



TOWN OF KENTVILLE COUNCIL ADVISORY COMMITTEE September 11, 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 Advisory Committee, July 10, 2023
- 4. PRESENTATIONS**
 - (a) Evangeline Centre
- 5. DEPARTMENT REPORTS AND RECOMMENDATIONS**
 - (a) Finance
 1. Director's Report and Operating and Capital Forecasts
 2. Temporary Borrowing Resolution, Kentville Water Commission
 3. Temporary Borrowing Resolution, General Capital
 4. Temporary Borrowing Resolution, Sanitary Sewer
 - (b) Planning and Development
 1. Staff Report
 2. Municipal Planning Strategy Amendment
 3. Prospect Avenue Rezoning Report
 - (c) Parks and Recreation
 1. Director's Report
 2. Deer Haven Greenspace Recommendation
 3. Tennis Facility Recommendation
 - (d) Police
 1. Acting Chief's Report

(e) Engineering and Public Works

1. Director's Report

(f) Administration

1. Chief Administrative Officer's Report

2. Housing and Community Partnerships

3. Mentoring Plus Strategy Quarterly Report

6. BUSINESS ARISING FROM THE MINUTES/OLD BUSINESS

(a) Development Officer Appointment

(b) Treasurer Appointment

7. CORRESPONDENCE

(a) None.

8. NEW BUSINESS

(a) Sewer Budget

9. PUBLIC COMMENTS

10. IN-CAMERA

(a) Land Sale

11. ADJOURNMENT

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TOWN OF KENTVILLE
COUNCIL ADVISORY COMMITTEE

Meeting Minutes: July 10, 2023

Town Hall, 354 Main Street, Kentville Nova Scotia

This meeting was held in person in Town Hall and was livestreamed to YouTube with closed captioning.

Mayor Sandra Snow called the meeting to order at 6:00 p.m., and Chief Administrative Officer (CAO) Dan Troke reported the following members of Council and staff were present:

1. PRESENT

Council:

- Mayor Sandra Snow
- Deputy Mayor Cate Savage
- Councillor Craig Gerrard
- Councillor Paula Huntley
- Councillor Cathy Maxwell
- Councillor Gillian Yorke
- Councillor Andrew Zebian

Staff:

- Rachel Bedingfield, Director of Parks and Recreation
- David Bell, Director of Engineering
- Jim Butler, Chief of Police
- Kirsten Duncan, Acting Development Officer
- Wanda Matthews, Director of Finance
- Geoff Muttart, Solicitor
- Dan Troke, Chief Administrative Officer
- Jennifer West, Recording Secretary

REGRETS

None.

DECLARATIONS OF CONFLICT OF INTEREST

Councillor Andrew Zebian declared a conflict of interest with item 8.a of this meeting.

2. APPROVAL OF THE AGENDA

It was moved by Councillor Paula Huntley and Councillor Gillian Yorke

That the agenda for the Council Advisory Committee meeting of July 10, 2023 be approved.

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MOTION CARRIED

3. APPROVAL OF THE MINUTES

(a) Council Advisory Committee, Meeting Minutes, June 12, 2023.

It was moved that the minutes from the Council Advisory Committee meeting held on June 12, 2023 be approved.

MOTION CARRIED

4. PRESENTATIONS

(a) Kentville's Perpetual Investment Fund

Investment Advisor Chris MacRae provided information about the development, governance and management of the Kentville Perpetual Investment Fund. The fund management has varied over time, and the growth has also varied. The fund currently sits at around \$12,000,000.

5. DEPARTMENT REPORTS AND RECOMMENDATIONS

(a) Finance

(1) Directors Report and Projection Report

Director Matthews presented the report for the period ending May 31, 2023. To this date, 25.7% of the operating budget has been expended and 10% of the capital budget has been expended. The town audit is underway, with changes in reporting hoping to lead to increased understanding of reports.

See report for more information.

(b) Planning and Development

(1) Department Report

Acting Development Officer Kirsten Duncan presented the planning report for June 2023. Highlights included a building valuation of \$563,792.27 for the year thus far, Municipal Planning Strategy amendment planning, Kentville mural festival, Kentville history video and the MacDougall Heights rezoning public hearing.

See report for more information.

(c) Parks and Recreation

(1) Director's Report

Director Bedingfield presented her report for June 2023. Some of the highlights included the Housing Accelerator Fund application, the innovation grant for affordable housing, community warming and cooling community partnerships. Summer staff and arena staff have received training to administer Naloxone. Staff has posted an online survey to learn about

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residents' ideas about a park in the Deer Haven community. Staff described the process of applying for and being approved for funding through the Housing Accelerator Fund.

See report for more information.

(d) Police Report

(1) Chief's Report

Deputy Police Chief Smith presented the police commission report, which included human trafficking discussion, GPS units for vehicles and in house meetings. Warning tickets are no longer given out by the Bylaw Officer.

See report for more information.

(e) Engineering and Public Works

(1) Director's Report

Director Bell submitted his report for June 2023. Some of the highlights included Canaan Avenue, downtown curb and sidewalk replacements, and the next phase of the Active Transportation network. He stated that the downtown sidewalk improvement project will begin this year. Completion of the active transportation trail is scheduled for this year but is dependent on weather and other factors. He provided an update on the downtown washroom project. The Director assured that the Kentville Business Community would be informed about timelines and schedules of sidewalk repair and replacement.

See report for more information.

(f) Administration

(1) Chief Administrative Officer's Report

CAO Dan Troke submitted his report for June 2023. Highlights included the Housing Accelerator Fund, the Joint Regional Transportation Agency, and Kentville Switch which staff plan to bring to Council in September. He plans to be away for the July 31 meeting and Director Bell will attend in his place. CAO troke gave some information about the free electric vehicle station at the arena. He also spoke to the idea of having a building inspector on staff at some time.

See report for more information.

Discussion:

- Council asked staff to create a courtesy sign to be posted at the existing EV charging station to encourage shorter charging times.

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6. BUSINESS ARISING FROM THE MINUTES / OLD BUSINESS

(a) Accessibility Staff Report

Director Rachel Bedingfield reviewed the concerns brought forward by the Inclusion and Accessibility Advisory Committee regarding accessibility on the town's active transportation paths. Director Bedingfield and Director Bell outlined the direction to staff moving forward, that will ensure that these paths meet the highest standards for accessibility.

See report for more information.

(b) Transportation Staff Report

Director Dave Bell reviewed the request by Council to obtain pricing to repair or replace 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.

See report for more information.

It was moved by Deputy Mayor Cate Savage and Councillor Cathy Maxwell

That Council Advisory Committee recommend

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

And further the repair and replacement work for the Elm Street sidewalk 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

7. CORRESPONDENCE

(a) None.

8. NEW BUSINESS

(a) Centre Square Lease Agreement

Councillor Zebian left his seat at 7:03pm due to a conflict of interest with this agenda item.

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

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renewed every five years. Staff are confident that they can relocate and improve these accessible parking spaces to elsewhere in Centre Square.

See report for more information.

It was moved by Councillor Cathy Maxwell and Councillor Paula Huntley

That Council Advisory Committee recommend

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 7:08pm.

(b) Housing Accelerator Fund

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.

See report for more information.

It was moved by Deputy Mayor Cate Savage and Councillor Cathy Maxwell

That Council Advisory Committee recommend

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

(c) Tennis Facility Staff Report

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

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Bedingfield clarified that this type of facility was not included in the regional assessment for a recreation facility.

See report for more information.

Councillor Paula Huntley left her seat at 7:26pm, and returned at 7:27pm

It was moved by Councillor Cathy Maxwell and Councillor Gillian Yorke

That Council Advisory Committee recommend

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, Savage, Snow and Yorke

Councillors who voted against this motion:

Huntley, Maxwell and Zebian

(d) Names List 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.

See report for more information.

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

That Council Advisory Committee recommend

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

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9. PUBLIC COMMENTS

(a) Dennis Kehoe, Alicia Blvd

Described the sale of the Kentville Electric Commission and the advantages that could have been achieved by keeping the commission.

(b) Bunny Bennett, Condon Avenue

Congratulated staff on the beauty of the town and Centre Square this summer.

She shared the locations of public washrooms in the downtown and encouraged more public washrooms to be made available.

She shared concerns that the town Canada Day celebrations are lacking and should be improved.

10. ADJOURNMENT

There being no further business to discuss,

Council Advisory Committee adjourned at 7:40 p.m.

MOTION CARRIED

Minutes Approved by Town Clerk
Dan Troke



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evangelineclubberwick@gmail.com
130 COMMERCIAL ST.

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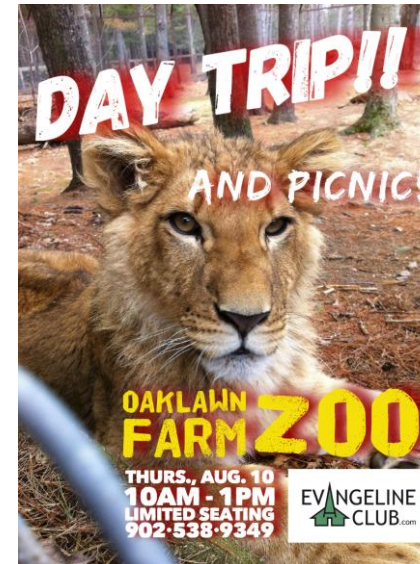
Nutrition



Community Garden



Social and Recreational Programming



Other Supports

- **Peer Support:** Every staff person at the Evangeline Club lives with mental health challenges. We offer support to members who may be struggling.
- **Laundry Facilities:** All members have access to laundry facilities. This is a very much appreciated support as Berwick does not have a laundromat.
- **Shower Facilities:** All members have access to shower facilities.
- **Internet and Computer Access:** Members needing to look for work, access email communication, study, or engage with health care supports have access to two community computers.
- **Weekend Food Support:** The Evangeline Club is the primary source of food for our unhoused members. Because the Club is not open Saturday and Sunday, we provide a food box so they will not go hungry.

Elaine Arsenault Fund

- This fund was created to honour the work of Elaine Arsenault. It is supported by a local foundation, and administered by the Evangeline Recreation Society.
- Applicants can apply for funding to help them access social, recreational, or educational opportunities in their community.
- They must be living independently in the community, and not have other access to funding for the activities.
- A reference letter from a mental health support person in the field, stating the benefits of a social, recreational, or educational activity must accompany the application.

STATS

- ❖ Meals served per week: 96
 - ❖ Average number of unique weekly visitors: 15
 - ❖ Number of different program activities per week:
 - At least one per day, Monday to Friday
 - ❖ Member demographics:
 - Berwick: 35%
 - Kingston: 10%
 - Kentville: 25%
 - New Minas: 10%
 - Wolfville: 10%
 - Greenwood: 10%
 - UNHOUSED: 30% of our “regular members”*
- * Visits at least 3 times a week.



The Community Consequences of Inadequate Funding

Gaps left by inadequate funding to social and health programs have consequences for communities and vulnerable populations that are significant and far-reaching.

Here is what's happening:

- **Increased Vulnerability:** Vulnerable populations, including low-income individuals and families, the homeless, and those with mental health issues, face increased vulnerability. They are struggling to access essential needs like healthcare, housing, nutrition, and mental health support.

The Community Consequences of Inadequate Funding

Homelessness:

The lack of non-profit organizations addressing homelessness would likely lead to a surge in the homeless population. People without shelter or supportive services would suffer from exposure to the elements and a lack of basic necessities.

The Community Consequences of Inadequate Funding

Increased Crime:

As poverty and social issues worsen, there has been an increase in crime rates, including theft, vandalism, abuse of illegal substances, and even more serious offenses as desperate individuals seek means of survival.

The Community Consequences of Inadequate Funding

Strained Emergency Services:

Emergency services, including hospitals and law enforcement, are becoming strained as they deal with the fallout from increased healthcare needs and public safety concerns.

The Community Consequences of Inadequate Funding

Non-Profits face increasing need:

- Non-profits fill the gaps left by government cuts. Staff are burning out from having to do more, for more people, with less money and resources.
- The current funding model requires us to compete against other non-profits.
- The same model is short term funding only. Precious resources are used every six months applying for grants, fundraising, etc.
- We cannot long term plan. We never know if we'll be funded from one application to the next.

How the Evangeline Club Helps Council

Be a resource for Council.

We have relationships with non-profits and other supports in the Annapolis Valley. Not sure who can help your constituent? We'll help, just give us a call!

The Elaine Arsenault Fund.

Any constituent that fits the criteria, and fills out an application, is eligible for funds.

Support for unhoused constituents.

Support for unhoused individuals in our communities is likely to mean less involvement with law enforcement resources.

Fills a gap in mental health supports.

Our members report how difficult it is to access face to face mental health care. Supports have moved from appointments with mental health practitioners, to emergency phone lines and online resources.

How Council Can Help Non-Profits

Advocate for Us

- The short-term, competitive grant funding model is broken. Government at all levels must recognize the need for a long-term funding model, and increased funding to address the increased need.
- Your support ultimately helps your community. Non-profits are one of the last lines of defense in communities against many of today's social problems.



YOU ARE INVITED

EXPLORING NON-PROFIT COMMUNITY COLLABORATION

**JOIN US THURS.,
SEPT. 28 AT 11:45AM.
LUNCH SERVED AT NOON,
WITH DISCUSSIONS TO FOLLOW.**

**EVANGELINECLUB.COM
130 COMMERCIAL ST.
BERWICK**

**coordinator.eclub@bellaliant.com
902-538-9349**



EVANGELINE
CLUB.com

Public Service Announcement:

We need board members and volunteers. Please help us spread the word.



Thank YOU!





TOWN OF KENTVILLE
Staff Report to Council Advisory Committee
For the Months of July and August 2023
DEPARTMENT- FINANCE

Operations

- Final 2023-2024 tax bills valued at \$ 6,451,947 were distributed late August with a due date of October 3, 2023 resulting in a total 2023-2024 tax levy of \$ 12,188,511. This year the attached highlight document was included with tax bills (Appendix A).
- Department of Municipal Affairs and Housing, Municipal Advisor met with Finance leadership August 4, 2023 to discuss communication, processes and expectations.
- Status of provincial annual reporting requirements is as follows:
 - Annual Expenditure Report (AER) submitted July 31, 2023
 - Capital Investment Plan (CIP) submitted September 1, 2023
 - Statement of Estimates – Assessment and Budget (SOE A & B) has been released and is due September 30, 2023.
 - Financial Information Return (FIR) yet to be released.
- Jill Sutherland was welcomed in the role of Accountant. Orientation and training is ongoing.
- Staff year-end audit preparation is complete for the Kentville Volunteer Fire Department. Kent and Duffett are in receipt of audit working papers to begin their work.

Financial

- Audited consolidated financial statements and schedules for the year ended March 31, 2023 have been ratified by Council and uploaded to the Town's website.
- Operating and Capital Budget information for fiscal 2023-2024 has been uploaded to the Town's website. The content is derived from previous presentations to Council and is intended to provide succinct reference material for interested parties.
- Compliance reporting of 2022-2023 Financial results and 2023-2024 Approved Budgets has been provided to our banking Institution.
- The 2023-2024 operating fund capital budget of \$ 6,605,900 has been entered into our reporting system. Year to date expenditure is \$ 833,212 (12.6 % of budget). See Capital Update Appendix B.
- Appendix C includes the preliminary Year to Date July 2023 Operating Fund Statement of Operations along with an overview analysis.
- 2023-2024 temporary borrowing resolutions for the Town of Kentville General Capital Fund, Kentville Water Commission and Sanitary Sewer are required based on approved 2023-2024 Capital Investment Plans.
- Cybersecurity measures are a priority for the Town. Recent local events have underscored the significant impact on organizational operations and reputation when an attack or breach occurs. Also, our employees or citizens can be significantly affected depending on the nature of the incident. To mitigate these risks, in addition to the financial and technical investigation demands, cybersecurity insurance options have been investigated and will be added to Town coverage.

Respectfully submitted,

A handwritten signature in blue ink that reads "Wanda Matthews".

Wanda Matthews, CPA, CA
Director of Finance

Appendix A

2023-2024

Budget Overview



Kentville Town Council approved the 2023-2024 general operating budget on May 1, 2023. Through this budget, Council has maintained residential and commercial base tax rates, sustained investment in reserves and achieved manageable levels for servicing long-term debt while growing services to meet the challenges facing the Town and its residents. A complete list of rates and detailed budgets can be found at www.kentville.ca/finance

Tax Rate Summary	2023-2024	2022-2023
Commercial Rate	3.5034	3.5142
Residential Rate	1.5262	1.5370

*per \$100 of assessed value



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TO PAY IN
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HOME OR BY
CREDIT CARD**

www.kentville.ca/town-hall/payments

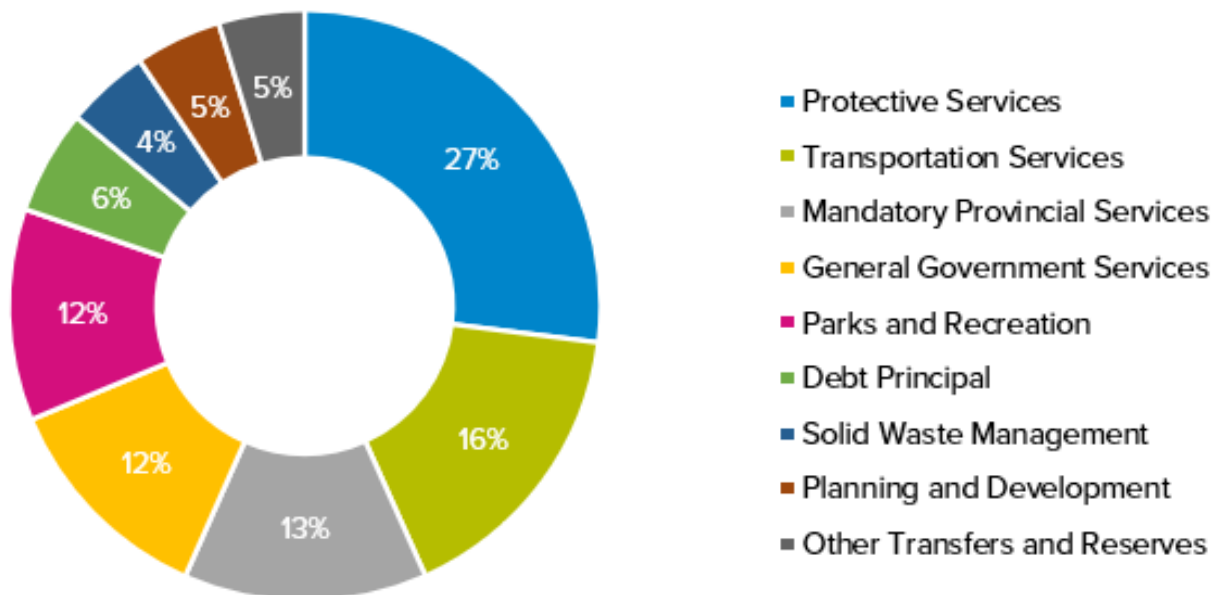
Taxes

The tax year runs from April 1 to March 31. The Town's tax rate structure is set up to include a base rate, fire area rate, hydrant rate and economic development levy. The approved budget for 2023-2024 will have a \$0.0108 decrease on both residential and commercial tax rates.

**YOUR FINAL
TAXES ARE DUE
OCTOBER 3, 2023**

How Kentville Will Spend Tax Dollars in 2023-2024 (Expenditures)

2023-2024 operating expenditures are expected to be \$15,963,900 including \$2,124,800 for Provincial services payments. Revenues include property taxes of \$12,207,900, which provides most of the funds to support delivery of Town programs and services and to pay for provincially mandated services.



