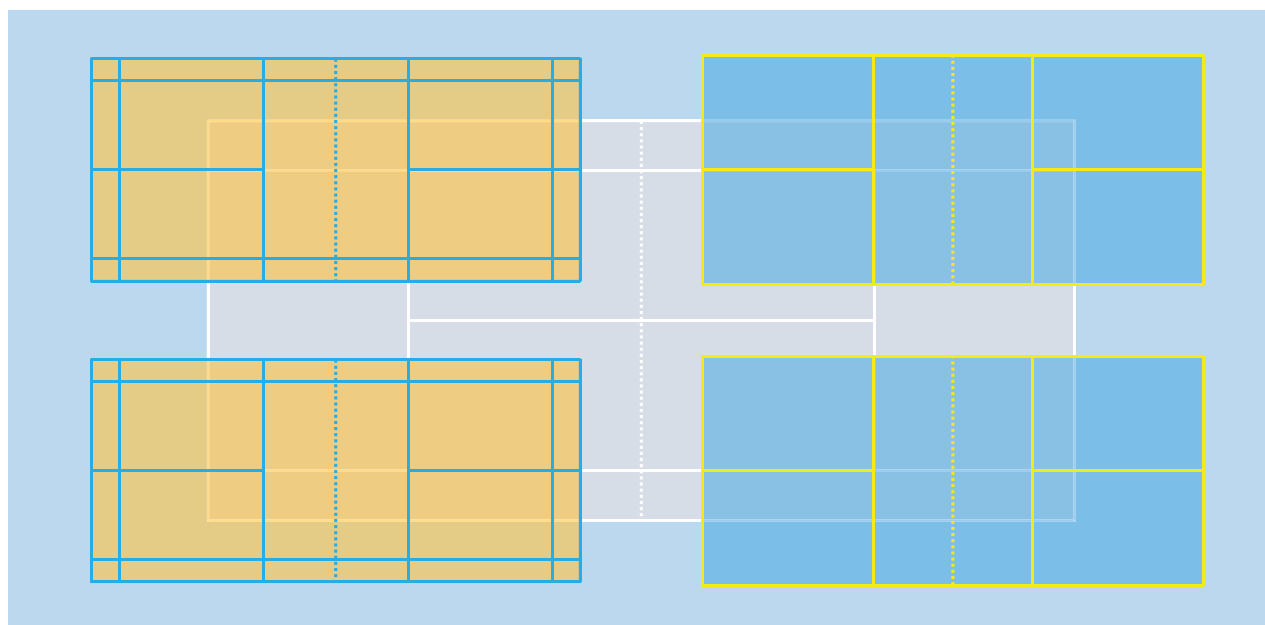


Tennis Court

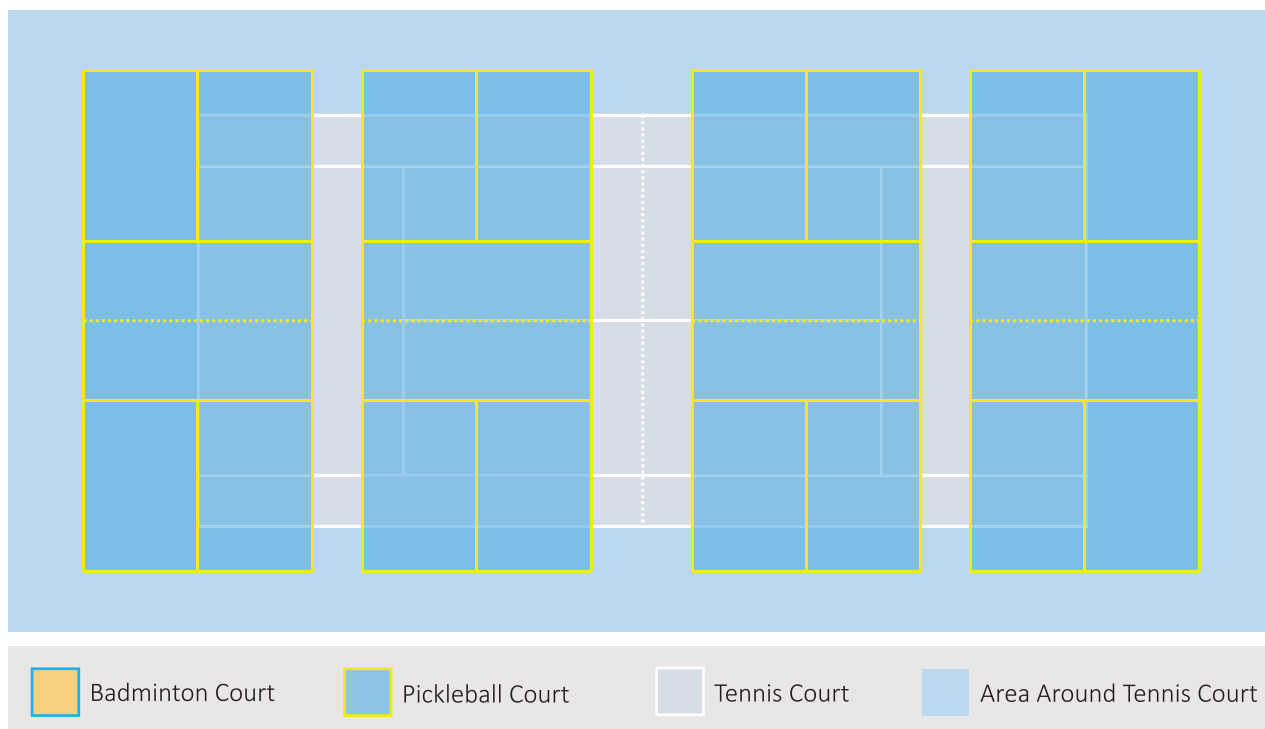


Area Around Tennis Court

#### 4 Badminton / Pickleball Courts on 1 Tennis Court



#### 4 Badminton Courts on 1 Tennis Court



When multi-lining tennis court facilities, some municipalities will have to take into consideration how this will impact their tournament hosting capacity. If a municipality would like to retain eligibility for tournament hosting opportunities, temporary multi-lines can be used, or permanent multi-lining can be reserved for certain courts.



## RESOURCE

# Air-Supported Structure Utilities Expenses – Examples from Across Canada

Air-supported structures require heat and inflation units to maintain the shape of the dome and provide ideal playing conditions for participants. To aide municipal staff with creating financial projections and forecasts for a potential air-supported indoor tennis facility, utilities expenses have been estimated for climates across Canada. The table below states the average utilities expense incurred during a winter month for a 4-court or 6-court facility. Variables that influence utilities expenses such as climate, utility rates, and operating hours are also summarized below.

	Surrey, BC	Edmonton AB	Saskatoon SK	Guelph, ON	Montreal, QC	Moncton, NB
Outside Winter Temperature	-1.7 °C	-28.9 °C	-31.7 °C	-15.5 °C	-21.1 °C	-20.6 °C
Heating Fuel Cost (per m <sup>3</sup> )	\$0.21	\$0.20	\$0.12	\$0.26	\$0.35	\$0.33
Electricity Cost (per kwh)	\$0.09	\$0.06	\$0.12	\$0.09	\$0.10	\$0.11
Operating Hours	Monday to Friday 8am to 11pm, Saturday & Sunday 8am to 8pm					
Size	4-court structure (224x118ft – 26,000 sqft.)			6-court structure (336x118ft – 40,000 sqft)		
Monthly Utilities Expense (Winter)	\$2,660	\$3,160	\$4,240	\$4,780	\$7,410	\$6,380

Based on our research, utilities expenses for an air-supported structure can range from \$2,600 to \$7,400 per month during the winter.

*Winter = December 1<sup>st</sup> to March 31<sup>st</sup>  
Utilities are estimated for an insulated air-supported structure.*

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## RESOURCE P

# A Step-by-step Guide to Programming Your Tennis Facility

This Step-by-step Guide walks readers through the process of developing and delivering a full continuum of programming for participants of all ages and abilities. From determining your user groups to hiring your coaching staff, and everything in between, the guide provides the relevant information and expertise required to operate a well-programmed tennis facility.

The Guide is designed to help readers:

- Understand the key principles behind successful programming
- Develop programs along a pathway of progression for different user groups
- Develop a diverse range of programs that cater to different user needs and interests
- Understand how to price programs to ensure financial viability
- Understand how to communicate and market programming options
- Understand how to build a team of coaches for exceptional program delivery

The Guide is comprised of 8 detailed steps that are organized into 4 parts:

### Part A: Adult Programing

- Step 1: Determine your user groups
- Step 2: Design your “vertical programming” (levels of play)
- Step 3: Design your “horizontal programming” (program types)
- Step 4: Create your “program map”
- Step 5: Create your weekly adult program schedule

### Part B: Junior Programming

- Step 1: Determine your user groups
- Step 2: Design your “vertical programming” (levels of play)
- Step 3: Design your “horizontal programming” (program types)
- Step 4: Create your “program map”
- Step 5: Create your weekly adult program schedule

### Part C: Additional Program Elements

- Step 6: Pricing
- Step 7: Create your communication plan

### Part D: Coaching Staff

- Step 8: Staff Involvement & Training

**To obtain a digital or print copy of the full Guide please email  
[coveredcourts@tenniscanada.com](mailto:coveredcourts@tenniscanada.com)**

*Tennis Canada would like to thank and acknowledge the excellent work that Wayne Elderton has done in producing this Guide. Wayne is the Tennis Director at the North Vancouver Tennis Center, one of Canada’s most successful indoor tennis facilities. In producing this resource Wayne used his vast programming experience and expertise to produce a very practical guide to successfully programming a tennis facility.*

## RESOURCE Q

# Quality Standards for Kids Tennis

### Introduction

In recognizing the importance of a kid's early experience in sport, Tennis Canada along with its Provincial Partners and the Tennis Professionals Association developed Quality Standards for Kids Tennis. The Standards were developed in accordance with the High Five national curriculum and National Coaching Certification program. Aligning with national initiatives that promote safe and quality kids programming, the Standards helps tennis deliverers review, evaluate and improve their kid's tennis programs.

### Why Quality Matters

Research has shown that a kid's early experience in sport can have a long-lasting impact on physical activity levels and sport participation as an adult. These early experiences are heavily influenced by positive interactions, encouragement and a safe environment. Meeting these needs through high quality programming is critical to providing the positive experiences that motivate kids to continue playing tennis. When kids keep playing, everyone benefits. Children stay active and learn a game that can be enjoyed for life, and deliverers see improved retention rates.

### What are Quality Standards for Kids Tennis?

The six key characteristics of quality kids programs are:

- ① Caring Instructor
- ② Making Friends
- ③ Active Participation
- ④ Appropriate Challenge
- ⑤ Opportunity for Skill Improvement
- ⑥ Fun

Tennis Canada along with its partners have encouraged tennis organizations across Canada to take a pledge to improve their kid's tennis programming through these six key characteristics. Organizations that take the pledge to quality programming are provided with a poster that communicates their commitment to parents and participants.

To help organizations honour their pledge, Tennis Canada has developed numerous resources that include **training videos, a self-assessment checklist, online modules, workshops** and more. To access these resources and for more information on Quality Standards for Kids Tennis please visit the TPA Website or contact [coveredcourts@tenniscanada.com](mailto:coveredcourts@tenniscanada.com)



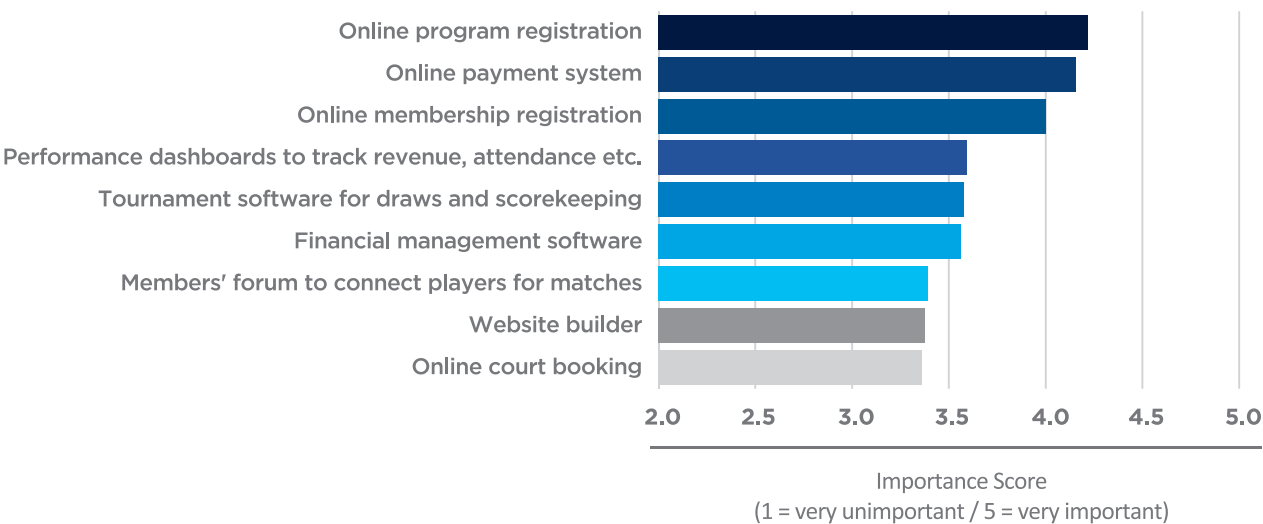
Quality Standards for Kids Tennis Official Poster

# RESOURCE R

## Tennis Facility Management Software

Many municipalities across Canada have implemented software to manage their recreation programs. These software systems enable residents to register and pay online for various programs throughout the year across several municipal facilities. With the help of technology, municipalities are able to efficiently manage their programs, allocate resources, track participants fees and much more. Covered court facilities can receive similar benefits from implementing a software to help with daily operations and tennis programming.

