



Finance and Corporate Services Committee Agenda

Monday, April 20, 2026, 2:00 p.m. - 4:30 p.m.

Council Chambers

City of Kitchener

200 King Street W, Kitchener, ON N2G 4G7

People interested in participating in this meeting can register online using the delegation registration form at www.kitchener.ca/delegation or via email at delegation@kitchener.ca. Please refer to the delegation section on the agenda below for registration in-person and electronic participation deadlines. Written comments received will be circulated prior to the meeting and will form part of the public record.

The meeting live-stream and archived videos are available at www.kitchener.ca/watchnow.

Accessible formats and communication supports are available upon request. If you require assistance to take part in a city meeting or event, please call 519-741-2345 or TTY 1-866-969-9994.

Chair: Councillor S. Davey

Vice-Chair: Councillor B. Ioannidis

Pages

1. **Commencement**

2. **Disclosure of Pecuniary Interest and the General Nature Thereof**

Members of Council and members of the City's local boards/committees are required to file a written statement when they have a conflict of interest. If a conflict is declared, please visit www.kitchener.ca/conflict to submit your written form.

3. **Consent Items**

The following matters are considered not to require debate and should be approved by one motion in accordance with the recommendation contained in each staff report. A majority vote is required to discuss any report listed as under this section.

3.1	Surplus Land Declaration and Land Disposition - 5 Charles Street East, DSD-2026-072		4
3.2	Corporate Policy Review - New Policies, Amendments and Repeal, COR-2026-154		8
3.3	Natural Gas Purchase Policy Review 2026, INS-2026-168		153
4.	Delegations <i>Pursuant to Council's Procedural By-law, delegations are permitted to address the Committee for a maximum of five (5) minutes. All Delegations where possible are encouraged to register prior to the start of the meeting. For Delegates who are attending in-person, registration is permitted up to the start of the meeting. Delegates who are interested in attending virtually must register by 12:00 p.m. on April 20, 2026 in order to participate electronically.</i>		
4.1	Item 5.2 - Marianne Love Consulting Services Inc.		
5.	Discussion Items		
5.1	Savic Homes, 15 Dellroy Avenue - Section 20 Development Charges Complaint - Jurisdiction Hearing, FIN-2026-174	10 m	165
5.2	Council Compensation Review Findings, CAO- 2026-172 <i>(The City's consultant will provide a 5-minute presentation on this matter.)</i> <i>(Note: Any recommendation arising from this matter will be considered at the Special Council meeting later this date for final ratification).</i>	20 m	170
5.3	Waterloo Region Police Services (WRPS) - Closed Circuit Television and Automatic License Plate Readers Project, DSD-2026-167 <i>(Waterloo Region Police Services (WRPS) will provide a 5-minute presentation on this matter.)</i>	45 m	187
5.4	Emergency Management Plan and By-law Updates, COR-2026-161 <i>(Staff will provide a 5-minute presentation on this matter.)</i>	15 m	191
5.5	Digital Kitchener 2026 Priorities, COR-2026- 155 <i>(Staff will provide a 5-minute presentation on this matter.)</i>	30 m	233
6.	Information Items		
6.1	None.		
7.	Adjournment		

Dianna Saunderson
Manager of Council/Committee Services & Deputy Clerk

Staff Report



Development Services Department

www.kitchener.ca

REPORT TO: Finance and Corporate Services Committee

DATE OF MEETING: March 30, 2026

SUBMITTED BY: Andrew Sturgess, Director Business Growth and Entrepreneurship
519-783-8253

PREPARED BY: Brian Bennett, Manager Business Development, 519-783-8276

WARD(S) INVOLVED: Ward 9

DATE OF REPORT: March 12, 2026

REPORT NO.: DSD-2026-072

SUBJECT: Surplus Land Declaration and Land Disposition – 5 Charles Street East

RECOMMENDATION:

That 5 Charles Street East be declared surplus to the City of Kitchener's needs; and,

That 5 Charles Street East be severed to create a 0.194 acre parcel of land (8,475 square feet) as depicted in Report DSD-2026-072, to be further described on a Reference Plan to be prepared in the future, with said severed parcel offered for sale to Benton Communities LP; and,

That the Mayor and Clerk be authorized to execute an Agreement of Purchase and Sale with Benton Communities LP for the sale of the City's severed parcel of land located at 5 Charles St E, having an area of approximately 0.194 acres (8,475 square feet), legally known as PT LT 3-4, 10-15 PL 394 KITCHENER AS IN 460184 & A102408 S OF 223739; KITCHENER (BEING ALL OF PIN 22501-0008) at a total purchase price of \$2,032,746.00; with said agreement to be to the satisfaction of the City Solicitor; and,

That the Mayor and Clerk be authorized to execute an agreement with St Mathews Evangelical Lutheran Church for the City of Kitchener to receive a 10-year transferable option to acquire the parcel of land located at 14 Church St, Kitchener; and,

That the Mayor and Clerk be authorized to execute an agreement with Benton Communities LP to provide Benton Communities LP with a 3-year option to acquire the 0.23 acre (10,072 square feet) remnant surface parking lot at 5 Charles St E in accordance with DSD-2026-072, for the sole purpose of accommodating a future redevelopment of said lands; and,

*** This information is available in accessible formats upon request. ***
Please call 519-741-2345 or TTY 1-866-969-9994 for assistance.

That the Mayor and Clerk be authorized to execute a lease agreement with Benton Communities LP for a temporary lease agreement for the 0.23 acre (10,072 sq ft) remanent parking lot located at 5 Charles St E, for the sole purpose of using said lands for construction staging; and further,

That the Mayor and Clerk be authorized to execute all other documentation required to complete the transaction, with said documentation to be satisfactory to the City Solicitor.

REPORT HIGHLIGHTS:

- The purpose of this report is to declare the surface parking lot at 5 Charles Street East, in Kitchener, surplus to the City's needs and to authorize the sale of a portion of the surface parking lot to Benton Communities LP for the purposes of developing new and affordable housing.
- Benton Communities LP will pay the City of Kitchener \$2,032,746 for the fair market value of the land based on a January 2025 appraisal in order to complete the purchase.
- Community engagement included posting the report on the City's website.
- This report supports the delivery of core services.

REPORT:

5 Charles Street East is a 39-stall paid surface parking lot that has historically provided both short-term and monthly parking spaces. St Matthews Evangelical Lutheran Church (St Matthews) is partnering with Heartwood Trust through Benton Communities LP to develop a purpose built residential rental development which would include 20% affordable units located at 54 Benton St. In order for the development to proceed, Benton Communities LP would need to acquire a portion of the City-owned parking lot.

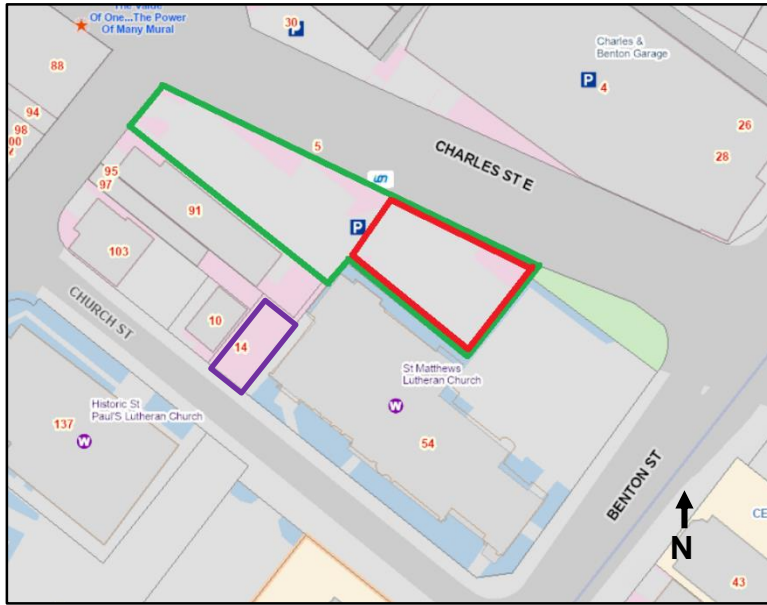
The Proposed Development

The proposed development would include up to 35-storey, 400-unit purpose-built residential rental development which would include 80 affordable units. Subject to available water capacity, Benton Communities LP's intent is to commence construction of the development in 2026 to 2027. The project would be financed by St Matthews, Heartwood Trust with support through the CMHC Affordable Housing Fund. CMHC's definition for affordable below market housing will be used. The proposed development will require an Environmental Site Assessment in order to obtain a Record of Site Condition from the Ministry of the Environment Conservation and Parks.

Proposed Severance

To accommodate the proposed development, Benton Communities LP would require the eastern portion of the City's parking lot (0.194 acres). As such, the City property would need to be severed. The portion of the lot proposed to be sold to the proponent is outlined in red on the following map.

The City would retain the balance of the parking lot (0.23 acres). However, due to restricted vehicular access to the remnant portion, if severed, the parking lot would need to be permanently closed. In the short term, the remnant portion would be leased to Benton Communities LP for staging during construction of the development. Benton Communities LP would be given a 3-year option to purchase the remnant portion should it be able to advance a future phase of residential development. The remnant land would be sold at market value at the time of sale. Should the remnant portion not be sold, the City will determine an appropriate use in the future.



Future Acquisition of 14 Church St

St. Matthews Church currently owns a 0.051 acre vacant parcel of land at 14 Church Street (outlined in purple on the map above). In order for the City's remnant portion to be developed, it may need to be consolidated with adjoining properties. Under this scenario, future vehicular access to Church Street would be beneficial. As a condition of the sale of lands, the City would receive a 10-year transferable option to purchase this property from St Matthews should it be required for future development.

Basis of Declaring Lands Surplus

The existing parking lot contains 39 surface parking spaces. The Charles & Benton Parking Garage is directly across the road and contains more than 500 parking spaces. As such, the loss of surface parking spaces would not negatively impact the overall parking supply needed within this area. The City's current official plan discourages surface parking facilities in the Downtown, while encouraging high density development. The City is currently undertaking a Long-term Parking Strategy. The current analysis suggests that the downtown has an oversupply of parking spaces, and as such, the removal of 38 parking spaces will not impact the parking required to service the downtown.

Design Considerations – Kindred Works Inc (Project Manager)

The proposed development would be subject to the City's site plan review process and all applicable policies and urban design guidelines. Given the City would be selling its land, Staff would work with Kindred Works Inc and Benton Communities LP to ensure that the development incorporates high quality architectural and urban design.

Agreement of Purchase and Sale

The agreement of Purchase and Sale will close when Benton Communities LP obtains a Record of Site Condition from the Ministry of the Environment Conservation and Parks, as well as a Building Permit from the City of Kitchener.

STRATEGIC PLAN ALIGNMENT:

This report supports the delivery of core services.

The redevelopment of a surface parking lot for housing and affordable housing supports the City's Housing For All and Make It Kitchener 2.0 strategies.

FINANCIAL IMPLICATIONS:

Capital Budget – The City would receive \$2,032,746 from the sale of 5 Charles St E, Kitchener, which would be directed to the City's Economic Development Investment Fund 2.0 to support future investments in economic growth.

Operating Budget – It costs the Parking Enterprise approximately \$13,000 annually to operate the parking lot at 5 Charles St E. The Parking Enterprise would no longer be responsible for maintaining this lot as a commercial surface parking facility. This would result in operational savings. It is expected that some of the revenues from this lot will be recovered by users utilizing nearby City facilities, such as the Charles & Benton Parking Garage.

COMMUNITY ENGAGEMENT:

INFORM – This report has been posted to the City's website with the agenda in advance of the council / committee meeting.

PREVIOUS REPORTS/AUTHORITIES:

There are no previous reports/authorities related to this matter.

APPROVED BY: Justin Readman, General Manager, Development Services Department

Staff Report



Corporate Services Department

www.kitchener.ca

REPORT TO: Finance and Corporate Services Committee

DATE OF MEETING: April 20, 2026

SUBMITTED BY: Amanda Fusco, Director of Legislated Services/City Clerk, 519-904-1402

PREPARED BY: Amanda Fusco, Director of Legislated Services/City Clerk, 519-904-1402

WARD(S) INVOLVED: All

DATE OF REPORT: December 11, 2025

REPORT NO.: COR-2026-154

SUBJECT: Corporate Policy Update – New, Amended and Repealed Policies

RECOMMENDATION:

That the corporate policies listed in Appendix A to Corporate Services report COR-2026-154 be amended or repealed; and,

That the Data Policy, attached as Appendix B to Corporate Services report COR-2026-154 be approved; and further,

That the Body Worn Camera Policy attached as Appendix C to Corporate Services report COR-2026-154 be approved; and further

That the Closed Circuit Television (CCTV) Policy attached as Appendix D to Corporate Services report COR-206-154 be approved.

REPORT HIGHLIGHTS:

- The purpose of this report is to approve new policies required by legislation and operational requirements, amend policies due to housekeeping changes and repeal policies that are no longer required.
- The financial implications are none.
- This report supports the delivery of core services.

BACKGROUND:

In accordance with the Corporate Policy Development, Review and Management Master Policy approved in 2024, Policy review is a necessary process that needs to be completed by all departments and policy writing staff every 3-5 years to ensure that the City's policies are all relevant with the most up-to-date information.

This report marks the culmination of a comprehensive three-year policy maintenance project that began in 2024 with report [COR-2024-018](#), followed by further updates in 2025 through report [COR-2025-269](#) of all corporate policies that required review.

*** This information is available in accessible formats upon request. ***
Please call 519-741-2345 or TTY 1-866-969-9994 for assistance.

Over the course of the review (2024-2026), as well as subsequent council approval via direct report, approximately 83% of the city's policies were reviewed and made publicly available on the [city's website](#). Many areas reported significant bodies of work underway in 2026 and planned for upcoming years, which will reduce the number of policies in the Under Review classification as individual reports come forward to Council for approval. The complete list of current Council Policies, as it exists as of this report's recommendations, is attached as Appendix E.

Policies regarding human resources practices are brought forward separately to Council by Human Resources staff.

REPORT:

As part of the policy review initiative, Directors reviewed with their respective General Manager a list of policies relating to their area and identified those which require minor amendments to add definitions, address legislative changes, improve clarity, housekeeping edits (i.e. revised titles, departments, gender neutral language) and address program or policy conflict or improve alignment. To improve readability and transparency, both a "clean copy" and a copy with tracked changes have been provided for each. A short explanation has been provided to explain why staff deem it is valid to amend these policies. Policies recommended for amendment are contained in Appendix A.

In some cases, this review revealed that the previously approved policies were no longer applicable for one of the following reasons:

1. Program or program funding no longer exists (2 policies).
2. Regulation or legislation is already in place (4 policies).
3. Policy has been replaced with another policy (0 policies).
4. Policy conflicts with another policy (3 policies).
5. Policy found redundant, outmoded or dysfunctional (0 policies).

A short explanation has been provided to explain why staff deem it is valid to repeal these policies. Policies recommended for repeal are contained in Appendix A.

New Policy Development

Through the policy manual review discussions, it came to staff's attention that there are policies that are required arising from new operational programs, or have been approved administratively and upon further reflection, that meet the criteria of a Council-approved policy. Further details on the purpose and scope of each policy is defined below and Appendix B, C, and D respectively.

Data Policy

As part of the City's ongoing work to strengthen corporate governance of information, staff identified that the City did not have a comprehensive policy outlining its data management practices, including requirements related to open data, equity in data use, and data security.

Staff have developed a proposed Data Policy in consultation with staff in Technology and Innovation Services (TIS) and Reconciliation, Equity, Diversity and Inclusion (REDI) staff. The Policy was informed by the City's existing data related frameworks as well as research and benchmarking of similar policies from other public sector organizations.

The proposed Data Policy aligns with the City's participation in the Bloomberg Philanthropies City Data Alliance and supports implementation of the city wide data strategy, identified as a strategic action under the Stewarding a better city together goal in the 2023–2026 Strategic Plan. The purpose of the Data Policy is to establish clear corporate expectations for the management of data across its' full lifecycle (including collection, use, storage, protection, sharing, and disposition) to support effective service delivery, evidence informed decision making, transparency, and legislative compliance.

The Data Policy is designed to complement existing corporate policies, including the Access and Privacy Policy, the Corporate Accountability and Transparency Policy, and the Information Management Policy, ensuring a cohesive and aligned governance framework. Implementation of the Policy will be supported by corporate standards, workflows, and control frameworks maintained by the appropriate corporate authorities.

Body Worn Cameras Policy

Body-Worn Cameras are intended to enhance staff safety by providing an additional layer of protection and accountability during interactions with the public. Beginning in late spring, By-law Enforcement staff will be equipped with body-worn cameras as part of their uniform while on duty. Staff will receive comprehensive training on both the operation of the cameras and applicable privacy requirements to ensure appropriate use. The Body Worn Cameras policy serves as a guiding framework for the program, outlining when and how cameras are to be used, as well as requirements for the secure storage, retention, access, and deletion of recorded footage in accordance with legislative and privacy standards. The policy supports safe, transparent, and consistent service delivery while ensuring responsible use of the technology.

Closed Circuit Television (CCTV) Policy

The City of Kitchener has operated an internal Closed Circuit Television (CCTV) program for over 20 years to enhance public safety and safeguard municipal assets. The City has undertaken the necessary research, jurisdictional scan, and review of internal procedures to develop a policy that clearly outlines the purpose, scope, roles, responsibilities, and procedures for the use of CCTV systems. This policy ensures consistent practices, support compliance with privacy legislation, and enhance public trust. The policy establishes provisions for:

- **Use** – CCTV systems will be deployed solely for legitimate municipal purposes such as public safety, security of assets, and operational efficiency, and not for monitoring individuals without cause.
- **Access** – Access to CCTV footage will be strictly limited to authorized personnel with a demonstrated need, and subject to secure authentication and logging protocols.
- **Disclosure** – Disclosure of recorded footage will occur only in accordance with privacy legislation, and may include law enforcement requests or legal obligations, with all disclosures documented.
- **Auditing** – Regular audits will be conducted to verify compliance with policy requirements, assess system integrity, and ensure that access and disclosure activities are properly logged and justified.

A formal CCTV policy provides the necessary governance framework to define roles and responsibilities, support informed decision-making, and demonstrate due diligence to oversight bodies and the public. It also enhances interdepartmental coordination and mitigates legal and reputational risks associated with inconsistent or unmanaged surveillance practices.

Summary

As a result of the continuous improvement initiatives noted above, staff recommend that Council approve the amendments, repealed and revised policy lists and three new policies (Data Policy, Body Worn Cameras Policy and Closed Circuit Television (CCTV) Policy) be approved to ensure compliance with the Municipal Act.

STRATEGIC PLAN ALIGNMENT:

This report supports the delivery of core services.

FINANCIAL IMPLICATIONS:

Capital Budget – The recommendation has no impact on the Capital Budget.

Operating Budget – The recommendation has no impact on the Operating Budget.

COMMUNITY ENGAGEMENT:

INFORM – This report has been posted to the City’s website with the agenda in advance of the council / committee meeting.

COLLABORATE – Policy review, amendment and development was completed in collaboration with Corporate Leadership, Human Resources, Legal Services, Office of the Mayor and Council and the Integrity Commissioner.

PREVIOUS REPORTS/AUTHORITIES:

- [COR-2026-131](#) – Advisory Committee Governance Review – Terms of Reference Amendments
- [COR-2025-269](#) - Corporate Policy Update – Amended and Repealed Policies
- [COR-2024-018](#) - Corporate Policy Update – New, Amended and Repealed Policies
- *Municipal Act, 2001*

APPROVED BY: Dimetra Resendes, Acting General Manager, Corporate Services

ATTACHMENTS:

- Appendix A – List of Proposed Amended and Repealed Policies
- Appendix B – Data Policy
- Appendix C – Body Worn Cameras Policy
- Appendix D – Closed Circuit Television (CCTV) Policy
- Appendix E – List of Council Policies


Policies to be Amended

Policy Name	Policy Number	Status	Department	Division
Access and Privacy	GOV-COR-2023	Administrative amendments to address obligations of Head to adhere to directions from the Office of the Privacy Commissioner of Ontario	Corporate Services	Legislated Services
Sports Award Banquet	GOV-COU-045	Administrative amendments to ensure alignment with current practices and improve clarity	Community Services	Sport
Municipal Alcohol Policy (MAP)	MUN-FAC-325	Administrative amendments to address new facilities	Development Services	Economic Development
Flags and Illumination Policy	MUN-FAC-442	Administrative amendments to ensure alignment with days of significance recognized by the Province and Federal governments	Corporate Services	Legislated Services
Parkland - Not Disposed Of	MUN-PLA-477	Administrative amendments to remove outdated information	Infrastructure Services	Parks and Cemeteries

Policies to be Repealed

Policy Name	Policy Number	Status	Reason for Repeal	Department	Division
Agreements - Committee of Adjustment	ADM-AGR-175	Policy conflicts with another policy	Execution Chapter 160.1.6 specifically delegated authority to M and C to sign C of A documentation	Corporate Services	Legal Services
Litigation & Tender City Policy	ADM-AGR-305	Policy conflicts with another policy	Dealt with through Procurement	Finance	Procurement
Sale Price - City Industrial/Business Park Land	FIN-ACQ-687	Regulation or legislation is already in place	Dealt with through Land Strategy	Development Services	Economic Development / Realty Services

Real Estate Commission - Sale of City Property.	FIN-ACQ-710	Regulation or legislation is already in place	Dealt with through Land Strategy	Development Services	Economic Development / Realty Services
Sale of Flags	FIN-ACQ-775	Program or program funding no longer exists	Currently source and inventory flags and issue them out internally as part of Stores inventory. Not currently selling flags externally.	Finance	Procurement
Release - Development Agreement - Fee	FIN-FEE-725	Policy conflicts with another policy	Included in Fees and Charges	Corporate Services	Legal Services
Feasibility Study Grant Program - Adaptive Re-Use Project	FIN-GRA-545	Regulation or legislation is already in place	Grant fund is accounted for through other practices	Development Services	Economic Development
Parking Tickets	GOV-COU-040	Program or program funding no longer exists	City has moved to AMPS	Corporate Services	Office of Mayor and Council
Road Allowance Widths and Sidewalk Locations in New Subdivisions	MUN-PLA-1120	Regulation or legislation is already in place	Information included in the policy is already included in the Development Manual, a council approved document	Development Services	Engineering

	<h1>POLICY</h1>	<u>Policy No:</u> GOV-COR-2023
<u>Policy Title:</u> Access and Privacy <u>Policy Type:</u> COUNCIL <u>Category:</u> Governance <u>Sub-Category:</u> Corporate <u>Author:</u> Access & Privacy Specialist, Legislated Services <u>Dept/Div:</u> Corporate Services / Legislated Services	<u>Approval Date:</u> June 10, 2020 <u>Reviewed Date:</u> <u>Next Review Date:</u> June 2025 <u>Reviewed Date:</u> <u>Last Amended:</u> <u>Replaces:</u> <u>Repealed:</u> <u>Replaced by:</u>	
<u>Related Policies, Procedures and/or Guidelines:</u> Policy No.: II-40 Confidentiality of Information Policy No.: II-95 Employee File – Official Record Policy No.: ADM-AUT-165 Municipal Freedom of Information & Protection of Privacy Act – Appointments Policy No.: GOV-COR-015 Corporate Accountability & Transparency FOI Request Protocol FOI Detailed Guidelines Privacy Breach Protocol Protecting Personal Information Outside the Office		

1. POLICY PURPOSE:

- (a) To ensure that the City of Kitchener is in compliance with the requirements, principles and intent of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).
- (b) To ensure that members of the public have access to information held by the city of Kitchener in accordance with the access provisions of MFIPPA.
- (c) To ensure that the privacy of individual’s personal information is protected in compliance with MFIPPA.
- (d) To define the roles and responsibilities of City of Kitchener employees regarding access to information and protection of personal information.

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

2. **DEFINITIONS:**

“Access” means freedom or ability of an individual or an organization to request and receive record(s) in the custody or control of the city;

“Business Units” means City of Kitchener departments, divisions, sections;

“Cloud” means a model of computer data storage in which the digital data is stored in logical pools. The physical storage may span multiple servers (sometimes in multiple locations), and the environment is typically owned and managed by a hosting company that the City of Kitchener may employ to store certain data. Cloud storage services may be accessed through a co-located cloud computing service, a web service application programming interface (API) or by applications that utilize the API, such as cloud desktop storage, a cloud storage gateway or web-based content management systems;

“Consent – Explicit” also known as express or direct consent and means that an individual provides a deliberate and clear expression that s/he agrees or disagrees with the collection, use, or disclosure of his/her personal information;

“Consent – Implicit” also known as implied or indirect consent and refers to situations in which a person has given consent to the collection, use or disclosure of his/her personal information by virtue of an action (e.g., entering a signed area where photographs are being taken) or inaction (e.g., not responding to a notice that their personal information will be disclosed for a purpose permitted under MFIPPA). This means that, although the person has not given verbal or written consent, circumstances exist that would cause a reasonable person to believe consent has been given;

“Head” for the purposes of MFIPPA, means the “Head” or the individual responsible for compliance with the requirements of MFIPPA is the City Clerk. Council delegates to the City Clerk all powers and duties related to the city’s compliance with the requirements of MFIPPA;

Personal Information (PI)” means recorded information about an identifiable individual. The city uses the full definition specified in MFIPPA (S.2) as well as decisions rendered by the Information and Privacy Commissioner (IPC) of Ontario’;

“Personal Information Bank (PIB)” means an index of records that lists the type of personal information we collect from our customers with details of how it is collected and who uses it. Municipalities are required under section 34 of MFIPPA to maintain a publicly available PIB. For greater clarity, this listing does not contain the actual personal information of members of the public;

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

“Privacy” means a set of interests and rights that an individual has regarding his/her ability to control the collection, use, disclosure and retention of his/her own personal information that is in an institution’s custody or control;

“Privacy Breach” means when personal information is collected, used, disclosed or retained in ways that are not in accordance with the provisions of MFIPPA. This includes personal information being lost, stolen, accessed by an unauthorized person, or used/disclosed in a way that is not compliant with MFIPPA;

“Privacy Impact Assessment (PIA)” means a formal assessment of privacy risks to identify the effects of a proposed or existing technology, program, process or system on an individual’s privacy. It is used to ensure compliance with privacy provisions under MFIPPA and ensure the implementation of privacy safeguards;

“Privacy Safe Harbour” means a status determination derived from the seven “Safe Harbour Privacy Principles” that represent a country’s capacity to comply with the data and privacy protection requirements of the European Union (EU);

“Record” means information, regardless of format, including but not limited to hard copy records; handwritten notes; electronic documents and digital images; microfilm/microfiche; photographs; email; data stored in databases such as SAP, AMANDA, etc.; and information stored on CDs, DVDs, videotapes, flash drives, Blackberries, laptops, and other removable media formats;

“Third Party Service Provider” means contractor, vendor, organization, corporation, partner, or affiliate performing work on behalf of City of Kitchener;

“Third Party Information” means information in any media format not owned or generated by the city and is not publicly available. This information may include commercial, scientific, technical information but is in the city’s possession or supplied by a third party;

“Trans-border Data Flows” means the transference of computerized domestic data (electronic information) containing personal information as defined within MFIPPA outside the geographical borders of Canada to another country or jurisdiction. It does not include any data which does not contain personal information or data which is not crossing any international border to a foreign jurisdiction (i.e., stays in Canada but outside of Ontario);

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

3. SCOPE:

POLICY APPLIES TO THE FOLLOWING:	
<input checked="" type="checkbox"/> All Employees	
<input type="checkbox"/> All Full-Time Employees	<input type="checkbox"/> All Union
<input type="checkbox"/> Management	<input type="checkbox"/> C.U.P.E. 68 Civic
<input type="checkbox"/> Non Union	<input type="checkbox"/> C.U.P.E. 68 Mechanics
<input type="checkbox"/> Temporary	<input type="checkbox"/> C.U.P.E. 791
<input type="checkbox"/> Student	<input type="checkbox"/> I.B.E.W. 636
<input type="checkbox"/> Part-Time Employees	<input type="checkbox"/> K.P.F.F.A.
<input type="checkbox"/> Specified Positions only:	<input checked="" type="checkbox"/> Other: All Third Party Service Providers, volunteers, and any other persons providing programs or services on behalf of the city
<input type="checkbox"/> Council	<input type="checkbox"/> Local Boards & Advisory Committees

This policy also applies to:

- (a) All corporate records and all personal information managed by the city.
- (b) Records and information of the Office of the Mayor and members of council that are created and used for the purpose of carrying out city business.

This policy shall be interpreted together with:

- (a) Municipal Freedom of Information and Protection of Privacy Act (MFIPPA),
- (b) Personal Health Information Protection Act (PHIPA), where applicable,
- (c) Personal Information Protection and Electronic Documents Act (PIPEDA), where applicable, and,
- (d) Other relevant policies and procedures of the City of Kitchener.

4. POLICY CONTENT:

4.1 Access to Information

4.1.1 General

- (a) The purpose of MFIPPA is two-fold: (1) to provide a right of access to information held by the city, and (2) to protect personal information in the custody and control of the city.
- (b) All records of the city are subject to MFIPPA, unless otherwise exempted;

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

- (c) Citizens' rights to access to information will be balanced with the protection of personal privacy of individuals as well as the protection of restricted information in accordance with MFIPPA and other privacy legislation;
- (d) Where information is exempted from an access under MFIPPA, the city shall sever the exempted information and will provide the requester with access to as much of the remaining record as possible.

4.1.2 Obstructing right of access

In accordance with MFIPPA, it is an offence to alter, conceal, destroy or delete a record or cause any other person to do so, with the intention of denying a right of access to a record or information contained within the record.

4.1.3 Employee Non-compliance

Failure to comply with the access and privacy provisions in MFIPPA can result in a privacy breach; internal investigations; complaints to and investigations by the Information and Privacy Commissioner (IPC) of Ontario; negative publicity and reputational damage to the city; legal action or financial loss to the city; disciplinary action for employees; or civil law suit for employees.

4.1.4 Disclosure mandated by other legislation

In some cases, another piece of legislation mandates that certain information be available to the public or another government body or agency. Consultation with the Access and Privacy Specialist needs to take place to determine which pieces of legislation might apply to the city and in what instances, and which records are affected by that legislation.

4.1.5 Methods of Access

Access to information shall be provided to the public through the following methods:

- (a) Active dissemination – In accordance with the city's active dissemination/routine disclosure list, business units shall proactively publish records without the need for a formal request (e.g., council and standing committee minutes, staff reports and open data sets are published regularly on the city's website).
- (b) Routine disclosure – In accordance with the city's active dissemination/routine disclosure list, business units shall provide access to records and information directly to the public that can be prepared or

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

gathered quickly in response to a specific request without requiring a formal request to be made under the MFIPPA.

- (c) Freedom of information (FOI) request - the city's Access and Privacy Specialist shall process formal requests for records that are not actively disseminated or routinely disclosed, which may contain personal information or sensitive information or that are subject to exemptions or exceptions under MFIPPA and therefore require review.

4.2 Protection of Personal Information

Records containing Personal Information must be collected, managed, stored and protected in accordance with MFIPPA.

4.2.1 Collection of Personal Information, Notification and Consent Requirements

MFIPPA requires that notice be given to citizens at every point of collection and that the city complies with the following:

- (a) Business units and third party service providers shall not collect more personal information than is required to provide programs and services. Only information that is absolutely required to perform/provide the service shall be collected;
- (b) Prior to the collection of personal information, business units and third party service providers must notify and obtain explicit consent from individuals for the collection of personal information.
- (c) The notice of collection must include the following information:
 - i) The legal authority that permits the collection of the personal information;
 - ii) The purpose(s) for which the personal information is being collected, used, retained or disclosed; and,
 - iii) The name, title and contact information for the individual in the business unit who can answer questions about the specific collection, use, or disclosure of personal information.
- (d) The city shall provide individuals with the opportunity to "opt out" or withdraw consent to some or all uses and/or disclosures of their personal information, providing the personal information is not necessary for the provision of a program or service;

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

- (e) Wherever practical, the preference is to have notices of collection in written format (e.g., in hardcopy forms or forms on the city website);
- (f) Verbal notices of collection can be used for service interactions where written notices are impractical, such as telephone interactions involving the city's Corporate Contact Centre or in cases where the individual requires accommodation;
- (g) Implied consent may be obtained under some circumstances (e.g., a notice is posted in a publicly available space to inform individuals that their image may be captured where photography or videography is taking place, and they elect to enter the space);
- (h) The Access and Privacy Specialist should be consulted to assist in the release of information, evaluate the risks to privacy and provide recommendations to mitigate those risks, and to develop the notice of collection.

4.2.2 Use and Disclosure of Personal Information

Business units must ensure that personal information in their custody or control is used only for the purpose for which it was collected, a consistent purpose (as determined by privacy subject matter experts) or when the individual to whom the personal information relates consents to another purpose. The Access and Privacy Specialist should be consulted prior to any new collection, use, or disclosure of personal information.

4.2.3 Security of Personal Information

Personal information must be secured from the point of collection to the point of destruction and at every point of contact and in every format. To prevent unauthorized disclosure, use, copying or modification and destruction of personal information in the custody or control of the city, appropriate security measures must be used for all media formats of the records. Business units shall take reasonable steps to prevent theft, loss or misuse of personal information and records, and protect them from unauthorized access/use, modification or destruction.

4.2.4 Access to and Correction of Personal Information

City staff will provide individuals with access to their own personal information within a record that is in the city's custody or control, subject to legislated exemptions and exceptions. City staff must verify the identification of persons requesting access to their own personal information before granting any access.

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

City staff will accept and process requests for correction to an individual's personal information where the individual believes there is an error or omission.

4.2.5 Retention of Personal Information

The city will retain personal information for at least one year after use or in accordance with the city's records retention schedule and MFIPPA in order to provide the individual with a reasonable opportunity to access their personal information.

4.2.6 Disposal and Destruction

Personal information will be disposed of in accordance with the city's records retention schedule, authorized destruction procedures and in a manner that is appropriate given its format.

4.2.7 Personal Information Banks (PIB)

As required by MFIPPA, the privacy head must ensure that an index of records exists, is published, and maintained that lists the personal information that the city collects along with details of who uses the information and for what purpose(s). Business units shall consult with the Access and Privacy Specialist when a new collection of personal information is anticipated so that the PIB can be updated to include the new collection.

4.2.8 Trans-border Data Flow of Personal Information

Wherever possible, personal information within the city's custody and control should remain in Canada (whether physically or in a cloud-based solution); however, in certain circumstances it may be necessary to transfer data outside of Canada for collection, processing, storage and/or retention. In circumstances where it is necessary for personal information to move outside of Canada, the city's preference is to limit instances where that data is transferred to countries where there is no privacy safe harbour principles/agreements in place or the United States, as compliance with MFIPPA is not possible due to superseding legislation such as the U.S. Patriot Act. When personal information will move outside of Canada, the Corporate Leadership Team must approve doing so unless other mitigation measures can be put in place. In addition, notice must be provided to the individual and their consent must be obtained.

4.2.9 Privacy Impact Assessment (PIA)

Business units shall notify the Access and Privacy Specialist of any new programs, services or technologies that will collect, use, disclose, process or destroy personal information so that a PIA can be conducted to evaluate the

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

associated risks to privacy. The PIA process may also be undertaken as part of the solution assessment tool and prior to on-boarding any new technological system.

The business unit shall:

- (a) Complete [PIA Phase 1](#) and,
- (b) If prompted by privacy, complete [PIA Phase 2](#) such that a fulsome evaluation of privacy risks can take place.

4.2.10 Technology Solution Assessment

The [Technology Solution Assessment](#) (TSA) Committee provides timely, helpful advice to staff who are seeking technology solutions to support business processes and service delivery for the Corporation. Advice is based on subject-matter expertise and corporate best practices on legal, privacy, records management, security, technology, and procurement matters.

4.2.11 Privacy Breach and Complaints

The city takes privacy breaches seriously and investigates each suspected or actual breach. City staff must immediately report all suspected or known privacy breaches or privacy complaints to their supervisor and to the Access & Privacy Specialist.

- (a) The Access and Privacy Specialist shall, in conjunction with the affected business unit, minimize the effects of a suspected or actual privacy breach by investigating the incident and determining its nature and scope and conducting breach management activities as described in the [Privacy Breach Protocol](#);
- (b) The Access and Privacy Specialist shall, in conjunction with the affected business unit, manage and respond to complaints and questions about the city's privacy practices under MFIPPA.

4.2.12 Third Party Service Providers

If the Business Unit obtains the services of a third party service provider to provide a service that collects, uses, and/or discloses Personal Information on behalf of the city, the business unit shall ensure that the third party service provider adheres to the privacy provisions stipulated in MFIPPA and include such a provision in their contractual agreement.

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

4.3 Protection of Sensitive or Restricted Information (Exemptions Under MFIPPA)

There are certain types of records under the city's custody and control that are not considered personal information but that are subject to other exemptions under MFIPPA. In the event of an unauthorized use or disclosure, such records may cause harm to the city or a third party service provider, or hamper the administration of justice. It is advisable to contact the Access and Privacy Specialist for consultation and guidance. Other exemptions under MFIPPA include:

- (a) The substance of deliberations or the subject matter of the Council meeting (e.g., closed/in-camera meeting minutes).
- (b) Information that may reasonably endanger the security of a building as the floor plans include the location of offices that may contain "sensitive, financial and personal records and information about the mechanical systems within the building (e.g., City of Kitchener facilities, banks or financial institutions, places of worship, shopping malls, etc.).
- (c) Information that may reasonably be expected to interfere with a law enforcement matter (e.g., the investigation is still open).
- (d) Information that may reveal confidential, commercial, scientific, proprietary, technical, financial or labour relations information, if access to this information may result in undue loss or gain, prejudice a competitive position or interfere with contractual or other negotiations of a third party (e.g., tender records that contain unit pricing, proceedings/negotiations relating to labour negotiations, etc.).
- (e) May violate a solicitor-client privilege (e.g., records prepared by the city's legal division or advise from legal counsel).

4.4 Roles

The City Clerk or the "Head"

Acts as the "Head" under MFIPPA and as delegated by council. Responsibilities include: ensuring the city adheres to both the access and privacy requirements of MFIPPA; ~~that this policy and related policies are implemented~~implementing this policy and related policies; approving recommendations arising from privacy impact assessments; overseeing the development of privacy and access-related standards, procedures, guidelines, and other materials; representing the City in dealings with the Information and Privacy Commissioner of Ontario (IPC), including the disclosure of information, records, and submissions as required or permitted by law;

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

[exercising discretion under MFIPPA, including decisions related to the assertion or waiver of privilege where appropriate](#); updating the City's Corporate Leadership Team on matters relating to privacy, and signing-off on ~~freedom-of-information~~[access](#) requests under MFIPPA.

Manager, Corporate Records and Archives Services

Oversees the day-to-day operations of the privacy program; approves data sets for inclusion in the open data catalog; ensures PIB's are accurate, complete, and up-to-date; liaises with the Information and Privacy Commissioner (IPC) of Ontario in instances where there is an appeal of a freedom of information request; and, assists the Director, Legislated Services/City Clerk and Director, Legal Services/City Solicitor with writing representations to the IPC of Ontario in the adjudication stage of appeals under MFIPPA.

Access and Privacy Specialist

Acts as the city's freedom of information coordinator and privacy specialist responsible for coordinating requests for information made under MFIPPA; conducting privacy impact assessments; identifying risks to privacy and developing relevant mitigation strategies; developing privacy and access-related policies and procedures; assisting business units in developing notices of collection for personal information; preparing the annual report for the IPC of Ontario and liaising with them as-needed; and, investigating and responding to privacy breaches and making recommendations for breach remediation.

Director of Technology and Innovation Services (TIS)

In partnership with the Director of Legislated Services/City Clerk, implements access and privacy safeguards in enterprise architecture, TIS policies, standards, procedures and technologies where appropriate.

General Managers, Directors, Managers and Supervisors

Implements and communicates privacy requirements to employees under their direction and advocate for privacy review whenever a new collection, use, or disclosure of personal information is anticipated; provides responsive records to the Access and Privacy Specialist, as requested; collaborates with privacy on privacy impact assessments and provides sign-off committing to resulting recommendations; and, advises privacy of any privacy breach or suspected breach.

All employees

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

Understand and employ the contents of this policy and their responsibilities in maintaining compliance with privacy policies and procedures; assist with routine disclosures to the public; and, report any actual or suspected privacy breach to their supervisor(s) and/or the Access and Privacy Specialist.


5. HISTORY OF POLICY CHANGES

Administrative Updates

n/a

Formal Amendments

n/a

	<h1>POLICY</h1>	<u>Policy No:</u> GOV-COR-2023
<u>Policy Title:</u> Access and Privacy <u>Policy Type:</u> COUNCIL <u>Category:</u> Governance <u>Sub-Category:</u> Corporate <u>Author:</u> Access & Privacy Specialist, Legislated Services <u>Dept/Div:</u> Corporate Services / Legislated Services	<u>Approval Date:</u> June 10, 2020 <u>Reviewed Date:</u> <u>Next Review Date:</u> June 2025 <u>Reviewed Date:</u> <u>Last Amended:</u> <u>Replaces:</u> <u>Repealed:</u> <u>Replaced by:</u>	
<u>Related Policies, Procedures and/or Guidelines:</u> Policy No.: II-40 Confidentiality of Information Policy No.: II-95 Employee File – Official Record Policy No.: ADM-AUT-165 Municipal Freedom of Information & Protection of Privacy Act – Appointments Policy No.: GOV-COR-015 Corporate Accountability & Transparency FOI Request Protocol FOI Detailed Guidelines Privacy Breach Protocol Protecting Personal Information Outside the Office		

1. POLICY PURPOSE:

- (a) To ensure that the City of Kitchener is in compliance with the requirements, principles and intent of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).
- (b) To ensure that members of the public have access to information held by the city of Kitchener in accordance with the access provisions of MFIPPA.
- (c) To ensure that the privacy of individual’s personal information is protected in compliance with MFIPPA.
- (d) To define the roles and responsibilities of City of Kitchener employees regarding access to information and protection of personal information.

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

2. **DEFINITIONS:**

“Access” means freedom or ability of an individual or an organization to request and receive record(s) in the custody or control of the city;

“Business Units” means City of Kitchener departments, divisions, sections;

“Cloud” means a model of computer data storage in which the digital data is stored in logical pools. The physical storage may span multiple servers (sometimes in multiple locations), and the environment is typically owned and managed by a hosting company that the City of Kitchener may employ to store certain data. Cloud storage services may be accessed through a co-located cloud computing service, a web service application programming interface (API) or by applications that utilize the API, such as cloud desktop storage, a cloud storage gateway or web-based content management systems;

“Consent – Explicit” also known as express or direct consent and means that an individual provides a deliberate and clear expression that s/he agrees or disagrees with the collection, use, or disclosure of his/her personal information;

“Consent – Implicit” also known as implied or indirect consent and refers to situations in which a person has given consent to the collection, use or disclosure of his/her personal information by virtue of an action (e.g., entering a signed area where photographs are being taken) or inaction (e.g., not responding to a notice that their personal information will be disclosed for a purpose permitted under MFIPPA). This means that, although the person has not given verbal or written consent, circumstances exist that would cause a reasonable person to believe consent has been given;

“Head” for the purposes of MFIPPA, means the “Head” or the individual responsible for compliance with the requirements of MFIPPA is the City Clerk. Council delegates to the City Clerk all powers and duties related to the city’s compliance with the requirements of MFIPPA;

Personal Information (PI)” means recorded information about an identifiable individual. The city uses the full definition specified in MFIPPA (S.2) as well as decisions rendered by the Information and Privacy Commissioner (IPC) of Ontario’;

“Personal Information Bank (PIB)” means an index of records that lists the type of personal information we collect from our customers with details of how it is collected and who uses it. Municipalities are required under section 34 of MFIPPA to maintain a publicly available PIB. For greater clarity, this listing does not contain the actual personal information of members of the public;

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

“Privacy” means a set of interests and rights that an individual has regarding his/her ability to control the collection, use, disclosure and retention of his/her own personal information that is in an institution’s custody or control;

“Privacy Breach” means when personal information is collected, used, disclosed or retained in ways that are not in accordance with the provisions of MFIPPA. This includes personal information being lost, stolen, accessed by an unauthorized person, or used/disclosed in a way that is not compliant with MFIPPA;

“Privacy Impact Assessment (PIA)” means a formal assessment of privacy risks to identify the effects of a proposed or existing technology, program, process or system on an individual’s privacy. It is used to ensure compliance with privacy provisions under MFIPPA and ensure the implementation of privacy safeguards;

“Privacy Safe Harbour” means a status determination derived from the seven “Safe Harbour Privacy Principles” that represent a country’s capacity to comply with the data and privacy protection requirements of the European Union (EU);

“Record” means information, regardless of format, including but not limited to hard copy records; handwritten notes; electronic documents and digital images; microfilm/microfiche; photographs; email; data stored in databases such as SAP, AMANDA, etc.; and information stored on CDs, DVDs, videotapes, flash drives, Blackberries, laptops, and other removable media formats;

“Third Party Service Provider” means contractor, vendor, organization, corporation, partner, or affiliate performing work on behalf of City of Kitchener;

“Third Party Information” means information in any media format not owned or generated by the city and is not publicly available. This information may include commercial, scientific, technical information but is in the city’s possession or supplied by a third party;

“Trans-border Data Flows” means the transference of computerized domestic data (electronic information) containing personal information as defined within MFIPPA outside the geographical borders of Canada to another country or jurisdiction. It does not include any data which does not contain personal information or data which is not crossing any international border to a foreign jurisdiction (i.e., stays in Canada but outside of Ontario);

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

3. SCOPE:

POLICY APPLIES TO THE FOLLOWING:	
<input checked="" type="checkbox"/> All Employees	
<input type="checkbox"/> All Full-Time Employees	<input type="checkbox"/> All Union
<input type="checkbox"/> Management	<input type="checkbox"/> C.U.P.E. 68 Civic
<input type="checkbox"/> Non Union	<input type="checkbox"/> C.U.P.E. 68 Mechanics
<input type="checkbox"/> Temporary	<input type="checkbox"/> C.U.P.E. 791
<input type="checkbox"/> Student	<input type="checkbox"/> I.B.E.W. 636
<input type="checkbox"/> Part-Time Employees	<input type="checkbox"/> K.P.F.F.A.
<input type="checkbox"/> Specified Positions only:	<input checked="" type="checkbox"/> Other: All Third Party Service Providers, volunteers, and any other persons providing programs or services on behalf of the city
<input type="checkbox"/> Council	<input type="checkbox"/> Local Boards & Advisory Committees

This policy also applies to:

- (a) All corporate records and all personal information managed by the city.
- (b) Records and information of the Office of the Mayor and members of council that are created and used for the purpose of carrying out city business.