Operating Budget Summary

Revenue

Taxes	\$ 12,207,900
Payments in Lieu of Taxes	\$ 566,300
Services to Other Governments	\$ 234,400
Sales of Services	\$ 1,060,500
Other Revenues, Own Sources	\$ 1,259,600
Unconditional Transfers, Province	\$ 223,400
Conditional Transfers	\$ 169,900
Financing and Transfers	\$ 241,900
Total Revenue	\$ 15,963,900

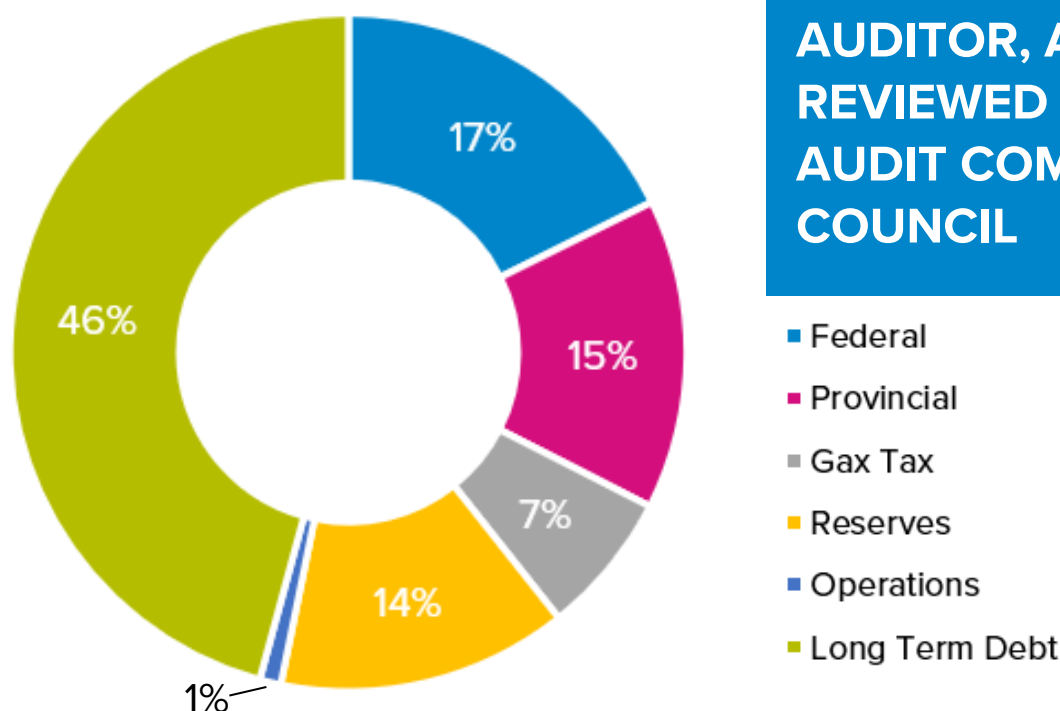
Expenses

General Government Administration	\$ 1,931,100
Protective Services	\$ 4,306,900
Transportation Services	\$ 2,607,600
Environmental Health Services	\$ 729,400
Environmental Development	\$ 754,300
Parks, Recreation and Cultural	\$ 1,848,600
Financing and Transfers	\$ 1,661,200
Mandatory Provincial Services	
Property Valuation Services	\$ 91,000
Correction and Prosecution	\$ 95,800
Public Health and Housing	\$ 90,000
Library	\$ 42,800
Education	\$ 1,805,200
Total Expenses	\$ 15,963,900

Capital Investment

There are several capital projects identified for 2023-2024, totalling a projected \$6,605,900. These are funded through Gas Tax, Reserves, General Operations, Long-Term Debt and Provincial/Federal governments.

How the Town Will Fund the 2023-2024 Capital Budget (Revenues)



THE TOWN'S FINANCIAL STATEMENTS ARE AUDITED EACH YEAR BY AN INDEPENDENT AUDITOR, AND REVIEWED BY THE AUDIT COMMITTEE AND COUNCIL

- Federal
- Provincial
- Gas Tax
- Reserves
- Operations
- Long Term Debt

For more information about budgets:



www.kentville.ca/finance

902-679-2508

finance@kentville.ca

Visit Town Hall at 354 Main Street, Kentville

Kentville
A BREATH OF FRESH AIR

Appendix B

TOWN OF KENTVILLE
CAPITAL INVESTMENT PLAN
2023-2024
YTD July 31, 2023

PROJECT BY DEPARTMENT/AREA	2023/2024 BUDGET	2023/2024 FORECAST	2023/2024 YTD ACTUAL
Canada Community Building Fund			
MacDonald/Henry/ Braeside	\$ 825,000	\$ 625,000	\$ -
Green Infrastructure Fund - Trails and Pathways	2,071,100	2,071,100	308,883
General Administration	50,000	50,000	14,369
Protective Services	145,000	145,000	118,761
Transportation ^{Note 1}	1,565,000	1,215,000	244,267
ICIP - Donald Hiltz Connector	844,000	250,000	3,527
Planning and Development	104,800	104,800	-
Parks and Recreation ^{Note 2}	1,001,000	1,001,000	143,405
TOTAL PROJECTS 2023-24	\$ 6,605,900	\$ 5,461,900	\$ 833,212

Notes

1	comprised of:			
	Equipment	750,000	400,000	-
	Buildings	35,000	35,000	-
	Streets & Lights	220,000	220,000	14,348
	Sidewalks	250,000	250,000	205,438
	Storm Sewer	310,000	310,000	24,481
		1,565,000	1,215,000	244,267
2	comprised of:			
	Green Spaces	140,000	140,000	61,250
	Parks & Playgrounds	663,500	663,500	60,700
	Sport Facilities	197,500	197,500	21,455
		1,001,000	1,001,000	143,405

Appendix C



Town of Kentville Operating Fund Statement of Operations For the Period Ending July 2023

Overall

July 31 results do not provide sufficient new information to adjust the 2023-2024 forecast from the annual budget. Actual revenue sources and expenditure payments are reported as they are earned or come due. The portion of revenues or expenditures recognized as a percentage of the annual budget is the budget revenue or spend rates. If revenues and expenditures were evenly distributed throughout the year, a 33 % revenue or spend rate would be expected in month four (4) of the fiscal year. Spending patterns are often annual, quarterly, or monthly. Timing differences between yearly spend rates and budget compared to actual occur; however, they are not expected to create a significant variance between actual and budget at fiscal year-end.

Actual results are evaluated against the prior year's revenue and spend rates as well as the current year's budget. They are in line with the annual approved budgets based on preliminary July results. Department specific forecasts will be established using September results.

Explanation of significant changes between current year and prior year revenue or spend rates are below.

Revenue

- Interim **taxes** are generally based on the 2022/2023 property tax rate making the revenue rate less than 50% as expected.
- **Business property revenue** budget exceeds actual by \$3,313. Forecasting a deficit for this item.
- **Services to local and provincial governments** – Kentville library semi-annual invoicing to County of Kings delayed. Provincial billings for protective services secondment are recognized quarterly.
- **Other revenue-own sources** – Return on investments are recorded at year end. Many rentals of space begin in the fall.
- **Conditional transfer** First quarterly revenue received from the Department of Justice for a specific police service.

Expenditures

- **General Admin**
 - Insurance expenditure is fully recorded in **General Admin** while budget is assigned to multiple departments including **Protective Services, Transportation Services, and Recreation**. Reallocation entries to be completed.
 - One time PACE cost sharing with West Hants, IT MDR solution and grants to community organizations are included in July results.
- **Debt charges** occur based on a defined payment schedule.

Town of Kentville Operating Fund
Statement of Operations
For the Period Ending July 2023

Expenditures Continued:

- Some internal allocations between departments remain outstanding impacting **Transportation Services** and **General Admin.**
- Street lighting payment timing differs from the prior year and the installation of ornamental light replacements contributed to **Transportation Services** varying from last year's spend rate.
- **Environmental Health Services** includes first two quarter payments to Valley Waste Resource Management.
- A vacant planner position and timing of secondary planning work recorded in **Planning and Zoning** is contributing to its variance from last year's spending and this year's budget.
- **Economic Development** contains a one-time \$25,000 payment to KDCL.
- Seasonal fluctuations in **Recreation and Cultural** expenses include this summer's Canda Cup event with spending and revenues more than this time last year in the values of \$48,500 and \$35,700 respectively.

Town of Kentville Operating Fund

Statement of Operations

For the Period ended July 31, 2023

Revenue	Annual Budget	Preliminary YTD Amount	% Budget Revenue CY	% Budget Revenue PY
TAXES				
Tax (including Industrial Park)				
Assessable property	11,330,300	5,300,940	46.8%	45.6%
Resource	54,200	23,273	42.9%	46.3%
Economic development	112,200	52,677	46.9%	39.6%
	11,496,700	5,376,889	46.8%	45.6%
Area rates and frontages				
Area rates	674,600	355,855	52.8%	54.0%
Special assessments	2,000	-	0.0%	0.0%
	676,600	355,855	52.6%	53.8%
Based on revenue				
Business property	34,600	31,317	90.5%	96.6%
TOTAL TAXATION	12,207,900	5,764,061	47.2%	46.2%
PAYMENTS IN LIEU OF TAXES				
Federal and agencies	387,900	-	0.0%	0.0%
Provincial and agencies	178,400	-	0.0%	0.0%
	566,300	-	0.0%	0.0%
SERVICES TO OTHER GOVERNMENTS				
Provincial government	138,300	35,301	25.5%	23.1%
Local government	96,100	-	0.0%	23.2%
	234,400	35,301	15.1%	23.1%
SALES OF SERVICES				
Agencies	1,060,500	383,354	36.1%	36.2%
OTHER REVENUE-OWN SOURCES				
Fines, fees, permits	36,600	16,966	46.4%	42.4%
Rentals	415,400	23,127	5.6%	8.8%
Interest	134,200	100,440	74.8%	47.7%
Return on investments	630,000	-	0.0%	0.0%
Other	43,400	10,059	23.2%	26.1%
	1,259,600	150,592	12.0%	8.7%
UNCONDITIONAL TRANSFERS	223,400	52,259	23.4%	22.9%
CONDITIONAL TRANSFERS	169,900	25,000	14.7%	15.7%
FINANCING AND TRANSFERS				
From reserves	241,900	-	0.0%	0.0%
	241,900	-	0.0%	0.0%
TOTAL REVENUE	\$ 15,963,900	\$ 6,410,567	40.2%	38.7%

Town of Kentville Operating Fund

Statement of Operations

For the Period ended July 31, 2023

Expenditures	Annual Budget	Preliminary YTD Amount	% Budget Expended CY	% Budget Expended PY
GENERAL ADMINISTRATION				
Legislative	287,600	84,318	29.3%	33.6%
General administration	1,734,500	863,358	49.8%	35.9%
	2,022,100	947,677	46.9%	35.6%
PROTECTIVE SERVICES				
Police- core program	2,976,000	948,441	31.9%	38.7%
Police-sales of service	158,900	40,796	25.7%	19.8%
Law enforcement	207,200	52,851	25.5%	26.5%
Fire fighting	908,900	253,000	27.8%	24.6%
Protective service- debt charge	3,600	2,049	56.9%	54.8%
Emergency measures and other	148,100	33,883	22.9%	8.5%
	4,402,700	1,331,021	30.2%	33.4%
TRANSPORTATION SERVICES				
Common services	1,228,000	319,066	26.0%	35.6%
Road transportation	822,400	172,954	21.0%	13.2%
Public transit	408,100	67,707	16.6%	54.9%
Transportation- debt charge	50,400	29,523	58.6%	50.2%
Other	98,700	29,783	30.2%	36.7%
	2,607,600	619,033	23.7%	31.1%
ENVIRONMENTAL HEALTH SERVICES				
Solid waste collection and recycling	729,400	390,488	53.5%	54.9%
PUBLIC HEALTH				
Public health and housing	90,000	-	0.0%	0.0%
ENVIRONMENTAL DEVELOPMENT				
Planning and zoning	242,200	36,984	15.3%	36.7%
Other community development	512,100	220,562	43.1%	40.2%
	754,300	257,546	34.1%	38.9%
RECREATION AND CULTURAL				
Recreation-Administration	766,700	195,713	25.5%	39.2%
-Programmes (net)	195,100	44,368	22.7%	17.3%
-Facilities	760,400	231,534	30.4%	37.8%
-Debt charge	28,900	17,218	59.6%	49.3%
Cultural	140,300	42,405	30.2%	38.0%
	1,891,400	531,238	28.1%	36.4%
EDUCATION	1,805,200	541,096	30.0%	33.1%
FINANCING AND TRANSFERS				
Debt charge- principal	911,700	878,340	96.3%	100.0%
Transfers to allowances and reserves	749,500	0	0.0%	0.0%
	1,661,200	878,340	52.9%	53.8%
TOTAL EXPENDITURE	\$ 15,963,900	\$ 5,496,439	34.4%	36.9%
SURPLUS (DEFICIT)		\$ 914,129		



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**

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



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**

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**

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



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**

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



Town of Kentville

Staff Report to Council Advisory Committee

Planning & Development

September 2023

Programs and Operations

- **Development Permits:** 13 Development Permits were issued in the month of July, with a total building valuation of \$4,894,496.52. 14 Development Permits were issued in the month of August, with a total building valuation of \$2,175,149.75.
Activity & Development Permit Report is attached.
- **Subdivision Applications:** 2 new subdivision files were submitted in July, and 3 new subdivision files were submitted in August.
- The Historic Kentville video was launched by the Visitor Centre Page last month and was positively received by audiences. The video features historic assets and areas of town, using both stylized re-enactment scenes and current day shots.
- The last day of operation for the Kentville Visitor Centre will be Sunday October 8th. Staff have organized a community yard sale for the park location on closing day. A few table spaces are still available.
- **Site Plan Approval:** Staff compiled and circulated Site Plan Approval Packages for a revised residential development in the north end of Kentville. The appeal period ended on July 17 with no appeals filed. Staff have also compiled and circulated Site Plan Approval Packages for a minor addition to a commercial property that abuts residential zoned properties. The appeal period is set to expire mid-month.

Tourism & Special events

- The Kentville Multicultural Festival is returning to downtown Kentville on September 16. Details will be posted on the KBC website, Facebook event page, and TOK website.

- The Pumpkin people theme for this year has been announced as “Under the Sea”. We are partnering with Valley Waste this year to promote waste reduction week and keeping the beaches clean campaigns, which are a good tie-in to this year’s theme. We are working on developing some activities and workshops around Pumpkin People that promote waste reduction. We are hoping to include a workshop where folks can learn how Gerry makes his pop bottle fishes. More details to come.
- A community group has booked Centre Square for a night market on Friday October 6th, which will be a nice celebratory lead in to Harvest Festival on Saturday the 7th. There are also three other bookings for September and October.
- Please note the following upcoming dates for special and signature events in Kentville:
 - ~~Apple Blossom Festival: May 25-27 (Kentville)~~
 - ~~Devil’s Half Acre Motorcycle Rally: June 25-26~~
 - ~~Kentville Mural Festival: July 14-16~~
 - ~~Canada Cup Mountain Bike Nationals: July 20-23~~
 - Kentville Multicultural Festival: September 16
 - Kentville Harvest Festival: October 7
 - Pumpkin People Festival “Under the Sea”: October 7-29
 - Holly Days Festival: November 17

Projects

- **MPS Amendments:** the MGA sets out minimum planning standards that the Town’s planning documents need to acknowledge. There are two areas within our current MPS that need to be amended: Engaging with abutting municipalities, and language to connect the MPS to the public participation policy. A report will be presented later during this meeting regarding the proposed amendments.
- **Prospect Ave Rezoning:** The Planning Department has received a rezoning application for an R5 property along Prospect Ave. The application is to consider a portion of the property to be rezoned to R1 to allow for a smaller lot to be subdivided. A report will be presented later during this meeting regarding the request.
- Staff are encouraged by the ongoing success of the Centre Square Activation Project and thank our partners at Kentville Business Community, the Kentville Lions, Kentville Farmers Market and others who have helped us transform over time how people view and use Centre Square. As the space becomes more popular some new signage outlining the amenities and the hours of use is being added. Signs are on order and will be installed once delivered.

- **Blossoms on the Block Project:** Community Development was recently awarded grant funding from the Beautification and Streetscaping Program in the amount of \$10,000.00. The funding will support the planting of blossoming trees in designated areas along a route stretching from Park Street West through to Main Street east. More details to come, locations are still being scouted and confirmed. We hope to be able to plant at least 15 new trees.

Meetings/Training

- Staff Meetings
- Valley REN
- Kings County Economic Development
- KBC Executive check in
- Tree planting location scout
- Housing Accelerator Fund Meetings
- Tourism Marketing assets / photography
- Various property owners and business liaisons regarding development opportunities in the Town

Public Engagement

- Appointments are encouraged with staff for those looking for support with Development Permit and Subdivision Applications
- Frequent phone calls and email correspondence

Respectfully Submitted,

Kirsten Duncan

Planning Technician/Acting Development Officer

Lindsay Young

Community & Economic Development Coordinator

Activity Report

Planning & Development

July & August 2023



	PERMITS ISSUED July 2023		PERMITS ISSUED July 2022	
PERMITS	Month Total	Year Total	Month Total	Year Total
Number of Permits	13	77	6	91
Total Building Value	\$ 4,894,496.52	\$ 13,279,135.75	\$ 74,526.00	\$ 17,047,052.00
Permit Revenue	\$ 3,862.77	\$ 17,087.24	\$ 116.90	\$ 13,623.34

	PERMITS ISSUED August 2023		PERMITS ISSUED August 2022	
PERMITS	Month Total	Year Total	Month Total	Year Total
Number of Permits	14	91	9	100
Total Building Value	\$ 2,175,149.75	\$ 15,454,285.50	\$ 1,055,900.00	\$ 18,102,952.00
Permit Revenue	\$ 2,040.90	\$ 19,128.14	\$ 2,507.66	\$ 16,131.00

Permit Report

Planning & Development

July & August 2023



Permit #:	4181	Permit Date:	7/6/2023
Value of Construction:	\$4,000.00	Fee:	\$33.90
New Accessory Construction - Replacing the back deck with a newer, larger deck, measuring 12' x 25' with a 4' x 4' landing with stairs (316 sq ft)			

Permit #:	4171	Permit Date:	7/7/2023
Value of Construction:	\$300,000.00	Fee:	\$680.00
Renovations - Renovating the building to fill in 6 bay doors with walls, installing 4 new windows and replacing siding.			

Permit #:	4176	Permit Date:	7/18/2023
Value of Construction:	\$10,000.00	Fee:	\$42.00
Renovation - Renovating the basement to create an Ancillary Dwelling Unit, 823.3 sf in area, and renovating the bathroom on the main floor.			

Permit #:	4183	Permit Date:	7/18/2023
Value of Construction:	\$390,000.00	Fee:	\$331.74
New Residential Construction - Constructing a new Two Unit Dwelling, residential space is 1,305 sq ft PER SIDE and garage space is 280 sq ft PER SIDE.			

Permit #:	4185	Permit Date:	7/18/2023
Value of Construction:	\$20,000.00	Fee:	\$64.00
Renovations - Change of Use from Massage/Acupuncture to Art Gallery. Renovations to washroom and a proposed ramp to comply with building code requirements.			

Permit #:	4187	Permit Date:	7/18/2023
Value of Construction:	\$690,000.00	Fee:	\$300.61
New Residential Construction - Constructing a new Single Unit Dwelling, residential space is 2,233 sq ft and garage space is 795 sq ft.			

Permit #:	4178	Permit Date:	7/25/2023
Value of Construction:	\$83,000.00	Fee:	\$83,000.00
Renovations - Renovating the basement to create an Ancillary Dwelling Unit, 835.7 sf in area, and constructing a new entrance to the unit on the west side of the basement.			

Permit #:	4182	Permit Date:	7/25/2023
Value of Construction:	\$595,000.00	Fee:	\$720.70
New Commercial/Industrial Construction - Constructing a new 91' x 50' (4,550 sf) commercial building with two units.			

Permit #:	4184	Permit Date:	7/25/2023
Value of Construction:	\$15,000.00	Fee:	\$34.08
New Accessory Structure - Constructing a 16' x 20' (320 sf) garage in the side yard.			

Permit #:	4186	Permit Date:	7/27/2023
Value of Construction:	\$36,696.52	Fee:	\$50.00
Solar Panels - Installing 22 Solar Panels on the roof of the existing dwelling.			

Permit #:	4188	Permit Date:	7/27/2023
Value of Construction:	\$800.00	Fee:	\$0.00
New Accessory Structure - Placing a 8' x 11' (88 sf) garden shed on a residential property.			

Permit #:	4189	Permit Date:	7/28/2023
Value of Construction:	\$1,375,000.00	Fee:	\$708.71
New Residential Construction - Constructing a new 8-unit apartment building (3-level), totalling 6,261 sf of residential space			

Permit #:	4190	Permit Date:	7/28/2023
Value of Construction:	\$1,375,000.00	Fee:	\$708.71
New Residential Construction - Constructing a new 8-unit apartment building (3-level), totalling 6,261 sf of residential space			

Permit #:	4192	Permit Date:	8/1/2023
Value of Construction:	\$23,611.50	Fee:	\$50.00
Solar Panels - Installing 22 Solar Panels on the roof of the existing dwelling.			

Permit #:	4193	Permit Date:	8/1/2023
Value of Construction:	\$22,538.25	Fee:	\$50.00
Solar Panels - Installing 21 Solar Panels on the roof of the existing semi-detached dwelling.			