To aide tennis facility operators, Tennis Canada conducted a comprehensive review of the available tennis facility management software in 2018. By leading this initiative Tennis Canada intended to help tennis facilities reduce time, resources and funds spent finding a software solution for their operations. The modernization exercise began with identifying the areas of facility management that could be improved and streamlined through the implementation of technology. 64 tennis facilities across Canada were surveyed and asked how important 9 different technological features/services would be to their day-to-day operations. The survey question yielded the following results:



The results informed the software selection and development process. Tennis Canada is willing to work with tennis facilities to help them test and/or implement the tennis facility management software. Many recreational facilities and municipalities may already be using software programs to manage registrations and court reservations. Tennis Canada is willing to discuss the capabilities of their recommended software with municipalities and provide options as to how it can be integrated into current systems.

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## RESOURCE S

### Experienced Advisors

Provided below is a list of current advisors that Tennis Canada has had the experience of working with respect to covered courts and are agreeable with having their names published in this document. If you or anyone you know would like to have their names published on this list, please contact us. We are interested in meeting more passionate covered court advocates to see how they can fit into our current initiatives.

#### Air-Supported Structure Manufacturers

##### The Farley Group

info@thefarleygroup.com

Currently, The Farley Group is the only Canadian manufacturer of air-supported structures. There are several other US and international air-supported structure manufacturers that have licensees in Canada.

#### Municipal Recreation Leaders with Tennis Facility Experience

##### Darlene Joslin

*Director, Recreation & Culture*

Town of Richmond Hill, Ontario  
darlene.joslin@richmondhill.ca

##### John Frittenburg

*President, The JF Group*

Recreation Management Consultant  
jfgroup@bell.net

##### Steve Palmer

*Manager, Recreation Programs*

Town of Milton, Ontario  
steve.palmer@milton.ca

#### Operators

##### Adam Seigel (Ontario)

*General Manager*

Tennis Clubs of Canada  
adam@tennisclubs.ca

##### Larry Jurovich (British Columbia)

*General Manager*

The Tennis Centre – Surrey & Coquitlam  
larryandheather@thetenniscentre.ca

##### Rufus Nel (New Brunswick)

*Director of Tennis*

Abony Family Tennis Center  
nelrufus@gmail.com

##### Danny DaCosta (Alberta)

*General Manager*

OSTEN & VICTOR Alberta Tennis Centre  
ddacosta@albertatenniscentre.ca Alberta

##### Pierre Lamarche (Ontario)

*President, All Canadian Sports Management Inc.*

Founder of ACE Tennis  
pierre@acetennis.ca



## RESOURCE T

### Sport Tourism in Canada

The following information has been drawn from material produced by The Canadian Sport Tourism Alliance. Municipalities can join the Alliance to gain access a host of tools and resources to assist in planning, hosting and evaluating events held at covered tennis centres. The Alliance can be reached at:

Canadian Sport Tourism Alliance  
600-116 Lisgar St., Ottawa. ON K2P 0C2  
Tel: 613-688-5843 • [www.canadiansporttourism.com](http://www.canadiansporttourism.com)

#### The Industry

- Sport tourism is a \$3.6 billion segment of Canada's tourism industry and is Canada's fastest growing tourism segment.
- Sport tourism is recognized as a stabilizing force within the \$78 billion Canadian tourism industry, especially during times of volatility within the industry.

#### CSTA's Objectives

- To market Canada as a preferred sport tourism destination.
- To facilitate networking, educational and communications opportunities between Canadian stakeholders.
- To coordinate research and data collection within the sport tourism industry.
- To build investment in the sport tourism industry from the public and private sectors.
- To promote and enhance the image and profile of the sport tourism industry within Canada.
- To develop and facilitate access to industry tools.

#### Sport Tourism in Canada

- CSTA is at the forefront of promoting sport tourism domestically and internationally and has grown from its 18 founding members in 2000 to over 400 members today.
- Canada has a long and proud history of hosting international sport events, including Olympic, Pan American and Commonwealth Games, and a multitude of single and multi-sport world championships.
- The benefits of hosting sport events continue to resonate with the public sector as federal and provincial governments invest more resources into sport tourism initiatives, policies and programs.





### Sport Tourism Stakeholders

- Stakeholders include government at all levels including destination marketing organizations, economic development agencies, sports, recreation and heritage organizations.
- Events rights holders, including national/provincial and multi-sport organizations and independent event management firms.
- Industry suppliers such as travel & hospitality sectors and marketing agencies.
- International audiences.

### Economic Impact

- International tourism receipts totaled \$1.03 trillion in 2011 with an estimated 10% attributed to sport-related travel.
- CSTA has developed STEAM (Sport Tourism Economic Assessment Model) and STEAM PRO to predict and measure the economic impact of hosting sport events on Canadian communities.
- STEAM has been used to estimate the economic impact of over 1,200 sport events in communities across Canada.

### CSTA Tools & Resources

- CSTA develops leading-edge industry tools and resources, including the Sport Tourism Planning Template, Sport Events Directory, Business Plan Template for Sport Events, STEAM/STEAM PRO, Bid Template, Bid Evaluation Model, Sport Event Marketing Template and the RFP Template.
- CSTA hosts Sport Events Congress, Canada's largest annual gathering of sport events rights holders, event managers, parks and recreation personnel, economic development agencies and tourism professionals.
- CSTA's PRESTIGE Awards (**P**rogram **R**ecognizing **E**xceptional **S**port **T**ourism **I**nitiatives, **G**ames and **E**vents) recognizes and celebrates excellence in the sport tourism industry.



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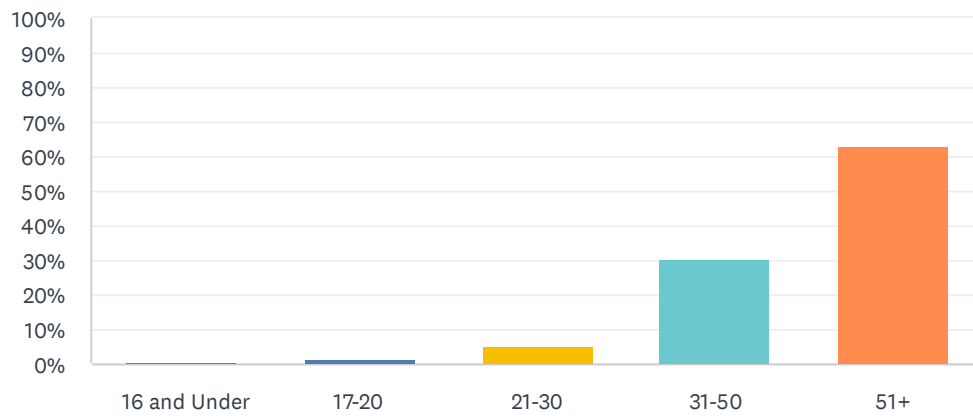
For more information please contact  
**[coveredcourts@tenniscanada.com](mailto:coveredcourts@tenniscanada.com)**  
Tennis Canada | 2019





## Q1 What is your age?

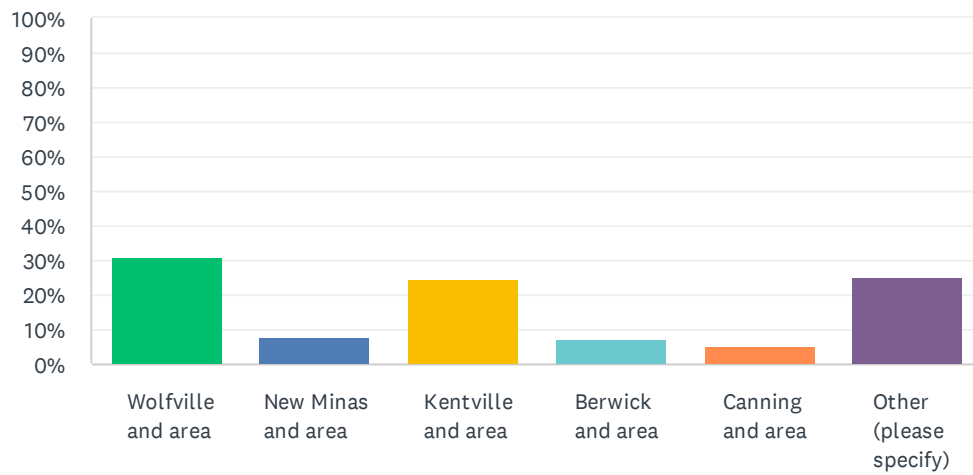
Answered: 273 Skipped: 0



ANSWER CHOICES	RESPONSES	
16 and Under	0.37%	1
17-20	1.47%	4
21-30	5.13%	14
31-50	30.40%	83
51+	63.00%	172
Total Respondents: 273		

## Q2 Where do you live?

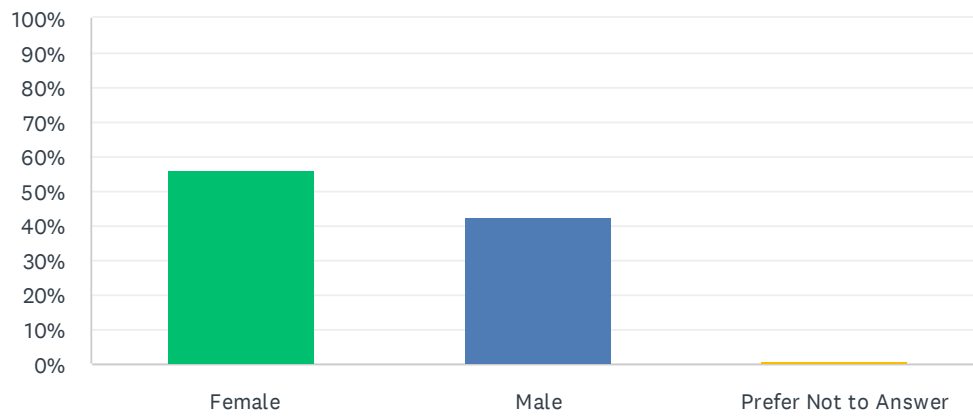
Answered: 273 Skipped: 0



ANSWER CHOICES	RESPONSES	
Wolfville and area	31.14%	85
New Minas and area	8.06%	22
Kentville and area	24.91%	68
Berwick and area	7.33%	20
Canning and area	5.49%	15
Other (please specify)	25.27%	69
Total Respondents: 273		

### Q3 What gender are you?

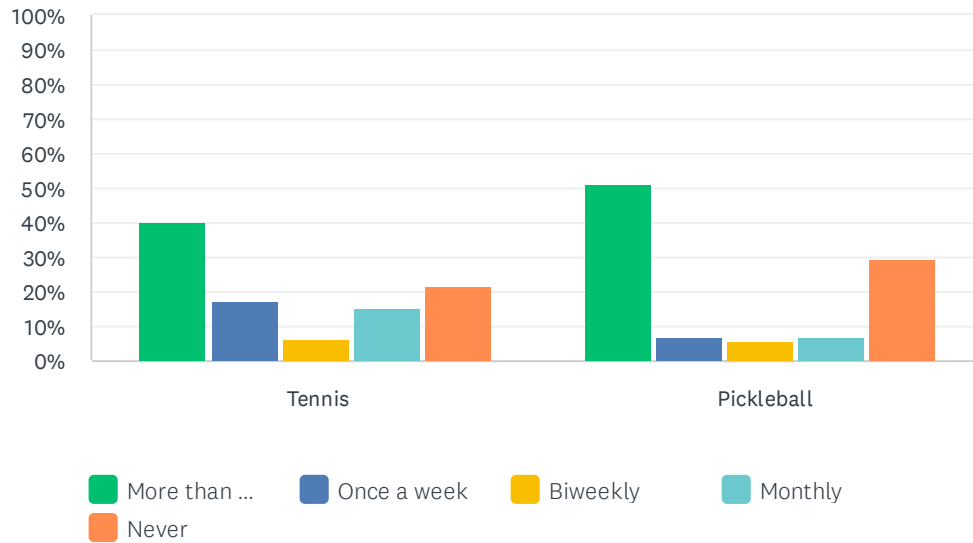
Answered: 271   Skipped: 2



ANSWER CHOICES	RESPONSES	
Female	56.46%	153
Male	42.80%	116
Prefer Not to Answer	1.11%	3
Total Respondents: 271		

