



City of Kenora

Committee of the Whole Agenda

Tuesday, August 9, 2016

9:00 a.m.

City Hall Council Chambers

A. Public Information Notices

As required under Notice By-law #144-2007, the public is advised of Council's intention to adopt the following at its August 23, 2016 meeting:-

- Amend the 2016 Operating & Capital budget to withdraw funds from the Computer Systems Reserve in the amount of \$45,000 to offset the cost of virtual server equipment and two DVRs
- Amend the 2016 Operating & Capital budget to withdraw funds in the amount of not more than \$300,000 from a combination of Federal Gas Tax and the Roads, Sidewalks, Storm Sewer and Water & Wastewater Reserves and potentially NOHFC funding, if approved, to offset the cost of engineering design and tender services for a T Intersection at Second Street South, Water Street and Bernier Drive
- Amend the 2016 Operating & Capital Budget to withdraw funds from the Water & Wastewater Reserve in the amount of \$20,000 to offset the cost of a second pump for the Pine Portage Road Booster Station
- Amend the 2016 Operating & Capital Budget to reallocate \$40,000 for the 2016 Gear Box Replacement project
- Amend the 2016 Operating & Capital Budget to withdraw funds from the Cemetery Reserve in the amount of \$8,000 for the purchase of GIS Mapping services for the Cemetery
- Amend the 2016 Operating & Capital Budget to reallocate funds in the amount of \$15,000 for the demolition of second entrance stairs at the Keewatin Memorial Arena
- Amend the 2016 Operating & Capital Budget to reallocate funds in the amount of \$15,000 for the Deck Repairs/Resurfacing project at the Kenora Library
- Amend the 2016 Operating & Capital Budget to reallocate funds in the amount of \$3,000 for the HVAC Unit replacement project at the Kenora Library
- Amend the 2016 Operating & Capital Budget to reallocate funds in the amount of \$12,910 for the Thistle Pavilion Deck project

B. Declaration of Pecuniary Interest & the General Nature Thereof

1) On Today's Agenda

2) From a Meeting at which a Member was not in Attendance.

C. Confirmation of Previous Committee Minutes

Motion:

That the Minutes from the last regular Committee of the Whole Meeting held July 5, 2016 and Special Committee of the Whole Meeting held June 13, 2016 be confirmed as written and filed.

D. Deputations/Presentations

- Event Centre Committee – Project Decision Timelines
 - Dan Jorgensen – Making Kenora Home

E. Reports:

1. Corporate Services & Strategic Initiatives

Item Subject

Pages 8-211

- 1.1. Budget Amendment – IT Equipment
- 1.2. IUFRO Conference Sponsorship Request
- 1.3. Major Projects Listing
- 1.4. Organizational Review – Public Release of Reports & Update Report
- 1.5. Strategic Plan Update
- 1.6. Sister Community Request
- 1.7. Realignment of Second St. South, Bernier Dr. & Water St. – T Intersection

2. Fire & Emergency Services

Item Subject

- 2.1 No Reports

3. Operations & Infrastructure

Item Subject

Pages 212-214

- 3.1 Budget Amendment – Pine Portage Road Booster Station Pump
- 3.2 Budget Amendment – Wastewater Treatment Plant Gear Box Replacement

4. Community & Development Services

Item Subject

Pages 215-229

- 4.1 Budget Amendment – Cemetery GIS Mapping
- 4.2 Budget Amendment – Keewatin Arena Stairs Demolition
- 4.3 Budget Amendment – Kenora Library Deck Repairs/Resurfacing
- 4.4 Budget Amendment – Kenora Library HVAC Unit Replacement
- 4.5 Budget Amendment – Thistle Pavilion Deck
- 4.6 Enabling Accessibility Grant Application

4.7 Northwest Business Centre Internship Position

4.8 Request for Resolution of Support – Lot Creation Unorganized Territory

Other:

News Release - Minister Garneau achieves another milestone in developing a long-term agenda for transportation in Canada

Proclamations

- Bladder Cancer Awareness Walk Day – September 25th
- Franco-Ontarian Day – September 25th

Next Meeting

- Tuesday, September 6, 2016

Motion - Adjourn to Closed Meeting:

That this meeting be now declared closed at _____ a.m.; and further

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

- i) **Personal Matter about an Identifiable Individual (2 items)**

Adjournment



DEPUTATION REQUEST FORM

To Appear before Kenora City Council or Committee of the Whole of Council

How to Make a Deputation:

1. Determine date and time of Council or Committee meeting you wish to attend.
2. Submit this completed and signed form to the City Clerk (deliver/mail/fax or e-mail)
 - at least seven (7) days in advance of any Committee meeting
 - before 10:00 a.m. on date of a Council meeting;
3. State your name prior to speaking, and
4. Provide a copy of materials used in your presentation, if any, to the City Clerk for the official record (either in advance or at the time of the deputation).

City Clerk's Contact Information:

By Mail: 1 Main Street South, Kenora, ON P9N 3X2
 By fax: 807-467-2009
 E-mail: hkasprick@kenora.ca

Name:

(person making deputation)

Organization You Represent:

(if applicable)

Chris Van Wallegghem & Judy Bain / Event Centre Committee

(please print)

Mailing Address: 105 South Park Dr Telephone Number: 468-7670

Email Address: cjvanwall@shaw.ca Postal Code: P9N 4G1

Other Persons Presenting with You on this topic? No Yes
(on behalf of same organization)

If yes, Other Names: _____

Topic – include brief statement of issue or purpose for Deputation:

- Please see Protocol Notes on Page 2

Reasons for moving forward with Event Centre / Ice Expansion Project

I wish to appear before Council Committee of the Whole
 Other

On the Meeting date: August 9, 2016

Please Note:

Most meetings are video-taped and reported on by both the local newspaper and radio stations. Subsequently your deputation will form part of the public record in the minutes which are circulated widely and posted on the City's portal on the internet. By appearing before Council/Committee and signing this form, you hereby understand that information pertaining to you and your deputation will be publicized.

Do you have material to leave with Council following your deputation? Yes No
(If yes, please give to Clerk upon arrival to meeting)

Signature Required:
(Must be signed by applicant to go forward)

...2

Deputation Protocol

The purpose of the deputation process is to allow individuals or groups an opportunity to make their views known to Council. Council values and welcomes input, comments, and constructive suggestions. Since Council generally has to consider a large number of issues and concerns at any given time, the following Protocol is observed and we thank you for your interest in making a deputation and abiding by the rules:-

2.9 Cell phones/Blackberries/Smart Phones

All phones are required to be turned to vibrate during all Council and Committee meetings.

9.7 No Deputant shall:

1. Speak without first being recognized by the Head of Council or Chair
2. Speak disrespectfully of any person
3. Use offensive words or gestures, or make abusive comments,
4. Speak on any subject other than the subject stated on their Deputation Request Form
5. Disobey the Rules of Procedure or a decision of the Council or Committee

9.9 Expulsion

The Head of Council or Chair may cause to expel and exclude any member of the public who creates any disturbance or acts improperly during a meeting of Council or Committee. If necessary, the Clerk may be called upon to seek the appropriate assistance from police officers for this purpose.

9.14 Appearance - previous - limitation - new information

Any person appearing before Council who has previously appeared before Council on the same subject matter, shall be limited to providing only new information in their second and subsequent appearances.

✓ *Check below:*

I have never spoken on this issue before.

I have spoken on this issue before and the new information I wish to present is as follows:-
timelines for decision

{Committee of the Whole/Property & Planning Meeting}

Committee of the Whole Meetings combined with the Property & Planning Committee immediately following, commence at 9:00 a.m., typically on the 2nd Tuesday of each month, unless otherwise advertised.

Committee Deputations are given approx. 15 minutes each at the beginning of the meeting, subject to the Chair's discretion.

Members of Committee may engage in dialogue with the person making a deputation as a matter of receiving and/or clarifying information.

Please present any material, letters or other relevant information concerning your deputation to Committee either at the time of your deputation or in advance of the meeting.

When a number of people are to appear representing one viewpoint or interest group, it is expected the group speak through a spokesperson, or submit written submissions.

{Council Meetings}

Regular Council meetings commence at 12:00 p.m., typically on the 3rd Tuesday of each month, unless otherwise advertised.

Deputations before Council are given approx. 5 minutes each at the beginning of the meeting, subject to the Mayor's discretion.

Council will not debate an issue, but will take the information under advisement.

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 - before 10:00 a.m. on date of a Council meeting;
3. State your name prior to speaking, and
4. Provide a copy of materials used in your presentation, if any, to the City Clerk for the official record (either in advance or at the time of the deputation).

City Clerk's Contact Information:

By Mail: 1 Main Street South, Kenora, ON P9N 3X2

By fax: 807-467-2009

E-mail: hkasprick@kenora.ca

Name: (person making deputation)	Organization You Represent: (if applicable)
Dan Jorgensen	Making Kenora Home
(please print)	
Mailing Address: Box 13 Site 13 RR#1 Keewatin	Telephone Number: 543-2769
Email Address: bdjorgensen@bell.net	Postal Code: P0X 1C0
Other Persons Presenting with You on this topic? (on behalf of same organization)	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
If yes, Other Names: _____	
Topic – include brief statement of issue or purpose for Deputation:	
• Please see Protocol Notes on Page 2	
Homelessness in Kenora and a Housing First Strategy	
I wish to appear before	
<input type="checkbox"/> Council	<input checked="" type="checkbox"/> Committee of the Whole
<input type="checkbox"/> Other	
On the Meeting date: 09Aug16	
Please Note:	
Most meetings are video-taped and reported on by both the local newspaper and radio stations. Subsequently your deputation will form part of the public record in the minutes which are circulated widely and posted on the City's portal on the internet. By appearing before Council/Committee and signing this form, you hereby understand that information pertaining to you and your deputation will be publicized.	
Do you have material to leave with Council following your deputation? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
(If yes, please give to Clerk upon arrival to meeting)	
Signature Required: _____	
(Must be signed by applicant to go forward)	

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 **Check below:**

I have never spoken on this issue before.

I have spoken on this issue before and the new information I wish to present is as follows:-

The issues is homelessness and I wish to make a suggestion to council that I believe

{Committee of the Whole/Property & Planning Meeting}

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July 23, 2016

City Council Committee Report

To: Mayor and Council

Fr: Lauren D'Argis, Corporate Services Manager

Re: Budget amendment IT equipment

Recommendation:

That Council hereby approves an additional allocation of \$45,000 to be funded through the Computer Systems Reserve for the purchase of virtual server equipment and two DVRs; and

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2016 Operating & Capital Budget at its August 23, 2016 meeting to withdraw funds from the Computer Systems Reserve in the amount of \$45,000 to offset the cost of this purchase; and further

That Council give three readings to a by-law to amend the 2016 budget for this purpose.

Background:

The original budget included \$25,000 for routine replacement of the City's four virtual servers. In addition, the City requires replacement of two DVR's (Digital Video Recorders) in 2016. The DVR's are used to store between two weeks and one month of footage from the security cameras placed throughout the City at various strategic locations. In discussions with the City's IT Provider, it was determined that these purchases could not be delayed until 2017. The combined budget allocation required for the virtual servers and the DVR's for 2016 is \$71,500.

Spending on all other IT related equipment is being stopped or slowed as much as possible in 2016. There is room in the computer systems reserve for the entire \$45,000 in 2016, however, the draw on this reserve is anticipated to be heavy in future years. We anticipate reducing other spend by about \$20,000 to help offset this addition requirement of \$45,000.

The remaining \$1,500 room needed is being taken from an underage from a photocopier purchase made at City Hall in the same amount. That amendment was approved under the current provisions of the procurement policy, and will come forward as part of a separate report.

Budget:

The computer systems reserve balance at the end of 2016 will be between \$25,000 and \$45,000 lower than anticipated in the 2016 budget.

Communication Plan/Notice By-law Requirements:

Bylaw required.

Strategic Plan or Other Guiding Document:

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



July 18, 2016

City Council Committee Report

To: Mayor & Council

Fr: Heather Kasprick, City Clerk

Re: International Union of Forest Research Organization Conference

Discussion only:

This request for sponsorship was received by Mayor Canfield and is for Council discussion and direction.

Background:

The IUFRO Extension & Knowledge Exchange Working party conference will be held in Kenora from September 25 to the 29th 2016.

The theme of the 2016 conference is "increasing capacity for program delivery through knowledge exchange networks and peer-to peer learning". There is an opportunity to provide examples of successful collaborative programs and partnerships, the process for development, what worked and what didn't.

Sponsorships start at the Platinum level of \$5,000 +
Next level is Gold - \$3,000
Silver \$2,000 and Bronze is for \$500 to \$1,000

IUFRO is a non-profit, non-governmental international network of forest scientists which promotes global cooperation in forest-related research and enhances the understandings of the ecological, economic, and social aspects of forests and trees. IUFRO is the only world-wide international organization devoted to forests and related sciences, uniting more than 15,000 scientists in over 110 countries.

Budget: Any sponsorship consideration would come from Council discretionary budget

Communication Plan/Notice By-law Requirements: N/A

Strategic Plan or other Guiding Document:

1-6 – The City will continue to support investment readiness within the forestry sector, taking advantage of new housing construction growth and improved conditions for wood fibre building materials. This work will include building partnerships with industry, First Nations, provincial and federal governments.

Organizations

Extension and Knowledge Exchange

The IUFRO Extension & Knowledge Exchange Working Party conference will be held in Kenora, Ontario, Canada, from September 25th to the 29th, 2016

The theme of the 2016 conference is, "Increasing capacity for program delivery through knowledge exchange networks and peer-to-peer learning". This is an opportunity to provide examples of successful collaborative programs and partnerships, the process for development, what worked and what didn't, and lessons learned.

Support Us - Become a Sponsor of the 2016 IUFRO

PLATINUM
\$5000 +

Large logo in printed program pamphlets; large logo printed and displayed in indoor presentation room; large logo on all signage; acknowledgement in opening presentation; acknowledgement and promotion through social media and on event website; information materials provided in welcome package; credit for Thursday dinner; credit for field tour

GOLD
\$3000

Large logo in printed program pamphlets; large logo printed and displayed in indoor presentation room; large logo on all signage; acknowledgement and promotion through social media and on event website; information materials provided in welcome package; credit for Wednesday dinner

SILVER
\$2000

Small logo in printed program pamphlets; small logo and displayed in indoor presentation room; information materials provided in welcome package; acknowledgement and promotion through social media and on event website; information materials provided in welcome package; credit for Wednesday lunch

BRONZE
\$500 - \$1000

Small logo in printed program pamphlets; small logo printed and displayed in indoor presentation room; acknowledgement and promotion through social media and on event website; information materials provided in welcome package;

IUFRO is a non-profit, non-governmental international network of forest scientists, which promotes global cooperation in forest-related research and enhances the understanding of the ecological, economic, and social aspects of forests and trees. IUFRO is the only world-wide international organization devoted to forests and related sciences, uniting more than 15,000 scientists in over 110 countries.

For more information please contact Jordan McDougall at jordan.mcdougall@fpinnovations.ca or call 807-223-9328

Canadian Institute of Forestry
Institut Forestier du Canada



FPInnovations 



30 July 2016

City Council Committee Report

To: Mayor and Council

Fr: Karen Brown

Re: Major Projects Listing

Recommendation:

That Council hereby approves the Top Capital Priorities listing as attached to the CAO's report dated 30 July 2016; and further

That Council hereby directs administration to aggressively pursue funding opportunities for these priority capital works.

Background:

On Monday, June 20th, 2016, Council met with City Senior Management to discuss Council priorities for potential capital works. Most significantly, Council recognized the need to address the infrastructure deficit as the number one issue that was facing the City with regards to identifying capital priorities. While a number of additional areas were identified as priorities by individual Council Members, ultimately Council direction was for administration to independently identify their top 10 priority projects for review by Council.

Following discussion with the appropriate department staff, the Senior Management Team met to review staff priority areas and develop a priority listing for Council review. It should be recognized that this listing could easily have been comprised of strictly the rehabilitation of existing infrastructure. It was recognized, however, that funding programs will cater to specific types of capital works. As a result, administration worked to ensure that a rounded list of capital works, representing top priorities for the City, be developed. Ultimately, nine projects were identified in total, with an additional three projects each being contenders for the tenth spot. Those three projects have been split out on a separate, secondary list, although it should be noted that the costs are unknown for the third project at this time. Preliminary cost estimates have been identified for the top priority list, together with linkage back to the City's current strategic plan.

The projects are not listed in order of priority, as selection of project for funding will be subject to type of funding program available. Individual projects and funding applications will be brought back on a case by case basis for Council approval.

Budget / Financial Implications:

Individual projects would need to be brought forward as funding sources are identified for Council approval. Budget consideration would be in conjunction with that approval.

Communication Plan/Notice By-law Requirements:

Approved priority listing will be shared with City staff, and direction given to aggressively pursue funding opportunities for these projects.

Strategic Plan or other Guiding Document:

Each project has its own identified link to the strategic plan. These have been identified in the attached listings.