This policy shall be interpreted together with:

- (a) Municipal Freedom of Information and Protection of Privacy Act (MFIPPA),
- (b) Personal Health Information Protection Act (PHIPA), where applicable,
- (c) Personal Information Protection and Electronic Documents Act (PIPEDA), where applicable, and,
- (d) Other relevant policies and procedures of the City of Kitchener.

4. POLICY CONTENT:

4.1 Access to Information

4.1.1 General

- (a) The purpose of MFIPPA is two-fold: (1) to provide a right of access to information held by the city, and (2) to protect personal information in the custody and control of the city.
- (b) All records of the city are subject to MFIPPA, unless otherwise exempted;

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

- (c) Citizens' rights to access to information will be balanced with the protection of personal privacy of individuals as well as the protection of restricted information in accordance with MFIPPA and other privacy legislation;
- (d) Where information is exempted from an access under MFIPPA, the city shall sever the exempted information and will provide the requester with access to as much of the remaining record as possible.

4.1.2 Obstructing right of access

In accordance with MFIPPA, it is an offence to alter, conceal, destroy or delete a record or cause any other person to do so, with the intention of denying a right of access to a record or information contained within the record.

4.1.3 Employee Non-compliance

Failure to comply with the access and privacy provisions in MFIPPA can result in a privacy breach; internal investigations; complaints to and investigations by the Information and Privacy Commissioner (IPC) of Ontario; negative publicity and reputational damage to the city; legal action or financial loss to the city; disciplinary action for employees; or civil law suit for employees.

4.1.4 Disclosure mandated by other legislation

In some cases, another piece of legislation mandates that certain information be available to the public or another government body or agency. Consultation with the Access and Privacy Specialist needs to take place to determine which pieces of legislation might apply to the city and in what instances, and which records are affected by that legislation.

4.1.5 Methods of Access

Access to information shall be provided to the public through the following methods:

- (a) Active dissemination – In accordance with the city's active dissemination/routine disclosure list, business units shall proactively publish records without the need for a formal request (e.g., council and standing committee minutes, staff reports and open data sets are published regularly on the city's website).
- (b) Routine disclosure – In accordance with the city's active dissemination/routine disclosure list, business units shall provide access to records and information directly to the public that can be prepared or

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

gathered quickly in response to a specific request without requiring a formal request to be made under the MFIPPA.

- (c) Freedom of information (FOI) request - the city's Access and Privacy Specialist shall process formal requests for records that are not actively disseminated or routinely disclosed, which may contain personal information or sensitive information or that are subject to exemptions or exceptions under MFIPPA and therefore require review.

4.2 Protection of Personal Information

Records containing Personal Information must be collected, managed, stored and protected in accordance with MFIPPA.

4.2.1 Collection of Personal Information, Notification and Consent Requirements

MFIPPA requires that notice be given to citizens at every point of collection and that the city complies with the following:

- (a) Business units and third party service providers shall not collect more personal information than is required to provide programs and services. Only information that is absolutely required to perform/provide the service shall be collected;
- (b) Prior to the collection of personal information, business units and third party service providers must notify and obtain explicit consent from individuals for the collection of personal information.
- (c) The notice of collection must include the following information:
 - i) The legal authority that permits the collection of the personal information;
 - ii) The purpose(s) for which the personal information is being collected, used, retained or disclosed; and,
 - iii) The name, title and contact information for the individual in the business unit who can answer questions about the specific collection, use, or disclosure of personal information.
- (d) The city shall provide individuals with the opportunity to "opt out" or withdraw consent to some or all uses and/or disclosures of their personal information, providing the personal information is not necessary for the provision of a program or service;

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

- (e) Wherever practical, the preference is to have notices of collection in written format (e.g., in hardcopy forms or forms on the city website);
- (f) Verbal notices of collection can be used for service interactions where written notices are impractical, such as telephone interactions involving the city's Corporate Contact Centre or in cases where the individual requires accommodation;
- (g) Implied consent may be obtained under some circumstances (e.g., a notice is posted in a publicly available space to inform individuals that their image may be captured where photography or videography is taking place, and they elect to enter the space);
- (h) The Access and Privacy Specialist should be consulted to assist in the release of information, evaluate the risks to privacy and provide recommendations to mitigate those risks, and to develop the notice of collection.

4.2.2 Use and Disclosure of Personal Information

Business units must ensure that personal information in their custody or control is used only for the purpose for which it was collected, a consistent purpose (as determined by privacy subject matter experts) or when the individual to whom the personal information relates consents to another purpose. The Access and Privacy Specialist should be consulted prior to any new collection, use, or disclosure of personal information.

4.2.3 Security of Personal Information

Personal information must be secured from the point of collection to the point of destruction and at every point of contact and in every format. To prevent unauthorized disclosure, use, copying or modification and destruction of personal information in the custody or control of the city, appropriate security measures must be used for all media formats of the records. Business units shall take reasonable steps to prevent theft, loss or misuse of personal information and records, and protect them from unauthorized access/use, modification or destruction.

4.2.4 Access to and Correction of Personal Information

City staff will provide individuals with access to their own personal information within a record that is in the city's custody or control, subject to legislated exemptions and exceptions. City staff must verify the identification of persons requesting access to their own personal information before granting any access.

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

City staff will accept and process requests for correction to an individual's personal information where the individual believes there is an error or omission.

4.2.5 Retention of Personal Information

The city will retain personal information for at least one year after use or in accordance with the city's records retention schedule and MFIPPA in order to provide the individual with a reasonable opportunity to access their personal information.

4.2.6 Disposal and Destruction

Personal information will be disposed of in accordance with the city's records retention schedule, authorized destruction procedures and in a manner that is appropriate given its format.

4.2.7 Personal Information Banks (PIB)

As required by MFIPPA, the privacy head must ensure that an index of records exists, is published, and maintained that lists the personal information that the city collects along with details of who uses the information and for what purpose(s). Business units shall consult with the Access and Privacy Specialist when a new collection of personal information is anticipated so that the PIB can be updated to include the new collection.

4.2.8 Trans-border Data Flow of Personal Information

Wherever possible, personal information within the city's custody and control should remain in Canada (whether physically or in a cloud-based solution); however, in certain circumstances it may be necessary to transfer data outside of Canada for collection, processing, storage and/or retention. In circumstances where it is necessary for personal information to move outside of Canada, the city's preference is to limit instances where that data is transferred to countries where there is no privacy safe harbour principles/agreements in place or the United States, as compliance with MFIPPA is not possible due to superseding legislation such as the U.S. Patriot Act. When personal information will move outside of Canada, the Corporate Leadership Team must approve doing so unless other mitigation measures can be put in place. In addition, notice must be provided to the individual and their consent must be obtained.

4.2.9 Privacy Impact Assessment (PIA)

Business units shall notify the Access and Privacy Specialist of any new programs, services or technologies that will collect, use, disclose, process or destroy personal information so that a PIA can be conducted to evaluate the

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

associated risks to privacy. The PIA process may also be undertaken as part of the solution assessment tool and prior to on-boarding any new technological system.

The business unit shall:

- (a) Complete [PIA Phase 1](#) and,
- (b) If prompted by privacy, complete [PIA Phase 2](#) such that a fulsome evaluation of privacy risks can take place.

4.2.10 Technology Solution Assessment

The [Technology Solution Assessment](#) (TSA) Committee provides timely, helpful advice to staff who are seeking technology solutions to support business processes and service delivery for the Corporation. Advice is based on subject-matter expertise and corporate best practices on legal, privacy, records management, security, technology, and procurement matters.

4.2.11 Privacy Breach and Complaints

The city takes privacy breaches seriously and investigates each suspected or actual breach. City staff must immediately report all suspected or known privacy breaches or privacy complaints to their supervisor and to the Access & Privacy Specialist.

- (a) The Access and Privacy Specialist shall, in conjunction with the affected business unit, minimize the effects of a suspected or actual privacy breach by investigating the incident and determining its nature and scope and conducting breach management activities as described in the [Privacy Breach Protocol](#);
- (b) The Access and Privacy Specialist shall, in conjunction with the affected business unit, manage and respond to complaints and questions about the city's privacy practices under MFIPPA.

4.2.12 Third Party Service Providers

If the Business Unit obtains the services of a third party service provider to provide a service that collects, uses, and/or discloses Personal Information on behalf of the city, the business unit shall ensure that the third party service provider adheres to the privacy provisions stipulated in MFIPPA and include such a provision in their contractual agreement.

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

4.3 Protection of Sensitive or Restricted Information (Exemptions Under MFIPPA)

There are certain types of records under the city's custody and control that are not considered personal information but that are subject to other exemptions under MFIPPA. In the event of an unauthorized use or disclosure, such records may cause harm to the city or a third party service provider, or hamper the administration of justice. It is advisable to contact the Access and Privacy Specialist for consultation and guidance. Other exemptions under MFIPPA include:

- (a) The substance of deliberations or the subject matter of the Council meeting (e.g., closed/in-camera meeting minutes).
- (b) Information that may reasonably endanger the security of a building as the floor plans include the location of offices that may contain "sensitive, financial and personal records and information about the mechanical systems within the building (e.g., City of Kitchener facilities, banks or financial institutions, places of worship, shopping malls, etc.).
- (c) Information that may reasonably be expected to interfere with a law enforcement matter (e.g., the investigation is still open).
- (d) Information that may reveal confidential, commercial, scientific, proprietary, technical, financial or labour relations information, if access to this information may result in undue loss or gain, prejudice a competitive position or interfere with contractual or other negotiations of a third party (e.g., tender records that contain unit pricing, proceedings/negotiations relating to labour negotiations, etc.).
- (e) May violate a solicitor-client privilege (e.g., records prepared by the city's legal division or advise from legal counsel).

4.4 Roles

The City Clerk or the "Head"

Acts as the "Head" under MFIPPA and as delegated by council. Responsibilities include: ensuring the city adheres to both the access and privacy requirements of MFIPPA; implementing this policy and related policies; approving recommendations arising from privacy impact assessments; overseeing the development of privacy and access-related standards, procedures, guidelines, and other materials; representing the City in dealings with the Information and Privacy Commissioner of Ontario (IPC), including the disclosure of information, records, and submissions as required or permitted by law; exercising discretion under MFIPPA,

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

including decisions related to the assertion or waiver of privilege where appropriate; updating the City's Corporate Leadership Team on matters relating to privacy, and signing-off on access requests under MFIPPA.

Manager, Corporate Records and Archives Services

Oversees the day-to-day operations of the privacy program; approves data sets for inclusion in the open data catalog; ensures PIB's are accurate, complete, and up-to-date; liaises with the Information and Privacy Commissioner (IPC) of Ontario in instances where there is an appeal of a freedom of information request; and, assists the Director, Legislated Services/City Clerk and Director, Legal Services/City Solicitor with writing representations to the IPC of Ontario in the adjudication stage of appeals under MFIPPA.

Access and Privacy Specialist

Acts as the city's freedom of information coordinator and privacy specialist responsible for coordinating requests for information made under MFIPPA; conducting privacy impact assessments; identifying risks to privacy and developing relevant mitigation strategies; developing privacy and access-related policies and procedures; assisting business units in developing notices of collection for personal information; preparing the annual report for the IPC of Ontario and liaising with them as-needed; and, investigating and responding to privacy breaches and making recommendations for breach remediation.

Director of Technology and Innovation Services (TIS)

In partnership with the Director of Legislated Services/City Clerk, implements access and privacy safeguards in enterprise architecture, TIS policies, standards, procedures and technologies where appropriate.

General Managers, Directors, Managers and Supervisors

Implements and communicates privacy requirements to employees under their direction and advocate for privacy review whenever a new collection, use, or disclosure of personal information is anticipated; provides responsive records to the Access and Privacy Specialist, as requested; collaborates with privacy on privacy impact assessments and provides sign-off committing to resulting recommendations; and, advises privacy of any privacy breach or suspected breach.

All employees

Understand and employ the contents of this policy and their responsibilities in maintaining compliance with privacy policies and procedures; assist with routine

Policy No: GOV-COR-2023

Policy Title: Access and Privacy

disclosures to the public; and, report any actual or suspected privacy breach to their supervisor(s) and/or the Access and Privacy Specialist.


5. HISTORY OF POLICY CHANGES

Administrative Updates

n/a

Formal Amendments

n/a

	<h1>POLICY</h1>	<u>Policy No:</u> GOV-COU-045
<u>Policy Title:</u> SPORTS AWARD BANQUET <u>Policy Type:</u> COUNCIL <u>Category:</u> Governance <u>Sub-Category:</u> Council <u>Author:</u> Author Unknown <u>Dept/Div:</u> Community Services/Community Programs & Services/Council	<u>Approval Date:</u> October 24, 1988	<u>Reviewed Date:</u> June 2016 <u>Next Review Date:</u> June 2021 <u>Reviewed Date:</u>
<u>Related Policies, Procedures and/or Guidelines:</u> To be included at next review	<u>Last Amended:</u> September 21, 1992	<u>Replaces:</u> I-045, Sports Award Banquet
	<u>Repealed:</u>	<u>Replaced by:</u>

1. POLICY PURPOSE:

To recognize Kitchener athletes who have achieved a provincial or better championship.

2. DEFINITIONS:

To be included at next review.

3. SCOPE:

POLICY APPLIES TO THE FOLLOWING:	
<input type="checkbox"/> All Employees	
<input type="checkbox"/> All Full-Time Employees	<input type="checkbox"/> All Union
<input type="checkbox"/> Management	<input type="checkbox"/> C.U.P.E. 68 Civic
<input type="checkbox"/> Non Union	<input type="checkbox"/> C.U.P.E. 68 Mechanics
<input type="checkbox"/> Temporary	<input type="checkbox"/> C.U.P.E. 791
<input type="checkbox"/> Student	<input type="checkbox"/> I.B.E.W. 636
<input type="checkbox"/> Part-Time Employees	<input type="checkbox"/> K.P.F.F.A.
<input type="checkbox"/> Specified Positions only:	<input type="checkbox"/> Other:
<input checked="" type="checkbox"/> Council	<input type="checkbox"/> Local Boards & Advisory Committees

To be included at next review.

Policy No: GOV-COU-045

Policy Title: SPORTS AWARD BANQUET

4. POLICY CONTENT:

- 4.1 That the criteria for recognizing athletes by the City of Kitchener, as presented to the Civic Administration Committee on October 17, 1988, be adopted and further,
- 4.2 That ~~a Committee comprising of 1 member of City Council, 1 Community Sport Representative and 1 Parks & Recreation Department Employee be established to the Sport Development Coordinator (serving as Banquet Coordinator)~~ review the applications and organize the event in accordance with approved Committee responsibilities.

CITY OF KITCHENER ATHLETIC AWARDS ~~COMMITTEE~~BANQUET
COORDINATOR
RESPONSIBILITIES

1. Prepare cost estimate for management budget for Council approval annually.
2. Determine appropriate award to be presented.
3. Review applications and select athletes to be recognized.
4. Select a menu and caterer for the meal.
5. Select a location and date for the banquet.
6. ~~Select head table guests.~~ Select key guests and dignitaries and their seating arrangement
7. Determine program including keynote speaker and planning partners.
8. Determine and prepare advertising to sport groups and the general public.
9. Prepare initiations to special guests.
10. ~~Prepare annual report for Community Services Committee. (as amended)~~

Criteria

Policy No: GOV-COU-045

Policy Title: SPORTS AWARD BANQUET

- a) The athlete or team must place first in a provincial, or national or ~~international~~ championship/games sanctioned by a recognized Canadian, Provincial or National sport governing body. All members of the team will be recognized regardless of residency. (as amended)
- b) The athlete or team must place first, second, or third in an international championship/games sanctioned by a recognized Canadian, Provincial or National sport governing body. All members of the team will be recognized regardless of residency. (as amended)
- c) Modifications to the criteria in 'a' and 'b' must be approved by the Supervisor, Sport Development 3-months prior to the start of the application window
- ~~db)~~ The athlete must be a member of a Kitchener sport organization (or a member of an Ontario, Provincial or Canadian National team) which is affiliated with a recognized Canadian Provincial or National sport governing body.
- ~~ee)~~ All individual event winners must have their principal residence in the City of Kitchener. Non-residents who are members of a Kitchener team (and make a contribution to the team victory) are eligible also.
- ~~fd)~~ Kitchener residents who participate on teams in other municipalities are not eligible unless there is no such similar organization in Kitchener.
- ~~ge)~~ The athlete must be of amateur status.
- ~~hf)~~ Activities involving motorized vehicles under the control of the individual are NOT eligible.
- ~~ig)~~ Each eligible athlete/team may include up to three additional award recipients (coaches or managers).
- ~~jh)~~ University, Community College or High School teams or athletes will not be recognized.

Submission

All application forms must be submitted to the Banquet Coordinator Kitchener Parks & Recreation by the second Friday of January, annually or designate.

Policy No: GOV-COU-045

Policy Title: SPORTS AWARD BANQUET

The Banquet Coordinator may set and extend the application deadline. The deadline must be at least 1 month from the Sports Award Banquet, and the application window must be at least 1 month.

Selection

~~A Review Committee composed of one elected official, one community sport representative, and one Parks & Recreation employee~~The Sport Development Coordinator (serving as Banquet Coordinator) shall review the applications for recognition by the City of Kitchener to determine the eligibility of athletes.

Presentation

The Awards Banquet will be held during the second week of ~~February~~March, annually, or in the event that date is not possible, at the closest and most appropriate date as approved by management.

2. HISTORY OF POLICY CHANGES

Administrative Update


2001-12-01 - Reviewed, no changes.

2016-06-01 - I-045 - policy template re-formatted to new numbering system and given number GOV-COU-045.

Formal Amendments

1992-06-01 - As per Council/CLT directive

1992-09-21 - As per Council/CLT directive

	<h1>POLICY</h1>	<u>Policy No:</u> GOV-COU-045
<u>Policy Title:</u> SPORTS AWARD BANQUET <u>Policy Type:</u> COUNCIL <u>Category:</u> Governance <u>Sub-Category:</u> Council <u>Author:</u> Author Unknown <u>Dept/Div:</u> Community Services/Community Programs & Services/Council	<u>Approval Date:</u> October 24, 1988	<u>Reviewed Date:</u> June 2016 <u>Next Review Date:</u> June 2021 <u>Reviewed Date:</u>
<u>Related Policies, Procedures and/or Guidelines:</u> To be included at next review	<u>Last Amended:</u> September 21, 1992	<u>Replaces:</u> I-045, Sports Award Banquet
<u>Repealed:</u> <u>Replaced by:</u>		

1. POLICY PURPOSE:

To recognize Kitchener athletes who have achieved a provincial or better championship.

2. DEFINITIONS:

To be included at next review.

3. SCOPE:

POLICY APPLIES TO THE FOLLOWING:	
<input type="checkbox"/> All Employees	
<input type="checkbox"/> All Full-Time Employees	<input type="checkbox"/> All Union
<input type="checkbox"/> Management	<input type="checkbox"/> C.U.P.E. 68 Civic
<input type="checkbox"/> Non Union	<input type="checkbox"/> C.U.P.E. 68 Mechanics
<input type="checkbox"/> Temporary	<input type="checkbox"/> C.U.P.E. 791
<input type="checkbox"/> Student	<input type="checkbox"/> I.B.E.W. 636
<input type="checkbox"/> Part-Time Employees	<input type="checkbox"/> K.P.F.F.A.
<input type="checkbox"/> Specified Positions only:	<input type="checkbox"/> Other:
<input checked="" type="checkbox"/> Council	<input type="checkbox"/> Local Boards & Advisory Committees

To be included at next review.

Policy No: GOV-COU-045

Policy Title: SPORTS AWARD BANQUET

4. POLICY CONTENT:

- 4.1 That the criteria for recognizing athletes by the City of Kitchener, as presented to the Civic Administration Committee on October 17, 1988, be adopted and further,
- 4.2 That the Sport Development Coordinator (serving as Banquet Coordinator) review the applications and organize the event in accordance with approved Committee responsibilities.

**CITY OF KITCHENER ATHLETIC AWARDS BANQUET COORDINATOR
RESPONSIBILITIES**

1. Prepare cost estimate for management approval annually.
2. Determine appropriate award to be presented.
3. Review applications and select athletes to be recognized.
4. Select a menu and caterer for the meal.
5. Select a location and date for the banquet.
6. Select key guests and dignitaries and their seating arrangement
7. Determine program including keynote speaker and planning partners.
8. Determine and prepare advertising to sport groups and the general public.
9. Prepare initiations to special guests.

Criteria

- a) The athlete or team must place first in a provincial, or national or championship/games sanctioned by a recognized Canadian, Provincial or National sport governing body. All members of the team will be recognized regardless of residency. (as amended)
- b) The athlete or team must place first, second, or third in an international championship/games sanctioned by a recognized Canadian, Provincial or

Policy No: GOV-COU-045

Policy Title: SPORTS AWARD BANQUET

National sport governing body. All members of the team will be recognized regardless of residency. (as amended)

- c) Modifications to the criteria in 'a' and 'b' must be approved by the Supervisor, Sport Development 3-months prior to the start of the application window
- d) The athlete must be a member of a Kitchener sport organization (or a member of an Ontario, Provincial or Canadian National team) which is affiliated with a recognized Canadian Provincial or National sport governing body.
- e) All individual event winners must have their principal residence in the City of Kitchener. Non-residents who are members of a Kitchener team (and make a contribution to the team victory) are eligible also.
- f) Kitchener residents who participate on teams in other municipalities are not eligible unless there is no such similar organization in Kitchener.
- g) The athlete must be of amateur status.
- h) Activities involving motorized vehicles under the control of the individual are NOT eligible.
- i) Each eligible athlete/team may include up to three additional award recipients (coaches or managers).
- j) University, Community College or High School teams or athletes will not be recognized.

Submission

All application forms must be submitted to the Banquet Coordinator or designate.

The Banquet Coordinator may set and extend the application deadline. The deadline must be at least 1 month from the Sports Award Banquet, and the application window must be at least 1 month.

Selection

The Sport Development Coordinator (serving as Banquet Coordinator) shall review the applications for recognition by the City of Kitchener to determine the eligibility of athletes.

Policy No: GOV-COU-045

Policy Title: SPORTS AWARD BANQUET

Presentation

The Awards Banquet will be held during the second week of March, annually, or in the event that date is not possible, at the closest and most appropriate date as approved by management.

2. HISTORY OF POLICY CHANGES

Administrative Update


2001-12-01 - Reviewed, no changes.

2016-06-01 - I-045 - policy template re-formatted to new numbering system and given number GOV-COU-045.

Formal Amendments

1992-06-01 - As per Council/CLT directive

1992-09-21 - As per Council/CLT directive

	<h2>POLICY</h2>	<u>Policy No:</u> MUN-FAC-325
<u>Policy Title:</u> MUNICIPAL ALCOHOL POLICY (MAP) <u>Policy Type:</u> COUNCIL <u>Category:</u> Municipal Services <u>Sub-Category:</u> Facility <u>Author:</u> Author Unknown <u>Dept/Div:</u> CAO/Economic Development/Special Events	<u>Approval Date:</u> February 8, 2016 <u>Reviewed Date:</u> December 2019 <u>Next Review Date:</u> July 2023 <u>Reviewed Date:</u> <u>Last Amended:</u> March 2020 <u>Replaces:</u> <u>Repealed:</u> I-325 - Municipal Alcohol Policy (MAP) <u>Replaced:</u> I-325 - February 8, 2016	
<u>Related Policies, Procedures and/or Guidelines:</u> To be included at next review.		

1. POLICY PURPOSE:

This Municipal Alcohol Policy (MAP) is intended to promote a safe, enjoyable environment taking into consideration the health and safety of participants and staff. This policy is in place to reduce alcohol-related problems such as injury, violence and liability which arise from alcohol consumption on municipal property.

1.1 Policy Objectives

- a. To provide procedures and education to individuals or groups wishing to hold events in and/or on municipally owned facilities/properties in order to ensure that all *Liquor Licence Act of Ontario* legislation that pertains to Special Occasion Permits or liquor licencing and the Municipal Alcohol Policy (MAP) are properly understood and strictly complied with.
- b. To ensure appropriate supervision and operation of Special Occasion Permits and liquor licenced events in order to protect the Event Organizers, the participating public, volunteers, the City of Kitchener and its staff from liability by providing education in prevention and intervention techniques and through effective management procedures.
- c. To encourage and reinforce responsible drinking practices for consumers through the development of operational procedures, controls, training and

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

education, and to honour the decision of abstainers not to drink alcohol and encourage their participation by providing alternative, non-alcoholic drinks.

2. **DEFINITIONS:**

Alcohol and Gaming Commission of Ontario (AGCO)

The Alcohol and Gaming Commission of Ontario (AGCO) is a Provincial agency, established February 23, 1998 under the *Alcohol and Gaming Regulation and Public Protection Act, 1996*. The Act gave the AGCO responsibility for the administration of the *Liquor Licence Act* and the *Gaming Control Act, 1992*. The AGCO is a regulatory agency that reports to the Ministry of the Attorney General. For more information go to www.agco.on.ca/en/about/index.aspx.

Caterer's Endorsement

A liquor sales licence authorizing the applicant to sell and serve liquor for an event held on properties other than the properties to which the liquor sales licence applies.

Event

For the purposes of this policy, an event is any gathering held at a municipal facility or property at which alcohol will be served and/or sold. They may include weddings, showers, dances, barbeques, birthday parties and any other event where alcohol will be served. The duration of the event includes event set-up, operation and clean-up. Events involving alcohol may be in a licenced municipal facility or under a Special Occasion Permit (SOP).

Event Organizer

Any person, who is 19 years of age or over, seeking to hold an event that involves the sale and/ or service of alcohol at municipal facilities/property. The Event Organizer (which term shall include the SOP permit holder and any designate) is responsible for the safety and sobriety of people attending the event as well as compliance with this Municipal Alcohol Policy and the *Liquor Licence Act of Ontario* and its regulations at the event. **They assume all responsibility and liability for the entire operation of the event.** The Event Organizer **MUST** read and sign the *Event Organizer Checklist for Liquor Licenced Events* to indicate that they understand their responsibilities.

Event Worker

Any person, who serves or sells liquor, or is involved in an event where alcohol is served on municipal property. All event workers have a responsibility in the operation of the event and shall not consume or be under the influence of alcohol for the entire duration of the event. In addition to the Event Organizer and permit holder, event workers may include the following:

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- **Floor Supervisor**

A paid/volunteer person(s) appointed by the Event Organizer, who is over the age of 18 and who has satisfactorily proven to the Event Organizer that she/he will act in accordance with the MAP. A floor supervisor talks with participants, monitors patron behavior, monitors for intoxication and underage drinkers, responds to problems and complaints, assists door monitors when necessary, aids in the removal of intoxicated persons, arranges safe transportation.

- **Door Monitor**

A paid/volunteer person(s) appointed by the Event Organizer, who is over the age of 18 and who has satisfactorily proven to the Event Organizer that she/he will act in accordance with the MAP. A door monitor checks identification and for signs of intoxication prior to entry, keeps out intoxicated and troublesome individuals, arranges for coat checking, monitors for those showing signs of intoxication when leaving the event, arranges safe transportation.

- **Server/Bartender**

A paid/volunteer person(s) appointed by the Event Organizer, who is over the age of 18 and who has satisfactorily proven to the Event Organizer that she/he has been trained by a recognized alcohol server training course, namely Smart Serve Ontario program. A server accepts tickets for the purchase of alcoholic drinks, serves drinks, monitors for intoxication and underage drinkers, refuses service when a patron appears to be intoxicated or near intoxication, offers a non-alcoholic substitute and co-ordinates with event staff. This person will act in accordance with their training under such programs as the Smart Serve Ontario program.

- **Ticket Seller**

A paid/volunteer person(s) appointed by the Event Organizer, who is over the age of 18 and who has satisfactorily proven to the Event Organizer that she/he will act in accordance with the MAP. A ticket seller sells alcohol tickets to a maximum of four per person per purchase, monitors for intoxication and underage drinkers, refuses sale to patrons at or near intoxication, and refunds tickets on request.

Licensed Security

Security personnel monitoring entrances and patrolling licenced areas must be licenced under the *Private Security and Investigative Services Act*, to ensure the safety and security of the establishment/property, its employees and patrons. For more information go to www.agco.on.ca.

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

Liquor Licence Act

Each province or territory has a liquor licence act which outlines the laws regarding the sale and service of alcohol. See www.agco.on.ca/en/whatwedo/index.aspx for more information. It is the responsibility of the Event Organizer to know and understand this legislation.

Municipal Alcohol Policy (MAP)

A local policy for municipalities to manage events held at municipally-owned facilities and properties when alcohol is sold and/or served.

Municipal Properties

All municipally-owned or leased lands, buildings and structures. All assets, structures, buildings, outbuildings, lands to be defined as property.

Municipal Representative

City of Kitchener staff or a designate who attend the event on behalf of the City of Kitchener to monitor compliance of the Municipal Alcohol Policy.

Municipal Significance

Public Event permits can be issued for events of "municipal significance". In order to be deemed an event of municipal significance, it required a designations by the municipality in which the event will take Place. A letter from a delegate municipal official designating the event as municipally significant is required for the SOP.

Non-Objection Letter

A licensed establishment can apply to temporarily extended their liquor licence onto lands not captured under the original licence, such as public lands. A letter from the City Clerk or their delegate stating that there is "no objection" to the proposed extended licensed area is required.

Religious Function

Events that include a religious ceremony conducted by an officiant such as a priest, minister, Justice of the Peace, rabbi, etc. Examples include, but not limited to, weddings, bar mitzvahs, and baptisms. A religious function does not include events like a "stag and doe", anniversaries or birthdays.

Smart Serve

The Smart Serve training program offered by Smart Serve Ontario (www.smartserve.ca) is designed to train staff and volunteers who work in areas where alcohol is sold and/or served, such as in bars, restaurants, banquet halls and other public facilities. The Smart Serve Program is the **mandatory** server training program that is recognized by the AGCO and approved by this policy. Note

4 of 23

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

that the AGCO still recognizes The Server Intervention Program certification issued prior to May 1995. This policy also recognizes this certification until December 31, 2020.

Special Occasion Permit (SOP)

A liquor licence issued by the Alcohol and Gaming Commission of Ontario for one-time social events where alcohol will be sold and/or served. All SOP's are managed and controlled by the AGCO. There are three types of special occasions for which a permit may be issued:

- **Private Event**
For events where only invited guests will attend. These events cannot be advertised and there can be no intent to gain or profit from the sale of alcohol at the event.
- **Public Events**
For events that are open to the public. Public events can be advertised and allow for fundraising/profit from the sale of alcohol.
- **Industry Promotional Events**
For events held to promote a manufacturer's product(s) through sampling. There can be no intent to gain or profit from the sale of alcohol at the event.

All of these events as described above can be held indoor or outdoor (including pavilions or temporary structures). There are two classes of Special Occasion Permit (SOP):

- **Sale SOP**
Issued when money is collected for the sale of alcohol either directly or indirectly. This could be through, for example, an admission charge to the event, when tickets for alcohol are sold to people attending the event, or when there is any pre-collection of money for the alcohol.
- **No Sale SOP**
Issued when alcohol is served without charge or when there is no money collected for alcohol – either directly or indirectly – from guests.

For further information regarding types and classes of special occasion permits, please refer to the AGCO web site at this address:

www.agco.on.ca/en/whatwedo/permit_special.aspx .

SOP Holder (Permit Holder)

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

The individual who signs the application for a Special Occasion Permit to sell and/or serve alcohol. A special occasion permit holder can assign a designate. A designate is a person(s) appointed by the special occasion permit holder, and acceptable to the City of Kitchener who is over the age of 19 and who has satisfactorily proven to the special occasion permit holder that she/he will act in accordance with the MAP. The Event Organizer, the special occasion permit holder and/or designate are responsible for the safety and sobriety of people attending the event as well as compliance with the MAP and the *Liquor Licence Act of Ontario* and its regulations at the event. **They assume responsibility and liability for the entire operation of the event.**

3. SCOPE:

POLICY APPLIES TO THE FOLLOWING:	
<input type="checkbox"/> All Employees	
<input type="checkbox"/> All Full-Time Employees	<input type="checkbox"/> All Union
<input type="checkbox"/> Management	<input type="checkbox"/> C.U.P.E. 68 Civic
<input type="checkbox"/> Non Union	<input type="checkbox"/> C.U.P.E. 68 Mechanics
<input type="checkbox"/> Temporary	<input type="checkbox"/> C.U.P.E. 791
<input type="checkbox"/> Student	<input type="checkbox"/> I.B.E.W. 636
<input type="checkbox"/> Part-Time Employees	<input type="checkbox"/> K.P.F.F.A.
<input type="checkbox"/> Specified Positions only:	<input type="checkbox"/> Other:
<input type="checkbox"/> Council	<input type="checkbox"/> Local Boards & Advisory Committees

The Municipal Alcohol Policy (MAP) outlines various stipulations and controls on events involving alcohol, including: Special Occasion Permits (SOP), liquor licenced events under a caterer's endorsement, and/or events in a municipally licenced facility in conjunction with the Alcohol and Gaming Commission of Ontario (AGCO).

4. POLICY CONTENT:

Designation of Roles and Responsibilities

4.1 Role of Municipal Representatives

Municipal representatives are responsible for ensuring the Event Organizer and/or designate are provided with written information outlining the conditions of the MAP.

The City of Kitchener representatives have the authority to demand correction and/or to shut down an event on behalf of the City of Kitchener. The City of Kitchener has the final authority in direction when it comes to breaches under the policy and agreement of the Event Organizer. The City of Kitchener

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

representatives monitoring a liquor-licenced event shall be Smart Serve trained and competent in facility operations.

4.2 Role of Event Organizer and/or Designate

Notwithstanding the roles outlined above, the Event Organizer and any designate is responsible for the conduct and management of the event, including, but not limited to:

- Complying with the MAP in addition to all applicable federal, provincial and municipal laws, policies, guidelines, regulations and by-laws, including, without limitation, the *Liquor Licence Act of Ontario* and its regulations;
- Organizing, planning, set up and clean-up of the event;
- Ensuring sufficient number of event workers;
- Ensuring training of their designates and event workers (all of whom must be a minimum of 18 years of age or older);
- Posting the Special Occasion Permit (with any updates) in plain sight on the property to which the permit applies or keep it in a place where it is readily available for inspection;
- Ensuring all alcohol is purchased from an authorized government retail store (e.g., LCBO, Beer Store) using the SOP as the guide for allowed amounts;
- Ensuring alcohol sales and service including the choice of beverages comply with the Municipal Alcohol Policy;
- Ensuring that no one consumes alcohol in unauthorized locations on the property;
- Ensuring the safety and sobriety of people attending the event including those persons asked to leave to control the event;
- Providing safe transportation options (e.g., designated drivers, taxis);
- Responding to emergencies; and

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- **Must read, complete, sign and submit** the *Event Organizer Checklist for Liquor Licenced Events* to indicate their understanding of their responsibility for the event.
- **Must provide a copy of the Special Occasion Permit (if applicable) and any updates to the City of Kitchener at least 30 days prior to the start of the event. Non-compliance may jeopardize your event from taking place.**
- **Must ensure that all liquor, wine and beer are purchased with the SOP.** Proof of this must be provided at the event. Receipts need to have the SOP number on them. These purchase orders and levy receipts must match the amount of alcohol in the bar for the event and will be posted with the SOP. Non-compliance may jeopardize your event from taking place.
- **Must attend the event for the entire duration** including set-up prior to the event, clean-up after the event and be responsible for decisions regarding the actual operation of the event.

4.3 **Designation of Properties and Events**

a. **Designation of Suitable Properties**

The following municipal facilities/properties and areas are either licenced or designated as **suitable** for events involving alcohol subject to the Event Organizer obtaining a Special Occasion Permit or a liquor licence through a caterers' endorsement issued by the AGCO and agreeing to conditions as set out by the City of Kitchener:

- Activa Sportsplex**
- Breithaupt Community Centre
- Bridgeport Community Centre
- Budd Park
- Centreville Chicopee Community Centre
- Chandler Mowat Community Centre
- City Hall and Carl Zehr Square
- Country Hills Community Centre
- Cowan Recreation Centre
- Don McLaren Arena**
- Doon Pioneer Park Community Centre
- Doon Valley Golf Course Clubhouse ***
- Downtown Community Centre
- Forest Heights Community Centre

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- Grand River Arena**
- Grand River Recreation Complex
- Kingsdale Community Centre
- Kitchener Market
- Kitchener Memorial Auditorium Complex (KMAC)**
- Kiwanis Park (picnic shelter)
- Lions Arena**
- Lions Arena Community Hall
- McLennan Park Great Lawn Area
- Mill Courtland Community Centre
- Peter Hallman Ball Yard
- Queensmount Arena**
- RBJ Schlegel Park
- Rockway Centre
- Rockway Golf Course Clubhouse***
- Sportsworld Arena**
- Stanley Park Community Centre
- Victoria Hills Community Centre
- Victoria Park Commons
- Victoria Park Pavilion
- Williamsburg Dedication Centre
- Woodside Park

** Some in-house policies and guidelines apply

***No SOP allowed at the municipal golf courses, however, hall is licenced and available for rent.

For more information regarding these facilities/properties and any updates, please visit www.kitchener.ca.

b) Designation of Not Suitable Properties

The following municipal facilities/properties and areas are **not licenced or not suitable** for an event involving alcohol. They include but not limited to:

- Breithaupt Centre pool area, viewing lounge, change rooms, solarium
- ~~Cameron Heights Pool~~
- ~~Cowan Recreation Centre aquatics area~~
- Forest Heights Pool
- Harry Class Pool
- Idlewood Pool
- K-W Judo Gymnastics Training Centre

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- Kiwanis Pool
 - Lyle Hallman pool area and change rooms
 - Williamsburg Community Centre
 - Wilson Pool
 - Athletic and playing fields
 - Parking lots
 - Spectator areas of arenas*
 - Dressing rooms/change rooms
 - Open park areas, trails and woodlots
 - Playground areas
- *except designated areas of KMAC

For more information regarding these facilities/properties and any updates, please visit www.kitchener.ca.

c) Designation of Events

The serving of alcohol shall not be permitted at any events where the focus of the event marketing is for youth under 19 years of age.

4.4 Conditions for Events Involving Alcohol

4.4.1 Insurance

The event organizer must provide proof of insurance by way of submitting an original Certificate of Liability Insurance to the City of Kitchener a minimum of 30 days prior to occupying municipal premises for the event. The Certificate of Liability Insurance must be in effect for date(s) when municipal property is being used or occupied by the event organizer including, without limitation, set-up and take-down. Failure to provide proof of liability insurance will result in the rental being cancelled.

4.4.2 All Rentals for Events with Alcohol

The Certificate of Liability Insurance shall:

- Provide proof of a minimum of five million dollars general liability insurance issued by an insurance company satisfactory to the City of Kitchener that is licensed to carry on business in Ontario and which must at a minimum include the following:
 - a) The City of Kitchener shown as an additional insurer to the policy
 - b) Coverage for bodily injury and property damage liability

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- c) A liquor liability endorsement
 - d) Tenants liability endorsement
 - e) Products and completed operations liability
 - f) Personal injury liability
 - g) Advertiser's liability
 - h) Thirty (30) day notice of cancellation provision
 - i) Show cross liability endorsement and severability of interests provision
- Show that coverage is in effect on the date(s) of the event
 - Be delivered to the supervisor having operational jurisdiction at the event location at least 30 days prior to the start of the event. The following information must be provided:
 - Certificate of liability insurance
 - Policy number
 - Company name
 - Expiry date
 - Amount of insurance coverage
 - An endorsement from the insurance company that they are aware of the Special Occasion Permit event and that coverage is in place including date and location of the event and name and address of the Special Occasion Permit holder

The City of Kitchener reserves the right to amend the insurance and provisions required at any time at their sole discretion. Authority to review the exposure and risk of the event to determine the level of insurance required is designated to the Director of the business unit in consultation with the Waterloo Regional Municipalities Insurance Pool and the City Solicitor.

4.4.3 Indemnification

The Event Organizer, both during and after the term of this agreement, shall at all times, and at its own cost, expense and risk, defend, indemnify and hold harmless the City of Kitchener, its elected officials, officers, employees, volunteers, agents, contractors, and all respective heirs, administrators, executors, successors and assigns from any and all losses, damages (including, but not limited to, incidental, indirect, special and consequential damages, or any loss of use, revenue or profit by any person, organization or entity), fines, penalties and surcharges, liabilities (including, but not limited to proceedings of a criminal, administrative or quasi criminal nature) and expenses (including, but not limited to, legal fees on a substantial indemnity basis), which the indemnified person or persons may suffer or incur, howsoever caused, arising out of or in consequence of or directly or indirectly attributable to the Event, its agents, employees, volunteers, and/or

11 of 23

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

guests on behalf of the City of Kitchener, provided such losses, damages, fines, penalties and surcharges, liabilities, judgments, claims, demands, causes of action, contracts, suits, actions or other proceedings of any kind and expenses as defined above are due or claimed to be due to the negligence, breach of contract, and/or breach of law of the Event Organizer, its agents, employees, volunteers, and/or guests.

4.4.4 Advertising

All advertising must comply with the AGCO advertising policies and guidelines. AGCO policy states that a permit holder for a private event special occasion permit is not permitted to advertise or promote liquor or the availability of liquor.

At events where children and youth are allowed entry, the Event Organizer and/or designate shall not allow promotional advertising of alcoholic beverages' names, brands or manufacturers.

4.4.5 Event Worker Training and Staffing Levels

a) Notwithstanding the roles outlined above, the Event Organizer is responsible to:

- Ensure event workers are in attendance and as needed to monitor, manage and control the event
- Ensure event workers wear an identification (I.D.) name tag and/or clothing which are highly visible in a crowd so that they can be easily identified. (Provision of this identification and clothing is the responsibility of the Event Organizer and/or designate.) The type of identification worn by the event workers must be stated on the *Checklist for Liquor Licenced Event Organizers* form.
- Ensure the door monitors, floor supervisors, servers and themselves **do not consume alcohol** before, during or after the event is concluded, nor shall they be under the influence of any alcohol or other substance during the event.
- Ensure there are sufficient door monitors placed at all entrance and access points to ensure controls are properly managed. For any event that allows admittance to minors, additional door monitors may be required.

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- Ensure there are sufficient floor supervisors assisting in managing a person who is refused sale, crowd control and de-escalations of violence.
- Ensure the entrance to the event is monitored by responsible person(s) meeting the age of majority requirements at all times. These persons shall further observe individuals that may be attempting to enter the facility/property that appear to be intoxicated or have a history of causing problems at events.
- Provide a list, **at least 30 days prior** to the event, of:
 - a) All servers and proof of Smart Serve certification (including their certification numbers)
 - b) Security staff and security licence numbers
 - c) Proof of insurance satisfactory to the City of Kitchener
- As it relates to monitoring and serving of alcohol, ensure that all event workers are Smart Serve trained and recommend they have de-escalation of violence training.
- Relative to alcohol service areas, minimum event worker numbers are required on an event worker versus guest ratio basis as described in the table "*Guest to Event Worker Ratios*". **This includes the provision of both police and/or licenced security.**

The City of Kitchener in consultation with the Event Organizer and representative(s) of the Alcohol & Gaming Commission of Ontario (AGCO) representative (if applicable) reserves the right to adjust the minimum number or types of event workers based on assessed level of risk and past history on an event-by-event

4.4.5 b) Event Worker Training and Staffing Levels (cont'd)

Guest to Event Worker Ratios

Number of Guests	Minimum Number of Event Workers				Minimum Number of Security
	Bartenders	Door Monitors*	Floor Supervisors**	Ticket	Licensed Security Workers

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

				Sellers	
Up to and including 100	1	Monitor at each access point	1	0	
101 to 200	2	Monitor at each access point	2 (+1 for outdoor events)	1	
201 to 300	2	Monitor at each access point	3 (+1 for outdoor events)	2	(1 for outdoor events)
301 to 400	3	Monitor at each access point	3 (+1 for outdoor events)	2	(1 for outdoor events)
401 to 500	3	Monitor at each access point	4 (+1 for outdoor events)	2	1 (+1 for outdoor events)
501 to 600	4	Monitor at each access point	5 (+2 for outdoor events)	3	1 (+1 for outdoor events)
601 to 700	4	Monitor at each access point	6 (+2 for outdoor events)	3	2 *** (+1 for outdoor events)
701 to 800	5	Monitor at each access point	7 (+2 for outdoor events)	3	2 *** (+1 for outdoor events)
801 to 900	5	Monitor at each access point	7 (+2 for outdoor events)	4	3 *** (+1 for outdoor events)
901 to 1,000	6	Monitor at each access point	8 (+2 for outdoor events)	4	3 *** (+1 for outdoor events)

* All access points to the licenced area must be monitored. Each venue will require a varying number of door monitors depending on the layout of the venue.