## Q4 If you currently play a racquet sport, indicate which sports you play, and how often you currently play.

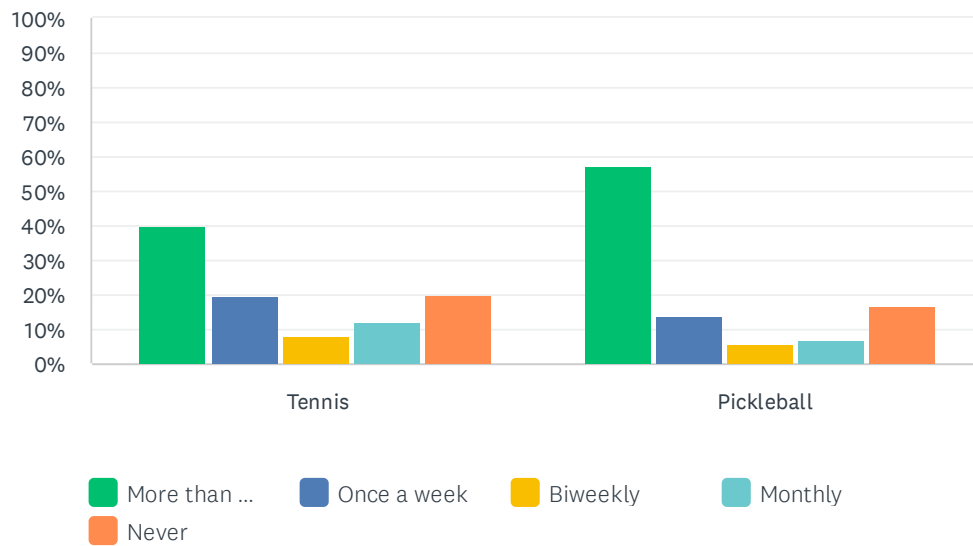
Answered: 266 Skipped: 7



	MORE THAN ONCE A WEEK	ONCE A WEEK	BIWEEKLY	MONTHLY	NEVER	TOTAL	WEIGHTED AVERAGE
Tennis	40.10% 77	17.19% 33	6.25% 12	15.10% 29	21.35% 41	192	2.60
Pickleball	51.16% 110	6.98% 15	5.58% 12	6.98% 15	29.30% 63	215	2.56

## Q5 If an indoor tennis facility was built how often would you use it?

Answered: 271 Skipped: 2

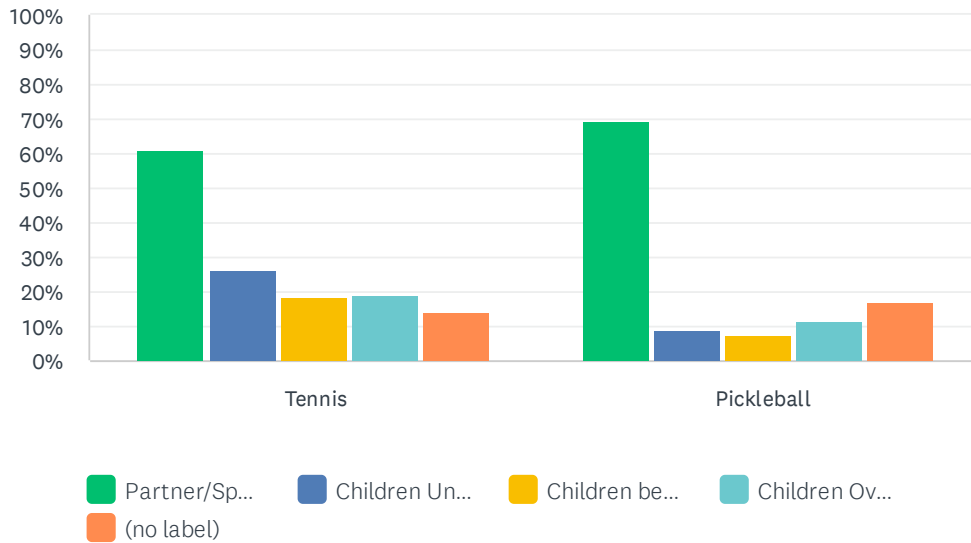


	MORE THAN ONCE A WEEK	ONCE A WEEK	BIWEEKLY	MONTHLY	NEVER	TOTAL	WEIGHTED AVERAGE
Tennis	40.20% 82	19.61% 40	7.84% 16	12.25% 25	20.10% 41	204	2.52
Pickleball	57.21% 119	13.46% 28	5.77% 12	6.73% 14	16.83% 35	208	2.13



## Q6 Are there other people in your household that are interested in playing tennis or pickleball in an indoor facility? Please check all that apply.

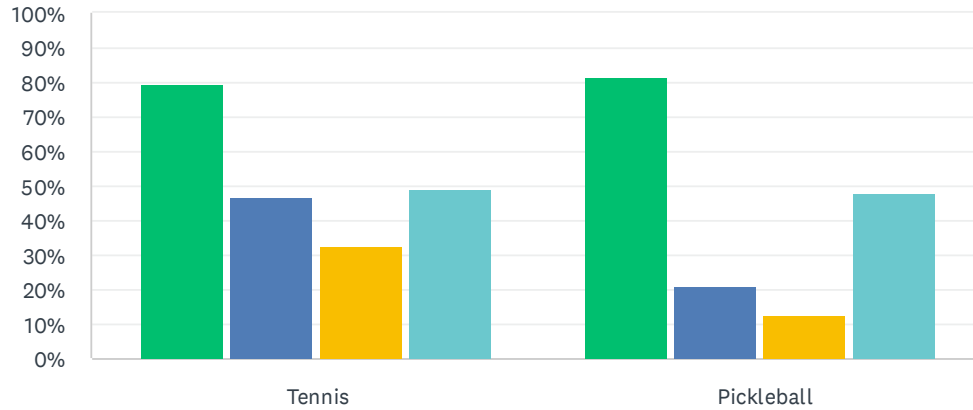
Answered: 210 Skipped: 63



	PARTNER/SPOUSE	CHILDREN UNDER 10	CHILDREN BETWEEN 10 AND 15	CHILDREN OVER 16	(NO LABEL)	TOTAL RESPONDENTS
Tennis	60.84% 87	26.57% 38	18.18% 26	18.88% 27	13.99% 20	143
Pickleball	69.57% 96	8.70% 12	7.25% 10	11.59% 16	16.67% 23	138

## Q7 Please indicate if anyone in your household would be interested in the following? Please check all that apply.

Answered: 205 Skipped: 68

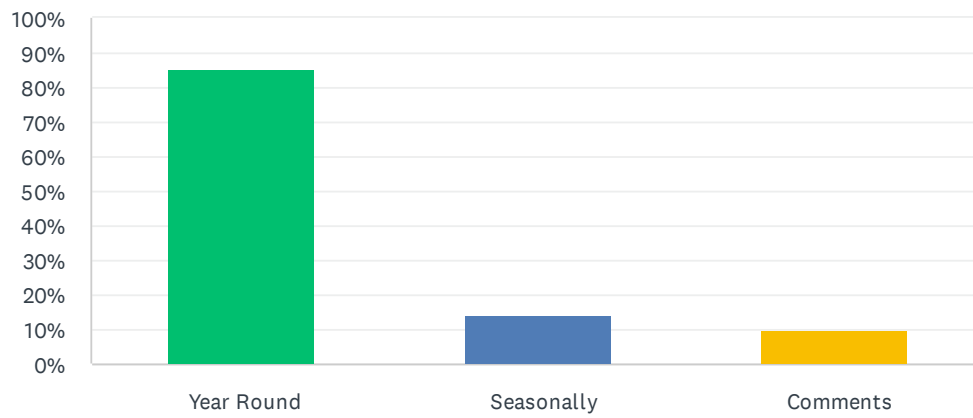


Private and... Camps (Ma... After School Performan...

	PRIVATE AND OR GROUP LESSONS	CAMPS (MARCH BREAK AND SUMMER)	AFTER SCHOOL	PERFORMANCE TRAINING	TOTAL RESPONDENTS
Tennis	79.51% 97	46.72% 57	32.79% 40	49.18% 60	122
Pickleball	81.60% 102	20.80% 26	12.80% 16	48.00% 60	125

## Q8 If a facility existed, would you use it year round or seasonally?

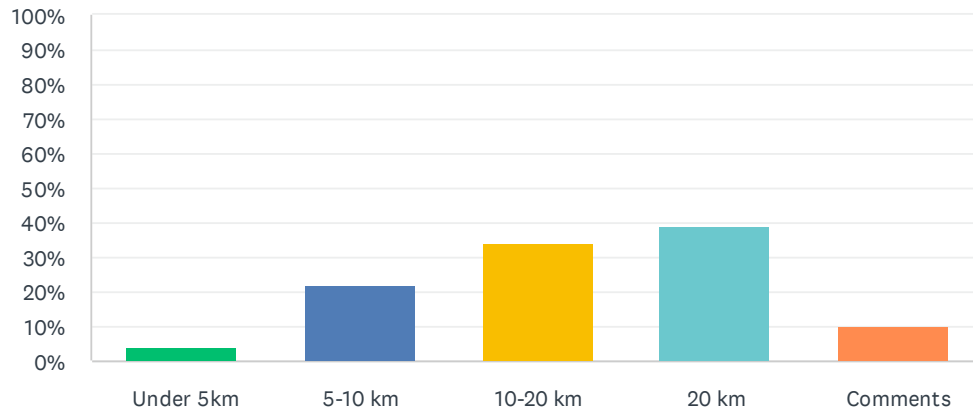
Answered: 267 Skipped: 6



ANSWER CHOICES	RESPONSES	
Year Round	85.39%	228
Seasonally	14.23%	38
Comments	10.11%	27
Total Respondents: 267		

## Q9 If an indoor facility existed, how far would you be willing to drive to access the facility?

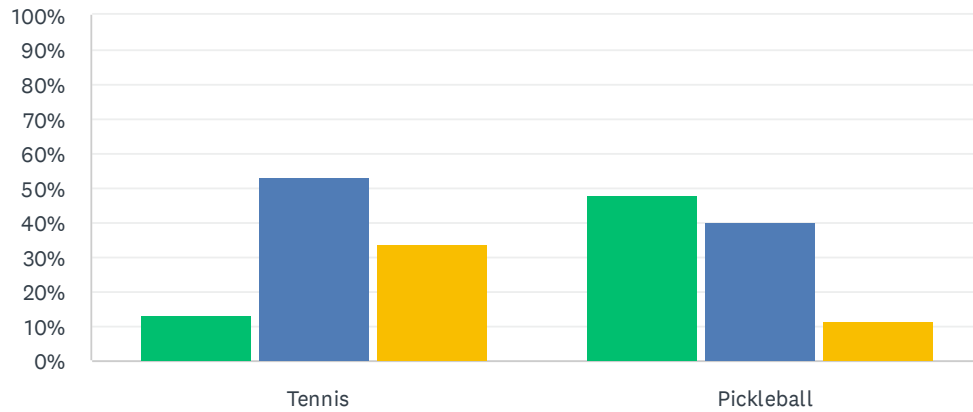
Answered: 269 Skipped: 4



ANSWER CHOICES	RESPONSES	
Under 5km	4.46%	12
5-10 km	22.30%	60
10-20 km	34.20%	92
20 km	39.03%	105
Comments	10.04%	27
Total Respondents: 269		

## Q10 How much would you be willing to pay to play to use the proposed facility on a per person/per hour basis?

Answered: 265 Skipped: 8



■ Under \$5.00
 ■ Between \$5.00 - \$10.00
 ■ Between \$10.00 - \$25.00

	UNDER \$5.00	BETWEEN \$5.00 - \$10.00	BETWEEN \$10.00 - \$25.00	TOTAL	WEIGHTED AVERAGE
Tennis	13.10% 22	52.98% 89	33.93% 57	168	3.21
Pickleball	48.04% 86	40.22% 72	11.73% 21	179	2.64



## Q11 If you would like more information on the proposed facility please provide your name and contact information.

Answered: 117   Skipped: 156

ANSWER CHOICES	RESPONSES	
Name	99.15%	116
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	98.29%	115
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email Address	99.15%	116
Phone Number	84.62%	99



# **COUNCIL ADVISORY COMMITTEE**

## **Recommendation to Council**

### **Development Officer Appointment**

At the September 11, 2023 meeting of Council Advisory Committee, CAO Troke described the need to formally appoint a Development Officer, and recommended Planning Technician/Assistant Development Officer Kirsten Duncan be given this appointment.

#### **Council Advisory Committee recommends**

**That Council approve the appointment of Kirsten Duncan as the Development Officer for the Town of Kentville.**

September 25, 2023

This recommendation is based on discussion and or reports which are attached.