2 August 2016

City Council Committee Report

To: Mayor and Council

Fr: Karen Brown

Re: Organizational Review - Public Release of Reports & Update Report

Recommendation:

That Council hereby approves the Organizational Review Report and the related Community Consultation document for release to the public; and

That Council hereby directs administration to release the individual department review reports to the public no later than September 30, 2016; and further

That Council hereby approves the organizational review update report dated July 2016 as prepared by the Special Projects & Research Officer.

Background:

Under the actions in the City's strategic plan, Council direction was given to perform a comprehensive review of the entire City of Kenora structure. The intent was to identify changes that would help improve City service delivery and structure, improving internal efficiencies and effectiveness while aligning compatible workload and responsibilities. The goal was to enable positive changes that would help the City move forward with the view of being prepared for both the present and the future.

At that time, it was recognized that it had been fifteen years since a comprehensive organizational review was done of the City, and that review had focused on cost savings. Given the timing of the strategic planning process (early 2014), and in recognition of the changed environments in which the City operated, it was recommended that the organizational review also consider the City's services and service levels provided and the determination of adequate resourcing for workload in each department related to that service provision. In doing so, the City would ensure we were providing the right services, services that are best delivered by the municipality, and that provide value to our taxpayers. Following a detailed RFP request and selection process, BMA Management Consulting Inc. (BMA) was hired to perform the organizational review.

The organizational review included both a community and staff consultation process, together with individual reports on a by department basis and an executive summary, entitled "Organizational Review Report". Council provided administration with the direction to proceed with implementing virtually all the recommendations in the organizational review in mid-2015. Included in those recommendations were some significant changes to the City's internal structure and staffing. As a result, for a large part over the first year, the City focused on getting the staff and new structure in place, with the final hire from the organizational review recommendations starting in late May

2016. As department structures were put in place, including the new Senior Manager, the remaining recommendations were rolled out to the individual areas. By the end of June 2016, all of the recommendations contained in the organizational review were rolled out, first to the specific departments, and then to City staff as a whole. Care was also taken to ensure feedback from the community consultation and specific department reports was shared with staff in a thoughtful manner, wherever the message may have been difficult for staff to read.

Following the rollout of all recommendations and the specific feedback, the City released the organizational review report and community consultation document to City staff. A copy of these two reports is attached to this report, as it is recommended that these reports now be made available to the public. The City is currently in the process of rolling out the department specific reports to the individual departments. Once this has been completed, the departmental reports will be made available to all City staff by the end of August 2016.

The individual department reports will be made available to the public by the end of September 2016.

On a final note, the organizational review made 173 recommendations. This number was publicized at the time of the review, and was broadly communicated to both staff and the public. It should be noted, however, that BMA wrote a separate report on each of the former City departments, and every recommendation was transferred to the organizational review report. This means that some of the recommendations are on the list more than once, particularly where staff were transferred between departments. Once the duplicates are eliminated, there were actually 159 recommendations in total.

The intent of this report is to have Council formally approve the release of the organizational review documents, commencing with the organizational review report and the community consultation documents. In addition, Adam Smith, Special Projects & Research Officer, has developed an update report with regards to the consolidated, 159 recommendations from the organizational review reviewing progress made over the first year. It has been attached to this report for Council's review and approval.

Budget / Financial Implications:

N/A

Communication Plan/Notice By-law Requirements:

Throughout the rollout, regular communications were provided to staff and Council as to the City's progress. In addition, Council received regular updates as to the City's progress under the organizational review. All recommendations and information were provided to staff in face to face meetings by impacted area as appropriate before any information was generally released to the City.

Strategic Plan or other Guiding Document:

The organizational review was a specific action included in the original 2014 City of Kenora Strategic Plan – Our Vision is 20 / 20. The review was performed with the intent of ensuring that City services were aligned with our strategic plan.

City of Kenora

Organizational Review Report

Prepared by BMA Management Consulting Inc.

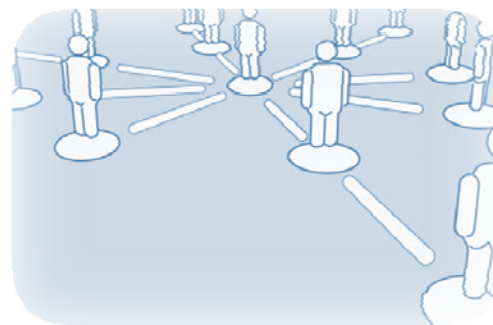


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Introduction

Introduction

There is increased pressure on municipalities to deliver affordable and efficient services. This, coupled with high community expectations, raises the bar on the provision of quality services. The City of Kenora has been proactive in developing a Strategic Plan. Contained within the Strategic Plan was a recommendation to undertake a comprehensive Organizational Review. This report provides a summary of the review that was undertaken and identifies a number of opportunities for the City. The objectives include:

- Ensuring that the City is providing services in the most efficient and effective manner;
- Ensuring the Corporation is focused on customer service excellence;
- Ensuring that services provided are aligned with community strategic objectives;
- Ensuring that the Corporate strategies, services and resources are aligned;
- Clarifying service levels and willingness to pay for services;
- Realigning existing resources through efficiency improvements;
- Ensuring that the City is able to meet future demand for services;
- Identifying opportunities for redeployment of resources to areas of most need;
- Working collaboratively to identify opportunities to partner in the provision of services, identify new revenue generating opportunities and cost saving opportunities;

- Ensuring that the City is operating in a fiscally responsible and forward looking manner;
- Ensuring that the process, research, recommendations and implementation plan support accountability and transparency; and
- Ensuring that taxpayer/ratepayer affordability is maintained.

The process included the following key steps:

Review and Understand the City's Strategic Plan

Develop Organization Design Principles

Undertake Consultation & Best Practice Research

Evaluate Organizational Capabilities

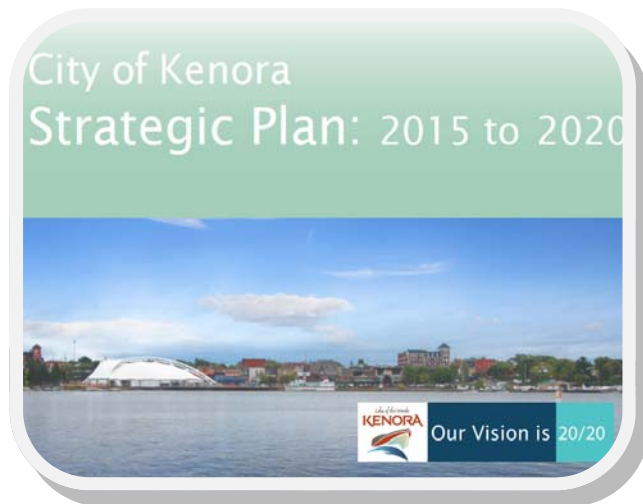
Align the Organization

Review and Understand the City's Strategic Plan

The City's Strategic Plan includes three strategic goals:

- ✓ *Develop our Economy*
- ✓ *Strengthen our Foundations*
- ✓ *Focus on Our People*

The City of Kenora, by developing a Strategic Plan, has set the course for the future. It is now the right time to align staff, resources and responsibilities to the Strategic Plan. Specifically, this report meets the Strategic Plan Action 3.1 which states that ***"The City will undertake a full organizational review to identify service levels and determine specific areas of the organization that are inappropriately or inadequately resourced."***



Develop Organization Design Principles

Organizational alignment requires a coordinated effort to ensure that a number of building blocks are in place. Further, it requires the establishment of design principles that help to evaluate where challenges may exist and how to better align the resources to meet strategic objectives.

The following organization design principles were used in the Organizational Review:

- 1. Structure Supports Strategy*
- 2. Balance Span of Control and Staff Empowerment*
- 3. Eliminate Difficult Links*
- 4. Community Focused Organization*
- 5. Encourage Teams and Accountabilities*
- 6. Support Professional Development and Succession Planning*
- 7. Cost Containment*

Additional explanation of each design principle has been provided later in this report.

Evaluate Organizational Capabilities

Based on an analysis of all consultation, research and internal analysis of all job descriptions and the existing organization structure, an evaluation was undertaken to identify gaps in the City's ability to meet its strategic and core service delivery objectives. The evaluation took into consideration the seven organization design principles.

The results of the organization realignment have been included in this report, as well as a high level summary of the recommendations and the rationale to support these recommendations using the seven design principles. Appendix A provides a consolidation of all recommendations by department. Note that there may be some overlap in recommendations if functional areas moved from one Department to another.

Align the Organization

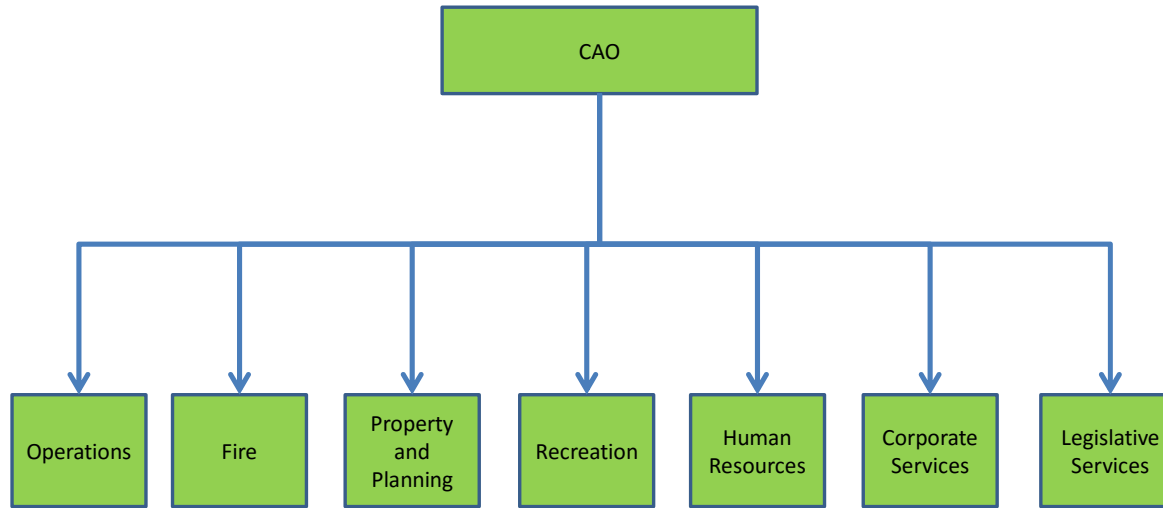
The final step in the analysis was to align the organization. This considered:

- What does the corporation need to do to successfully implement the strategic priorities?
- How do they compare to other similar organizations?
- How can we effectively address the service delivery gaps?
- How will the new organization structure create, sustain and engage the workforce?

Existing and Recommended Organization Structure

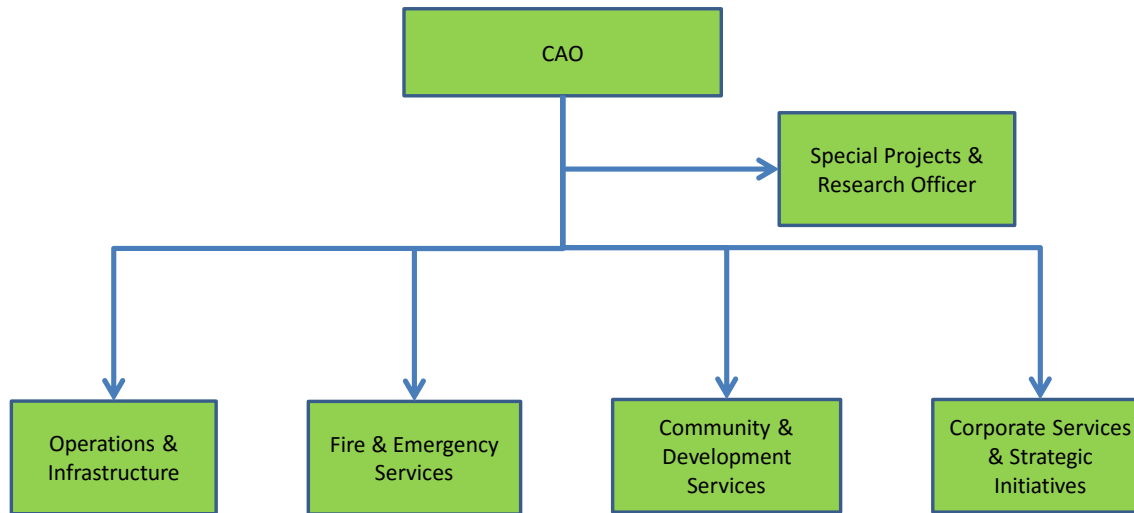
Existing Organization Structure and Areas of Responsibilities

The following provides a high level overview of the existing organization structure as well as the areas of responsibilities:



<i>Operation</i>	<i>Fire</i>	<i>Property and Planning</i>	<i>Recreation</i>	<i>Human Resources</i>	<i>Corporate Services</i>	<i>Legislative Services</i>
Roads, Bridges & Sidewalks	Emergency Response	Planning	Recreation Facilities	Risk Management/Prevention	IT	External Communications
Winter Maintenance	Fire Prevention and Education	Building	Recreation Programming	HR Policy/Strategies	GIS	Clerks, FOI, Elections
Fleet	Training and Education	Economic Development	Museum	Payroll & Benefits	Accounting	POA
Water	Emergency Operations Centre	Land Acquisition/Disposition	Library	HR Planning	Customer Services & Collections	Licensing
WW		Facilities	Special Events, Festivals	Health & Safety	Budgets	Records Management
Solid Waste/Recycling		Tourism/Special Events		Internal Communications	Asset Management	NWBC
Engineering		Discovery Centre		Labour Relations	Taxation	
		Parks, Cemeteries, Open Spaces			Financial Management	
		By-law Enforcement			Stores	

Recommended Organization Structure and Areas of Responsibilities



The following provides the organization structure at the departmental level as well as the areas of responsibilities:

<i>Operations & Infrastructure</i>	<i>Fire</i>	<i>Community & Development Services</i>	<i>Corporate Services & Strategic Initiatives</i>
Roads, Bridges & Sidewalks Winter Maintenance Fleet Water WW Solid Waste/Recycling Engineering Stores GIS	Emergency Response Fire Prevention and Education Training and Education Emergency Operations Centre	Recreation Programming Museum Library Discovery Centre Tourism/Special Events Parks, Cemeteries, Open Spaces Facilities Planning Building Economic Development Land Acquisition/Disposition NWBC	IT Accounting Collections Budgets Asset Management Taxation Financial Management Risk Management/Prevention HR Policy/Strategies Payroll & Benefits HR Planning Health & Safety Internal Communications Labour Relations Long Range Financial Planning Performance Management Performance Measurement External Communications Clerks, FOI, Elections POA Licensing Records Management By-law Enforcement Customer Service

Summary of Staffing Changes

Existing Title	Revised Title	Dept	Removed	Created	Intern
Manager of Property and Planning		Property and Planning	1		
Parks Supervisor		Property and Planning	1		
Facility Supervisor		Property and Planning	1		
By-law/Animal (2)		Property and Planning	2		
By-law/Parking (2)		Property and Planning	2		
Real Estate Officer		Property and Planning	1		
Manager of Legislative Services		Legislative Services	1		
Licensing Clerk		Legislative Services	1		
Reception		Legislative Services	1		
Central Records		Legislative Services	1		
Customer Service and Collection Supervisor		Corporate Services	1		
Operations Support		Corporate Services	1		
Cashier		Corporate Services	1		
Manager of Recreation Services		Recreation	1		
Recreation Programmer		Recreation	1		
Technician		Recreation	1		
Manager of HR		Human Resources	1		
	Special Projects & Research Officer	CAO		1	
	Planner	Community & Development Services		1	
	Recreation Services Division Lead	Community & Development Services		1	
	Parks & Facilities Division Lead	Community & Development Services		1	
	Parks Technician	Community & Development Services		1	
	Facilities Team Leader	Community & Development Services		1	
	Maintenance Operator Part-time	Community & Development Services		0.5	
	Manager of Community & Development Services	Community & Development Services		1	
	Community Program Liaison	Community & Development Services		1	
	Economic Development Intern	Community & Development Services			1
	Deputy Treasurer	Corporate Services & Strategic Initiatives		1	
	HR Strategist	Corporate Services & Strategic Initiatives		1	
	Clerk	Corporate Services & Strategic Initiatives		1	
	HR Intern	Corporate Services & Strategic Initiatives			1
	Customer Service Representatives (5)	Corporate Services & Strategic Initiatives		3	
	By-law Enforcement (3)	Corporate Services & Strategic Initiatives		3	
	Communications Clerk	Corporate Services & Strategic Initiatives		1	
	Collections Clerk (Part Time to Full Time)	Corporate Services & Strategic Initiatives		0.5	
	Electrician (2) - one new position	Operations & Infrastructure		1	
	Roads (only if activities cannot be contracted)	Operations & Infrastructure		1	
	W & WW Repairmen	Operations & Infrastructure		1	
	Deputy Chief	Fire & Emergency Services		1	
			19	23	2

Analysis

Organization Design Principles

#1—Structure Supports the Vision/Strategy	The organization structure supports the City’s vision and strategic directions. Structure exists to enable the strategy and the critical work activities. Areas of high strategic importance should not be buried in the organizational hierarchy. “Form follows function.”
#2—Provide a Balanced Span of Control & Staff Empowerment	The structure ensures the number and level of responsibilities is balanced with skills, competencies and time available for staff to complete their roles with an appropriate distribution of roles/responsibilities. The structure provides explicit decision-making authority commensurate to responsibilities in order to empower people to be innovative and take an appropriate level of risk. Any management layer should provide more unique value to lower levels than just supervision. The organization structure should align the number of management layers with the risk profile.
#3—Eliminate Difficult Links	Bundling tasks into jobs and the grouping of jobs is important. A common leader, shared objectives, aligned performance measures and cultural traits of a group tend to connect jobs and the individuals that perform them. Placing roles in the same department and/or division will increase the likelihood that they will become aligned.
# 4—Community Focused Organization	The structure contributes to a positive citizen/customer experience, with streamlined processes providing customers with a predictable and transparent experience that moves decision-making as close to the point of customer contact as possible.
# 5—Encourage Teams and Working Group Accountabilities	Enable clear accountability for end results/outcomes which requires pulling together functional areas. Make sure it is clear who makes decisions, who shares decision-making and who provides input into decision-making processes. The structure will support inter-departmental opportunities for collaboration and innovation. It will connect roles with results. The structure will strengthen accountabilities. The individual or unit that owns the inputs to complete the work is not reliant on other parties and have clear performance measurements and targets.
# 6—Support Professional Development & Succession Planning	The structure provides effective career advancement opportunities, leadership development, cross-functional training opportunities and succession planning. Succession planning focuses on developing people rather than merely naming them as replacements. The goal is to develop bench strength throughout the organization so that when vacancies occur, the organization has qualified candidates that may be considered for advancement.
# 7—Cost Containment	Cost containment must be part of the overall organizational design considerations. It involves analyzing staffing levels, span of control, opportunities for improved sharing of resources, recognizing that some areas are more strategically important than others and must be considered a priority in funding. Key positions, regardless of where they exist in the organization accomplish the most strategically important work and should be considered to be high priority. Further, the organization should be as flat as possible without sacrificing managerial efficiency.