Permit #:	4194	Permit Date:	8/1/2023
Value of Construction:	\$30,000.00	Fee:	\$51.68
New Accessory Structure - Constructing a 24' x 30' (720 sf) garage in the rear yard.			

Permit #:	4199	Permit Date:	8/9/2023
Value of Construction:	\$11,000.00	Fee:	\$0.00
New Accessory Structure - Placing a new 10' x 20' (200 sf) accessory structure on the property in the rear yard.			

Permit #:	4191	Permit Date:	8/11/2023
Value of Construction:	\$1,200,000.00	Fee:	\$1,178.08
New Commercial/Industrial Construction - Constructing a new 94' x 80' (7,520 sf) building for a new Distribution Centre.			

Permit #:	4196	Permit Date:	8/11/2023
Value of Construction:	\$0.00	Fee:	\$0.00
Change of Tenant - Change of tenant from Retail store to Retail store.			

Permit #:	4197	Permit Date:	8/11/2023
Value of Construction:	\$0.00	Fee:	\$0.00
Change of Tenant - Change of tenant from Retail store to Retail store.			

Permit #:	4198	Permit Date:	8/11/2023
Value of Construction:	\$250,000.00	Fee:	\$272.30
New Residential Construction - Constructing a new Two Unit Dwelling, residential space is 1,041.19 sq ft PER SIDE and garage space is 264.07 sq ft PER SIDE.			

Permit #:	4200	Permit Date:	8/11/2023
Value of Construction:	\$63,000.00	Fee:	\$46.40
New Accessory Structure - Constructing a 24' x 25' (600 sf) accessory building in the flank/rear yard.			

Permit #:	4201	Permit Date:	8/11/2023
Value of Construction:	\$75,000.00	Fee:	\$50.00
Swimming Pool - Installing a 20' x 40' inground swimming pool in the backyard.			

Permit #:	4202	Permit Date:	8/15/2023
Value of Construction:	\$0.00	Fee:	\$0.00
Change of Tenant - Change of tenant from Salon to Salon.			

Permit #:	4195	Permit Date:	8/18/2023
Value of Construction:	\$450,000.00	Fee:	\$236.00
New Residential Construction - Constructing a new Single Unit Dwelling, residential space is 1,810 sq ft and garage space is 384 sq ft.			

Permit #:	4203	Permit Date:	8/11/2023
Value of Construction:	\$20,000.00	Fee:	\$64.00
Renovations - Renovating the basement to create an Ancillary Dwelling Unit, 858.7 sf in area.			

Permit #:	4204	Permit Date:	8/24/2023
Value of Construction:	\$30,000.00	Fee:	\$42.44
New Accessory Structure - Constructing a 3-sided windshelter in Town-owned Parkland. Structure is 8' tall, 6' wide and 20' in length in both directions (204 sf in area)			



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 15th, 2023

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



C+D community
design

REPORT OVERVIEW

Request	<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>
Description	<p>Engagement with Abutting Municipalities</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><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></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"> 1. Who are the governing bodies surrounding the Town of Kentville that it would be essential to communicate planning matters with? 2. Are there municipalities that border Kentville or that your government frequently collaborates with? 3. Do you have any shared buildings, services, or resources? Is there a nearby reserve that should be included in planning matters? 4. How much would you like to engage the other municipalities in planning matters? 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?
Recommendation	<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"> 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. 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

	<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>
Relevant Policies and Legislation	<p>Municipal Government Act 214(1)(d) & 204A(1)(2)(3)</p> <p>Municipal Planning Strategy Chapters 11 & 15</p> <p>G62 Public Participation Policy (Policy will require revisions)</p> <p>G64 Public Engagement and Participation at Council Meetings</p>
Follow Up Action	<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"> 1. Public Participation Program to consider the proposed amendments. 2. 1st Reading (Council) 3. Public Hearing (Council) 4. 2nd Reading (Council)

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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
Municipalities Cooperation			X	X	X	X		
Municipal Infrastructure	X	X			X	X	X	X
Environment Climate Change		X			X			
Residential								
Economic/Industrial					X		X	
Transportation			X	X				
Implementation								

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

Town of Amherst		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>	
Town of Annapolis Royal		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>	
Town of Antigonish		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"> • Regional Transportation Planning and construction projects • Development proposals in the Fringe area • Facility Development • Economic Development Planning • Flood Mitigation and Stormwater Management Planning • James River Watershed Protected Water Area • Infrastructure Planning • Youth Engagement in Decision-Making”
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>
Town of Berwick	
	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>-> No specific policy for cooperation with abutting municipalities.</p>
Town of Bridgewater	
	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"> i. The creation or review of a Municipal Planning Strategy; or ii. The creation or review of a Land Use By-law; or iii. The creation or review of a Subdivision By-law; or

	<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.	
Town of Digby	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 -> 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>Town of Lockeport Issued in 1986 -only one available</p>	
No policies for cooperation with abutting municipalities.	
<p>Town of Lunenburg 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"> (a) cost recovery to the Town for both capital and operational costs; (b) the effects on servicing capacity and serviceability of lands within the Town boundary; and (c) input from the Municipality of the District of Lunenburg.
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”
Town of Mahone Bay	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.”
Town of Middleton	Issued in 2018
No policies for cooperation with abutting municipalities.	
Town of Mulgrave	Issued on
MPS not found.	
Town of New Glasgow - Secondary Planning Strategy (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.”
Town of Oxford	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	
Town of Port Hawkesbury	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.	
Town of Stewiacke	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>
Town of Trenton	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	
Town of Wolfville	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>
Town of Yarmouth	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

Inter-Municipal Planning Strategy		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



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

Request	We have received an application to rezone PID #55112999 (Prospect Avenue) to permit the development of a single-unit dwelling.		
Description	<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 ft² and frontage of 200 ft, while the minimum lot area and frontage requirements in the Single Dwelling (R1) zone are 5,000 ft² 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>		
Recommendation	<p>It is recommended that council APPROVE the proposal to:</p> <p>To rezone a portion a portion of PID 55112999 from Large Lot Residential (R5) zone to Single Unit Dwelling (R1) zone.</p>		
Relevant Policies and Legislation	<ul style="list-style-type: none"> • Municipal Planning Strategy • Land Use By-Law • Town of Kentville Policy Statement G62 Public Participation Policy (Planning) • Town of Kentville Policy Statement G64 Public Engagement and Participation at Council Meeting 		
Follow Up Action	<p>An amendment to a Planning Document, in this case the Land Use By-Law, requires the Public Participation Meeting 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>		

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

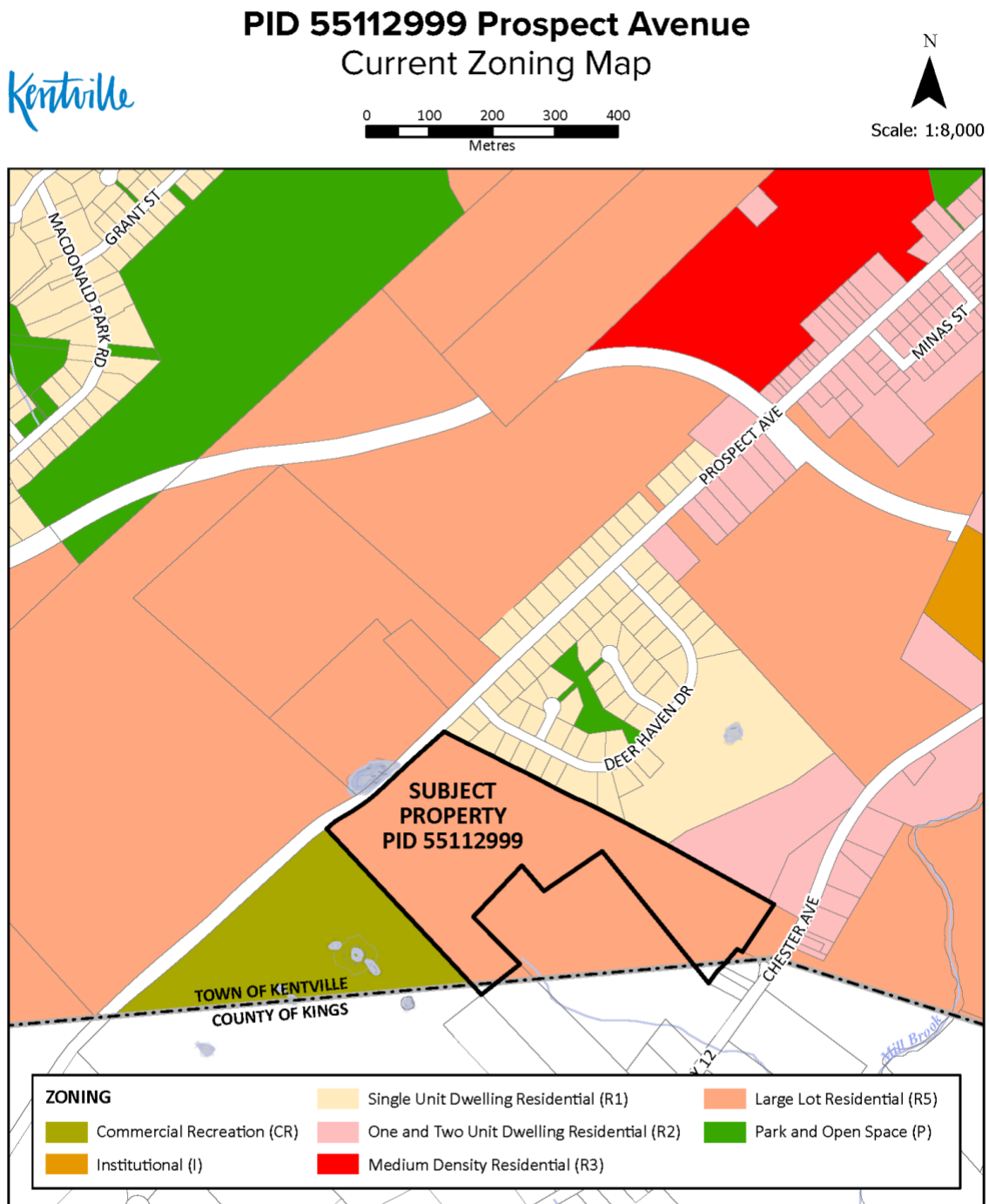
We have received an application to rezone a portion of PID 55112999, Prospect Avenue. The rezoning will be from a Large Lot Residential (R5) to a single-unit dwelling (R1) zone to reduce the lot area and frontage requirements for a single-family home.

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 ft² 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.

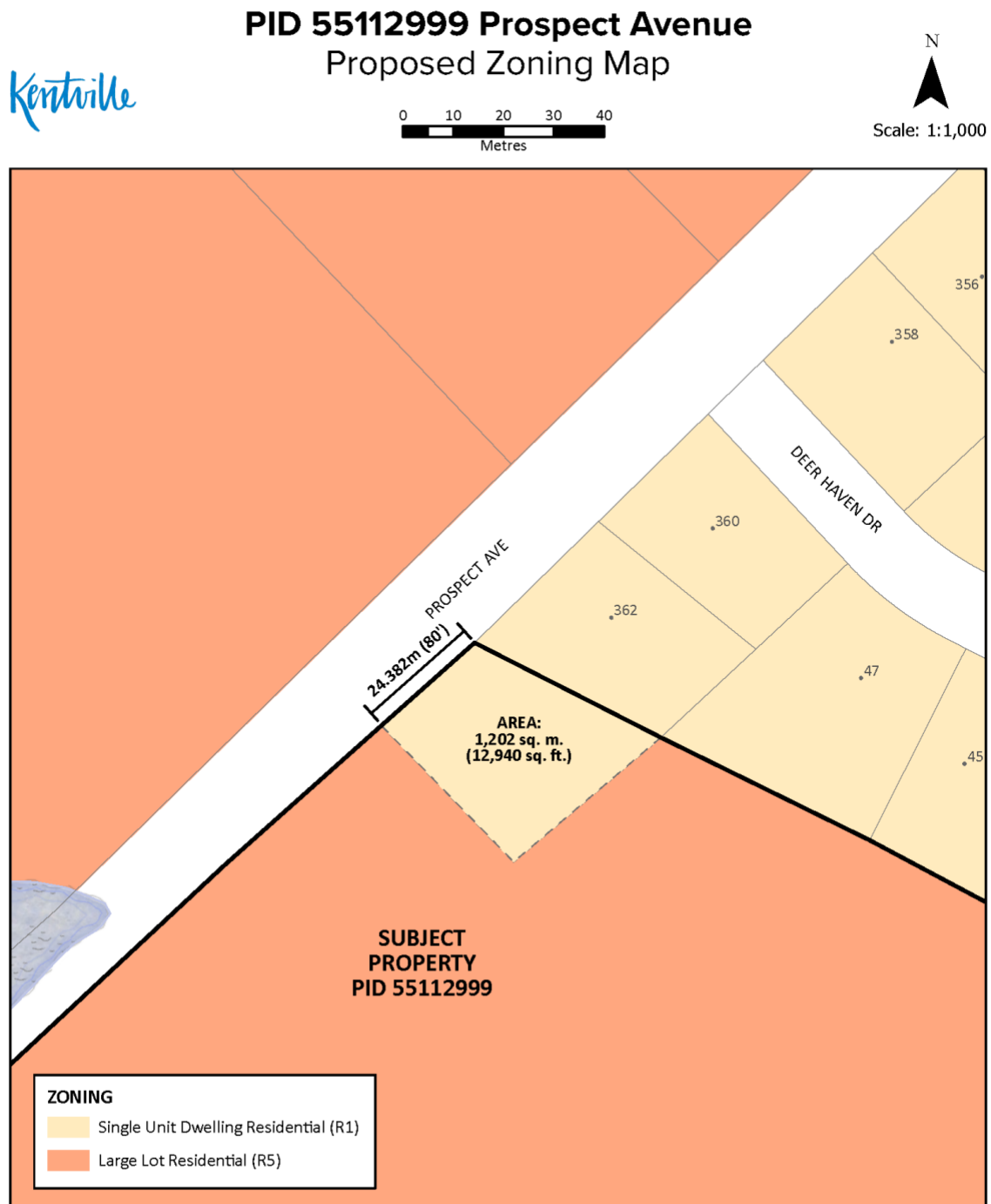
The existing R5 zoning permits single-unit dwellings; however, the applicant wants to rezone to a smaller portion to utilize minimum frontage and lot requirements better. R5 Zoning was created to be applied to larger lots that do not have Municipal Services. The property owners will be responsible for 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 ft² 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 ft² 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 ²)	(minimum) 5,000 ft ²	(minimum) 60,000 ft ²	12,940 ft ²
Frontage (ft)	(minimum) 50 ft	(minimum) 200 ft	80 ft

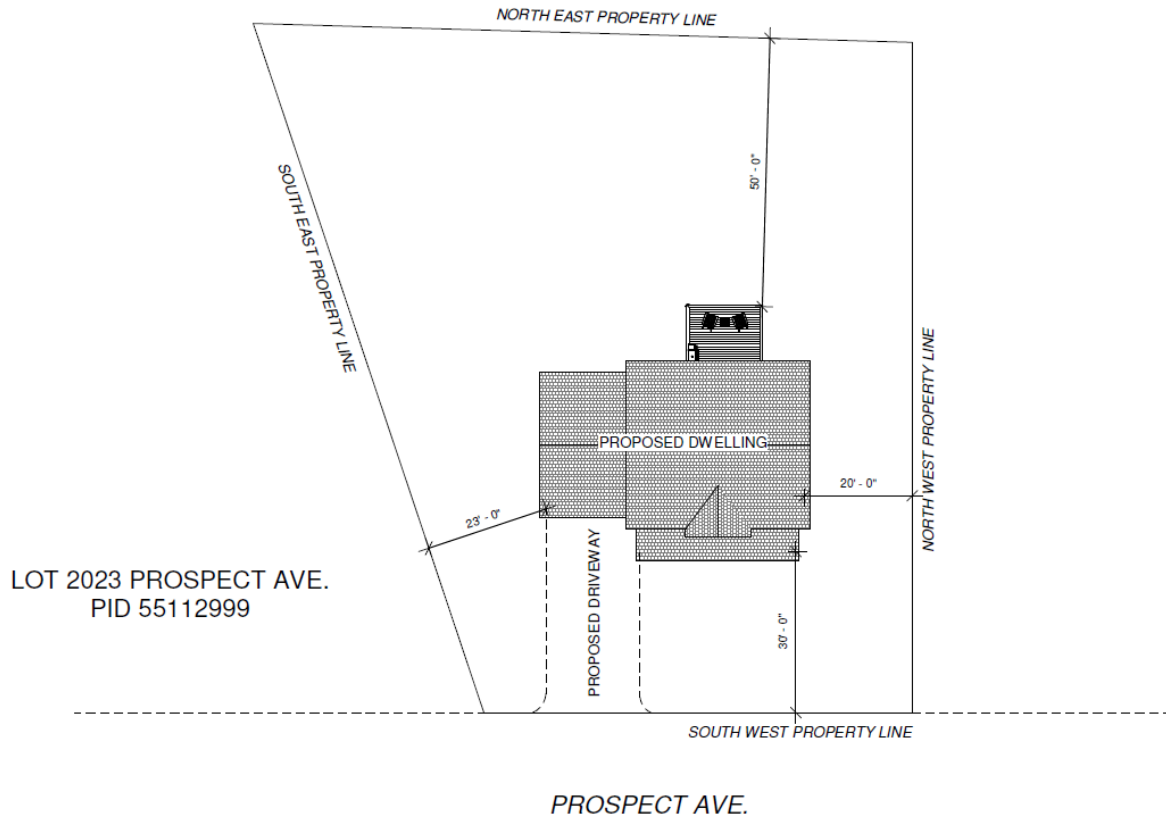


Figure 4 Proposed Lot Configuration for Single-Family Dwelling Development

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:

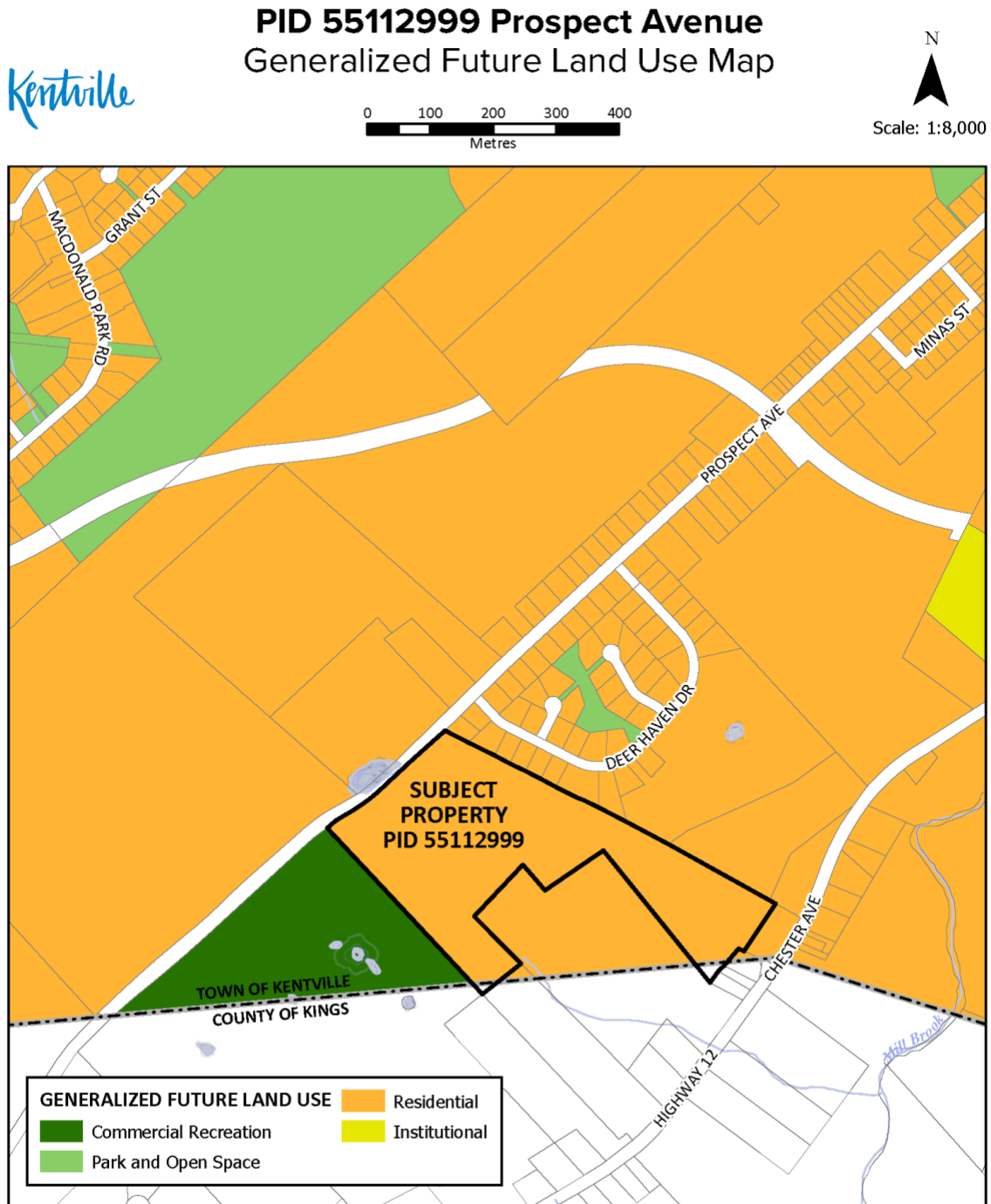
1. Compatibility of the proposed land use with adjacent uses
2. Compatibility of the development with adjacent properties in terms of scale
3. The proposed development resolves any potential compatibility issues with nearby land uses resulting from lighting, signage, outdoor display, outdoor storage, 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](#).