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Chief Administrative Officer  
Dan Troke  
354 Main Street  
Kentville, NS  
B4N 1K6

902-679-2501  
dtroke@kentville.ca

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September 11, 2023

RE: Appointment of Development Officer

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Kirsten Duncan has been the Planning Technician and Assistant Development Officer with the Town since 2014, and has been the Acting Development Officer since October 2022. According to the Municipal Government Act, “A Council shall appoint a development officer to administer its land-use bylaw and its municipal planning strategy” (S. 243 (1)). During her employ with the Town, she has shown exceptional understanding and implementation of Kentville’s Land-Use Bylaw and Municipal Planning Strategy.

At this time, I ask  
**that Council approve the appointment of Kirsten Duncan as the Development Officer for the Town of Kentville.**

Dan Troke  
Town of Kentville



# **COUNCIL ADVISORY COMMITTEE**

## **Recommendation to Council**

### **Sewer Budget - Operating**

At the September 11, 2023 meeting of Council Advisory Committee, Directors Bell and Matthews presented the Proposed 2023-2024 Sanitary Sewer Budget. The capital budget is seeking \$400,000 for the Phase 2 of the MacDonald Avenue subdivision, Mill Run and the Kentville Business Park. The proposed operating budget is for \$1,490,900.

#### **Council Advisory Committee recommends**

**That Council approve the balanced Sanitary Sewer Area Service Operating Budget in the amount of \$1,490,900 for 2023-2024**

**And further, conduct a rate study.**

September 25, 2023

This recommendation is based on discussion and or reports which are attached.



# Memo

To: Dan Troke, CAO

From: Dave Bell, Director of Engineering & Public Works

Wanda Matthews, Director of Finance

Date: September 11, 2023

Re: **SANITARY SEWER AREA SERVICE OPERATING BUDGET- 2023-2024**

---

## **SANITARY SEWER AREA SERVICE OPERATING BUDGET**

### **Revenue: \$1,490,900**

Total Revenue increased \$133,700 but includes a \$98,700 transfer from operating reserves to balance the budget.

### **Expenditures: \$1,490,900**

Overall expenditures increased \$137,100 (10.1%) over last year.

#### **Administration**

This sector decreased \$55,100 (19.5%) over last year. This is mostly attributed to a \$67,600 decrease in transfer to the Depreciation Reserve from last year to help balance the budget:

#### **Domestic Sewer Maintenance**

This segment has increased by \$9,700 (14.6%) due to increases in wages & benefits and recent actual costs of sewer repairs, mostly in the Town owned portion of aging sewer laterals.



## **Pumping Stations**

Pumping stations increased \$9,700 (14.6%) and are due to:

- Increase in wage adjustment (\$300)
- Increase in insurance premium (\$2,000)
- Increase in Operations (\$2,500) due to increases in power rates and radio license fees.
- Decrease in Maintenance (\$2,000)

## **Treatment and Disposal**

This section has increased from last year by \$147,800 (16.7%). This section records our share of the jointly funded sewer treatment plant and transmission lines owned by the Municipality of the County of Kings and includes a \$136,000 10-year debenture for ongoing upgrades to the Regional WWTP.

## **Fiscal Services**

This sector increases \$31,900 (59.2%) in this budget.

- This is primarily due to increased principal & interest charges on long-term debt repayment.

## **Transfers to Depreciation Reserve**

To fund this year's proposed Sanitary Sewer Capital Projects, the Depreciation Reserve will be fully depleted at the end of 2023/24. With a proposed 20% rate increase in 2024/25, the depreciation reserve will begin to be replenished, transferring \$188,100 in 2024/25 and \$165,800 in 2025/26.

The Sanitary Sewer Area Service budget is balanced with support from operating reserves in 2023/24.

### **Sanitary Sewer Area Service Reserve Information**

	March 31, 2023	Net Deposits/ (Withdrawals)	Projected March 31, 2024
<i><b>Operating</b></i>	506,738	(98,700)	408,038
<i><b>Capital</b></i>	134,149	(50,000)	84,149
<i><b>Depreciation</b></i>	<u>170,256</u>	<u>(95,000)</u>	<u>75,256</u>
<i><b>Total</b></i>	<u>811,143</u>	<u>(243,700)</u>	<u>567,443</u>

### **RECOMMENDATIONS:**

We recommend to Council that it approve the balanced Sanitary Sewer Area Service Operating Budget as presented for the year 2023-2024 fiscal year.

And further, as the current sewer rates are no longer sustainable, and our reserves are depleting; we recommend that a rate study be completed for the Town's Sanitary Sewer Area Service so revenues from sewer charges are able to fund the steadily increasing expenditures.



**TOWN OF KENTVILLE  
SANITARY SEWER AREA SERVICE  
2023/2024 OPERATING BUDGET**

	2022/2023 BUDGET	2023/2024 BUDGET	2024/2025 BUDGET	2025/2026 BUDGET
<b>REVENUE</b>				
148-42-100 Sewer Charges	\$ 1,351,200	<b>\$1,386,200</b>	\$1,666,200	\$ 1,701,200
148-42-150 Interest on overdue ac	4,000	<b>4,000</b>	4,000	4,000
148-42-160 Bad debts collected	-	-	-	-
148-42-190 Permit- Sewer connecti	2,000	<b>2,000</b>	2,000	2,000
148-42-175 Transfer from Operatin	-	<b>98,700</b>	-	-
<b>Total Revenue</b>	<b>1,357,200</b>	<b>1,490,900</b>	<b>1,672,200</b>	<b>1,707,200</b>
<b>EXPENDITURES</b>				
<b>Administration</b>				
148-42-211 Administrative salarie	101,400	<b>106,100</b>	110,400	114,900
148-42-231 Legal	-	<b>400</b>	500	500
148-42-232 Audit	2,300	<b>2,700</b>	2,600	2,600
148-42-250 Stationary & office su	2,500	<b>3,000</b>	3,500	3,500
148-42-260 Common service charge	30,000	<b>30,000</b>	30,000	30,000
148-42-282 Vehicle expense	1,000	<b>1,000</b>	1,000	1,000
148-42-284 Other collection expen	100	<b>100</b>	100	100
148-42-285 Lease of equipment	1,000	<b>1,500</b>	1,500	1,500
148-42-286 Interest on customers'	100	<b>100</b>	100	100
148-42-287 Professional studies	-	<b>6,000</b>	-	-
148-42-288 Dues and fees	500	<b>500</b>	500	500
148-42-289 Training	1,000	<b>1,000</b>	1,000	1,000
148-42-887 Depreciation Reserve	142,600	<b>75,000</b>	188,100	165,800
	<b>282,500</b>	<b>227,400</b>	<b>339,300</b>	<b>321,500</b>
<b>Domestic Sewer Maintenance</b>				
148-42-311 Wages	28,300	<b>34,000</b>	35,400	36,900
148-42-380 Materials and supplies	27,800	<b>26,000</b>	26,500	27,000
148-42-390 Material and supplies-	10,200	<b>16,000</b>	16,500	17,000
	<b>66,300</b>	<b>76,000</b>	<b>78,400</b>	<b>80,900</b>
<b>Pumping Stations</b>				
148-42-411 Wages	15,700	<b>16,000</b>	16,700	17,400
148-42-442 Insurance	15,300	<b>17,300</b>	17,700	18,000
148-42-466 Operations	24,000	<b>26,500</b>	27,000	27,500
148-42-480 Maintenance	12,000	<b>10,000</b>	10,500	11,000
	<b>67,000</b>	<b>69,800</b>	<b>71,900</b>	<b>73,900</b>
<b>Treatment &amp; Disposal</b>				
148-42-581 Agreement-Co. of Kings	884,100	<b>1,031,900</b>	1,067,200	1,104,500
<b>Fiscal Services</b>				
148-42-881 Interest on temporary	900	<b>1,800</b>	1,800	1,800
148-42-882 Interest	8,600	<b>16,200</b>	22,800	25,400
148-42-884 Principal	42,600	<b>66,100</b>	89,100	97,500
148-42-886 Discount	1,800	<b>1,700</b>	1,700	1,700
	<b>53,900</b>	<b>85,800</b>	<b>115,400</b>	<b>126,400</b>
<b>Total Expenses</b>	<b>1,353,800</b>	<b>1,490,900</b>	<b>1,672,200</b>	<b>1,707,200</b>
<b>Excess Revenue (Expenditures)</b>	<b>\$ 3,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# **COUNCIL ADVISORY COMMITTEE**

## **Recommendation to Council**

### **Sewer Budget - Capital**

At the September 11, 2023 meeting of Council Advisory Committee, Directors Bell and Matthews presented the Proposed 2023-2024 Sanitary Sewer Budget. The capital budget is seeking \$400,000 for the Phase 2 of the MacDonald Avenue subdivision, Mill Run and the Kentville Business Park. The proposed operating budget is for \$1,490,900.

#### **Council Advisory Committee recommends**

**That Council approve the Sanitary Sewer Area Service Capital Budget in the amount of \$400,000 including its funding sources for the year 2023-2024.**

September 25, 2023

This recommendation is based on discussion and or reports which are attached.

# Memo

To: Dan Troke, CAO

From: Dave Bell, Director of Engineering & Public Works

Wanda Matthews, Director of Finance

Date: September 11, 2023

Re: **SANITARY SEWER AREA SERVICE CAPITAL BUDGET - 2023-2024**

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## **SANITARY SEWER AREA SERVICE CAPITAL BUDGET**

The Area Service is seeking capital funding for three projects in 2022/2023 in the amount of **\$400,000**.

### **Projects**

- **Phase 2 MacDonald Avenue Subdivision** (MacDonald, Henry & Braeside Streets) Sanitary Sewer Replacement – \$260,000
- **Mill Run Lift Station Upgrade** – \$110,000
- **Kentville Business Park** – Sanitary Sewer Lateral Installation – \$30,000

Infrastructure is failing in both these areas causing continual maintenance by Public Works and service interruptions to customers.

### **Funding**

- **\$50,000** from Sanitary Sewer Reserves
- **\$170,000** from Sanitary Sewer Depreciation Reserve.

- **\$180,000** long-term borrowing

Future years are ratified in principle

### **RECOMMENDATION**

We recommend to Council that it approve the Sanitary Sewer Area Service Capital Budget in the amount of \$400,000 along with its funding sources for the year 2023-2024.





TOWN OF KENTVILLE  
SANITARY SEWER AREA SERVICE  
CAPITAL INVESTMENT PLAN  
YEARS 2023/24 TO 2027/28

	2023/2024 BUDGET	2024/2025 BUDGET	2025/2026 BUDGET	2026/2027 BUDGET	2027/2028 BUDGET
<b>PROJECTS</b>					
MacDonald/Henry/Braeside Phase 1	\$ 260,000				
Business Park laterals	30,000				
Mill Run pumping station upgrade	110,000				
Elm Street		400,000			
Southview/Lavinia			400,000		
Cornwallis Street				400,000	
Various Streets					450,000
<b>TOTAL CAPITAL INVESTMENT</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 450,000</b>
<b>FUNDING</b>					
<b>OUTSIDE SOURCES</b>	-	#	-	-	-
<b>INTERNAL SOURCES</b>					
Reserves					
Sanitary Sewer Capital (Restricted)					
General allocation	50,000	30,000			
Depreciation	170,000	150,000	100,000	100,000	100,000
Subtotal	220,000	180,000	100,000	100,000	100,000
<b>BORROWING</b>	180,000	220,000	300,000	300,000	350,000
<b>Total Funding Sources</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 450,000</b>



## **COUNCIL ADVISORY COMMITTEE**

### **Recommendation to Council**

#### **Sewer Budget – Temporary Borrowing Resolution**

At the September 11, 2023 meeting of Council Advisory Committee, Director Matthews presented the report for the temporary borrowing resolution to support work on the MacDonald subdivision sewer system. This item will be brought to Council at the end of the meeting, after review and approval of the sanitary sewer budgets.

#### **Council Advisory Committee recommends**

**That Council approve the temporary borrowing resolution for \$180,000 in support of the MacDonald/Henry/Braeside Phase 2.**

September 25, 2023

This recommendation is based on discussion and or reports which are attached.



# Memo

To: Dan Troke, CAO  
From: Wanda Matthews, Director of Finance  
Date: September 8, 2023  
Re: **Temporary Borrowing Resolution- Town of Kentville Sanitary Sewer Service 2023-2024**

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## **BACKGROUND**

The Department of Municipal Affairs and Housing requires a temporary borrowing resolution be approved by the Council for all planned capital expenditures to be financed through debt. After Council's authorization, the resolution and supporting schedule is submitted to the Minister, Department of Municipal Affairs and Housing for ministerial consent. Upon the Town's receipt of Ministerial consent short term financing can be utilized, as required, to support capital acquisitions for the Town of Kentville Sewer.

The Capital Investment Plan for 2023-2024 requires \$ 180,000 of borrowing to finance budgeted acquisitions.

## **RECOMMENDATION**

I recommend to the Council Advisory Committee that it approves obtaining temporary borrowing for the amount noted below and recommends the related resolution to the next meeting of the Town Council for ratification.