Organization Design Principle #1—Structure Supports Strategy

“The organization structure supports the City’s vision and strategic directions. Structure exists to enable the strategy and the critical work activities. Areas of high strategic importance should not be buried in the organizational hierarchy.” “Form follows function”

- No matter where a community is located, the viability of the local economy and the elements contributing to the quality of life of the residents are, to a large extent, centred around and inextricably influenced by the municipal services and supports that enable healthy lifestyles, build a strong social and economic fabric and strengthen the physical and emotional well-being of residents.
- Conscious connections related to supporting these issues and needs are evident in priority statements woven throughout the City of Kenora’s 2015-2020 Strategic Plan.

Analysis

- The Strategic Plan is not yet entrenched at the operational level within each of the Departments and will require efforts to implement all recommended actions.
- Concern was identified by members of the senior management team as to whether there will be sufficient financial and staff resources to effectively implement the strategic directions. Managers identified that there are a lot of expectations in the Strategic Plan and the potential to “under-deliver”.

- Efforts are currently underway at the management level to begin to develop plans and identify the resources required. It is anticipated that an implementation plan for each action item will be required and will require a coordinated effort of management team.
- Many of the strategic directions are high level, without clear, tangible or measurable outcomes. There is a need to develop the next layer of action items, with target outcomes to support the strategic directions. Additional focused resources have been identified to help facilitate this process.
- There is a need to refocus organizational capacity/resources on strategic priorities. It should be clarified that areas where there is a high strategic focus do not necessarily translate into the need for more resources. In many cases, it is a realignment of existing resources to create synergies and improve team performance.
- To help ensure success and address the strategic priorities, there is a need for appropriate management oversight, planning and attention.

The City’s Strategic Plan includes three strategic goals:

- ✓ *Develop our Economy*
- ✓ *Strengthen our Foundations*
- ✓ *Focus on Our People*

Strategic Goal #1: Develop Our Economy

- The alignment of economic development, land use planning, customer service and communications are critical to achieving success for this strategic goal.
- Customer service challenges identified by the community in Building and Planning functions must be addressed. There is a need to immediately refocus Planning, Building and Economic Development to **foster a “Can Do” Culture that is “Open for Business”**.
- The Planning, Building and Economic Development Divisions will have a number of key strategic actions to undertake in the next five years and a concentrated effort is required. The recommended organization structure keeps together all functions and critical activities that need to work together as a unit to support the Strategic Plan and provide clear and decisive leadership on all matters of economic development.
- As stated in the City’s Strategic Plan, *“The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district.”* Therefore, it is recommended that the Planning, Building and Economic Development Divisions report direct to the Manager of Community & Development Services in the short-mid term. Once operating at an effective and efficient level, there may be an opportunity to consolidate these services in the Community & Development Services Department under a Planning & Development Division under the Planner position. This is not recommended in the short-term given the significant challenges that have been identified.

- A recommendation has also been included to hire an intern for Economic Development research.
- A recommendation to bring Tourism, Parks, Facilities, Special Events and Recreation into one Department (Community & Development Services) has been made. The intent of this recommendation is to consolidate resources to support special events, to ensure consistent branding, to maximize facility usage and to promote and enhance Sports Tourism opportunities.

Strategic Goal #2: Strengthen our Foundations

- This strategic area focuses on the maintenance of the City’s infrastructure and the delivery of quality programs and services to the community.
- The state of the infrastructure was identified as a concern by residents; in particular, the condition of roads and sidewalks. In fact, the City is having difficulty meeting all the Minimum Maintenance Standards (MMS) required to be in compliance with O.Reg. 239/02.
- There is significant evidence that there is a need to focus more attention and capital dollars to infrastructure replacement and refurbishment.
- Activities are mostly reactive maintenance, resulting in higher than expected operating costs in some areas, including roads and sidewalks. Recommendations have been made to develop an asset management plan.

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- Numerous recommendations were made related to the Operations Department that encompassed changes to policies and practices, staffing, training and resources to support improvements to infrastructure and asset management.
 - There is a recommendation to develop a long range financial plan to ensure funds are available for capital replacement and refurbishment.

Strategic Goal #3: Our People

- One of the biggest stumbling blocks for any municipality when implementing an organizational change is internal resistance. People often resist change which can hinder progress on a transformation initiative. As such, change management and employee engagement become critical.
- As outlined in the City's Strategic Plan, to achieve organizational effectiveness, there is a need to focus on aligning and **engaging people**. Research has consistently shown that employee engagement is linked to:
 - A commitment to making the organization a success
 - Higher job satisfaction
 - Higher employee performance/efficiency
 - Improved productivity
 - Better adherence to safety
 - Better employee attendance and retention
 - Improved customer service

- The Strategic Plan includes several actions to support employee engagement including:
 - conducting annual staff roundtable workshops to promote inter-departmental idea exchanges, employee engagement and knowledge transfer
 - rolling-out an annual, confidential employee engagement survey
 - producing and distributing an internal quarterly e-newsletter that documents the activities, successes and staffing changes within the City
- The implementation of a Human Resource Strategy is now needed. A recommendation has been included later in this report (Encourage Teams and Accountabilities) to establish an **Our People Team** to support this critical strategic focus.
- By consolidating Human Resources with Corporate and Strategic Initiatives Department, there are additional management supports to develop the HR Strategic Plan. Further, moving payroll back into Finance will allow the HR Strategist to be more focused on the strategic, rather than operational aspects of HR. It will also be beneficial in the short-mid term as a new Financial and HR system is scheduled to be implemented which will require Finance, IT and HR to work closely together.

Organization Design Principle #2—Balanced Span of Control & Staff Empowerment

“The structure ensures the number and level of responsibilities is balanced with skills, competencies and time available for staff to complete their roles with an appropriate distribution of roles/responsibilities. The structure provides explicit decision-making authority commensurate to responsibilities in order to empower people to be innovative and take an appropriate level of risk. Any management layer should provide more unique value to lower levels than just supervision. The organization structure should align the number of management layers with the risk profile.”

Analysis

- The City’s organization structure is considered flat in that there are few layers of management and there are seven direct reports to the CAO. The benefit of few layers of management results in fewer approvals in decision-making and faster response times.
- Flat organizations typically are less costly as there are fewer layers of management.
- Flat organizations can also lead to better and more frequent communication between frontline service delivery and management. Having said this, however, there are notable gaps in internal communications at the City. Only 19% of the staff surveyed felt that information and knowledge is openly shared across the corporation. This is an area that requires improvement to engage employees and has been addressed in the recommendations.

- A number of Councillors felt that there are too many direct reports to the CAO, resulting in the CAO becoming too involved in departmental issues.
- While there appears to be a preference of Council, and to some extent the community, to reduce the number of departments and also the number of direct reports to the CAO, benchmarking of similar sized municipalities reflect largely consistent reporting structures as what is in place in Kenora. The table below reflects an analysis of 15 municipalities with populations between 5,000—50,000 to gain an appreciation of the number of direct reports. In all municipalities surveyed, the number of direct reports to the CAO ranged from 6-9, with the majority having 6 direct reports.

# of Direct		
Reports	Municipalities	% of total
6	6	40%
7	2	13%
8	4	27%
9	3	20%
	15	100%

- Mid-large sized municipalities (greater than 50,000 population) tended to have fewer direct reports through the creation of another layer of management (generally Directors or General Managers). This poses a challenge in terms of cost containment. Based on feedback received during the review process, there is limited interest in increasing the layers of management unless there is a clear cost-benefit to doing so. Further, the addition of any layer of management must provide unique value to the lower levels.

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- There are many configurations to deliver municipal services that are in practice. All structures have inherent strengths and weaknesses.
 - The existing organization appears to be the result of fragmented and disjointed changes over time to accommodate personalities, staff skill sets and available resources, where form no longer follows function. While understandable to address immediate needs, it appears to have resulted in inefficiencies, with unclear accountabilities, difficult links and suboptimal working relationships.
 - Numerous recommendations have been made to realign programs and services across the corporation to create efficiencies, improve sharing of staff resources and bring together “like services”. These are discussed in the *Organization Design Principle: Eliminate Difficult Links* section of this report.
 - There is a need to steer the organization based on the strategic priorities of Council through improvements in communications, customer service, strategic project management, financial management, economic development and progressive human resource management. Changes to the departments and the establishment of cross-functional teams have been made to support these key strategic areas.
 - The analysis of the high level organization structure focused on the Strategic Plan priorities, management resources required (e.g. whether an additional level of management would be required) and what advantages would be gained in consolidation of departments.
 - There may be opportunities for further consolidation in some functional areas, however, these are not recommended at this time for the following reasons:
 - Based on the significant importance and the work to be undertaken to achieve the strategic goals, it would not be conducive to bury key strategic areas lower in the organization.
 - To help ensure that the CAO can focus more on corporate strategic issues and, because of the significant amount of projects and oversight required as identified in the Strategic Plan, it is recommended that a Special Projects & Research Officer be created in the office of the CAO. This position would provide assistance to the CAO and would be available to work with Departments on new program implementations, special projects and provide additional research and resources to areas of highest need. Further, this position would work with various cross-departmental work teams to provide technical assistance, project monitoring and research capabilities.

Organization Design Principle #3—Eliminate Difficult Links

“Bundling tasks into jobs and the grouping of jobs is important. A common leader, shared objectives, aligned performance measures and cultural traits of a group tend to connect jobs and the individuals that perform them. Placing roles in the same unit will increase the likelihood that they will become aligned.”

Analysis

There are a number of areas where there are difficult links in the existing organization structure. Specific recommendations have been summarized below to provide a better understanding, from the corporate perspective, of the planned changes in reporting. These include:

- Cross departmental responsibilities for customer service between Corporate Services and Legislative Services that is not working effectively. (Recommendation—consolidate into the Corporate Services & Strategic Initiatives Department).
- Special events is provided in two departments, Property and Planning and Recreation. The Strategic Plan focuses on promoting tourism through year round activities. There are opportunities to work more collaboratively to maximize facility use and tourism activities. (Recommendation—Consolidate into the Community & Development Services Department).
- Cemetery administration and cemetery maintenance are in separate departments which has posed problems with service delivery (Recommendation—Consolidate both positions to the Community & Development Services Department).
- Facilities in the Property and Planning Department is responsible for capital project management in Recreation but does not provide day-to-day facility support in recreation. There is no non-union supervisory oversight in Recreation (Recommendation—Consolidate into the Community & Development Services Department).
- Recreation Manager has limited influence (no authority) with extra departmental service providers and yet has significant dependency upon supports from other departments for successful service delivery (Recommendation—consolidate Parks & Facilities together in the same Department as Recreation—the Community & Development Services Department).
- The Electrician position spends the vast majority of his time in the Water Plant but reports to Property and Planning (Recommendation—move to Operations—Water/WW).
- Synergies in staff deployment were experienced when payroll was located in Finance. Finance also continues to play a role in reviewing the payroll on a regular basis. With the implementation of a new Financial and Payroll system, there are improved opportunities if these functions were in the same division. Also, HR reports directly to the CAO which is a challenge among managers because there is a perception of inequitable access. Further, this takes a significant amount of the CAO’s time being involved in operational and day-to-day HR issues. (Recommendation—consolidate HR and the Corporate Services & Strategic Initiatives Department).

- By-law enforcement synergies with Building have not been realized and there appears to be greater opportunities to work with licensing and prosecution. This would focus on improvements to enforcement strategies and tools, (e.g. short form wording) as well as public education. (Recommendation—Move By-law Enforcement to the Corporate Services & Strategic Initiatives Department).
- Economic Development and the Northwest Business Centre are in different Departments and could be more effective if working in the same together (Recommendation—Consolidate Economic Development & NWBC in the Community & Development Services Department.).
- The GIS Technologist reports to Corporate Services. Engineering has daily needs for GIS related data beyond just having an inventory. The Engineering Assistant is transferring record drawings to electronic format (50% of his time is spent on drafting & mapping). Together they can develop an accurate asset inventory, not only for financial reporting, but also for engineering/ operations purposes. This can include taking on the responsibility for responding to "one-call" locate requests. (Recommendation—Move GIS to the Operations & Infrastructure Department).
- The Storekeeper reports to Finance but works in Operations and has close synergies with Operations and Fleet. Opportunity to consolidate the Stores Section and Fleet parts inventory into a single section headed by the Fleet Division Lead. Backup could be better provided through Operations. (Recommendation—Move Storekeeper to the Operations & Infrastructure Department).

Organization Design Principle #4—Community Focused Organization

“The structure contributes to a positive citizen/customer experience, with streamlined processes providing customers with a predictable and transparent experience that moves decision-making as close to the point of customer contact as possible.”

In an article called ***Municipal Management Needs Assessment***, by Association of Municipalities of Ontario, Association of Municipal Clerks and Treasurers and Municipal Finance Officers’ Association, effective customer service is supported when:

- There is a clear understanding and demonstration by staff at all levels that the municipality is “in the services business”.
- All departments operate with a “customer centric” orientation.
- Needs are anticipated and acted on by Council, senior management and staff.

Analysis

The following summarizes our observations and analysis of the existing community orientation of the City:

- Over the past several years, the City of Kenora has made significant strides to improve communication with the public and to seek input on the level of satisfaction with existing programs and services as well as to identify the community’s desire for future City services.

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- A considerable amount of analysis was included which reflected a need to enhance customer service and communications. This included recommendations for customer service enhancements, including the development of a communication strategy, customer service training, improved tracking of customer questions, complaints and query management and improvements to the City's website.
 - Feedback from the community indicated that the City is putting in place a number of excellent strategies to consult with the community. The community is supportive of the City offering various forms of consultation, including support for the online survey as well as focus group sessions. However, there is some concern as to whether this feedback will be fully considered by staff and Council and then incorporated into future budget planning and service delivery decisions.
 - The development of a Customer Service Strategy supported by Council and staff is a good foundation upon which to build excellence in customer service and align with the City's Strategic Plan. Ongoing training and reinforcement of these strategies is needed.
 - There are inconsistencies in website content and structure that do not present a unified or consistent experience to the community. Frequent comments were made by the community and staff that the City's website is difficult to navigate and is not intuitive. The coordination of communications needs to be formally recognized corporately.
 - The City needs to continue its community education, outreach and engagement efforts to assist in:
 - Bringing together multiple points of view to create informed decisions
 - Creating a sense of shared responsibility
 - Improving transparency
 - From an organizational design perspective, there are currently challenges that customer service standards are not being consistently met, nor are they clearly defined, understood or practiced. It appears that practices have evolved based on changes to the organizational structure over time and the respective manager responsible for the service.
 - Currently, external communications is the responsibility of the Manager of Legislative Services but this role is not transparent in the position title, the department name or to staff throughout the organization. Further, as the Manager is also the Clerk, there are insufficient resources devoted to communications to effectively coordinate communications across each Department, ensure consistency in messaging and make updates to all forms of external communications on a timely basis. Recommendation to create a Communications Clerk position.
 - To improve accountabilities and consistency in service delivery, recommendations were made to consolidate positions that are currently providing customer service in Legislative Services and Corporate Services into one cohesive customer service group under the Corporate Services & Strategic Initiatives Department.
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Organization Design Principle #5—Encourage Teams and Working Group Accountabilities

“Enable clear accountability for end results/outcomes which requires pulling together functional areas. Make sure it is clear who makes decisions, who shares decision-making and who provides input into decision-making processes. The structure will support inter-departmental opportunities for collaboration and innovation. It will connect roles with results. The structure will strengthen accountabilities. The individual or unit that owns the inputs to complete the work is not reliant on other parties and have clear performance measurements and targets.”