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 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

Minimum Lot Area	5 000 ft ²	464.52 m ²
Minimum Lot Frontage	50 ft	15.24 m
Minimum Front Yard	20 ft	6.10 m
Minimum Rear Yard	15 ft	4.57 m
Minimum Flankage Yard	10 ft	3.05 m
Minimum Side Yard	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

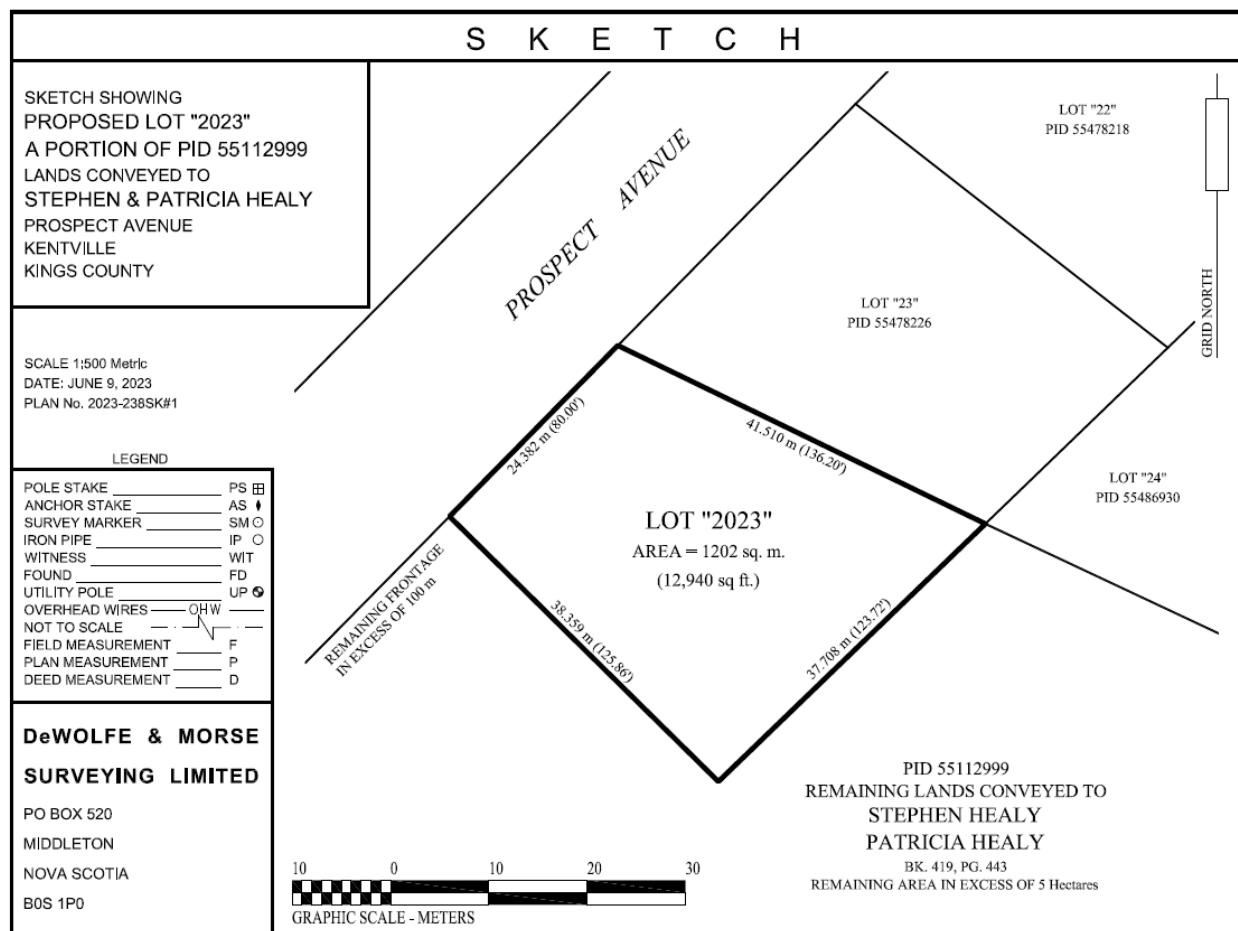
Minimum Lot Area	Single Unit Detached Dwelling	60 000 ft ²	5 574.18 m ²
	Homes for Special and Group Homes	60 000 ft ²	5 574.18 m ²
	Animal Kennels	60 000 ft ²	5 574.18 m ²
	Land Lease Community	5 acres	2.02 hectares
Minimum Lot Frontage	Single Unit Detached Dwelling	200 ft	60.96 m
	Animal Kennels	200 ft	60.96 m
	Homes for Special and Group Homes	200 ft	60.96 m
	Land Leased Community	200 ft	60.69 m
Minimum Front Yard	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
Minimum Rear Yard	Single Unit Detached Dwelling	20 ft	6.10 m
	Homes for Special Care	20 ft	6.10 m
Minimum Rear Yard	Land Leased Community	20 ft	
	Animal Kennels	40 ft	12.19 m
Minimum Flankage Yard	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
Minimum Side Yard	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

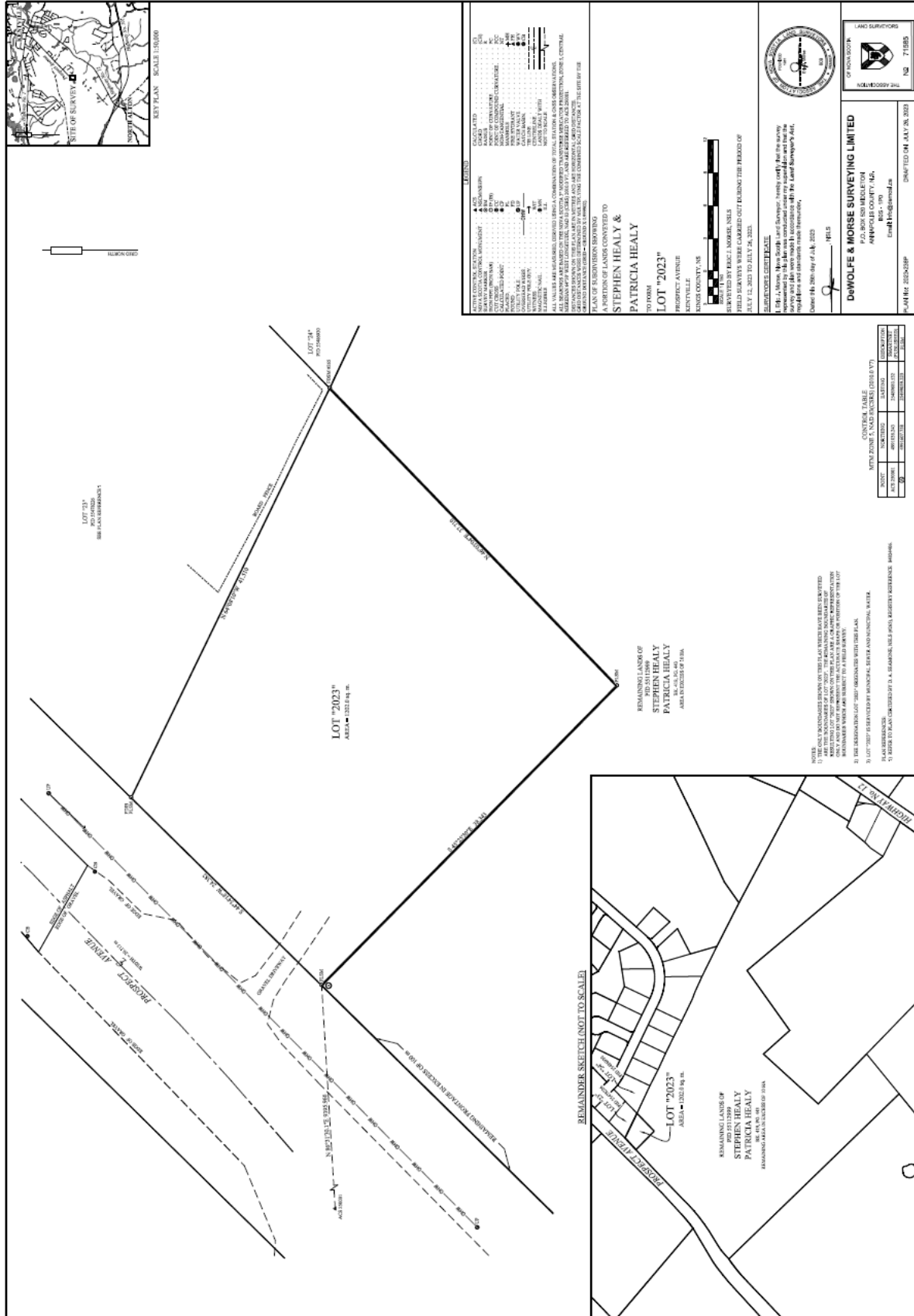
Schedule A Property Description

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:

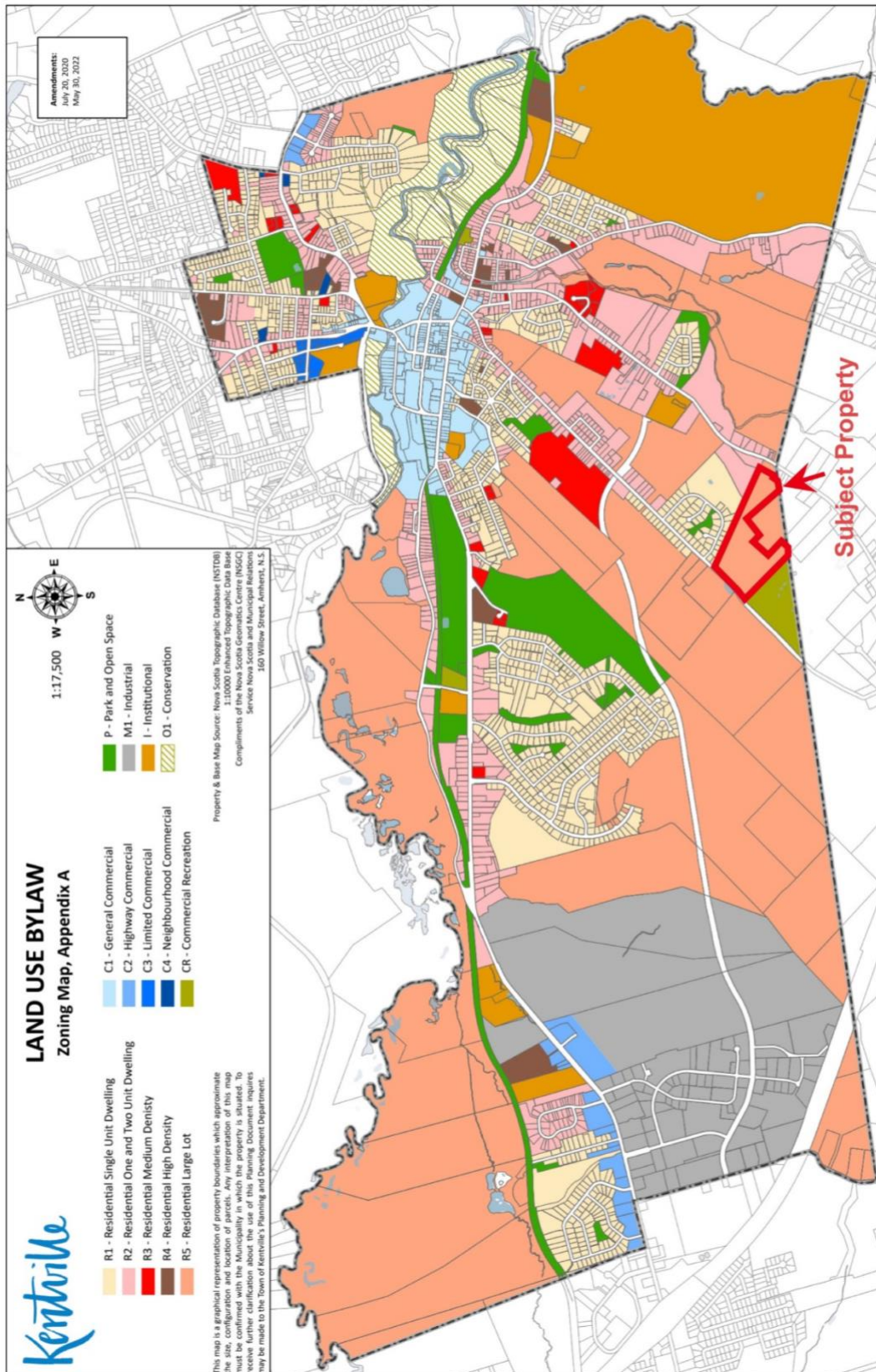
The frontage of the property is facing southwest side.

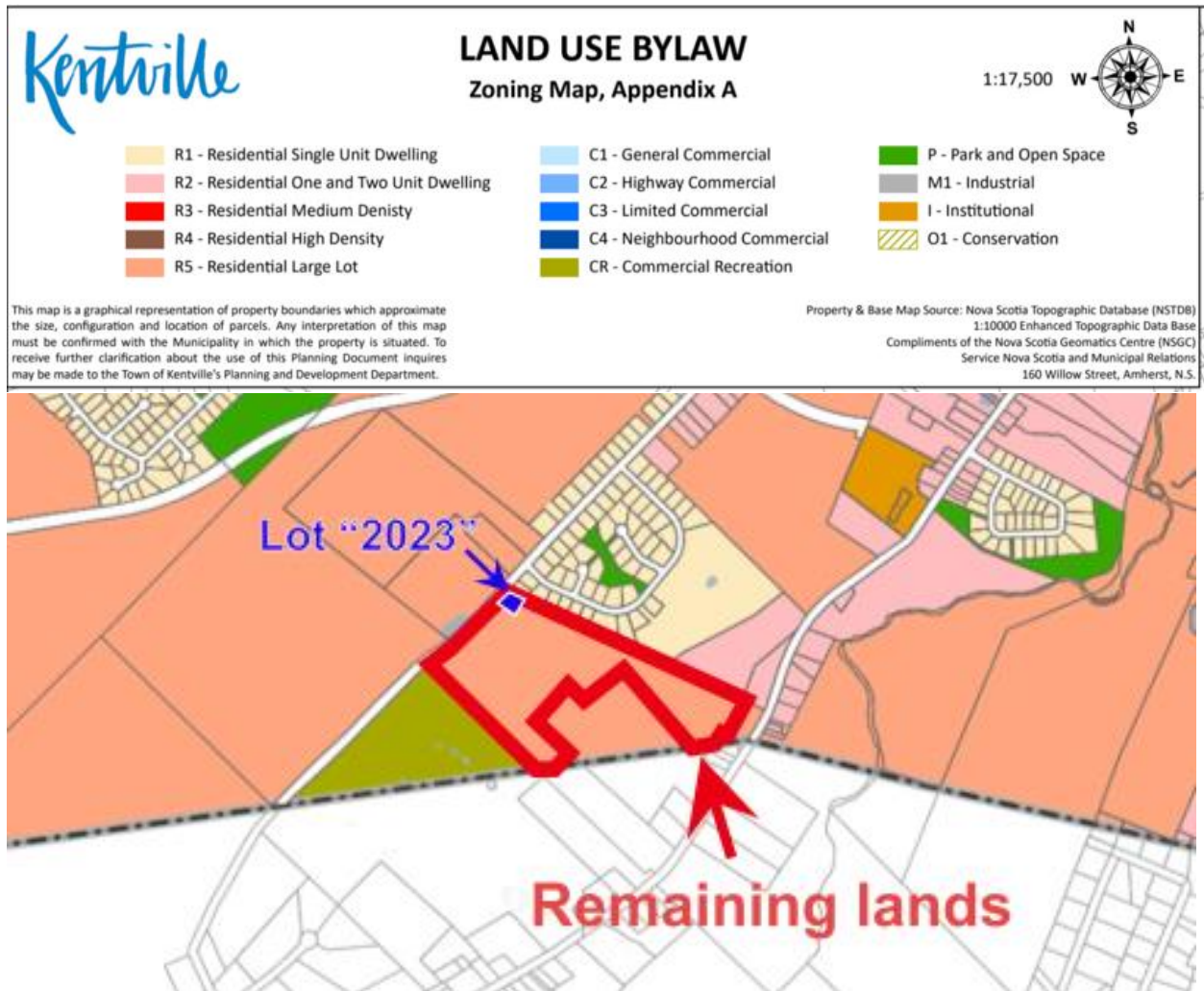
The southwest property line facing Prospect Avenue has 80 ft (24.382 m), the northwest property line has 125.86 ft (38.359 m), the northeast property line has 123.72 ft (37.708 m), and the southeast property line has 136.20 ft (41.510 m). The property is a proposed subdivision which has not yet been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



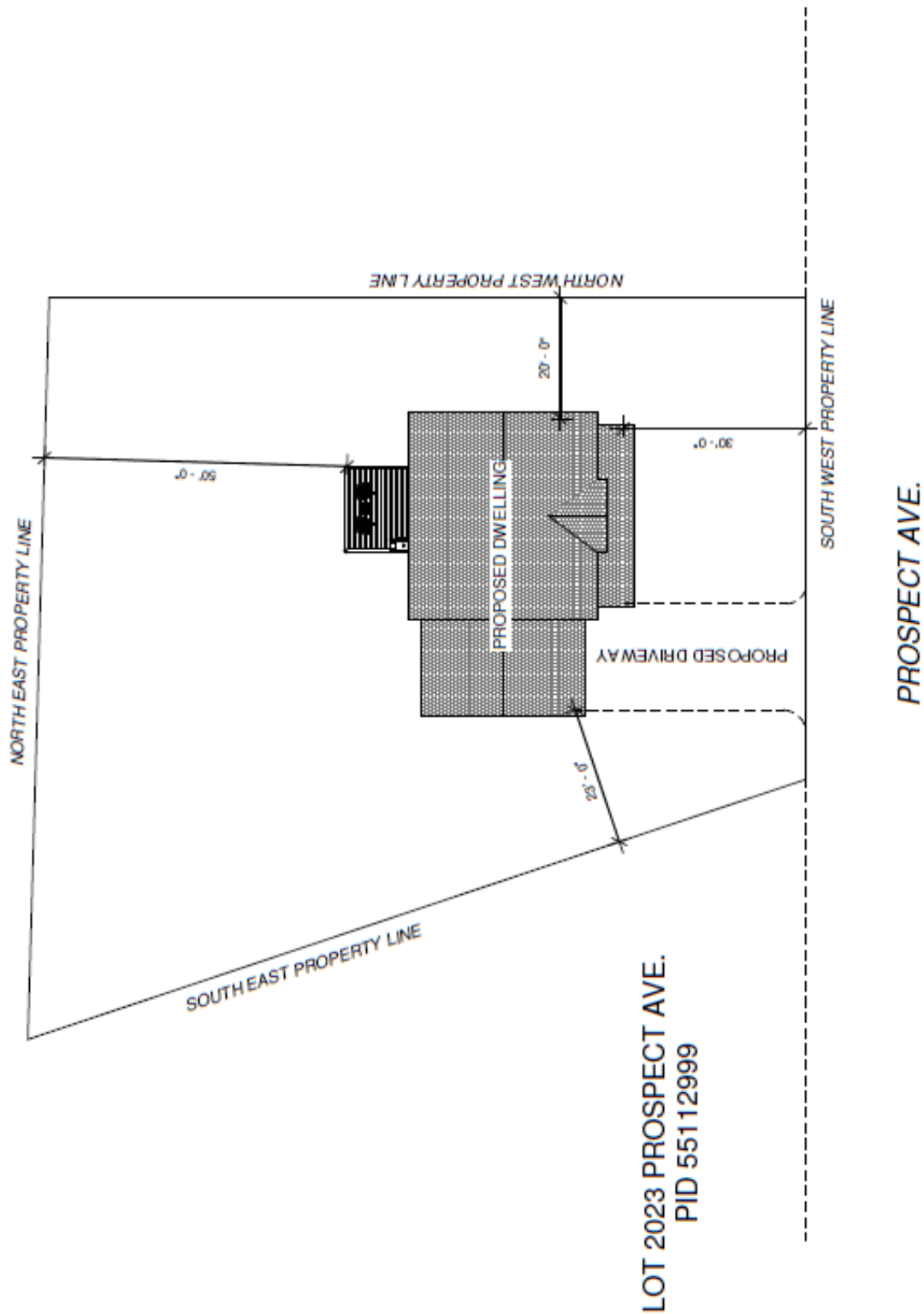


Schedule B Zoning Map





Schedule C Site Plan





Town of Kentville
Staff Report to Council Advisory Committee
For the Month of July and August 2023
DEPARTMENT OF PARKS AND RECREATION
PRESENTED ON SEPTEMBER 11TH, 2023

Administration and Operations

- Spike Fund
 - This year we have received \$3706.21 in funding and have received approximately \$2500 in donations.
 - Swim with the Mermaid event was held this year to raise funds for the Spike Fund.
 - A pickleball tournament will be held in September to raise money for the Spike Fund.
- Housing and Community Partnerships Coordinator
 - Alisha Christie has accepted a term position with the Town as the Housing and Community Partnership Coordinator. This position is responsible for working to address homelessness in the Kentville region, ensuring that a dignified approach is taken. Through community and regional partnerships, Alisha will be working to address barriers throughout the housing spectrum by taking a housing first approach.
- Neighbourhood Outreach Program Coordinator
 - We are currently advertising for the Neighbourhood Outreach Program Coordinator. This position is responsible for the design and development of community outreach programming that includes a range of both Town and community lead programs throughout the seasons. The purpose of these programs is to illuminate a vision for a new kind of neighbourhood, one where many different people can meet and work together on the creation of neighbourhood projects that invite ideas and creativity that impact everyone.
- Acting Director
 - Craig Langille will become the Acting Director of Parks and Recreation for the Town of Kentville beginning September 25th. Craig brings with him a wealth of management experience in the field of Recreation and will continue to support the Town's vision for Parks and Recreation in my absence.