** The Event Organizer or official designate can be a floor supervisor.

*** For events over 600 guests, at least 50% of the required licenced security workers shall be paid duty police officers.

For every additional 150 guests over 1,000, an additional bartender and an additional floor monitor are required. For every additional 300 guests over 1,000, an additional ticket seller is required. For every additional 200 guests over 1,000, an additional licenced security worker is required. Amendments for these requirements are at the sole discretion of the City of Kitchener.

For all outdoor events and all events with more than 1,000 guests, an operational plan must be developed with the AGCO and the City of Kitchener in order to ensure that all aspects of public safety are addressed (including ambulance, fire, security, traffic management plan, etc.).

The operational plan must be submitted to the City of Kitchener at least 30 days prior to the event (e.g., ambulance, fire, security, etc.).

All costs associated with preparing and complying with security and operational plans shall be borne by the Event Organizer and/or designate unless otherwise

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

agreed upon in writing by the Event Organizer and the City of Kitchener representative.

Required licenced security or paid duty police officers for any events are the responsibility of the Event Organizer and all costs associated therewith shall be borne by the Event Organizer.

All costs unless agreed upon in writing by the City of Kitchener will be borne by the Event Organizer.

4.4.6 Enforcement Procedures

If drunkenness, riotous, quarrelsome, violent, and aggressive and/or disorderly conduct or unlawful gaming is observed at the event, the Event Organizer and their event workers shall:

- First ask the offending person to leave, and
- If the individual refuses to leave, call the police, and
- Seek any necessary assistance to maintain control and management of the event and ensure the safety and protection of persons, including event workers.
- Ensure the safety of those removed from the event who are intoxicated.

The Event Organizer or event workers will notify the police if they observe signs that a situation is getting out of control.

4.4.7 Prevention Strategies – Selling, Serving, Types of Drinks

The following controls and prevention strategies related to **selling and serving** alcohol shall be in place in conjunction with the AGCO requirements:

- I. Alcohol shall not be served to anyone under the age of 19 (minors). Minors are not allowed to consume alcohol on the property. Outdoor public events which allow admittance to **minors** must implement a wrist band policy or have a fenced licenced area where alcohol is only served to and consumed by those 19 years of age and older. Additional floor monitors are recommended if alcohol is being served in the presence of minors. For multiple day events, wrist bands need to be different colours for each day. Obtaining a wrist band does not prevent servers from asking for identification if they feel it is warranted.

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- II. Alcohol shall not be served to anyone who may appear intoxicated. No person shall be served to the point of intoxication. No person shall have or consume liquor if they become intoxicated.
- III. Closing time is 1:00 a.m. unless different within the terms of the agreement or the SOP. The sale and service of alcohol must be within the bar hours based on the start and finish times listed on the original SOP. On New Year's Eve, the bar may remain open until 2:00 a.m. as listed on the original SOP. Ticket sales shall end an hour prior to the end of the licenced period of the event. Alcohol service shall cease at least 45 minutes prior to the end of the licenced period of the event. All alcohol and its containers (which include empty cups/glasses) shall be cleared away no more than 45 minutes after the end of the licenced event as listed on the SOP.
- IV. Last call shall not be announced.
- V. Drink tickets may be required depending on the event type, size and other event factors. Ticket sales for alcohol shall be limited to four tickets at one time per person. Unused tickets for alcoholic beverages can be redeemed at any time during the event.
- VI. Alcohol service shall be limited to two drinks per person at one time.
- VII. Alcohol cannot be left available for self-serving.
- VIII. It is recommended that drinks be served in soft plastic cups. For formal dinner settings, glass vessels may be used for serving/consuming alcohol. Glass must be removed at the conclusion of the dinner.
- IX. The permit holder is responsible to ensure that the permitted area is readily distinguishable from adjacent premises to which the permit does not apply.

The following controls and prevention strategies related to **types of available drinks** shall be in place:

- I. Event workers are to encourage patrons to consume food at the event.
- II. Ensure that a variety of non-alcohol or low alcohol beverages are sold or served, and that the prices of non-alcohol beverages are less than the price of liquor sold.

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- III. Identified designated drivers are to receive free or lesser cost non-alcoholic drinks such as coffee, pop or juice.
- IV. Beer products must be within 8% alcohol content, wine products within 14% alcohol content and spirits within 40% alcohol content.
- V. Pre-made alcoholic drinks, such as jello shooters and punches, spiked watermelon, etc. are **NOT** allowed.
- VI. Homemade alcohol shall not be allowed at any SOP function, with the exception of homemade wine or beer at a religious function listed under a NO SALE reception permit, as defined by the AGCO. Where wine is provided with a meal, a non-alcoholic substitute such as water, pop or juice must be provided to ensure that children and abstainers are included in toasting the celebrants.
- VII. No persons shall be allowed to bring in their own alcohol to the event or allowed to pour their own alcoholic drinks.
- VIII. Free liquor (i.e., spirits, wine, beer) shall not be offered or given to a customer as a prize in a contest.
- IX. Marketing practices which encourage increased consumption of alcohol (e.g., oversized drinks, double shots, pitchers, drinking contests, jello shooters, volume discounts) are not permitted.
- X. For fundraising and raffles, games of skill are permitted but games of chance are not permitted unless a lottery licence has been obtained through the City of Kitchener and AGCO regulations are met.

4.4.8 Safe Transportation

Event Organizers are responsible to take the necessary steps to reduce the possibility of impaired driving. As a condition of rental, the Event Organizer must have a Safe Transportation Strategy in effect. Elements of a Safe Transportation Strategy could potentially include but are not limited to:

- Providing non-alcoholic beverages either at no charge or at a cost much lower than that of drinks containing alcohol;
- Providing alternate means of transportation for those who are suspected to be intoxicated (i.e., call a friend, ride sharing program, relative or taxi);

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- Calling police if someone who is suspected to be impaired cannot be convinced to use alternate transportation;
- Providing a designated driver program which encourages and identifies designated driver;
- Advertise to guests the options for safe transportation.

The designated driver program and relevant local taxi phone numbers must be prominently posted. Alternate means of transportation shall be provided for all those suspected to be intoxicated. All advertising (e.g., posters, media) for the event should indicate that a designated driver program is in effect.

4.4.9 Signage

During events where alcohol is served, the following signage, which is approved by the City of Kitchener, shall be displayed in prominent locations:

Signage at one or more prominent places in the licenced/bar area:

Please drink responsibly.

- Bartenders reserve the right to refuse service
- Bartenders cannot serve alcohol to anyone who is intoxicated or appears to be at the point of intoxication
- Bartenders cannot serve alcohol to anyone under 19 years of age – proper I.D. must be presented to event staff when requested
- You can only be served a maximum of two alcoholic drinks at any one time
- You may redeem unused tickets for cash anytime during the event
- There will be no “LAST CALL”

Thank you for not drinking and driving

[Insert phone numbers of local cab companies.]

The R.I.D.E. program is in effect in our community

Use a designated driver or call a friend, ride sharing program, relative or taxi

Signage at one or more prominent places in the licenced/bar area:

**If there is an emergency
CALL 9-1-1**

For a non-emergency, please call
Waterloo Regional Police at 519-653-7700

You are at:

[Insert name and address of facility]

18 of 23

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

Signage at one or more prominent places in the licenced/bar area:

- Sandy's Law sign is **mandatory** per the *Liquor Licence Act of Ontario*

Warning:
Drinking alcohol during pregnancy can cause birth defects and
brain damage to your baby

Signage to be posted at the boundaries of the licenced/bar area:

NO ALCOHOL
beyond this point

Thank you for not drinking and driving

[Insert phone numbers of local cab companies.]

The R.I.D.E. program is in effect in our community
**Use a designated driver or call a friend, ride sharing program,
relative or taxi**

Other signs to be posted in one or more prominent places in the licenced/bar area but are not mandatory:

- 'What is a standard drink?' sign
- Low Risk Drinking Guidelines sign

The Event Organizer shall post the Special Occasion Permit (SOP) (with any updates) in plain view on the property to which the permit applies or shall keep it in a place where it is readily available for inspection.

4.5. Infractions and Violations

4.5.1 Duty to Report

The Event Organizer has the **duty to report** to the municipal representative issues with details of any incident that:

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- The Event Organizer and/or designate are aware of or have been made aware of any *Liquor Licence Act of Ontario* or MAP violations
- Where an AGCO inspector under the *Liquor Licence Act of Ontario* has reported any incident or violation
- Involves bodily injury or property damage

Police shall be informed by the Event Organizer and/or designate as appropriate. Reports shall be made no later than two days after the conclusion of the event, but shall be made immediately when repairs or other action is required to make municipal property secure or safe for use. The City of Kitchener representative may report any infraction of this policy to the Police and/or AGCO whenever they believe such action is required.

4.5.2 Failure to Comply and Penalties

Where there has been a failure to comply with the *Liquor Licence Act of Ontario*, the Police or the AGCO inspector may intervene for enforcement purposes and may, at their discretion or other authority, terminate the event. The City of Kitchener may similarly cancel, intervene or terminate the event for violations of the Municipal Alcohol Policy.

It remains the responsibility of the Event Organizer and/or designate to manage the event and to take appropriate actions, including ending the event, vacating municipal property, maintaining insurance, any conditions of insurance, and providing safe transportation options.

Regardless of the reason for termination of the event, the City of Kitchener will not be responsible for any compensation to the Event Organizer and/or designate or affected persons of their resulting financial or other losses.

The City of Kitchener shall subsequently inform the Event Organizer and/or designate and any organization they represent, via registered letter, that there has been a violation of the policy and any imposed consequences or penalties.

Additional short term and longer term penalties for failure to comply may include, but are not limited to:

- Loss of privilege to hold an event involving alcohol in a municipal property or facility

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- Loss of any future use or rental of any or all municipal properties
- Individual ban or suspension of persons involved in the infractions from any or all municipal properties for any term
- Loss of rental deposit (if applicable) or other monies owed

4.6. **Policy Review**

The Municipal Alcohol Policy (MAP) shall undergo a regular review based on change within the industry standards and shall be updated as required.

The City of Kitchener reserves the right to make discretionary changes to this Municipal Alcohol Policy (MAP) at any time, and will advise the Event Organizer and/or designate of any such changes prior to the event.

**On behalf of The City of Kitchener, we wish you a
successful and enjoyable event.
Please drink responsibly.
Thank you for not drinking and driving.**

5. **HISTORY OF POLICY CHANGES**

Administrative Updates

2016-06 - I-325 policy template re-formatted to new numbering system and given number MUN-FAC-325.

Formal Amendments

2016-02-08 - As per Council resolution
2020-03-23 - As per Council resolution

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

Appendix A

Event Organizer Checklist for Liquor Licenced Events

(The checklist must be signed and submitted to the City of Kitchener with all supporting information, at least **30 days** before the event. See the Municipal Alcohol Policy (MAP) for additional information.)

1. Name of Event: _____
2. Location of Event: _____
3. Date and Time of Event: _____
4. Estimated Attendance: _____
5. Will persons under 19 years of age be attending this event? Yes No
6. Name of Event Organizer (the person and/or group sponsoring/hosting this event):
_____ Phone: _____ Cell: _____
7. Name of Special Occasion Permit (SOP) holder (*if applicable*) and all official designates:
SOP Holder Name: _____
Phone: _____ Cell: _____
Official Designates:
Name: _____ Phone: _____ Cell: _____
Name: _____ Phone: _____ Cell: _____
8. A copy of the SOP permit has been provided? Yes Date Received: _____
9. Proof of liability insurance has been provided? Yes Date Received: _____
10. The safe transportation strategies that will be used at this licenced event are:
 - a) _____
 - b) _____
 - c) _____

(List on separate sheet if necessary.)
11. Type of identification for event workers (*please describe*): _____

12. List the names and certification numbers of the Smart Serve trained event workers for this licenced event: (***Proof of certification may be required.***)

<u>Policy No:</u> MUN-FAC-325 <u>Policy Title:</u> MUNICIPAL ALCOHOL POLICY (MAP)
--

<u>Name</u>	<u>Certification Number</u>
_____	_____
_____	_____

13. List the names and security licence numbers for security staff for this event:
(Proof of certification must be available on request.)

<u>Name</u>	<u>Security Licence Number</u>
_____	_____
_____	_____
_____	_____

14. The undersigned (Event Organizer) has received the Municipal Alcohol Policy (MAP), and has read and understood the information and requirements contained therein.

Yes

Please note that if there is anything that you do not understand with respect to this policy **it is your responsibility** to contact the appropriate City of Kitchener staff (Phone: _____) to obtain clarification and understanding prior to signing this Event Organizer checklist.


By signing this Event Organizer Checklist for Liquor Licenced Events, the undersigned hereby agrees, on behalf of itself/himself/herself and on behalf of its/his/her partners, employees, volunteers, agents, executors, administrators and assigns, as the case may be, to comply with all of the obligations, terms and conditions of the Municipal Alcohol Policy (MAP) of the City of Kitchener.

Signed at _____, Ontario this ____ day of _____, 20__.

_____ <i>Name of Corporate Event Organizer (print)</i> On behalf of: _____ _____ <i>Signature of Corporate Event Organizer</i> Title: _____ <i>I have the authority to bind the corporation.</i>
--

OR

_____ <i>Name of Individual Event Organizer (print)</i> _____ <i>Signature of Individual Event Organizer</i> _____ <i>Name of Witness (print)</i> _____ <i>Signature of Witness</i>
--

	<h2>POLICY</h2>	<u>Policy No:</u> MUN-FAC-325
<u>Policy Title:</u> MUNICIPAL ALCOHOL POLICY (MAP) <u>Policy Type:</u> COUNCIL <u>Category:</u> Municipal Services <u>Sub-Category:</u> Facility <u>Author:</u> Author Unknown <u>Dept/Div:</u> CAO/Economic Development/Special Events	<u>Approval Date:</u> February 8, 2016 <u>Reviewed Date:</u> December 2019 <u>Next Review Date:</u> July 2023 <u>Reviewed Date:</u> <u>Last Amended:</u> March 2020 <u>Replaces:</u> <u>Repealed:</u> I-325 - Municipal Alcohol Policy (MAP) <u>Replaced:</u> I-325 - February 8, 2016	
<u>Related Policies, Procedures and/or Guidelines:</u> To be included at next review.		

1. POLICY PURPOSE:

This Municipal Alcohol Policy (MAP) is intended to promote a safe, enjoyable environment taking into consideration the health and safety of participants and staff. This policy is in place to reduce alcohol-related problems such as injury, violence and liability which arise from alcohol consumption on municipal property.

1.1 Policy Objectives

- a. To provide procedures and education to individuals or groups wishing to hold events in and/or on municipally owned facilities/properties in order to ensure that all *Liquor Licence Act of Ontario* legislation that pertains to Special Occasion Permits or liquor licencing and the Municipal Alcohol Policy (MAP) are properly understood and strictly complied with.
- b. To ensure appropriate supervision and operation of Special Occasion Permits and liquor licenced events in order to protect the Event Organizers, the participating public, volunteers, the City of Kitchener and its staff from liability by providing education in prevention and intervention techniques and through effective management procedures.
- c. To encourage and reinforce responsible drinking practices for consumers through the development of operational procedures, controls, training and

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

education, and to honour the decision of abstainers not to drink alcohol and encourage their participation by providing alternative, non-alcoholic drinks.

2. **DEFINITIONS:**

Alcohol and Gaming Commission of Ontario (AGCO)

The Alcohol and Gaming Commission of Ontario (AGCO) is a Provincial agency, established February 23, 1998 under the *Alcohol and Gaming Regulation and Public Protection Act, 1996*. The Act gave the AGCO responsibility for the administration of the *Liquor Licence Act* and the *Gaming Control Act, 1992*. The AGCO is a regulatory agency that reports to the Ministry of the Attorney General. For more information go to www.agco.on.ca/en/about/index.aspx.

Caterer's Endorsement

A liquor sales licence authorizing the applicant to sell and serve liquor for an event held on properties other than the properties to which the liquor sales licence applies.

Event

For the purposes of this policy, an event is any gathering held at a municipal facility or property at which alcohol will be served and/or sold. They may include weddings, showers, dances, barbeques, birthday parties and any other event where alcohol will be served. The duration of the event includes event set-up, operation and clean-up. Events involving alcohol may be in a licenced municipal facility or under a Special Occasion Permit (SOP).

Event Organizer

Any person, who is 19 years of age or over, seeking to hold an event that involves the sale and/ or service of alcohol at municipal facilities/property. The Event Organizer (which term shall include the SOP permit holder and any designate) is responsible for the safety and sobriety of people attending the event as well as compliance with this Municipal Alcohol Policy and the *Liquor Licence Act of Ontario* and its regulations at the event. **They assume all responsibility and liability for the entire operation of the event.** The Event Organizer **MUST** read and sign the *Event Organizer Checklist for Liquor Licenced Events* to indicate that they understand their responsibilities.

Event Worker

Any person, who serves or sells liquor, or is involved in an event where alcohol is served on municipal property. All event workers have a responsibility in the operation of the event and shall not consume or be under the influence of alcohol for the entire duration of the event. In addition to the Event Organizer and permit holder, event workers may include the following:

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- **Floor Supervisor**

A paid/volunteer person(s) appointed by the Event Organizer, who is over the age of 18 and who has satisfactorily proven to the Event Organizer that she/he will act in accordance with the MAP. A floor supervisor talks with participants, monitors patron behavior, monitors for intoxication and underage drinkers, responds to problems and complaints, assists door monitors when necessary, aids in the removal of intoxicated persons, arranges safe transportation.

- **Door Monitor**

A paid/volunteer person(s) appointed by the Event Organizer, who is over the age of 18 and who has satisfactorily proven to the Event Organizer that she/he will act in accordance with the MAP. A door monitor checks identification and for signs of intoxication prior to entry, keeps out intoxicated and troublesome individuals, arranges for coat checking, monitors for those showing signs of intoxication when leaving the event, arranges safe transportation.

- **Server/Bartender**

A paid/volunteer person(s) appointed by the Event Organizer, who is over the age of 18 and who has satisfactorily proven to the Event Organizer that she/he has been trained by a recognized alcohol server training course, namely Smart Serve Ontario program. A server accepts tickets for the purchase of alcoholic drinks, serves drinks, monitors for intoxication and underage drinkers, refuses service when a patron appears to be intoxicated or near intoxication, offers a non-alcoholic substitute and co-ordinates with event staff. This person will act in accordance with their training under such programs as the Smart Serve Ontario program.

- **Ticket Seller**

A paid/volunteer person(s) appointed by the Event Organizer, who is over the age of 18 and who has satisfactorily proven to the Event Organizer that she/he will act in accordance with the MAP. A ticket seller sells alcohol tickets to a maximum of four per person per purchase, monitors for intoxication and underage drinkers, refuses sale to patrons at or near intoxication, and refunds tickets on request.

Licensed Security

Security personnel monitoring entrances and patrolling licenced areas must be licenced under the *Private Security and Investigative Services Act*, to ensure the safety and security of the establishment/property, its employees and patrons. For more information go to www.agco.on.ca.

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

Liquor Licence Act

Each province or territory has a liquor licence act which outlines the laws regarding the sale and service of alcohol. See www.agco.on.ca/en/whatwedo/index.aspx for more information. It is the responsibility of the Event Organizer to know and understand this legislation.

Municipal Alcohol Policy (MAP)

A local policy for municipalities to manage events held at municipally-owned facilities and properties when alcohol is sold and/or served.

Municipal Properties

All municipally-owned or leased lands, buildings and structures. All assets, structures, buildings, outbuildings, lands to be defined as property.

Municipal Representative

City of Kitchener staff or a designate who attend the event on behalf of the City of Kitchener to monitor compliance of the Municipal Alcohol Policy.

Municipal Significance

Public Event permits can be issued for events of "municipal significance". In order to be deemed an event of municipal significance, it required a designations by the municipality in which the event will take Place. A letter from a delegate municipal official designating the event as municipally significant is required for the SOP.

Non-Objection Letter

A licensed establishment can apply to temporarily extended their liquor licence onto lands not captured under the original licence, such as public lands. A letter from the City Clerk or their delegate stating that there is "no objection" to the proposed extended licensed area is required.

Religious Function

Events that include a religious ceremony conducted by an officiant such as a priest, minister, Justice of the Peace, rabbi, etc. Examples include, but not limited to, weddings, bar mitzvahs, and baptisms. A religious function does not include events like a "stag and doe", anniversaries or birthdays.

Smart Serve

The Smart Serve training program offered by Smart Serve Ontario (www.smartserve.ca) is designed to train staff and volunteers who work in areas where alcohol is sold and/or served, such as in bars, restaurants, banquet halls and other public facilities. The Smart Serve Program is the **mandatory** server training program that is recognized by the AGCO and approved by this policy. Note

4 of 23

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

that the AGCO still recognizes The Server Intervention Program certification issued prior to May 1995. This policy also recognizes this certification until December 31, 2020.

Special Occasion Permit (SOP)

A liquor licence issued by the Alcohol and Gaming Commission of Ontario for one-time social events where alcohol will be sold and/or served. All SOP's are managed and controlled by the AGCO. There are three types of special occasions for which a permit may be issued:

- **Private Event**
For events where only invited guests will attend. These events cannot be advertised and there can be no intent to gain or profit from the sale of alcohol at the event.
- **Public Events**
For events that are open to the public. Public events can be advertised and allow for fundraising/profit from the sale of alcohol.
- **Industry Promotional Events**
For events held to promote a manufacturer's product(s) through sampling. There can be no intent to gain or profit from the sale of alcohol at the event.

All of these events as described above can be held indoor or outdoor (including pavilions or temporary structures). There are two classes of Special Occasion Permit (SOP):

- **Sale SOP**
Issued when money is collected for the sale of alcohol either directly or indirectly. This could be through, for example, an admission charge to the event, when tickets for alcohol are sold to people attending the event, or when there is any pre-collection of money for the alcohol.
- **No Sale SOP**
Issued when alcohol is served without charge or when there is no money collected for alcohol – either directly or indirectly – from guests.

For further information regarding types and classes of special occasion permits, please refer to the AGCO web site at this address:

www.agco.on.ca/en/whatwedo/permit_special.aspx .

SOP Holder (Permit Holder)

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

The individual who signs the application for a Special Occasion Permit to sell and/or serve alcohol. A special occasion permit holder can assign a designate. A designate is a person(s) appointed by the special occasion permit holder, and acceptable to the City of Kitchener who is over the age of 19 and who has satisfactorily proven to the special occasion permit holder that she/he will act in accordance with the MAP. The Event Organizer, the special occasion permit holder and/or designate are responsible for the safety and sobriety of people attending the event as well as compliance with the MAP and the *Liquor Licence Act of Ontario* and its regulations at the event. **They assume responsibility and liability for the entire operation of the event.**

3. SCOPE:

POLICY APPLIES TO THE FOLLOWING:	
<input type="checkbox"/> All Employees	
<input type="checkbox"/> All Full-Time Employees	<input type="checkbox"/> All Union
<input type="checkbox"/> Management	<input type="checkbox"/> C.U.P.E. 68 Civic
<input type="checkbox"/> Non Union	<input type="checkbox"/> C.U.P.E. 68 Mechanics
<input type="checkbox"/> Temporary	<input type="checkbox"/> C.U.P.E. 791
<input type="checkbox"/> Student	<input type="checkbox"/> I.B.E.W. 636
<input type="checkbox"/> Part-Time Employees	<input type="checkbox"/> K.P.F.F.A.
<input type="checkbox"/> Specified Positions only:	<input type="checkbox"/> Other:
<input type="checkbox"/> Council	<input type="checkbox"/> Local Boards & Advisory Committees

The Municipal Alcohol Policy (MAP) outlines various stipulations and controls on events involving alcohol, including: Special Occasion Permits (SOP), liquor licenced events under a caterer's endorsement, and/or events in a municipally licenced facility in conjunction with the Alcohol and Gaming Commission of Ontario (AGCO).

4. POLICY CONTENT:

Designation of Roles and Responsibilities

4.1 Role of Municipal Representatives

Municipal representatives are responsible for ensuring the Event Organizer and/or designate are provided with written information outlining the conditions of the MAP.

The City of Kitchener representatives have the authority to demand correction and/or to shut down an event on behalf of the City of Kitchener. The City of Kitchener has the final authority in direction when it comes to breaches under the policy and agreement of the Event Organizer. The City of Kitchener

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

representatives monitoring a liquor-licenced event shall be Smart Serve trained and competent in facility operations.

4.2 Role of Event Organizer and/or Designate

Notwithstanding the roles outlined above, the Event Organizer and any designate is responsible for the conduct and management of the event, including, but not limited to:

- Complying with the MAP in addition to all applicable federal, provincial and municipal laws, policies, guidelines, regulations and by-laws, including, without limitation, the *Liquor Licence Act of Ontario* and its regulations;
- Organizing, planning, set up and clean-up of the event;
- Ensuring sufficient number of event workers;
- Ensuring training of their designates and event workers (all of whom must be a minimum of 18 years of age or older);
- Posting the Special Occasion Permit (with any updates) in plain sight on the property to which the permit applies or keep it in a place where it is readily available for inspection;
- Ensuring all alcohol is purchased from an authorized government retail store (e.g., LCBO, Beer Store) using the SOP as the guide for allowed amounts;
- Ensuring alcohol sales and service including the choice of beverages comply with the Municipal Alcohol Policy;
- Ensuring that no one consumes alcohol in unauthorized locations on the property;
- Ensuring the safety and sobriety of people attending the event including those persons asked to leave to control the event;
- Providing safe transportation options (e.g., designated drivers, taxis);
- Responding to emergencies; and

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- **Must read, complete, sign and submit** the *Event Organizer Checklist for Liquor Licenced Events* to indicate their understanding of their responsibility for the event.
- **Must provide a copy of the Special Occasion Permit (if applicable) and any updates to the City of Kitchener at least 30 days prior to the start of the event. Non-compliance may jeopardize your event from taking place.**
- **Must ensure that all liquor, wine and beer are purchased with the SOP.** Proof of this must be provided at the event. Receipts need to have the SOP number on them. These purchase orders and levy receipts must match the amount of alcohol in the bar for the event and will be posted with the SOP. Non-compliance may jeopardize your event from taking place.
- **Must attend the event for the entire duration** including set-up prior to the event, clean-up after the event and be responsible for decisions regarding the actual operation of the event.

4.3 **Designation of Properties and Events**

a. **Designation of Suitable Properties**

The following municipal facilities/properties and areas are either licenced or designated as **suitable** for events involving alcohol subject to the Event Organizer obtaining a Special Occasion Permit or a liquor licence through a caterers' endorsement issued by the AGCO and agreeing to conditions as set out by the City of Kitchener:

- Activa Sportsplex**
- Breithaupt Community Centre
- Bridgeport Community Centre
- Budd Park
- Centreville Chicopee Community Centre
- Chandler Mowat Community Centre
- City Hall and Carl Zehr Square
- Country Hills Community Centre
- Cowan Recreation Centre
- Don McLaren Arena**
- Doon Pioneer Park Community Centre
- Doon Valley Golf Course Clubhouse ***
- Downtown Community Centre
- Forest Heights Community Centre

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- Grand River Arena**
- Grand River Recreation Complex
- Kingsdale Community Centre
- Kitchener Market
- Kitchener Memorial Auditorium Complex (KMAC)**
- Kiwanis Park (picnic shelter)
- Lions Arena**
- Lions Arena Community Hall
- McLennan Park Great Lawn Area
- Mill Courtland Community Centre
- Peter Hallman Ball Yard
- Queensmount Arena**
- RBJ Schlegel Park
- Rockway Centre
- Rockway Golf Course Clubhouse***
- Sportsworld Arena**
- Stanley Park Community Centre
- Victoria Hills Community Centre
- Victoria Park Commons
- Victoria Park Pavilion
- Williamsburg Dedication Centre
- Woodside Park

** Some in-house policies and guidelines apply

***No SOP allowed at the municipal golf courses, however, hall is licenced and available for rent.

For more information regarding these facilities/properties and any updates, please visit www.kitchener.ca.

b) Designation of Not Suitable Properties

The following municipal facilities/properties and areas are **not licenced or not suitable** for an event involving alcohol. They include but not limited to:

- Breithaupt Centre pool area, viewing lounge, change rooms, solarium
- Cameron Heights Pool
- Cowan Recreation Centre aquatics areaForest Heights Pool
- Harry Class Pool
- Idlewood Pool
- K-W Judo Gymnastics Training Centre
- Kiwanis Pool

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- Lyle Hallman pool area and change rooms
 - Williamsburg Community Centre
 - Wilson Pool
 - Athletic and playing fields
 - Parking lots
 - Spectator areas of arenas*
 - Dressing rooms/change rooms
 - Open park areas, trails and woodlots
 - Playground areas
- *except designated areas of KMAC

For more information regarding these facilities/properties and any updates, please visit www.kitchener.ca.

c) Designation of Events

The serving of alcohol shall not be permitted at any events where the focus of the event marketing is for youth under 19 years of age.

4.4 Conditions for Events Involving Alcohol

4.4.1 Insurance

The event organizer must provide proof of insurance by way of submitting an original Certificate of Liability Insurance to the City of Kitchener a minimum of 30 days prior to occupying municipal premises for the event. The Certificate of Liability Insurance must be in effect for date(s) when municipal property is being used or occupied by the event organizer including, without limitation, set-up and take-down. Failure to provide proof of liability insurance will result in the rental being cancelled.

4.4.2 All Rentals for Events with Alcohol

The Certificate of Liability Insurance shall:

- Provide proof of a minimum of five million dollars general liability insurance issued by an insurance company satisfactory to the City of Kitchener that is licensed to carry on business in Ontario and which must at a minimum include the following:
 - a) The City of Kitchener shown as an additional insurer to the policy
 - b) Coverage for bodily injury and property damage liability
 - c) A liquor liability endorsement
 - d) Tenants liability endorsement

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- e) Products and completed operations liability
 - f) Personal injury liability
 - g) Advertiser's liability
 - h) Thirty (30) day notice of cancellation provision
 - i) Show cross liability endorsement and severability of interests provision
- Show that coverage is in effect on the date(s) of the event
 - Be delivered to the supervisor having operational jurisdiction at the event location at least 30 days prior to the start of the event. The following information must be provided:
 - Certificate of liability insurance
 - Policy number
 - Company name
 - Expiry date
 - Amount of insurance coverage
 - An endorsement from the insurance company that they are aware of the Special Occasion Permit event and that coverage is in place including date and location of the event and name and address of the Special Occasion Permit holder

The City of Kitchener reserves the right to amend the insurance and provisions required at any time at their sole discretion. Authority to review the exposure and risk of the event to determine the level of insurance required is designated to the Director of the business unit in consultation with the Waterloo Regional Municipalities Insurance Pool and the City Solicitor.

4.4.3 Indemnification

The Event Organizer, both during and after the term of this agreement, shall at all times, and at its own cost, expense and risk, defend, indemnify and hold harmless the City of Kitchener, its elected officials, officers, employees, volunteers, agents, contractors, and all respective heirs, administrators, executors, successors and assigns from any and all losses, damages (including, but not limited to, incidental, indirect, special and consequential damages, or any loss of use, revenue or profit by any person, organization or entity), fines, penalties and surcharges, liabilities (including, but not limited to proceedings of a criminal, administrative or quasi criminal nature) and expenses (including, but not limited to, legal fees on a substantial indemnity basis), which the indemnified person or persons may suffer or incur, howsoever caused, arising out of or in consequence of or directly or indirectly attributable to the Event, its agents, employees, volunteers, and/or guests on behalf of the City of Kitchener, provided such losses, damages, fines, penalties and surcharges, liabilities, judgments, claims, demands, causes of

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

action, contracts, suits, actions or other proceedings of any kind and expenses as defined above are due or claimed to be due to the negligence, breach of contract, and/or breach of law of the Event Organizer, its agents, employees, volunteers, and/or guests.

4.4.4 Advertising

All advertising must comply with the AGCO advertising policies and guidelines. AGCO policy states that a permit holder for a private event special occasion permit is not permitted to advertise or promote liquor or the availability of liquor.

At events where children and youth are allowed entry, the Event Organizer and/or designate shall not allow promotional advertising of alcoholic beverages' names, brands or manufacturers.

4.4.5 Event Worker Training and Staffing Levels

a) Notwithstanding the roles outlined above, the Event Organizer is responsible to:

- Ensure event workers are in attendance and as needed to monitor, manage and control the event
- Ensure event workers wear an identification (I.D.) name tag and/or clothing which are highly visible in a crowd so that they can be easily identified. (Provision of this identification and clothing is the responsibility of the Event Organizer and/or designate.) The type of identification worn by the event workers must be stated on the *Checklist for Liquor Licenced Event Organizers* form.
- Ensure the door monitors, floor supervisors, servers and themselves **do not consume alcohol** before, during or after the event is concluded, nor shall they be under the influence of any alcohol or other substance during the event.
- Ensure there are sufficient door monitors placed at all entrance and access points to ensure controls are properly managed. For any event that allows admittance to minors, additional door monitors may be required.
- Ensure there are sufficient floor supervisors assisting in managing a person who is refused sale, crowd control and de-escalations of violence.

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- Ensure the entrance to the event is monitored by responsible person(s) meeting the age of majority requirements at all times. These persons shall further observe individuals that may be attempting to enter the facility/property that appear to be intoxicated or have a history of causing problems at events.
- Provide a list, **at least 30 days prior** to the event, of:
 - a) All servers and proof of Smart Serve certification (including their certification numbers)
 - b) Security staff and security licence numbers
 - c) Proof of insurance satisfactory to the City of Kitchener
- As it relates to monitoring and serving of alcohol, ensure that all event workers are Smart Serve trained and recommend they have de-escalation of violence training.
- Relative to alcohol service areas, minimum event worker numbers are required on an event worker versus guest ratio basis as described in the table "*Guest to Event Worker Ratios*". **This includes the provision of both police and/or licenced security.**

The City of Kitchener in consultation with the Event Organizer and representative(s) of the Alcohol & Gaming Commission of Ontario (AGCO) representative (if applicable) reserves the right to adjust the minimum number or types of event workers based on assessed level of risk and past history on an event-by-event

4.4.5 b) Event Worker Training and Staffing Levels (cont'd)

Guest to Event Worker Ratios

Number of Guests	Minimum Number of Event Workers				Minimum Number of Security
	Bartenders	Door Monitors*	Floor Supervisors**	Ticket Sellers	Licensed Security Workers

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

Up to and including 100	1	Monitor at each access point	1	0	
101 to 200	2	Monitor at each access point	2 (+1 for outdoor events)	1	
201 to 300	2	Monitor at each access point	3 (+1 for outdoor events)	2	(1 for outdoor events)
301 to 400	3	Monitor at each access point	3 (+1 for outdoor events)	2	(1 for outdoor events)
401 to 500	3	Monitor at each access point	4 (+1 for outdoor events)	2	1 (+1 for outdoor events)
501 to 600	4	Monitor at each access point	5 (+2 for outdoor events)	3	1 (+1 for outdoor events)
601 to 700	4	Monitor at each access point	6 (+2 for outdoor events)	3	2 *** (+1 for outdoor events)
701 to 800	5	Monitor at each access point	7 (+2 for outdoor events)	3	2 *** (+1 for outdoor events)
801 to 900	5	Monitor at each access point	7 (+2 for outdoor events)	4	3 *** (+1 for outdoor events)
901 to 1,000	6	Monitor at each access point	8 (+2 for outdoor events)	4	3 *** (+1 for outdoor events)

* All access points to the licenced area must be monitored. Each venue will require a varying number of door monitors depending on the layout of the venue.

** The Event Organizer or official designate can be a floor supervisor.

*** For events over 600 guests, at least 50% of the required licenced security workers shall be paid duty police officers.

For every additional 150 guests over 1,000, an additional bartender and an additional floor monitor are required. For every additional 300 guests over 1,000, an additional ticket seller is required. For every additional 200 guests over 1,000, an additional licenced security worker is required. Amendments for these requirements are at the sole discretion of the City of Kitchener.

For all outdoor events and all events with more than 1,000 guests, an operational plan must be developed with the AGCO and the City of Kitchener in order to ensure that all aspects of public safety are addressed (including ambulance, fire, security, traffic management plan, etc.).

The operational plan must be submitted to the City of Kitchener at least 30 days prior to the event (e.g., ambulance, fire, security, etc.).

All costs associated with preparing and complying with security and operational plans shall be borne by the Event Organizer and/or designate unless otherwise agreed upon in writing by the Event Organizer and the City of Kitchener representative.

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

Required licenced security or paid duty police officers for any events are the responsibility of the Event Organizer and all costs associated therewith shall be borne by the Event Organizer.

All costs unless agreed upon in writing by the City of Kitchener will be borne by the Event Organizer.

4.4.6 Enforcement Procedures

If drunkenness, riotous, quarrelsome, violent, and aggressive and/or disorderly conduct or unlawful gaming is observed at the event, the Event Organizer and their event workers shall:

- First ask the offending person to leave, and
- If the individual refuses to leave, call the police, and
- Seek any necessary assistance to maintain control and management of the event and ensure the safety and protection of persons, including event workers.
- Ensure the safety of those removed from the event who are intoxicated.

The Event Organizer or event workers will notify the police if they observe signs that a situation is getting out of control.

4.4.7 Prevention Strategies – Selling, Serving, Types of Drinks

The following controls and prevention strategies related to **selling and serving** alcohol shall be in place in conjunction with the AGCO requirements:

- I. Alcohol shall not be served to anyone under the age of 19 (minors). Minors are not allowed to consume alcohol on the property. Outdoor public events which allow admittance to **minors** must implement a wrist band policy or have a fenced licenced area where alcohol is only served to and consumed by those 19 years of age and older. Additional floor monitors are recommended if alcohol is being served in the presence of minors. For multiple day events, wrist bands need to be different colours for each day. Obtaining a wrist band does not prevent servers from asking for identification if they feel it is warranted.

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- II. Alcohol shall not be served to anyone who may appear intoxicated. No person shall be served to the point of intoxication. No person shall have or consume liquor if they become intoxicated.
- III. Closing time is 1:00 a.m. unless different within the terms of the agreement or the SOP. The sale and service of alcohol must be within the bar hours based on the start and finish times listed on the original SOP. On New Year's Eve, the bar may remain open until 2:00 a.m. as listed on the original SOP. Ticket sales shall end an hour prior to the end of the licenced period of the event. Alcohol service shall cease at least 45 minutes prior to the end of the licenced period of the event. All alcohol and its containers (which include empty cups/glasses) shall be cleared away no more than 45 minutes after the end of the licenced event as listed on the SOP.
- IV. Last call shall not be announced.
- V. Drink tickets may be required depending on the event type, size and other event factors. Ticket sales for alcohol shall be limited to four tickets at one time per person. Unused tickets for alcoholic beverages can be redeemed at any time during the event.
- VI. Alcohol service shall be limited to two drinks per person at one time.
- VII. Alcohol cannot be left available for self-serving.
- VIII. It is recommended that drinks be served in soft plastic cups. For formal dinner settings, glass vessels may be used for serving/consuming alcohol. Glass must be removed at the conclusion of the dinner.
- IX. The permit holder is responsible to ensure that the permitted area is readily distinguishable from adjacent premises to which the permit does not apply.

The following controls and prevention strategies related to **types of available drinks** shall be in place:

- I. Event workers are to encourage patrons to consume food at the event.
- II. Ensure that a variety of non-alcohol or low alcohol beverages are sold or served, and that the prices of non-alcohol beverages are less than the price of liquor sold.
- III. Identified designated drivers are to receive free or lesser cost non-alcoholic drinks such as coffee, pop or juice.

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- IV. Beer products must be within 8% alcohol content, wine products within 14% alcohol content and spirits within 40% alcohol content.
- V. Pre-made alcoholic drinks, such as jello shooters and punches, spiked watermelon, etc. are **NOT** allowed.
- VI. Homemade alcohol shall not be allowed at any SOP function, with the exception of homemade wine or beer at a religious function listed under a NO SALE reception permit, as defined by the AGCO. Where wine is provided with a meal, a non-alcoholic substitute such as water, pop or juice must be provided to ensure that children and abstainers are included in toasting the celebrants.
- VII. No persons shall be allowed to bring in their own alcohol to the event or allowed to pour their own alcoholic drinks.
- VIII. Free liquor (i.e., spirits, wine, beer) shall not be offered or given to a customer as a prize in a contest.
- IX. Marketing practices which encourage increased consumption of alcohol (e.g., oversized drinks, double shots, pitchers, drinking contests, jello shooters, volume discounts) are not permitted.
- X. For fundraising and raffles, games of skill are permitted but games of chance are not permitted unless a lottery licence has been obtained through the City of Kitchener and AGCO regulations are met.

4.4.8 Safe Transportation

Event Organizers are responsible to take the necessary steps to reduce the possibility of impaired driving. As a condition of rental, the Event Organizer must have a Safe Transportation Strategy in effect. Elements of a Safe Transportation Strategy could potentially include but are not limited to:

- Providing non-alcoholic beverages either at no charge or at a cost much lower than that of drinks containing alcohol;
- Providing alternate means of transportation for those who are suspected to be intoxicated (i.e., call a friend, ride sharing program, relative or taxi);

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- Calling police if someone who is suspected to be impaired cannot be convinced to use alternate transportation;
- Providing a designated driver program which encourages and identifies designated driver;
- Advertise to guests the options for safe transportation.

The designated driver program and relevant local taxi phone numbers must be prominently posted. Alternate means of transportation shall be provided for all those suspected to be intoxicated. All advertising (e.g., posters, media) for the event should indicate that a designated driver program is in effect.

4.4.9 Signage

During events where alcohol is served, the following signage, which is approved by the City of Kitchener, shall be displayed in prominent locations:

Signage at one or more prominent places in the licenced/bar area:

Please drink responsibly.

- Bartenders reserve the right to refuse service
- Bartenders cannot serve alcohol to anyone who is intoxicated or appears to be at the point of intoxication
- Bartenders cannot serve alcohol to anyone under 19 years of age – proper I.D. must be presented to event staff when requested
- You can only be served a maximum of two alcoholic drinks at any one time
- You may redeem unused tickets for cash anytime during the event
- There will be no “LAST CALL”

Thank you for not drinking and driving

[Insert phone numbers of local cab companies.]

The R.I.D.E. program is in effect in our community

Use a designated driver or call a friend, ride sharing program, relative or taxi

Signage at one or more prominent places in the licenced/bar area:

If there is an emergency

CALL 9-1-1

For a non-emergency, please call
Waterloo Regional Police at 519-653-7700

You are at:

[Insert name and address of facility]

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

Signage at one or more prominent places in the licenced/bar area:

- Sandy's Law sign is **mandatory** per the *Liquor Licence Act of Ontario*

Warning:
Drinking alcohol during pregnancy can cause birth defects and
brain damage to your baby

Signage to be posted at the boundaries of the licenced/bar area:

NO ALCOHOL
beyond this point

Thank you for not drinking and driving

[Insert phone numbers of local cab companies.]

The R.I.D.E. program is in effect in our community
**Use a designated driver or call a friend, ride sharing program,
relative or taxi**

Other signs to be posted in one or more prominent places in the licenced/bar area but are not mandatory:

- 'What is a standard drink?' sign
- Low Risk Drinking Guidelines sign

The Event Organizer shall post the Special Occasion Permit (SOP) (with any updates) in plain view on the property to which the permit applies or shall keep it in a place where it is readily available for inspection.

4.5. Infractions and Violations

4.5.1 Duty to Report

The Event Organizer has the **duty to report** to the municipal representative issues with details of any incident that:

- The Event Organizer and/or designate are aware of or have been made aware of any *Liquor Licence Act of Ontario* or MAP violations

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- Where an AGCO inspector under the *Liquor Licence Act of Ontario* has reported any incident or violation
- Involves bodily injury or property damage

Police shall be informed by the Event Organizer and/or designate as appropriate. Reports shall be made no later than two days after the conclusion of the event, but shall be made immediately when repairs or other action is required to make municipal property secure or safe for use. The City of Kitchener representative may report any infraction of this policy to the Police and/or AGCO whenever they believe such action is required.

4.5.2 Failure to Comply and Penalties

Where there has been a failure to comply with the *Liquor Licence Act of Ontario*, the Police or the AGCO inspector may intervene for enforcement purposes and may, at their discretion or other authority, terminate the event. The City of Kitchener may similarly cancel, intervene or terminate the event for violations of the Municipal Alcohol Policy.

It remains the responsibility of the Event Organizer and/or designate to manage the event and to take appropriate actions, including ending the event, vacating municipal property, maintaining insurance, any conditions of insurance, and providing safe transportation options.

Regardless of the reason for termination of the event, the City of Kitchener will not be responsible for any compensation to the Event Organizer and/or designate or affected persons of their resulting financial or other losses.