Teamwork is essential for the effective management of resources and accomplishing goals efficiently. Teamwork has many benefits including:

- Improving customer service
- Creating synergies and efficiencies
- Encouraging collaboration
- Supporting a more empowered way of working
- Fostering flexibility and responsiveness
- Promoting a sense of achievement, equity and fairness

Analysis

- The City has established a number of working groups in the past, but there appears to be opportunities for an enhanced focus on team building.
- A consistent theme noted by staff was that the departments tend to work as autonomous units and there are challenges in working as a team due to different priorities within each department.
- 80% of staff surveyed felt that efficiencies could be improved with better inter-departmental co-operation.
- Management team identified that the organizational culture will be difficult to change but is needed to encourage teamwork and to think corporately. Specifically, feedback from management team included the following:
 - *“We still play man to man—we need to collaborate on system wide projects.”*
 - *“Departments are often only looking at their own projects - we don’t see them as a City projects.”*
- Many of the strategic priorities, identified in the Strategic Plan, will require input and co-operation from all Departments.
- Comments from staff reflected a level of frustration related to the lack of job progression opportunities. With a relatively flat organization structure, creating teams for key strategic priority implementations provides opportunities for professional development and growth and supports succession planning.

Recommendations

Based on an analysis of the organization, the City would benefit from establishing three cross departmental teams as follows:

1. "Our People" Team (HR Committee)

Our People was identified as one of the key Strategic Plan Goals. Specifically, there were a number of corporate actions within the Strategic Plan that would be most appropriately met through a team approach. This would include identifying strategies and plans for staff training, employee orientation, recruitment, succession planning, employee retention and recognition, management training and employee engagement. It is proposed that this Team be chaired by the HR Strategist with representatives from each department.

2. Communications and Customer Service Team

There are a number of corporate actions within the Strategic Plan that would be most appropriately met through a team approach, with a focus on customer service. It is proposed that this team be chaired by the Clerk. Members should include the Communications Clerk as well as representatives from each department

3. Performance Measurement and Continuous Process Improvement Team

The City needs to develop a performance measurement system to identify organizational goals, resources needed to achieve those goals, measures of effectiveness and efficiency (outcomes) toward the goals and drivers to achieve the goals. Creating meaningful measurements should be undertaken corporately and are useful in an organization to determine benchmarks, or setting service standards that provide a consistent basis for comparison.

The need for performance measurement was reinforced in the community consultation whereby residents and business owners identified a need for the City to communicate and articulate service levels, service standards and performance measures to ensure that the taxpayers are receiving value for money.

It is proposed that this team be chaired by the Manager of Corporate and Strategic Initiatives. Members should include the IT Analyst, the Special Projects and Research Officer (in the CAO's office), Deputy Treasurer as well as representatives from each department.

Organization Design Principle # 6—Supports Professional Development and Succession Planning

“The structure provides effective career advancement opportunities, leadership development, cross-functional training opportunities and succession planning. Succession planning focuses on developing people rather than merely naming them as replacements. The goal is to develop bench strength throughout the organization so that when vacancies occur, the organization has qualified candidates that may be considered for advancement.”

Analysis

- Approximately 43% of the City’s workforce have ages 50 or over and virtually all departments are facing pending retirements. Corporate memory loss is an issue that must be addressed.
- In addition to pending retirements in key positions, there are gaps in the existing organization structure in terms of providing adequate senior second in command positions in departments that are already operating with limited staff resources and with service gaps.
- A role of the “Our People” team would be to assist in identifying further professional development and succession planning opportunities.
- There are many areas across the organization that require succession planning, the majority of which can be undertaken through mentoring existing staff. In some cases, additional resources or a conversion on existing positions is being recommended.

- **Water/Wastewater**—The City is reliant on an external electrician who is on the verge of retirement to do most electrical work at the wastewater plant, i.e. no internal capacity. He is also the only person in the City with the appropriate expertise for plant electrical. There is enough catch up work at the WWTP for an electrician for 3-6 months. The hiring of an electrician is recommended to be mentored in this area.
- **Finance**—Currently the Treasurer is logging 150-200 hours in overtime to complete year end which is not sustainable. Succession planning is needed as there is no Deputy Treasurer which is common in a municipality. The existing responsibility resides with the Supervisor of Customer Service and Collections which has been vacant for a period of time and recommendations have been made to move the customer service functions under the Clerk. As customer service is being moved, there is an opportunity to convert the Supervisor position to a Deputy Treasurer to address gaps and to appropriately support the Treasurer with respect to bank reconciliations, budget preparation, long range financial planning, internal controls, year end assistance, financial system implementation, capital asset management plan, PSAB coordination.
- **Fire**—There is no second in command or management support. There are notable gaps which were identified in the 2008 Fire Master Plan, through our analysis, by management through the interview process, as well as by volunteer and full-time staff in the Fire Department. Key areas where gaps exist include, training and staff development, public education, maintenance of development of policies and procedures and enforcement inspection and enforcement. A Deputy Fire Chief is recommended. (Note: This was not approved by Council).

Organization Design Principle #7—Cost Containment

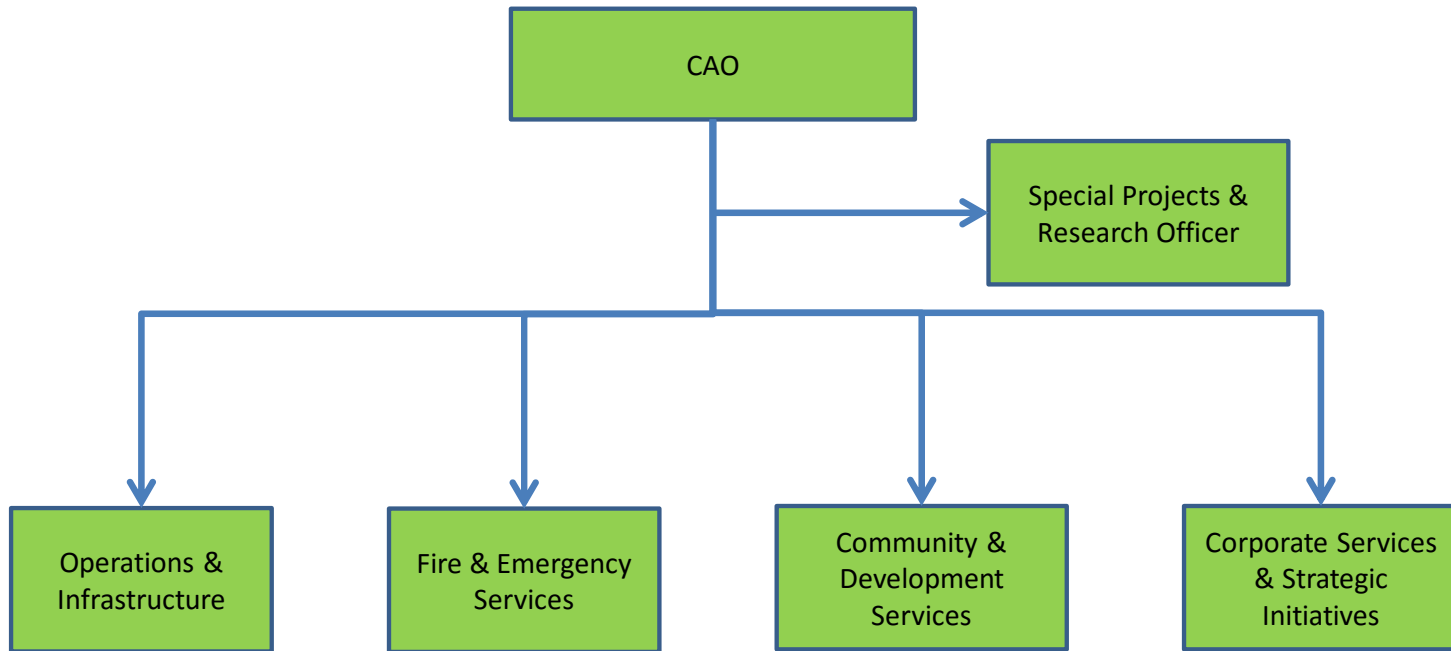
“Cost containment must be part of the overall organizational design considerations. It involves analyzing staffing levels, span of control, opportunities for improved sharing of resources, recognizing that some areas are more strategically important than others and must be considered a priority in funding. Key positions, regardless of where they exist in the organization accomplish the most strategically important work and should be considered of high priority. Further, the organization should be as flat as possible without sacrificing managerial efficiency.”

Analysis

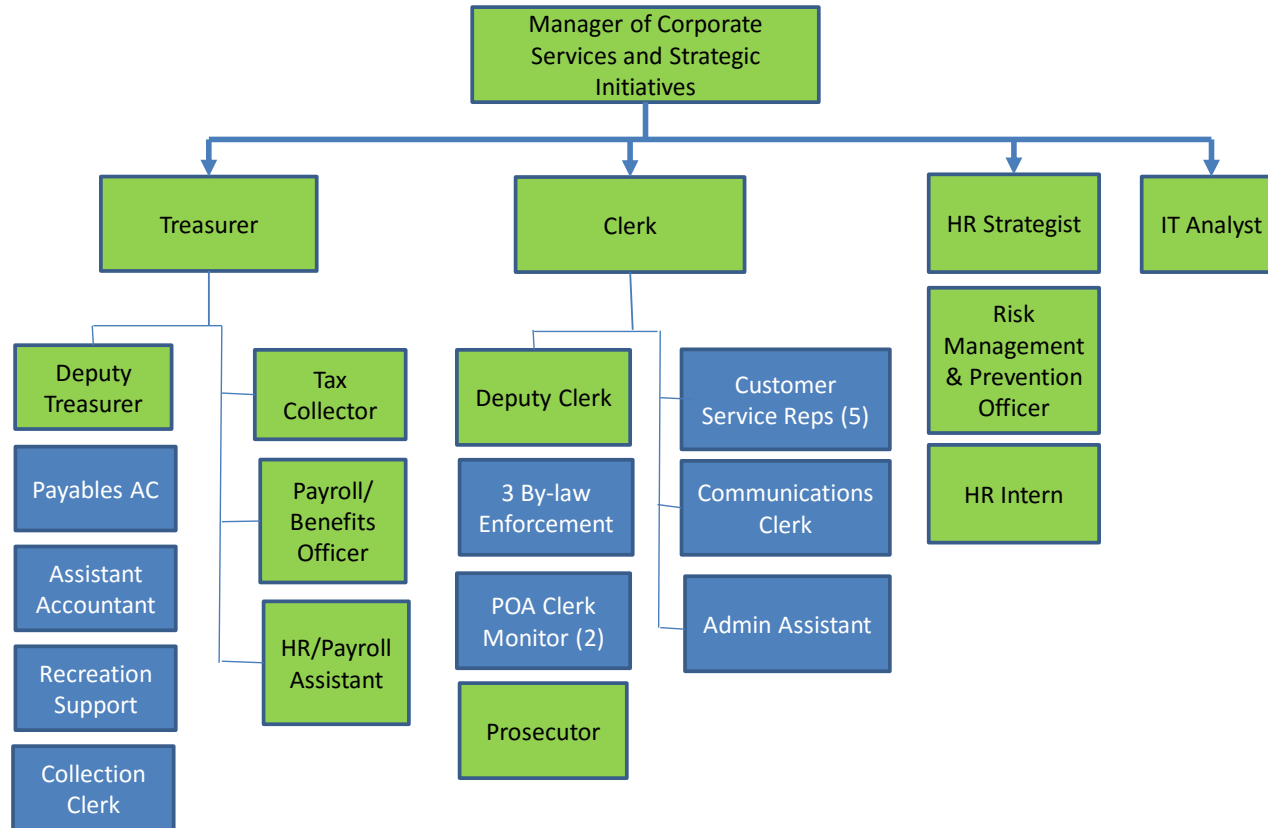
- Concern was expressed by the community that taxes are high and there is no clear understanding of the level of services received.
- Efficiencies could be achieved in a number of areas identified in the department reviews. Further, there is a recommendation, as previously mentioned, to establish a team to undertake continuous process improvement reviews.
- Areas where opportunities have been identified for further review include centralized purchasing, outsourcing, contracting of some services and changing existing policies and practices to create efficiencies.

Proposed Organization Structures By Department

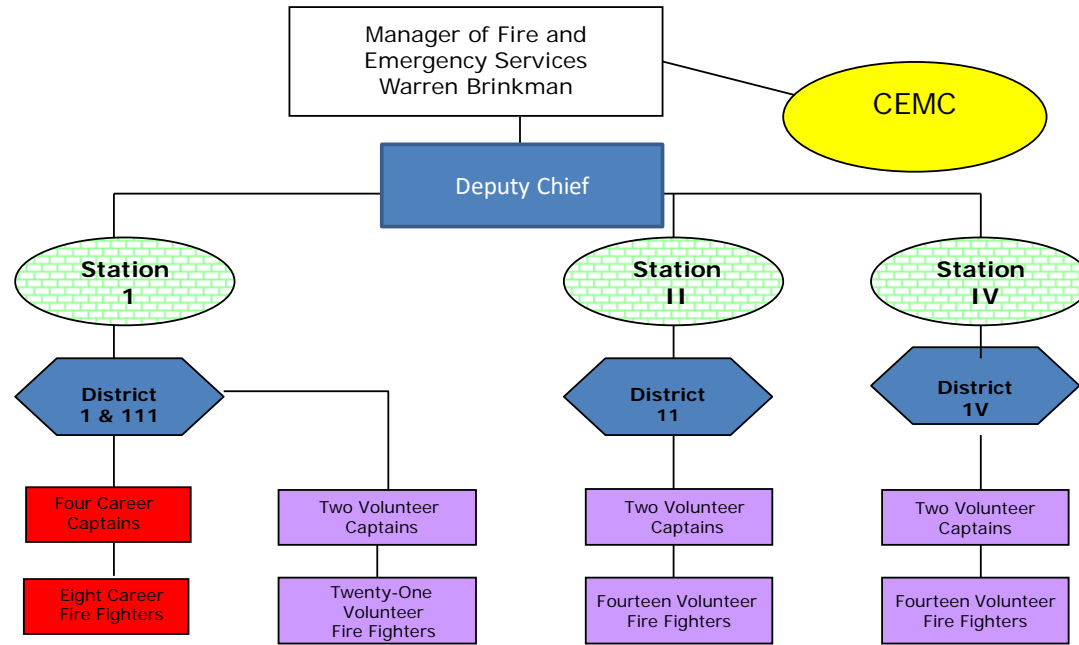
Recommended Organization Structure—Corporate Wide