- Training
 - Staff from our department have been accepted to speak at two up and coming conferences, one provincial and one national. Topics include our response to crisis management using a dignified lens, and the collaborative process we are using to regionally to address homelessness.

Facilities and Operations

OPERATIONS:

- Summer Park staff have ended their term and full-time park staff are transitioning to the arena. Beginning September 1st, Gerry Little begins to focus on pumpkin people celebrations. We are limited in staff availability for our parks and trails and continue to look for seasonal workers.

FACILITIES:

- Arena
 - The arena plant has turned on. The first day of arena operations will be September 18th.
- Parks and Trails
 - The most recent weather event caused damage to a number of facilities at memorial park, including ball parks, trails and foot bridges. The Parks and Recreation department will have a contractor access the areas for potential restoration work and estimated costs.
 - Deer Haven Community Trail consultation took place on July 6th. A survey was made available on the Town website throughout the summer months.
 - Further work is being done with community members and partnering organizations to address the Hemlock Woolly Adelgid in the Town. This includes future budgeting for the inevitable tree removal followed by tree planting that will be needed as the invasive species takes over and drastically change our landscape and trail and park access.
- Pool and Splashpad
 - The pool and splashpad had a successful summer season with minimal maintenance needed.
 - Work will continue into the Fall to assess the pool for leak locations.
- Tennis/Pickleball facility
 - Lines have been added to the courts creating six pickleball courts that are available for the community. Painting was done by community members, with support from town staff.

Programs and Operations

OPERATIONS:

- Summer Programming has come to an end. This summer we offered the following opportunities:

Adventure Krew daily childcare:

- 283 enrollments in the program between July-August.

Little Explorers summer camp:

- 19 enrollments in the two sessions of this program.

Tennis Programming:

- 63 lessons provided to youth between the ages of 5-16

Swimming:

- 37 swim lessons taught.
- 49 attendees at Aquafit
- Free swimming is offered every Friday, thanks to a provincial grant.
- Newly developed collaboration with Open Arms

Outreach Programming:

- Partnership Programming with:
- Autism NS, Brilliant Labs, Flower Cart, Kids Action Program, Valley Community Learning Association
- Instagram Summer Takeover: 64 posts this summer and a boost in followers to 981.
- Adult Ballet: 17 participants over four sessions
- Archery Program – 19 people for two separate sessions
- 30+ pop-up play event throughout the community

Community Outreach and Events

- 2023 National XCO/XCC Mountain Biking Championships took place July 20th-23rd. The event was very successful and drew more riders than originally expected. Thank you to all the volunteers, sponsors and organizing committee.
- Family Fun Day and End of Summer Celebration took place this year, both were well attended and supported by our summer outreach team.
- Harvest Fest is scheduled this year for Saturday October 7th.

CAPITAL PROJECTS

- Dog Park
 - The grand park opening took place on July 7th.
- Grandstands:
 - The retaining wall has been installed. We hope to have this project completed by the end of October.

Council Priorities

- Kentville's Accessibility Action Plan
 - *Kentville Access and Advisory Committee (KIAAC)*: This committee continues to meet. The public is encouraged to contact members of KIAAC with any concerns,

suggestions and queries: accessibility@kentville.ca, or visit our website at www.kentville.ca/accessibility for more information.

- The committee took a break for the summer and has moved the meeting schedule to be every second month. Friday September 8th is the next meeting for the Kentville Inclusion Advisory Committee.
- Kentville's Active Transportation Plan
 - Capital work continues for the downtown multi-use trail. Work will be happening on the sidewalks around center square, as per the scheduled plan for this year's AT investment.
 - Our Active Transportation Facilitator worked to create social media content, education programs and outreach this summer to increase awareness of active transportation in Kentville. This includes the Women on Wheels program and the Bike Play Dates.
- Regional Recreation Complex:
 - A meeting is scheduled for September 26th, 2023.

Respectfully Submitted,

A handwritten signature in cursive script that reads "R. Bedingfield". The signature is written in dark ink and is positioned above the printed name.

Rachel Bedingfield
Director of Parks and Recreation



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 6th, 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.



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!

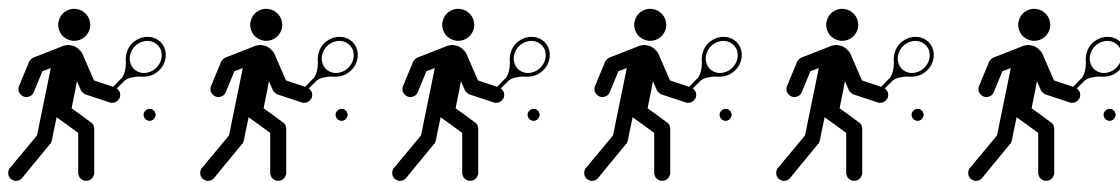


To the Kentville Town Council:

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

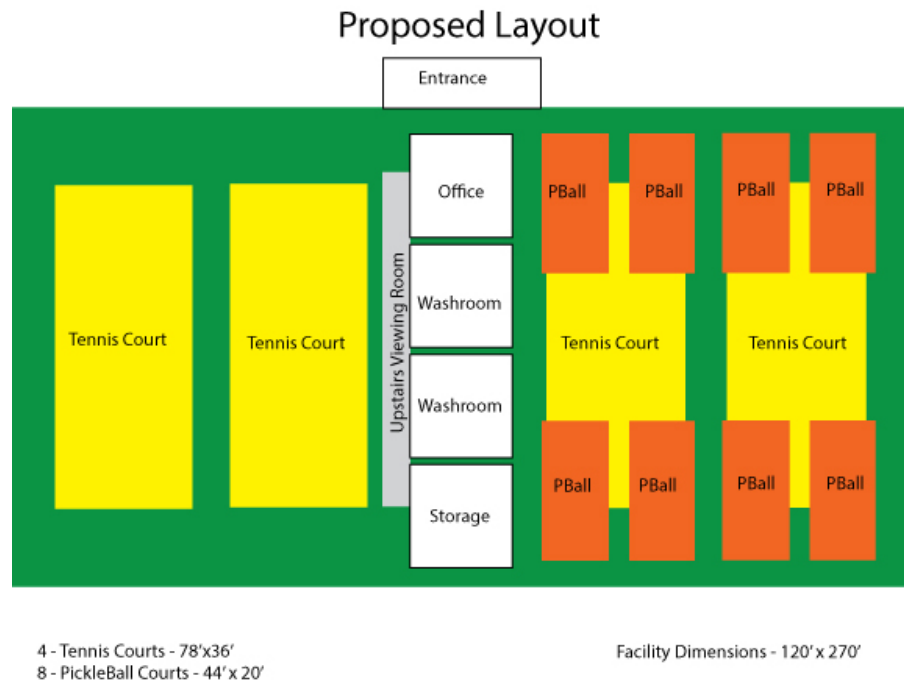
SUPPORT FOR THE PROJECT

- 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,

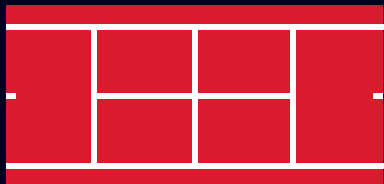
Kings County Tennis Association

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

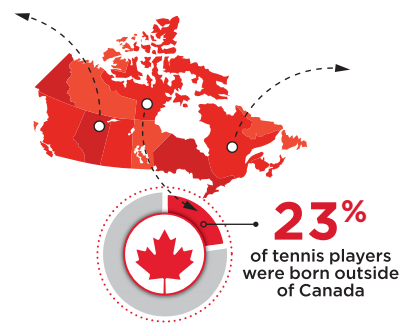
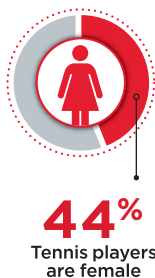
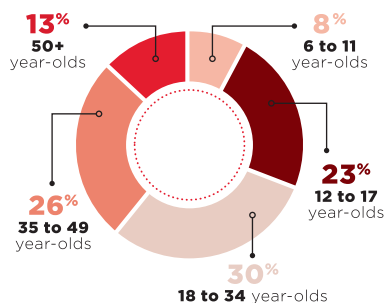
FOREWORD

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.

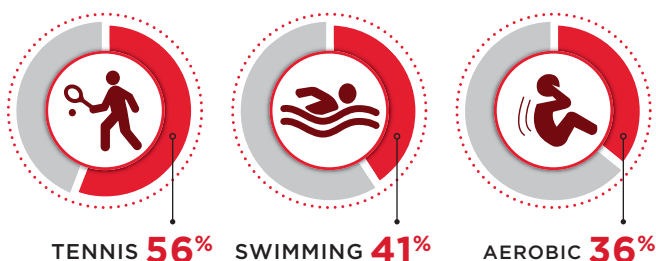
Once Canadians pick up their tennis racquets they never have to put them down because tennis is a sport for life and very safe to play. International research has shown that playing tennis helps people live longer and is one of the best forms of exercise to improve cardiovascular health. Considering 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?

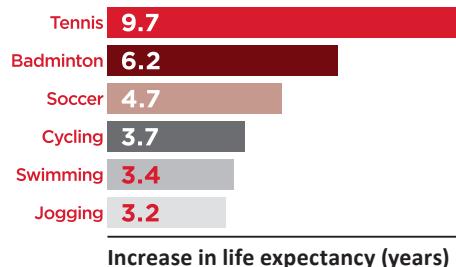
Every age group contributes to the Canadian tennis playing population:



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.



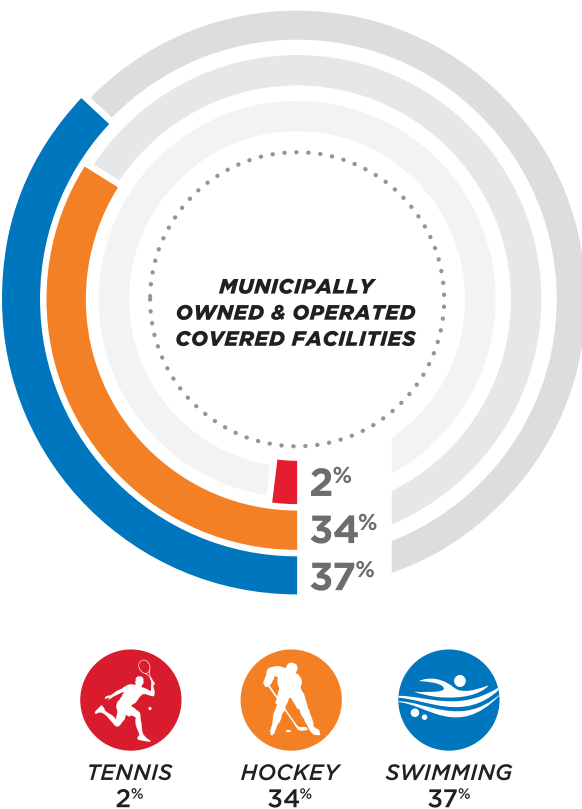
Tennis goes far beyond one-on-one matches. Tennis programming is designed for all abilities and ages from kids tennis to wheelchair tennis – it can be accessible and inclusive for all. Furthermore, with the capability for different ages and both genders to play together at any level, tennis can bring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



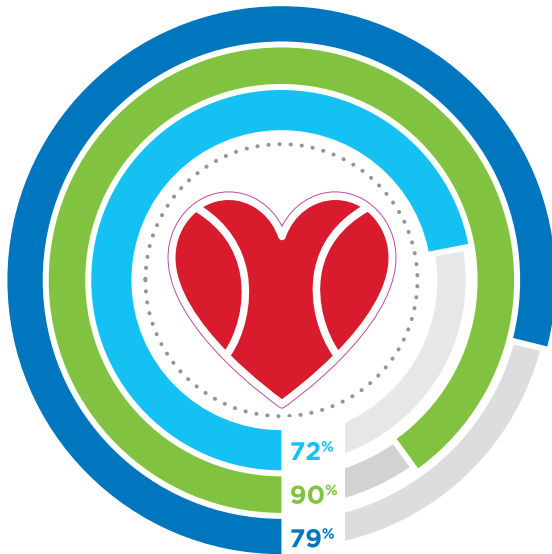
With 750 broadly accessible covered courts across Canada, we are only able to provide 1 accessible covered court for every 50,000 Canadians – compared to other developed nations Canada finishes last in this regard. Needless to say, we have a shortage of covered courts. We have fallen behind in providing 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

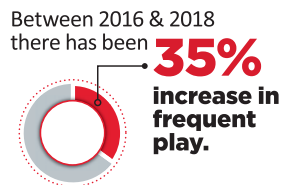
VALUES

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

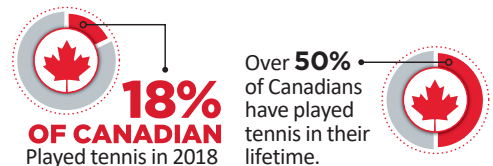
Tennis Canada's mission is to lead the growth of the sport in the country. That mission can only be accomplished with more individuals playing more tennis more frequently, including during winter. With only one accessible covered court for every 50,000 Canadians, there is a shortage of year-round tennis 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.

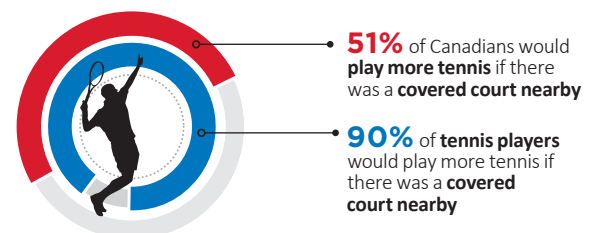
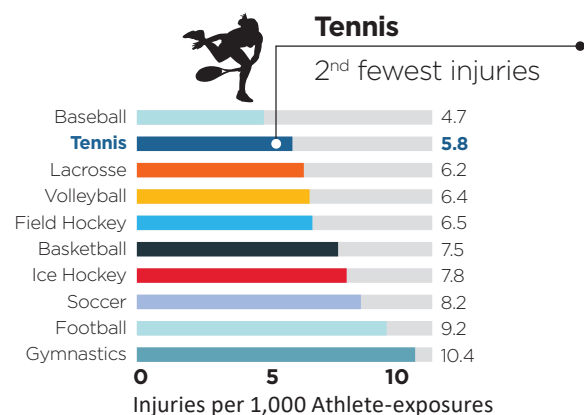
A STRONG TENNIS COMMUNITY BENEFITS CANADIAN'S HEALTH AND WELLBEING

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 sports¹. 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 at².

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 2nd 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 players³.

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 3rd 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
Minimum 2 tennis court requirement	Minimum 6 tennis court requirement

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.

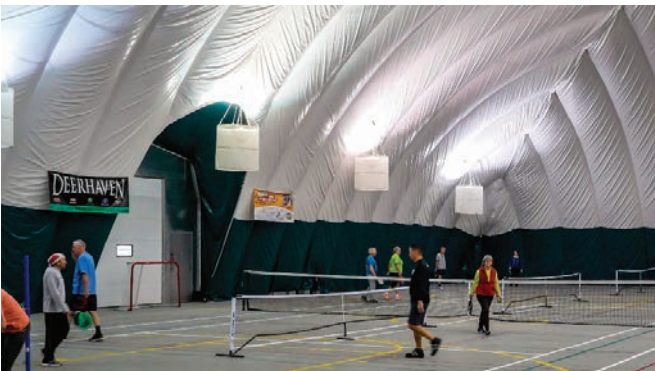


Photo Credit: The Farley Group

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.



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

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

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



FORMATION

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

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

NAME	RESOURCE PURPOSE	PAGE
L Air-Supported Structure Features	Descriptions and pictures of the key physical features of an air-supported structure used to cover tennis courts	84
M 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.	86
N Pickleball, Badminton & Tennis Integration	Several layout options that can be used to integrate pickleball and badminton on an existing tennis court	88
O 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	91
P 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.	92
Q Quality Standards for Kids Tennis	A summary of Tennis Canada’s initiative to ensure kids are receiving safe and quality tennis programming.	93
R Tennis Facility Management Software	An overview of Tennis Canada’s current Tennis Facility Management Software program	94
S Experienced Advisors	Companies, agencies and organizations that Tennis Canada suggests may be helpful in developing a partnership or a facility	95
T Sport Tourism in Canada	Using tools available from the Canadian Sport Tourism Alliance to calculate positive impacts on the local economy	96

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.

Option 02

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).

Option 03

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).



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

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.



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 facilities¹. 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 governments². 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.

¹ Infrastructure Canada. (2018, March 27). The Federal Gas Tax Fund.

² 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 Vaughan¹. 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.



¹ 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



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		
Fabric Dome Outer layer: architectural grade vinyl polyester fabric (coated to withstand environmental deterioration) Insulation: 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 \$25-\$30 per square foot.		
Concrete Grade Beam Foundation for the air-supported structure <i>Costs are reduced if there is an existing grade beam</i>	COURTS	DIMENSIONS (ITF Recreational Standard)	COST (\$27.50 per sq. ft.)
HVAC Inflation unit, furnace, and air-conditioning (optional)	4	224x118ft	\$700,000
Entrance & Exit Components Revolving door and double-door pedestrian airlock	6	336x118ft	\$1,100,000
Interior Lighting	8	224x236ft (2 banks of 4 courts)	\$1,500,000

New Tennis Courts			
COMPONENTS	COSTS		
Hard courts consist of the following: [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 \$75,000 to \$150,000.		
	COURTS	DIMENSIONS (ITF Recreational Standard)	COST (\$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 depend on how the project is structured (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	If an organization is covering an existing bank of courts, a clubhouse and parking lot may already exist. The cost of a new clubhouse will depend on the level of service an organization wishes to provide its users. If the courts are built near a recreation centre – the centre can act as a clubhouse & parking can be shared.

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	Land costs will be dependent on the location and ownership model of the indoor tennis facility.