The City of Kitchener shall subsequently inform the Event Organizer and/or designate and any organization they represent, via registered letter, that there has been a violation of the policy and any imposed consequences or penalties.

Additional short term and longer term penalties for failure to comply may include, but are not limited to:

- Loss of privilege to hold an event involving alcohol in a municipal property or facility
- Loss of any future use or rental of any or all municipal properties

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

- Individual ban or suspension of persons involved in the infractions from any or all municipal properties for any term
- Loss of rental deposit (if applicable) or other monies owed

4.6. **Policy Review**

The Municipal Alcohol Policy (MAP) shall undergo a regular review based on change within the industry standards and shall be updated as required.

The City of Kitchener reserves the right to make discretionary changes to this Municipal Alcohol Policy (MAP) at any time, and will advise the Event Organizer and/or designate of any such changes prior to the event.

**On behalf of The City of Kitchener, we wish you a
successful and enjoyable event.
Please drink responsibly.
Thank you for not drinking and driving.**

5. **HISTORY OF POLICY CHANGES**

Administrative Updates

2016-06 - I-325 policy template re-formatted to new numbering system and given number MUN-FAC-325.

Formal Amendments

2016-02-08 - As per Council resolution

2020-03-23 - As per Council resolution

Policy No: MUN-FAC-325

Policy Title: MUNICIPAL ALCOHOL POLICY (MAP)

Appendix A

Event Organizer Checklist for Liquor Licenced Events

(The checklist must be signed and submitted to the City of Kitchener with all supporting information, at least **30 days** before the event. See the Municipal Alcohol Policy (MAP) for additional information.)

1. Name of Event: _____
2. Location of Event: _____
3. Date and Time of Event: _____
4. Estimated Attendance: _____

5. Will persons under 19 years of age be attending this event? Yes No
6. Name of Event Organizer (the person and/or group sponsoring/hosting this event):
_____ Phone: _____ Cell: _____
7. Name of Special Occasion Permit (SOP) holder (*if applicable*) and all official designates:
SOP Holder Name: _____
Phone: _____ Cell: _____
Official Designates:
Name: _____ Phone: _____ Cell: _____
Name: _____ Phone: _____ Cell: _____
8. A copy of the SOP permit has been provided? Yes Date Received: _____
9. Proof of liability insurance has been provided? Yes Date Received: _____
10. The safe transportation strategies that will be used at this licenced event are:
a) _____
b) _____
c) _____

(List on separate sheet if necessary.)
11. Type of identification for event workers (*please describe*): _____

12. List the names and certification numbers of the Smart Serve trained event workers for this licenced event: (***Proof of certification may be required.***)

<u>Policy No:</u> MUN-FAC-325 <u>Policy Title:</u> MUNICIPAL ALCOHOL POLICY (MAP)
--

<u>Name</u>	<u>Certification Number</u>
_____	_____
_____	_____

13. List the names and security licence numbers for security staff for this event:
(Proof of certification must be available on request.)

<u>Name</u>	<u>Security Licence Number</u>
_____	_____
_____	_____
_____	_____

14. The undersigned (Event Organizer) has received the Municipal Alcohol Policy (MAP), and has read and understood the information and requirements contained therein.

Yes

Please note that if there is anything that you do not understand with respect to this policy **it is your responsibility** to contact the appropriate City of Kitchener staff (Phone: _____) to obtain clarification and understanding prior to signing this Event Organizer checklist.

By signing this Event Organizer Checklist for Liquor Licenced Events, the undersigned hereby agrees, on behalf of itself/himself/herself and on behalf of its/his/her partners, employees, volunteers, agents, executors, administrators and assigns, as the case may be, to comply with all of the obligations, terms and conditions of the Municipal Alcohol Policy (MAP) of the City of Kitchener.

Signed at _____, Ontario this ____ day of _____, 20__.

_____ <i>Name of Corporate Event Organizer (print)</i> On behalf of: _____ _____ <i>Signature of Corporate Event Organizer</i> Title: _____ <i>I have the authority to bind the corporation.</i>
--

OR

_____ <i>Name of Individual Event Organizer (print)</i> _____ <i>Signature of Individual Event Organizer</i> _____ <i>Name of Witness (print)</i> _____ <i>Signature of Witness</i>
--

POLICY		MUN-FAC-442	
COMMUNITY FLAG RAISINGS, FLAG PROTOCOL & ILLUMINATION OF CITY HALL		Category MUN - Municipal Services	Sub-category FAC - Facility
Approval Type COUNCIL	Department/Division Finance & Corporate Services Department, Legislated Services	Author and Position City Clerk	
Date Approved May 17, 2004	Last Reviewed/Amended November 18, 2024	Next Review Date June 1, 2027	

Related Policies or Procedures



Policy Purpose

The Community Flag Raisings, Flag Protocol & Illumination at City Hall Policy establishes a framework to govern requests for flag raisings and illumination of city facilities received from the community, and to establish a consistent protocol for commemoration activities.

Definitions

- a) “Clerk” means the Clerk appointed by the Kitchener Council, or their designate.
- b) “Chief Administrative Officer/CAO” means the Chief Administrative Officer appointed by the Kitchener Council, or their designate.
- c) “City Hall” means the administrative office and public space including Carl Zehr Square.
- d) “Civic Square Flag Display” means the large flag poles in Civic Square which fly the national flag of Canada, the provincial flag of Ontario and the City of Kitchener flag.
- e) “Community Flag Pole” means the flagpoles designated at the Kitchener City Hall Duke St. Gardens and at Speaker’s Corner for Community Flag Raisings.
- f) “Flying a Flag at Half-mast” means the action of flying all flags, forming a single display of flags, at a position that is equal distance from the top and bottom of a flagpole, to mark periods of mourning or to commemorate solemn occasions.

- g) “Illumination” means the use of illumination through different colour lights at City Hall facing outwards toward Carl Zehr Square.
- h) “Kitchener Flag” means the flag adopted by Kitchener Council as a symbol of the municipality. The Kitchener Flag may be granted, registered, approved or confirmed by the Canadian Heraldic Authority.
- i) “Mayor” means the elected Mayor of the City of Kitchener, or the Acting Mayor, as approved by by-law, in their absence.
- j) “National Flag of Canada” means the flag approved by the Parliament of Canada as a national symbol of Canada.
- k) “Provincial Flag of Ontario” means the flag approved by the Legislative Assembly of Ontario as a provincial symbol of Ontario.

This Policy applies to Community Flag Raisings held at Kitchener City Hall and at Speaker’s Corner (Frederick and King Streets), and to the flying of flags at any municipal building, property, or facilities. The Policy applies to illuminations at the City Hall at 200 King Street West.

Policy Scope

This Policy applies to Community Flag Raisings held at Kitchener City Hall and at Speaker’s Corner (Frederick and King Streets), and to the flying of flags at any municipal building, property, or facilities. The Policy applies to illuminations at the City Hall at 200 King Street West.

Application

- Employees *(Indicate below which categories apply: All employees, Permanent full-time, Temporary full-time, Continuous part-time, Casual, Probationary, Student, Management, Non-union)*
 - [Click or tap here to enter text.](#)
- Unions *(Indicate below which categories apply: All Unions, CUPE 68 Civic, CUPE 68 Mechanics, CUPE 791, IATSE, IBEW, KPFFA)*
 - [Click or tap here to enter text.](#)
- Council
- Specified Positions: [Click or tap here to enter text.](#)
- Other: Local Boards and Advisory Committees

Policy Content

1. Flag Protocols

The following rules will be used by the Kitchener in respect to the flying of flags at any municipal building, property, or facility:

1.1 General Principles of Flag Raisings

The following general principles will apply in respect to all aspects of this Policy, and be

used when interpreting the Policy:

- a) The municipality will use flags to celebrate Kitchener's diversity and inclusivity, and honour those who have contributed to the life of the municipality;
- b) The City will not fly the flag of a group or organization whose undertakings or philosophy could prove detrimental or reflect negatively on the City's public image. In this regard, the City will not fly the flag of any group or organization that;
 - i. Condone any form of personal discrimination, including that based upon race, national origin, religion, sex or age;
 - ii. Appears in a realistic manner to exploit, condone or incite hatred or violence, or appear to condone, encourage or exhibit obvious indifference to unlawful behaviour;
 - iii. Demeans, denigrates or disparages any identifiable person, group or person, organization, profession, product or service or attempt to bring them into any public contempt or ridicule, or;
 - iv. Undermines human dignity, displays obvious indifference to or encourages, gratuitously and without merit, conduct or attitudes that offend the standards of public decency among a significant segment of the population;
 - v. Disparages a City program, service, facility, event or employee.
- c) The flying of flags at any municipal facility will not be contrary to the principles of any other Kitchener policy or bylaw; and,
- d) The municipality will only fly flags that are approved or recognized by federal, provincial or municipal governments of Canada.

1.2 Civic Square Flag Display

Only the national flag of Canada, the provincial flag of Ontario and the Kitchener flag shall be raised on the flagpoles located in the City Hall Civic Square.

Notwithstanding the provisions of the clause above, the Mayor or the CAO may approve the raising of any of the following flags on the poles at City Hall Civic Square:

- i. The flag of a member of the Royal family, the Governor-General or the Lieutenant-Governor;
- ii. The flag of the United Nations;
- iii. The flag of a state recognized by the Canadian Department of Foreign Affairs, Trade and Development, when an official representative is visiting the City or

an official is representing a municipality officially linked to the City of Kitchener;

- iv. Canadian Armed Forces Flag (on Canadian Armed Forces Day only)

1.3 Community Flag Raising Displays

Kitchener has designated two (2) Community Flag Poles to celebrate Kitchener's diversity and heritage. The first Community Flag Pole will be the original flagpole designated as a Community Flag Pole at the time of the opening of Kitchener City Hall (the front, left flagpole at the corner of the Duke Street Gardens) and the second Community Flagpole will be located in Speaker's Corner.

A. Community Flag Raising Criteria

The criteria for approving or denying a request to use the Community Flag Poles will be:

The following types of flags are permitted to be flown on the Community Flag Poles:

- i. of a state recognized by the Canadian Department of Foreign Affairs, Trade and Development being flown in honour of national or independence days important to the residents of Kitchener;
- ii. of a registered charitable organization and/or registered not-for-profit organization in support of fundraising drives important to the residents of Kitchener; and,
- iii. of a registered charitable organization and/or registered not-for-profit organization to celebrate multicultural and civic organizations or events important to the residents of Kitchener or at the direction of the Mayor or the CAO.

The following types of flags are not permitted to be flown on the Community Flag Poles:

- i. of Political Parties;
- ii. of Religious Groups;
- iii. in support of fund-raising drives that are political or religious in nature; and
- iv. that contravene any of the principles outlined in this policy or in any other City of Kitchener bylaw or policy.

The Clerk will be responsible for providing advice, as necessary, on the applicability of any of the above criteria to any application received for Community Flag Raisings.

B. Applications for use of the Community Flagpoles

All requests for use of the Community Flag Poles will be made in writing via a set application form. Approvals and use of the Community Flagpole(s) will be granted on a first come-first served basis.

Applications for any given calendar year will be accepted until December 1st of the

previous year, with a calendar prepared by the Clerk by December 31st of that previous year for the following year. Subsequent approvals will be considered on a first-come, first-served basis, subject to space availability.

Applications during the calendar year are to be submitted at least three (3) weeks prior to the day requested for the raising of the flag. The Clerk will review all applications to determine consistency with this Policy, and will:

- i. approve the flag raising and note it on the next Council Agenda for information purposes, if the flag raising was previously approved by the Mayor and Chief Administrative Officer (CAO) within 5 years of the current request, and is consistent with this Policy;
- ii. make a recommendation to the Mayor and CAO to approve or deny the application prior to the date of the proposed flag raising, and if approved, note it on the next Council Agenda for information purposes, if the flag raising was not previously approved by the Mayor and CAO, or was approved by the Mayor and CAO more than 5 years before the current request;

Decisions made by the Mayor and the CAO, or the City Clerk, in the implementation of this policy, shall be considered final.

C. General Rules for the Community Flagpoles

The general rules for the use of the Community Flagpoles are as follows:

- i. Flags will be flown for up to 1 week at a time, on one (1) of the two available community flag poles;
- ii. A community group will be permitted one (1) use of the community flag pole each calendar year;
- iii. When the community flag raising at any point in time is for the flag of another nation, the flag of that nation will fly on the Community Flag Pole at Kitchener City Hall. If more than one application is received to fly the flag of another nation, the Clerk will work with the applicants to facilitate a solution which allows for each of the group's respective celebrations. The Clerk's decision shall be final in this regard.
- iv. When the community flag raising is for the flag of a community organization, the first organization to make application shall have first choice as to which Community Flag Pole they would like to use, and the second application will have use of the other Community Flag Pole. If there is already a national flag flying on the Community Flag Pole at Kitchener City Hall, then only the remaining flag pole at Speaker's Corner shall be available for any community flag requests;
- v. When more community flag-raising requests occur on the same day (or during the same period of time) than there is space for on Community Flag Poles, then the Clerk will work with affected groups to facilitate the community flag raising by: (1) moving a flag-raising to a different day; or (2) sharing the time period equally by affected groups;
- vi. Individuals, groups or associations requesting flag raisings are required to

provide the flag to be raised.

1.4 Flag Protocol

Kitchener's protocol for the flying of flags at all municipal facilities incorporated into this Policy as appendices. Appendix 'A' are the protocols Kitchener will use in honouring contributions to the life of the municipality through the Flying a Flag at Half-mast. Appendix 'B' are the protocols the municipality will use in determining how flags will usually be flown at any municipal facility.

2. Illumination Protocols

The following rules will be used by ~~the~~ Kitchener in respect to the consideration of illumination requests to light Carl Zehr Square:

- a) The use of multi-colour capable LED lighting installations at ~~the~~ City Hall at 200 King Street West provides a unique opportunity to display the official colour associated with a charitable or non-profit organization or a City of Kitchener event, in order to create awareness of and/or celebrate and/or memorialize an organization or significant event;
- b) The municipality will use illuminations to celebrate Kitchener's diversity and inclusivity, and honour those who have contributed to the life of the municipality;
- c) The City will not facilitate illumination requests of a group or organization whose undertakings or philosophy could prove detrimental or reflect negatively on the City's public image. In this regard, the City will not facilitate illuminations of any group or organization that;
 - i. Condone any form of personal discrimination, including that based upon race, national origin, religion, sex or age;
 - ii. Appears in a realistic manner to exploit, condone or incite hatred or violence, or appear to condone, encourage or exhibit obvious indifference to unlawful behaviour;
 - iii. Demeans, denigrates or disparages any identifiable person, group or person, organization, profession, product or service or attempt to bring them into any public contempt or ridicule, or;
 - iv. Undermines human dignity, displays obvious indifference to or encourages, gratuitously and without merit, conduct or attitudes that offend the standards of public decency among a significant segment of the population; or
 - v. Disparages a City program, service, facility, event or employee.

2.1 General Principles of Illuminations

- a) Organizations making an Illumination request must be charitable or non-profit organizations.
- b) Charitable or non-profit organizations making an Illumination request must be consistent with City of Kitchener's policies and/or by-laws.
- c) Illuminations shall be permitted for up to 1 day at a time and up to two colours are available for use.
- ed) A community group will be permitted one (1) illumination request each calendar year;
- e) The City Hall Building at 200 King Street West shall not be illuminated for political, religious, or for-profit organizations or purposes.

3. Special Requests – Illuminations

- a) A special illumination request from an agency or organization located in Kitchener wishing to change the Illumination at City Hall, 200 King Steet West will be reviewed and provided to the CAO and Mayor for approval. If approved, the special illumination request will be noted on the Council Agenda under the Communication Heading, Flag Raising/Illumination section for information only.
- b) A special illumination request must be made three weeks prior to the requested date using the set application form.
- c) There will be no presentations or delegations at City Council with respect to Illumination.
- d) Illuminations by special request will take place at City Hall at 200 King Street West for the duration that the request is has been granted, or for an appropriate period specified to mark the event.

Roles And Responsibilities

Council is responsible for approving and amending this Policy.

The Clerk will be responsible for the interpretation of this Policy, as well as the development of procedures for the effective and efficient implementation of the Policy.

The Mayor, Chief Administrative Officer and the Clerk shall have approval responsibilities as outlined in various sections of this policy.

Results of Review

- No Edits Required
- Housekeeping Edits
- Substantial Edits
- Repeal/Replace

Policy History

Administrative and Housekeeping Changes

Date	Nature of Change
2016-06-01	I-442 policy template re-formatted to new numbering system and given number MUN-FAC-442

Substantial Changes

Date	Council/CLT Directive
2014-06-30	Repeal & Replace resolution passed by Council, see report FCS- 14-127
2024-11-18	As Per Council/CLT Directive - Report COR-2024-018

Appendix "A"
FLYING FLAGS AT HALF-MAST

The City's protocol for Flying a Flag at Half-mast will be:

A. Periods of Official Mourning

Flags will be flown at half-mast at all City facilities to mark periods of official mourning upon the death of:

- i. The Sovereign;
- ii. A Member of the Canadian Royal Family;
- iii. The Governor General of Canada, or a former Governor General;
- iv. The Prime Minister of Canada, or a former Prime Minister;
- v. The Leader of Her Majesty's Loyal Opposition, Parliament of Canada;
- vi. The Lieutenant Governor of Ontario;
- vii. The Premier of Ontario;
- viii. The Leader of Her Majesty's Loyal Opposition, Legislative Assembly of Ontario;
- ix. A local Member of Parliament, or a local Member of the Legislative Assembly of Ontario;
- x. The Mayor or a former Mayor;
- xi. A Member of Council or a former Member of Council;
- xii. The Regional Chair or a former Regional Chair;
- xiii. A current employee of the City of Kitchener;
- xiv. A retired member of City staff having a minimum of 15 years of service;
- xv. A Waterloo Region Police Officer who dies in the line of duty; and
- xvi. A resident of Kitchener, who is a member of the Canadian Armed Forces, killed while deployed on operations.

Flags will be flown at half-mast, in the case of a national or provincial official, for the duration established by the appropriate federal or provincial protocol offices. In the case of other persons, flags will be flown at half-mast on the date of the funeral or memorial service for that individual.

The Clerk will be responsible for coordinating the Lowering of Flags at City facilities.

Kitchener Fire & Emergency Services Facilities

The Kitchener Fire Department may mark a period of official mourning for other fire and emergency personnel who have died in the line of duty, or any other traditional

commemorations of solemn occasions important to fire and emergency personnel. This applies to Kitchener Fire Stations only.

Notwithstanding section A, the Clerk shall be responsible for coordinating the Lowering of Flags due to Commemoration of Solemn Occasions for dates proclaimed and recognized by the Provincial or Federal government.

B. Commemoration of Solemn Occasions

Flags will be flown at half-mast annually, at all municipal facilities, to commemorate the following solemn occasions:

- i. Remembrance Day (November 11); and,

Flags will be flown at half-mast annually, at the civic square flag display, to commemorate the following solemn occasions:

- ii. National Day of Mourning for Persons Killed or Injured in the Workplace (April 28);

iii. National Day of Remembrance for Victims of Terrorism (June 23)

iii-iv. Peacekeeper's Day (August 9);

iv-v. National Firefighter Memorial Day (2nd Sunday in September);

v-vi. National Peace and Police Officer' Memorial Day (Last Sunday in September);

vi-vii. National Day of Remembrance and Action on Violence Against Women (December 6).

C. Other Solemn Occasions.

The commemoration of other periods of official mourning and solemn occasions, in keeping with the General Principles of this Policy, may be approved by the Mayor or CAO. This can include the passing of a person considered to be a prominent citizen of the City of Kitchener or the Region of Waterloo or a person of national or international stature that has had a profound effect on the lives of the community or in response to a tragic or catastrophic event in the world. A notice of any approval issued by the Mayor or CAO will be placed on a future Council Agenda for informational purposes.

Appendix 'B'

CUSTOMARY FLAG CONFIGURATION

The City's protocol for the usual configuration of flags at City of Kitchener facilities will be:

A. Civic Square Flag Display

The National Flag of Canada will be flown on the centre flagpole. To an observer facing the entrance to the Civic Centre, the Provincial Flag of Ontario will fly to the left of the Canadian flag and the Kitchener Flag will be flown to its right. Other flags will not be flown on any of these flagpoles, except in the circumstances noted under **Section 1.2 - Civic Square Flag Display** of this policy.

B. Other City Facilities

i. When the facility has only one (1) flagpole

The National Flag of Canada will be flown at facilities with only one flagpole. Another flag will not be flown under the National Flag of Canada. Other flags will not be flown at these facilities, except in the circumstances noted in under the heading "Dignitary Visits."

ii. When the facility has two (2) flagpoles configured to form a single display

The National Flag of Canada and either the Provincial Flag of Ontario or the Flag of the City of Kitchener will be flown. The customary position of honour, the left flagpole to an observer facing the display, will be used to fly the National Flag of Canada. Other flags will not be flown on these flagpoles, except in the circumstances noted under the heading "Dignitary Visits."

iii. When the facility has three (3) flagpoles configured to form a single display

The National Flag of Canada, the Ontario Provincial Flag, and the Flag of the City of Kitchener will be flown. The National Flag of Canada will be flown on the centre flagpole which is the customary position of honour. To an observer facing the display, the Provincial Flag of Ontario will fly to the left of the National Flag of Canada, and the Flag of City of Kitchener will be flown to its right. Other flags will not be flown on these flagpoles, except in the circumstances noted under the heading "Dignitary Visits."

C. Shared Government Facilities

At Shared Government Facilities (e.g. Kitchener & Waterloo Region Joint Fire & EMS Stations) arrangement of flags at facilities shared by the City and another government will be decided by written agreement between the governments and in accordance with applicable protocol. The Clerk will be responsible for representing the City and confirming such arrangements.

DIGNITARY VISITS

In the event of a visit by a dignitary to a City of Kitchener facility, the City may fly a flag representing that dignitary. The flying of a flag to mark the dignitary's visit will be made only after consulting with an appropriate protocol officer responsible for coordinating the visit.

POLICY		MUN-FAC-442	
COMMUNITY FLAG RAISINGS, FLAG PROTOCOL & ILLUMINATION OF CITY HALL		Category MUN - Municipal Services	Sub-category FAC - Facility
Approval Type COUNCIL	Department/Division Finance & Corporate Services Department, Legislated Services	Author and Position City Clerk	
Date Approved May 17, 2004	Last Reviewed/Amended November 18, 2024	Next Review Date June 1, 2027	

Related Policies or Procedures

Policy Purpose

The Community Flag Raisings, Flag Protocol & Illumination at City Hall Policy establishes a framework to govern requests for flag raisings and illumination of city facilities received from the community, and to establish a consistent protocol for commemoration activities.

Definitions

- a) "Clerk" means the Clerk appointed by the Kitchener Council, or their designate.
- b) "Chief Administrative Officer/CAO" means the Chief Administrative Officer appointed by the Kitchener Council, or their designate.
- c) "City Hall" means the administrative office and public space including Carl Zehr Square.
- d) "Civic Square Flag Display" means the large flag poles in Civic Square which fly the national flag of Canada, the provincial flag of Ontario and the City of Kitchener flag.
- e) "Community Flag Pole" means the flagpoles designated at the Kitchener City Hall Duke St. Gardens and at Speaker's Corner for Community Flag Raisings.
- f) "Flying a Flag at Half-mast" means the action of flying all flags, forming a single display of flags, at a position that is equal distance from the top and bottom of a flagpole, to mark periods of mourning or to commemorate solemn occasions.
- g) "Illumination" means the use of illumination through different colour lights at City Hall facing outwards toward Carl Zehr Square.

- h) “Kitchener Flag” means the flag adopted by Kitchener Council as a symbol of the municipality. The Kitchener Flag may be granted, registered, approved or confirmed by the Canadian Heraldic Authority.
- i) “Mayor” means the elected Mayor of the City of Kitchener, or the Acting Mayor, as approved by by-law, in their absence.
- j) “National Flag of Canada” means the flag approved by the Parliament of Canada as a national symbol of Canada.
- k) “Provincial Flag of Ontario” means the flag approved by the Legislative Assembly of Ontario as a provincial symbol of Ontario.

This Policy applies to Community Flag Raisings held at Kitchener City Hall and at Speaker’s Corner (Frederick and King Streets), and to the flying of flags at any municipal building, property, or facilities. The Policy applies to illuminations at the City Hall at 200 King Street West.

Policy Scope

This Policy applies to Community Flag Raisings held at Kitchener City Hall and at Speaker’s Corner (Frederick and King Streets), and to the flying of flags at any municipal building, property, or facilities. The Policy applies to illuminations at the City Hall at 200 King Street West.

Application

- Employees** *(Indicate below which categories apply: All employees, Permanent full-time, Temporary full-time, Continuous part-time, Casual, Probationary, Student, Management, Non-union)*
 - [Click or tap here to enter text.](#)
- Unions** *(Indicate below which categories apply: All Unions, CUPE 68 Civic, CUPE 68 Mechanics, CUPE 791, IATSE, IBEW, KPFFA)*
 - [Click or tap here to enter text.](#)
- Council**
- Specified Positions:** [Click or tap here to enter text.](#)
- Other:** [Local Boards and Advisory Committees](#)

Policy Content

1. Flag Protocols

The following rules will be used by the Kitchener in respect to the flying of flags at any municipal building, property, or facility:

1.1 General Principles of Flag Raisings

The following general principles will apply in respect to all aspects of this Policy, and be used when interpreting the Policy:

- a) The municipality will use flags to celebrate Kitchener's diversity and inclusivity, and honour those who have contributed to the life of the municipality;
- b) The City will not fly the flag of a group or organization whose undertakings or philosophy could prove detrimental or reflect negatively on the City's public image. In this regard, the City will not fly the flag of any group or organization that;
 - i. Condone any form of personal discrimination, including that based upon race, national origin, religion, sex or age;
 - ii. Appears in a realistic manner to exploit, condone or incite hatred or violence, or appear to condone, encourage or exhibit obvious indifference to unlawful behaviour;
 - iii. Demeans, denigrates or disparages any identifiable person, group or person, organization, profession, product or service or attempt to bring them into any public contempt or ridicule, or;
 - iv. Undermines human dignity, displays obvious indifference to or encourages, gratuitously and without merit, conduct or attitudes that offend the standards of public decency among a significant segment of the population;
 - v. Disparages a City program, service, facility, event or employee.
- c) The flying of flags at any municipal facility will not be contrary to the principles of any other Kitchener policy or bylaw; and,
- d) The municipality will only fly flags that are approved or recognized by federal, provincial or municipal governments of Canada.

1.2 Civic Square Flag Display

Only the national flag of Canada, the provincial flag of Ontario and the Kitchener flag shall be raised on the flagpoles located in the City Hall Civic Square.

Notwithstanding the provisions of the clause above, the Mayor or the CAO may approve the raising of any of the following flags on the poles at City Hall Civic Square:

- i. The flag of a member of the Royal family, the Governor-General or the Lieutenant-Governor;
- ii. The flag of the United Nations;
- iii. The flag of a state recognized by the Canadian Department of Foreign Affairs, Trade and Development, when an official representative is visiting the City or an official is representing a municipality officially linked to the City of Kitchener;

- iv. Canadian Armed Forces Flag (on Canadian Armed Forces Day only)

1.3 Community Flag Raising Displays

Kitchener has designated two (2) Community Flag Poles to celebrate Kitchener's diversity and heritage. The first Community Flag Pole will be the original flagpole designated as a Community Flag Pole at the time of the opening of Kitchener City Hall (the front, left flagpole at the corner of the Duke Street Gardens) and the second Community Flagpole will be located in Speaker's Corner.

A. Community Flag Raising Criteria

The criteria for approving or denying a request to use the Community Flag Poles will be:

The following types of flags are permitted to be flown on the Community Flag Poles:

- i. of a state recognized by the Canadian Department of Foreign Affairs, Trade and Development being flown in honour of national or independence days important to the residents of Kitchener;
- ii. of a registered charitable organization and/or registered not-for-profit organization in support of fundraising drives important to the residents of Kitchener; and,
- iii. of a registered charitable organization and/or registered not-for-profit organization to celebrate multicultural and civic organizations or events important to the residents of Kitchener or at the direction of the Mayor or the CAO.

The following types of flags are not permitted to be flown on the Community Flag Poles:

- i. of Political Parties;
- ii. of Religious Groups;
- iii. in support of fund-raising drives that are political or religious in nature; and
- iv. that contravene any of the principles outlined in this policy or in any other City of Kitchener bylaw or policy.

The Clerk will be responsible for providing advice, as necessary, on the applicability of any of the above criteria to any application received for Community Flag Raisings.

B. Applications for use of the Community Flagpoles

All requests for use of the Community Flag Poles will be made in writing via a set application form. Approvals and use of the Community Flagpole(s) will be granted on a first come-first served basis.

Applications for any given calendar year will be accepted until December 1st of the previous year, with a calendar prepared by the Clerk by December 31st of that previous year for the following year. Subsequent approvals will be considered on a first-come, first-

served basis, subject to space availability.

Applications during the calendar year are to be submitted at least three (3) weeks prior to the day requested for the raising of the flag. The Clerk will review all applications to determine consistency with this Policy, and will:

- i. approve the flag raising and note it on the next Council Agenda for information purposes, if the flag raising was previously approved by the Mayor and Chief Administrative Officer (CAO) within 5 years of the current request, and is consistent with this Policy;
- ii. make a recommendation to the Mayor and CAO to approve or deny the application prior to the date of the proposed flag raising, and if approved, note it on the next Council Agenda for information purposes, if the flag raising was not previously approved by the Mayor and CAO, or was approved by the Mayor and CAO more than 5 years before the current request;

Decisions made by the Mayor and the CAO, or the City Clerk, in the implementation of this policy, shall be considered final.

C. General Rules for the Community Flagpoles

The general rules for the use of the Community Flagpoles are as follows:

- i. Flags will be flown for up to 1 week at a time, on one (1) of the two available community flag poles;
- ii. A community group will be permitted one (1) use of the community flag pole each calendar year;
- iii. When the community flag raising at any point in time is for the flag of another nation, the flag of that nation will fly on the Community Flag Pole at Kitchener City Hall. If more than one application is received to fly the flag of another nation, the Clerk will work with the applicants to facilitate a solution which allows for each of the group's respective celebrations. The Clerk's decision shall be final in this regard.
- iv. When the community flag raising is for the flag of a community organization, the first organization to make application shall have first choice as to which Community Flag Pole they would like to use, and the second application will have use of the other Community Flag Pole. If there is already a national flag flying on the Community Flag Pole at Kitchener City Hall, then only the remaining flag pole at Speaker's Corner shall be available for any community flag requests;
- v. When more community flag-raising requests occur on the same day (or during the same period of time) than there is space for on Community Flag Poles, then the Clerk will work with affected groups to facilitate the community flag raising by: (1) moving a flag-raising to a different day; or (2) sharing the time period equally by affected groups;
- vi. Individuals, groups or associations requesting flag raisings are required to provide the flag to be raised.

1.4 Flag Protocol

Kitchener's protocol for the flying of flags at all municipal facilities incorporated into this Policy as appendices. Appendix 'A' are the protocols Kitchener will use in honouring contributions to the life of the municipality through the Flying a Flag at Half-mast. Appendix 'B' are the protocols the municipality will use in determining how flags will usually be flown at any municipal facility.

2. Illumination Protocols

The following rules will be used by Kitchener in respect to the consideration of illumination requests to light Carl Zehr Square:

- a) The use of multi-colour capable LED lighting installations at City Hall at 200 King Street West provides a unique opportunity to display the official colour associated with a charitable or non-profit organization or a City of Kitchener event, in order to create awareness of and/or celebrate and/or memorialize an organization or significant event;
- b) The municipality will use illuminations to celebrate Kitchener's diversity and inclusivity, and honour those who have contributed to the life of the municipality;
- c) The City will not facilitate illumination requests of a group or organization whose undertakings or philosophy could prove detrimental or reflect negatively on the City's public image. In this regard, the City will not facilitate illuminations of any group or organization that;
 - i. Condone any form of personal discrimination, including that based upon race, national origin, religion, sex or age;
 - ii. Appears in a realistic manner to exploit, condone or incite hatred or violence, or appear to condone, encourage or exhibit obvious indifference to unlawful behaviour;
 - iii. Demeans, denigrates or disparages any identifiable person, group or person, organization, profession, product or service or attempt to bring them into any public contempt or ridicule, or;
 - iv. Undermines human dignity, displays obvious indifference to or encourages, gratuitously and without merit, conduct or attitudes that offend the standards of public decency among a significant segment of the population; or
 - v. Disparages a City program, service, facility, event or employee.

2.1 General Principles of Illuminations

- a) Organizations making an Illumination request must be charitable or non-profit organizations.

- b) Charitable or non-profit organizations making an Illumination request must be consistent with City of Kitchener’s policies and/or by-laws.
- c) Illuminations shall be permitted for up to 1 day at a time and up to two colours are available for use.
- d) A community group will be permitted one (1) illumination request each calendar year;
- e) The City Hall Building at 200 King Street West shall not be illuminated for political, religious, or for-profit organizations or purposes.

3. Requests – Illuminations

- a) A illumination request from an agency or organization wishing to change the Illumination at City Hall, 200 King Steet West will be reviewed and provided to the CAO and Mayor for approval. If approved, the illumination request will be noted on the Council Agenda under the Communication Heading, Flag Raising/Illumination section for information only.
- b) A illumination request must be made three weeks prior to the requested date using the set application form.
- c) There will be no presentations or delegations at City Council with respect to Illumination.
- d) Illuminations will take place at City Hall at 200 King Street West for the duration that the request has been granted.

Roles And Responsibilities

Council is responsible for approving and amending this Policy.
 The Clerk will be responsible for the interpretation of this Policy, as well as the development of procedures for the effective and efficient implementation of the Policy.

The Mayor, Chief Administrative Officer and the Clerk shall have approval responsibilities as outlined in various sections of this policy.

Results of Review

- No Edits Required
- Housekeeping Edits
- Substantial Edits
- Repeal/Replace

Policy History

Administrative and Housekeeping Changes

Date	Nature of Change
2016-06-01	I-442 policy template re-formatted to new numbering system and given number MUN-FAC-442

Substantial Changes

Date	Council/CLT Directive
2014-06-30	Repeal & Replace resolution passed by Council, see report FCS- 14-127
2024-11-18	As Per Council/CLT Directive - Report COR-2024-018

Appendix "A"
FLYING FLAGS AT HALF-MAST

The City's protocol for Flying a Flag at Half-mast will be:

A. Periods of Official Mourning

Flags will be flown at half-mast at all City facilities to mark periods of official mourning upon the death of:

- i. The Sovereign;
- ii. A Member of the Canadian Royal Family;
- iii. The Governor General of Canada, or a former Governor General;
- iv. The Prime Minister of Canada, or a former Prime Minister;
- v. The Leader of Her Majesty's Loyal Opposition, Parliament of Canada;
- vi. The Lieutenant Governor of Ontario;
- vii. The Premier of Ontario;
- viii. The Leader of Her Majesty's Loyal Opposition, Legislative Assembly of Ontario;
- ix. A local Member of Parliament, or a local Member of the Legislative Assembly of Ontario;
- x. The Mayor or a former Mayor;
- xi. A Member of Council or a former Member of Council;
- xii. The Regional Chair or a former Regional Chair;
- xiii. A current employee of the City of Kitchener;
- xiv. A retired member of City staff having a minimum of 15 years of service;
- xv. A Waterloo Region Police Officer who dies in the line of duty; and
- xvi. A resident of Kitchener, who is a member of the Canadian Armed Forces, killed while deployed on operations.

Flags will be flown at half-mast, in the case of a national or provincial official, for the duration established by the appropriate federal or provincial protocol offices. In the case of other persons, flags will be flown at half-mast on the date of the funeral or memorial service for that individual.

The Clerk will be responsible for coordinating the Lowering of Flags at City facilities.

Kitchener Fire & Emergency Services Facilities

The Kitchener Fire Department may mark a period of official mourning for other fire and emergency personnel who have died in the line of duty, or any other traditional

commemorations of solemn occasions important to fire and emergency personnel. This applies to Kitchener Fire Stations only.

Notwithstanding section A, the Clerk shall be responsible for coordinating the Lowering of Flags due to Commemoration of Solemn Occasions for dates proclaimed and recognized by the Provincial or Federal government.

B. Commemoration of Solemn Occasions

Flags will be flown at half-mast annually, at all municipal facilities, to commemorate the following solemn occasions:

- i. Remembrance Day (November 11); and,

Flags will be flown at half-mast annually, at the civic square flag display, to commemorate the following solemn occasions:

- ii. National Day of Mourning for Persons Killed or Injured in the Workplace (April 28);
- iii. National Day of Remembrance for Victims of Terrorism (June 23)
- iv. Peacekeeper's Day (August 9);
- v. National Firefighter Memorial Day (2nd Sunday in September);
- vi. National Peace and Police Officer' Memorial Day (Last Sunday in September);
- vii. National Day of Remembrance and Action on Violence Against Women (December 6).

C. Other Solemn Occasions.

The commemoration of other periods of official mourning and solemn occasions, in keeping with the General Principles of this Policy, may be approved by the Mayor or CAO. This can include the passing of a person considered to be a prominent citizen of the City of Kitchener or the Region of Waterloo or a person of national or international stature that has had a profound effect on the lives of the community or in response to a tragic or catastrophic event in the world. A notice of any approval issued by the Mayor or CAO will be placed on a future Council Agenda for informational purposes.

Appendix 'B'

CUSTOMARY FLAG CONFIGURATION

The City's protocol for the usual configuration of flags at City of Kitchener facilities will be:

A. Civic Square Flag Display

The National Flag of Canada will be flown on the centre flagpole. To an observer facing the entrance to the Civic Centre, the Provincial Flag of Ontario will fly to the left of the Canadian flag and the Kitchener Flag will be flown to its right. Other flags will not be flown on any of these flagpoles, except in the circumstances noted under **Section 1.2 - Civic Square Flag Display** of this policy.

B. Other City Facilities

i. When the facility has only one (1) flagpole

The National Flag of Canada will be flown at facilities with only one flagpole. Another flag will not be flown under the National Flag of Canada. Other flags will not be flown at these facilities, except in the circumstances noted in under the heading "Dignitary Visits."

ii. When the facility has two (2) flagpoles configured to form a single display

The National Flag of Canada and either the Provincial Flag of Ontario or the Flag of the City of Kitchener will be flown. The customary position of honour, the left flagpole to an observer facing the display, will be used to fly the National Flag of Canada. Other flags will not be flown on these flagpoles, except in the circumstances noted under the heading "Dignitary Visits."

iii. When the facility has three (3) flagpoles configured to form a single display


The National Flag of Canada, the Ontario Provincial Flag, and the Flag of the City of Kitchener will be flown. The National Flag of Canada will be flown on the centre flagpole which is the customary position of honour. To an observer facing the display, the Provincial Flag of Ontario will fly to the left of the National Flag of Canada, and the Flag of City of Kitchener will be flown to its right. Other flags will not be flown on these flagpoles, except in the circumstances noted under the heading "Dignitary Visits."

C. Shared Government Facilities

At Shared Government Facilities (e.g. Kitchener & Waterloo Region Joint Fire & EMS Stations) arrangement of flags at facilities shared by the City and another government will be decided by written agreement between the governments and in accordance with applicable protocol. The Clerk will be responsible for representing the City and confirming such arrangements.

DIGNITARY VISITS

In the event of a visit by a dignitary to a City of Kitchener facility, the City may fly a flag representing that dignitary. The flying of a flag to mark the dignitary's visit will be made only after consulting with an appropriate protocol officer responsible for coordinating the visit.

	<h1>POLICY</h1>	<u>Policy No:</u> MUN-PLA-477
<u>Policy Title:</u> PARKLAND - NOT DISPOSED OF <u>Policy Type:</u> COUNCIL <u>Category:</u> Municipal Services <u>Sub-Category:</u> Planning <u>Author:</u> Author Unknown <u>Dept/Div:</u> Chief Administrator's Office / Economic Development	<u>Approval Date:</u> April 11, 2005	<u>Reviewed Date:</u> July 2016 <u>Next Review Date:</u> July 2021 <u>Reviewed Date:</u>
<u>Related Policies, Procedures and/or Guidelines:</u> To be included at next review	<u>Last Amended:</u>	<u>Replaces:</u> I-477, Parkland - Not Disposed of
	<u>Repealed:</u> <u>Replaced by:</u>	

1. POLICY PURPOSE:

To be included at next review.

2. DEFINITIONS:

To be included at next review.

3. SCOPE:

POLICY APPLIES TO THE FOLLOWING:	
<input type="checkbox"/> All Employees	
<input type="checkbox"/> All Full-Time Employees	<input type="checkbox"/> All Union
<input type="checkbox"/> Management	<input type="checkbox"/> C.U.P.E. 68 Civic
<input type="checkbox"/> Non Union	<input type="checkbox"/> C.U.P.E. 68 Mechanics
<input type="checkbox"/> Temporary	<input type="checkbox"/> C.U.P.E. 791
<input type="checkbox"/> Student	<input type="checkbox"/> I.B.E.W. 636
<input type="checkbox"/> Part-Time Employees	<input type="checkbox"/> K.P.F.F.A.
<input type="checkbox"/> Specified Positions only:	<input type="checkbox"/> Other:
<input type="checkbox"/> Council	<input type="checkbox"/> Local Boards & Advisory Committees

To be included at next review.

Policy No: MUN-PLA-477

Policy Title: PARKLAND - NOT DISPOSED OF

4. POLICY CONTENT:

That as a general principle, City-owned parkland be retained and not disposed of; and further,

That staff be directed to consider parkland as surplus only in exceptional circumstances, ~~when considered appropriate by the Asset Management Steering Committee~~, in which case staff may prepare a business case for Council's consideration and undertake public consultation on a case-by-case basis.


5. HISTORY OF POLICY CHANGES

Administrative Updates

2016-06-01 - I-477 policy template reformatted to new numbering system and given number MUN-PLA-477.

Formal Amendments

No amendment history to date.

	<h1>POLICY</h1>	<u>Policy No:</u> MUN-PLA-477
<u>Policy Title:</u> PARKLAND - NOT DISPOSED OF <u>Policy Type:</u> COUNCIL <u>Category:</u> Municipal Services <u>Sub-Category:</u> Planning <u>Author:</u> Author Unknown <u>Dept/Div:</u> Chief Administrator's Office / Economic Development	<u>Approval Date:</u> April 11, 2005 <u>Reviewed Date:</u> July 2016 <u>Next Review Date:</u> July 2021 <u>Reviewed Date:</u> <u>Last Amended:</u> <u>Replaces:</u> I-477, Parkland - Not Disposed of <u>Repealed:</u> <u>Replaced by:</u>	
<u>Related Policies, Procedures and/or Guidelines:</u> To be included at next review		

1. POLICY PURPOSE:

To be included at next review.

2. DEFINITIONS:

To be included at next review.

3. SCOPE:

POLICY APPLIES TO THE FOLLOWING:	
<input type="checkbox"/> All Employees	
<input type="checkbox"/> All Full-Time Employees	<input type="checkbox"/> All Union
<input type="checkbox"/> Management	<input type="checkbox"/> C.U.P.E. 68 Civic
<input type="checkbox"/> Non Union	<input type="checkbox"/> C.U.P.E. 68 Mechanics
<input type="checkbox"/> Temporary	<input type="checkbox"/> C.U.P.E. 791
<input type="checkbox"/> Student	<input type="checkbox"/> I.B.E.W. 636
<input type="checkbox"/> Part-Time Employees	<input type="checkbox"/> K.P.F.F.A.
<input type="checkbox"/> Specified Positions only:	<input type="checkbox"/> Other:
<input type="checkbox"/> Council	<input type="checkbox"/> Local Boards & Advisory Committees

To be included at next review.

Policy No: MUN-PLA-477

Policy Title: PARKLAND - NOT DISPOSED OF

4. POLICY CONTENT:

That as a general principle, City-owned parkland be retained and not disposed of; and further,

That staff be directed to consider parkland as surplus only in exceptional circumstances, in which case staff may prepare a business case for Council's consideration and undertake public consultation on a case-by-case basis.

5. HISTORY OF POLICY CHANGES

Administrative Updates

2016-06-01 - I-477 policy template reformatted to new numbering system and given number MUN-PLA-477.

Formal Amendments

No amendment history to date.

POLICY		CAT-SUB-####	
Data Policy		Category GOV - Governance	Sub-category COR - Corporate
Approval Type COUNCIL	Department/Division Corporate Services/Legislated Services	Author and Position Linnea Scian, Project Manager, Data Governance & Quality	
Date Approved Click here to enter a date.	Last Reviewed/Amended Click here to enter a date.	Next Review Date Click here to enter a date.	

Related Policies or Procedures

- Access and Privacy Policy
- Confidentiality of Information Policy
- Conflict of Interest Policy
- Corporate Accountability and Transparency Policy
- City of Kitchener Open Data Licence
- Information Management Policy
- Municipal Freedom of Information and Protection of Privacy Act
- Public Engagement Policy
- Records Retention By-law
- Responsible Use of Generative Artificial Intelligence (GenAI) Policy

Policy Purpose

Data is a corporate asset that the City of Kitchener holds in trust and manages to maximize public value while protecting privacy and security.

This policy establishes city-wide expectations for managing data across its lifecycle (collection, use, storage, protection, sharing, and disposition) to support service delivery, evidence-informed decision-making, transparency, and legislative compliance.