Recommended Organization Structure—Corporate Services and Strategic Initiatives

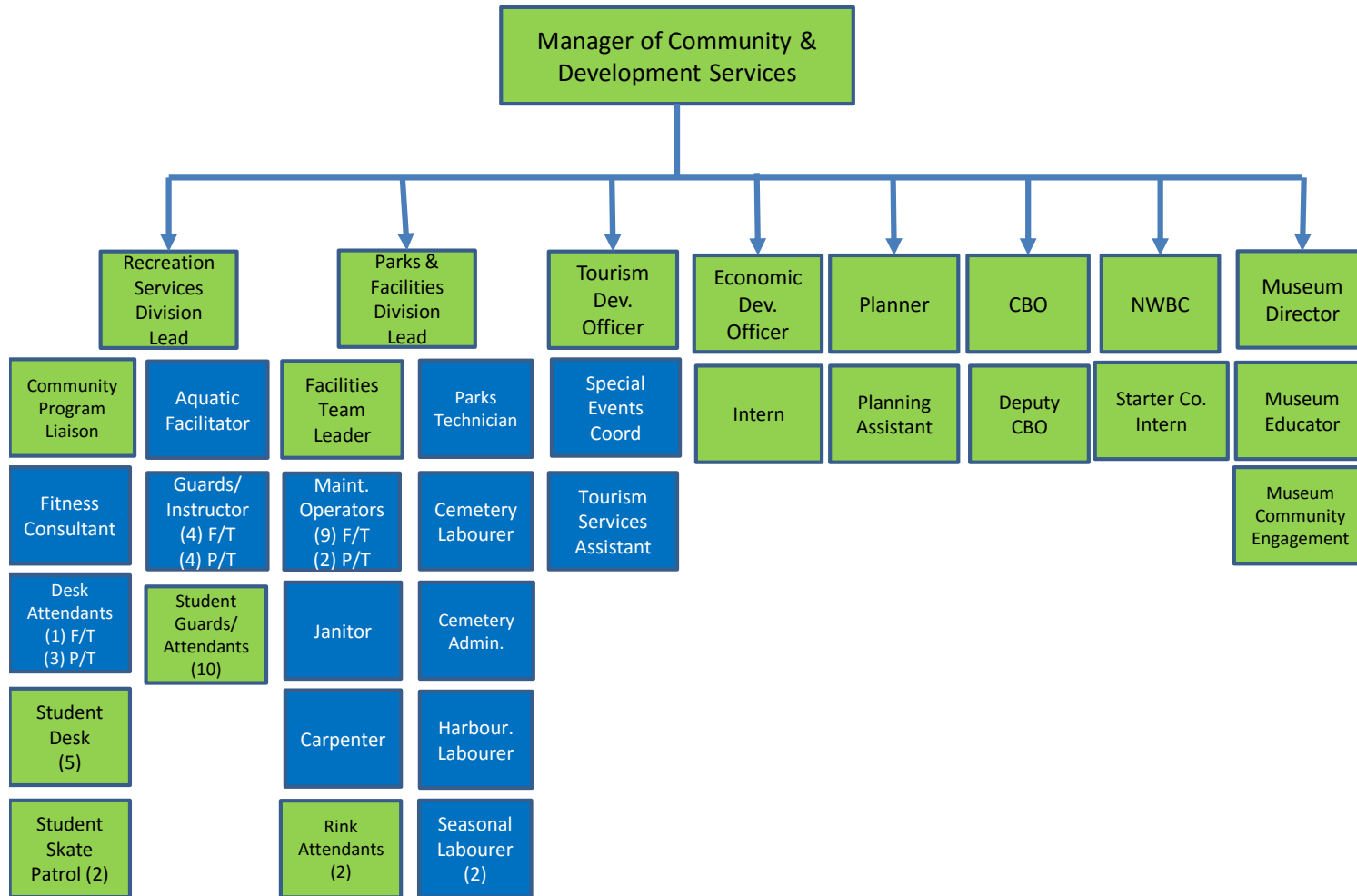


Recommended Organization Structure—Fire and Emergency Services

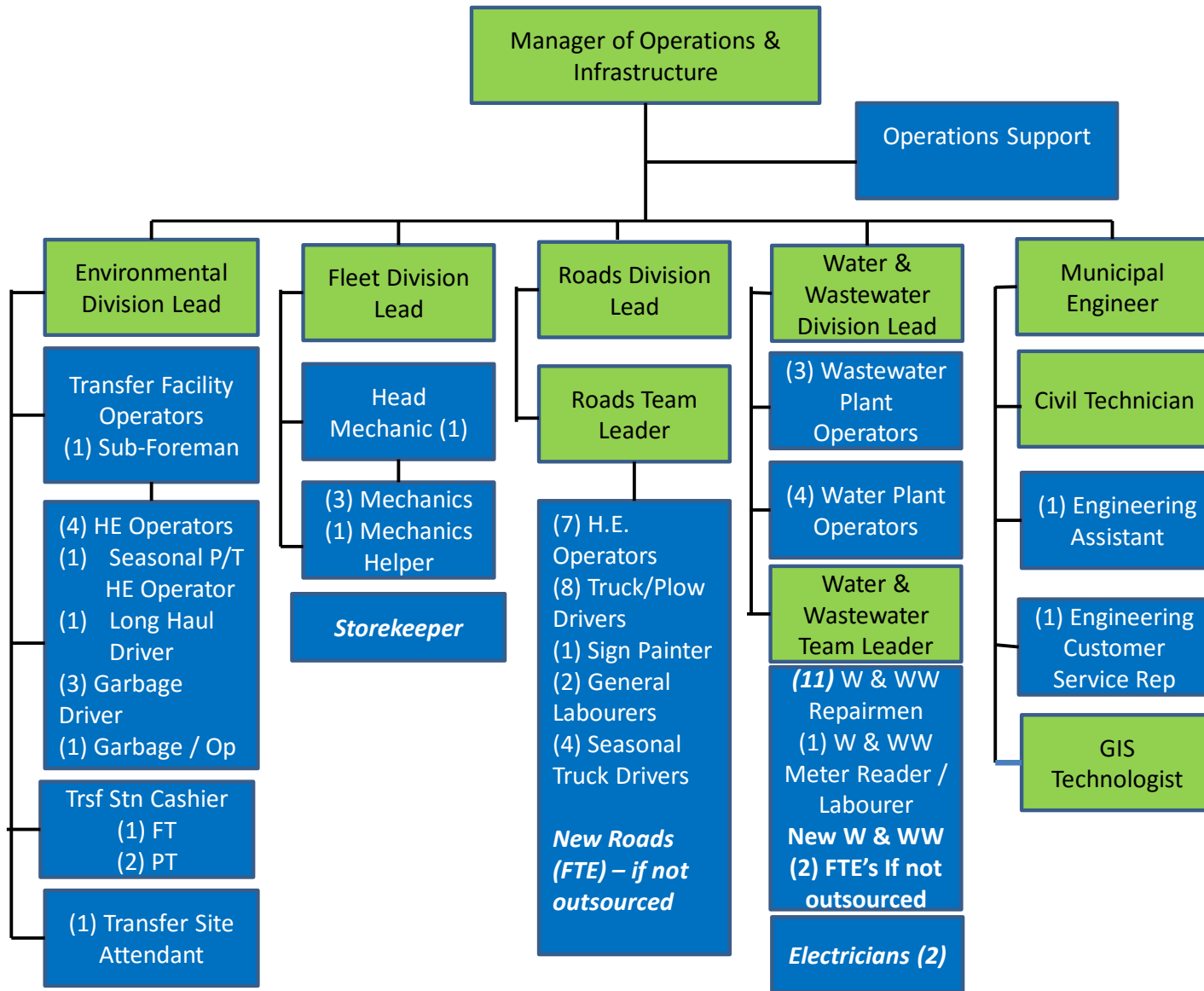


Note: The Deputy Fire Chief position was not approved by Council.

Recommended Organization Structure—Community and Development Services



Recommended Organization Structure—Operations and Infrastructure



Summary of Recommendations

Corporate Wide Recommendations

Type of Recommendation		Recommendation
Strategic Human Resource Management	1	Undertake an audit of human resource policies, practices and issues to identify key areas for planning and prioritizing actions.
Strategic Human Resource Management	2	Establish an HR committee made up of senior managers to guide the development of an HR Strategy to reflect corporate priorities. An HR Strategy will include Legislative and Regulatory Compliance, Performance Measurement and Management and Talent Management.
Strategic Human Resource Management	3	Given the challenges that the City has faced regarding staff recruitment , as a priority, identify the key staff attraction and retention issues and establish strategies and options to address existing obstacles.
Strategic Human Resource Management	4	To help the City prepare for the loss of knowledge and leadership that will result from retirements and attrition, there is a need to develop leadership skills, knowledge and abilities at all levels of the organization. It is recommended that the City develop a Leadership Training Program to support employee growth and succession planning. New, innovative and cost effective leadership programs can be provided through online programs.
Strategic Human Resource Management	5	Assess the existing operating budget dedicated to employee training and development to ensure the workforce can achieve the City's Goals and Corporate Actions as identified in the City's Strategic Plan for "Our People."
Strategic Human Resource Management	6	Enhance existing performance management strategies and develop a culture where ongoing feedback is provided to staff. The development of a formal performance evaluation system for all employees should document the key aspects of an employee's performance, include jointly developed work plans and performance objectives for the coming year and identify any training or professional development required to ensure the employee's job skills are kept current and/or to meet new job requirements.
Strategic Human Resource Management	7	Provide performance management training to all managers and supervisors to enhance their supervisory skills in managing the performance of employees. This would include training on how to conduct performance evaluation meetings.
Strategic Human Resource Management	8	Expand the City's Employee Recognition Policy and Program where employees who achieve targets and performance goals, or significant milestones in their career are recognized and celebrated by their peers and Council.
Strategic Human Resource Management	9	Develop clear corporate policies and processes for managers to follow in addressing poor performance and how this will be documented.
Strategic Human Resource Management	10	Identify opportunities within the existing organization for job enrichment through "horizontal" loading by giving an employee more to do with the types of skills he/she is currently using. This provides opportunities for professional growth and development and supports the City's objectives of retaining talent.
Strategic Human Resource Management	11	Identify opportunities within the existing organization for job enrichment, through "vertical" loading , by giving an employee more responsibility for making decisions related to the present job. This is aligned with the City's Strategic Plan which has identified the need to empower staff.
Strategic Human Resource Management	12	Feedback from managers across the organization identified that the recruitment process is too long and needs to be streamlined. It is recommended that the recruitment process be re-evaluated for full-time, part-time and in particular volunteer firefighters.
Strategic Human Resource Management	13	Leverage technology to streamline processes to reduce duplication of efforts which will increase efficiencies. Leveraging technology and the streamlining of processes to move to more efficient transactions would allow HR to focus more on developing a strategic integrated partnership with Departments.
Internal Communications and Employee Engagement	14	As a priority, implement the actions identified in the Strategic Plan related to internal communications such as employee newsletters, roundtable workshops and employee engagement programs to build on the momentum developed through the strategic planning process and the organizational review focus group sessions and staff survey. This requires the identification of corporate and departmental strategies to improve two-way communication between staff and management. By providing an open forum or allowing one-on-one time, employees can express concerns, ideas and provide input on how to improve the efficiency and effectiveness of the services and programs.
Internal Communications and Employee Engagement	15	Based on the feedback from staff throughout the process, management should identify areas within the corporation that require team building support to improve morale.

Corporate Wide Recommendations Cont'd

Type of Recommendation		Recommendation
Internal Communications and Employee Engagement	16	Formalize a staff suggestion program , with responses being provided within corporate approved standards.
Customer Service	17	Develop a Communication Strategy to establish how communications will be undertaken at the City and to identify roles and responsibilities, media relations, social media, official spokespersons and other relevant policies and strategies to support effective communication. The development of a communication strategy has been identified as a goal for the Manager of Legislative Services in 2015.
Customer Service	18	In order to support the City's strategic directive of customer service excellence, it is recommended that the City reinforce, on a regular basis, the existing Customer Service Strategy .
Customer Service	19	Improve the processes and technology to Track Customer Question, Complaints and Problem Resolution . This will require the investigation of the existing technology, with improved opportunities to analyze and summarize the data.
Customer Service	20	Develop and identify targeted and tailored customer service training to areas of highest need and ensure that the programs are tailored to address the wide range of customer service interaction by frontline staff, supervisors and managers as well as by department.
Customer Service	21	In Person Service - Review the locations where some services are currently being delivered to ensure they are appropriate from a privacy and customer service perspective. Specific areas of concern include cemetery administration, licensing, tax payment and POA.
Customer Service	22	Enhance the City's Website in terms of content, layout, navigation and consistency through the development of an internet strategy .
Customer Service	23	As a priority, develop a communication strategy for emergency/severe winter weather .
Risk Management	24	Undertake a comprehensive review of the various areas for which there is potential liability within the organization with an overall objective of developing a risk management program and strategy
Operational Efficiencies	25	That a core project team be established to assess current performance and expectations for IT and develop an IT strategy for the next 3-5 years.
Operational Efficiencies	26	Staff and Council, through the review process identified numerous opportunities to create operational efficiencies , reduce costs, rationalize services, improve training and development, address infrastructure gaps and ensure effective enforcement. It is recommended that these be addressed in the departmental reviews.
Operational Efficiencies	27	Create a working committee to develop a plan for records management to improve efficiencies.
Operational Efficiencies	28	Investigate and make recommendations based on best practice research opportunities to streamline timesheets and reduce manual processes .
Operational Efficiencies	29	Investigate and make recommendations based on best practice research opportunities to streamline work order system to appropriately prioritize work and establish planned schedules.
Operational Efficiencies	30	Undertake the required analysis of alternative financial systems to improve reporting, flexibility and analysis.
Operational Efficiencies	31	Streamline HR system tracking and reporting to eliminate the duplication of effort and manual processes.
Operational Efficiencies	32	Develop a comprehensive preventative maintenance system for all facilities and equipment to reduce risks and reduce costs.
Operational Efficiencies	33	Undertake a cost benefit analysis to provide staff working offsite the ability to access City files with an overall objective of improving the delivery of efficient services.

Legislative Services Recommendations

Type of Recommendation		Recommendation
Organization Structure and Staffing	1	Consolidate the Legislative Services Department with the Corporate Services and HR Departments, and name the consolidated department the Corporate Services & Strategic Initiatives Department. The new department mandate would include communications and public relations, promotion, branding and advertising, website oversight, oversight of citizen/customer experience, POA, licensing, by-laws and clerks.
Organization Structure and Staffing	2	That the customer service representatives and cashier in Corporate Services be transferred to the Clerk.
Organization Structure and Staffing	3	It is recommended that the licensing clerk, records clerk, reception and cashier positions be retitled Customer Service Representatives. Combining all customer service representatives in one area would provide appropriate backup for each position and reduce the number of positions by one. Further, it will support a better utilization of staff resources.
Organization Structure and Staffing	4	Eliminate the Manager of Legislative Services Position, and replace with the Clerk position, responsible for overseeing communications and customer service for the municipality.
Organization Structure and Staffing	5	That a new position of Communications Clerk be established. Creating a corporate communication strategy would involve a significant amount of effort and a communications position would help to expedite the process.
Encourage Teams	6	That a Customer Service and Communications Team be established. It is proposed that this team be chaired by the Clerk. Members should include the Communications Clerk, as well as representatives from each department.
Organization Structure and Staffing	7	That the NWBC Manager be moved to the Community & Development Services Department to work with Economic Development, Planning and Building. This would provide the NWBC Manager direct access to planning and zoning regulations and economic development programs to better support the creation and retention of small business development.
Organization Structure and Staffing	8	Move By-law Enforcement into the Corporate Services & Strategic Initiatives Department, reporting to the Deputy Clerk. This would improve connections between licensing, POA, prosecution and the development of improved tools, (e.g. short form wording), input into new by-laws, and with the Clerk also responsible for communications, more opportunity to educate the public regarding by-laws.
Revenue Generation	9	That the City undertake a user fee review.
Policies and Practices	10	That the records management system and records retention by-law be reviewed.

Property and Planning Recommendations

Type of Recommendation		Recommendation
Customer Service	1	Consolidate the Property and Planning Department with the Community Services Department, and name the new consolidated department the Community & Development Services Department. The new department mandate would include economic development, business growth and business retention, land use planning, land development, development agreements, building permits and inspection processes.
Organization Structure and Staffing	2	Consolidate parks and cemetery staff (administration and maintenance) and associated responsibilities together in the same Department (Community & Development Services) to improve synergies and resource sharing.
Organization Structure and Staffing	3	Create a Parks & Facilities Division within Community & Development Services, responsible for parks, trails, facilities (except for water/wastewater plants) and cemetery.
Organization Structure and Staffing	4	Establish a working foreman position responsible for parks and cemeteries reporting to the Parks and Facilities Division Lead.
Risk Management	5	As a priority, develop a playground equipment inspection program.
Policies and Practices	6	Implement a policy that downtown merchants be responsible for the curb to the storefront to improve service and address resource issues.
Infrastructure	7	Undertake facility condition assessment for each facility and prepare a long term capital and maintenance plan.
Service Delivery	8	Review the cost benefit of establishing contractual service agreements. This could potentially provide a larger pool of resources to draw on and also provide an on-call resource that would reduce overtime.
Organization Structure and Staffing	9	Transfer the existing electrician position to water/wastewater operations and hire an additional electrician for water/wastewater. These areas require a degree of specialization. The electrical services wastewater operation is currently being performed by an outside contractor who may soon retire. This will provide an opportunity for the new position to learn the operations.
Organization Structure and Staffing	10	Move arena operations under Parks and Facilities Division Lead to improve facilities management at the arenas, improve program and staff oversight and a sharing of resources to the areas of highest need.
Organization Structure and Staffing	11	Encourage joint participation related to special events between the Tourism and Recreation Divisions within Community & Development Services. This would create potential synergies for hosting and running special events. This will also provide venues to create and promote year round events and sports tourism, as well as provide a larger pool of staff resources upon which to draw during special events.
Organization Structure and Staffing	12	Align the hours of the tourism development officer with the special events coordinator.
Organization Structure and Staffing	13	Move the NWBC into the Community & Development Services Department to align with Economic Development to strengthen resources and bring together like programs and services.
Staff Resources	14	Add an intern position in Economic Development to provide research support to the Economic Development officer given the high priority that has been placed in the Strategic Plan on building the economy.
Organization Structure and Staffing	15	Eliminate the Real Estate Officer position. Create a Special Projects & Research Officer position in the CAO's office.
Customer Service	16	Foster a "Can Do" Culture in Planning that is "Open for Business" - Additional training and protocols are needed to focus on a positive approach to working with applicants to resolve issues and support planned growth in the community. This includes identifying issues, possible solutions and proactively following up with applicants.
Customer Service	17	To ensure that customers are satisfied with the services provided and to receive input, leading practices suggests that the City formally gather information to measure the effectiveness and efficiency of Planning and Building Services. As such, it is recommended that Community & Development Services implement a customer satisfaction survey strategy to regularly gauge the level of satisfaction with these services and to identify additional opportunities for improvements.