ISSUE	PURPOSE	AMOUNT
TBR 2023-2024	MacDonald/Henry/Braeside Phase II	\$ 180,000

# MUNICIPAL COUNCIL OF THE

## TEMPORARY BORROWING RESOLUTION

Amount: \$ 180,000

Purpose: Sanitary Sewer Service - MacDonald/Henry/Braeside Phase II

**WHEREAS** Section 66 of the Municipal Government Act provides that the Council of the Town of Kentville, subject to the approval of the Minister of Municipal Affairs and Housing, may borrow to expend funds for a capital purpose as authorized by statute;

**WHEREAS** the Council of the Town of Kentville has adopted a capital budget for this fiscal year as required by Section 65 of the Municipal Government Act and are so authorized to expend funds for a capital purpose as identified in their capital budget; and

**WHEREAS** the Council of the Town of Kentville has determined to borrow for the purposes of Sanitary Sewer Service - MacDonald/Henry/Braeside Phase II;

### **BE IT THEREFORE RESOLVED**

**THAT** under the authority of Section 66 of the Municipal Government Act, the Council of the Town of Kentville borrow a sum or sums not exceeding one hundred eighty thousand Dollars (\$ 180,000) for the purpose set out above, subject to the approval of the Minister of Municipal Affairs and Housing;

**THAT** the sum be borrowed by the issue and sale of debentures of the Council of the Town of Kentville to such an amount as the Council deems necessary;

**THAT** the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act and that the Council borrow from time to time a sum or sums not exceeding one hundred eighty thousand Dollars (\$ 180,000) in total from any chartered bank or trust company doing business in Nova Scotia;

**THAT** the sum be borrowed for a period not exceeding Twelve (12) Months from the date of the approval of the Minister of Municipal Affairs and Housing of this resolution;

**THAT** the interest payable on the borrowing be paid at a rate to be agreed upon; and

**THAT** the amount borrowed be repaid from the proceeds of the debentures when sold.

**THIS IS TO CERTIFY** that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council of the Town of Kentville held on the 25 day of September, 2023.

**GIVEN** under the hands of the Clerk and under the seal of the Town of Kentville this 26 day of September, 2023.

\_\_\_\_\_  
Clerk

# Councilor Report

## Kentville Town Council

<b>Name:</b>	Craig Gerrard
<b>Date:</b>	September 24, 2023
<b>Date of Last Council Meeting Attended:</b>	July 31, 2023
<b>Date of Last Council Advisory Meeting Attended:</b>	September 11, 2023
<b>Date of Last Governance Session Attended:</b>	

### Committee Meeting Attendance and Synopsis

Date	Committee	Synopsis
September 7, 2023	Personnel	
September 20, 2023	KPPT	<p>Cancellation fees – KPPT has been seeing very high number cancelling their rides. When this happens drivers are still having to be paid and expenses still incurred. KPPT is working on policy that would charge a fee in the event of late cancellation to the riders to cover those costs.</p> <p>KPPT is looking for a term position to fill in through some temporary short staffing</p>
September 21, 2023	Police Commission	
September 21, 2023	KVFD Joint Fire Services	<p>Camp Aldershot contract has been signed after 2 years.</p> <p>Testing new batteries for the radios to see if coverage improves.</p> <p>Truck replacement- Tower is in New Brunswick still for repairs</p>

# Councilor Report

## Kentville Town Council

		-the new rescue pumper tender successful bid was 1669997.00 The build will take 930 days.  Recruitment is ongoing currently 52 members  Currently the chiefs contract is up and the dept is in the process of picking a chief

### Town of Kentville Event Attendance and Synopsis

Date	Event	Synopsis

### Conference Attendance and Synopsis

Date	Conference	Synopsis

### Committee Meeting Synopsis – Completed by Committee Representative only

Detail	Synopsis		
Committee Name		Meeting Date:	
Meeting Highlights:			





# Councilor Report

## Kentville Town Council

Budget:	
New Projects:	
Policy Changes:	

### Misc Events

Date	Synopsis
	Continue to have conversations with citizens of Condon Ave and all over town about flooding and the lack of response (communication) from the town. Many had to resort to calling councilors and when I was told several times they had never heard from town hall I encouraged them to call councilors.

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**Name:** Paula Huntley

**Date:** Sept 25/23

**Date of Last Council Meeting Attended:** July 31/23

**Date of Last Council Advisory Meeting Attended:** Sept 11/23

**COMMITTEE MEETING ATTENDANCE AND SYNOPSIS**

Date	Committee	Synopsis
August 9/23	Diversity Kings County	Form attached
August 22/23	Special Meeting of Council	Sewer Budget
Sept 6/23	Diversity Kings County	Form attached
Sept 7/23	Special Meeting of Council	Personnel

**TOWN OF KENTVILLE EVENTS**

Date	Event	Synopsis
Aug 26/23	Anglican church breakfast	
Sept 13/23	VRHF	Radiothon Volunteer
	<b>BUILDING COMMUNITIES MEETINGS:</b>	



Aug 9/23	<b>Municipal Affairs &amp; Housing</b>	Municipal Relations & Community outreach Manager – Booking a Housing Meeting update
Aug 10/23	<b>Valley Waste Meeting</b>	Valley Waste & Scotia Recycling Tour
Aug 11/23	<b>Grass roots Focus Group/info</b>	Session/ topic- Senior Care & Care Givers with 10 people participating.  This is a Role taken on by me, that will run for 4 months as a pilot project with all costs covered by myself Councillor Huntley.
Aug 15/23	<b>Meeting at VRH</b>	Held a info session with the new Medical Learner & Physician Advisor with the VRH and all of Kings & Annapolis Counties.
Aug 15/23	<b>Municipal NSFM Meeting</b>	SERMGAR- Service Exchange rollout draft discussion
Aug 18/23	<b>Mash up Lab Dream Bus. Program</b>	How to support Rural & Entrepreneurs and economic Dev. agencies
Aug 21/23	<b>Kings Transit</b>	Discussion on Accessibility /Transit Regulation Standards (How do we prepare our systems to help all in need for travel)
Aug 21/23	<b>Met with Director of Parks &amp; Rec</b>	
Aug 24/23	<b>NSFM Municipal</b>	Service Exchange Regional Meeting-Valley & Central Nova
Aug 28/23	<b>Climate Consult/ Circular Economy Discussion</b>	As per email from NSFM, the opportunity to speak with Bob Kenney on the NS new solid waste disposal target of 300 kg from 400 kg.  Input into this strategic plan is looked for from all of us. ( Sept 11/23 email)
Aug 29/23	<b>Communications meeting with Qualipu First Nations Chief</b>	Discussions were had with Chief Brendan Mitchell , Qualipu First Nations on Building relationships in a respectful manner( he gave me great insight & Thanked me for my efforts)

Sept 12/23	<b>FCM / Green Municipal Fund &amp; Climate Challenge Network Webinar</b>	Strategic Energy Performance Management- Understanding & monitoring energy use & greenhouse gas emissions in municipal bldgs..
Sept 18/23	<b>Grass roots /Focus group info</b>	Session held at Kings riverside court- Discussion of Accessibility for Seniors. ( any expenses for this meeting is covered by me-Councillor Huntley).
Sept 19/23	<b>Meeting with Councillor from Kings County</b>	
Sept 19/23	<b>NSCC -Kingstec Campus</b>	Meeting with Principal Jason Clark (Discussions on Trades courses & how to help the housing labour challenge.)
Sept 20/23	<b>NS Youth Focused Community of Practice</b>	Call with Centre for Employment -St. FX Coady Institute
Sept 20/23	<b>Kentville Police Service</b>	Meeting with Deputy Chief Marty Smith

#### CONFERENCES/ COMMITTEES WITH FCM & NSFM

Date	Synopsis
Aug16/23	Meeting with AMANS (Association of Municipal Administrators) to discuss Transportation Standard development in conjunction with the Accessibility Directorate at the Dept. of Justice, to socialize our work on the dev. Of the transportation standard in terms of the Accessibility Act. My role here is as the NSFM Representative.
Sept 5/23	AMANS Municipal Accessibility Steering Committee (NSFM Representative)
Sept 5/23	FCM: Municipal Finance, Infrastructure and Transportation Committee Meeting (Agenda attached)
Sept 6/23	FCM: Atlantic Regional Caucus Meeting (Agenda attached)
Sept 7/23	PCP (Partners for Climate Protection) Community of Practice call & ICLEI Canada a global network of more than 2500 local & regional governments for sustainable urban development.
Sept 7/23	FCM: Social-Economic Development (Agenda Attached)

Sept 11/23	Climate Caucus AGM
Sept 12/23	FCM: Rural Forum Meeting (Agenda Attached)
Sept 13/23	FCM: Committee of the Whole Meeting
Sept 14/23	FCM: Board of Directors Meeting (Agenda Attached)

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EXPENSES	
	Year to Date
Aug \$36.49	\$1611.79



**THE MUNICIPALITY OF THE COUNTY OF KINGS**  
**DIVERSITY KINGS COUNTY COMMITTEE**  
**AGENDA**

Wednesday, August 9th 2023  
6:00 p.m. Council Chambers, Coldbrook Municipal Complex  
and via Microsoft Teams

Item	Description	Required Action	Responsible Lead	Page
1.	Roll Call		Chair	
2.	Additions to the Agenda	Decision	Chair	
3.	Approval of Agenda	Decision	Chair	
4.	Disclosure of Conflict of Interest Issues		All	
5.	Chair's Remarks	Remarks	Chair	
6.	Approval of Minutes: • June 5, 2023	Decision	Chair	2
7.	Business Arising from Minutes	Discussion	Chair	
<b>New Business</b>				
8.	Inclusive Communities Internship 2023	Presentation	Kenya Fithe, Inclusive Communities Intern	
9.	Migrant Workers Program	Presentation	Stacey Gomez, Community Organizer	
10.	Multicultural Festival Update	Discussion	Graysen Parker, Diversity Specialist	
11.	Recruitment	Discussion	Brittany Traynor, Manager of Community Development	
<b>Other Business</b>				
12.	Public Comments			
13.	Next Meeting: Wednesday September 6, 2023 at 6pm	Decision	Chair	
14.	Adjournment	Decision	Chair	

## FCM Atlantic Regional Caucus Meeting

*Simultaneous interpretation will be provided.*

### AGENDA

**Wednesday, September 6, 2023**

**10:30am-12pm ET | 11:30am-1pm AT | 12-1:30pm NT**

<b><i>Time (Atlantic Time)</i></b>	<b><i>Topic</i></b>
11:30am	1. Welcome, approval of last meeting minutes, approval of agenda
11:35am	2. Roundtable - Caucus members introduction
11:45am	3. FCM Updates/Reminders <ul style="list-style-type: none"><li>• Chair report</li><li>• Board of Directors Meetings in Yellowknife</li><li>• Advocacy Days</li></ul>
11:55am	4. Regional Issues <ul style="list-style-type: none"><li>• Chignecto Isthmus</li><li>• Minister of Housing, Infrastructure and Communities</li><li>• Housing Working Group</li><li>• Communications (Internet, phone and cell services)</li><li>• Focus groups in community</li><li>• Other issues</li></ul>
12:15pm	5. PTA Reports <ul style="list-style-type: none"><li>• Federation of Prince Edward Island Municipalities</li><li>• Nova Scotia Federation of Municipalities</li><li>• Union of the Municipalities of New Brunswick</li><li>• Cities of New Brunswick Association</li><li>• Association francophone des municipalités du Nouveau-Brunswick</li><li>• Municipalities Newfoundland and Labrador</li></ul>
12:30pm	6. FCM Reports
12:40pm	7. Other Business
1:00pm	8. Adjournment

**FCM BOARD MEETING**  
**Thursday, September 14<sup>th</sup>, 2023**  
**Time: 9:30 a.m. to 15:00 p.m. (MT)**  
**Virtual Meeting**

Meeting Link Click [Here](#)  
Meeting ID: 872 0163 3511

**DRAFT AGENDA**

<b>Time</b>	<b>Topic</b>	<b>Lead</b>
9:30	<b>1.</b> Words of Welcome	FCM President
9:40	<b>2.</b> Adoption of Agenda	FCM President
9:42	<b>3.</b> Approval of Minutes a. March 9, 2023 Board meeting b. May 23, 2023 Board meeting c. Business Arising	FCM President
9:45	<b>4.</b> Ratification of New Board Members since the May 2023 FCM Annual General Meeting	FCM President
9:50	<b>5.</b> President's Report	FCM President
10:00	<b>6.</b> Report of the Chief Executive Officer	FCM CEO
10:15	<b>7.</b> Finance and Audit Committee	FCM 1 <sup>st</sup> VP
10:25	<b>8.</b> Human Resources Committee	FCM Past President
10:30	<b>Break 15 Minutes 10:30 a.m. 10:45 a.m.</b>	
10:45	<b>9.</b> Governance Committee	Committee Chair
11:00	<b>10.</b> Resolutions	FCM 3 <sup>rd</sup> VP
11:30	<b>11.</b> BCMC Update	Chair, BCMC
11:40	<b>12.</b> Report from Affiliate Members (PTAs)	PTA President/Rep.
11:50	<b>Lunch 11:50 p.m. to 1:00 p.m.</b>	
1:00	<b>13.</b> Regional Caucuses a. British Columbia b. Prairies and Territories c. Quebec d. Ontario e. Atlantic	Chairs, Regional Caucus
1:30	<b>14.</b> Programs, Policy and Advocacy i. Urgent Items Arising from Standing Committees ii. Reports of the Standing Committees (SC) and Forums 1) SC - Anti-Racism and Equity 2) SC - Community Safety and Crime Prevention 3) SC - Municipal Finance, Infrastructure and Transportation 4) SC - Environmental Issues and Sustainable Development 5) SC - Social-Economic Development 6) Rural Forum 7) Réseau Francophone	FCM President  SC – Chairs  Forum Chair Chair
2:45	<b>15.</b> Other Business	FCM President
3:00	<b>16.</b> Adjournment	