The policy is supported by corporate standards, workflows, and control frameworks maintained by the appropriate corporate authorities.

Definitions

Appendix “A” to this Policy is a glossary of definitions.

Policy Scope

Applies to all City of Kitchener employees, divisions, and departments, and to third parties (consultants, contractors, neighbourhood associations, arms-length organizations, and affiliated groups) that collect, access, store, process, or use City data on behalf of the City. Exceptions may apply where data is governed by external legislation, sovereignty principles, or agreements. Non-compliance may result in disciplinary action, contractual remedies, or legal consequences.

Application

- Employees
 - All employees
- Unions *(Indicate below which categories apply: All Unions, CUPE 68 Civic, CUPE 68 Mechanics, CUPE 791, IATSE, IBEW, KPFFA)*
 - All unions
- Council
- Specified Positions: [Click or tap here to enter text.](#)
- Other: All Third Party Service Providers, volunteers, and any other persons providing programs or services on behalf of the city

Policy Content

The following principles and practices establish the minimum expectations for managing City data as a corporate asset across its lifecycle, including governance, protection, sharing and accountability.

1. Guiding principles

The city manages data according to the following principles:

Data is a corporate asset: City data is managed as a corporate asset across divisions and throughout its lifecycle, with clear stewardship and accountability.

Accessible and usable: Staff should be able to find and use the data they need to deliver services and make decisions, supported by training and consistent practices, while maintaining appropriate access controls.

Open and transparent by default: The City shares data internally and publishes data publicly unless there is a clear legal, privacy, security, contractual, or safety reason not to, including limitations under MFIPPA and licensing.

Safe, secure, and protected: Data is protected using proportionate safeguards, least-privilege access, and recognized control frameworks; privileged access is limited to authorized business needs.

Responsible, equitable, and adaptable: Data is used ethically and in ways that support equitable outcomes, is structured to enable interoperability where feasible, and governance evolves as needs and technology change.

2. Data lifecycle management

The City manages data across its lifecycle. Staff and third parties must follow these minimum expectations:

2.1. Collect

- Collect only the data required to meet a defined business purpose and legal authority.
- Per the Access and Privacy Policy, provide a notice of collection when collecting personal information.

2.2. Use

- Use data only for authorized business purposes and in alignment with the purpose for which it was collected.
- Following internally-managed documentation, apply professional judgment and verify outputs when using automated or algorithm-assisted analysis to inform decisions, including artificial intelligence (AI).

2.3. Store

- Store City data in approved City repositories and systems; do not store City data in unapproved locations.
- Store City data in Canada whenever possible and follow corporate privacy and risk requirements when exceptions are necessary.

2.4. Protect

- Label and protect data using the City's data sensitivity labels and handling requirements.
- Limit access to non-public data to authorized users with a business need and appropriate safeguards.

2.5. Share

- Share data internally and externally only where authorized and with appropriate agreements and safeguards.
- Publish open data where lawful and appropriate under the Open Data Licence and corporate open data practices.

2.6. Retain and dispose

- Manage official records in accordance with the Information Management

Policy and Records Retention By-law.

3. **Equity in data use**

The City of Kitchener is committed to using data in ways that improve outcomes, increase opportunities for engagement and participation, and reduce barriers for equity-denied groups. Equity considerations must be incorporated when collecting, analyzing, interpreting, storing, and sharing data.

Considerations include:

- Data use must respect privacy, dignity, and legal obligations.
- Data must not be used to further stigmatize or exclude individuals or communities.
- Demographic data collection and use must follow corporate standards and guidance approved by the City and maintained by the appropriate corporate authority.

4. **Data protection control framework**

The City will maintain a data protection control framework aligned to recognized best practices. Implementation will be managed through corporate standards and monitored using a control register, with summary controls published in Appendix “B” to this Policy.

5. **Appropriate use of administrator access**

When staff have administrator or privileged access to a system, they must only use administrator access for official city business within the scope of their job responsibilities.

6. **Open data**

6.1. **Commitment and objectives**

The City is committed to improving transparency and accountability by providing public access to City data in machine and human-readable formats, where lawful and appropriate.

Open data is seen as a collaborative community undertaking to meet the needs of the community, and to monitor changes within the open government data community.

Through open data, the City supports resident engagement, accountability, and innovation by enabling the public, researchers, and businesses to use City data to create insights, services, and applications.

6.2. **Open by default**

The City will publish data openly by default unless release is restricted by MFIPPA, security risk, contractual or licensing limitations, confidentiality requirements, or other legal obligations.

Open data publication does not override records retention, privacy, or security obligations.

6.3. Licensing and permitted use

Open datasets are released 'as is' under the City of Kitchener's Open Data Licence.

Following the Government of Canada's Open Government Licence, the City's Open Data Licence grants a worldwide, royalty-free, perpetual, non-exclusive licence for lawful use (including commercial use), and sets out exclusions and limitations.

6.4. Publication standards

To be considered open, datasets should be published in accessible, machine-readable formats and include sufficient metadata to support discoverability, understanding, and reuse.

Where feasible, published datasets should be maintained over time with clear versioning or change communication, recognizing that permanence does not supersede retention requirements.

6.5. Prioritization of open data release

The City will prioritize datasets for release based on public value and demand, strategic relevance, readiness, and privacy/security/equity considerations.

Prioritization for publishing open data is complemented by community engagement with individuals, businesses and other public sector organizations.

6.6. Maintenance

If staff determine that an open dataset must be corrected, replaced, or removed, the City will update the Open Data Portal record.

6.7. Dataset requests

The City will maintain a public open data request process with transparent request statuses and will communicate outcomes through the established channel.

Where datasets cannot be released due to licensing restrictions, the City will communicate those constraints transparently through the request process.

6.8. Annual publication planning and accountability

As part of the annual data inventorying process, divisions will identify datasets suitable for publication, confirm stewardship/accountability, and support an annual open data publication plan.

7. Annual data inventorying process

At minimum annually, each division must participate in an annual data inventory process to support internal sharing, open data, risk management, MFIPPA compliance and Personal Information Bank (PIB) updates (see GOV-COR-2023 – Access and Privacy).

This process includes:

- Confirm dataset ownership and stewardship, system of record, sensitivity label, and PIB relevance.
- Identify candidates for open data release and document reasons where release is not possible or not appropriate.
- Identify key risks for escalation and remediation.

8. Data sharing with third parties

Third parties collecting or storing data on behalf of the City must comply with City data protection, privacy, and retention requirements and may be subject to contractual remedies.

9. Roles and responsibilities

As outlined in the data governance manual, roles and responsibilities related to data management are as follows.

Legislated Services: Provides corporate leadership for legislative compliance related to information and privacy (including MFIPPA) and alignment with records and information management requirements (retention, legal holds, authorized disposition). Maintains and publishes the Personal Information Bank (PIB) as required and supports escalation for access and privacy matters.

Legal Services: Provide legal advice related to data protection, privacy, and retention requirements.

Reconciliation, Equity, Diversity & Inclusion: Supports divisional staff in the collection, analysis, interpretation, storage, and sharing of demographic data.

Technology Innovation & Services: Ensures the security, integrity, availability, and appropriate access controls for City technology environments and repositories that store or process City data. Supports security controls, monitoring, and incident response related to City data and systems.

Directors, managers, and supervisors: Ensure data under their area's responsibility is managed in accordance with this policy, including assigning appropriate stewardship and ensuring staff have training and appropriate access to perform their roles. Support the annual data inventory process and timely escalation of risks and incidents.

System owners and administrators: Manage system permissions using least-privilege principles; grant and revoke access based on job responsibilities; and conduct regular permission reviews.

All employees and third parties: Collect, use, store, protect, share, and dispose of City data in accordance with this policy and the City's data protection, privacy, and retention requirements. Immediately escalate suspected privacy breaches, security incidents, or misuse of access privileges using established escalation pathways.

10. Escalation process

Staff must escalate promptly when they become aware of:

- Potential or actual privacy breaches involving personal information, including identifiable demographic data (see Access and Privacy Policy, GOV-COR-2023).
- Security incidents involving restricted data or system compromise.
- Misuse of administrator or privileged access.
- Data quality issues that could materially affect public reporting, safety, service eligibility, enforcement, or Council decision-making.
- Disputes over ownership, classification, disclosure or release decisions.

Escalation pathways are outlined in internal documents maintained by the City.

11. Compliance

Failure to comply with data management best practices may lead to:

- Inadmissibility of data in legal proceedings.
- Insufficient data to support business decisions.
- Regulatory sanctions or penalties.
- Unnecessary costs related to data creation, storage, and management.

Employees are responsible for properly managing and safeguarding the information and resources in their care. To support compliance, procedures and guidance materials will be provided as they are developed.

Individuals who willfully disclose personal information or maintain a personal information bank in contravention of MFIPPA, or individuals who alter, conceal, or destroy a record, or cause any other person to do so, with the intention of denying a right under MFIPPA to access the record or information contained in the record,

is guilty of an offence and liable to a fine not exceeding \$5,000 in accordance with section 48(2) of MFIPPA.

Violations of this policy may result in disciplinary action, up to and including termination, in accordance with the City's policies.

Results of Review

- No Edits Required
- Housekeeping Edits
- Substantial Edits
- Repeal/Replace

Policy History

Administrative and Housekeeping Changes

Date	Nature of Change
yyyy-mm-dd	Departmental re-organization/Titling changes/ restructuring. Standing Committee

Substantial Changes

Date	Council/CLT Directive
yyyy-mm-dd	As Per Council/CLT Directive - Report #

Appendix A – Glossary of definitions

Data	Statistical, factual, quantitative or qualitative information that is maintained or produced by or on behalf of a city department.
Dataset	A named collection of related fields, with the collection containing data organized or formatted in a specific or prescribed way, often in tabular form.
Data governance	Overall guiding principles, strategic direction, strategic goals and related policies that govern the management and availability (including security and access) of data at the City of Kitchener. It informs and supports program areas throughout the city in their implementation of data initiatives and their delivery of services and activities.
Data inventory	A fully described record of the data assets maintained by the city. The inventory records basic metadata about a data asset including its name, description, contents, update frequency, use licence, owner, maintainer, privacy considerations, data source, contract end dates and other relevant details.
Data management	The process of collecting, storing, organizing, and maintaining data to ensure its accuracy, accessibility, and security for analysis and decision-making.
Data residency	The physical or geographic location where data is stored and processed.
Data sovereignty	Regardless of where the cloud resources are physically located, when data is stored in a cloud environment, the stored data may be subject to the laws of other countries.
Demographic data	Information recorded in any format about a person related to their personal identity, such as: race; national or ethnic origin; religion; age; marital status; gender; sexual orientation.
Information	Resources or records that are offered for use under the terms of the City of Kitchener's Open Data Licence.
Metadata	Provides information about a dataset to make it intelligible, searchable, accessible and useful for users. Can include controlled vocabularies (examples: department names, division names, date formats, KOF vs Kit OF, etc.).
Metadata record	The digital file that contains the metadata related to a dataset, stored directly in the data file itself, or in an accompanying file.
Official record	A record, regardless of media format, which documents City of Kitchener business functions, activities, decisions, opinions, policies, procedures, legal rights, etc. and upon which the City will rely for proof or evidence of the performance of its functions in the regular course of business. All official records must be retained and disposed of in accordance with the City's Records Retention Schedule and the authorized destruction process.
Open data	Data that is freely available to everyone, without restrictions, and can be used, modified, and shared by anyone for any purpose.
Open Data Licence	A legal instrument that grants permission for anyone to access, reuse, and redistribute data with few or no restrictions. These

	licenses promote wide use, allowing for commercial and non-commercial, modification, and distribution, attribution where feasible; attribution is not required under the City's Open Data Licence.
Personal Information	Information about an identifiable person recorded in any format including race; national or ethnic origin; religion; age; marital status; education; medical, criminal or employment history; financial transactions; identifying number or symbol; address; fingerprints; blood type; name where it appears with other personal information; picture; etc.
Personal Information Bank (PIB)	An index of records that lists the type of personal information we collect from our customers with details of how it is collected and who uses it. Municipalities are required under section 34 of MFIPPA to maintain a publicly available PIB. For greater clarity, this listing does not contain the actual personal information of members of the public.
Records management	The systematic control of official records throughout their lifecycle, ensuring their proper classification, retention, and disposal to meet legal, regulatory, legislative, and organizational requirements.

Appendix B – Data governance and protection controls

The City aligns its data governance and protection practices to Centre for Internet Security (CIS) Controls. The controls below summarize minimum expectations; detailed implementation planning and progress tracking are maintained in an internal control register.

Associated roles and responsibilities outlined in internal documents maintained by the City.

Domain	Control	What it ensures	Review cadence
Inventory and Control of Software Assets	Establish and maintain a software inventory	Maintain an inventory of licensed software/services (purpose, publisher, dates, lifecycle info).	Bi-annually (or more frequently as needed)
Inventory and Control of Software Assets	Ensure authorized software is currently supported	Authorize only supported software; document exceptions with compensating controls and residual risk acceptance.	Ongoing review
Data Protection	Establish and maintain a data management process	Define how data is handled across sensitivity, ownership, retention limits, and disposal requirements.	Annually (or when significant changes occur)
Data Protection	Establish and maintain a data classification scheme	Maintain and periodically update the City-wide data classification scheme (labels).	Annually (or when significant changes occur)
Data Protection	Document data flows	Document key data flows, including service provider data flows, based on the data management process.	Annually (or when significant changes occur)
Access Control Management	Define and maintain role-based access control (RBAC)	Define role-based access rights and perform access reviews on a recurring schedule at minimum annually.	Annually (or more frequently as needed)
Security Awareness and Skills Training	Train workforce on data handling best practices	Train staff to identify and properly store, transfer, archive, and destroy sensitive data.	Corporate training cycle (at minimum annually)
Security Awareness and Skills Training	Train workforce on causes of unintentional data exposure	Train staff on common exposure risks (mis-delivery, lost devices, unintended publishing).	Corporate training cycle

Notes:

- a) Controls are reviewed on the cadence above and updated when significant organizational, system, or risk changes occur.

- b) Where a control cannot be met (example: required unsupported software), the City documents an exception, compensating controls, and residual risk acceptance.

POLICY		CAT-SUB-####	
Body Worn Cameras		Category ADM - Administration	Sub-category AUT - Authority & Delegations of Staff
Approval Type COUNCIL	Department/Division Community Services	Author and Position Director, By-law Enforcement	
Date Approved Click here to enter a date.	Last Reviewed/Amended Click here to enter a date.	Next Review Date Click here to enter a date.	

Related Policies, Procedures and/or Guidelines:

- *The Municipal Freedom of Information and Protection Act*
- *Municipal Act, 2001*
Evidence Act, R.S.O. 1990
- *Records Retention Bylaw 2011-121*
- *Electronic Monitoring Policy, ADM-WOR-2034*

1. POLICY PURPOSE:

The purpose of this policy is to establish clear standards and procedures for the use, management, and oversight of Body Worn Cameras (BWCs) by the City of Kitchener Bylaw Enforcement Officers and management staff. The intent is to enhance transparency, safety for officers, accountability, and trust with the community while ensuring that personal privacy, data security, and evidentiary integrity are always maintained.

This policy supports the City's commitment to protecting the well-being of staff, for providing open service delivery, and provides a reliable record of interactions that may be used for evidence, training, or review.

2. DEFINITIONS:

"Axon" means the City's approved BWC hardware and evident management system used for storage, access, and management of BWC data.

"Body-Worn Camera (BWC)" means a portable recording device worn on an officer's person that records audio and video of interactions and incidents.

Policy No:

Policy Title:

“City” means The Corporation of the City of Kitchener.

“City Solicitor” means the City Solicitor for the City of Kitchener or their designate, which may include associate solicitor or assistant solicitor.

“Consent” means for the purpose of the BWC recordings under this policy, means permission from a homeowner, or occupant of private place who has the authority to consent, gives consent voluntarily, knows the nature of the Officers conduct, knows they can refuse or revoke consent at any time, and who is aware of the potential consequences or jeopardy of giving consent.

“Council” means the Council of the City.

“Critical Incident Recordings” means recording which have a high likelihood of litigation but may not necessarily directly relate to enforcement/investigation.

“Director” means the Director of By-law Enforcement of the City or their designate.

“Enforcement & Investigative Recording” means a recording identified as having potential evidentiary or investigative value.

“Hearing Officer” means any person appointed by the City from time to time pursuant to the Screening and Hearing Officer By-law, to perform the functions of a hearing officer in accordance with the Screening and Hearing Officer By-law and the Parking Administrative Penalty By-law.

“Manager” means the Manager of Enforcement of the City or their designate.

“MFIPPA” means Municipal Freedom of Information and Protection of Privacy Act.

“Officer” means any City of Kitchener Bylaw Enforcement Officer authorized and trained to wear and operate a BWC.

“Person” includes an individual or a corporation.

“Personal Identifiable Information” means any data or information that can be used to identify, contact, or locate a specific individual, which may include, but is not limited to, name, home address, or driver’s licence.

Policy No:

Policy Title:

“Private Place” means a place where a person or persons have a reasonable expectation of privacy and may reasonably be expected to be safe from recordings, but do not include a place to which the public has a lawful access.

“Public Place” means any place to which the public have access as of right or by invitation, either expressed or implied.

“Recording” means any video, audio, or metadata captured by a BWC.

“Redacting” means the removal or obscuring of privileged, sensitive, or clearly irrelevant content prior to the disclosure or release of a copy of a BWC recording. The redaction process creates an edited copy while leaving the original record unaltered.

“Routine recording” means a recording determined to have no continuing administrative, investigative, or evidentiary value, such as footage of travel to and from duty locations, from inside vehicle such for inspection from camera car, routine equipment checks, or accidental activations.

“Stop Recording” means any process which causes the BWC to stop recording audio or video data.

3. SCOPE:

This policy applied to all City of Kitchener Bylaw Enforcement Officers (aka Municipal Law Enforcement Officers) authorized to use BWCs and to all recordings captured through their use. It also applies to any City Staff who have access to, manage, or review BWC footage within the AXON system. This policy covers:

- Activation, use, and deactivation of BWCs
- Recording retention, storage, privacy, disclosure, and access
- Supervisory or administrative responsibilities

This Policy shall apply in addition to all applicable law (i.e. Municipal Conflict of Interest Act, etc.). A breach of applicable law shall be deemed to be a breach of this Policy.

Application

Employees *(Indicate below which categories apply: All employees, Permanent full-time, Temporary full-time, Continuous part-time, Casual, Probationary, Student, Management, Non-union)*

- All employees

Unions *(Indicate below which categories apply: All Unions, CUPE 68 Civic, CUPE 68 Mechanics, CUPE 791, IATSE, IBEW, KPFFA)*

- [Click or tap here to enter text.](#)

Policy No:

Policy Title:

- Council
- Specified Positions: Enforcement Officers, Municipal Law Enforcement Officers, Director of Enforcement, Manager of Enforcement
- Other: Local Boards and Advisory Committees

4. POLICY CONTENT:

4.1 General

- a) Bylaw officers may only wear BWCs approved and provided by the City.
- b) Bylaw officers assigned a BWC are responsible for its proper care and use.
- c) Bylaw officers are required to complete the mandatory BWC training prior to operating a BWC.
- d) Bylaw officers must report loss, theft, damage, or malfunctions of a BWC to their immediate Manager as soon as reasonable.
- e) No one other than the Director, Manager, or their designate, shall modify or attempt to modify any permanent settings or components of the BWC.
- f) All activities involving the City's technology infrastructure should be considered monitored, as permitted by law, and in accordance with this policy and the *Electronic Monitoring Policy*.

4.2 Operation of Body-Worn Cameras:

- a) Issuance and Licensing:
 - i. Each officer will be issued a unique user licence linked to their City credentials. Officers are responsible for the downloading and storage their own footage. Only managers will have access to redacting or blurring footage for the purpose of submission to court, hearings, or for Freedom of Information request (FOI).
- b) Physical Camera:
 - i. There will be 20 cameras available on any given shift. Each officer will be responsible for the proper care, operation, and charging of their assigned camera.
- c) Activation:
 - i. Bylaw officers equipped with a BWC shall activate the BWC as soon as reasonably possible prior to arriving on scene, and

Policy No:

Policy Title:

- ii. BWC must be activated during any enforcement-related interaction, investigation, or service call involving the public where there is a reasonable expectation that evidence may be captured.
- iii. If an officer forgets to activate a BWC, the reason needs to be recorded in the notes and report to their manager.

d) Deactivation:

- i. BWC shall not be deactivated, obstructed, or deliberately repositioned until the incident has concluded, except when:
 - i. Deactivating the audio and/or video recording is necessary to avoid recording information or circumstances prohibited by this procedure;
 - ii. No longer engaged in the collection of evidence; or,
 - iii. No longer interacting with members of the public.
- ii. BWC may be deactivated when recording would compromise personal privacy (such as breaks, confidential conversations with Union, Management, or Human Resources)
- iii. BWC may be deactivated when recording upon request from a member of the public.
- iv. Officers must document in their notes the reason for any intentional deactivation of a full or part of an interaction in their notes and report.

e) Conclusion:

- i. At the conclusion of an officer shift, the officer assigned a BWC shall ensure the BWC is returned to its designated dock for secure upload, charging, and updating.

4.3 Notification and Restrictions on BWC Recordings

- a) As part of the uniform inspection, officers must ensure that the camera displays the “audio/video recording” sticker, and where practicable, individuals should be informed that they are being recorded.
- b) Officers should balance notification with safety considerations or if it would interrupt an investigation.
- c) Recording within a private residence is dependent on the lawful authority upon which a Bylaw officer’s attendance at the location is based (example: authority to go onto property, consent from owner/occupant to enter a dwelling] or in relation to a warrant).
- d) If at any time during a bylaw officer’s attendance in a private residence or in a business the owner/occupant or operator requests the interaction not

Policy No:

Policy Title:

be recorded, the Bylaw Officer may deactivate and leave that place (example: if they have confirmed a minor is present). The officer may continue investigation, if they feel safe to do so, and must record the reason that the camera was deactivated in their notes and reports or may reschedule the investigation and return with a second officer.

- e) To the best of their ability, bylaw officers should attempt to avoid recording bystanders who are not directly involved.

4.4 Prohibited Use

- a) BWCs shall not be used for personal recordings or surveillance unrelated to an officer's duties.
- b) BWCs may not be used to record conversations with City employees or management unless related to an operational incident.
- c) BWCs should not be recorded in location where there are heightened expectations of privacy, including, but not limited to:
 - i. Medical Office;
 - ii. Washrooms or bathrooms;
 - iii. Courthouses;
 - iv. Places of worship; and,
 - v. Law offices or places protected by legal privileges.
- d) In an event that a BWC recording of one of the situations outlined in 4.3 b) and c) is made, the recording shall be marked in the notes and reports and be directed to the Manager or Director to determine appropriate action.
- e) BWC recordings must not be integrated or altered using artificial intelligence.

4.5 Note Taking and Report Writing

- a) BWC recordings supplement and do not replace the need for written notes in notebook, AMANDA notes, or reports.
- b) Bylaw officers equipped with BWCs shall include in their notes (notebook or AMANDA) and reports that that they were equipped with a BWC, if the BWC was used, and if it was not used, and why not. The notes shall include:
 - i. Reference to relevant BWC footage;
 - ii. File Name;
 - iii. Timestamp;
 - iv. BWC deactivation; and
 - v. BWC muting.

Policy No:

Policy Title:

- c) Bylaw officers shall complete a video synopsis to accompany the full video evidence for events shared through Freedom of Information requests. Bylaw officers may complete this document after they have been notified that an FOI request has been received.
- d) Each bylaw officer is responsible for their own notes, audio recordings, and video recordings.

4.6 Evidentiary Disclosure on BWC Recordings

- a) All evidentiary recordings shall be uploaded to the secure AXON cloud-based storage system hosted in Canada.
- b) Access and disclosure shall comply with applicable laws, including MFIPPA.
- c) Disclosure for legal proceedings shall be completed through the Manager and Director, and City Solicitor or their designate.
- d) Bylaw Officers shall be responsible for managing and preparing BWC-related disclosure, and management will be responsible for the video and audio redaction.
- e) All BWC video and audio evidence where charges have been laid will be vetted and redacted, and electronically disclosed to City Solicitor, Manager and Director, and the City Solicitor or the Manager will provide disclosure to the appropriate parties including the Hearing Officer, if necessary.
- f) BWC recordings will only be shared with law enforcement agencies or institutions authorized under section 32 of MFIPPA.

4.7 Access, Control, and Storage of BWC Recordings

- a) All recordings are the property of the City of Kitchener.
- b) BWC recordings will be uploaded automatically from the docking station to a secure, centralized server (evidence.com).
- c) Bylaw Officers may review their own recordings, and the Manager or Director may review all officers' recordings.
- d) Bylaw Officers may review their recordings for notetaking, file collection, or hearing preparation, but may not alter, delete, or share footage outside of permitted City of Kitchener staff.
- e) Retention periods will be established based on the City's Records Retention Bylaw and any legal requirements.
- f) All BWC video and audio records will be categorized within the digital evidence platform to ensure they are subject to the following retention periods:

- 1) **Routine Recordings:** kept for 90 days and then is destroyed if there is no circumstance that triggers a longer retention period. Types of recordings considered routine include:

Policy No:

Policy Title:

- i. Recording that does not relate to enforcement or investigative activities;
 - ii. Recordings that are of routine enforcement such as issuance of a parking ticket, and that do not contain any additional meaningful evidence; or
 - iii. Calls for service that do not involve interaction with members of the public for investigative or enforcement purposes, such as standby or providing direction.
- 2) Enforcement/Investigative Recordings:** kept for a minimum of 30 months plus 1 day (example: ongoing investigation, open file, or open Freedom of Information request), and then securely destroy if there is no circumstances that triggers a longer retention period. Types of recording considered evidentiary include:
- i. Recordings of calls to service that involved interaction with members of the public for investigative or enforcement purposes;
 - ii. Recordings of inspections; or
 - iii. Recording that for ongoing investigations, court or hearings, legal proceedings, appeals, or access to information requests.
- 3) Critical Incident Recordings:** keep for 7 years, and then securely destroy if there are no circumstances that triggers a longer retention period. Types of critical incident recordings include:
- i. Clear threats of future legal action;
 - ii. Physical harm, assault, or violence;
 - iii. Escalated altercation with an officer;
 - iv. Issuance of Trespass to Property; or
 - v. Intentional destruction of property.
- g) Before destruction of evidentiary records takes place, the City's Authorized Destruction Form will be completed.

5. Privacy and Data Protection

- a) BWC recordings must comply with MFIPPA and other applicable privacy legislation.
- b) All data shall be stored in a secure, encrypted cloud environment located in Canada.
- c) Audio and video records created using a BWC can only be edited by those who perform redaction functions.
- d) No one shall edit, erase, copy, use, or in any way share or distribute any BWC recordings except as authority by this Policy.
- e) Access to recordings is role-based and limited to authorized personnel by MFIPPA for approved purposes.

Policy No:

Policy Title:

- f) All access requests for BWC footage shall be administered in accordance with the City's Access and Privacy Policy GOV-COR-2023.
- g) Law Enforcement Requests for BWC Recordings:
 - I. Law enforcement requests from Corporate Security or from Waterloo Regional Police Services shall be processed directly by the Director of Bylaw Enforcement.
 - II. Video recordings disclosed to law enforcement agencies by Bylaw Enforcement management shall be managed in accordance with established internal procedures.
 - III. Video recordings must be delivered and handled securely through a secure drive.
- h) The Policy does not provide employees with any new privacy rights or a right not to be electronically monitored.

6. Auditing and Quality Control

- a) The AXON system provides automated logging for all access, uploads, edits, and deletions.
- b) Random audits may be conducted by management to ensure that enforcement/investigative recordings and critical incident recordings are being marked in accordance with the record retention.
- c) Audits may be completed by AXON staff to ensure that the product is working accordingly.
- d) All audits shall be documented.

7. Training

- a) All officers must complete BWC operational training prior to activation. Training may be completed by AXON or designated trainee.
- b) Training should include AXON system use, such as saving recordings, categorizing recordings, redaction, marking as evidentiary, as well as training on the policy.
- c) Officers must complete City of Kitchener training on MFIPPA.
- c) Refresher training may be required, as needed.

8. Management Responsibilities

- a) Managers will ensure officers are trained and compliant with this policy.
- b) Managers shall review recordings of incidents involving:
 - i. Public complaints;
 - ii. Officers' reports verbal altercation;

Policy No:

Policy Title:

- iii. Officers' reports physical altercation; and/or
- iv. Any use of force.
- c) Managers may conduct periodic review of BWC recording to monitor:
 - i. BWC and systems are being used and operated in accordance with the policy;
 - ii. Any additional training needs;
 - iii. Assist in incident debriefing; and/or
 - iv. Bylaw officer accolades.
- e) Manager may not use BWC footage for discipline matters, unless the discipline issue is discovered as a result of a complaint, and at that point may use any electronic monitoring tools for the purposes of monitoring, evaluating, or investigating employee performance, behaviour, or conduct, including whether to issue an employee discipline, up to and including termination of employment.

9. Policy Review

This policy will be reviewed every 5 years or sooner if required by legislative, operation, or technological changes.

10. HISTORY OF POLICY CHANGES

Administrative Updates

n/a

Formal Amendments

n/a

POLICY		CAT-SUB-####	
CCTV (Closed-Circuit Television) Video Surveillance Policy		Category MUN - Municipal Services	Sub-category FAC - Facility
Approval Type COUNCIL	Department/Division Infrastructure Services	Author and Position Director, Facilities Management	
Date Approved Click here to enter a date.	Last Reviewed/Amended Click here to enter a date.	Next Review Date Click here to enter a date.	

Related Policies or Procedures

- *The Municipal Freedom of Information and Protection of Privacy Act*
- *Municipal Act, 2001*
- *2011-121 Records Retention By-law*
- *Access & Privacy Policy*
- *Record Creation Guidelines*
- *Authorized Destruction Procedures*
- *Information Management Policy*
- *The Information and Privacy Commission of Ontario (the IPC) "Guidelines for Video Surveillance Cameras in Public Places", October 2015*
- *CCTV Systems Operational Procedure*

1. Policy Purpose

The purpose of this policy is to establish clear and consistent guidelines for the deployment and use of CCTV (Closed-Circuit Television) Video Surveillance Systems across City of Kitchener facilities. CCTV systems are implemented to enhance the safety and security of municipal properties by protecting the physical site, individuals who access and or work within these spaces, and safeguard the assets contained within them. The City is committed to using video surveillance in a responsible and transparent manner, and solely for the purpose of promoting public safety and protecting municipal assets—while upholding the privacy rights of all individuals.

This policy outlines the standards and procedures governing the installation, operation, recording, and management of video surveillance equipment to ensure that all surveillance activities align with applicable legislative and regulatory requirements, including the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*, and the *Information and Privacy Commissioner of Ontario (IPC)*.

This policy defines the responsibilities and requirements related to:

- Installation of video surveillance systems
- Day-to-day operation and oversight
- Use and handling of recorded information
- Custody, control, and authorized access to surveillance records

2. Policy Scope

This policy applies to all CCTV (Closed-Circuit Television) Video Surveillance Systems installed within City of Kitchener facilities and governs their use by City employees, visitors, and tenants. It establishes the framework for the responsible management of surveillance technology to ensure safety, security, and compliance with applicable legislation. This policy does not apply to:

- audio recording of Council or Committee meetings,
- installation and operation of surveillance equipment by third parties, and
- CCTV equipment installations for the purposes of construction site monitoring.

Application

Employees *(Indicate below which categories apply: All employees, Permanent full-time, Temporary full-time, Continuous part-time, Casual, Probationary, Student, Management, Non-union)*

- All Employees

Unions *(Indicate below which categories apply: All Unions, CUPE 68 Civic, CUPE 68 Mechanics, CUPE 791, IATSE, IBEW, KPFFA)*

- Click or tap here to enter text.

Council

Specified Positions: Click or tap here to enter text.

Other: Local Boards and Advisory Committees

3. Policy Content

3.1 Video Surveillance Systems

Equipment

All video surveillance equipment used across City of Kitchener facilities shall centrally monitored at the Kitchener City Hall at the Corporate Security Operation Centre (200 King St. W), or in secure designated areas within individual facilities equipped with surveillance systems.

Video surveillance operates continuously 24 hours a day, 7 days a week—across all applicable locations.

Security Protocols: Reception equipment shall be housed in strictly controlled access areas. Access to these areas and the equipment is limited to authorized personnel only, including the Corporate Security Management and staff, and other authorized individuals. Video monitors shall be positioned to prevent public viewing at all times, ensuring the confidentiality and integrity of surveillance footage.

Requests for Installing Video Surveillance Equipment

All requests to install video surveillance equipment shall be submitted to the Manager of Corporate Security for review. Each request must be based on substantiated concerns such as documented criminal activity, elevated safety risks, or a demonstrated need for crime prevention, to ensure that surveillance is deployed strategically and in alignment with the City's public safety priorities.

A Privacy Impact Assessment (PIA) is required for every CCTV surveillance camera request in accordance with the city's Access and Privacy Policy. A PIA evaluates potential privacy implications, verifies that camera placement respects individual privacy, and confirms that appropriate public signage is posted at the surveillance site, ensuring transparency, accountability, and adherence to privacy standards in all surveillance initiatives.

3.2 Installation and Operation of Video Surveillance Equipment – General Guidelines

1. Camera Placement

Camera placement shall be assessed on a case-by-case basis to determine the effects the equipment may have on personal privacy. The City shall take all reasonable steps to mitigate any adverse effects. No camera will be placed such that it views into an area where individuals have a high expectation of privacy, such as washrooms, change rooms or private buildings.

2. Signage

The City must ensure that the public is notified of the legal authority for the collection of personal information in all its City owned and/or leased facilities and properties where video surveillance is present. Signage shall be installed in a clearly visible location at all Facilities which are subject to surveillance.

Facilities Management shall be responsible for the procurement, installation, and associated costs of all interior and exterior surveillance notification signage, including ensuring signage is properly placed on public entrance doors and around the perimeter of applicable locations. Signage must comply with approved standards for language, imagery, and sizing to maintain consistency and visibility in accordance with IPC guidance.

3. Approval

Locations for CCTV systems and cameras, and all signage require the approval of the Director of Facilities Management. Legislated Services shall be responsible for determining suitable location(s) where mandatory public notice signage will be installed, ensuring that the public has reasonable and adequate warning that surveillance is or may be in operation prior to entering any area that is within the video surveillance viewing area in accordance with the following notification requirements under MFIPPA;

- the legal authority for the collection,
- the reason for the collection,
- how the information will be used,
- contact for more information.

3.3 Use of Requested Information

The information collected through video surveillance must only be used for the following types of incidents:

- to assess the effectiveness of safety and security measures taken at a particular City facility,
- to investigate an incident involving the safety or security of people, and City facilities or assets,
- to provide law enforcement agencies with evidence related to an incident under police investigation,
- to provide evidence as required to protect the City's legal rights,
- to respond to a FOI (freedom of information) Requests under MFIPPA,
- to investigate an incident or allegation of serious employee misconduct,
- to review and analyse an incident resulting in an insurance claim filed against the city.

Access to video surveillance footage shall be limited to authorized personnel. Reviews of recorded footage are permitted only under circumstances involving a reported or observed incident, or for the purpose of investigating potential criminal activity.

Real-time monitoring is restricted to City of Kitchener Corporate Security personnel and a limited number of designated individuals. In cases involving an incident or allegation of serious employee misconduct, authorization from the Director of Human Resources is required prior to any review.

Authorized Corporate Security staff must maintain system login credentials and access logs related to surveillance footage.

3.4 Access, and Disclosure of Records

A) Formal Access Requests (FOI)

Requests for access to surveillance images and video footage shall be directed to the Access and Privacy Specialist at accessandprivacy@kitchener.ca.

Access requests must include sufficient detail to support processing and shall meet the following requirements:

- Be submitted in writing and/or on the prescribed form,
- Include the required application fee,
- Specify the date, time, and description of the event,
- Identify the relevant video surveillance location.

Upon receipt of an access request, the Access and Privacy Specialist shall coordinate with the Manager of Corporate Security and authorized security personnel to retrieve the relevant surveillance footage. The footage will be transferred to the Access and Privacy Specialist using a secure drive or stored within a secure digital folder to ensure data protection.

B) Law Enforcement Investigation Requests

Law enforcement investigation requests shall be processed directly by the Corporate Security team and must include sufficient detail to support processing and shall meet the following requirements:

- be submitted in writing and/or on the prescribed request form,
- Include the relevant incident or investigation number,
- Provide the officer's badge number,
- Specify the date, time, and a brief description of the event,
- Identify the applicable video surveillance location.

Corporate Security staff shall retrieve the relevant footage and ensure secure transfer to the requesting agency.

All hard drives and other storage devices not actively in use must be stored in a locked receptacle located within a controlled-access area. Access to these devices is restricted to authorized personnel only. A detailed log of all access and usage of recorded material must be maintained by the Corporate Security to support a complete audit trail.

Where access to information requests are granted, in accordance with this policy and applicable legislation, any images containing identifiable individuals shall be redacted, severed or obscured to protect personal privacy. A qualified external service provider may be retained to carry out the redaction.

3.5 Data Retention and Disposal

Retention

General Retention Period

- Video surveillance footage that has not been accessed for law enforcement or public safety purposes shall be retained for 30 calendar days.

Retention for Law Enforcement or Public Safety Use

- If footage is accessed for law enforcement or public safety purposes, it shall be retained for:
 - one year from its last use, or
 - until all related legal proceedings and appeals have been fully resolved.
- Such footage must be stored electronically on the corporate IT network.

Disposal

Automatic Overwrite of Not Accessed NVR Recordings

Video surveillance footage stored on the hard drive that has not been accessed for access requests, law enforcement, or public safety purposes must be automatically overwritten on

or before the end of the 30-day retention period.

Erasure must be conducted in a manner that ensures personal information cannot be reconstructed or retrieved.

Footage that is saved or downloaded for investigative or operational purposes shall be classified as an official City record. Prior to destruction, the City's Authorized Destruction Form shall be completed in accordance with records management procedures and applicable legislation.

3.6 Footage Accessed for Law Enforcement or Public Safety Purposes

Footage disclosed to a law enforcement agency by Corporate Security staff shall be managed in accordance with established internal procedures. All transfers of surveillance material must be documented and handled securely.

Footage saved to a secure drive folder for law enforcement or public safety purposes must be retained only as long as necessary and must be deleted under one of the following conditions:

- on or before the end of the applicable retention period, as defined by City policy and legislative requirements; or
- once all related proceedings, investigations, and appeals have been fully concluded.

Digital copies (e.g., CDs, flash drives) released to external authorities are considered to be in custody of the receiving organization. The external agency is responsible for ensuring secure storage and appropriate destruction of the material in accordance with their own policies and legal obligations.

3.7 Use of Corporate Security Flash Drives

In circumstances where CD copying is unavailable, Corporate Security flash drives may be used to transfer surveillance footage. The following procedures shall be followed to ensure secure handling and compliance with retention standards:

- flash drives shall be securely wiped immediately following successful transfer and return,
- transferred footage shall be saved to a designated secure drive for the duration of the applicable retention period,
- any digital copies retained by Corporate Security staff (e.g., CDs, flash drives) must be securely disposed of within the retention period using approved destruction methods, including:
 - shredding
 - incineration
 - magnetic erasure
 - physical destruction.

4. Annual Audit and Evaluation

An Annual Post-Installation Review must be conducted by the Manager/ Supervisor of Corporate Security using the designated form and reviewed by the Access and Privacy Specialist to evaluate the effectiveness, necessity, and procedural integrity of the surveillance program.

The annual evaluation shall confirm the following:

- *Justification of Surveillance Use*

Surveillance operations remain necessary and appropriate; consideration will be given to whether usage should be modified, restricted, or discontinued.

- *Logging of Requests*

All access and disclosure requests related to surveillance footage have been properly documented and monitored.

- *Signage Compliance*

All surveillance signage is correctly placed, securely mounted, and clearly visible to the public.

- *Review of Camera Placement*

Camera locations have been reviewed to account for changes in the surrounding area, ensuring they do not inadvertently capture spaces where individuals may have a heightened expectation of privacy.

If any camera is deemed high risk, Corporate Security and the Access and Privacy Specialist must be notified to support timely adjustments to camera placement and maintain compliance with privacy standards.

- *Security of Requested Footage*

Surveillance images subject to access or disclosure requests are securely stored and protected against unauthorized access or alteration.

- *Proper Disposal of Unrequested Footage*

Surveillance images not subject to a request, are destroyed in accordance with the city's Records Retention and Information Management Policy and Procedure, ensuring that personal information cannot be reconstructed or retrieved.

5. Roles and Responsibilities

To ensure the effective and compliant operation of video surveillance systems, the following roles and responsibilities are established:

Manager/Supervisor of Corporate Security

The Manager/Supervisor of Corporate Security is accountable for:

- developing and maintaining procedures for the installation, operation, and use of video surveillance systems in City facilities,
- managing the custody, control, access, and retention of all Recordings and Accessed Recordings,
- reviewing and approving proposed changes to existing systems and evaluating new system proposals for compliance with this policy, applicable City by-laws, and legislation,
- establishing and overseeing training programs related to system operation and privacy responsibilities,
- maintaining up-to-date lists of designated system operators and Authorized Employees,
- authorizing the disclosure of Accessed Recordings, and
- annual Post-Installation Review of CCTV video surveillance systems.

Security Services Staff and Authorized Employees

Corporate Security staff and designated authorized employees are responsible for the following:

- completing mandatory training on system operation, privacy protection, and confidentiality requirements,
- creating, storing, and disclosing accessed recordings in full compliance with this policy and applicable legislation, and
- ensuring surveillance systems are managed internally, with access credentials configured on a per-user basis to maintain accountability and restrict unauthorized access.

Employees

Employees involved in the installation, operation, or handling of surveillance systems and recordings are responsible for:

- Reviewing and adhering to this policy and participating in required training.
- Avoiding unauthorized access, use, alteration, destruction, or erasure of recordings.
- Safeguarding personal privacy in compliance with the MFIPPA.
- Promptly reporting any unauthorized access or disclosure of recording

6. Compliance

Failure to comply with this policy, including any unauthorized access to or disclosure of recordings or accessed recordings, is cause for disciplinary action up to and including termination of employment.

7. Results of Review

- No Edits Required
- Housekeeping Edits
- Substantial Edits
- Repeal/Replace

8. Policy History

Administrative and Housekeeping Changes

Date	Nature of Change
yyyy-mm-dd	Departmental re-organization/Titling changes/ restructuring.
	Standing Committee

Substantial Changes

Date	Council/CLT Directive
2025-11-25	As Per Council/CLT Directive.