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	
MUNICIPAL SOURCES	<p>Capital Budget: 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>Development Charges: 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>
FEDERAL, PROVINCIAL & TERRITORIAL GOVERNMENTS	<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>
SPONSORSHIP & FUNDRAISING	<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 & beverages etc.)</small>	Variable	Variable	+ Services <small>(Racquet stringing, food & beverages etc.)</small>	Variable	Variable
TOTAL REVENUE	\$393,594	\$551,468	TOTAL REVENUE	\$560,998	\$769,096
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
TOTAL EXPENSES	\$352,231	\$366,703	TOTAL EXPENSES	\$484,187	\$514,463
NET REVENUE	\$41,363	\$184,765	NET REVENUE	\$72,411	\$254,633

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

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 Annual Frequent Player Card that will give them access to court rentals.	Participants are charged hourly fees for court rentals . 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. Programs can include learn to play courses, drop-in classes, camps, leagues, tournaments and more.
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:


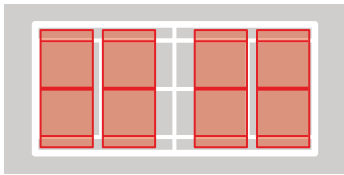

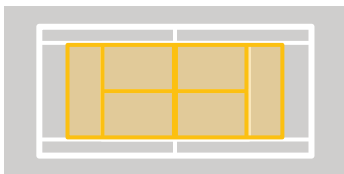

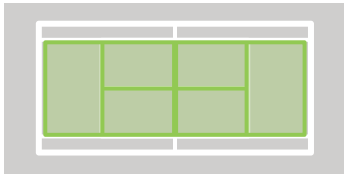

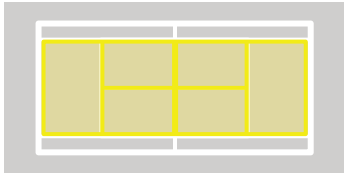
1 Inter-generational programming provides physical activity for the entire family.		4 Coaching education and employment allow youth to develop leadership and communication skills.
2 Learning through team play fosters social cohesion & connection.		5 Alignment with physical literacy standards encourages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

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

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

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.

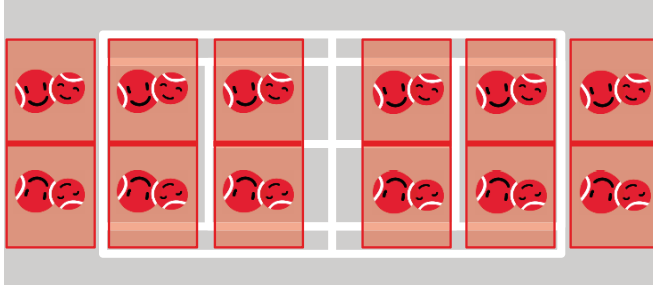


TEAM TENNIS

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:

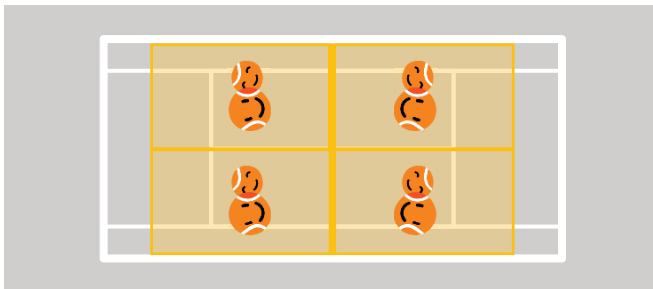
RED BALL



Making the best use of extra space behind the baseline.

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

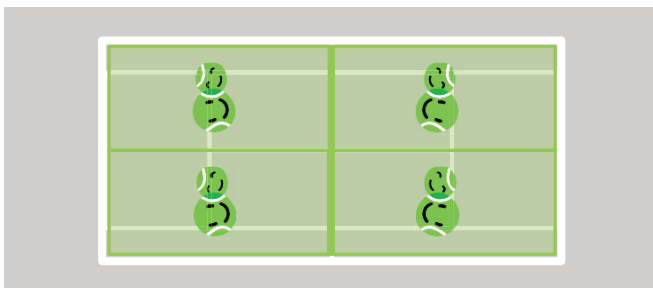
ORANGE BALL



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.

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.



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.

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

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

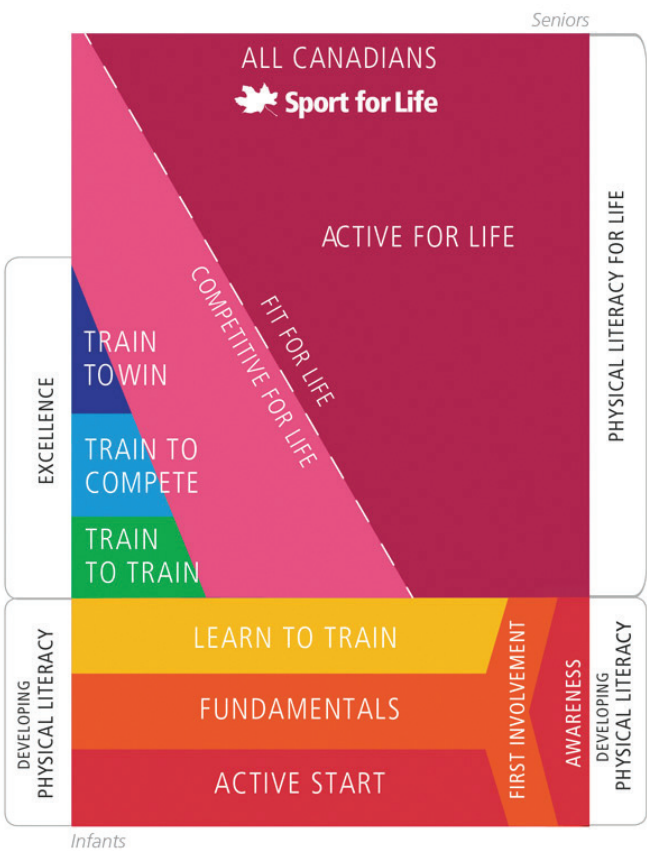
In 2012, federal, provincial and territorial Ministers responsible for sport, physical activity and recreation endorsed an updated Canadian Sport Policy. The Policy was developed in consultation with all provinces and territories, the Canadian sport community as well as organizations, agencies and stakeholders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

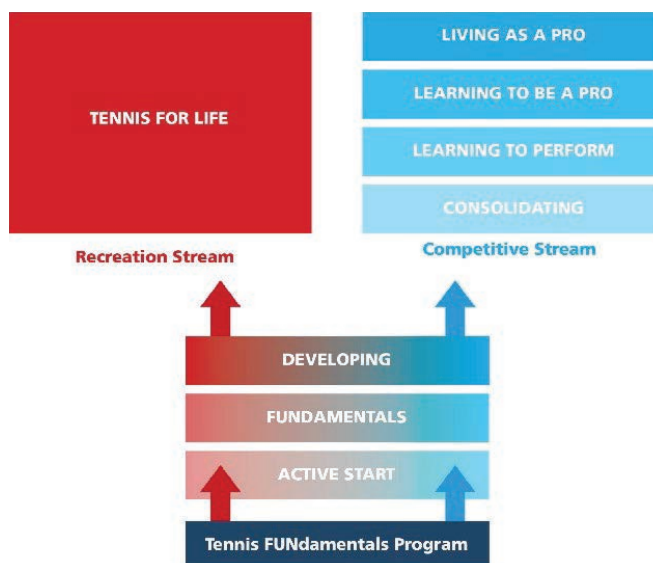
Tennis Canada has embraced the national Long-term Athlete Development Model as its foundation for a similar model specifically crafted for tennis.

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/

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

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

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.

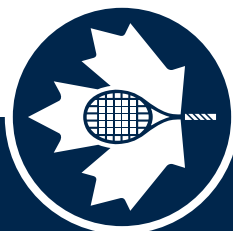


Mutual Responsibilities

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.



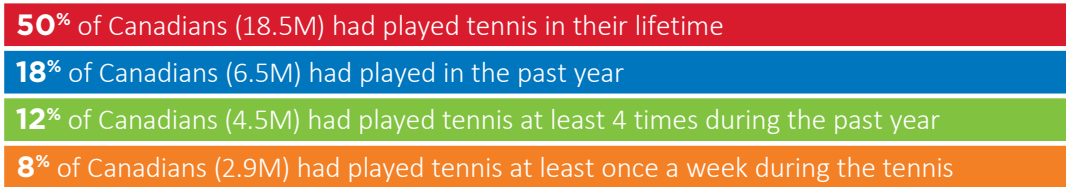
**MUNICIPAL TENNIS
FACILITIES STRATEGY &
PARTNERSHIP FRAMEWORK**

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

Male:	58%	Female:	42%
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BREAKDOWN BY AGE GROUP

6 to 8	9 to 11	12 to 17	18 to 34	35 to 49	50+
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

Male:	58%	Female:	42%
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BREAKDOWN BY AGE GROUP

6 to 8	9 to 11	12 to 17	18 to 34	35 to 49	50+
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



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.



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



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
CANADA	160	915	1 per 40,000

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
CANADA	172	742	1 per 50,000

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.

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.

	YR1	YR5	YR10	YR15
<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

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.

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

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 considerations¹.

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.



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.



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, ON¹

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, BC²

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.

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

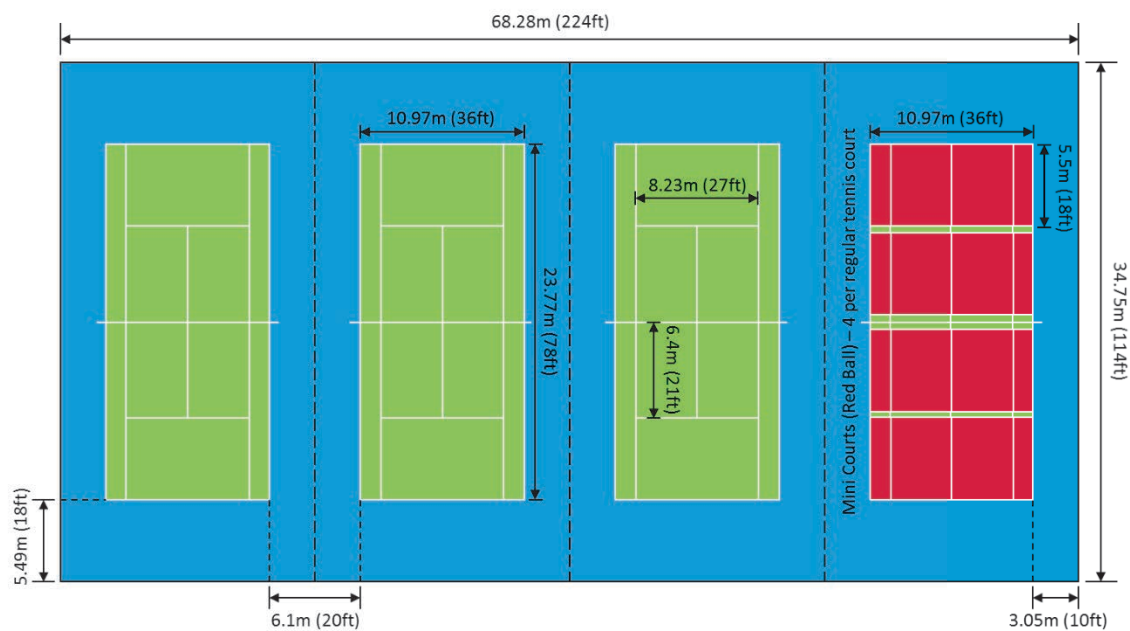
2 City of Vancouver (2005, February 28). CD-1 Text Amendment – 1630 West 15th Avenue (Vancouver Lawn Tennis and Badminton Club).

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	Orientation of Tennis Courts: 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
	Fencing: to contain the ball within the playing area and provide security for players
	Outdoor Lights: 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
Capital Cost	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
Operating Cost	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
Seasonal Implications	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
Life Cycle	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
Consumer Opinions	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
Operating Considerations	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



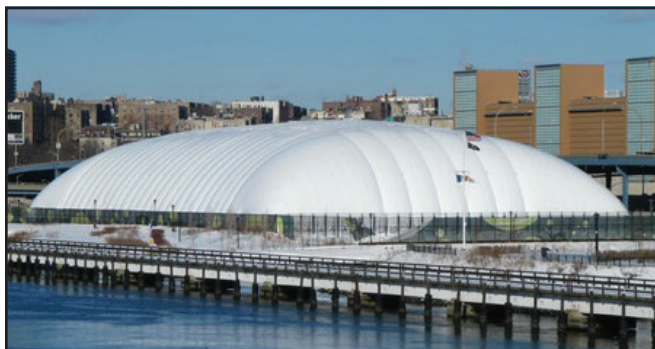
4-court and 7-court domes – Roosevelt Island Tennis
(Manufacturer: The Farley Group)



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)



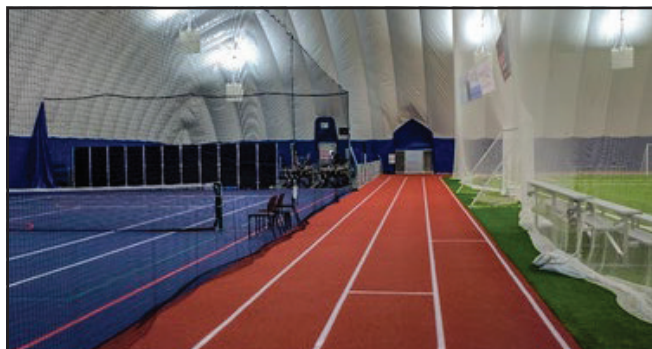
6-court permanent dome – Atlantic Training Centre
(Manufacturer: The Farley Group)

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)

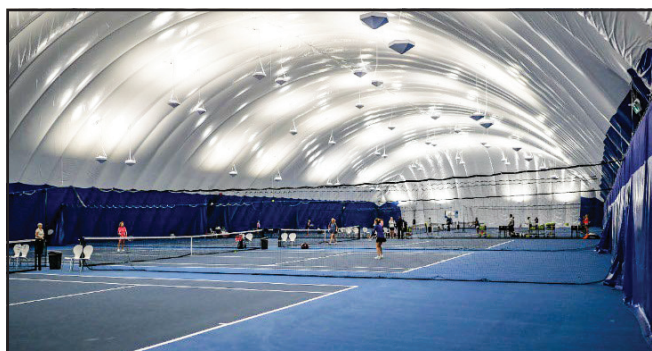


ECONOMICAL

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)

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

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

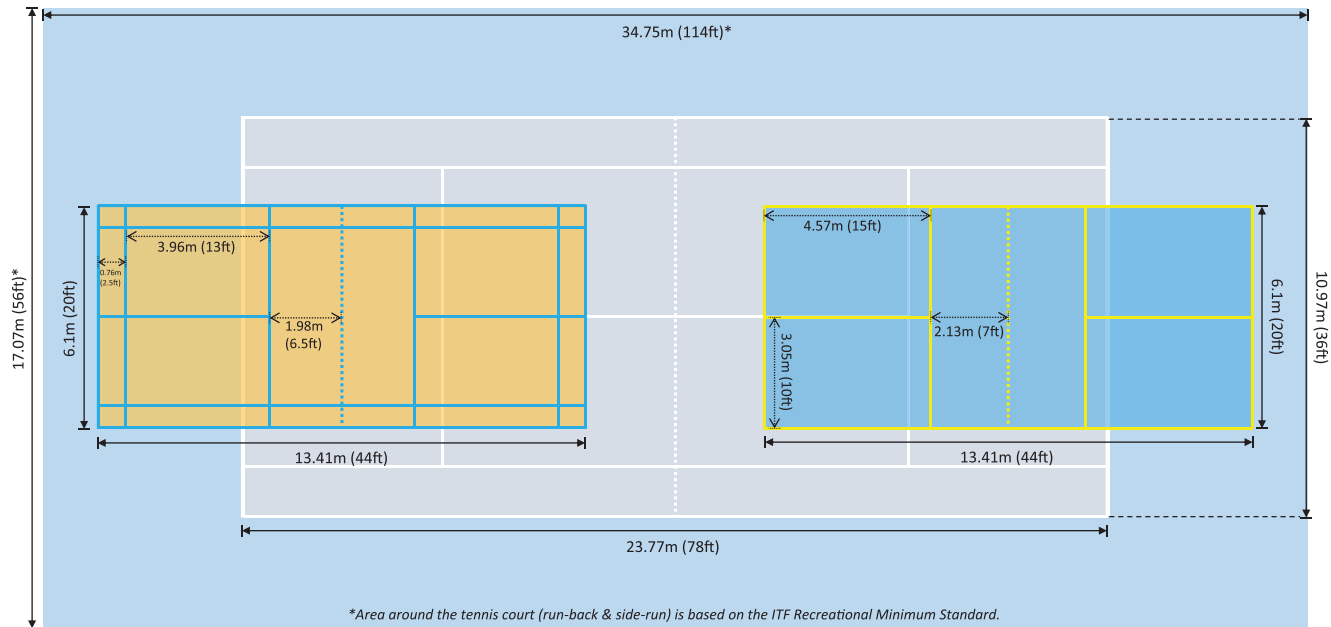


Photo Credit: Pickleball Kelowna

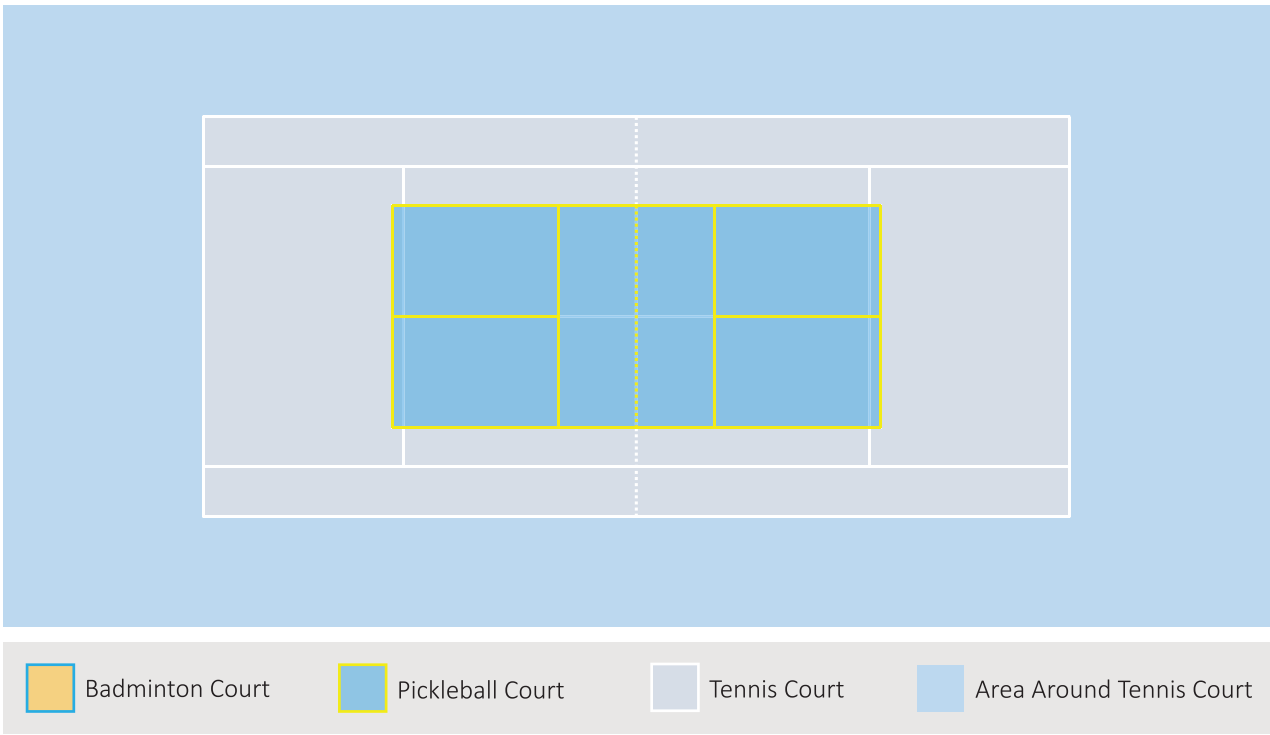
To learn how to best integrate these sports at a covered court facility, Tennis Canada reached out to Badminton and Pickleball Canada. Provided below are different multi-line integration methods. Courts depicted below are proportional to standard recreational sizes accepted by the relevant national sport organizations.