## RURAL FORUM

Tuesday, September 12 2023, 15:30 – 18:30 Eastern

Refer to the Portal for Dial-in and Zoom Details

### AGENDA

<b><i>Time</i></b>	<b><i>Topic</i></b>	<b><i>Documents</i></b>
15:30	1. President's Introductory Remarks	
15:35	2. Review of Agenda and Minutes	
	a) <i>Welcome and approval of agenda</i>	
	b) <i>Approval of Report of the March 2023 Meeting</i>	<i>p. 2</i>
15:40	3. CEO Report	
15:50	4. Chair Report	
	a) <i>Update table</i>	<i>p. 5</i>
16:00	5. Policy and Advocacy Update and Decision Reports	
	a) <i>Decision Memo: Nitrogen Fertilizer</i>	<i>p. 15</i>
	b) <i>Update: Broadband (staff presentation)</i>	
16:45	6. Break	
17:00	7. Roundtable Discussion: Municipal Growth Framework and Rural Priorities	
18:00	8. Rural Forum Chairs Election	
18:20	9. Other Business	
18:30	10. Adjournment	

– CONFIDENTIAL –

**FCM BOARD OF DIRECTORS**  
**Virtual Meeting**  
**Wednesday, September 13, 2023**  
**9:30 – 12:30 Mountain Time**

***Draft Agenda***

<b>Time</b>	<b>Topic</b>	<b>Lead</b>
9:30	<b>1. Welcome</b>	FCM President
9:40	<b>2. Opening Remarks</b>	FCM President & FCM CEO
9:55	<b>3. Municipal Growth Framework Session (MGF)</b> <ul style="list-style-type: none"><li><i>Rowena Santos, FCM Board of Directors</i></li><li><i>Daniel Cote, UMQ</i></li><li><i>Jen Ford, Union of BC Municipalities</i></li></ul>	Rowena Santos, FCM Board of Directors
10:25	<b>Break 15 Minutes 10:25 to 10:35</b>	
10:35	<b>4. MGF Session (Continued)</b> <ul style="list-style-type: none"><li><i>Report from Standing Committee on Municipal Finance, Infrastructure and Transportation (Rowena Santos, FCM Board of Directors)</i></li><li><i>FCM Analysis on Revenue Tools (FCM; Matt Gemmel, Director, Policy &amp; Research, FCM)</i></li><li><i>Breakout Discussion Groups (All)</i></li><li><i>MGF Communications Toolkit (Steven Woodhead, Senior Director, Communications, FCM)</i></li><li><i>Next Steps – Fall 2023/Winter 2024 (Mathieu Bélanger, Executive Director, Policy and Public Affairs)</i></li></ul>	Rowena Santos, FCM Board of Directors
12:30	<b>Meeting Adjourned</b>	

## STANDING COMMITTEE ON SOCIAL ECONOMIC DEVELOPMENT

Thursday, September 7, 2023

3:00 PM ET – 5:00 PM ET

Refer to the Portal for Dial-in and Zoom Details

### AGENDA

<b>Time</b>	<b>Topic</b>	<b>Documents</b>
3:00	<b>1. Review of Agenda and Minutes</b>	
	a) <i>Welcome and approval of agenda</i>	
	b) <i>Approval of Report of the March 2023 Meeting</i>	<i>p. 3</i>
3:10	<b>2. Chair's Report</b>	
	a) <i>Update Table</i>	<i>p. 6</i>
	b) <i>Active Resolutions Table</i>	<a href="#"><i>Portal</i></a>
3:20	<b>3. Budget 2024 Advocacy: Housing and Homelessness</b>	
	<i>Update &amp; Discussion</i> <ul style="list-style-type: none"><li>• <i>Housing Accelerator Fund</i></li><li>• <i>National Housing Strategy Optimization</i></li><li>• <i>Rapid Housing Initiative</i></li><li>• <i>Reaching Home</i></li><li>• <i>Northern, Remote, and Rural Housing</i></li><li>• <i>Encampments and Homelessness Supports</i></li></ul>	
3:30	<b>4. Presentation: Canadian Mortgage and Housing Corporation</b>	
	a) <i>Unpacking and exploring affordability definitions within current National Housing Strategy programs</i>	
4:00	<i>Break</i>	
4:10	<b>5. New Resolutions</b>	<a href="#"><i>Portal</i></a>
	(a) Federal Support for Literacy Programs	
	b) Support for Ukrainian Refugees and Populations Fleeing Conflict	
4:25	<b>6. Other Business</b>	
5:00	<b>7. Adjournment</b>	



# STANDING COMMITTEE ON MUNICIPAL FINANCE, INFRASTRUCTURE AND TRANSPORTATION (FIT)

September 5, 2023  
1:00 – 3:00 pm EDT  
Refer to the Portal for Dial-in and Zoom Details

## AGENDA

<b>Time</b>	<b>Topic</b>	<b>Documents</b>
1:00	<b>1. Review of Agenda and Minutes</b>	
	a) <i>Welcome and approval of agenda</i>	
	b) <i>Approval of Report of the March 2023 Meeting</i>	
	a. <i>Municipal Finance &amp; Intergovernmental Arrangements (p. 4)</i>	p. 4
	b. <i>Municipal Infrastructure and Transportation (p. 8)</i>	
1:10	<b>2. Chair's Report</b>	
	a) <i>FIT Committee Terms of Reference</i>	p. 12
	b) <i>Policy &amp; Advocacy Update Table</i>	p. 18
1:20	<b>3. Resolutions</b>	
	a) <i>Active Resolutions Table</i>	<a href="#">Portal</a>
	b) <i>Expiring Resolutions</i>	<a href="#">Portal</a>
	i) <a href="#">Modernize the Official Languages Act</a>	
	ii) <a href="#">Public Consultation on Télécommunications Infrastructure</a>	
	iii) <a href="#">Shipping Dangerous Goods by Rail</a>	
	c) <i>New Resolutions</i>	<a href="#">Portal</a>
	i) <b>FIT-2023-02 – Rural Transit Operating Funding</b>	
1:50	<b>4. Break</b>	
2:00	<b>5. Policy and Advocacy Update and Decision Reports</b>	
	a) <i>Update and Discussion: New Growth Framework for Canadian Municipalities</i>	
	<i>Discussion questions:</i>	
	1. <i>What principles or criteria should FCM be considering when identifying and assessing new sources of municipal revenue?</i>	p. 30
	2. <i>In thinking about your municipality's fiscal pressures, what sources of revenue would be most helpful to your community?</i>	
	3. <i>What alternative sources of revenue have worked for municipalities in your region, province or territory that might be expanded upon?</i>	

	<i>4. What kinds of tax reforms do you think are likely to have the most public support in your region?</i>	
	<i>b) Update: FCM research on the cost of municipal infrastructure to meet CMHC's targets for new housing construction</i>	<i>p. 34</i>
	<i>c) Update: Reconciliation Action Working Group</i>	<i>p. 37</i>
	<i>d) Decision: Rail Safety Advocacy Priorities</i>	<i>p. 40</i>
2:40	<b>6. FCM Programs Update</b>	
	<i>a) Municipal Asset Management Program</i>	<i>p. 45</i>
	<i>b) FCM Statistics Canada Partnership (verbal report)</i>	
	<i>c) First Nation-Municipal Community Economic Development Initiative (CEDI) (verbal report)</i>	
2:50	<b>7. Other Business</b>	
3:00	<b>8. Adjournment</b>	

**Name:** Cathy Maxwell

**Date:** Sept 19, 2023

**Date of Last Council Meeting Attended:** July 31, 2023

**Date of Last Council Advisory Meeting Attended:** Sept 11, 2023

**Date of Last Governance Session Attended:**

**Committee Meeting Attendance and Synopsis**

<b>Date</b>	<b>Committee</b>	<b>Synopsis</b>
May/23	Scholarship and Bursary	<p>The committee met in May and made the selections for June Graduation. The recipients were:</p> <p>Jana Rubino – Nola Folker Hill Scholarship</p> <p>Margo Mac Leod - TOK Bursary</p> <p>Hayden Feltham – TOK Bursary</p> <p>Oliver Baker – TOK Bursary</p> <p>I had to wait until after graduation in June to announce, in July I was rushed and forgot to include in my report and no Council In August.</p> <p>Congratulations to all recipients and I hope your first year in post-secondary education is going well!</p>
Aug 17/23	Zoom with Municipalities re: Service Exchange Agreement	Updating on our municipal service agreements with the province.
Aug 22/23	Special Council Meeting	Personnel
Aug 30/23	Names List Committee	We looked at names for the dog park and Cornwallis Street. These will eventually come to Council for approval.
Sept 7/23	Special Council Meeting	Personnel
Sept 8/23	Inclusion and Access Advisory Committee	Reviewed the Town Hall Audit. The Rick Hanson standard for accessibility will be

		<p>used for changes only to the extent of how we can improve. It will not be followed 100% because we are so far from that standard it is discouraging. Our older buildings cannot accommodate all the checklist.</p> <p>Looked at feedback from residents over the summer and we will continue to try and get more results. So far, we are working on the items the public has suggested. The AT Plan is being updated and going through revision.</p>
Sept 18/23	Heritage Committee Meeting	We are working on a Draft Bylaw

#### **Town of Kentville Event Attendance and Synopsis**

<b>Date</b>	<b>Event</b>	<b>Synopsis</b>
Aug 25/23	End of Summer Celebration	Great turnout at Oakdene park for this even. Many activities were offered and again the most popular was the soap slide! Thanks to the Rotary Club who always add to the celebration with free hot dogs and drinks.

#### **Misc Events**

<b>Date</b>	<b>Synopsis</b>
Aug 29/23	Met with citizen re Bike Course

# COUNCILOR REPORT

## KENTVILLE TOWN COUNCIL

**Name:** Cate Savage – Deputy Mayor

**Date:** September 19<sup>th</sup>

**Date of Last Council Meeting Attended:** July 31<sup>st</sup>

**Date of Last Council Advisory Meeting Attended:** September 11<sup>th</sup>

### COMMITTEE MEETING ATTENDANCE AND SYNOPSIS

	Committee	Synopsis
August 9 <sup>th</sup>	RSC	<p>Summer project update Retire to closed session as per section 22 MGA – contract negotiations</p> <p>Motion to come out of camera – recommendation to made to Kentville town council – partner share per annum.</p>
August 9 <sup>th</sup>	KBC	<p>Minutes attached – reports from treasurer ..facade committee – promotions committee et al.</p> <p>Discussions around a hotel in Kentville Discussions around homelessness Discussions around 3 hour parking</p>
August 22 <sup>nd</sup>	Meeting	Mayor Snow and CAO Troke
August 24 <sup>th</sup>	Meeting	SERMGUARD
September 7 <sup>th</sup>	Meeting	Council – in camera – discuss CAO recruitment
September 13 <sup>th</sup>	IAC	<p>\$12.8M Updates from IA</p>

## COUNCILOR REPORT KENTVILLE TOWN COUNCIL

		<p>Cash on hand – moving same over to GIC and corporate bond ladder</p> <p>As a result of the GIC's purchased in the previous month, our money weighted year to date performance balanced against the balanced income CAD is offside as the balanced income CAD is indexed to market – this is normal and what we would expect to see. Due to the economic slowdown (forced) we are less weighted in equities</p>
September 20 <sup>th</sup>	<b>IMSA</b>	<p>Stood in for Mayor Snow – audit committee</p> <p>Valley Region Solid Waste and also Kings Transit authority recommendations</p>

### TOWN OF KENTVILLE EVENT ATTENDANCE AND SYNOPSIS

Date	Event/Conference	Synopsis





# COUNCILOR REPORT

## KENTVILLE TOWN COUNCIL

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### MISC EVENTS

August 10 <sup>th</sup>	Funeral Nancy Henry
August 30 <sup>th</sup>	Meeting with Pierre and Corrie Hobers – MPS
September 8 <sup>th</sup>	Discussion w Janet S – Condon Ave
September 19 <sup>th</sup>	Meeting w residents – Crescent Ave
September 20 <sup>th</sup>	RS Update New Minas Fire Hall

### EXPENSES

This month	Year to Date
	See website



# Kentville Business COMMUNITY

## **KBC Board of Directors Meeting**

Wed August 9<sup>th</sup>, 2023

Board Room at 401 Main Street

4:00pm – 6:00pm

### Minutes

*Present: Carrie May, Gary Morse, Lindsay Young, Julie Ogilvie, Cate Savage, Doug Ralph, Genevieve Allen Hearn, Liz Huntley, Andrew White, Darryl Pike.*

*Regrets: Paul Dixon, Christina Coughlan*

#### Meeting Opening

- Call to order – Andrew White called meeting to order at 4:05pm.
- Approval of Agenda – Darryl Pike moved and Julie Ogilvie seconded the approval of the agenda.
- Approval of June 21<sup>st</sup>, 2023 Board Meeting Minutes – Gary Morse moved and Carrie May seconded the approval of the June 21<sup>st</sup> Minutes.
- Business Arising from Minutes – none

#### President's Report

- Congrats to Carrie on Blossoms on the Block win!
- Great events through July.
- Accommodation Discussion:
  - Lindsay in touch with firm about another hotel study.
  - Losing bids on events because we don't have accommodation.
  - People attending events are leaving town for accommodation, so Kentville's businesses are missing out on spin-off revenue.
  - How can KBC help?
    - Stakeholder input.
    - Support if Lindsay needs approval for a hotel study.