Appendix “A” – List of Definitions

- Incident:** refers to incidents that may include but are not limited to allegations or inappropriate behaviour which would be in violation of any City procedures relating to employee or public conduct.
- Personal Information:** is defined in Section 2 of MFIPPA, as recorded information about an identifiable individual, which includes, but is not limited to, information relating to an individual’s race, colour, national or ethnic origin, sex and age. If a video surveillance system displays these characteristics of an identifiable individual, or the activities in which he or she is engaged, its contents will be considered “personal information” in accordance with MFIPPA.
- MFIPPA:** Municipal Freedom of Information and Protection of Privacy Act means legislation that governs access to and the privacy of municipal records.
- Facility:** any building, structure, property, or parcel of land that is owned, leased, operated, or otherwise occupied by the City. This includes, but is not limited to, administrative offices, community centers, public works yards, recreational venues, parks, marinas, golf courses, cemeteries, and any other municipal sites or infrastructure used to deliver City services or programs.
- Accessed Recording:** means information accessed from a Video Surveillance System by an Authorized Employee.
- Authorized Employee:** means any employee authorized by the Manager, Security Risk to create an Accessed Recording.
- Record:** is defined in Section 2 of MFIPPA, as any record of information, however recorded, whether in print form, on film, by electronic means or otherwise, and includes: a photograph, a film, a microfilm, a videotape, a machine-readable record, and any record that is capable of being produced from a machine-readable record.
- Storage Device:** means a videotape, computer disk or drive, CD ROM, computer chip or other device used to store the recorded data, or visual, audio or other images captured by a video surveillance system.
- Video Surveillance System:** refers to any system or device that enables continuous or periodic video or audio recording, observing or monitoring, and includes the storage device used to store the recorded visual images

Appendix E to COR-2026-154
Corporate Policies as of April 20, 2026

Policy Number	Policy Name
ADM-AGR-180	Agreements & Contracts - Extension, Renewal of/or Amendment to
ADM-AGR-182	Agreements - Resolutions - Authorization to Enter
ADM-AGR-235	Gas Agreement - Tri Party
ADM-AGR-240	Gas Contracts - Execution Of
ADM-AGR-537	Development Charge Credit/Refund Agreements
ADM-AUT-152	Delegation of Authority - Pre-Grading
ADM-AUT-165	Municipal Freedom of Info & Protection of Privacy Act - Appts
ADM-AUT-170	Municipal Parks Official
ADM-AUT-2012	Unreasonable Customer Complaints & Procedures for Staff
ADM-AUT-227	Enforcement - By-laws
ADM-AUT-270	Enforcement Staff - Operational Protocol
ADM-COM-287	Public Notice - Municipal Act 2001, As Amended
ADM-ELE-226	Elections - Use of Corporate Resources for Political Campaign Purposes
ADM-WOR-2034	Electronic Monitoring Policy
FIN-ACQ-530	Deposits - Agreements of Purchase and Sale
FIN-ACQ-560	Gas Purchase
FIN-ACQ-608	Leasing Policy & Goals
FIN-ACQ-630	Option Agreements - Purchase - City Lands
FIN-FEE-2001	Payment Card Industry Information Security
FIN-FEE-515	Clearing Blocked Sewers - Fee
FIN-FEE-517	Collections - Utility & Miscellaneous Receivable
FIN-FEE-518	Collections - Property Taxes
FIN-FEE-620	Market Vendors - Liability Insurance
FIN-FEE-645	Parking - Permit
FIN-FEE-700	Property Taxes - Regional Levy Instalments
FIN-FEE-715	Regional Development Charge - Collection
FIN-FEE-780	Sewer Connection - Administrative Fee
FIN-FEE-790	Snow Removal - City Commercial Core
FIN-GRA-2007	Dev Charges - B - Fees & Building Permit Fees for affordable rental housing
FIN-GRA-2014	Water Leak Adjustment
FIN-GRA-2038	Not-For-Profit Affordable Rental & Co-op Housing Incentive
FIN-GRA-2050	Property Tax Rebate - Municipal Act. 2001, Section 357 (g) Applications
FIN-GRA-525	Community Investment
FIN-GRA-535	Downtown Facade Improvement Grant Program
FIN-GRA-540	Downtown Financial Incentives
FIN-GRA-600	Grants - Backwater Valve / Sump Pump
FIN-GRA-785	Sewer Surcharge Rebates
FIN-PLA-2022	Capital Financing and Debt Policy
FIN-PLA-2029	Budget Control Policy
FIN-PLA-2031	Affordable Housing Development Charges Waiver Policy
FIN-PLA-605	Investment
FIN-REP-698	Tangible Capital Assets
FIN-RES-770	Reserve Funds
GOV-BOA-010	Nominating Committee - Terms of Reference
GOV-BOA-063	Appointments to Boards and Committees
GOV-BOA-065	Arts and Culture Advisory Committee - Terms of Reference
GOV-BOA-066	Audit Committee - Terms of Reference
GOV-BOA-067	Long Service Award - Boards and Committees
GOV-BOA-075	Community and Infrastructure Services Committee - Terms of Reference
GOV-BOA-077	Compass Kitchener - Terms of Reference
GOV-BOA-085	Planning and Strategic Initiatives Committee - Terms of Reference
GOV-BOA-090	Downtown Advisory Committee - Terms of Reference
GOV-BOA-095	Economic Development Advisory Committee - Terms of Reference

GOV-BOA-100	Climate Change and Environment Committee - Terms of Reference
GOV-BOA-105	Finance and Corporate Services Committee - Terms of Reference
GOV-BOA-107	Grand River Accessibility Advisory Committee - Terms of Reference
GOV-BOA-110	Heritage Kitchener - Terms of Reference
GOV-BOA-114	Active Transportation and Trails Advisory Committee - Terms of Reference
GOV-BOA-115	Appointments - Board of Directors - Enova Power Corporation
GOV-BOA-120	Local Architectural Conservation Authority (L.A.C.A.C.) Archaeological Assessment
GOV-BOA-125	Safe and Healthy Community Advisory Committee - Terms of Reference
GOV-BOA-130	Standing Committee
GOV-BOA-2037	Honorarium and Reimbursement for Advisory and Quasi-Judicial Committees of Council
GOV-BOA-2047	Dog Designation Appeal Committee and Animal Designation Appeal Committee – Terms of Reference
GOV-BOA-320	Committee of Adjustment - Terms of Reference
GOV-BOA-321	Property Standards Appeal Committee - Terms of Reference
GOV-COR-015	Corporate Accountability and Transparency
GOV-COR-016	Corporate Risk Management
GOV-COR-2000	Municipal Sponsorship
GOV-COR-2010	Public Engagement Policy
GOV-COR-2023	Access and Privacy
GOV-COR-2025	Equity, Inclusion and Anti-Racism
GOV-COR-2033	Equity and Anti-Racism Advisory Committee Terms of Reference
GOV-COR-2035	Access Without Fear
GOV-COR-2041	Corporate Policy Development, Review and Management
GOV-COR-217	Accessibility
GOV-COR-322	Summons to Witness - Independent Legal Advice - Councillors and Employees
GOV-COR-816	Public Art Policy
GOV-COR-XXXX	Data Policy
GOV-COR-XXXX	Body Worn Cameras
GOV-COU-005	Code of Conduct for Members of Council, Local Boards and Advisory Committees
GOV-COU-018	Council Chamber - Use of Electronic Devices
GOV-COU-020	Council Compensation
GOV-COU-025	Council Expenses Reimbursement and Reporting
GOV-COU-027	Councillor - Meeting Expenses
GOV-COU-030	Delegation of Powers and Duties
GOV-COU-033	Golf Passes - Mayor and Council
GOV-COU-034	Kitchener Memorial Auditorium Complex - Event Tickets for Mayor and Council
GOV-COU-045	Sports Award Banquet
GOV-COU-050	Council Boundary Criteria
GOV-COU-2015	Conflict of Interest and Code of Conduct in Relation to the Administration of the Administrative Monetary Penalty System
GOV-COU-2016	Public Complaints Respecting the Administration of the Administrative Monetary Penalty System
GOV-COU-2017	Recruitment and Selection of Screening and Hearing Officers
GOV-COU-2018	Financial Management and Reporting for the Administrative Monetary Penalty System
GOV-COU-2019	Preventing Political Interference in Relation to the Administration of the Administrative Monetary Penalty System
GOV-COU-2020	Undue Hardship in Relation to the Administration of the Administrative Monetary Penalty System (AMPS)
GOV-COU-2039	Pregnancy and Parental Leave for Members of Council
GOV-COU-2040	Council Staff Relations
MUN-FAC-2030	City Facility Usage By Groups or Events
MUN-FAC-324	Affiliation - Neighbourhood Associations
MUN-FAC-325	Municipal Alcohol Policy (MAP)
MUN-FAC-360	Cenotaph
MUN-FAC-410	Encroachments - Enforcement
MUN-FAC-415	Facility Booking Guideline policy for non-profit groups
MUN-FAC-440	Fireworks - City Property
MUN-FAC-442	Community Flag Raisings and Flag Protocol
MUN-FAC-445	Hot Air Balloons - On City Property
MUN-FAC-460	Lease Space - Non-Profit Groups
MUN-FAC-471	Minor Sports Affiliation

MUN-FAC-475	Naming/Renaming - Corporate Facilities for Commemorative or Non-Monetary Purposes
MUN-FAC-490	Public Skating - Municipal Arenas
MUN-FAC-495	Behaviour - Unacceptable Conduct on City Premises and Authority to Issue Trespass Notices
MUN-LIC-850	Flyer/Sample Distribution - Enforcement
MUN-PLA-1000	Conditional Permit Agreement - Chief Building Official
MUN-PLA-1003	Decorative Streetscape Elements
MUN-PLA-1018	Demolition Control
MUN-PLA-1035	Emergency Service
MUN-PLA-1045	Gravel Pits - Zone Change Approval
MUN-PLA-1055	Heritage Resources - Plans of Subdivision
MUN-PLA-1070	On-Street Parking
MUN-PLA-1074	Park Dedication Policy
MUN-PLA-1075	Part Lot Control Exemption
MUN-PLA-1080	Performance Securities
MUN-PLA-1095	Public Participation in the Planning Process
MUN-PLA-1160	Tree Management
MUN-PLA-117	Zone Change - E-1 Zone
MUN-PLA-477	Parkland - Not Disposed Of
MUN-PLA-990	Building Permit - Prior to Basic Services
MUN-PLA-995	Commercial Parking Lots and Interim Commercial Parking Lots - Criteria
MUN-PRO-945	Fencing - Walkways
MUN-PRO-950	Grass/Weed Control
MUN-STR-1212	Sidewalk Maintenance
MUN-STR-1235	Traffic Calming
MUN-STR-1240	Winter Maintenance - Policies and Procedures for the Municipalities of the Geographic Region of Waterloo
MUN-STR-2004	Sidewalk Infill Policy
MUN-UTI-1260	Storm Sewer Connections & Backwater Valves

Staff Report



Infrastructure Services Department

www.kitchener.ca

REPORT TO: Finance and Corporate Services Committee

DATE OF MEETING: April 20, 2026

SUBMITTED BY: Greg St. Louis, Director, Gas & Water Utilities, 519-783-8792

PREPARED BY: Khaled Abu-Eseifan, Manager, Gas Supply and Engineering, 519-783-7953

WARD(S) INVOLVED: Ward(s)

DATE OF REPORT: April 10, 2026

REPORT NO.: INS-2026-168

SUBJECT: Natural Gas Purchase Policy Review - 2026

RECOMMENDATION:

That the proposed changes to fixed portfolio minimum limits as proposed by report No. INS-2026-168 be approved; and,

That the amendments to the Gas Purchase Policy No. FIN-ACQ-560 as proposed by report No. INS-2026-168 be approved.

REPORT HIGHLIGHTS:

- The purpose of this report is to review the performance of the natural gas purchase portfolio in meeting its strategic objectives and to provide recommendations for improvements.
- The key finding of this report is that the current purchase horizon of 3 years is sufficient to maintain a balance between rate stability and market responsiveness.
- The report also recommends changes to the fixed portfolio minimum limits to align with quarterly supply rate change approach that has been followed since January 1st, 2025
- There are no financial implications for this report.
- This report supports the delivery of core services.

BACKGROUND:

In January 1998, Council adopted policy I-560 (*The Gas Purchase Policy*), which outlines the procurement of natural gas supply, separate from the City's purchasing bylaw. The main driver for this separate policy is that the nature, extent, and timing of these transactions did not align with the City's existing approvals process for goods and services.

Since its inception, this policy has been amended multiple times, with the most significant amendment being in June 2014 when council established a more "*market responsive*" management of the gas purchase portfolio. This was accomplished by reducing the purchase horizon from 5 years to 3 years and adjusting the limits on fixed portfolio proportion. Fixed portfolio limits determine the minimum and maximum proportion of forward fixed price contracts

*** This information is available in accessible formats upon request. ***
Please call 519-741-2345 or TTY 1-866-969-9994 for assistance.

(hedging) out of the total annual requirements. These limits ensure the use of disciplined approach to acquire blended portfolio of natural gas that balance between rate stability and market responsiveness. In 2023, the policy was amended to reduce the minimum financial rating requirements for short term suppliers. That amendment intended to increase the pool of suppliers available to trade with without increasing the financial risk associated with long term contracts.

As per clause 4 of the gas purchasing policy, Staff is required to review the policy on a no less than three-year basis to ensure that the ongoing performance of the portfolio is meeting its strategic objectives and customer’s rate expectations. This report addresses the requirement as per clause 4.

REPORT:
Policy Review:

Kitchener Utilities have historically set gas supply rates following a balance approached between market responsiveness and rates stability. The approach aligned with gas purchase policy that recommended balanced portfolio between fixed priced contracts and market index deals. Fixed price contracts or hedges are deals for the future supply of specific amount of gas at a predetermined price while market index deals are purchased on the actual market prices at the time of transaction. Fixed price contracts provide rate stability, improves financial planning and protects against sharp increase in market prices. However, they come with a premium as they tend to be more expensive on the long run compared with index deals and they include the risk of being out of the money in falling market prices periods. Index deals are usually cheaper, but they follow market volatility which impacts the budget and complicates forecasting. KU purchase policy sets a planning horizon for gas purchases of maximum three years, and previous staff reports defined limits on the minimum and maximum percentage of fixed price deals in the three years. Table 1 below provides the fixed portfolio limits that has been followed since 2014.

Table 1: Post 2014 To Date Fixed Portfolio Limits

Current Fixed Limits	Year 1	Year 2	Year 3
Maximum	60%	40%	20%
Minimum	20%	20%	0%

The intention of minimum limits is to ensure that the utility purchase enough fixed price contract to provide some price stability and the maximum limits are there to protect against the risk of speculation and out of the money deals. The purchase policy and the fixed portfolio limits performed as intended over the last 12 years resulting in rates that were balanced between stability and market responsiveness. Figure 1 below depicts Kitchener Utilities’ retail gas rate charged to its customers compared to market prices and Enbridge Gas rates. The graph can be split into 4 zones:

- Zone 1: Mild volatility period, and supply rate was relatively stable over that period of more than 4 years.

- Zone 2: beginning of high volatility period with sharp increase in market prices. Rates were increased significantly at that time to respond to market conditions. A review of the purchase policy was conducted at the end of zone 2 (June 2023) and recommended to maintain the minimum and maximum limits as they aligned with rate stability approach at that time.
- Zone 3: Continuation of high volatility period with sharp decreases in market prices followed by a significant drop to rates after a delay. The significant increases and decreases to rates over these years were the downside of rate stability approach and the main driver to consider the quarterly rate setting mechanism.
- Zone 4: Moderate to high volatility period with the implementation of gas supply rate policy that allows for quarterly rate adjustments. The new approach is more market responsive and allows for smaller frequent changes compared with large, limited changes in the past.

NG Market Price vs KU Gas Rate vs Enbridge Gas Rate

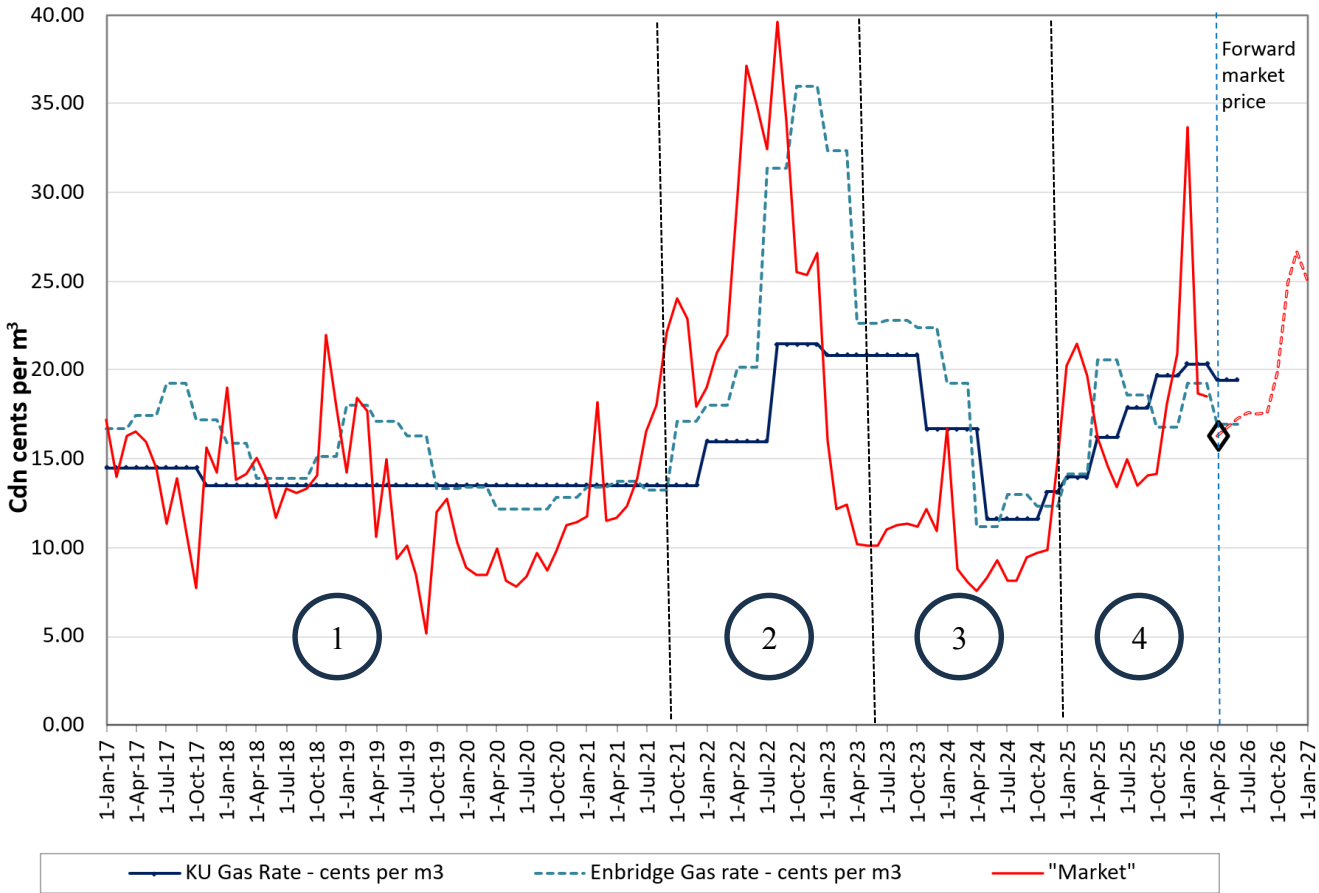


Figure 1: Natural Gas Market Prices vs KU Gas Rate vs Enbridge Gas Rate

Recommended Changes to Fixed Portfolio Limits:

Since the implementation of gas supply policy in 2025, KU changed the supply rate quarterly and that reduced the dependency on fixed price contracts to maintain price stability. As indicated earlier, hedging includes premiums and given that the supply program is a pass-through program (i.e. the actual costs of gas commodity are passed directly to customers through supply rate

without additions or subsidies), less hedging results in lower rates to customers on the long run. KU is currently using the following guidelines to purchase gas and set supply gas rates:

- Buy most of the gas using index deals.
- Hedge or buy fixed price contracts as needed up to the maximum portfolio limit only when forecasts indicate increasing market conditions. The intention of hedging is to minimise the risk of gas costs exceeding budgetary targets.
- Set supply rate quarterly based on actual gas costs and forecasted market prices.
- Rely on stabilization reserve to absorb sudden market increases.

This approach has eliminated the need to maintain minimum amount of fixed price contracts within the portfolio. The rates are market responsive and there are additional risk mitigation tools available to staff to control sudden increases to market prices other than maintaining minimum hedges. Staff are recommending eliminating the minimum limits to the fixed price portfolio while maintaining the maximum limits and the three years planning horizon as shown in table 2.

Table 2: Recommended Fixed Portfolio Limits

Current Fixed Limits	Year 1	Year 2	Year 3
Maximum	60%	40%	20%
Minimum	0%	0%	0%

The elimination of minimum limits provides flexibility to reduce the amount of hedging within the portfolio while maintaining the opportunity to hedge if needed based on market conditions.

Amendment to Gas Purchase Policy:

The fixed portfolio limits were set in previous staff reports to Council and were not included in the gas purchase strategy (FIN-ACQ-560). This resulted in confusion in implementing the policy and the fixed limits as they were not properly defined. Incorporating the limits into the gas purchase policy will eliminate confusion and improve transparency. Therefore, it is recommended to add the following amendments to the policy:

- The fixed portfolio limits as indicated in table 2 of this report,
- Definition of planning horizon years and the process to roll the planning years forward with time,
- Additions to clarify authorities in fixed price deals (hedging),
- Administrative additions to definitions.

The amended gas purchase policy can be found in Attachment A. The current gas purchase policy is in Attachment B.

STRATEGIC PLAN ALIGNMENT:

This report supports the delivery of core services.

FINANCIAL IMPLICATIONS:

Capital Budget – The recommendation has no impact on the Capital Budget.

Operating Budget – The recommendation has no impact on the Operating Budget.

COMMUNITY ENGAGEMENT:

INFORM – This report has been posted to the City’s website with the agenda in advance of the council / committee meeting.

PREVIOUS REPORTS/AUTHORITIES:

- [INS-2024-383 2024-2025 Gas Supply and Delivery Rates](#)
- [INS-2023-247 Natural Gas Purchase Policy Review - 2023](#)
- [INS-17-085 3-Year review of Natural Gas Purchasing Policy](#)
- [INS-14-014 Natural Gas Purchase Policy Review](#)
- [FIN-ACQ-560 Gas Purchase Policy](#)
- [FIN-ACQ-2052 Gas Supply Rates](#)

APPROVED BY: Denise McGoldrick, General Manager, Infrastructure Services

ATTACHMENTS:

- Attachment A – FIN – ACQ - 560: Modified Gas Purchase Policy
- Attachment B – FIN – ACQ - 560: Gas Purchase Policy

POLICY		FIN-ACQ-560	
Gas Purchase		Category FIN - Finance	Sub-category ACQ - Acquisitions & Dispositions
Approval Type COUNCIL	Department/Division Infrastructure Services/Gas and Water Utilities	Author and Position Click here to enter text.	
Date Approved January 19, 1998	Last Reviewed/Amended June 26, 2023	Next Review Date June 26, 2026	

Related Policies or Procedures

- None

1. Policy Purpose

The purpose of this policy is to allow the transaction of gas commodity and transportation contracts in an effective and efficient manner. Gas commodity pricing is dynamic and fluctuates with the market. The nature of these transaction do not align with the standard purchasing processes and policies.

2. Definitions

Council: City of Kitchener Council.

Gas: Natural gas.

KU: Kitchener Utilities.

Fixed Price Contracts: Agreements or deals to purchase gas commodities at a predetermined price on a future date. It is a risk management strategy used to stabilize costs and protect against price volatility commonly known as hedging.

Market Price Deals: Agreements to purchase gas commodities at market prices at the time of transaction. These deals are subject to price volatility and commonly known as index deals.

Staff: Kitchener Utilities Staff

Year 0: Current budget year from January 1st to December 31st.

Planning Horizon: A timeframe that starts next January 1st and lasts for three years.

Rollover Date: January 1 of each calendar year, when the Planning Horizon shifts forward by one year.

3. Policy Scope

This policy applies to the purchase of fuel commodity and transportation contracts to be delivered to Kitchener Utilities customers.

Application

- Employees** *(Indicate below which categories apply: All employees, Permanent full-time, Temporary full-time, Continuous part-time, Casual, Probationary, Student, Management, Non-union)*
 - [Click or tap here to enter text.](#)
- Unions** *(Indicate below which categories apply: All Unions, CUPE 68 Civic, CUPE 68 Mechanics, CUPE 791, IATSE, IBEW, KPFFA)*
 - [Click or tap here to enter text.](#)
- Council**
- Specified Positions:** [Click or tap here to enter text.](#)
- Other:** Local Boards and Advisory Committees

4. Policy Content

That the following Market Responsive Portfolio be adopted as the Gas Purchase Policy for the City of Kitchener, namely:

- 1) Utilities' Staff, with assistance from external parties, as appropriate and subject to periodic tendering for consulting services, shall monitor market and economic forces to develop a prudent purchase strategy.
- 2) The purchase strategy shall reflect a three-year timeframe and use a disciplined approach to acquire a blended portfolio of natural gas contracts which varies the pricing and terms of the contracts to provide rate stability while remaining responsive to market pricing.
- 3) Given the long-term nature of getting natural gas to the City, acquiring transportation or storage contracts should include a longer-term view with contract terms of up to twenty (20) years.
- 4) The ongoing performance of the purchase portfolio in meeting its strategic objectives and customers' rate expectations shall be periodically reviewed, not less than every three years and not more than annually and revised as needed and approved by Council.
- 5) To ensure market competition is used and balanced with contracting costs, the City's expected natural gas supply needs will be placed with no less than four (4) primary suppliers. At no time should more than 50% of the City's annual supply be placed with one supplier.
- 6) The natural gas supply contracts will only be placed with large, financially secure suppliers with a proven industry track record. Before supply contracts are placed, the City must ensure that the supplier has a strong financial rating as evaluated by an independent evaluator. The minimum rating with Standard & Poor's be BBB or equivalent Moody's rating Baa for transactions that fall into Year 2 or later. For transactions falling in less than year 2, the minimum rating will be Standard & Poor's BB+ or equivalent Moody's rating Ba1.
- 7) The natural gas supply contracts will provide the City with the flexibility to swap between indexed and fixed prices at market-based transaction fees.

- 8) The financial exposure of the City will be minimized by seeking financial assurances in circumstances of high risk of supplier default. These assurances will be maintained commensurate with exposure of the contracts to an individual supplier. When dealing with a marketing entity for supply, assurances will be sought from the corporate parent.
- 9) All natural gas purchase transactions will be authorized by the CFO & City Treasurer, Financial Services Department or in his/her absence one of the City's signing officers and the Director, Gas and Water Utilities or in his/her absence, Utilities' Manager, Gas Supply and Engineering.
- 10) Separate accounting for the supply, transportation and delivery programs should be maintained, audited and reported to Council on a regular basis with other City financial statements.

11) All natural gas purchase transactions will adhere to the following requirements:

a. The planning horizon for gas purchases is three years. Natural gas shall not be purchased beyond the three years timeframe

b. The three years planning horizon is a rolling timeframe that starts on the next January 1st. Current year is considered year 0.

c. The fixed price gas portfolio shall be within the following limits of the total annual volume of gas:

Fixed Price Limits	Year 1	Year 2	Year 3
Maximum	60%	40%	20%
Minimum	0%	0%	0%

d. Fixed price deals shall be purchased based on subject matter expert strategy recommendations. The strategy recommendations shall be provided at least once annually and shall be approved by the CFO & City Treasurer, Financial Services Department or their delegate and the Director, Gas and Water Utilities or in his/her absence, Utilities' Manager, Gas Supply and Engineering

5. Results of Review

- No Edits Required
- Housekeeping Edits
- Substantial Edits
- Repeal/Replace

6. Policy History

Administrative and Housekeeping Changes

Date	Nature of Change
2016-06	Policy I-560 template re-formatted to new numbering system and given number FIN-ACQ-560

Substantial Changes

Date	Council/CLT Directive
2001-08-27	As Per Council/CLT Directive
2002-05-27	As Per Council/CLT Directive
2006-10-06	As Per Council/CLT Directive
2014-06-16	As Per Council/CLT Directive
2023-06-26	As Per Council/CLT Directive - Report # INS-2023-247

POLICY		FIN-ACQ-560	
Gas Purchase		Category FIN - Finance	Sub-category ACQ - Acquisitions & Dispositions
Approval Type COUNCIL	Department/Division Infrastructure Services/Gas and Water Utilities	Author and Position Click here to enter text.	
Date Approved January 19, 1998	Last Reviewed/Amended June 26, 2023	Next Review Date June 26, 2026	

Related Policies or Procedures

- None

1. Policy Purpose

The purpose of this policy is to allow the transaction of gas commodity and transportation contracts in an effective and efficient manner. Gas commodity pricing is dynamic and fluctuates with the market. The nature of these transaction do not align with the standard purchasing processes and policies.

2. Definitions

None.

3. Policy Scope

This policy applies to the purchase of fuel commodity and transportation contracts to be delivered to Kitchener Utilities customers.

Application

- Employees** *(Indicate below which categories apply: All employees, Permanent full-time, Temporary full-time, Continuous part-time, Casual, Probationary, Student, Management, Non-union)*
 - [Click or tap here to enter text.](#)
- Unions** *(Indicate below which categories apply: All Unions, CUPE 68 Civic, CUPE 68 Mechanics, CUPE 791, IATSE, IBEW, KPFFA)*
 - [Click or tap here to enter text.](#)
- Council**
- Specified Positions:** [Click or tap here to enter text.](#)
- Other:** Local Boards and Advisory Committees

4. Policy Content

That the following Market Responsive Portfolio be adopted as the Gas Purchase Policy for the City of Kitchener, namely:

- 1) Utilities' Staff, with assistance from external parties, as appropriate and subject to periodic tendering for consulting services, shall monitor market and economic forces to develop a prudent purchase strategy.
- 2) The purchase strategy shall reflect a three-year timeframe and use a disciplined approach to acquire a blended portfolio of natural gas contracts which varies the pricing and terms of the contracts to provide rate stability while remaining responsive to market pricing.
- 3) Given the long-term nature of getting natural gas to the City, acquiring transportation or storage contracts should include a longer-term view with contract terms of up to twenty (20) years.
- 4) The ongoing performance of the purchase portfolio in meeting its strategic objectives and customers' rate expectations shall be periodically reviewed, not less than every three years and not more than annually and revised as needed and approved by Council.
- 5) To ensure market competition is used and balanced with contracting costs, the City's expected natural gas supply needs will be placed with no less than four (4) primary suppliers. At no time should more than 50% of the City's annual supply be placed with one supplier.
- 6) The natural gas supply contracts will only be placed with large, financially secure suppliers with a proven industry track record. Before supply contracts are placed, the City must ensure that the supplier has a strong financial rating as evaluated by an independent evaluator. **The minimum rating with Standard & Poor's be BBB or equivalent Moody's rating Baa for transactions that fall into Year 2 or later. For transactions falling in less than year 2, the minimum rating will be Standard & Poor's BB+ or equivalent Moody's rating Ba1.**
- 7) The natural gas supply contracts will provide the City with the flexibility to swap between indexed and fixed prices at market-based transaction fees.
- 8) The financial exposure of the City will be minimized by seeking financial assurances in **circumstances of high risk** of supplier default. These assurances will be maintained commensurate with exposure of the contracts to an individual supplier. When dealing with a marketing entity for supply, assurances will be sought from the corporate parent.
- 9) All natural gas purchase transactions will be authorized by the **CFO & City Treasurer, Financial Services Department** or in his/her absence one of the City's signing officers and the **Director, Gas and Water Utilities** or in his/her absence, Utilities' **Manager, Gas Supply and Engineering**.

10) Separate accounting for the supply, transportation and delivery programs should be maintained, audited and reported to Council on a regular basis with other City financial statements.

5. Results of Review

- No Edits Required
- Housekeeping Edits
- Substantial Edits
- Repeal/Replace

6. Policy History

Administrative and Housekeeping Changes

Date	Nature of Change
2016-06	Policy I-560 template re-formatted to new numbering system and given number FIN-ACQ-560

Substantial Changes

Date	Council/CLT Directive
2001-08-27	As Per Council/CLT Directive
2002-05-27	As Per Council/CLT Directive
2006-10-06	As Per Council/CLT Directive
2014-06-16	As Per Council/CLT Directive
2023-06-26	As Per Council/CLT Directive - Report # INS-2023-247

Staff Report



Financial Services Department

www.kitchener.ca

REPORT TO: Finance and Corporate Services Committee

DATE OF MEETING: April 20, 2026

SUBMITTED BY: Ryan Hagey, Director of Financial Planning & Asset Management, 519-904-9347

PREPARED BY: Ryan Hagey, Director of Financial Planning & Asset Management, 519-904-9347

WARD(S) INVOLVED: Ward 2

DATE OF REPORT: April 8, 2026

REPORT NO.: FIN-2026-174

SUBJECT: Savic Homes, 15 Dellroy Avenue – Section 20 Development Charges Complaint – Jurisdiction Hearing

RECOMMENDATION:

That this matter be adjourned to no later than June 1, 2026.

REPORT HIGHLIGHTS:

- The purpose of this report is to determine whether Committee has jurisdiction to hear a complaint regarding development charges at 15 Dellroy Avenue.
- The key finding of this report is the complaint was made outside the 90-day timeframe spelled out in the *Development Charges Act*, so no hearing should be held.
- This report supports the delivery of core services.

BACKGROUND:

A complaint was filed with the City of Kitchener regarding the development charges (DCs) imposed for a development at 15 Dellroy Avenue. Complaints of this nature are permitted under section 20 of the *Development Charges Act (DCA)*. City of Kitchener Council has delegated authority to hear these complaints to the Finance and Corporate Services Committee as part of report COR-2022-498, Development Charges Section 20 Dispute and Hearing Process.

REPORT:

The complaint regarding DCs at 15 Dellroy Avenue was made after the timeframe spelled out in the *DCA* so it is staff's recommendation that no hearing be held, and the complaint be dismissed.

Section 20 (2) states that a complaint may not be made later than 90 days after the day the development charge, or any part of it, is payable. The DC complaint regarding 15 Dellroy Avenue was received on **December 5, 2025**.

A building permit for 15 Dellroy Avenue was issued by the City on March 17, 2025. Under the *DCA* there are provisions to make payments for certain types of development at later dates, but

*** This information is available in accessible formats upon request. ***
Please call 519-741-2345 or TTY 1-866-969-9994 for assistance.

DCs become payable to the City at the time of building permit issuance. This means a formal DC complaint would have to be made no later than **June 15, 2025**.

Given the complaint was made after the 90-day window afforded in Section 20 of the DCA, staff recommended dismissing the complaint without holding a hearing.

UPDATE #1:

On January 5, 2026 Council approved an adjournment of this DC complaint so staff could meet with Savic Homes and their representatives to discuss the complaint. This meeting took place on January 15, 2026.

Despite ongoing requests from staff for a meeting agenda and specific details of the DC complaint, none was provided in advance of the meeting. During the meeting representatives for Savic Homes provided oral information regarding the nature of their complaint and said they would provide the information in writing the following week (January 19-23). As of the time the next staff report was prepared (January 28), the written information had not been received

After the meeting staff are still of the opinion the DC complaint should be dismissed as it was not made within the appropriate timeframe.

UPDATE #2:

On February 9, 2026 Council approved a second adjournment of this DC complaint. Staff received the written information promised previously from Savic Homes on February 6, 2026. Staff have reviewed this information and are still of the opinion the DC complaint should be dismissed and do not believe a further adjournment is in order.

UPDATE #3:

On March 9, 2026 Council was informed the City and appellant had reached a tentative settlement in principle and both parties were requesting an adjournment until April 20, 2026 to finalize details of the settlement. Negotiations have been ongoing and staff believe a further adjournment is in order.

STRATEGIC PLAN ALIGNMENT:

This report supports the delivery of core services.

FINANCIAL IMPLICATIONS:

The recommendation has no direct impact on the Capital or Operating Budget.

COMMUNITY ENGAGEMENT:

INFORM – This report has been posted to the City’s website with the agenda in advance of the council / committee meeting.

PREVIOUS REPORTS/AUTHORITIES:

- [COR-2022-498](#) Development Charges Section 20 Dispute and Hearing Process
- [FIN-2026-015](#) Adjournment of Development Charges Complaints – 15 Dellroy Avenue and 1438 Highland Road
- [FIN-2026-017](#) Savic Homes, 15 Dellroy Avenue – Section 20 Development Charges Complaint – Jurisdiction

- [FIN-2026-071](#) Adjournment of Development Charges Complaints – 15 Dellroy Avenue and 1438 Highland Road – UPDATE
- [FIN-2026-062](#) Savic Homes, 15 Dellroy Avenue – Section 20 Development Charges Complaint – Jurisdiction UPDATE
- [FIN-2026-098](#) Savic Homes, 15 Dellroy Avenue – Section 20 Development Charges Complaint – Jurisdiction Hearing

APPROVED BY: Jonathan Lautenbach, Chief Financial Officer, Financial Services

ATTACHMENTS:

- DC Complaint Letter for 15 Dellroy Avenue from Loopstra Nixon



Steven C. Ferri*
*Steven C. Ferri Professional Corporation
Tel: (416) 748-4752
Email: sferri@loonix.com

BY EMAIL [amanda.fusco@kitchener.ca]

December 5, 2025

The Corporation of City of Kitchener
200 King St W
Kitchener, ON N2G 4V6

Dear Clerk,

**RE: Development Charges Complaint
Complaint Made Pursuant to Section 20 of the *Development Charges Act*,
1997, S.O. 1997, c. 27
Complaint respecting 15 Dellroy Avenue, Kitchener, ON
Complaint On Behalf of Savic Homes**

We are the solicitors for Savic Homes (“**Owner**”) the owner of 15 Dellroy Avenue, Kitchener, ON (“**Subject Lands**”).

The Owner is in the process of redeveloping the Subject Lands for residential housing.

It is the Owner’s understanding that the City of Kitchener (“**City**”) intends to assess the Owner development charges (“**DCs**”) pursuant to the redevelopment of the Subject Lands, despite the existence of a Lot Levy Agreement between a previous owner of the Subject Lands and the City dating from 1974 and the existence of residential units on the Subject Lands.

In addition, in our opinion, the Subject Lands qualifies as containing “legally established residential units” for the purposes of section 6.10 of the Bylaw 2022-071 (“**DC Bylaw**”), exempting said units from the assessment of development charges pursuant thereto.

The DC Bylaw governs DCs within the City. Section 6.10 of the DC Bylaw provides that:

6.10 Subject to the provisions of this section, where any redevelopment or re-use of land replaces or changes a former or existing development and, in the case of demolition upon proof of issuance of a demolition permit for the land being provided, the development charge applicable to the redevelopment or re-use shall be reduced by a redevelopment allowance, without interest, not to exceed an amount equal to the total of:

(a) the number and types of legally established residential units in the former or existing development; and

(b) the legally established non-residential gross floor area of the former or existing development,



as determined by the Chief Building Official, or his or her designate, at the rates applicable to such units or gross floor area at the time the first building permit for the re-development is issued.

[Emphasis added.]

The intent of section 6.10 is to reduce the DCs payable on a development where DCs have already been paid with respect to a previously existing development.

The former development on the Subject Lands constitutes legally existing residential units for the purposes of the DC Bylaw. This is evidenced by the submission of plans, the issuance of building permits, and the existence of structures which were required to be subject to said plans and permits.

Please accept this letter as a formal complaint on behalf of the Owner pursuant to section 20 of the *Development Charges Act*, 1997, S.O. 1997, c. 27 (the "**Act**") with respect to the development charges imposed upon our client on the basis that:

1. The amount of the DCs is being incorrectly determined; and,
2. There is an error in the application of the City's DC By-law.

On the basis that detailed grounds for the complaint will be provided in due course, we respectfully request that the City proceed to schedule a hearing of this complaint before Council. We would appreciate the opportunity to discuss this complaint with City staff in hopes of having it addressed in advance of the hearing date.

Please contact the undersigned should you require any additional information. Otherwise, we look forward to working together to rectify this matter.

Yours truly,

LOOPSTRA NIXON LLP

Per: Steven C. Ferri

Staff Report



Chief Administrator's Office

www.kitchener.ca

REPORT TO: Finance and Corporate Services Committee

DATE OF MEETING: April 20, 2026

SUBMITTED BY: Dan Chapman, Chief Administrative Officer

PREPARED BY: Justin Watkins, Manager of Corporate Planning

WARD(S) INVOLVED: All

DATE OF REPORT: April 8, 2026

REPORT NO.: CAO-2026-172

SUBJECT: Council Compensation Review Findings

RECOMMENDATION:

That the council compensation recommendations prepared by Marianne Love Consulting Services Ltd., as appended to staff report CAO-2026-172, be approved effective for the 2026-2030 term of council; and

That staff be directed to amend GOV-COU-020 (Council Compensation) in accordance with report CAO-2026-172.

REPORT HIGHLIGHTS:

- The purpose of this report is to present the findings of a consultant-led compensation review for council.
- The key finding of this report is council's current compensation is below the recommended percentile target and that council's compensation should be reviewed once during each term of council.
- The financial implications of adopting the consultant's recommendations represent a budget impact of \$122,115 over current rates of pay.
- Community engagement included posting this report to the City's website with the agenda (public notice of meeting to consider the matter) in advance of the council meeting.
- This report supports the delivery of core services.

BACKGROUND:

Under provincial legislation, council is responsible for establishing compensation for the mayor and members of council. Kitchener's existing framework was established in 2002 through policy GOV-COU-020, which outlines base pay for the mayor and councillors and ties annual adjustments to the lesser of the increases provided to management/non-union staff.

*** This information is available in accessible formats upon request. ***
Please call 519-741-2345 or TTY 1-866-969-9994 for assistance.

Subsequent revisions in 2017 removed the one-third tax exemption for council remuneration and enrolled councillors into the OMERS pension program.

Across Ontario, many municipalities, including those in Waterloo region, have completed or are undertaking reviews of council remuneration ahead of the 2026-2030 term. Analyses of completed reviews have identified Kitchener's current council compensation as an outlier in certain respects relative to other comparable communities. Ensuring fair and competitive compensation for members of council is an important consideration in attracting candidates to run for elected office.

On February 2, 2026, council directed staff to undertake a review of council compensation (CAO-2026-065). To support this work, staff engaged Marianne Love Consulting Services Ltd., a firm with more than 30 years of experience conducting public sector compensation and market reviews. The consultant's mandate was focused, and included examining base pay against a set of comparators and identifying opportunities to update the City's council compensation policy.

The consultant has now completed this review. With the nomination period for the 2026 municipal election approaching, receiving and approving the recommended updates in a timely manner will ensure that council compensation is transparently established in advance and continues to support fair and competitive remuneration for those considering elected office.

REPORT:

To support this review, the consultant selected nine comparator municipalities and completed a detailed market analysis of council compensation. The comparator municipalities included Markham, Vaughan, Oakville, Richmond Hill, Burlington, Oshawa, Cambridge, Milton, and Waterloo.

The review assessed Kitchener's 2026 base pay rates, which are currently \$121,262 for the mayor and \$62,385 for councillors, against the 50th, 55th, and 60th percentile benchmarks for the comparator group. The mayor's base pay falls below all benchmark percentiles, while councillor compensation aligns with the 50th percentile but remains below the 55th and 60th percentile targets. The consultant noted that Kitchener currently has no defined percentile target for council remuneration, which limits transparency and consistency in compensation planning.

Based on the City's population size, the scale of its municipal operations, and additional responsibilities such as governing one of Ontario's two municipally owned natural gas utilities, the consultant recommended aligning council compensation with the 60th percentile of the comparator group. This percentile was identified by the consultant as a conservative but appropriate target, given that Kitchener's population and operating budget both exceed the 60th percentile within the comparator set. There is also precedent in Ontario for adopting above median compensation targets in recognition of unique governance demands and responsibilities that extend beyond those of peer municipalities. For example, the City of Toronto has previously positioned its council compensation above its comparator group based on the scale and complexity of its municipal operations. This broader precedent supports the use of a higher percentile target where local responsibilities warrant it. The recommended base pay rates for the next term of council, effective November 15, 2026, are \$156,762 for the mayor and \$68,803 for councillors.

Based on common practice within the sector, the consultant has recommended continuing the current practice of applying annual economic adjustments consistent with those provided to management/non-union staff. The review also advised that council adopt a formal practice of reviewing compensation once per term, supported by a third-party consultant and updated comparator analysis. This approach would ensure that council remuneration remains transparent, evidence-based, and aligned with market conditions over time.

The consultant will provide a presentation of its findings and recommendations to council at the April 20, 2026, Finance and Corporate Services Committee meeting. The presentation has been appended to this report.

STRATEGIC PLAN ALIGNMENT:

This report supports the delivery of core services.

FINANCIAL IMPLICATIONS:

Capital Budget – The recommendation has no impact on the Capital Budget.

Operating Budget – The financial implications of adopting the consultant’s recommendations represent a budget impact of \$122,115 over current rates of pay, inclusive of fringe benefits. These adjustments would be addressed through the 2027 budget process.

COMMUNITY ENGAGEMENT:

INFORM – This report has been posted to the City’s website with the agenda in advance of the council / committee meeting. As outlined in GOV-COU-020, any amendment to the policy, other than for housekeeping purposes where the intent of the policy does not change, shall require at least one public meeting of which sufficient notice shall be given.

PREVIOUS REPORTS/AUTHORITIES:

- [CAO-2026-065 Council Compensation Review](#)
- [FCS-17-164 Council Remuneration – Elimination of 1/3 Tax Free Portion & OMERS Enrolment](#)

APPROVED BY: Dan Chapman, CAO

ATTACHMENTS:

- Attachment A: City of Kitchener 2026 Compensation Review for Elected Officials
- Attachment B: GOV-COU-020 (Council Compensation)

City of Kitchener

2026 Compensation Review for Elected Officials

Summary Report

April 8, 2026

Background and Objective

- ML Consulting was retained to conduct a Compensation Review for Elected Officials at the City of Kitchener.
- The policy outlining Compensation for Elected Officials was approved in 2002, resulting in changes to base pay effective January 1, 2003. Subsequent amendments to the policy have been made to reflect the elimination of the tax exemption and enrollment in OMERS.
- The Consultant reviewed municipal comparator information collected by City of Kitchener Staff and prepared a Base Pay Market Summary using percentile targets.
- The recommendations in this report are prepared for Council's consideration.

Current Remuneration and Pay Practice

- 2026 Annual base pay rates (effective April 1st):
 - Mayor --\$121,262; Councillor--\$ 62,385
 - There is no defined percentile target at present
 - Annual base pay increases are tied to the annual salary adjustment (COLA) for Non-union and Management staff
- There are 11 members of Council – including the Mayor, there is no Deputy Mayor
- Councillors are considered part-time and serve on City Council; the Mayor serves on City Council and Regional Council.

Executive Summary

- The 2026 base pay remuneration for the Mayor and Councillors is low compared to the defined pay market (60th percentile)
- 2026 market summary annual pay rates at the 60th percentile for the defined pay market are as follows:
 - Mayor: \$156,762
 - Councillor: \$68,803
- All comparators adjust Council salary annually; a strong majority provide adjustments based on COLA aligned with exempt staff, and conduct a market review at the end of each term.