Property and Planning Recommendations Cont'd

Type of Recommendation		Recommendation
Customer Service	18	Review and Refine Performance Standards for Planning and Building - While some service standards have been developed by Planning, they have not been consistently met and in some cases are not realistic. A focus on performance standards is required to support customer service excellence and to identify areas where improvement can be made.
Performance Measurement	19	Develop a Complaints Tracking Protocol and Formal Escalation Process in By-law Enforcement—The City has not defined a formal escalation process with timeframes to resolve complaints nor does a complaint management system exist where information is logged and accessible for all staff. The current system does not allow the ability to mine data and trend across the City for continuous improvement opportunities.
Organization Structure and Staffing	20	Move By-law Enforcement into the Corporate Services & Strategic Initiatives Department under the direction of the Deputy Clerk position. This would improve connections between licensing, POA, prosecution and the development of improved tools (e.g. short form wording), input into new by-laws, and with corporate services & strategic initiatives also responsible for communications more opportunity to educate the public regarding by-laws.
Organization Structure and Staffing	21	Review cost benefit of contracting out all or some by-law enforcement e.g. animal control, parking.
Customer Service	22	Cross train all by-law enforcement officers and eliminate one position.
Customer Service	23	Review enforcement procedures for all by-laws (e.g. short form wording) to increase efficiencies.
Customer Service	24	Eliminate the Manager of Property & Planning position, and create a Planner position. It is recommended that the Planner be a certified planner. This would potentially reduce outside contracts.

Corporate Services Recommendations

Type of Recommendation		Recommendation
Organization Structure and Staffing	1	Consolidate the Corporate Services Department with the Legislative Services and HR Departments, and name the new consolidated department Corporate Services & Strategic Initiatives. This name will reflect the strategic leadership roles that this department will take in implementing corporate strategic initiatives.
Efficient and Effective Services	2	That Corporate Services & Strategic Initiatives play a leadership role in the development of performance measures and work with a cross departmental team called <i>Performance Measurement and Continuous Process Improvement Team</i> . It is proposed that this team be chaired by the Manager of Corporate Services & Strategic Initiatives. Members should include the IT Analyst, the Special Projects & Research Officer (in the CAO's office), Deputy Treasurer as well as representatives from each department. Performance measures will provide information to the public regarding service standards and value for money.
Strategic Planning	3	That Corporate Services & Strategic Initiatives, in conjunction with the operating departments, develop a long range financial plan.
Organization Structure and Staffing	4	That the position of Corporate Services Manager be eliminated and the position of Corporate Services & Strategic Initiatives Manager be created.

Corporate Services Recommendations Cont'd

Type of Recommendation		Recommendation
Organization Structure and Staffing	5	That the position of HR Manager be eliminated and the position of HR Strategist be created.
Strategic Planning	6	That an <i>Our People Team</i> (HR Committee) be created which would be headed by the HR Strategist with representatives from each department. This team would be responsible for identifying strategies and plans for staff training, employee orientation, recruitment, succession planning, employee retention and recognition, management training and employee engagement.
Organization Structure and Staffing	7	That the position of Customer Service and Collections Supervisor be eliminated and the position of Deputy Treasurer be created. The role of the Deputy Treasurer would include providing assistance in year end reporting, budgets, long range financial planning, reviewing internal controls, financial system implementation, and PSAB reporting.
Organization Structure and Staffing	8	That the Part-Time Collections Clerk be made full-time to provide sufficient backup for the cashier and collections.
Organization Structure and Staffing	9	That the position of GIS Technologist be transferred to the Operations & Infrastructure Department, reporting to the Engineer, as this is where most of the work is being undertaken.
Efficient and Effective Services	10	Review the cost/benefit of moving to a centralized purchasing system.
Organization Structure and Staffing	11	That the Customer Service Representatives and Cashier be moved under the direction of the Clerk.
Organization Structure and Staffing	12	That the position of Cemetary be transferred to Community & Development Services under the direction of the Parks & Facilities Division Lead.
Organization Structure and Staffing	13	Investigate the option of moving the Cemetary function to local funeral homes
Organization Structure and Staffing	14	That the position of Storekeeper be transferred to the Operations Department.
Organization Structure and Staffing	15	That the position of Operations Support be eliminated.
Organization Structure and Staffing	16	That the Treasurer oversee the property tax function and that the Tax Collector position report to the Treasurer.
Efficient and Effective Services	17	That tax sales be outsourced. This will free up more time for existing staff and the cost of this service can be directly recovered from the property arrears.
Efficient and Effective Services	18	That Corporate Services & Strategic Initiatives investigate new opportunities to provide online services. This was mentioned in the community consultation as a way of enhancing customer service.
Risk Management	19	That Risk Management work with all departments to develop a risk inventory and strategic risk management plan through an interdepartmental risk identification and review of protocols. This will enable the City to establish additional controls to help mitigate the identified risks.
Organization Structure and Staffing	20	That the Treasurer oversee the payroll function and that the Payroll/Benefits Officer and HR/Payroll Assistant positions report to the Treasurer. Creation of HR Intern Position under the direction of the HR Strategist.

Fire and Emergency Services Recommendations

Type of Recommendation		Recommendation
Organization Structure and Staffing	1	Establish a Deputy Chief/Fire Prevention Officer position to address the identified gaps in public education, training and enforcement. Specifically, the position would focus on developing the necessary training programs, public education and enforcement. This position would also be responsible for tracking performance measures and developing/updating the policies and procedures of the department. From an enforcement perspective, this position would also be critical in ensuring that the City has the necessary enforcement policies and procedures in place. In the absence of the Fire Chief, the Deputy Fire Chief has all the power and authority to execute the duties of the Fire Chief.
Policies and Practices	2	Create a committee to review the running assignments to support effective and efficient delivery of service to all areas of the community. This would include involvement of staff from all stations and a review of historical activity and future growth.
Policies and Practices	3	Create a plan with clear timeframe to maintain and update the Standard Operating Guidelines.
Training and Development	4	Create and identify an inventory of training requirements for all staff including what has been taken and areas where training is required.
Training and Development	5	Identify all opportunities for training staff with consideration to having key staff sent on training sessions to train the other staff.
Training and Development	6	Review existing practices for volunteer firefighter recruitment practices and identify strategies to streamline the process and remove obstacles to ensure that the City has sufficiently well trained volunteer firefighters.
Training and Development	7	Review and identify opportunities to recognize staff's achievements.
Revenue Generation	8	Identify opportunities to utilize the City's new fire hall for training remote communities as a revenue generating opportunity.

Operations Recommendations

Type of Recommendation		Recommendation
Policies and Practices	1	Manage Council and public expectations for roads maintenance through improved communication with Council (see recommendation for Department as a whole). This includes undertaking public education regarding the levels of service that can be expected
Policies and Practices	2	That W&WW provide an updated list of locations of raised manholes and boxes. Also identify where these can be fixed in the short-term to reduce health and safety risks to the plow drivers during winter maintenance.
Training and Development	3	Mechanic should provide refresher training to drivers and operators on equipment.
Efficient and Effective Services	4	Consider establishing an outsourcing contract for winter maintenance that would complement the internal staffing and route design. This may include having contractors (and their equipment) available in the more distant locations so that they can more quickly get to those locations. Outsourcing a portion of the winter maintenance is consistent with the principle of "managed competition" which allows for performance comparisons to be made in the interest of improving operating efficiencies and effectiveness.
Efficient and Effective Services	5	Consider outsourcing sidewalk repairs and storm sewer maintenance. This would allow staff to be redirected to other duties that may be more appropriately completed in-house.

Operations Recommendations Cont'd

Type of Recommendation	Recommendation
Efficient and Effective Services	6 Consider preparing an annual maintenance work plan that is based on the approved available man hours, (i.e. after vacation, lieu time and sick leave are considered) and equipment. The man hours should be allocated to the highest priority activities to meet the MMS and levels of service and the potential gaps in service identified. It is important to note that with finite resources, trade-offs in activities would be required.
Efficient and Effective Services	7 Consider establishing an Automatic Vehicle Location (AVL)/GPS based program for tracking vehicle activity. This technology is used for many applications including dispatch for quick response, routes passed and time, e.g. plow routes, garbage routes, etc. This would help to optimize resources and provide staff with the information to respond to public questions regarding issues such as missed roads, missed garbage pick-ups, etc. One example is the Town of New Tecumseth uses the AVL/GPS program to allow residents to see up-to-date information and view in real time where plowing is taking place by checking online.
Efficient and Effective Services	8 Consider implementing a by-law that requires residents to remove parked vehicles from the roadway during periods when the ploughs are working.
Staff Resources	9 If outsourcing is not desirable, then consider adding one (1) new staff to the complement to cover time off by other staff for vacation and sick leave and reduce overtime. It would also help to reduce the impact of staff allocated to assisting other departments / divisions.
Succession Planning	10 Implement a succession plan targeted at positions where retirements are expected within the next 2 years.
Policies and Practices	11 Change the by-law to make owners responsible for all future grinder pump costs. Approaches could include: simply making owners responsible; contracting out service to build private sector capacity in the City so that owners can go directly to the private sector in the future; charge back to home owners on a full cost recovery basis, i.e. they can pay into a maintenance system. The main advantages are: reducing costs to water and sewer ratepayers; more time for staff to allocate to 65 Sewage pumping stations.
Training and Development	12 Given the timeline for WWTP operator certification and allowing for the difficulty recruiting into Kenora, the retirement of WWTP operators should be addressed through succession. Encouraging at least one of the 2 electricians, (i.e. the new one and the one being transferred from Facilities) who will be dedicated to the WWTP, to also become Operators In Training in the short term and ultimately a Class 2 Operator within the next 4 years. Note that time spent doing electrical work at the WWTP can count towards the experience requirements for plant operator certification.
Efficient and Effective Services	13 Engineering should develop a 10-year replacement program for cast iron mains with priority locations to be done first (in coordination with road resurfacing, storm sewer and sanitary sewer replacement).
Efficient and Effective Services	14 Prepare a preventative maintenance work plan and assign available staff hours based on the relative priority of each activity. This would assist in determining and monitoring gaps and trade offs in service and provide support for changes to annual budgets on a go forward basis.
Efficient and Effective Services	15 Prepare a business case for automatic meter reading technology to improve meter reading efficiency and accuracy and implement monthly billing cycles, (smart meters with radio WAN, etc.)
Efficient and Effective Services	16 Consider undertaking a water loss study to identify areas where improvements can be made to reduce losses and improve efficiencies. Consider a similar study to assess the level of inflow and infiltration into the sewer system and impacts on plant capacity. These should be led by the Engineering Section with input from W&WW.
Efficient and Effective Services	17 Consider outsourcing maintenance of approximately 34 generators (in addition to the annual inspections already outsourced) as a single contract. This would facilitate adequate resources and proper preventative maintenance of the generators. The two (2) wastewater staff can focus on other maintenance activities at the sewage pumping stations. Fleet staff would also no longer be required to undertake reactive maintenance and be able to refocus on fleet maintenance.
Efficient and Effective Services	18 Investigate and consider implementing appropriate discrete alarms at select remote facilities.
Efficient and Effective Services	19 Centralize locates in Engineering and optimize use of technology such as GIS to facilitate the "one-call" locate system. This would improve efficiency and would free up staff W&WW field time for other duties.

Operations Recommendations Cont'd

Type of Recommendation		Recommendation
Efficient and Effective Services	20	Continue to be vigilant with the requirements of the DWQMS to maintain good track record. Monitor the staff time needed for compliance reporting and assess whether or not a dedicated staff person is required to serve as the Water and Wastewater Compliance Officer in the future. This position may also take on the responsibility for source water protection as required under the Clean Water Act.
Efficient and Effective Services	21	Continue to monitor and adjust water and wastewater rates with the goal of sustainable financing.
Recruitment	22	Need to identify suitable candidates for training (succession planning). Also Engineering should become more involved in capturing the knowledge of potential retirees into an asset database (e.g. Problem areas, system behaviour etc.)
Recruitment	23	Hire a dedicated W&WW electrician to work with the contract electrician to "learn the ropes" i.e. Provide succession. This adds 1FTE but current outsourcing costs would be reduced).
Recruitment	24	Consider adding one (1) new staff to the water distribution/ wastewater collection system complement to cover time off by other staff for vacation required and sick leave and reduce overtime. This person should have the Class 2 operator licences for both water and wastewater or hold an Operator in Training (OIT) designation as a minimum, with a view to obtaining Class 2 in the future. Note that if the grinder pumps continue to be serviced by City staff (whether on a fee basis or not), then two (2) additional operators for a total of three (3) would be required to provide sufficient staff capacity to attend to approximately 350 grinder pumps plus the requirements of 65 sewage pumping stations.
Training and Development	25	Pursue obtaining diagnostics software and arrange training for International Trucks as soon as possible. (Only approximately 50% of the annual training budget of \$10,000 is typically spent). Arrangements to stagger training so that daily work activities are not affected. (\$14K available in 2014 budget).
Efficient and Effective Services	26	Combine mechanics parts inventory with main stores and inventory system under the Fleet Division and transfer the position of Storekeeper from Corporate Services & Strategic Initiatives to Operations & Infrastructure. This would facilitate a single inventory and stores system to improve efficiencies.
Efficient and Effective Services	27	Consider outsourcing discrete welding jobs (including requirements of the Parks & Facilities Division) and reassess need for an internal welder after other recommended work realignments are implemented.
Efficient and Effective Services	28	Transfer responsibility to Engineering for the development of specifications and management of standby generator replacement. Should still consult with Fleet Division Lead on specifications.
Efficient and Effective Services	29	Outsource standby generator preventative maintenance (gain 0.1 FTE)
Efficient and Effective Services	30	Consider an integrated work order system that reduces input time required by the Division Lead.
Policies and Practices	31	That the provisions of the OPG lease agreement be revisited and consideration be given to discontinuing oil change service to OPG to allow staff more time to focus on City needs (gain 0.2 FTE).
Policies and Practices	32	Continue to outsource vehicle and equipment works as needed to supplement in house capacity. Should consider a more formal arrangement (as opposed to adhoc) to secure better rates (currently \$72 -\$74/ hr)
Policies and Practices	33	Conduct a vehicle and equipment rationalization study to determine actual needs. This may result in cost savings.
Efficient and Effective Services	34	Investigate options to optimize use of curbside trucks versus transfer station drop off. This may including adjusting the transfer station operating hours of operation to potentially redirect materials to the curbside program. This also has the potential to reduce overtime hours at the transfer station and reduce traffic related concerns. The potential cost savings and operational efficiencies at the transfer station should also be considered. Consideration should also be given to increasing the maximum allowed garbage container weight to 50lbs from the current 25lbs. This is consistent with other jurisdictions. It may also help to shift the collection of waste back to the curb instead of at the transfer station. An alternative would be to consider bi-weekly collection instead of weekly collection due to the current high usage of the transfer station (and low quantity of materials picked up at the curb). This has the potential to reduce curbside collection costs by up to 50% and allow more staff time for other functions. However, it may be perceived as being contrary the request for "improved waste collection" as indicated by residents through the community survey. Nevertheless, this option should be investigated to fully assess the benefits.