TYPICAL INTEGRATION LAYOUT:

2 Badminton / Pickleball Courts on 1 Tennis Court



1 Pickleball Ball Court on 1 Tennis Court



Badminton Court



Pickleball Court

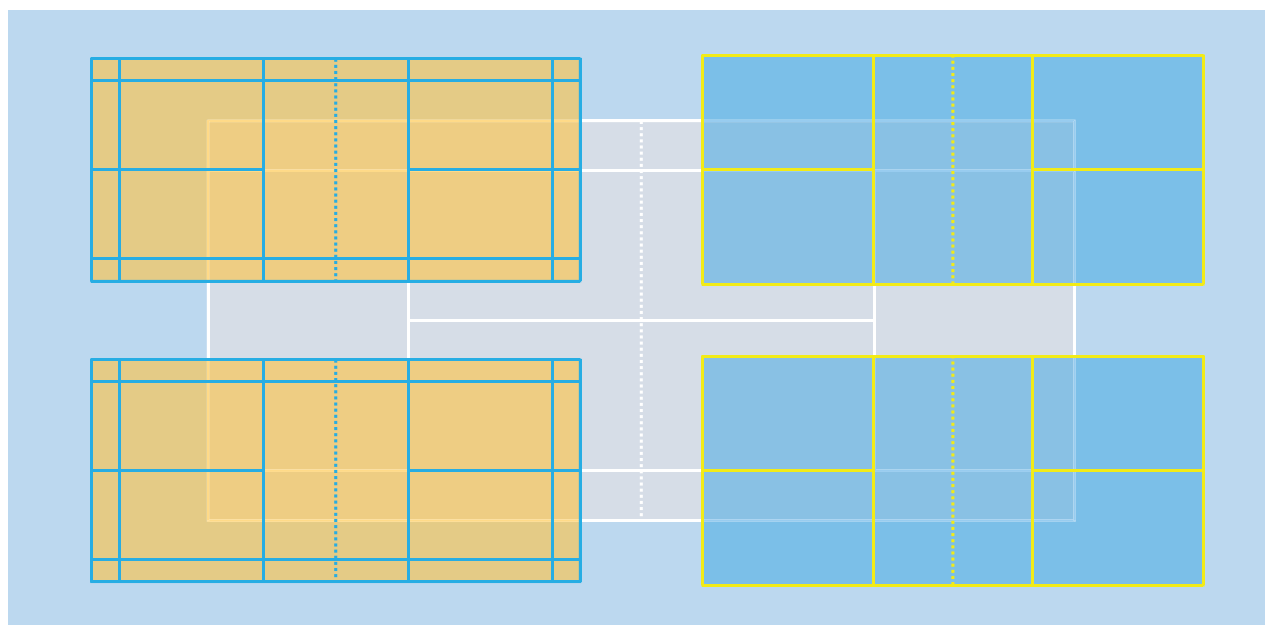


Tennis Court

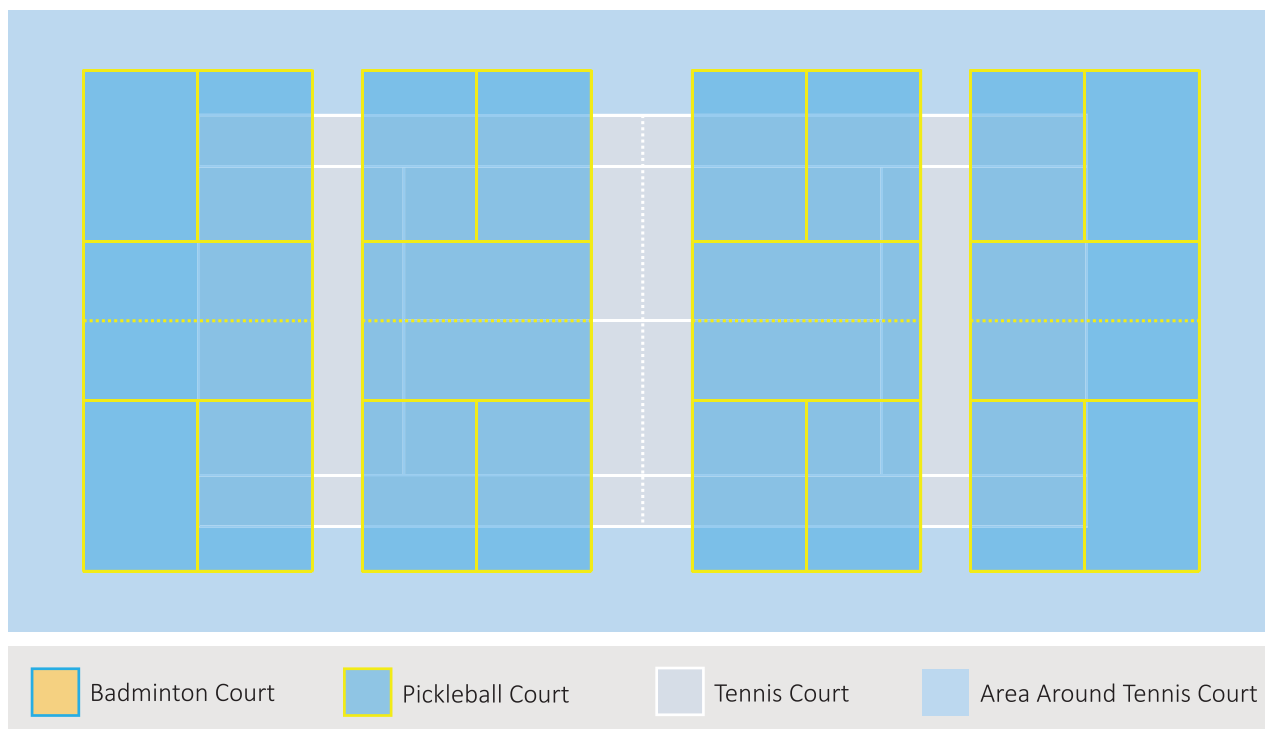


Area Around Tennis Court

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 ³)	\$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 1st to March 31st
Utilities are estimated for an insulated air-supported structure.*

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**

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



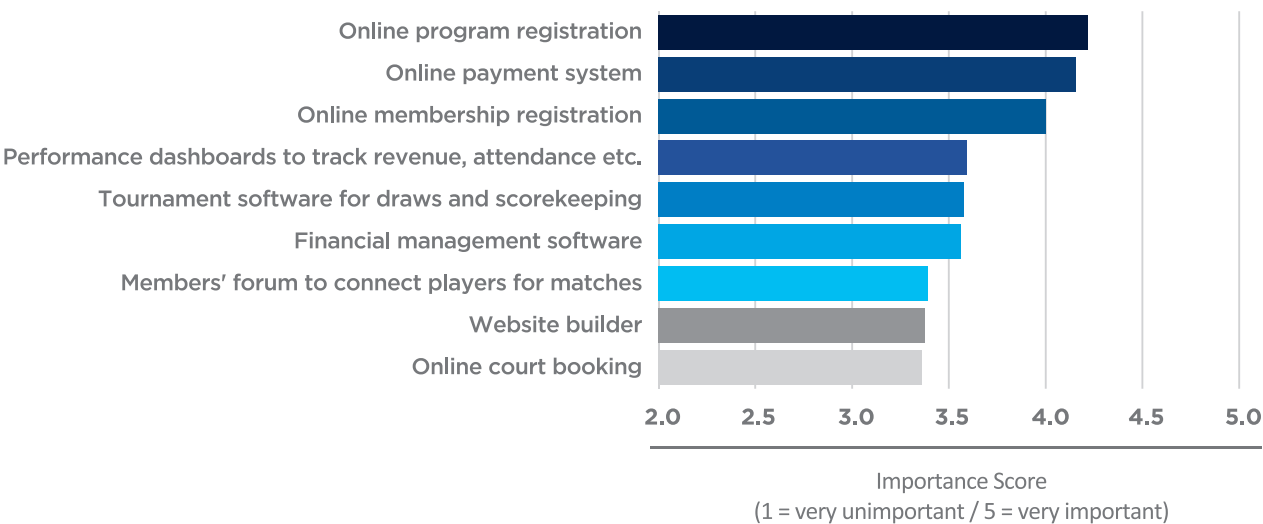
Quality Standards for Kids Tennis Official Poster

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.

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

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.



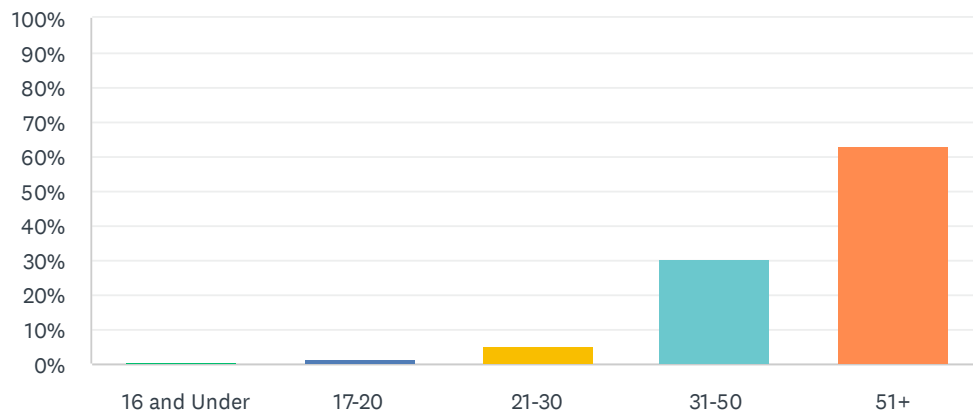


For more information please contact
coveredcourts@tenniscanada.com
Tennis Canada | 2019



Q1 What is your age?

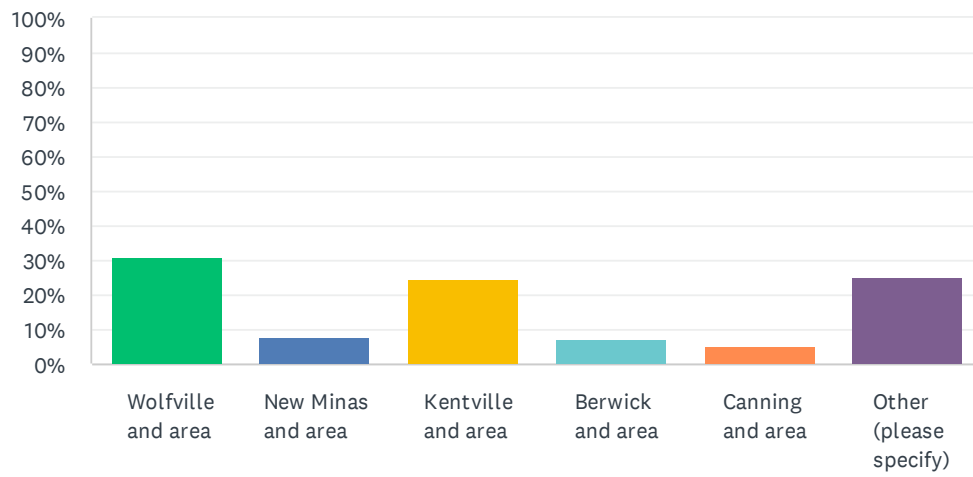
Answered: 273 Skipped: 0



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?

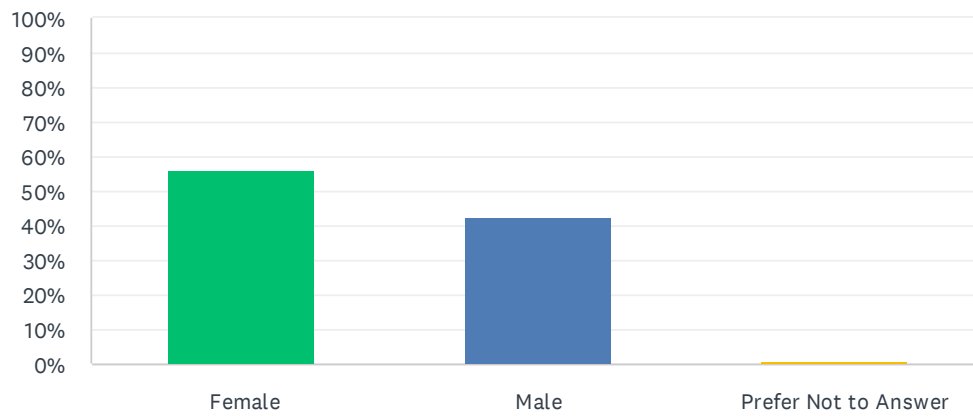
Answered: 273 Skipped: 0



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?

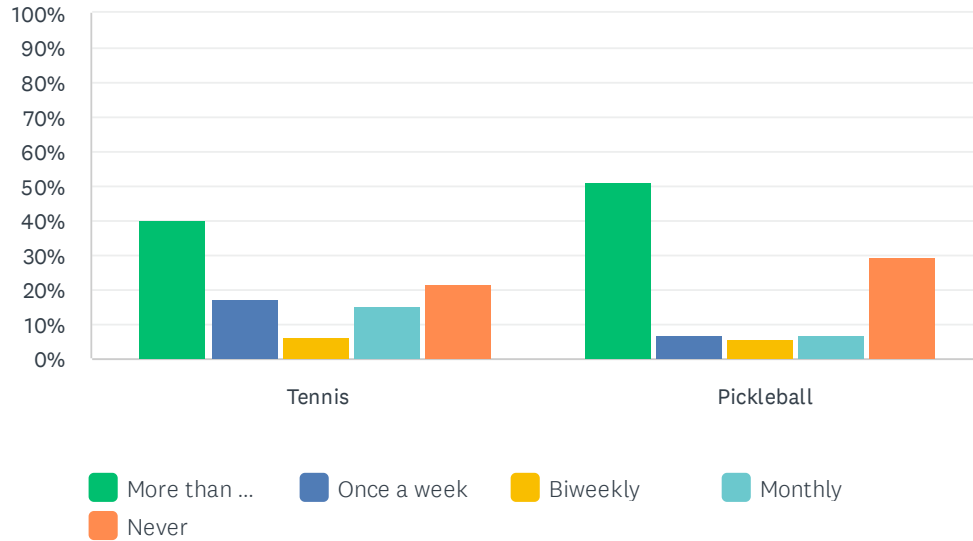
Answered: 271 Skipped: 2



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.

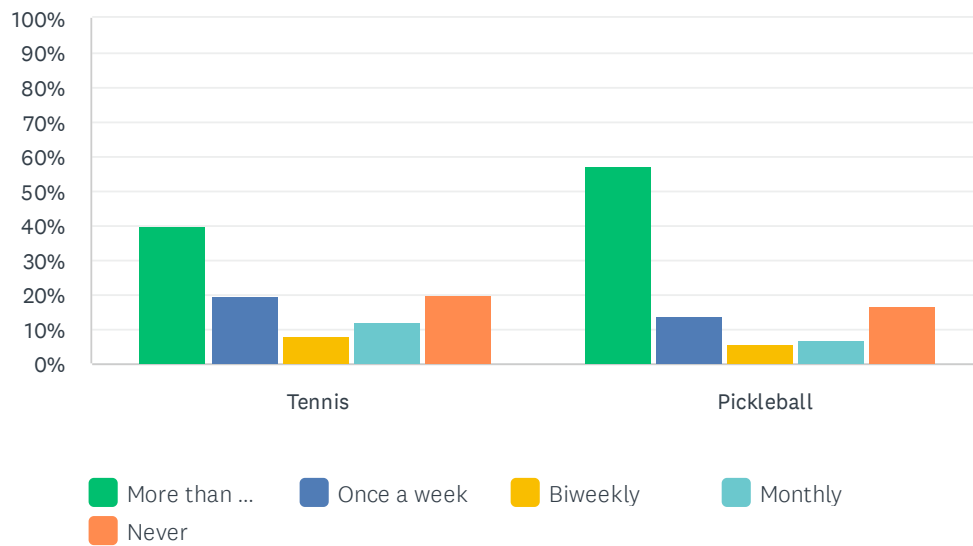
Answered: 266 Skipped: 7



	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?

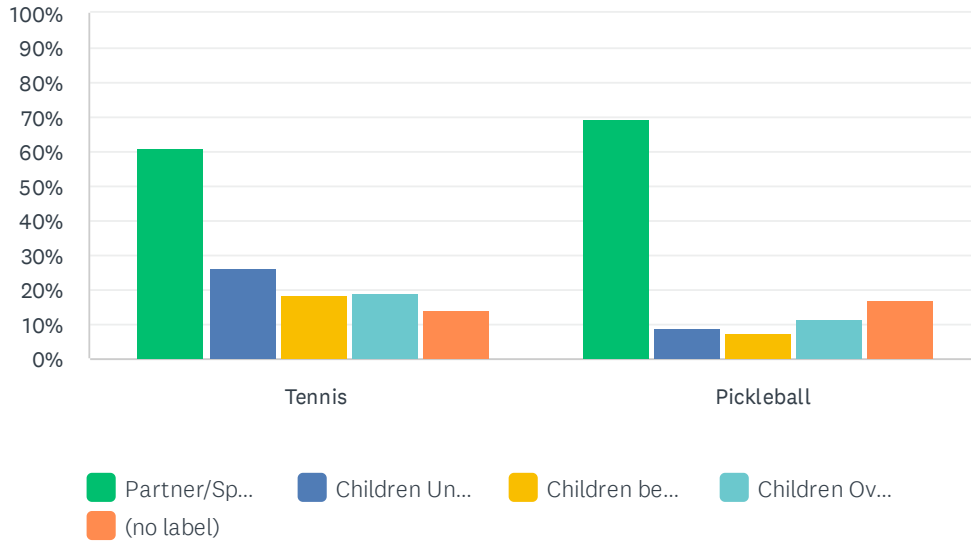
Answered: 271 Skipped: 2



	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.

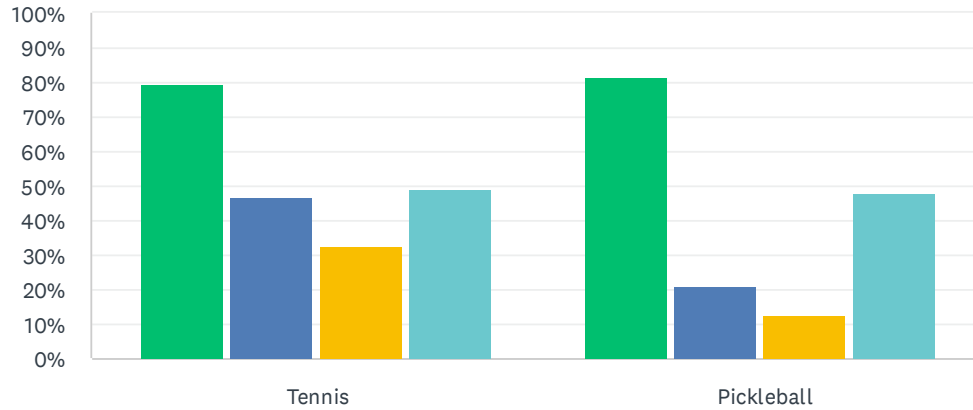
Answered: 210 Skipped: 63



	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

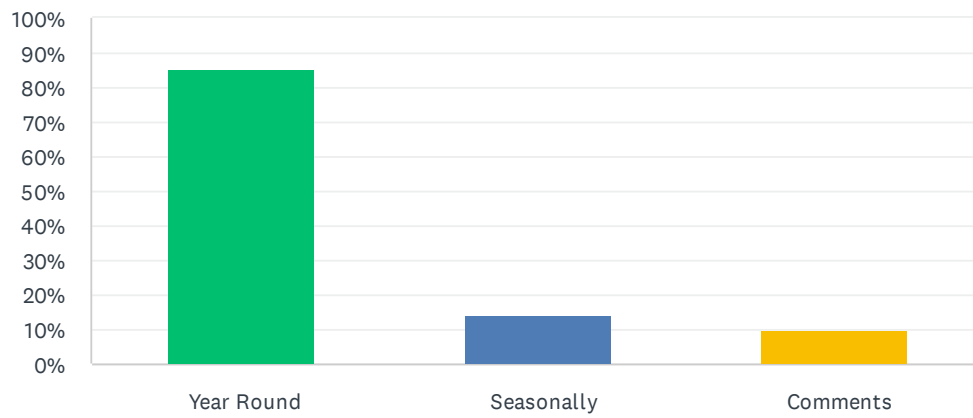


Private and... Camps (Ma... After School Performan...

	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?