Market Competitiveness—Methodology and Source Data

- 9 comparators were identified. The comparator group is reflective of the following selection criteria:
 - Size
 - Scope (local area municipalities)
 - Geographic Location
 - Historic comparators
 - General alignment with Non-union and Management staff comparators
 - A custom survey was prepared using the following 9 comparator municipal organizations:
 - Markham
 - Vaughan
 - Oakville
 - Richmond Hill
 - Burlington
 - Oshawa
 - Cambridge
 - Milton
 - Waterloo
- * Only City portion of salary is included, regional pay is not included in market analysis

Market Competitiveness—Methodology and Source Data

Comparator	Region	Population *	Size of Council	Statement of Operations: Expenses (Total Expenses After Adjustments) **
Kitchener	Waterloo Region	256,885	11 Members	\$473,166,614
Markham	York Region	338,503	13 Members	\$504,157,976
Vaughan	York Region	323,103	10 Members	\$630,530,408
Oakville	Halton Region	213,759	14 Members	\$365,557,080
Richmond Hill	York Region	202,022	9 Members	\$342,782,666
Burlington	Halton Region	186,948	7 Members	\$348,428,293
Oakville	Halton Region	213,759	14 Members	\$365,557,080
Cambridge	Waterloo Region	138,479	9 Members	\$225,830,843
Milton	Halton Region	132,979	9 Members	\$157,357,618
Waterloo	Waterloo Region	121,436	8 Members	\$216,103,182

* 2021 Census, Stats Canada

** 2024 Ontario Financial Information Returns

Market Observations—Base Pay

- Base pay comparative statistics are shown in the Market Summary using the 50th, 55th and 60th percentile targets. The “% Difference” shown beside each percentile value is the amount that the current base pay rate for City of Kitchener Elected Official positions is below the market target percentile value.

**City of Kitchener
2026 Council Compensation Market
Summary**

2026 MARKET SUMMARY - ANNUAL BASE PAY
(**_%**) = above market **+_%** = below market

Job Title	2026 Base Pay Annual	Market Median Annual	% Diff.	Market P55 Annual	% Diff.	Market P60 Annual	% Diff.
Mayor	\$ 121,262	\$148,724	+22.6%	\$152,743	+26.0%	\$156,762	+29.3%
Deputy Mayor		\$89,242		\$92,161		\$95,080	
Councillor	\$ 62,385	\$62,414	+0.0%	\$65,609	+5.2%	\$68,803	+10.3%

Market Observations—Base Pay

- Kitchener’s compensation philosophy seeks to position elected officials competitively within the municipal sector. Market benchmarking shows how council compensation compares across similar municipalities.
- To support decision-making, council compensation has been reviewed against multiple reference points. For 2026, the percentile benchmark values are:
 - 50th Percentile:**
 - Mayor - \$148,724
 - Councillor - \$62,414
 - 55th Percentile:**
 - Mayor - \$152,743
 - Councillor - \$65,609
 - 60th Percentile:**
 - Mayor - \$156,762
 - Councillor - \$68,803

Market Observations—Base Pay

- Council's current compensation is positioned below the 60th percentile.
 - The base pay for the Mayor is below all percentile benchmark target
 - The base pay for Councillors is competitive to the 50th percentile and below the 55th percentile and 60th percentile benchmark targets
- This review recommends aligning Council compensation to the 60th percentile, based on:
 - Kitchener's population size and scale of municipal operations.
 - The 60th percentile is conservative considering Kitchener's population is above the 60th percentile of the comparator group (Comparator Group 60th percentile is 213,759) and its municipal operating budget total expenses is above the 60th percentile of the comparator group (Comparator Group 60th percentile is \$365,570,080)
 - Additional responsibilities associated with governing one of the two municipally-owned natural gas utilities in Ontario, for which there is no separate compensation.
 - Ensuring broad consistency with the organization's overall compensation philosophy.
 - Maintaining competitiveness with peer municipalities to support effective governance.
- Proposed base pay rates effective next term of Council (November 15th, 2026)
 - Mayor: \$156,762
 - Councillor: \$68,803

Market Observations—Salary Adjustments

- All comparators report annual salary adjustments for Council
 - 7 comparators apply COLA to align with exempt employee group
 - 2 comparators use CPI increases or related indicators
- Reviews are typically completed during the last year of Council's term, prior to the municipal elections
 - 6 comparators conduct reviews prior to the end of Council's term
 - 1 comparator conducts a review every 2-3 years
 - 2 comparators conduct reviews ad-hoc or as needed

Market Observations—Conclusion

- The comparator group is representative based on select criteria. It is prevailing practice to generally align the comparator group for Council base pay with the comparator group for Non-union and Management staff.
- The 60th percentile pay target is reasonable based on the size/scope and pay practice of the comparator group and factors unique to Kitchener; specifically, accountability for governing the municipally owned natural gas utility.
- Base pay rates for the Mayor and Councillor require an increase to meet the 60th percentile pay target.
- It is best practice to increase the annual base pay for elected official positions annually by the amount used to adjust the Non-union and Management staff salary grid. This allows for a year-over-year increase to align with cost-of-living increases, also supported by the survey results.
- It is best practice to review compensation once during the term of Council using a survey of comparator municipalities.

Market Observations – Recommendations

Base Pay Adjustments

- It is recommended that Council give consideration to implementing the following base pay adjustments, effective the next term of Council (November 15th, 2026).

Mayor: \$156,762


Councillor : \$68,803

Annual Adjustments

- It is recommended that Council continue the practice of adjusting base pay for the Elected Official positions annually by using the % economic adjustment provided for Non-union and Management staff compensation grid

Review Period

- It is recommended that Council adopt the practice of reviewing compensation once during each council term, in consultation with a third-party consultant and a comparison with comparator municipalities.

	<h1>POLICY</h1>	Policy No: GOV-COU-020
<u>Policy Title:</u> COUNCIL COMPENSATION <u>Policy Type:</u> COUNCIL <u>Category:</u> Governance <u>Sub-Category:</u> Council <u>Author:</u> Author Unknown <u>Dept/Div:</u> Office of the Mayor & Council	<u>Approval Date:</u> December 9, 2002	<u>Reviewed Date:</u> June 2016 <u>Next Review Date:</u> July 2021 <u>Reviewed Date:</u>
<u>Related Policies, Procedures and/or Guidelines:</u> To be included next review.	<u>Last Amended:</u>	<u>Replaces:</u> I-020 - Council Compensation
		<u>Repealed:</u> <u>Replaced by:</u>

1. POLICY PURPOSE:

To be included at next review.

2. DEFINITIONS:

To be included at next review.

3. SCOPE:

POLICY APPLIES TO THE FOLLOWING:	
<input type="checkbox"/> All Employees	
<input type="checkbox"/> All Full-Time Employees	<input type="checkbox"/> All Union
<input type="checkbox"/> Management	<input type="checkbox"/> C.U.P.E. 68 Civic
<input type="checkbox"/> Non Union	<input type="checkbox"/> C.U.P.E. 68 Mechanics
<input type="checkbox"/> Temporary	<input type="checkbox"/> C.U.P.E. 791
<input type="checkbox"/> Student	<input type="checkbox"/> I.B.E.W. 636
<input type="checkbox"/> Part-Time Employees	<input type="checkbox"/> K.P.F.F.A.
<input type="checkbox"/> Specified Positions only:	<input type="checkbox"/> Other:
<input checked="" type="checkbox"/> Council	<input type="checkbox"/> Local Boards & Advisory Committees

Policy No: GOV-COU-020

Policy Title: COUNCIL COMPENSATION

4. POLICY CONTENT:

- a. As of January 1, 2003 the Mayor's and Councillor's current base salary shall be \$62,200 and \$32,000 respectively.
- b. Effective December 1, 2003, the base salary of the Mayor and Councillors be set at \$63,444 and \$32,640 respectively.
- c. Effective with the election of City Council in 2003, the Mayor and Councillors receive an annual salary adjustment equal to the lesser of the annual adjustment received by City staff classified as M-band or classified as non-union employees, which shall take effect on the same date as the staff adjustment.
- d. Effective December 1, 2003, Councillors will have the option of receiving matching contributions to their individual RRSP up to the regular rate OMERS contribution. It is recognized that the Mayor currently receives contributions to his RRSP in lieu of the regular rate of OMERS contribution.
- e. Any amendment to this policy, other than for housekeeping purposes where the intent of the policy does not change, shall require at least one public meeting of which sufficient notice shall be given.

5. HISTORY OF POLICY CHANGES

Administrative Updates

2016-06-01 - I-020 policy template re-formatted to new numbering system and given number GOV-COU-020.

Formal Amendments

No amendment history to date.

Staff Report



Development Services Department

www.kitchener.ca

REPORT TO: Community and Infrastructure Services Committee

DATE OF MEETING: April 20, 2026

SUBMITTED BY: Barry Cronkite, Director, Transportation Services, 519-783-8955

PREPARED BY: Barry Cronkite, Director, Transportation Services, 519-783-8955

WARD(S) INVOLVED: All

DATE OF REPORT: April 7, 2026

REPORT NO.: DSD-2026-167

SUBJECT: Waterloo Regional Police – Closed Circuit Television and Automatic License Plate Reader Program

RECOMMENDATION:

That the City of Kitchener support Waterloo Regional Police Service's proposed Closed-Circuit Television and Automatic License Plant Reader Program by way of an initial one-year pilot

That the Chief Administrative Officer be authorized to execute an agreement between the City of Kitchener and Waterloo Regional Police Services (WRPS) for the use municipal infrastructure to support WRPS' proposed Closed-Circuit Television and Automatic License Plate Reader Program, to the satisfaction of the City Solicitor; and further,

That staff report back after a period of one year from the start of the program to discuss the initial results of the CCTV/ALPR program in Kitchener to inform the consideration of an extension of the agreement.

REPORT HIGHLIGHTS:

- The purpose of this report is to outline Waterloo Regional Police's proposed Closed Circuit Television (CCTV) and Automatic License Plate Readers (ALPR) Program in the City of Kitchener and seek authorization to enter into an agreement for the use of municipal infrastructure to support the program, with review after approximately one year from the start of the program.
- The key finding of this report is that the proposed CCTV/ALPR will enhance the overall safety and security of Kitchener Residents and providing a one-year check in allows Council to understand whether the program is meeting its stated objectives.
- The financial implications to the City of Kitchener as a result of the CCTV/ALPR program are expected to be negligible.

*** This information is available in accessible formats upon request. ***
Please call 519-741-2345 or TTY 1-866-969-9994 for assistance.

- Community engagement included virtual information sessions in Fall 2025 by WRPS to present the project and provide residents the opportunity to ask questions.
- This report supports the delivery of core services.

BACKGROUND:

In 2020 the Ministry of the Solicitor General of Ontario launched a new closed-circuit television (CCTV) grant program for Police Services. As a result, Waterloo Regional Police Services (WRPS) applied for and subsequently received provincial funding approval in March 2025, receiving \$100,000 to support their proposed CCTV program. WRPS has also matched the provincial funding provided, which has resulted in a total investment of \$200,000 anticipated in 2026.

In May 2025, WRPS delivered a presentation of the proposed Closed-Circuit Television/Automatic License Plate Reader (ALPR) program to city staff and requested that the City of Kitchener partner with WRPS by both supporting the program within the City of Kitchener and providing access to any municipal infrastructure necessary to install closed circuit surveillance equipment. At that time, staff raised questions regarding logistics, timing, funding, communications, and privacy considerations.

REPORT:

CCTV is a video surveillance system that uses cameras to transmit footage to a restricted set of monitors accessible to authorized viewers only, typically police/enforcement/security services. It is widely considered a core tool for security and monitoring.

ALPRs are camera-based systems that automatically capture and analyze vehicle license plates. They typically combine cameras with software to identify plate numbers, record the time and location, and compare them against databases.

The proposed CCTV/ALPR system consists of a combination of different cameras that would be deployed in areas such as those with high pedestrian traffic, downtown core areas, major traffic intersections and regional ingress/egress routes. Cameras would be housed and powered on existing traffic signal/streetlight poles/infrastructure and passively monitored by WRPS Real-Time Operations Centre; they would not be accessible by all members of WRPS.

According to WRPS, the project concept would:

- Support WRPS' crime suppressions strategy
- Decrease violent crimes
- Decrease social disorder occurrences
- Support front-line operations
- Improve investigative outcomes
- Increase video camera capacity and access
- Increase public safety

It is expected that CCTV/ALPR would serve as an additional investigative tool, provide quality evidence, deter criminal behaviour, and search for license plates that are of criminal interest. The cameras are not intended for speed enforcement and would not be live monitored by officers.

Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)

Under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), institutions (municipalities and police services) are legally required to ensure that the collection of personal information is authorized (Section 28(2)), that individuals are notified of such collection (Section 29(2)), and that personal information is managed in accordance with established privacy standards. Municipalities must balance the operational benefits of surveillance with their duty to protect individual privacy rights through transparency, secure storage, and responsible use and disclosure.

In August 2025, WRPS provided a draft agreement for their proposed CCTV/ALPR program to City staff. The proposed document was reviewed and questions regarding installation, control and access were raised. City Staff are satisfied that WRPS has addressed privacy impact concerns and they meet the legal requirements outlined in MFIPPA.

Proposed Use of City Infrastructure

In order to install the CCTV/ALPR program hardware, WRPS may need to use municipal streetlight infrastructure. WRPS has indicated that they would work with municipal staff/Council to ensure CCTV cameras are placed to minimize any concerns and limit negative impact. To ensure that any future municipal concerns are addressed, a legal agreement should be executed between WRPS and the City of Kitchener related to CCTV/ALRP devices on city infrastructure and on City lands.

Outstanding Program Concerns

As previously indicated in this report, staff are satisfied with privacy controls provided by WRPS. Further, it is worth noting that significant effort has been invested by the Business Improvement Area, Waterloo Region Police, the Region of Waterloo and the City of Kitchener in the past year, specifically in the downtown area, to enhance safety & security.

However, it is also worth noting that there are a series of concerns that remain unknown/unaddressed:

- The agreement does not address electrical consumption and the costs associated if installed on municipal infrastructure.
- It is unknown if the program will be widely accepted/appreciated in the community
- The program is only intended to include two sites in Kitchener initially, but the timeline for growth and scale of the program is not yet known by staff.
- WRPS has indicated that it will indemnify the City of Kitchener related to the installation and use of the cameras, but concerns remain regarding any potential future legal action.

To address the concerns above, staff will continue to work with WRPS. Further, rather than an automatic renewal of the legal agreement, staff recommend that a report be brought forward approximately one year after initiation of the program to review the legal agreement, report on available outcome measures, and determine if the City of Kitchener should continue in support of CCTV/ALPR. Staff will seek council direction at the one year mark with respect to extending the program.

Should significant concerns arise prior to a follow up review, the legal agreement states that "Either of the Parties may terminate this Agreement for any reason upon written notice to

the other with at least thirty (30) days notice. The Party receiving notice of termination may waive the notice period.”

Next Steps

In summary, staff recommend supporting the use of CCTV/ALPR to enhance public safety. Further, staff recommend entering into a legal agreement with WRPS for their use of a CCTV/ALPR within the City of Kitchener and/or on city infrastructure. It is anticipated that CCTV/ALPR will be an additional investigative tool, provide quality evidence, deter criminal behaviour, and search for license plates that are of criminal interest. It is understood that the cameras are not intended for speed enforcement nor will they be used for facial recognition or live monitored by officers.

WRPS has indicated, should Council be supportive of the program, that it will begin work to launch 2 sites in the City of Kitchener. Once launched, staff will report back to Council appropriately one year following the launch of the program, reporting on qualitative and quantitative to both measure success and approval/acceptance in the City of Kitchener.

STRATEGIC PLAN ALIGNMENT:

This report supports the delivery of core services.

FINANCIAL IMPLICATIONS:

Capital Budget – The recommendation has no impact on the Capital Budget, as WRPS have obtained a grant and fully funded the program.

Operating Budget – The recommendation has minimal impact on the Operating Budget. Should placement of equipment be required on municipal infrastructure, there may be minor costs associated with electrical consumption to power the equipment. If any operating costs are identified within the first year of the program, they will be included within a subsequent Memorandum of Understanding.

COMMUNITY ENGAGEMENT:

INFORM – This report has been posted to the City’s website with the agenda in advance of the council / committee meeting.

CONSULT – WRPS hosted public virtual information sessions in Fall 2025 to present the project and provide residents the opportunity to ask questions. WRPS has also committed to media releases and social media posts to inform the community prior to the cameras being energized. WRPS is also committed to informing the public about the use of CCTV and ALPR with regular reporting to the WRPS Police Services Board.

Camera locations will be published on the WRPS website, and signage will be present at all camera locations to indicate the use of CCTV. Information will be updated should cameras be added or moved.

PREVIOUS REPORTS/AUTHORITIES:

There are no previous reports/authorities related to this matter.

APPROVED BY: Justin Readman, General Manager Development Services

Staff Report



Corporate Services Department

www.kitchener.ca

REPORT TO: Finance and Corporate Services Committee

DATE OF MEETING: April 20, 2026

SUBMITTED BY: Amanda Fusco, Director, Legislated Services and City Clerk, 519-902-1402

PREPARED BY: Sean Bertleff, Manager Emergency Management and Business Continuity / CEMC, 519- 904-6106

WARD(S) INVOLVED: Ward(s)

DATE OF REPORT: April 20, 2026

REPORT NO.: COR-2026-161

SUBJECT: Emergency Management Program By-Law and Plan Annual Update

RECOMMENDATION:

That the Emergency Management Program By-Law as attached to Appendix A to Corporate Services department report COR-2026-161, be approved.

REPORT HIGHLIGHTS:

- The purpose of this report is to inform City Council of the recommended updates to the City of Kitchener Emergency Management Program By-Law and Emergency Management Plan.
- To recommend that the updated Emergency Management Program By-Law and Emergency Management Plan be approved.
- To recommend that By-Law 2024-039 be repealed and replaced with the new By-Law.
- An Emergency Management Program By-Law and Emergency Management Plan are requirements for annual compliance under the provincial legislation and regulation (Emergency Management and Civil Protect Act and Ontario Regulation 380/04).
- This report supports the delivery of core services.

BACKGROUND:

All Ontario municipalities are required to implement an annual Emergency Management Program in compliance with provincial legislation and regulation. The mandatory components of that Emergency Management Program include:

1. Hazard Identification & Risk Analysis (HIRA)
2. Critical Infrastructure Inventory
3. Emergency Management Plan
4. Emergency Operations Centre (EOC)
5. Training Program and Annual Exercise
6. Public Awareness and Risk Specific Education

*** This information is available in accessible formats upon request. ***
Please call 519-741-2345 or TTY 1-866-969-9994 for assistance.

7. Designated Emergency Management Program Committee
8. Designated Emergency Information Officer
9. Designated Community Emergency Management Coordinator
10. Annual Program Review

Legislation also requires that a municipal by-law be established and updated annually to empower both the Emergency Management Program and the Emergency Management Plan.

REPORT:

The City of Kitchener has a robust emergency management program that evolves year over year in compliance with the provincial legislation and regulation. We address the annual review of the program by-law and emergency plan as an opportunity to improve our state of readiness.

This year's recommended updates are subtle but serve to provide greater clarity in our structure, in key leadership responsibilities and will provide enhanced flexibility in how we differentiate between emergencies and business disruptions (Emergency Management vs Business Continuity).

By-law Updates

The recommended changes to the attached Emergency Management Program By-Law serve to clarify our leadership structure (Emergency Control Group) and create greater flexibility in how we assign other key supporting roles (Alternate Community Emergency Management Coordinators).

The revised by-law now clearly designates the Chief Administrative Officer (CAO), Deputy Chief Administrative Officer (DCAO), General Managers and the Chief Financial Officer (Corporate Leadership Team) collectively as the municipal Emergency Control Group (ECG). Upon activation of the Emergency Management Plan, those key leaders will be assigned roles within the Incident Management System (IMS) structure.

The revised by-law also removes the appointments of designated Alternate Community Emergency Management Coordinators (CEMCs). Alternate CEMCs are not required to be appointed by by-law. The city is empowered to appoint staff to those roles administratively with reporting to Emergency Management Ontario. This allows greater flexibility in assigning staff to those roles as required without requiring a by-law update.

The revised by-law updates the appointment of the Manager, Emergency Management and Business Continuity as the City of Kitchener Community Emergency Management Coordinator or CEMC which is a legislated requirement.

The revised by-law would replace the previous By-Law 2024-039 once repealed.

Emergency Management Plan Updates

The recommended updates to the Emergency Management Plan serve to further clarify key functional roles, leadership responsibilities and relationships within our emergency management structure. We accomplish this by designating leaders to roles within the Incident Management System (IMS) in alignment with the provincial doctrine. Minor updates to the plan wording throughout have been made to improve readability without making changes to the structure of the plan itself. Where changes have been made, the recommended updates are as follows.

Title – Emergency Management Plan

- Changes from the previous Emergency Response Plan in alignment with the Emergency Management Modernization Act

Section 3 – Concept of Operations:

- Amends Policy Group composition to allow flexibility to include Mayor, Members of Council, CAO, DCAO and other members of the ECG (as an expanded Policy Group)
- Separates corporate “Incident Response” and “Emergency Response” creating two response streams: Incident Management Team (IMT) for business continuity incidents and EOC Management Team (EOCMT) for emergency incidents
 - If both an emergency and business disruption occur together the default will be to use the “emergency response” stream and activation of the EOCMT

Section 7 – Incident Management System

- Further clarifies the roles of an Incident Management Team (IMT) vs an EOC Management Team (EOCMT)
- Provides additional details specific to the responsibilities of the IMS functions:
 - Policy Group – Mayor and CAO (strong linkages to Council)
 - Command – Director and Deputy Director
 - Command Staff – Emergency Information, Liaison, Legal / Risk and Health / Safety / Equity
 - General Staff - Operations, Planning, Logistics and Finance
 - Branches and Units

The most significant change to the Emergency Management Plan for 2026 noted above is amending the Incident Management System structure specific to the role and composition of the

Policy Group and providing two structures, an Incident Management Team (IMT) and an Emergency Operations Centre Management Team (EOCMT).

- The IMT structure would be applied to business disruption incidents impacting the city's delivery of time critical services (Business Continuity).
- The EOCMT would be applied to emergency incidents requiring a controlled and coordinated city-wide response (Emergency Management).

The above changes will make our Emergency Management By-Law and Emergency Management Plan stronger while also providing enhanced flexible in how we manage emergencies and disruptions to time-critical City of Kitchener services to our community.

STRATEGIC PLAN ALIGNMENT:

This report supports the delivery of core services.

FINANCIAL IMPLICATIONS:

Operating Budget – The recommendation has no impact on the Operating Budget.

COMMUNITY ENGAGEMENT:

INFORM – This report has been posted to the City's website with the agenda in advance of the council / committee meeting. The approved City of Kitchener Emergency Management Plan is posted on the city's website and is to be made available for viewing by the public.

CONSULT – If applicable.

COLLABORATE – If applicable.

ENTRUST – If applicable.

PREVIOUS REPORTS/AUTHORITIES:

- *Emergency Management and Civil Protection Act, 2004*
- *Ontario Regulation 380/04*
- *Emergency Management Modernization Act, 2025*

APPROVED BY: Dimetra Resendes, Acting General Manager, Corporate Services

ATTACHMENTS:

Appendix A – 2026 Update – COK Emergency Management Plan - Appendix A to Emergency Management Program By-law

BY-LAW NUMBER 2026 -
OF THE

CORPORATION OF THE CITY OF KITCHENER

(Being a by-law to establish the City of Kitchener's
Emergency Management Program)

WHEREAS the Emergency Management and Civil Protection Act, R.S.O., 1990, Chapter E.9, as amended, requires municipalities to develop and implement an emergency management program;

NOW THEREFORE the Council of the Corporation of the City of Kitchener enacts as follows:

1. THAT an Emergency Management Program be developed and implemented in accordance with the standards published by Emergency Management Ontario in compliance with the Emergency Management and Civil Protection Act.
2. THAT the Emergency Management Plan (EMP) attached hereto as Schedule "A" of this By-law is hereby adopted.
3. THAT the Manager, Emergency Management and Business Continuity is hereby appointed as the Community Emergency Management Coordinator (CEMC) for the Corporation of the City of Kitchener.
4. THAT the CEMC and Alternate CEMCs co-chair the Community Emergency Management Program Committee (CEMPC).
5. THAT the CEMPC will cause the emergency management program to be reviewed annually, ensure training to employees on their functions and to recommend changes to the program as considered appropriate.
6. THAT the Chief Administrative Officer (CAO), General Manager/Deputy Chief Administrative Officer (DCAO) of Community Services, General Manager of Infrastructure Services, General Manager Corporate Services, General Manager, Development Services and the Chief Financial Officer, Financial Services are hereby appointed collectively as the Municipal Emergency Control Group and are assigned roles as part of the Emergency Operations Centre Management Team (EOCMT).

7. THAT the Head of Council or designated alternate shall be empowered to declare an emergency.
8. THAT certain appointed officials or their designated alternates, as provided in the EMP are empowered to cause an emergency notification to be issued to members of the Municipal Emergency Control Group and to respond to an emergency in accordance with the EMP where an emergency exists but has not yet been declared to exist.
9. THAT the Director of Corporate Communications (or designate) is hereby appointed as the Emergency Information Officer for the Corporation of the City of Kitchener.
10. THAT any reference in the EMP to Supporting Documents including, but not limited to, Plans, protocols, guidelines, standard operating procedures, processes, and EMP Supporting Documents identified in Section 8 of the EMP, is solely for the assistance of the users of the EMP and they do not form part of the EMP. Any revisions to said Supporting Documents do not require an amending by-law.
11. THAT By-law 2024-039 is hereby repealed.
12. THAT this By-Law shall come into full force and effect on the date of passing thereof.

PASSED at the Council Chambers in the City of Kitchener this ____ day of _____, 2026

Mayor

City Clerk



City of Kitchener
Emergency Management Plan
March 2026
Schedule 'A' to Bylaw No. 2026-___

CITY OF KITCHENER EMERGENCY MANAGEMENT PLAN

TABLE OF CONTENTS

1. Introduction.....	5
1.1 Purpose	5
1.2 Aim	5
1.4 Definition of an Emergency	6
1.5 Legal Authorities	6
1.6 Council Approval.....	7
1.7 Emergency Management Program Committee	7
1.8 Municipal Emergency Control Group	7
1.9 Community Emergency Management Coordinator	7
1.10 Emergency Information Officer.....	7
1.11 Department and Support Agency Emergency Procedures	7
2. Hazard Identification and Risk Assessment (HIRA)	8
3. Concept of Operations	8
3.1 Site Response	9
3.2 Corporate Incident Response	9
3.3 Corporate Emergency Response	9
3.4 Policy Group	9
3.5 IMT/EOC Command and Sections	11
3.6 Regional EOC.....	11
4. Implementation	12
4.1 City of Kitchener EOC Notification System - (Fan Out)	12
4.2 City of Kitchener Emergency Operations Centre (EOC)	12
4.3 Escalation of Emergencies in Waterloo Region	12
5. Declaration and Termination of an Emergency.....	15
5.1 Declaration of an Emergency.....	15
5.2 Termination of an Emergency.....	15
6. Requests for Assistance.....	16
6.1 Requesting Region of Waterloo Support.....	16
6.2 Requesting Provincial Assistance	16
6.3 Requesting Federal Assistance	16
6.4 Support Agency Composition.....	16
7. Incident Management System	17
7.1 Incident Commander (Site).....	17
7.2 Standardized Response Goals	18
7.3 Incident Management Team (IMT)	18
7.4 EOC Management Team (EOCMT)	18
7.5 IMT or EOC Management Team	19
7.6 Incident Management System Functions – Policy and Command Staff	19
7.6.1 Policy Group	19
7.6.2 IMT/EOC Command	20

7.6.3	Emergency Information Officer	20
7.6.4	Legal/Risk Management Officer.....	21
7.6.5	Health/Safety Officer/Equity.....	21
7.6.6	Liaison Officer.....	21
7.7	Incident Management System Functions – General Staff.....	21
7.7.1	Operations Section	22
7.7.2	Operations Section Chief Responsibilities	22
7.7.3	Operations Section – Branch Coordinators	22
7.7.4	Planning Section.....	29
7.7.5	Planning Section Chief Responsibilities.....	29
7.7.6	Planning Section – Unit Coordinators	30
7.7.7	Logistics Section.....	30
7.7.8	Logistics Section Chief Responsibilities.....	30
7.7.9	Logistics Section – Unit Coordinators	30
7.7.10	Finance Section.....	31
7.7.11	Finance Section Chief Responsibilities.....	31
7.7.12	Finance Section – Unit Coordinators	31
8.	Emergency Management Plan Supporting Documents	31
8.1	Emergency Notification Procedure.....	31
8.2	Emergency Information Plan.....	32
8.3	Emergency Operations Center (EOC) and IMS Standard Operating Guidelines...32	
8.4	Emergency Recovery Plan	32
8.5	Regional Level 2 ESS Emergency Social Services Plan.....	32
8.6	Community Pandemic Influenza Preparedness Plan (CPIPP)	33
9.	Compensation for Losses	33
10.	Emergency Management Plan Review and Maintenance	33
10.1	Exercising of the Emergency Management Plan.....	34
10.2	Plan Distribution	34
10.3	Revision History.....	34
10.4	Abbreviations	34

Cover Page picture provided by Mike Bolger, City of Kitchener

1. Introduction

The City of Kitchener Emergency Management Plan establishes a framework for responding to a number of risks the City faces. Developed with key officials, agencies and City of Kitchener departments, it is a guideline that outlines collective and individual roles and responsibilities in responding to and recovering from an emergency.

The Emergency Management Plan document describes the framework of how the City of Kitchener will respond to, recover from and mitigate the impact of an emergency. It describes the legal authorities, concept of operations and functional roles and responsibilities.

1.1 Purpose

The purpose of the City of Kitchener Emergency Management Plan during an emergency is to facilitate the effective co-ordination of human and physical resources, services and activities necessary to:

- a) Protect and preserve life and property;
- b) Minimize and/or mitigate the effects of the emergency on the residents and physical infrastructure of the City of Kitchener; and
- c) Quickly and efficiently enable the recovery and restoration of normal services.

It also makes provision for the efficient administration, coordination, and implementation of extraordinary arrangements and response measures taken by the City of Kitchener to protect the health, safety, and welfare of the residents of Kitchener during any emergency by:

- a) Identifying the governance structure for emergency response within the City of Kitchener;
- b) Identifying roles and responsibilities required in mitigating, preparing for, responding to and recovering from emergencies and disasters;
- c) Identifying standard response goals for emergency response operations and decision making; and
- d) Providing for a coordinated response by the municipality and partner agencies in managing emergencies.

1.2 Aim

As per the Emergency Management and Civil Protection Act (EMPCA), the City of Kitchener has formulated an Emergency Management Plan (EMP) which is adopted by Council by By-law 2026-XX

1.3 Public Access to the EMP

The City of Kitchener Emergency Management Plan is available on the City of Kitchener website (www.kitchener.ca) and through the Community Emergency Management Coordinator (CEMC).

Supporting Documents including, but not limited to, Plans, protocols, guidelines, standard operating procedures, processes, and EMP Supporting Documents identified

in Section 8 of the EMP do not form part of the EMP. These Supporting Documents may contain confidential information; require frequent updating, be of a technical nature, or contain sensitive or personal information which could pose a security threat or violate privacy legislation if released. Any reference to such Supporting Documents is solely for the assistance of the users of the EMP.

1.4 Definition of an Emergency

Emergencies are distinct from the normal daily operations carried out by municipal first response agencies and City departments.

The Emergency Management and Civil Protection Act defines an emergency as:

A situation or impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.

1.5 Legal Authorities

The legislation under which the municipality and its employees are authorized to respond to an emergency are:

- The Emergency Management and Civil Protection Act, R. S. O. 1990, c.E.9, as amended (the “Act”)
- Ontario Regulation 380/04
- The City of Kitchener Emergency Management Program By-law 2026-XX

The Act requires municipalities to develop, implement, and maintain an emergency management program, and adopt it with a By-law. An emergency management program must consist of:

- An emergency plan;
- Training programs and exercises for employees of municipalities and other persons with respect to the provision of required services and procedures to be followed in emergency response and recovery activities;
- Public education on risks to public safety and on public preparedness for emergencies; and
- Any other element required for municipalities in standards of emergency management programs that may be developed by the Ministry of Emergency Preparedness and Response.

Ontario Regulation 380/04 describes emergency management standards for municipal emergency management programs. There are a number of required elements including:

- Development of an emergency management plan which includes a municipal control group to direct the municipal response to an emergency;
- Implementation of an Emergency Operations Center (EOC) with appropriate

- communications systems;
- Designation of an Emergency Information Officer; and
- Designation of a Community Emergency Management Coordinator (CEMC).

The City of Kitchener Emergency Management Program By-law 2026-XX approves the enactment of the City of Kitchener Emergency Management Plan and other requirements for the City's Emergency Management Program.

1.6 Council Approval

Any amendments to the City of Kitchener Emergency Management Plan shall be made by By-law and passed by Council. As noted in section 1.3 above, Supporting Documents including, but not limited to, Plans, protocols, guidelines, standard operating procedures, processes, and EMP Supporting Documents identified in Section 8 of the EMP do not form part of the EMP.

1.7 Emergency Management Program Committee

The Community Emergency Management Program Committee (CEMPC) as required by the Emergency Management and Civil Protection Act consists of representatives from City departments and agencies, or designated alternates. The CEMC (or Primary Alternate CEMC) chairs the CEMPC.

This committee reviews the Emergency Response Program and Plan annually, ensures training is provided to employees on their functions and recommends changes to the program as considered appropriate and refers recommendations to Council for further review and approval.

1.8 Municipal Emergency Control Group

In the event of an emergency, the positions in Section 6 of Bylaw 2026-xx may perform roles in an Incident Management Team (IMT) or the Emergency Operations Centre Management Team (EOCMT) and serve collectively as the municipal Emergency Control Group (ECG) as defined by Ontario Regulation 380/04 to oversee the City's emergency response.

1.9 Community Emergency Management Coordinator

The Manager, Emergency Management and Business Continuity is appointed as the Community Emergency Management Coordinator (CEMC).

1.10 Emergency Information Officer

The Director of Corporate Communications (or designate) is appointed as the Emergency Information Officer (EIO).

1.11 Department and Support Agency Emergency Procedures

Each Department and Support Agency involved with this Plan shall prepare emergency response procedures or guidelines (i.e. Departmental Emergency Plan)

outlining how it will fulfill its own internal responsibilities under this Plan during an emergency.

Each Department and Support Agency shall designate a member of its staff to review, revise and maintain its own emergency response procedures or guidelines on a periodic basis.

2. Hazard Identification and Risk Assessment (HIRA)

The Emergency Management Program has identified realistic hazards that may occur in Kitchener and assessed them in terms of probability, frequency of occurrence, and magnitude of consequence or impact. Results of the HIRA assist with the development of training and exercise scenarios and may initiate the development of hazard-specific plans or procedures in the event of an emergency.

As a result of the HIRA process, risks to the City of Kitchener listed below represent major incidents involving multiple locations or having a significant impact on city facilities, infrastructure, operations, or the public.

- 1. Fire / Explosion**
- 2. Cyber Attack**
- 3. Tornado**
- 4. Road and Highway Incident**
- 5. Oil or Natural Gas Release**
- 6. Rail / Light Rail Incident**
- 7. Infectious Disease**
- 8. Flood**
- 9. Winter Weather**
- 10. Aviation Incident**

3. Concept of Operations

First responders and City of Kitchener departments manage incidents and emergencies that occur on a day-to-day basis. As the magnitude of an emergency increases, so will the requirement for additional support and resources. The city may, in an emergency, elect to call upon neighbouring municipalities and/or the Region of Waterloo to provide assistance. The city may also call upon the Provincial government to provide supplemental financial and / or physical resources necessary to deal with the overall impact of the emergency.

The City of Kitchener Emergency Management Plan adopts the principles of the Incident Management System (IMS). The Incident Management System is used in any size or type of incident or emergency to manage response personnel, facilities and equipment. Incident Management System principles include the use of common terminology, modular organization, integrated communications, unity of command, incident action planning, manageable span-of-control, pre-designated facilities and comprehensive resource management. The basic functional components of the Incident Management System (Command, Operations, Planning, Logistics and Finance) can be expanded or contracted to meet requirements as an event progresses. For additional details on the use of the Incident Management System, please refer to Section 7.

3.1 Site Response

First responders at the emergency site (or sites) provide tactical responses, working together to mitigate the threat, its impact on the community and to bring the emergency under control. Most emergencies are managed at the site, at the direction of the Incident Commander. The Incident Commander establishes response objectives, strategies and tasks directed from the Incident Command Post (ICP). In larger emergencies, onsite responders may require additional support, coordination, and resources provided by an Emergency Operations Centre (EOC).

3.2 Corporate Incident Response

Some incidents do not have a definable emergency site, do not constitute an immediate threat and/or can be managed by a smaller number of city staff with minimal resources. This includes incidents that could be considered “business disruptions” within the city’s Business Continuity Plans or within this plan under other supporting documents (See Section 8.0). For incidents that do not have an emergency site and do not require EOC activation, an Incident Management Team (IMT) may be initiated.

3.3 Corporate Emergency Response

The Emergency Operations Center (EOC) is the physical location where City of Kitchener leadership will gather to support an emergency site response and to manage the consequences of an emergency impacting the city.

An EOC is a pre-designated facility that when activated, provides policy direction, site support, consequence management and business continuity for the city. The EOC Director (under the Incident Management System) leads all activities within the EOC to support the site(s) and any other required non-site support activities.

3.4 Policy Group

When an IMT or EOC is activated by the City of Kitchener, it will establish a Policy Group comprised of a minimum of the Head of Council (Mayor). The Policy Group may also include members of City Council and/or the Chief Administrative Officer (CAO). The Policy Group is established to receive information reports and to provide policy direction to an Incident Management Team or Emergency Operations Centre Management Team (EOCMT).

The Policy Group does not have responsibility for management of the incident or emergency itself. Ownership of the incident or emergency response lies with the Incident Management Team or the EOC Management Team.

3.4.1 Head of Council

The Mayor (or Acting Mayor) is the Head of Council and carries the authority of the Act and through By-Law the authority of this Emergency Management Plan. The mayor is responsible for the following:

- Serving as a member of the IMT or EOC Policy Group

- Providing overall leadership to the community
- Ensuring City Council members are informed of an incident or emergency
- Sharing information and concerns received from City Councillors with the CAO
- Representing the City of Kitchener with other levels of government
- Serving as primary media spokesperson for the city during an emergency
- Determining if an emergency is to be declared, in any part of the City of Kitchener
- Making the Declaration of Emergency and signing the emergency declaration
- Terminating an Emergency Declaration once it is no longer required
- Advising City Council members of any declaration and termination of an emergency
- Receiving situation reports and information updates from the CAO, IMT or EOC Director and providing support and policy direction

3.4.2 Members of City Council

Members of City Council support the coordinated and timely dissemination of emergency information at the direction of the Mayor. They receive information by way of situation reports during an incident or emergency to provide policy direction to the IMT or EOC Management Team. City Councillors are responsible for the following:

- Adopting, by by-law, the City of Kitchener Emergency Management Program, and approving any amendments or annual updates to the Emergency Management Plan
- Receiving education on emergency management and the Incident Management System provided by the city (at Council's discretion)
- Reinforcing emergency preparedness messages from the Mayor to their constituents and reassuring community members
- Referring questions from the public to the Corporate Contact Centre, or Corporate Communications, at the direction of the Mayor, in an emergency
- When receiving calls from constituents, Councillors may compile issues and concerns to share with the Mayor, that will be forwarded to the IMT or EOC Management Team
- Forwarding to Corporate Communications/Emergency Information Officer any requests for responses or interviews from the media
- When the EOC is activated, refraining from releasing information on non-City of Kitchener websites or social media, unless approved for release by the IMT/EOC Director or Emergency Information Officer (EIO)

3.4.3 Expanded Policy Group

The Policy Group may be expanded to include the Chief Administrative Office (CAO), Deputy CAO/General Manager of Community Services or any other member of the Emergency Control Group as required. Together they support an Incident Management Team or EOC Management Team with policy direction and executive oversight during any incident or emergency response.

3.4.4 Emergency Control Group

The members of the Emergency Control Group (ECG) are appointed in By-law 2026-XX (Section 6). Together their role is to provide administrative oversight of the annual Emergency Management Program workplan and ensure compliance with the Act and Ontario Regulation 380/04.

3.5 IMT/EOC Command and Sections

When an IMT or EOC is activated, it is staffed based upon roles assigned in alignment with the Incident Management System (IMS). ECG Members and other City Staff are assigned roles within IMS in one of six functional areas as follows:

1. Command
2. Command Staff
3. Operations Section
4. Planning Section
5. Logistics Section
6. Finance Section

The primary responsibilities of each of these functions are as follows:

- a. **Command:** Provides overall coordination, leadership and policy implementation within the IMT/EOC and includes the Director and Deputy Director.
- b. **Command Staff:** Advises Command and the General Staff and includes the Risk Management Officer, Liaison Officer, Health/Safety/Equity Officer, and Emergency Information Officer.
- c. **Operations Section:** Coordinates all jurisdictional operations in support of the emergency site, non-site impacts within the community and implementation of the Incident Action Plan.
- d. **Planning Section:** Collects, evaluates, and disseminates information; develops the Incident Action Plan and Situation Reporting in conjunction with other functions; and maintains all incident documentation.
- e. **Logistics Section:** Supplies operational technology, provides facilities, services, personnel, equipment, and materials.
- f. **Finance Section:** Tracks financial activities, procures resources and provides other administrative support as needed.

3.6 Regional EOC

If the Regional Municipality of Waterloo (Regional) Emergency Management Plan is implemented, the Mayor (or designate) and Chief Administrative Officer (or designate) of the City of Kitchener may become a member(s) of the Regional Emergency Control Group (RECG) for the purpose of sharing information (across multiple regional municipalities).

The City of Kitchener EOC would remain in place to manage the local emergency, while the RECG ensures a controlled and coordinated response for all Regional services and community agencies of which the Region has a current Memorandum of

Understandings (MOU).

4. Implementation

This Plan can be implemented as soon as an emergency occurs, or is expected to occur, which is considered to be of such magnitude as to warrant its implementation. An official declaration of an “Emergency” does not have to be made for this Plan to be implemented to protect the lives and property of the residents of the City of Kitchener.

When an emergency exists or appears imminent, but has not yet been declared, City of Kitchener employees may take such action(s) under this emergency management plan as may be necessary to protect the lives and property of the inhabitants of the City of Kitchener. It authorizes employees of the City of Kitchener to respond to an emergency in accordance with the emergency plan where an emergency exists but has not yet been declared to exist.

4.1 City of Kitchener EOC Notification System - (Fan Out)

Any of the following City of Kitchener officials listed below (or in their absence a designated alternate) have the authority to activate the EOC and thereby implement the Emergency Management Plan:

- Chief Administrative Officer (CAO)
- Mayor or Alternate (Head of Council)
- General Manager, Community Services / Deputy Chief Administrative Officer (DCAO)
- General Manager, Infrastructure Services
- General Manager, Development Services
- General Manager, Corporate Services
- Chief Financial Officer (CFO)
- Fire Chief or Deputy Fire Chief
- Director of Corporate Communication – Emergency Information Officer (EIO)
- Community Emergency Management Coordinator (CEMC)

Any of these members will contact the Community Emergency Management Coordinator or the Corporate Contact Centre (CCC) to activate the EOC and have personnel assembled at the appropriate EOC location.

4.2 City of Kitchener Emergency Operations Centre (EOC)

The EOC can be activated physically at either the designated primary or alternate location. It can also be activated virtually in Microsoft Teams. Upon notification that an EOC is being activated, instruction will be provided regarding whether staff are to respond to a physical location or virtual.

The Region of Waterloo CEMC may be notified by the Kitchener CEMC when the Kitchener EOC is activated. The Kitchener EOCMT may request the Region of Waterloo CEMC or designate to attend EOC.

4.3 Escalation of Emergencies in Waterloo Region

Each Municipality within the Region of Waterloo has agreed to use the following four emergency management response levels as a guide to be used before, during and following emergencies. Each level signifies the variation of the impact to the community caused by an emergency.

Response Level	Actions	Criteria	Examples
Normal Operations	Normal response by operating departments and responders.	Routine operations	Small car accident, isolated flooding, small power outage, house fire
Level 1: Local ECG monitoring level	Key members of Local Emergency Control Group (ECG) notified . Local ECG monitors. Notification of all Community Emergency Management Coordinators (CEMC) in Waterloo Region.	Incident contained within one Local Municipality. First Response Protocol (FRP) may be activated. Minor impact to citizens and environment. Contained within inner perimeter. Minor impact on resources	Apartment fire with displacements. Contained hazmat. Boil water advisory. Active threat from person(s). Helicopter crash
Level 2: Partial notification/ activation local ECG	Local ECG notified and on standby . Key members of Local ECG may convene. Notification of all CEMCs in Waterloo Region. Regional ECG may be notified and put on standby. Provincial Emergency Operations Centre (PEOC) may be notified	Incident contained within one Local Municipality. First Response Protocol (FRP) may be activated. Significant impact to citizens, property and environment. Beyond the outer perimeter. Significant media attention. Significant demand on resources. May affect multiple buildings	Chemical spill. Multiple fire locations. Multiple suspects / active threat on the move. City / Township wide boil water advisory. Isolated communicable disease outbreak

<p>Level 3: Full activation local ECG</p>	<p>Local ECG convened. Notification of all CEMCs in Waterloo Region. Regional ECG notified and on standby. May require Local emergency declaration. PEOC notified</p>	<p>Incident contained within one Local Municipality. Possible activation reception / evacuation centre(s). Major impact to citizens, property and/or environment beyond the outer perimeter. Major media and / or public interest. Major demand on resources. Multiple buildings / incidents.</p>	<p>Ice storm. Tornado. Chemical spill. Commercial airliner crash. Train derailment. Large propane explosion. Pipeline leakage. Potable water emergency. Epidemic. Terrorism. Large scale flood.</p>
<p>Level 4: Regional emergency</p>	<p>Regional ECG convened. Notification of all CEMCs in Waterloo Region. Local ECGs may continue to be in operation. May require Regional and/or Local emergency declaration. PEOC notified.</p>	<p>Exceeds Local Municipal resources and capabilities May affect two or more Local Municipalities Possible activation reception/evacuation centre(s) Major impact to citizens, property and/or environment Major media and/or public interest Multiple sites/incidents The emergency affects or threatens Regional facilities or services</p>	<p>Level 3 examples that</p> <ul style="list-style-type: none"> • Impact more than one Local Municipality; or • Is contained within one Municipality but has major Region wide impact; or • Impacts Regional services

5. Declaration and Termination of an Emergency

When an emergency exists, but has not yet been declared, the City of Kitchener employees and first responders may take such action(s) under the authority of this EMP necessary to protect lives and property.