Operations Recommendations Cont'd

Type of Recommendation		Recommendation
Efficient and Effective Services	35	Consider establishing an Automatic Vehicle Location (AVL)/GPS based program for tracking vehicle activity.
Efficient and Effective Services	36	Assess the feasibility (including cost benefit) of having a designated area at the transfer station to receive and temporarily store household hazardous waste materials for pick up and disposal by the contractor. This would offer more opportunities to residents to properly dispose of household hazardous waste.
Efficient and Effective Services	37	Review the current blue box program with a view to adding materials and optimizing participation and revenues including Stewardship Ontario/ WDO grants.
Efficient and Effective Services	38	Develop and implement an enhanced public education and communication program to clarify existing services, promote new services and improve customer relations.
Training and Development	39	Correct the Ontario Health & Safety issues identified by staff. Consideration should be given to having a depot on Coney Island to avoid door to door collection by boat. In this case options for the management of bags without tags would need to be considered.
Training and Development	40	Provide ongoing education to the incoming Council on the current asset condition situation and potential long-term liability. Although infrastructure renewal is a priority in the Strategic Plan, there should be ongoing reporting and communications with Council on progress to keep the focus on asset management due to the magnitude of the financial implications.
Efficient and Effective Services	41	Establish a full project management function/ role within engineering to undertake all capital works for the department and the City.
Efficient and Effective Services	42	Transfer the GIS Technologist to Engineering with the understanding that the asset inventory will feed into the 3150 PSAB tangible capital assets data set for Finance Division's purposes. Also move responsibility for locates from Roads & W&WW to Engineering. This will allow more staff time for water meter maintenance and road maintenance (currently 1 staff from W&WW and 1 staff from Roads do one call locates).
Efficient and Effective Services	43	Consider moving traffic by-law updating and enforcement under the Clerk. Operations & Infrastructure can still have input to the updates but not be responsible for ongoing enforcement.
Efficient and Effective Services	44	Develop a strong asset management role within engineering and produce a 10-year capital program for asset renewal for discussion with Council
Policies and Practices	45	Review mapping sale fees to cover costs and opportunity cost of Engineering Assistant.
Policies and Practices	46	Develop a concise and risk based multi-year CCTV sewer inspection program to target priority segments of the sewer system based on operational experience and magnitude of potential impacts.
Efficient and Effective Services	47	Investigate new software for stores and inventory
Efficient and Effective Services	48	Consider combining stores under the Fleet Division to leverage the existing role and responsibilities of the Fleet Division Lead regarding Operations Centre management, yard storage and parts inventory.

Community Services Recommendations

Type of Recommendation		Recommendation
Organization Structure and Staffing	1	Consolidate the Community Services Department with the Property & Planning Department, and name the new consolidated department the Community & Development Services Department. The new department mandate would include recreation, tourism, special events, parks, trails, facilities management, museums, library and special events. This brings together services and operations from across the corporation that are in many ways co-dependent and synergistic. Amalgamation will increase efficiencies and create a more responsive and cohesive operation. Many event/tourism related activities require coordination across all divisions and this arrangement will enable a more comprehensive and effective results.
Organization Structure and Staffing	2	Create a Manager of Community & Development Services position.
Organization Structure and Staffing	3	Eliminate the Manager of Recreation position. Create a Recreation Services Division Lead to oversee recreation and service planning and support coordination between fitness and aquatic programs as well as ensuring that departmental activities that require customer service support are attended to properly. This person will also plan and implement Recreation Services Division marketing activities and promotional materials. This position will also be responsible for preparing the Recreation Services Division budget, overseeing service planning, develop cases for support for new initiatives, as well as provide first level oversight and support of hiring, purchasing, training, supervision and evaluation of all staff in the Recreation Services Division. This position will work with the Tourism Development Officer in the coordination, planning and operation of Community Special Events. This person will directly manage the Community Program Liaison and the Aquatic Facilitator and will also oversee risk management other functions. However,
Organization Structure and Staffing	4	Eliminate the Recreation Programmer and create a Community Program Liaison. Current structure does not provide supports necessary to ensure quality services and effective customer service. Public feedback included significant desire for additional programming. This position will be responsible for overseeing the administration and operation of all fitness, skating, sports, summer camp liaison and special interest services and programs. Liaison with community sport groups, community agencies (including Boards of Education) and other general interest groups to assess and assist with the development of community-based programs. Responsible for all first level response and community liaison regarding permitting and scheduling of department facilities and liaison with Parks and Facility staff to ensure smooth and timely awareness of all requirements for quality service related to facility bookings. The department will be able to more effectively manage risks, increase services and quality outcomes.
Organization Structure and Staffing	5	Consideration had been given to increasing the # of PT Rink Attendant positions to ensure appropriate coverage (currently 2 PT for 2 arenas), however, assuming that public skate times will vary between the two arenas, these numbers may suffice. During times of peak usage such as Christmas holidays and March Break it may be necessary to increase coverage in this area and additional student staff may be needed.
Organization Structure and Staffing	6	Reassign the oversight and management of the Customer Service Desk to the new Community Program Liaison. This will also serve to ensure that other issues related to the Recreation Services Division and the department are communicated in a comprehensive, timely and effective manner.
Organization Structure and Staffing	7	Delete the Maintenance Technician position and add a Facilities Team Leader / Working Foreman. There is a need for a working Foreman to provide oversight and direction. This position would report to the Parks and Facilities Division Lead.
Organization Structure and Staffing	8	Add one (1) additional PT operator/maintenance person to support coverage of vacation and sick time for 9 FT staff who have an average of 5-6 weeks of earned vacation. This will provide a total of 2 PT positions on call for this purpose as one was insufficient in cases where 2 staff are off sick or one on vacation and one off sick.
Organization Structure and Staffing	9	Develop "job function orientation kits" for each position outlining standards, forms, processes and role-related policies and procedures and an orientation to the department structure, mandate and values to enable efficient and effective transitions to new positions for staff who are replacing people on leave or retiring.
Organization Structure and Staffing	10	Work with the Human Resources staff to develop creative strategies for a focused staff recruitment for fitness and swim programs on the weekends and outside of school/work hours.

Community Services Recommendations Cont'd

Type of Recommendation		Recommendation
Organization Structure and Staffing	11	Assess the need for continuance of the contracted janitorial services with the new Parks & Facilities Division. There may be opportunities to integrate the contracted work into the overall facility maintenance work load and save money by cancelling the contract. Standards for cleaning and facility maintenance should be developed for each department facility and work plans should be arranged and delegated accordingly.
Organization Structure and Staffing	12	Formalize a Community Development Mandate within the Community & Development Services Department to establish formal working relationships with other community agencies and the Board of Education for the purpose of developing partnerships to support expanded program services within the community.
Performance Measurement	13	Establish a management system to track all necessary staff qualifications for all positions to ensure that qualifications are kept current and training is arranged and completed as needed. Staff qualifications have lapsed in several instances (e.g. Arenas and Playground Inspections) and these put the corporation at risk if standards are not met and injuries happen.
Performance Management	14	Complaints Tracking—There is a need for a complaints tracking and resolution process to be integrated into the management process across all operations. To this end, the additional management /supervisory staff will provide the resources necessary to develop and increase quality management processes to support this initiative.
Performance Management	15	Program Evaluation—A formalized program and service evaluation process should be implemented regularly to solicit feedback from participants and service recipients. Findings from this process will provide solid evidence to guide decisions and planning processes. Track all feedback and changes made and integrate these findings into staff training and evaluation processes.
Performance Management	16	Develop a workload assessment process over the first year of the new department structure to ensure work is delegated effectively and realistically across the various functions within the department. With the transitions it will be necessary to regularly evaluate the work being done, identify any areas for further efficiencies and identify any gaps and adjust accordingly.
Performance Management	17	There is a need to examine, establish and track standards for health and safety, public safety and quality of work expected regarding the maintenance of downtown areas in the summertime.
Policies and Practices	18	The Department should purchase HIGH FIVE's Guide to Policies and Procedures (www.highfive.org) which contains 86 standard Policies and Procedures related to the operation of recreation and sport programs for children. Implementation of these Policies and Procedures will reduce risk, demonstrate due diligence, increase the quality of services, reduce customer complaints and increase the department's service image.
Policies and Practices	19	Current arrangements for summer camp programs are contracted out to a private contractor within the community with very little oversight. Options should be considered in terms of bringing this service in-house or establishing service level standards for contracted services.
Policies and Practices	20	That a recreation user fee review be conducted and consideration be given to additional payment options for program fee policies including a monthly rate for the Recreation Centre.
Customer Service & Communications	21	Examine the potential to install several SMART information screens within the Recreation Centre so that key information is visually transmitted consistently to patrons and potentially eliminates frustrations associated with the search for information. This could also produce advertising revenues.
Customer Service & Communications	22	Develop a Recreation, Parks, Culture and Tourism Leisure Guide outlining all of the services, fees, events, dates, locations and other appropriate policies and public information about department services. Install this on the municipal website in the form of a "flip book" and update it seasonally. Print copies for distribution through department facilities and libraries and promote the online access at all facilities. This will definitely provide better quality information to the public and will serve as a planning template for staff to create a more formalized program and service schedule for all facilities on a seasonal basis. It also serves to educate the public about the services that are paid for by their taxes. Ad space can be sold through this process as well.
Customer Service & Communications	23	Consider using a service such as HUBZIO as a text communication method for keeping the public informed of key information and notifications. This provides an efficient way of keeping people informed and potentially reducing costs associated with them not being informed. This is also used by several municipalities as part of their emergency communications plan processes.
Customer Service & Communications	24	Gradually integrate a community development model into the department's services to provide support to local groups who may be capable of operating special interest programs for adults and seniors in the broader community.

Community Services Recommendations Cont'd

Type of Recommendation		Recommendation
Customer Service & Communications	25	Determine the appropriateness of each special event based on an assessment of the Return on Investment to the community, the Tourism mandate and the Economic Development mandate of the City. Activities such as the hosting of various sports and recreation provincial tournaments or other high profile events should be assessed through a benefits analysis process that also considers costs and allocation of resources prior to determining a “go ahead” status.
Risk Management	26	Under the new Community & Development Services department, there is a need to have trained staff assess and reduce public access to sub-standard playground equipment and establish a go forward plan for repairs, upgrades or removals. Inspections should follow a recommended time table. (In some municipalities this is done weekly).
Risk Management	27	Update policies, procedures and drills to be implemented regularly for all dangerous conditions including fire drills, tornados, facility evacuation plans etc.
Risk Management	28	Check ORFA, CPRA, standards and others to ensure staff are current in training and support upgrades as needed. Maintain current training records on all staff.
Risk Management	29	Examine all areas of risk to the public with the assistance of the City’s insurer. At minimum, check conditions against the Occupier’s Liability Act of Ontario.
Risk Management	30	Develop check-in reporting procedures for all staff working alone and closing facilities at night. Arrange a check-in process with a 24 hour service such as the Fire Department to confirm safe departure.

Organizational Review
February 2015

community consultation

BMA
MANAGEMENT CONSULTING INC.

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Introduction—Community Consultation



Community Consultation Process

Community consultation is important to understand the level of satisfaction with existing programs and services and to gain a better understanding of areas where service level adjustments may be required. Consultations serve a number of purposes; they allow residents an opportunity to influence community decisions, they provide an opportunity for facilitators to educate residents and manage municipal messages, and they provide a forum for problem solving and future collaborative efforts.

Community consultation on this engagement included a *community survey* as well as *four focus group sessions*.

Community Focus Group Sessions

The community focus group sessions were held Feb 2-3, 2015 and included the following events:

- A public consultation was held on Feb 2, 2015, from 6.30 pm-9.00 pm. The session format was comprised of 30 minutes of process overview and purpose, followed by two hours of facilitated discussion (15 attendees);
- Three focus groups of 1.5 hours each were held on Feb 3, 2015. The focus groups were a facilitated discussion format and were comprised of the following groups:
 - Developers, Housing, Business (6 attendees)
 - Economic Development (7 attendees)
 - Recreation and Tourism (4 attendees)
- A summary of the common themes is included in this report.

Community Survey

A survey was available online on the City's website as well as at various City locations during the month of January 2015.

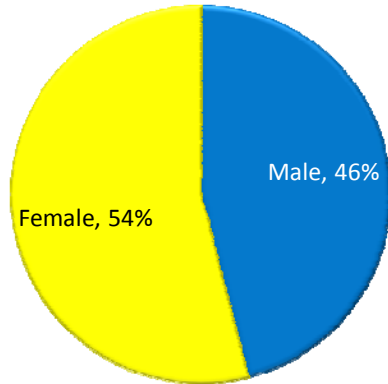
- Approximately 530 surveys were completed with feedback provided on the level of satisfaction with existing programs and services and whether there is a desire to maintain, enhance or reduce existing program and service levels.
- Feedback was also provided on value for money, citizen involvement, communications and whether the community is pleased with the direction in which the City is heading.
- The survey included open and close ended questions.
- The results of the survey have been summarized in this report.

Community Survey



Survey Demographics

- The following summarizes the demographic breakdown of the number of respondents to the survey:



- Based on the 2011 Census, the survey responses is relatively close to the population in the City of Kenora (49% male and 51% female).
- The following table provides the age demographics of the community respondents to the survey:

Age	% of respondents
18 to 24 years	1%
25 to 44 years	30%
45 to 54 years	22%
55 to 64 years	26%
65 to 74 years	16%
75 to 84 years	5%
Total	100%

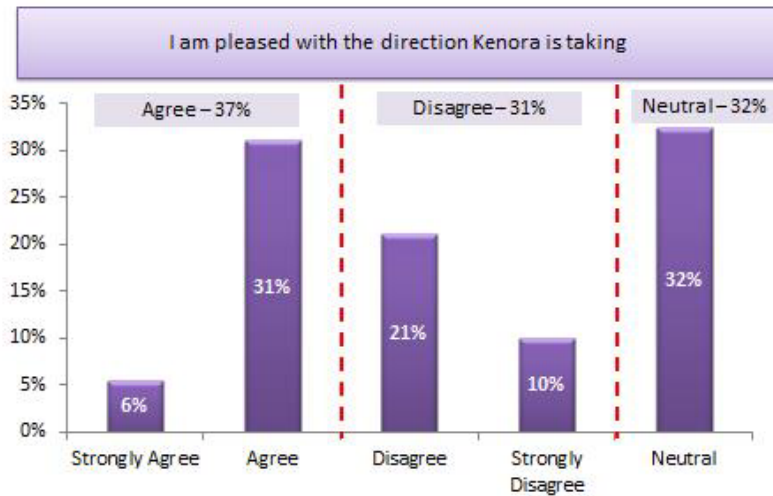
- The following table provides a summary of the geographic location of where the citizens reside that completed the survey.

	% of total
Central	19%
Former J-M, South of the By-pass	18%
Keewatin	15%
Lakeside	14%
Norman	4%
North of the By-pass	13%
Rideout	8%
Seasonal Resident	9%
Total	100%

- The full results of the survey have been included in the appendix to this report.

City Direction

The community survey included a question to receive feedback on the direction the City is taking:



- 37% of the community responded that they agree with the direction that Kenora is taking, 31% disagree and 32% of the respondents did not have a position on this.

Positive feedback was received in the following areas:

- Kenora is well positioned and is making strides as a community.
- Over the past couple of years, there has been tremendous energy in the community to successfully move forward.
- There is evidence of the hard work undertaken by the Mayor and Council, along with volunteers, business owners, organizations, and the general taxpayers to make Kenora a better place to live and to visit.

- *“Keep up the good work, nothing will ever be perfect but we are continually moving in the right direction.”*
- There are a good core of community leaders that understand the value of living in Kenora.
- Increases in tourism over the past several years is helping the local economy.

Feedback for improvements included:

- The City needs to make a list of this year’s goals and make them happen.
- The City needs to ensure that results from high level documents are strategically implemented and evaluated.
- The City is going in the right direction, but needs to reign in spending while improving the services it does offer through efficiency improvements.
- *“We elected the Council we have to make the right decisions that will lead our City and we will have to entrust in them and the City staff to choose what the priorities can be with the money they have.”*
- Generally, there was recognition from the community that there are limited resources available, therefore performance measurement and priority setting are extremely important.
- *“Work together to make Kenora better.”*

Citizen Involvement

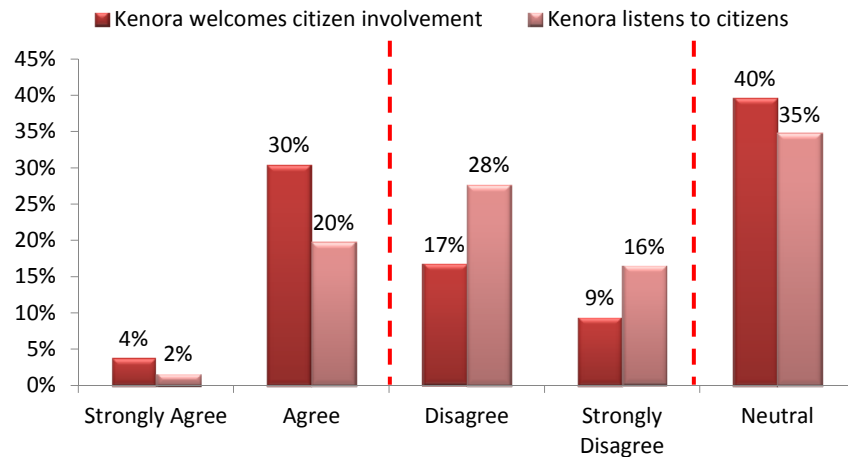
Two questions were posed to the community with respect to citizen involvement.

1. Kenora welcomes citizen *involvement*
2. Kenora *listens* to citizens

- While 34% of citizens feel that Kenora welcomes citizen involvement only 22% felt that the City listens. This reflects a need for additional follow up after consultation has taken place with linkages to how feedback has been incorporated into decision-making, policies and future program and service delivery.
- Based on feedback received, new methods of communication are also needed.