#### Committee Reports

- Treasurer Report
  - Received the \$25,000 from ToK from the 2021/22 façade program funding.
  - Received first installment of funding from ToK. Genevieve will be invoicing for the second installment in September.
  - Gary Morse moved the adoption of the financial statement as of August 9<sup>th</sup>, 2023, Julie Ogilvie seconded. Motion carried.
- Façade Program Committee Report
  - Darryl Pike is now a member of the Façade Improvement Program Committee.



# Kentville Business COMMUNITY

- Reminder that payment is not to be distributed before the entire project is complete.
- Emphasis on getting before and after photos of the buildings.
- KBC should be specific about the proposal photos – only include changes that will be done during the project.
- Two projects have been approved – this covers the ‘Property Owner’ stream for the year. \$15,000 to Valley Stove & Cycle for two sides, and \$10,000 to 437 Main Street for one side.
  - VS&C has been challenging to pin down re: timing for the mural.
- Promotions Committee Report
  - Night Market was well attended and market vendors made a lot in sales. Krista and Rachel (Wholesum Refillery) are interested in running seasonal Night Markets.
    - Need more volunteer involvement in the set-up.
  - Social media takeover with Darrin Harvey during Mural Festival.
  - Barbie-Q in Kentville was a last minute idea pitched by Doug. Lots of people participated and shared photos.
  - Blossoms on the Block – Light Touch Laser won third time in a row.
  - Social media exploded in the last month. Facebook engagement has gone up.
- Events Committee Report
  - Mural Festival:
    - The condensed timing on Saturday worked really well. Hundreds of people attended between 11am and 3pm.
    - First time we had an out of province artist – stayed with ED all week and painted three murals.
    - Still need to do the mural on the side of Valley Stove & Cycle.
    - Final grant report sent to provincial government.
    - All mural signs with QR codes are up. Genevieve requested that KBC include a budget line every year for signage for the new murals. They cost approximately \$50 to print, and another \$50 to install. The board agreed to this continuous budget line.
    - Only one board member attended the Mural Festival. Genevieve emphasized the importance of board members attending events so they can make informed decisions when determining what should be included in the budget. It’s important that board members see the community impact firsthand.
  - Multicultural Festival:
    - 38 vendors confirmed.
    - Received \$4250 in sponsorships and \$9650 in grants. Still waiting to hear from the Kentville Rotary about sponsoring the festival. Either way, the planning committee has reached our sponsorship/grant goals and the event will break even.
    - Programming is finalized and contracts sent out.
    - Working on marketing and community outreach this month. Please help spread the word.



# Kentville Business COMMUNITY

- Need volunteers!
- Looking into our insurance policy – we may need to purchase event insurance. – might be able to go through town.
- Need a Green Room – could the KBC board room be used? Genevieve will connect with Paul Dixon.

## Executive Director Report

- Had meeting with Minister Corkum-Greek and BIDs.
  - Homelessness a major issue among all BIDs.
  - List of provincial priorities in last newsletter.
  - Right now the BIDs are focused on getting on the radar of the provincial government.
- Three retail closures in one month – big blow to the town.
  - Genevieve conducting exit interviews with each retailer.
  - Ametora wants to hold a public forum to address the retail crisis.
    - Networking event first?
- Genevieve on vacation August 28<sup>th</sup> – September 1<sup>st</sup>.

## New Business

- Sidewalk construction in September - this will be a difficult time for retailers affected
  - Run contests during constructions - KBC construction dollars?
  - Walk the Block after party/Night Market (everyone with an orange vest)
  - Chalk art on sidewalks when complete
  - Tax free town wide sale during construction (Sidewalk-less sale)
  - South side of Webster, the East side of Aberdeen, the West side of Cornwallis Street will be under construction.
  - Approximately 3 weeks of construction.
  - Will be getting a visual from the Engineer to communicate with businesses.
- Lindsay is meeting with David Bell about the RFP for the bike shelter.
- KBC would like to form a Community Liaison committee as a way for board members to formally communicate with members face-to-face.

## **Action item: Lindsay, Julie, Carrie, Andrew and Genevieve will meet to discuss the formation of a Community Liaison Committee.**

- Headliners Parking correspondence.
  - A change cannot happen right away, but we are having a bigger conversation about the possibility of validated parking for businesses that offer 3 hour services.

## **Action item: Genevieve will look into extended parking solutions.**

## Meeting Closing

- Next meeting date – **Wednesday, September 20<sup>th</sup> 4pm – 6pm.**
- Adjournment – Carrie May motioned to adjourn 6:15pm.

**TO:** Council

**SUBMITTED BY:** Dan Stovel, Kings REMO REMC

**DATE:** September 11, 2023

**SUBJECT:** Kings REMO Regional EM Advisory Committee Meeting, 2023-07-17

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**ORIGIN** Kings REMO Regional EM Advisory Committee Meeting, July 17, 2023

**BACKGROUND**

The Kings REMO Regional Emergency Management Advisory Committee met on Monday, July 17, 2023.

Key issues of discussion included:

- **Presentation: Department of Community Services (Andrew Wiles)**
  - At the peak in Barrington, there were 33 displaced individuals using DCS emergency shelters.
  - This number held steady over a few days.
    - At the peak in Shelburne, DCS had 12 individuals using the emergency shelter services provided.
    - At the peak in Halifax DCS had 109 individuals using the emergency shelters provided (note: this number dropped rapidly after night 1).
    - Also, on behalf of the government of Nova Scotia, the Canadian Red Cross is administering the program to see \$500 payments to households that were under mandatory evacuation orders.
    - DCS continue to partner with the Canadian Red Cross on recovery planning as well
- **Public Health Update:**
  - COVID-19 Update**
  - WHO, Dr Tedros, Director General, 2023-05-05**
    - WHO declared that COVID-19 is no longer a global health emergency
    - The WHO's emergency committee first declared that COVID represented its highest level of alert more than three years ago, on January 30, 2020
  - Health Canada, 2023-05-05**
    - The government of Canada will continue its work with provinces and territories to implement a long-term, sustainable approach to the ongoing management of COVID-19.
    - As part of ongoing monitoring, the Government of Canada continues to contribute to and assess the global epidemiology of COVID-19, including working with international partners to enhance viral genomic sequencing capacity. There is ongoing monitoring in place to track COVID activity and impacts using multiple systems, including laboratory identification of significant new SARS-CoV-2 variants.
    - SARS-CoV-2 virus is still circulating across Canada and worldwide.
    - Continue to monitor the COVID-19 situation and to mitigate domestic health and societal impacts of the virus.
    - As COVID-19 activity and hospitalizations continue in Canada, layers of prevention, including receiving recommended COVID-19 vaccinations and personal protective practises, such as wearing well-fitting masks, remain our best approach to reduce the risk of developing severe illness and limit the burden on the health system.
    - PHAC will continue to provide public updates as new information related to our domestic situation arises.

**NS COVID-19: [Reporting Period May 2023](#)**

- 814 PCR positive cases of COVID-19
- 77 hospitalizations, and
- 1 death
- The number of PCR positive results, hospitalizations and deaths decreased in May 2023 compared to April 2023.

- **Kings Flood Preparedness and Response Plan (FPRP), Change 1**

Administrative Changes:

- Foreword – page 1 (Signature block amended to Chair of REMAC)
- Change to Kings REMO Logo
- Map – page iv (REMO Logo and Municipal logos update)
- Department of Lands and Forestry changed to Department of Natural Resources and Renewables (NS DNRR)
- Department of Transportation and Infrastructure Renewal (NS DTIR) changed to Department of Public Works (NS DPW)
- Nova Scotia Health Authority changed to Nova Scotia Health

Approval Timeline:

- 2023-06-15 REMO Regional EM Planning Committee
- 2021-07-20 REMO Regional EM Advisory Committee - Approval

**MOTION: IT WAS REGULARLY MOVED AND SECONDED THAT THE KINGS REMO REGIONAL EMERGENCY MANAGEMENT ADVISORY COMMITTEE APPROVE CHANGE 1 TO THE KINGS FLOOD PREPAREDNESS AND RESPONSE PLAN, DATED JUNE 2023.**

- **2023 Wildfire Season: March 15 to October 15**

To-date, there have been reported 212 Wildfires in Nova Scotia with 15 of those being reported in Kings County

The 17-year average for wildfires in Kings County is 21 wildfires/year

- **2023 Hurricane Season**

2023 is forecast to be an 'average' Hurricane Season:

- 12-17 named storms (average 14)
- 5-9 Hurricanes (average 7)
- 1-4 Major Hurricanes (average 3)

To-date, there have been 3 named Tropical Storms

- **Extreme Heat Events**

- Extreme Heat is a health risk
- As our climate continues to change, extreme heat events/heat waves are expected to increase in frequency, length and severity, resulting in increased health risks for many Canadians
- The document 'Health Checks during Extreme Heat Events' developed by the National Collaborating Centre for Environmental Health (NCCEH) has been distributed across Kings County for awareness.



- **ECC Equipment - Starlink**

- Starlink equipment purchased for the Kings REMO Emergency Coordination Centre (ECC).
- Broadband satellite Internet access
- More mobile than cable internet

ACTIONS:

- REMC developing Policy for ECC Starlink equipment
- Testing schedule to be developed

- **Comfort Centres** [www.KingsREMO.ca/comfort.aspx](http://www.KingsREMO.ca/comfort.aspx)

- 25 Comfort Centres (as of 2023-03-16)
- The Lake Paul/Lake George Comfort Centre is unavailable until further notice due to remediation issue for fungus cleanup.
- Pending Additions (Provincial Generator Program Funding):
  - Wolfville Lions Club
  - Salvation Army Church (Kentville)
  - Gibson Woods Baptist Church

- **Community Outreach Program**

**2023 Outreach sessions:**

Jan-Mar	5 presentations
2023-04-25	Greenwich Fire Dept-Family & Community
2023-05-04	Central Kings High School (Grade 10 class)
2023-05-10	Avonport Baptist Church
2023-05-17	Grafton Community Hall
2023-05-24	Sheffield Mills Community Hall
2023-05-25	Berwick 100th Birthday Bash
2023-05-29	Kentville Rotary Club
2023-05-31	Kings Seniors Safety Program
2023-06-01	Kingsport Community Centre
2023-06-14	Baxters Harbour Community Centre
2023-06-26	Aylesford Fire Department
2023-07-12	Scots Bay Community Hall
2023-07-15	Church of Latter-day Saints (Kentville)

To be Confirmed:

2023-##-##	Valley Waste Regional Management Staff
2023-##-##	Kingston Lions Club & Community
2023-##-##	Black Rock Community Centre
2023-##-##	Acadia University Residence Life Management Staff
2023-##-##	Town of Berwick Council & Staff

- **Kings REMO Social Media**

Social media offer the opportunity to connect and cooperate with the networked public, take advantage of the capabilities and innovations of virtual volunteers, and to reach people quickly with alerts, warnings and preparedness messages

Kings REMO actively uses Social Media to increase community awareness:

Facebook followers:

4,937    2023-04-17 (+ 524)  
 6,761    2023-07-17 (+ 1,824)

Twitter followers:

835 2023-04-17 (+ 9)  
858 2023-07-17 (+ 23)

Instagram followers:

257 2023-04-17 (+ 13)  
262 2023-06-17 (+ 5)

- **Vulnerable Persons Registry (VPR) Program**

Kings REMO working to develop a 'Community of Champions' to increase awareness of the VPR Program

Presentations made to Municipal Accessibility Advisory Committees & Other Organizations:

- Kings Joint Committee, 2022-12-14
- Town of Wolfville, 2023-02-13
- Town of Berwick, 2023-04-17
- Kings County Seniors' Safety Program, 2023-05-31

2023-06-21 Kings County VPR Program highlighted by HRM as HRM looks to create an emergency registry for vulnerable residents

"The staff report noted that multiple communities across Canada, including Kings County in Nova Scotia have also established emergency registries"

ACTION: Kings REMO REMAC membership to promote awareness of the Kings VPR Program within their organizations and community

- **Kings REMO Training & Exercises**

Participants: 28 (within Kings REMO ECC)

Municipal Staff: 12

Agency Representatives: 16

What went well:

- Exercise Structure & Facilitation
- Exercise Realism
- Regional EM Plans

Areas for Improvement:

- Practice-Practice-Practice
- Stress Communications

Improvement Plan:

- Public Hotline Call-Log
- Exercise Participation
- Action-Oriented Exercises

**MOTION: IT WAS REGULARLY MOVED AND SECONDED THAT THE KINGS REMO REGIONAL EMERGENCY MANAGEMENT PLANNING COMMITTEE APPROVE AND FORWARD THE APRIL 20TH FLOOD-EVACUATION EXERCISE AFTER ACTION REVIEW & IMPROVEMENT PLAN TO THE JULY 17TH REGIONAL EMERGENCY MANAGEMENT ADVISORY COMMITTEE MEETING FOR APPROVAL**

- **2023-07-20 Hurricane-ECC Activation Workshop**

Interactive workshop to review CBRM REMO Fiona Lessons Learned

ECC Key Activities:

- Damage assessment
- Public safety (evacuation, sheltering, food distribution, etc.)
- Resource acquisition, assignment, and tracking
- Information coordination (including public information/media affairs)
- Contract management
- Cost accounting
- Support services (food, water, utilities, etc.)