5.1 Declaration of an Emergency

The Mayor or Acting Mayor, as Head of the Council, is responsible for declaring that an emergency exists within the boundaries of the City of Kitchener. In declaring an emergency, the Head of Council will identify the geographical boundaries of the emergency area. The decision whether to declare an emergency and the designation of geographical boundaries of the emergency area will be made in consultation with the EOCMT.

The EOCMT will ensure that all personnel and Supporting Agencies concerned are advised of the declaration of the emergency.

Upon declaration of an emergency in Kitchener the Mayor shall notify:

- The Minister of Emergency Preparedness and Response by email and fax, through the Provincial Emergency Operations Centre (PEOC);
- Members of Kitchener City Council; and
- The Regional Chair of the Regional Municipality of Waterloo.

The following may also be notified of a declaration of emergency:

- Local Member(s) of Provincial Parliament (MPPs);
- Local Member(s) of Federal Parliament (MPs);
- Local media; and
- The public.

5.2 Termination of an Emergency

When it has been determined by the EOCMT that the emergency should be terminated, the Mayor and/or Council will make an official termination of declared emergency in writing. The Premier of Ontario may also terminate an emergency at any time.

The EOC Commander will ensure that all personnel and Supporting Agencies concerned are advised of the termination of the emergency.

Upon termination of an emergency in Kitchener the Mayor shall notify:

- The Minister of Emergency Preparedness and Response by fax, through the Provincial Emergency Operations Centre (PEOC);
- Members of Kitchener City Council; and
- The Regional Chairman of the Regional Municipality of Waterloo.

The following may also be notified of a termination of emergency:

- Local Member(s) of Provincial Parliament (MPPs);
- Local Member(s) of Federal Parliament (MPs);
- Local media; and
- The public.

6. Requests for Assistance

It is possible that assistance from other levels of government, or external partner agencies with specialized knowledge or expertise, may be required by the City of Kitchener to help successfully respond to an emergency.

Depending on the nature of the emergency (declared/undeclared) and the assistance required, these agencies may be requested to attend the emergency site(s) and/or EOC to provide assistance or provide information and advice to the EOCMT through the Liaison Officer.

6.1 Requesting Region of Waterloo Support

When the resources of the City of Kitchener are at capacity or there is a need for support from regional departments the designated member of the Local Municipal MCEG may request further assistance from the Region of Waterloo by contacting the (acting) Regional Chair or (acting) Regional CAO (Chair RECG). Where required due to time restrictions, such requests can be made through the Regional CEMC who will submit the request to the appropriate Regional designate.

On request through the Region of Waterloo, several volunteer-based organizations such as the Canadian Red Cross and St. John Ambulance may provide resources on a cost recovery basis as per Memorandum of Understanding (MOU). The Regional Community Services Department has signed these MOUs on behalf of the Region.

6.2 Requesting Provincial Assistance

Where provincial assistance is required, which is outside of the normal departmental or service working agreements, the request will be made to Office of the Fire Marshal and Emergency Management through the Provincial Emergency Operations Centre.

6.3 Requesting Federal Assistance

Requests for personnel or resources from the Federal Government are requested through the Provincial Emergency Operations Centre (PEOC) who in turn liaises with the Federal Government Operations Centre.

6.4 Support Agency Composition

When requested by the EOCMT, support agencies work in support of the EOC and site and include but are not limited to the following representatives of external

groups and organizations:

- Grand River Transit Services
- Enbridge Gas
- Enova Power
- Grand River Hospital (GRH)
- St. Mary's Hospital (SMH)
- The Canadian Red Cross
- Grand River Conservation Authority (GRCA)
- GEXR (GWR) and CP Railway Police
- Radio Emergency Associated Communications Team (REACT)
- Kitchener Humane Society
- Waterloo Region District School Board
- Waterloo Region Catholic District School Board
- Waterloo Regional Police
- Ontario Provincial Police
- Kitchener-Waterloo Amateur Radio Emergency Services (KWARC)
- Provincial and Federal Ministries as required, i.e. MOECC, MTO, MNRF
- Representatives from any City of Kitchener department or any other service organization or agency deemed necessary by the EOCMT.

Support Agency representatives may be invited to attend EOCMT or site meetings as required.

7. Incident Management System

The City's Emergency Management Plan adopts the principles of the Incident Management System (IMS). Based on five key functions that must occur during any emergency situation, IMS can be used for any size or type of incident or emergency to manage response personnel, facilities, and equipment.

Principles of the Incident Management System include:

- Use of common terminology,
- Modular organization,
- Integrated communications,
- Unified command structure,
- Action planning,
- Manageable span of control, and
- Comprehensive resource management.

7.1 Incident Commander (Site)

The Incident Commander at site is responsible for and/or has the authority to:

- Establish a site incident command structure for complex incidents for:
 - Information sharing
 - Setting response objectives and strategies

- Assigning response task assignments
- Prioritizing resources
- Establish a site unified command structure for simple incidents that can be managed in collaboration between first response agency senior officers
- Designate an emergency site media coordinator
- Implement the strategy established by the EOCMT at the emergency site(s), if required
- Ensure that responding agencies make available the human and material resources that are required at the emergency site
- Maintain a communication link with the EOCMT for the flow of information regarding the management of the emergency site
- Maintain a record of events, decisions made and actions taken as Incident Commander
- Participate in a debriefing with EOCMT regarding the emergency, if required
- Assist the CEMC in creating an after-action report on the emergency

7.2 Standardized Response Goals

The following standardized response goals are applied to all incidents or emergency situations. They serve to guide decision making and assist with the creation and prioritization of incident specific response objectives as part of the incident action planning process.

In order of priority, they are:

1. Provide for the health and safety of all responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect critical infrastructure
6. Protect property
7. Protect the environment
8. Reduce economic and social losses

7.3 Incident Management Team (IMT)

The primary responsibility of the IMT is to provide for the overall incident management, coordination of resources and consequence management in response to a continuity of operations or business continuity incident. It is the responsibility of the IMT to ensure that incident objectives are established, and that planning and response activities are coordinated.

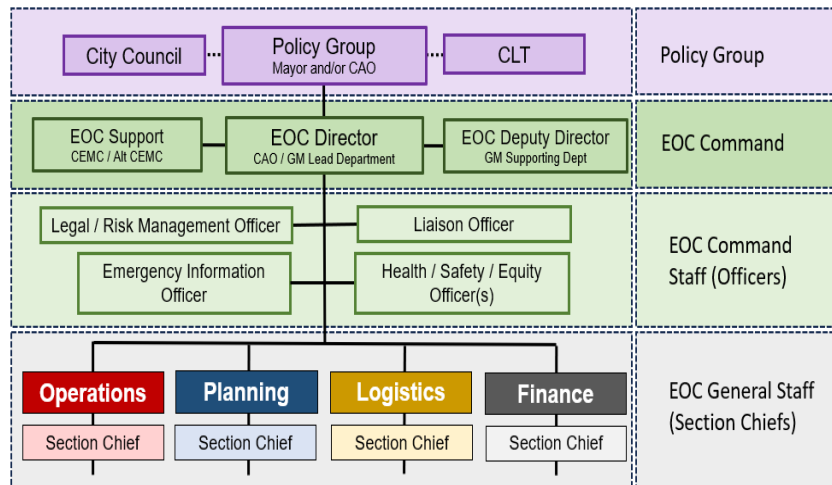
7.4 EOC Management Team (EOCMT)

The primary responsibility of EOCMT is to provide for the overall incident management and coordination of site support activities and consequence management issues. It is the responsibility of the EOCMT to ensure that response priorities are established, and that planning and response activities are coordinated, both within the EOC (i.e. between sections) and between sites and other EOCs.

7.5 IMT or EOC Management Team

When an IMT/EOC is activated and staffed in alignment with the Incident Management System, the function leads become members of the IMT or EOC Management Team as follows:

- Policy Group
- IMT / EOC Commander (Director, Deputy Director and Support)
- Command Staff (Officers)
 - Emergency Information
 - Liaison
 - Legal/Risk Management
 - Health / Safety / Equity
- General Staff (Section Chiefs)
 - Operations
 - Planning
 - Logistics
 - Finance



7.6 Incident Management System Functions – Policy and Command Staff

The responsibilities of the IMS functions as applied to either a continuity of operations incident or to an emergency are as described in the following sections below.

7.6.1 Policy Group

As described in Section 3.4, when an IMT/EOC is activated by the City of Kitchener, it will establish a Policy Group comprised of a minimum of the Head of Council (Mayor). Others may be included in the Policy Group as appropriate. Responsibilities of the Policy Group include:

- Providing overall policy direction
- Changing/amending by-laws or policies
- Requesting Regional and/or Area Municipal level assistance
- Declaration of an emergency
- Termination of a declared emergency
- Acting as an official spokesperson
- Ensuring members of Council are notified of the emergency
- Notifying the Mayors of adjoining municipalities of the emergency if required and providing any status reports

7.6.2 IMT/EOC Command

Responsibilities of IMT/EOC Command (Director and Deputy Director) include:

- Exercises overall authority and responsibility for the activities of the IMT/EOC.
- Sets out priorities and objectives in conjunction with the IMT/EOCMT members for each operational period and ensures they are carried out.
- Liaises with the Policy Group and advises whether a declaration and/or termination of an emergency is recommended.
- Designates the geographical boundaries of the emergency area.
- Authorizes the extraordinary expenditure of municipal funds during the emergency.
- Confirms the adequacy of the expenditure limits as identified in the purchasing By-law.
- Approves emergency information releases.
- Determines what IMS functions are needed, assigns section chiefs as appropriate and ensures they are staffing their sections as required.

7.6.3 Emergency Information Officer

Responsibilities of the Emergency Information Officer include:

- Establishes and maintains media contacts.
- Opens and coordinates a Media Information Centre as needed.
- Prepares news releases; coordinates interviews, news conferences, and/or media briefings.
- Develops public information materials, providing messaging for use by Corporate Contact Centre (CCC) and EOC staff.
- Establishes communications strategies for internal and external purposes.
- Monitors media and information sources.
- Liaises and coordinates messages with other Emergency Information Officers.
- Ensures public safety information is provided in accessible formats as required by provincial legislation.

The EIO may delegate the Public Inquiry role to a Public Inquiry Coordinator position as required. The responsibilities of the coordinator may include the following:

- Ensures tracking and recording of inquiries/questions from the public at the Public Inquiry Centre.
- Disseminates approved emergency information and messages to the Public Inquiry Center personnel for public inquiries.

7.6.4 Legal/Risk Management Officer

Responsibilities of the Risk Management/Safety Officer include:

- Identifies liability and loss exposures to personnel and property, and for the municipality.
- Provides advice and assistance on matters related to law and how they may be applicable to the actions of the City of Kitchener during the emergency.

7.6.5 Health/Safety Officer/Equity

Responsibilities of the Health/Safety/Equity Officer include:

- Provides advice and assistance on matters related to occupational health and safety regulations for EOC personnel.
- Monitors, assesses, and recommends modifications to safety conditions in the EOC and halting unsafe operations, as necessary.
- Liaises and provides advice to site Safety Officer regarding health and safety issues for site personnel, as required.

Provide advice and guidance on decisions and their impact on marginalized and racialized groups.

7.6.6 Liaison Officer

Responsibilities of the Liaison Officer include:

- Invites (required or requested) agencies and stakeholders to the IMT/EOC, as identified by IMT/EOC Command and maintains contact when required.
- Provides input on the strategic direction and advice to the EOCMT regarding emergency management issues (when staffed by the CEMC or Alternate).
- Liaises with the neighbouring Municipal and Regional CEMCs, Office of Fire Marshal and Emergency Management and other provincial and federal representatives as required.
- In conjunction with EOC Command, facilitates debriefing with the EOC personnel and other appropriate agencies or organizations and prepares an After-Action Report on the emergency.

7.7 Incident Management System Functions – General Staff

The General Staff includes four primary functions or “sections” as listed below and are led by a “Section Chief. The responsibilities of the IMS functions under the General Staff apply to either a continuity of operations incident, an emergency or both are described in the following sections.

- Operations Section
- Planning Section

- Logistics Section
- Finance Section

7.7.1 Operations Section

The Operations Section maintains direct contact with the incident site(s) and coordinates the overall site support response, in conjunction with other agencies and/or departments. The Operations Section is also responsible for gathering current situation information from the site and sharing it with the Planning Section (Situation Unit) and other IMT/EOCMT personnel, as appropriate; coordinating resources requested from the site level; and directing deployment of all IMT/EOC issued resources to the Incident Commander.

The Operations Section Chief is assigned at the time of the incident and usually in alignment with the lead agency of jurisdiction over the response / recovery. The Section Chief assignment can change over the lifespan of an incident, as the incident needs change. The authority required to lead the Operations Section may transition as an incident stabilizes and transition again for demobilization and recovery.

7.7.2 Operations Section Chief Responsibilities

- Ensures coordination of the Operations function including supervision of the various Branches required to support a business disruption or emergency event.
- Assigns operational objectives and tasks identified in the Incident Action Plan and ensures they are carried out effectively.
- Establishes the appropriate span of control within the Operations Section, continuously monitoring the effectiveness and modifying branches, divisions, and other elements accordingly.
- Coordinates information received from any activated Department Incident Management Teams or Operations Centres (DOC) in the operational area.
- Consults with Planning Section Chief to clearly define areas of responsibility between the Operations and Planning Sections.
- Maintains a communications link between Incident Commanders at the site(s) and the IMT/EOC for the purpose of coordinating the overall response, resource requests and event status information.
- Ensures the Planning Section is provided with Branch Status Reports in accordance with the Operations Cycle as established by IMT/EOC Command.
- Conducts periodic Operations briefings for the IMT/EOC Command and IMT/EOC Management Team, as required or requested.
- Approves special resource requests and/or obtains IMT/EOC Command approval of critical and extraordinary resources.

7.7.3 Operations Section – Branch Coordinators

Branch Coordinators oversee the operations of a particular city department,

division, function or outside agency. They are responsible for coordinating the activities of their department/organization site personnel and dispatch centre (if applicable). Additional Branch staff may be assigned based upon the needs of the incident or emergency event and the support required. Branch Coordinators and their overall responsibilities are described in the following sections.

Fire Branch Coordinator (Community Services)

- Establishes ongoing communications with Fire Site Commander.
- Provides a site Incident Commander as designated by the EOCMT.
- Arranges and coordinates fire suppression, as well as hazardous materials support operations.
- Coordinates fire branch activities with fire site personnel and fire dispatch centre.
- Liaises with the Waterloo Region Fire Coordinator about the emergency.
- Liaises with the Office of the Fire Marshal and Emergency Management (OFMEM) for any additional fire service assistance or resources required.
- Acquires and coordinates all fire mutual aid resources, as necessary.
- Ensures an appropriate level of continuous service to the unaffected part of the city in accordance with legal obligations and available resources.
- Advises and provides consultation on the issue of evacuation relative to the number of citizens involved, and/or the size of the geographical area involved, which falls under the jurisdiction of the Fire Service.
- Assists in the alerting of people endangered by the emergency.
- Implements the objectives of the Incident Action Plan assigned to the Fire Branch.
- Completes and maintains Branch Status Reports throughout the emergency.
- Maintains status of unassigned fire and HAZMAT resources.
- Provides status reports to the Operations Section Chief.

Community Programs and Services Branch Coordinator (Community Services)

- Coordinates Community Recreation Services Branch activities with Kitchener Community Services site personnel and Regional Community Services Branch.
- Provides routine status reports to the Operations Section Chief.
- In conjunction with the Regional Community Services Branch, set-up suitable Reception/Evacuation Centres, as required.
- Ensures personnel are notified to open and assist with the operations in Reception/Evacuation Centres, as required.
- In conjunction with the Regional Community Services Branch and the Kitchener Humane Society, coordinates animal control operations at Reception/Evacuation Centres, as required.
- Provides routine status reports to the Operations Section Chief.

Sanitary and Stormwater Utilities Branch Coordinator (Infrastructure Services)

- Establishes ongoing communications with Infrastructure Services Site Commander.
- Provides a site Incident Commander as designated by the IMT/EOCMT.
- Coordinates **Sanitary and Stormwater Utilities** Branch activities with site personnel.
- Places all required **Sanitary and Stormwater Utilities** employees on appropriate shifts upon being notified of activation of the Plan.
- Advises the IMT/EOCMT with information and advice on engineering, critical infrastructure and infrastructure service matters including recovery and rehabilitation of city services, water, wastewater, environmental operations and levels-of-service.
- Provides assistance to other municipal departments and external organizations and agencies as required.
- Surveys all other infrastructure systems, such as sewer and water systems within the area.
- Ensures an appropriate level of continuous service to the unaffected part of the city in accordance with legal obligations and available resources.
- Provides equipment in support of an emergency site.
- Liaises with utilities and agencies to discontinue, maintain, or restore any engineering service or utility to consumers as required or determined by the IMT/EOCMT.
- Liaises with local community partners to provide special equipment, vehicles and personnel as required.
- Liaises with local Conservation Authorities with respect to water levels during times of flooding or anticipated flooding.
- Provides routine status reports to the Operations Section Chief.
- Liaises with Ministry of Environment and Climate Change and other relevant agencies and departments with respect to environmental contamination.
- Coordinates asset management for water, wastewater and storm water and facilities programs.
- Implements the City of Kitchener Water Distribution Emergency Response Protocol, as required.
- Through coordination with the Region of Waterloo Water Supply operations, ensures adequate emergency water supply/pressure for effective fire suppression operations.
- Arranges for the provision of emergency potable water supplies and sanitation facilities in co-ordination with the Region of Waterloo Medical Officer of Health.

Roads and Traffic Branch Coordinator (Infrastructure Services)

- Establishes ongoing communications with Infrastructure Services Site Commander.
- Provides a site Incident Commander as designated by the IMT/EOCMT.

- Coordinates Roads and Traffic Branch activities with roads and traffic site personnel.
- Places any required Roads and Traffic employees on appropriate shifts upon being notified of activation of the Plan.
- Advises the EOCMT with information and advice on transportation, engineering, critical infrastructure and infrastructure service matters including recovery and rehabilitation of city services, fleet, and roads and traffic levels-of-service.
- Liaises with the Waterloo Region Commissioner of Transportation and Environmental Services and senior public works officials from neighbouring communities to ensure a coordinated response to transportation, engineering, critical infrastructure and all other infrastructure service matters as required.
- e service matters as required.
- Provides assistance to other municipal departments and external organizations and agencies as required.
- Provides equipment in support of emergency site.
- Liaises with utilities and agencies to discontinue, maintain, or restore any engineering service or utility to consumers as required or determined by the EOCMT.
- Liaises with local community partners to provide special equipment, vehicles and personnel as required.
- Supports traffic control operations as required.
- Surveys all infrastructure systems, such as roads, bridges, and all other transportation systems within the area.
- Ensures an appropriate level of continuous service to the unaffected part of the city in accordance with legal obligations and available resources.
- Coordinates waste management issues including collection, processing and disposal.
- Coordinates debris removal services as required.
- Provides routine status reports to the Operations Section Chief.
- Coordinates asset management for roads, bridges, and other transportation and roads programs.
- Ensures the clearing of blocked passageways in coordination with the site Incident Commander, either inside or outside the emergency perimeter.
- Coordinates the removal of debris for emergency response.

Gas and Water Utilities Branch (Infrastructure Services)

- Implements the City of Kitchener Water Distribution Emergency Response Protocol, as required.
- Through coordination with the Region of Waterloo Water Supply operations, ensures adequate emergency water supply/pressure for effective fire suppression operations.
- Establishes ongoing communications with Kitchener Utilities (Gas/Water) Site Commander.
- Provides a site Incident Commander as designated by the EOCMT.
- Coordinates Utilities Branch activities with site personnel.

- Places all required Utilities employees on appropriate shifts upon being notified of activation of the Plan.
- Advises the EOCMT with information and advice on critical infrastructure and gas/water distribution matters including recovery and rehabilitation of city services and levels-of-service.
- Liaises with the senior gas and water utility officials from neighbouring communities to ensure a coordinated response to engineering, critical infrastructure and utilities matters as required.
- Provides assistance to other municipal departments and external organizations and agencies as required.
- Provides equipment in support of emergency site.
- Coordinates to discontinue, maintain, or restore any engineering service or utility to consumers as required or determined by the IMT/EOCMT.
- Liaises with local community partners to provide special equipment, vehicles and personnel as required.
- Liaises with Ministry of the Environment and other relevant agencies and departments with respect to environmental contamination.
- Surveys all other infrastructure systems within the area.
- Ensures an appropriate level of continuous service to the unaffected part of the city in accordance with legal obligations and available resources.
- Provides routine status reports to the Operations Section Chief.
- Coordinates asset management for water and gas programs.
- Arranges for the provision of emergency potable water supplies in co-ordination with the Medical Officer of Health.

Building Branch Coordinator (Development Services)

- Provides and/or arranges for advice on the structural safety of buildings.
- Identifies and prioritizes damaged structures to be inspected.
- Coordinates building inspection personnel.
- Inspects and takes appropriate action for the demolition of unsafe buildings or required remedial actions for unsafe buildings.
- Takes action to ensure the protection of the public including, but not limited to:
 - Upon a complete application, issue required building/demolition permits to property owners;
 - Prohibiting the use or occupancy of a building;
 - Order a building to be renovated, repaired or demolished to remove an unsafe condition; and
 - Take measures necessary to terminate the danger where a building is involved.
- Provides technical expertise regarding the construction of buildings, as required.
- Provides advice and assistance relating to the enforcement of municipal By-laws and property standards which may include:
 - Enforces By-laws by investigating to determine if there is a violation(s) and will take the necessary measures to ensure the violation(s) is corrected (compliance obtained).
 - Responds to citizen complaints and conducts proactive investigations.

- Contacts local utility companies for building demolition needs.
- Provides routine status reports to the Operations Section Chief.

Regional Police Branch Coordinator (Waterloo Region Police Services)

- Ensures necessary emergency services are notified as required.
- Ensures an investigation is conducted and further ensure all other investigative agencies are notified and provide assistance as needed when legally required to do so.
- Ensures communication is established between the RECG and the Police On-Scene Command Post.
- Provides the RECG with advice on public safety matters.
- Ensures people endangered by the emergency are alerted and provides coordination of evacuation procedures, including traffic control on evacuation routes.
- Liaise with the Region of Waterloo Commissioner of Community Services (CSD) regarding the site(s) selected for reception centre(s) and the approximate time of arrival of the first evacuees.
- Where time and circumstances permit, liaise and consult with the Region of Waterloo Commissioner of CSD to ensure the initial designation of reception centres has occurred and meet the needs of the evacuees.
- Ensures a police presence is provided at the EOC, reception centres, holding areas and other facilities, as required.
- When required, assists the Incident Commander (IC) in fulfilling their responsibilities.
- Provides routine status reports to the Operations Section Chief.

Paramedic Branch Coordinator (Region of Waterloo Emergency Medical Services)

- When required, assists the Incident Commander (IC) in fulfilling their responsibilities.
- In conjunction with the IC, assesses the need and the initial request for (special) emergency resources at the emergency site, e.g., multi-patient units, support units, air ambulances, etc., and any other medical resources required.
- Liaise with hospitals for the efficient distribution of casualties through the Cambridge Central Ambulance Communication Centre (CACC) Dispatch.
- Notifies and requests assistance of the Ontario Ministry of Health and Long-Term Care, Emergency Health Services Branch through the Local Health Integration Network (LHIN)/Community Care Access Centre (CCAC).
- Liaise with neighbouring Paramedic Services regarding areas of mutual concern which may include coverage issues, distribution of patients to area hospitals and any other issues needed in pre-hospital care.
- In conjunction with the IC, assess the need and initial request for on-site medical teams from hospitals and whether assistance is required from Police or other emergency services in providing transportation to the scene for these medical teams.

- Note: Hospitals will not routinely provide on-site triage or medical teams. Medical assistance may be requested to deal with extraordinary instances such as prolonged and extensive entrapment, etc.
- Liaise with the Director of Transit Services in providing buses for low acuity patients.
- Liaise with the Commissioner of Public Health and Emergency Services (PHE)/Medical Officer of Health (MOH) regarding the evacuation of persons requiring ambulance or other stretcher transportation and assist with the organization
- Provides routine status reports to the Operations Section Chief.

Public Health Branch Coordinator (Region of Waterloo Public Health)

- As a member of the RECG, acts as a coordinating link with the LHIN for all health services at the EOC, as appropriate.
- Liaise with the Provincial Ministry of Health, Public Health Ontario (PHO), and the Local Health Integration Network (LHIN) as needed.
- Liaise and coordinate with community health care partners as needed, as part of the Public Health emergency response (e.g., physicians, hospitals, etc.).
- Provides advice and recommendations to the public on matters which affect the health of the community (e.g., boil water advisory, preventive measures for infectious disease outbreaks).
- Coordinates the health response to public health emergencies or emergencies with public health impacts (e.g., infectious disease outbreaks, contamination of the drinking water, etc.), according to Ministry of Health and Long-Term Care direction, the Ontario Public Health Standards, the Health Protection and Promotion Act, and /or other relevant legislation (e.g., Safe Drinking Water Act). The Public Health response would be aligned with the Regional emergency response.
- Liaise with the Region of Waterloo Commissioner of Transportation and Environmental Services (TES) to ensure the safety of drinking water and appropriate sanitation services.
- Liaise with the Region of Waterloo Commissioner of Community Services (CSD) and provide support specific to reception/evacuation centres, or other temporary lodging sites, in the areas of:
 - environmental health consultation (food, water safety, sanitation and infection control practices)
 - participation in intake of clients at a reception/evacuation centre;
 - infectious disease case management and surveillance; and
 - infectious disease outbreak control
- Provides routine status reports to the Operations Section Chief.

Community Services Branch Coordinator (Region of Waterloo Emergency Social Services)

- Implements the Emergency Social Services (ESS) Plan that is aimed at providing services to those people displaced as a result of an emergency or disaster.

- Ensures reception centres are established, operated, staffed and closed, with the assistance of Public Health and Emergency Services (PHE) and designated volunteer agencies for the registration, feeding, care, clothing, welfare and shelter of persons using the centres.
- Liaise with Kitchener Community Services Branch with respect to determining the location of the reception centre when using a City of Kitchener facility.
- Ensures that property representative(s) is/are notified when a public or private facility(s) is/are required as reception centre(s)
- Determines whether additional reception centres need to be opened.
- Liaise with the Chief of Police with respect to the establishment of reception centres and other areas of mutual concern.
- Liaise with the Commissioner of PHE/Medical Officer of Health on areas of mutual concern regarding operations in reception centres when requested by reception centre personnel including:
 - Food safety and water quality
 - General sanitation and health hazards
 - Infection prevention and control
 - Accommodation standards for emergency lodging
 - Assessment of the health risks of the affected community
- Liaise with Grand River Transit (GRT) for the provision of transportation of evacuees to and from reception centre.
- Provides routine status reports to the Operations Section Chief.

7.7.4 Planning Section

The Planning Section is responsible for all incident documentation, gathering current situation information from the Operations Section and making the incident visual through displays, status boards or incident maps. It is also responsible for tracking resources (as required), conducting advanced planning and planning for resource demobilization and incident recovery.

The Planning Section Chief is assigned in advance and does not change based upon the specific incident. The Section Chief assignment included designated alternates that can act in place of the primary, when they are unable to participate and/or for long duration events requiring turnover of the IMT/EOCMT staff.

7.7.5 Planning Section Chief Responsibilities

- Oversees collection, processing, evaluation and display of incident information.
- Develops IMT/EOC Incident Actions Plans in coordination with other functions.
- Tracks the status of IMT/EOC issued resources.
- Manages documentation created within the IMT/EOC.
- Conducts advance planning activities and makes recommendations for action.
- Obtains technical specialist / subject experts for the IMT/EOC, as

- required.
- Plans for EOC demobilization of personnel and resources.
- Facilitates the transition to the recovery phase.

7.7.6 Planning Section – Unit Coordinators

Unit Coordinators oversee specific functions in support of the Planning Section Chief responsibilities as directed by IMT/EOC Command. Planning Section Unit Coordinators are staffed as required and are listed below.

- Situation Unit Coordinator
- Documentation Unit Coordinator
- Resource Unit Coordinator
- Advanced Planning Unity Coordinator (which can transition into):
 - Demobilization Unit Coordinator
 - Recovery Unit Coordinator

7.7.7 Logistics Section

The Logistics Section is responsible for supporting the functionality of the IMT/EOC. It is also responsible for provision of resources required by the Operations Section and ensuring the tracking of resources with Planning Section and payment of resources through the Finance Section.

The Logistics Section Chief is assigned in advance and does not change based upon the specific incident. The Section Chief assignment included designated alternates that can act in place of the primary, when they are unable to participate and/or for long duration events requiring turnover of the IMT/EOCMT staff.

to participate and/or for long duration events requiring turnover of the IMT/EOCMT staff.

7.7.8 Logistics Section Chief Responsibilities

- Provides/acquires requested resources including personnel, facilities, equipment and supplies.
- Arranges for access to technological and telecommunications resources and support.
- Acquires and arranges resources for the transportation of personnel, evacuees and goods.
- Provides other support services such as arranging for food and lodging for workers within the EOC and other sites.

7.7.9 Logistics Section – Unit Coordinators

Unit Coordinators oversee specific functions in support of the Logistics Section Chief responsibilities as directed by IMT/EOC Command. Logistics Section Unit Coordinators are staffed as required and are listed below.

- Technology Unit

- Facilities Unit
- Human Resources Unit
- Supply Unit
- Transportation Unit

7.7.10 Finance Section

The Finance Section is responsible for cost tracking for the IMT/EOC. It is also responsible for provision of resources required by the Operations Section and ensuring the tracking of resources with Planning Section and payment of resources through the Finance Section.

The Finance Section Chief is assigned in advance and does not change based upon the specific incident. The Section Chief assignment included designated alternates that can act in place of the primary, when they are unable to participate and/or for long duration events requiring turnover of the IMT/EOCMT staff.

7.7.11 Finance Section Chief Responsibilities

- Monitors the expenditure process, and response and recovery costs.
- Coordinates claims and compensation.
- Tracks and reports on personnel time.
- Develops service agreements and/or contracts in support of Operations.
- Oversees the purchasing processes.

7.7.12 Finance Section – Unit Coordinators

Unit Coordinators oversee specific functions in support of the Finance Section Chief responsibilities as directed by IMT/EOC Command. Finance Section Unit Coordinators are staffed as required and are listed below.

- Procurement Unit
- Time Unit
- Cost Unit
- Compensation and Claims Unit

8. Emergency Management Plan Supporting Documents

This section outlines supporting documents and/or plans to help support emergency response and recovery. The reference to these documents is solely for the convenience of the users and these documents are confidential / not for public access under the provisions of the Act or By-law. The following list does not cover all available documents; some may be added as needed i.e. hazard specific plans.

8.1 Emergency Notification Procedure

The Emergency Notification Procedure outlines the process for City of Kitchener Corporate Contact Centre (CCC) personnel to place an IMT/EOCMT on alert or request that they respond to the EOC. The procedure also includes confidential

contact information for EOC personnel.

8.2 Emergency Information Plan

This document coordinates communications from city departments, agencies, and boards to media outlets, city employees, businesses and residents to deliver information before an impending emergency (if possible), during or after a disaster or emergency. This includes the release of appropriate and factual information to the media and to the public, issuing directives to the public, responding to requests for information, and monitoring media outlets and other sources of information. Methods of internal communications with City staff are also outlined.

If required, in the event of a major emergency requiring a response from other levels of government, Region, or other municipalities, communications from the City of Kitchener will be coordinated with these entities.

8.3 Emergency Operations Center (EOC) and IMS Standard Operating Guidelines

This document outlines the procedures involved in activation and operation of both the primary and alternate EOC facilities. This includes details on the facility setup, guiding principles, managing information and resources, and roles and responsibilities for functions within the Incident Management System. As a supplement to the City of Kitchener Emergency Plan, it provides information to enable EOC responders to fulfil their key responsibilities in managing an emergency situation.

8.4 Emergency Recovery Plan

One of the last responsibilities that the EOCMT has during an emergency is to establish a Recovery Committee. Its role is to return the community and its citizens to its pre-emergency state, in order to ensure continuity between the emergency and recovery operations.

Depending on the type of emergency, the recovery phase could be minimal with respect to resources required, monies spent and/or time needed to return the community to its pre-emergency state.

The nature of the emergency and the final authority responsible for it will take the lead role in the recovery. If the City was responsible for controlling the emergency, the City would lead the recovery. Similarly, if the emergency was declared at a higher level of government, then that level leads the recovery efforts.

8.5 Regional Level 2 ESS Emergency Social Services Plan

The aim of the Regional Level 2 Emergency Social Services Plan is to make provision for the efficient administration, coordination and implementation of the extraordinary arrangements and measures taken to protect the health, safety and welfare of the residents of Kitchener during any emergency once they are outside of immediate danger as a result of an emergency or disaster. This response includes

both city staff and external partner agencies that work to provide services including, but not limited to, shelter, food, clothing, emergency first aid, registration and inquiry, personal services, and financial assistance.

8.6 Community Pandemic Influenza Preparedness Plan (CPIPP)

This document describes how the Region of Waterloo Public Health, in collaboration with community stakeholders, will respond to an influenza pandemic.

9. Compensation for Losses

The Municipal Disaster Recovery Assistance (MDRA) program will help municipalities address extraordinary emergency response costs and damage to essential property or infrastructure like bridges, roads and public buildings, as a result of a natural disaster.

The Disaster Recovery Assistance for Ontarians (DRAO) program provides assistance to individuals, small businesses, farmers and not-for-profit organizations that have experienced damage to, or loss of, essential property as a result of a natural disaster.

For further information, visit the website of the Ministry of Municipal Affairs and Housing.

10. Emergency Management Plan Review and Maintenance

The City of Kitchener Emergency Management Plan (Plan) will be maintained and distributed by the Community Emergency Management Coordinator (CEMC) to the public via the City of Kitchener public website.

The Plan will be reviewed annually and, where necessary, revisions recommended to Council by the Community Emergency Management Program Committee (CEMPC). The review and recommended revisions will be coordinated by the CEMC. Any amendments to the City of Kitchener Emergency Management Plan shall be made by By-law and passed by Council.

As noted in section 1.3 of the EMP, Supporting Documents including, but not limited to, Plans, protocols, guidelines, standard operating procedures, processes, and EMP Supporting Documents identified in Section 8 of the EMP do not form part of the EMP. Any reference to such Supporting Documents is solely for the assistance of the users of the EMP. Any revisions to the Supporting Documents may be made by the generator of the document and the CEMC and do not require an amending By-law.

It is the responsibility of each person, agency, service or department identified within the Plan to notify the CEMC forthwith, of the need for any administrative changes or revisions to the Plan or Supporting Documents.

The CEMC is responsible for maintaining a current confidential contact list for EOC personnel and Support Agencies.

Each Department and Support Agency involved with this Plan should prepare emergency response procedures or guidelines (i.e. Departmental Emergency Plan) outlining how it will fulfil its own internal responsibilities under this Plan during an emergency.

Each Department and Support Agency should designate a member of its staff to review, revise and maintain its own functional emergency response procedures or guidelines on a periodic basis.

10.1 Exercising of the Emergency Management Plan

At least one exercise will be organized and conducted annually by the CEMC in order to test the overall effectiveness of the Plan. Recommendations arising from the annual exercise shall be considered by the CEMC and the Community Emergency Management Program Committee for revisions to the Plan.

10.2 Plan Distribution

Copies of the Emergency Management Plan will be provided to EOC personnel, partner organizations and agencies, the Province, and bordering municipalities and regions that may have a role to play in responding to or providing assistance for emergencies in Kitchener.

10.3 Revision History

Rev. No.	Revised by	Details	Revision Date
2024-001	CEMPC	Housekeeping amendments	September, 2023
2025-001	CEMPC	Housekeeping amendments	February, 2023
2026-001	CEMPC	Housekeeping amendments and revisions of Sections 3 and 9	March, 2026

10.4 Abbreviations

- AAR** After Action Report
- CACC** Central Ambulance Communication Centre
- CAO** Chief Administrative Officer
- CCAC** Community Care Access Centre
- CCC** City of Kitchener Corporate Contact Centre
- CEMC** Community Emergency Management Coordinator
- CMT** Crisis Management Team
- CP** Canadian Pacific Railway
- CPIPP** Community Pandemic Influenza Preparedness Plan
- CSD** Community Services Department
- DRAO** Disaster Recovery Assistance for Ontarians
- ECG** Emergency Control Group
- EIO** Emergency Information Officer
- EMCPA** Emergency Management and Civil Protection Act

EMPC	Emergency Management Program Committee
EMO	Emergency Management Office (Region of Waterloo)
EOC	Emergency Operations Centre
EOCMT	Emergency Operations Centre Management Team
EMP	Emergency Management Plan
ESS	Emergency Social Services
FERP	Federal Emergency Response Plan
FRP	First Response Protocol
GIS	Geographic Information System
GRCA	Grand River Conservation Authority
GRH	Grand River Hospital
GRT	Grand River Transit
HAZMAT	Hazardous Materials
HIRA	Hazard Identification and Risk Assessment
HOC	Head of Council
IAP	Incident Action Plans (IAP)
IC	Incident Commander
IMS KU	Incident Management System Kitchener Utilities
KWARC	Kitchener-Waterloo Amateur Radio Club
KW	Kitchener-Waterloo
MDRA	Municipal Disaster Recovery Assistance
MECG	Municipal Emergency Control Group
MOECC	Ministry of Environment and Climate Change
MOH	Medical Officer of Health
MOHLTC	Ministry of Health and Long-Term Care
MOU	Memorandum of Understanding
MNRF	Ministry of Natural Resources and Forestry
MP	Local Members of Federal Parliament
MPP	Local Members of Provincial Parliament
MTO	Ministry of Transportation
OFMEM	Office of the Fire Marshal and Emergency Management
OPP	Ontario Provincial Police
PEOC	Provincial Emergency Operations Centre
PHE	Public Health and Emergency Services
PHO	Public Health Ontario
PSV	Paramedic Services
RCSD	Region Community Services Department
REACT	Radio Emergency Associated Communications Team
REAL	Regional Emergency Alerting List
RECG	Regional Emergency Control Group
ROW	Region of Waterloo
SFCC	Region's Service First Call Centre
SPCA	Society for the Prevention of Cruelty of Animals
SMH	St Mary's Hospital
WRPS	Waterloo Regional Police Services

Staff Report



Corporate Services Department

www.kitchener.ca

REPORT TO: Finance and Corporate Services Committee

DATE OF MEETING: April 20, 2026

SUBMITTED BY: Nicole Amaral, Innovation Lab Director, 519-783-8175

PREPARED BY: Nicole Amaral, Innovation Lab Director, 519-783-8175
Dan Murray, Technology Innovation & Service Director, 519-783-8435

WARD(S) INVOLVED: All

DATE OF REPORT: April 2, 2026

REPORT NO.: COR-2026-155

SUBJECT: Digital Kitchener 2026 priorities

RECOMMENDATION:

That staff be directed to begin work on the proposed focus areas for Digital Kitchener in 2026, as outlined in Corporate Services Department report COR-2026-155

REPORT HIGHLIGHTS:

- The purpose of this report is to provide Council with prioritized focus areas for 2026 initiatives that align with the Digital Kitchener 2.0 strategy.
- The key findings of this report are that a number of 2026 initiatives across the organization align with and are informed by the refreshed Digital Kitchener 2.0 strategy.
- Any initiatives identified that do not already have available budget will be advanced through corporate budget processes for future consideration.
- Community engagement was completed as part of the Digital Kitchener strategy review (COR-2026-102) and Council feedback received at the March 9th Finance and Corporate Service Committee meeting which informs the priorities and themes are reflected in this report.
- This report supports Stewarding a Better City Together: Focuses on City employees as stewards of Kitchener; responsive, innovative, diverse & accountable public servants working together to serve residents; removing barriers and championing a better city and a better world.

BACKGROUND:

On March 23, 2026, Kitchener City Council approved Digital Kitchener 2.0, a refreshed strategy that will guide the City's digital initiatives, priorities, and investments from 2026 to 2030. The strategy was informed by extensive community and stakeholder engagement and emphasizes collaboration, accessibility, responsible innovation, and improved service delivery to residents and businesses.

*** This information is available in accessible formats upon request. ***
Please call 519-741-2345 or TTY 1-866-969-9994 for assistance.

During the March 9, 2026, Finance and Corporate Services Committee meeting, staff committed to bringing forward an annual view of corporate digital priorities informed by approved strategies. This commitment was intended to support Council’s understanding of how strategic directions are being applied across the organization, while recognizing that digital initiatives are delivered through multiple divisions and existing governance processes.

This report responds to that commitment by providing prioritized focus areas of initiatives planned or underway in 2026 that align with the refreshed Digital Kitchener 2.0 strategy.

REPORT:

This report outlines the prioritized focus areas for digital initiatives planned or underway in 2026 that are informed by the refreshed Digital Kitchener strategy.

The projects that support this work do not represent a consolidated workplan for a single division or team. Rather, they provide a corporate-wide view of initiatives that align with the Digital Kitchener goals and are expected to contribute to the City’s broader digital transformation efforts in 2026. Responsibility for delivery, scope, and timing varies by initiative and will remain with the relevant divisions and partners supported by Technology Innovation and Services.

This approach supports Council’s oversight role by demonstrating how approved strategic directions are being operationalized, while maintaining flexibility to respond to emerging needs, opportunities, and partnerships. Council will receive regular updates on these, and other initiatives, throughout 2026 with staff bringing a final report with priorities for 2027 in Q4.

Key focus areas proposed for Digital Kitchener 2.0 in 2026:

Focus Area	Related goals in Digital Kitchener 2.0
<p>Explore and implement workflow automation and AI solutions that reduce time staff spend on manual and repetitive tasks allowing focus on high value work.</p>	<ul style="list-style-type: none"> • Build a connected and smart city • Ensure inclusive and equitable access • Deliver seamless digital services anytime, anywhere
<p>Evolve Pitch Kitchener into the City’s front door for civic innovation, providing clear pathways for innovators to engage with City challenges.</p>	<ul style="list-style-type: none"> • Cultivate an innovative and collaborative community
<p>Explore and implement AI based solutions to improve customer service, streamline cumbersome application processes and accelerate decision making processes.</p>	<ul style="list-style-type: none"> • Build a connected and smart city • Ensure inclusive and equitable access • Advance open data for transparency and innovation • Deliver seamless digital services anytime, anywhere

<p>Examine the feasibility of expanding technology loan programs through existing City facilities leveraging the City’s retired technology assets and considering the role other community service providers could play.</p>	<ul style="list-style-type: none"> • Ensure inclusive and equitable access • Cultivate an innovative and collaborative community
<p>Strengthen partnerships with technology companies, educational institutions, and City departments to support co- creation and pilot projects.</p>	<ul style="list-style-type: none"> • Embrace experimentation and city-wide innovation • Advance open data for transparency and innovation
<p>Partner with local organizations and support them to deliver digital and AI literacy workshops. Continue to expand free public Wi-Fi into underserved areas of the City.</p>	<ul style="list-style-type: none"> • Ensure inclusive and equitable access • Advance open data for transparency and innovation

Collectively, the projects that support these focus areas illustrate how the Digital Kitchener strategy is being used as a common framework to coordinate digital efforts, encourage collaboration, and support responsible civic innovation.

STRATEGIC PLAN ALIGNMENT:

This report supports Stewarding a Better City Together: Focuses on City employees as stewards of Kitchener; responsive, innovative, diverse & accountable public servants working together to serve residents; removing barriers and championing a better city and a better world.

FINANCIAL IMPLICATIONS:

- Capital Budget – The recommendation has no impact on the Capital Budget.
- Operating Budget – The recommendation has no impact on the Operating Budget.

COMMUNITY ENGAGEMENT:

Community engagement was completed as part of the Digital Kitchener strategy review, which informs the priorities and themes reflected in this report.

INFORM – This report has been posted to the City’s website with the agenda in advance of the council / committee meeting.

PREVIOUS REPORTS/AUTHORITIES:

- [COR-2026-007](#) Strategic Session: Digital Kitchener and Corporate-Wide Data Strategies
- [COR-2026-053](#) Artificial Intelligence (AI) Education Session

- [COR-2026-102](#) Digital Kitchener review final report

APPROVED BY: Dimetra Resendes, Acting General Manager Corporate Services

ATTACHMENTS: none