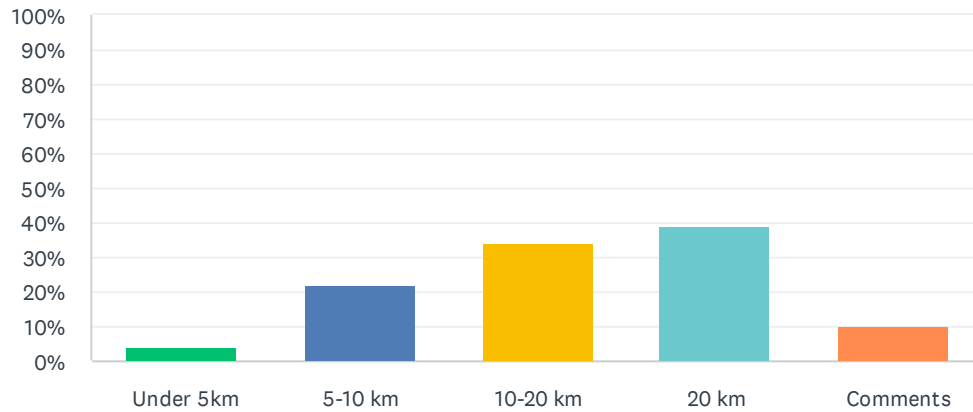
Answered: 267 Skipped: 6



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?

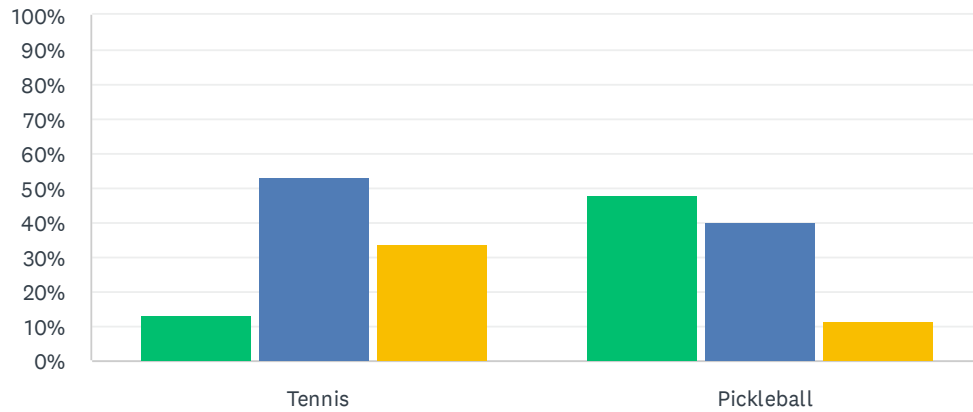
Answered: 269 Skipped: 4



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

Town of Kentville

Office of the Chief of Police

June 2023



Administration	Time	May 2022	Jun 2023
	Plate queries	1143	1636
	Training hours	220	140
	Veh. Cks 38's	92	94
	SOT Tickets	25	25
	Foot Patrol Hours	147	108
	CC Charges	39	20
	Calls for Service	258	248
Training	<ul style="list-style-type: none"> • First Aid Instructor • Firearms • Child Interview 		
Meetings	<ul style="list-style-type: none"> • Human Trafficking Awareness session • Drag Me to Family Dinner • Apple Blossom • Devil's Half Acre • CAC • Multiple In-house meetings • BoPC meeting • DOJ • CISNS- Provincial executive Committee 		
Staffing	<ul style="list-style-type: none"> • @ officers resigned by beginning of June, another in July • Posting for new officers 		



Kentville Police Service Bylaw Report June 2023

Municipal Bylaw Investigations	2
Loitering -Warnings	5
Assist Police	2
Taxi Inspections	3
Animal Control	2
Smoking-Charges	12
Smoking-Warnings	0
Parking-Charges	55
Parking- Warnings	44



Town of Kentville

Staff Report to Council Advisory Committee

Department of Engineering and Public Works

September 11, 2023

Programs and Operations

- **Kentville Water Commission:** Operationally this summer, there were no issues with the Water Commission.
- **Sanitary Sewer Area Service:** Similarly, there were no operational issues with the Kentville Sanitary Sewer Service.
- **Public Works:** Canaan Avenue Update: We expect work to begin this month on the retaining wall installation and guardrail & sidewalk replacement along the slope failure section of Canaan Avenue. Once this work is complete the road can be reopened this fall.
- **Traffic Authority:** The Province has erected the lights at both ends of the bridge. As of the writing of this report, we are still waiting for NS Power to energize the new lights.

Projects

- Work is nearly complete on the curb & sidewalk improvements and replacements around Town, particularly on the Downtown AT connector. Approximately 75% of the pipe work is complete on the second phase of the MacDonald Avenue Subdivision rebuild project, with curbing and paving scheduled for later this fall.

The second phase of the Active Transportation Network project which includes Downtown curb & sidewalk replacement as well as a section of sidewalk along the north side of Main Street between Leverett and Cornwallis Streets was came in on budget and has been awarded to Dexter Construction. Work has just recently begun on the Main Street section of the project.

The recent Council approved extra work for Elm Street road repairs and north Cornwallis Street sidewalk replacement have been completed.

Public Engagement

- Frequent phone calls and site visits.
- Appointments are now being accepted for in person meetings.
- Letter & email correspondence – As required.

Meetings and Events

- Senior Staff meetings every Tuesday
- July 10th CAC
- July 22nd SWPAG & KWC Meetings and Special Budget Meeting
- July 31st Council Meeting
- August 9th Regional Sewer Committee Meeting
- August 10th CUPE Contract Signing
- August 22nd Special Council Meeting

Respectfully Submitted,

David Bell
Director of Engineering and Public Works



Town of Kentville
CAO to Council Advisory Committee
SEPTEMBER 14, 2023

PACE Atlantic/ Kentville Switch: Draft agreement from PACE Atlantic received and changes being explored. Agreement spells out partnership arrangement, funding mechanisms and initiation/ close out of agreement processes.

Joint Regional Transportation Agency (JRTA): Director Bell is now attending as the CAO's alternate

Regional Sewer: Meetings around a sewer contract for desludging.

Sewer Budget: Budget being presented at CAC.

CUPE 4403: Four-year contract signed with membership.

Housing Accelerator Fund (HAF): Application deadline was extended and further clarification on elements provided to municipal units.

Service Exchange: A series of consultations were held between the province and municipal units around proposed changes to service exchange which include housing, justice and roads.

CAO Transition: Meetings with Directors and Acting CAO are being held to ensure a smooth transition.

Respectfully Submitted,

Dan Troke, CAO Town of Kentville



Town of Kentville

Staff Report to Council Advisory Committee

HOUSING AND COMMUNITY PARTNERSHIPS

AUGUST 31, 2023

Summary: This report is a new Council Report expected to be included in the Council Advisory Council Meeting Documents beginning September 6th, 2023, and continued during the term-position of the Housing and Community Partnerships Coordinator. Currently, the role reports to Director Bedingfield and will continue to do so when Director Bedingfield transitions into the interim Chief Administrative Officer position.

OPERATIONS

- Two Community Cooling Centers – July 25th and July 27th
- One Community Dry Off Centre – Aug 30th 2023
- Staff met with the National Rural Development Network to identify potential organization partnerships in responding to rural homelessness.
- Staff are preparing to present at the Canadian Alliance to End Homelessness Conference hosted in Halifax in November of 2023
- Staff participated in the monthly National Alliance to End Rural and Remote Homelessness Community of Practice Session
- Staff participated in multiple Coordinated Access Community Hub meetings. In attendance is local not-for-profits interacting with housing and homelessness response, including but not limited to; Open Arms, Canadian Mental Health Association, The Portal Youth Association, Schools Plus, Kentville Police Service, Kings Family Resource Centre, West Hants Family Resource Centre, Autism Nova Scotia, etc.

Council Related

- Kentville's Housing Accelerator Fund Application
- AHANS Reaching Home Funding – Letter of Interest Submission
- Community of Care – Temporary Sheltering partnership opportunity with the Provincial Government – Department of Community Services

HOUSING ACCELERATOR FUND SUBMISSION OVERVIEW

The Town of Kentville has submitted a funding application to the Canadian Mortgage and Housing Corporation (CMHC) Housing Accelerator Funding Opportunity launched in May of 2023. The Housing Accelerator Funding is an opportunity for Municipalities to cultivate long-term transformation change while taking action to accelerate the increase and preserve the local housing stock.

The Town of Kentville submitted under the Rural Funding Stream. If awarded, the municipality will enter into a contribution agreement in early 2024, with funding to be expected in the 2024-2025 fiscal year.

Staff are preparing a funding application overview for staff and council to circulate once completed.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Alisha Christie', with a long, sweeping horizontal line extending from the end of the signature.

Alisha Christie
Housing and Community Partnerships Coordinator

QUARTERLY REPORT – Valley Region 2023

Fiscal Year: Click or tap here to enter text.

☒ Q1 - April to June

☐ Q2 – July to September

☐ Q3 – October to December

☐ Q4 – January to March

	Activity	Apr - Jun 2023
1	# of New Seniors Reached	102
2	# of New Mentors Engaged	7
3	# of New Mentees Engaged	231
	***total # of mentee exposures	678
4	# of New Agencies/Organizations Reached	30
5	# of Agencies/Organizations Engaged	6
6	# of Mentoring Sessions (knowledge exchange)	43
7	# of Orientation Sessions held for Mentors	18
8	# of Mentor Social Events	14
9	# of Mentors Regular Meetings (weekly, monthly)	37

1. Success Stories / Lesson Learned

a. Describe the success stories or lessons learned that occurred this period:

MPS IN HIGH SCHOOLS

Showing how one thing leads to another in an emerging program development:

Horton:

Grade 12 Launch day in Nov 2022> met Horton Guidance counselor at event > MPS, School Liaison and high school guidance counsellors develop and coordinate weekly Career Café for second semester > 5+ mentors participate in weekly mentoring sessions > students request Financial Literacy conversations > MLA asks mentors to co-host town hall meeting with visiting CRA MP's > 4 student 4 mentors and 4 community partners participate > Financial literacy Working Group grows

NKEC

Dale, NKEC teacher and MPS ambassador, attends MPS Symposium in Truro > 5+ mentors attend weekly class mentoring sessions with 25 students each Monday for Dale's Business Class > MPS invites new NS Works School Liaison Mel to see mentoring in action > new liaison feels more connected to school > requests 6 mentors to help with Moc Interviews in another set of classes > Scott, NKEC teacher and MPS

ambassador, attends Mentor Appreciation at end of school year and brings heartfelt speech thanking mentors for school engagement

Avon View

O2 teachers continue to incorporate mentors into curriculum through reoccurring monthly visits > moc interviews > Mentors by request (Henry, Glenda) > students learn about community volunteering > students ask teacher to use community supper as their service learning end-of-year final assignment > five Avon View students and their teacher come to Kentville (30 min away from school community) to volunteer as cooks for weekly Community Supper hosted at VCLA

Central Kings

Grade 12 Career Share hosted in Winter Semester > Jenn, CK O2 teacher and MPS ambassador, hears great reviews from her students > invites MPS to help on the planning committee for the spring CK Wellness Day > MPS calls out to Network of Organizations > 10 community engagement groups including Elderberries (queer identifying older adults) Raging Grannies (social activists) Alanon (family and intergenerational supports) 7 Sacred Teachings (First Nations Elder) and MPS (Mentors describing transferable skills through their hobbies) all participated > New Volunteers inspired to become Mentors > Request for Mentor to help Gardening with O2's > New Volunteer accepted the request > Wellbeing topics continue to inspire Mentor Engagement...Learning one nightery topic on Sexuality conversation with the YOUTH project draws in a number of Mentors eager to better understand youth and the changing landscape of teenagehood

Further interest in Summer mentoring has resulted in planning and partnership with Kingstec so Mentoring can be hosted at NSCC Library into the future.

2. Additional Information as per program specific requirements

a. If applicable, indicate the progress of participants for this period. Provide examples of how participants are developing their skills and knowledge and are working towards meeting their employment goals.

Add text here

Community Priorities

Aging Well Together : Engagement sessions

- Middleton Farm café April 2023
- Kentville: Rec Dept – June 2023
- Kings Co.: Fire Hall – July 2023

Peer Mentoring and Podcasts

- Community working group with 6+ organizations represented to move project forward
- Horton high school student sampled podcasting project
- Recording at symposium and 4 mentors interviewed
- Planning to hold space at youth drop in summer 2023

Financial Literacy

- **Active planning group**
- **Hosted mentor sessions on the topic at Horton Career Café**
- **Invited youth to meet CRA and MLA/MP reps June 2023**
- **Working with community leads to plan info sessions for fall 2023**

Youth

- **Peer mentoring developer at Portal Youth Drop-In center**
- **Participating in community planning for provincial Integrated Youth Services sites (iwb lead)**

b. If applicable, indicate the impact that your project results are having on the lives of Canadians. Provide project results and explain how the information, programs and services are being accessed by individuals (include: children, youth, parents, seniors, caregivers), families, organizations, communities, etc.) If workshops were delivered, indicate the number of attendees.

Add text here

IMPACT samples...

- **Impromptu High five between senior and high school grad at town hosted prom event**
- **Avonview students** arranged service learning end of year project at community supper – volunteered with mentor after learning about initiative at previous career share.
- **Larry's dog** – a long time mentor recruited his friend in summer 2022. In the fall this new volunteer mentor took ill and was hospitalized leaving his elder dog in need of care. Our long time mentor was sharing his grief and situation at a mentor lounge. A third mentor hearing of the need but having never met the dogs owner volunteered to host the dog. The mentor who took ill passed away later this winter. The dog was adopted by our other mentor and has been a source of care compassion and connection between the remaining mentors. This summer the elder dog also passed. The mentors social community were all impacted by the loss while also inspired by the sense of belonging and connections that had come from the unexpected encounters that brought these mentors together through this dog!
- **Karen reads scripture:** an ongoing development ... one mentor shares that their confidence in public speaking is growing exponentially because of her time with Mentoring Plus. She said this spring she was asked to read scripture at church and for the first time ever she said yes and was able to stand up and do so! Such a proud moment!

c. If applicable, provide the number and type of partnerships/networks that have been developed this period. Describe the partnership/network activities that occurred during this reporting period i.e. exchange of business cards, financial nature, someone who provides advice on construction activities.

Add text here

Valley Business Hub

- **CBDC**
 - **SEB** – Business Mentoring Sessions taking place on the fourth Friday of each month
- **Connector**
 - **Connect 7** – planning session for mentors and connectors
 - **PD: Cultural sensitivity training** – planning PD facilitated by NSCC and Acadia
 - **Automated systems** – sharing best practices
- **Valley REN**
 - **Newcomers Network** - Working with the immigrant services lead to support the design of a welcome network
 - **STAR** – mentors continue to support the research and development of this tourism initiative
 - **Eastlink show premier** – group of active Mentors invited to the special viewing of the show premier

VCLA Oakdene HUB

- **VCLA**
 - **YESS** – Work co-op continues to work with MPS until end of summer 2023
 - **CornerStone** – in development with Dal micro-credentials to support continued education initiatives for the health care sector.
- **Flying Squirrel**
 - **Community Supper**
 - **Duke of Ed**

@ NSCC Middleton

- **Farm Café**
 - **Lounge**
 - **Communities Conversations**
- **VCLA**
 - **Community Roots** – mentor for informational interview required for nscc application

Network of Networks

- **Community Links Coalition**
 - **Community Engagement**
 - Participated in event to share on aging well together – cohosted with IONS (impact organizations nova scotia)
 - **Seniors Safety**
 - Community Champions Project

- Social media for capacity building – Event in winter 2023
 - Creating resource kit boxes to share with community halls and libraries
 - Video project helped plan and did recording to promote MPS: <https://youtu.be/aO7S63BMvHQ>
- Isolated Seniors response team
 - Mentoring from a place of isolation
 - Volunteer mentees/Mentee ambassadors
- **Local Government:**
 - **TOK REC department**
 - Co-hosted Community Partners Workshop with active programming partners
 - **MLA – John Lore**
 - Mentors Financial Literacy committee asked to coordinate a session with visiting shadow minister of finance and CRA representatives
 - **Hosting Shadow Minister of Seniors**
 - Collaborating to plan a gathering of age friendly minded organizations to meet the shadow minister of seniors Anna Roberts
- **Adult Ed Partners**
 - **Elders on Reserve**
 - Attended open house on reserve
 - Summer plans to coordinate: Elders teach Mentors about the culture of story telling

5. Other information

a. [is there any other information about your project's progress that you want to share with us?](#)

Please see the attached documents showing successes of the past school year.

1. **Student Survey Results** – Student feedback from 4 high schools thanking mentors for their work
2. **Mentor Appreciation Presentation** – a copy of the presentation depicting success and impacts of the school year shared at the Mentor Appreciation event hosted in early July 2023



Chief Administrative Officer
Dan Troke
354 Main Street
Kentville, NS
B4N 1K6

902-679-2501
dtroke@kentville.ca

September 11, 2023

RE: Appointment of Development Officer

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



Chief Administrative Officer
Dan Troke
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Kentville, NS
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July 10, 2023

RE: Appointment of Treasurer

Director of Finance Wanda Matthews was hired in March of 2023. According to the Municipal Government Act, “The treasurer shall promptly advise the council of (a) all moneys due to the municipality that the treasurer considers cannot reasonably be collected after pursuing all reasonable avenues of collection; and (b) the reasons for the belief that such moneys cannot be collected, and the council may write off the amounts determined to be uncollectible.”

The Act also stipulates (Section 31) in the responsibilities of the CAO subsection (4) the chief administrative officer may, with the consent of council, perform the duties of the clerk, treasurer, engineer and administrator, or any of them, pursuant to this Act. (5) The chief administrative officer may from time to time appoint an employee of the municipality to act in the place of the chief administrative officer when the chief administrative officer is absent or unable to act.

At this time, I ask
that Council approve the appointment of Wanda Matthews as the Treasurer for the Town of Kentville.

Dan Troke
Town of Kentville

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**

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
PROJECTS					
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
TOTAL CAPITAL INVESTMENT	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 450,000
FUNDING					
OUTSIDE SOURCES	-	#	-	-	-
INTERNAL SOURCES					
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
BORROWING	180,000	220,000	300,000	300,000	350,000
Total Funding Sources	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 450,000



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>Operating</i>	506,738	(98,700)	408,038
<i>Capital</i>	134,149	(50,000)	84,149
<i>Depreciation</i>	<u>170,256</u>	<u>(95,000)</u>	<u>75,256</u>
<i>Total</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
REVENUE				
148-42-100 Sewer Charges	\$ 1,351,200	\$1,386,200	\$1,666,200	\$ 1,701,200
148-42-150 Interest on overdue ac	4,000	4,000	4,000	4,000
148-42-160 Bad debts collected	-	-	-	-
148-42-190 Permit- Sewer connecti	2,000	2,000	2,000	2,000
148-42-175 Transfer from Operatin	-	98,700	-	-
Total Revenue	1,357,200	1,490,900	1,672,200	1,707,200
EXPENDITURES				
Administration				
148-42-211 Administrative salarie	101,400	106,100	110,400	114,900
148-42-231 Legal	-	400	500	500
148-42-232 Audit	2,300	2,700	2,600	2,600
148-42-250 Stationary & office su	2,500	3,000	3,500	3,500
148-42-260 Common service charge	30,000	30,000	30,000	30,000
148-42-282 Vehicle expense	1,000	1,000	1,000	1,000
148-42-284 Other collection expen	100	100	100	100
148-42-285 Lease of equipment	1,000	1,500	1,500	1,500
148-42-286 Interest on customers'	100	100	100	100
148-42-287 Professional studies	-	6,000	-	-
148-42-288 Dues and fees	500	500	500	500
148-42-289 Training	1,000	1,000	1,000	1,000
148-42-887 Depreciation Reserve	142,600	75,000	188,100	165,800
	282,500	227,400	339,300	321,500
Domestic Sewer Maintenance				
148-42-311 Wages	28,300	34,000	35,400	36,900
148-42-380 Materials and supplies	27,800	26,000	26,500	27,000
148-42-390 Material and supplies-	10,200	16,000	16,500	17,000
	66,300	76,000	78,400	80,900
Pumping Stations				
148-42-411 Wages	15,700	16,000	16,700	17,400
148-42-442 Insurance	15,300	17,300	17,700	18,000
148-42-466 Operations	24,000	26,500	27,000	27,500
148-42-480 Maintenance	12,000	10,000	10,500	11,000
	67,000	69,800	71,900	73,900
Treatment & Disposal				
148-42-581 Agreement-Co. of Kings	884,100	1,031,900	1,067,200	1,104,500
Fiscal Services				
148-42-881 Interest on temporary	900	1,800	1,800	1,800
148-42-882 Interest	8,600	16,200	22,800	25,400
148-42-884 Principal	42,600	66,100	89,100	97,500
148-42-886 Discount	1,800	1,700	1,700	1,700
	53,900	85,800	115,400	126,400
Total Expenses	1,353,800	1,490,900	1,672,200	1,707,200
Excess Revenue (Expenditures)	\$ 3,400	\$ -	\$ -	\$ -