- **2023-09-16 'Country Rocks the Farm' Music Festival**

Event: Music Festival

Date: Saturday, September 16

Time: 4pm – 12pm

Venue: Noggins Farm

REMO Risk Assessment: Medium Risk Event

**Next Meeting:** Monday, September 18, 2023

Town of Kentville Decision Wheel:



# COUNCILOR REPORT

## KENTVILLE TOWN COUNCIL

**Name:** Gillian Yorke

**Date:** September 25th, 2023

**Date of Last Council Meeting Attended:** July 31st, 2023

**Date of Last Council Advisory Meeting Attended:** September 11th, 2023

### Committee Meeting Attendance and Synopsis

Date	Committee	Synopsis
August 22 <sup>nd</sup> , 2023	<b>Special Council Meeting</b>	Personnel Meeting
August 24 <sup>th</sup> , 2023	<b>Service Exchange Regional Meeting</b>	Meeting with local regions to discuss service exchange with NSFM
August 30 <sup>th</sup> , 2023	<b>Names List Committee</b>	Met to discuss new naming policy and made recommendations for upcoming name changes.
September 7 <sup>th</sup> , 2023	<b>Special Council Meeting</b>	Met to discuss personnel and candidate search options
September 8 <sup>th</sup> , 2023	<b>Inclusion and Access Committee</b>	First meeting with new members, an opportunity to welcome them and to thank those who served for two years, and did an incredible amount of work. Looking forward to what the year has in store for this committee.
September 21 <sup>st</sup> , 2023	<b>Board of Police Commissioners</b>	First meeting after the summer break, discussed policy changes and made headway with our strategic planning and our internal work plan.
September 21 <sup>st</sup> , 2023	<b>Annapolis Valley Regional Library</b>	Discussed changes and new opportunities for the AVRL, and up-coming personnel opportunities.

### Town of Kentville Event Attendance and Synopsis

Date	Event/Conference	Synopsis
August 10 <sup>th</sup> , 2023	Summer Concert Series	Happy Anywhere
August 17 <sup>th</sup>	Summer Concert Series	Freddie Mujica



# COUNCILOR REPORT

## KENTVILLE TOWN COUNCIL

August 31 <sup>st</sup> , 2023	Summer Concert Series	Bernie Zinck
August 25 <sup>th</sup> , 2023	End of Summer Celebration in Oakdene Park!	Always a hit in my family, and great to see so many folks celebrating another fun season in Kentville.

### Misc Events

Date	Synopsis
September 7 <sup>th</sup> , 2023	KBC Events Committee meeting discussing upcoming events season
September 9 <sup>th</sup> , 2023	Rotary Environment Day in Oakdene Park
September 13 <sup>th</sup> -15 <sup>th</sup> , 2023	Nova Scotia Association for Police Governance conference in Bridgewater. Met with boards and organizers, as well as police officers from across the province to learn best practices, and discuss changes in policing in Nova Scotia.

### Expenses

This month	Year to Date
N/A	

# COUNCILOR REPORT

## KENTVILLE TOWN COUNCIL

**Name:** Councilor Andrew Zebian

**Date:** Sept 18/23

**Date of Last Council Meeting Attended:** July 24<sup>th</sup>/23

**Date of Last Council Advisory Meeting Attended:** Sept 11/23

### COMMITTEE MEETING ATTENDANCE AND SYNOPSIS

Date	Committee	Synopsis
September 18/23	<b>Heritage Committee</b>	We met to discuss a draft bylaw with a goal to bring something forward to Council relatively soon.
August 22/23	<b>Meeting</b>	To discuss resignation of CAO Troke.
Sept 7/23	<b>Meeting</b>	To establish Hiring Committee regarding position of CAO. I nominated myself but was not successful in obtaining a seat on this Committee. The Committee will be composed of Mayor Snow, Deputy Mayor Savage, Councilor Gerrard and Councilor Huntley. Advertisement for the position is to begin on Sept 15 <sup>th</sup> , 2023.

### TOWN OF KENTVILLE EVENT ATTENDANCE AND SYNOPSIS

Date	Event/Conference	Synopsis

### MISC EVENTS

Date	Synopsis
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# COUNCILOR REPORT

## KENTVILLE TOWN COUNCIL

September 1-16	Numerous phone calls and visits from Citizens with concerns over flooding issues in various parts of Town. I made several visits on the day of the storm (Sept 16 <sup>th</sup> ) and tried to help folks during this horrible storm.
September 15-16	Numerous calls regarding the water Pump at the end of Prospect Avenue inquiring if the generator would be on. When there is no power, some of these residents have no water. I emailed for conformation was I did not receive a response from the Town.

### EXPENSES

This month	Year to Date
36.51	182.50 year to date



# Councilor Report

## Kentville Town Council

**Name:** Sandra Snow

**Date:** 20 September 2023

**Date of Last Council Meeting Attended:** 31 July 2023

**Date of Last Council Advisory Meeting Attended:** 11 September 2023

### Committee Meeting Attendance and Synopsis

Date	Committee	Synopsis
26 Jul 23	NSFM Mayors and Wardens	Presentation of the service exchange agreement by the Province
31 Jul 23	Council Meeting	Audited financial statements Transportation expenditures Committee update Housing accelerator Recreation master plan
4 Aug 23	AIM Conference	Elected Official meeting for conference planning
10 Aug 23	NSFM Members	Presentation of the service exchange agreement by the Province
15 Aug 23	NSFM Members	Presentation of the service exchange agreement by the Province
17 Aug 23	NSFM Members	Presentation of the service exchange agreement by the Province
22 Aug 23	Special Council Meeting	Personnel
24 Aug 23	NSFM Members – Valley Region	Presentation of the service exchange agreement by the Province
30 Aug 23	NSFM Public Safety Consultation	Engagement with contract policing with the Province
5 Sep 23	IMSA Audit Committee	Kings Transit financial audit
5 Sep 23	IMSA Audit Committee	Valley Waste financial audit
7 Sep 23	Special Council Meeting	Personnel

# Councilor Report

## Kentville Town Council

11 Sep 23	CAC Meeting	Temporary Borrowing Resolution – Kentville Water Commission Temporary Borrowing Resolution – Withdrawal from Capital Municipal Planning Strategy Amendment Rezoning Application Deer Haven Green Space Tennis Facility Development Officer Appointment Sewer Budget – Operating Sewer Budget – Capital Temporary Borrowing Resolution – Sewer
12 Sep 23	NSFM Mayors and Wardens	WCB Strategic Plan presentation
13 Sep 23	IAC	Investment Advisory Committee met to discuss on going financial planning Value at Jun 30: \$12,885,288 Value at Aug 31: \$12,824,442

### Town of Kentville Event Attendance and Synopsis

Date	Event	Synopsis
23 Aug 23	Does your Lagoon Require Dredging?	When and how dredging should occur and frequency of the maintenance action
20 Sep 23	Regional Sewer Kings Public Meeting	Held at New Minas Firehall, update on improvements

### Misc Events

Date	Synopsis
27 Jul 23	Mentoring with Councillor Huntley - MGA
28 Jul 23	Ground Training Day at 415 Sqn Greenwood
31 Aug 23	RCAF recruit Graduation at Aldershot
8 Sep 23	HCol meeting at 14 Wing Greenwood
17 Sep 23	Battle of Britain parade 14 Wing Greenwood



September 25, 2023

RE: Inclusion and Access Advisory Committee

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Chief Administrative Officer  
Dan Troke  
354 Main Street  
Kentville, NS  
B4N 1K6

902-679-2501  
dtroke@kentville.ca

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As stated in Policy Statement G57 “Committees of Council”, Council has the right to appoint citizens to each committee, based on the required skills and experience needed. For the Kentville Inclusion and Access Committee, the following citizens have volunteered to sit on this committee and have the skills, interests and experience around inclusion and accessibility:

- Mike Cameron
- Spencer Laing

Staff recommend that Council appoint these two members to be voting members on this committee.

Dan Troke  
Town of Kentville



Telephone (902) 679-2521  
Fax (902) 679-2375  
354 Main Street  
Kentville, Nova Scotia  
B4N 1K6

## **INTER OFFICE MEMO**

**To:** Rachel Bedingfield, Acting CAO & Kentville Town Council  
**From:** Dave Bell, Director of Engineering & Public Works with a prelude from Public Information Officer, Lindsay Young  
**Date:** September 25, 2023  
**Subject:** Recent Storm Events, Flooding, and Future Stormwater Management

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Please accept the following information related to the ongoing concerns about water management and flooding in areas of Kentville. You may use this information as an assistance while some of you are receiving questions and/or commentary from residents or the public. It is important that we all provide consistent and accurate information, and it is also important that we send people in the right direction when providing advice or guidance related to emergency preparedness, emergency management, recovery, prevention efforts and future mitigation strategies.

There are many factors affecting the culmination of water where it isn't meant to flow or collect. This includes the volume of water that falls and the time frame in which it falls, catch basins being clogged and blocked by both the natural occurrence of debris and human interference. Work is underway and more will be required far upstream from where the issues are presenting. Ongoing work will be required to mitigate water issues in those localized areas. Silt, rock, and vegetation debris is being collected by runoff during heavy rainfalls and pushed overland into existing storm water systems causing backups and, in some cases, the blocking or overwhelming of these systems.

The role of Municipalities before and during intense weather events is to monitor and manage municipal infrastructure and to ensure the efficiency of our systems to the best of our ability. Municipalities are not responsible for managing water on private properties. Before and during an event like Lee, we want to remind residents that there are ways to prepare their own properties to mitigate individual risks, and that it is their responsibility to do so. Residents should also be reminded to be prepared to spend at least 72 hours at home alone without power or water if necessary. That is the standard in Nova Scotia and that messaging is consistent across Canada. While we hope there aren't power and water failures, when there are, residents need to be prepared to last 72 hours without intervention from EMO, the Municipality, Nova Scotia Power, or other agencies working on the collective response.

After an event, recovery efforts are the responsibility of respective property owners. The Town executes clean ups in public spaces and facilities. Clean-up on private properties is the responsibility of the owners. Residents or property owners with concerns about leaky basements, flooded yards, or other debris on private property should call their insurance providers to determine what supports there are in place for them. The Town cannot assist with private property clean up or provide advice to homeowners regarding solutions for their individual properties. From time to time the Town does assist with debris collection at the curb when resource capacity allows. Leaky basements and flooded yards should be dealt with through insurance advisors and contractors as required, just as a damaged roof or broken window would be.

When intense weather or emergencies occur, the role of an elected official is to remain calm and project confidence that roles related to preparation, response, and recovery are being filled appropriately and as per the Town's EMO plans. Elected officials can also assist by sharing the official information published by the Town's Public Info Officer. When contacted by the media, elected officials should always defer to staff or the Mayor. There is a guide to Public Information for elected officials that will be distributed by the Public Information Officer to Kentville Council ahead of the next event. Any member of Council who is interested in learning more about how to help vs hurt during an emergency



is encouraged to contact Lindsay, who is happy to provide professional guidance in this area.

Staff have walked key runoff areas upstream of the impacted areas and with the use of handheld GPS, mapped these locations on our GIS system. There are areas both on Town owned land, such as The Gorge and some adjacent privately owned properties either side of the D.E. Hiltz corridor that we plan to integrate into the Collector Road design to manage both the storm water intensity and the debris (rocks, silt, organics) that negatively impact our existing infrastructure. These need to be areas that are accessible to not only build but also maintain and operate on an ongoing basis as the Town of Kentville continues to grow.

Designs are being commissioned now in conjunction with the D.E. Hiltz Road project and will necessitate the acquisition of additional land in this upstream area of the impacted downtown infrastructure.

Respectfully submitted,

Dave Bell, P. Eng.

Director of Engineering & Public Works