Some of the feedback received with respect to citizen involvement reflects a need for two-way communication and innovation:

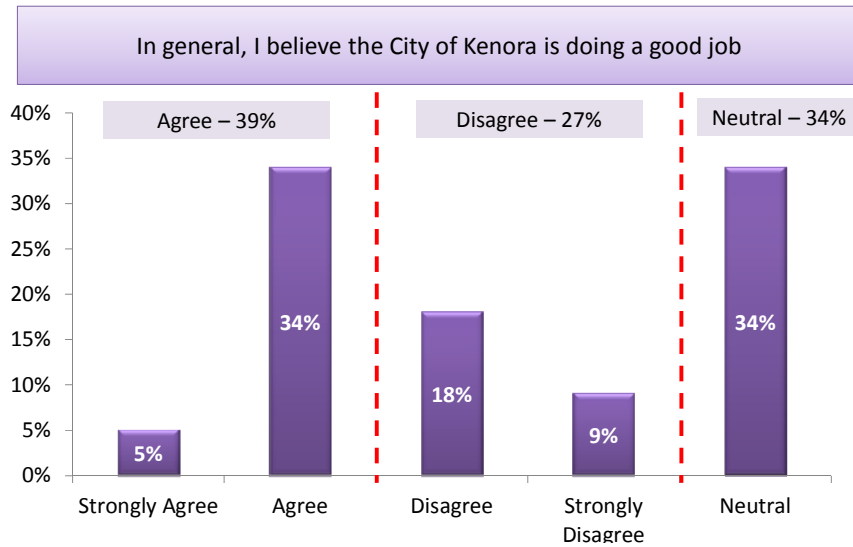
- *“The City needs to do a better job of listening to the residents and to its small-business owners. They are the back bone of this community and if we don't help them, then we aren't helping Kenora”*
- *“Keep your ears open, keep informed, be innovative, don't be afraid to try things, be optimistic, have broad shoulders, look for money everywhere, keep hosting those fun community events like the corn roast at the farmers' markets”*
- *“The City needs to continue being consultative and collaborative with their constituents.”*



- Community consultation is vital. The City needs to continue its community education, outreach and engagement efforts to assist in:
 - Bringing together multiple points of view to create informed decisions;
 - Creating a sense of shared responsibility; and
 - Improving transparency

Is the City of Kenora doing a good Job?

The community survey included a question as to whether the City is doing a good job:



- Approximately 39% of the community agree that the City is doing a good job, supported by the following comments:
 - *“Overall the City is doing a good job. A look outside the box could enhance our community. See what other communities are doing to keep dollars local, why are people being attracted to shop out of town? Could we have that same incentive”*
 - *“Kenora is really trying hard to make it in a really rough economy.”*

- *“Kenora is a gem. It has so much going for it, but unless it builds the economic tax base, it will not be successful. That tax base must be based not only on industry, but tourism, on welcoming development, as a retirement destination. The brand has to be not only endorsed but supported through actions and if necessary regulation. I love Kenora, but it could be so much more.”*
- *“Undertaking an organizational review is a positive step.”*
- *“Community surveys are a good way to gather feedback from the community.”*

Key Challenges the City will be facing in the Next 5 Years

There were a number of prevalent challenges that were identified by the community. The key challenges identified include:

1: Affordable Housing

Affordable housing is a key driver in shaping the economic and social sustainability of a community. Access to affordable housing has community-wide benefits related to economic competitiveness, health, education, social inclusion and strengthened communities. This is the number one challenge that was identified by the community that must be addressed for the City to prosper.

2: Economic Development

At its heart, economic development is about building healthy economies in order to have healthy communities. The second most commonly identified challenge that was identified by the community was the need to support economic development to increase the tax base, diversify the economy, create employment opportunities, provide opportunities for youths to reduce outmigration, maximize use of property and improve the quality of life.

3: Aging Infrastructure

An aging infrastructure is one of the key challenges identified by the community. Specifically, feedback was received that the City is not adequately maintaining its existing assets and infrastructure. Roads and sidewalks maintenance were key areas where the community are not satisfied with the existing level of service and requires program enhancements. Further, with limited resources, the community expressed a need to prioritize new versus rehabilitation projects.

4: Taxpayer Affordability

A significant portion of the community are concerned about taxpayer affordability and whether they are receiving value for the tax money spent. There appears to be a need to prioritize budgets and evaluate funding requests, as well as to carefully consider the allocation of scarce resources i.e. (people, time and money). Further, there is a desire in the community to balance strategic priorities and community service demands against the community's collective willingness to pay for services.

1: Affordable Housing

By far, the most common challenge identified by the community is a need for affordable housing within the City for all demographics including young adults, seniors and transitional living options.

Access to good quality affordable housing has community-wide benefits related to economic competitiveness, health, education, social inclusion and strengthened communities.

As stated by the Ministry of Municipal Affairs and Housing, *“Housing is one of the most fundamental of human needs. It is also a key driver shaping the economic and social sustainability of communities, a vehicle for social inclusion and an important component of growth. Communities with a range of housing choices that meet the full range of their housing needs - including the needs of low and moderate income citizens - are generally more liveable, more economically competitive and resilient. A growing body of research shows that access to good quality affordable housing supports not only low and moderate income households, but also has positive community-wide benefits related to economic competitiveness, health, education and community well-being.”*



While the City does not play the primary role in the provision of affordable housing, the City’s *Planning processes and policies* are important to support affordable housing in the community.

The typical roles of a municipality to support affordable housing needs include:

- Use local housing and homelessness plans as the basis for housing needs assessment to guide development of municipal planning policies and approaches
- Identify the range of planning and financial tools that are available and create enabling frameworks for their use
- Develop and implement official plan policies and zoning to direct development and promote the availability of a full range of housing types to meet the range of identified needs. This includes implementing policies to permit second units, as well as enabling policies needed to use planning and financial tools

The City has identified actions in its Strategic Plan to work with other housing partners to support affordable housing.

Excerpts from the Strategic Plan

The City will encourage new housing partnerships leveraging the skills and expertise of public sector, private sector and community-based agencies within Kenora and beyond.

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

2: Economic Development

The second most commonly identified challenge that was identified by the community was the need for economic development. The following provides the key findings and comments received during the consultation process:

- There is a need to attract new mid-large scale industry
- The City needs to create diverse employment opportunities
- The City needs to focus on expanding the tax base, particularly in the industrial sector
- Youth outmigration is a significant problem—there needs to be employment opportunities to attract/retain young people and young families

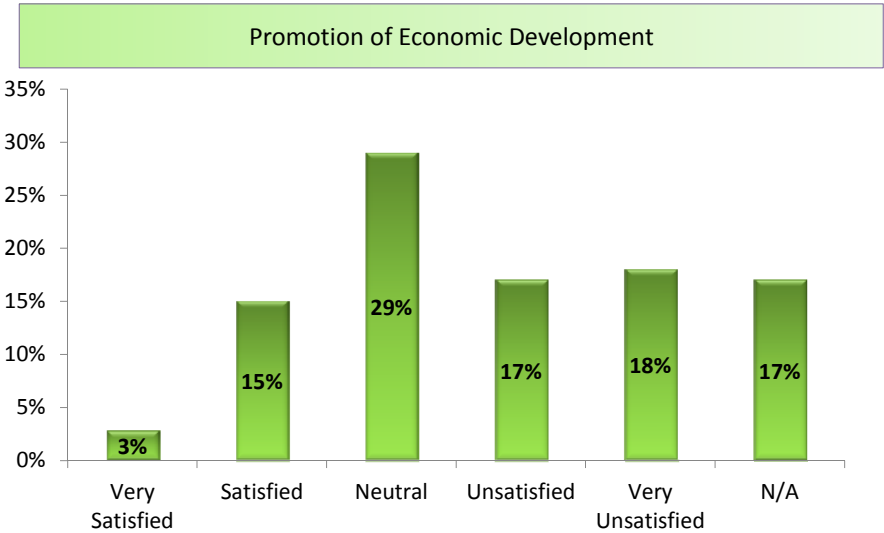
Excerpts from the Strategic Plan

The City will forge strong, dynamic working relationships with the Kenora business Community

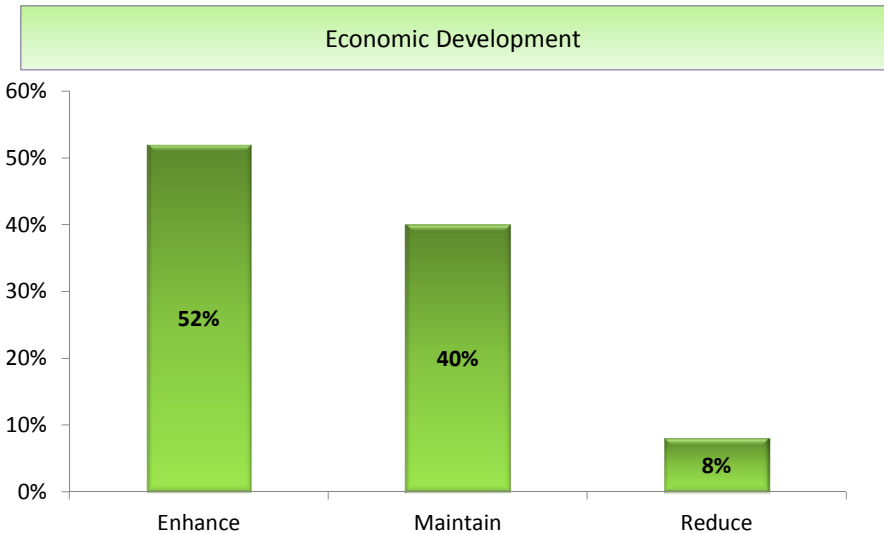
The City will promote Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification

The City will lay the foundations for investment readiness within the mining sector and forestry sector

- There is a clear desire in the community to expand economic development efforts and their effectiveness



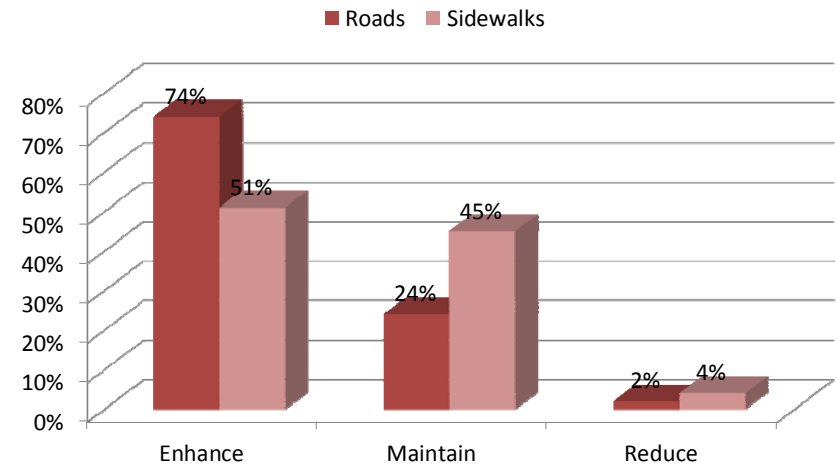
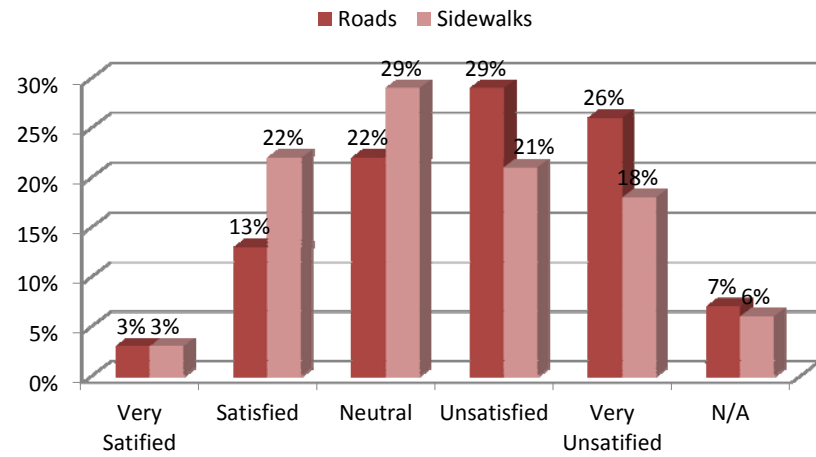
- Approximately 35% of the survey respondents were unsatisfied with the existing promotion of economic development



- 52% of the survey respondents supporting program enhancements (rated the second highest program in the survey where program enhancements were recommended)

3: Aging Infrastructure

- The community consistently voiced a need to balance the addition of new capital projects and the maintenance of existing infrastructure.
- “Taxes need to stabilize due to the economic times, while the spending on major projects like the downtown area need to be lessened, therefore permitting more funding for other infrastructure projects which are urgently required.”
- There is a high level of dissatisfaction with the maintenance of roads and sidewalks, with a strong desire to see enhancements to the existing level of service in these areas.
 - 55% of the community are dissatisfied with existing street repair and maintenance, with 74% of the community supporting service enhancements in this area.
 - 39% of the community are dissatisfied with existing sidewalk repair and maintenance, with 51% of the community supporting service enhancements in this area.
- This is further confirmed in reviewing the City’s 2013 Municipal Performance Measurement Program (MPMP) whereby only 37% of the City’s road lane kilometres are rated as good/very good which is amongst the lowest of 90+ Ontario municipalities surveyed.

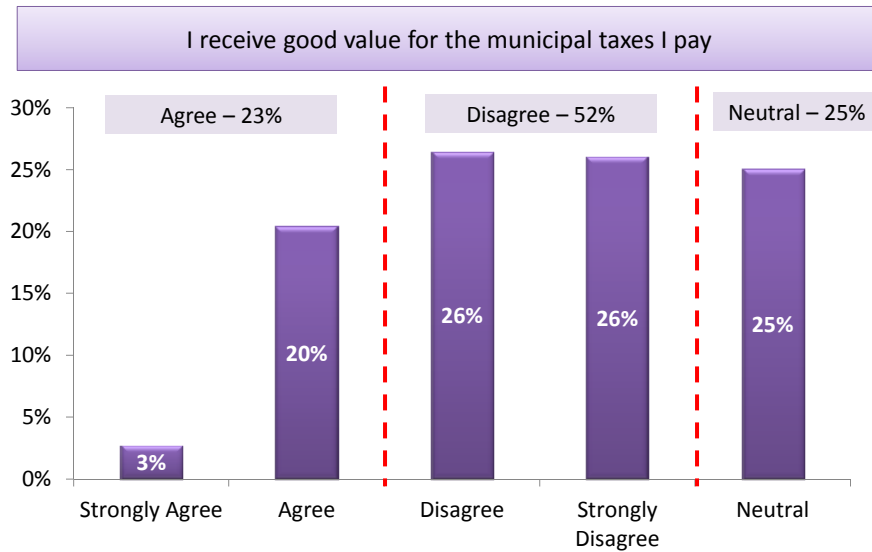


Excerpts from the Strategic Plan

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

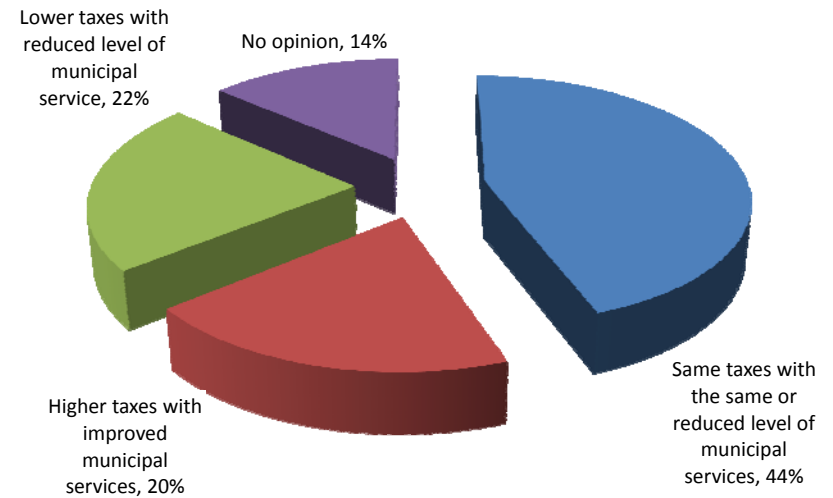
4: Taxpayer Affordability

- Taxpayer affordability and value for money was a challenge identified by residents and business owners.



- As shown above, only 23% of the survey respondents believe they are receiving good value, reflecting a considerable need for improvements in the alignment of service levels and the community’s willingness to pay for these services. The following provides some of the feedback received:
 - *“With the high cost of living, especially taxes and hydro, the City is slowly squeezing out any incentive to reside in the area.”*
 - *“Prepare budgets that are realistic, practical and affordable.”*
 - *“Find a way to keep the cost of living in Kenora affordable for everyone”*

Municipal property taxes are the primary way to pay for services provided by the City of Kenora. There are considerable challenges that all Ontario municipalities face in delivering programs and services including increasing infrastructure costs related to an aging infrastructure and the ability to deliver quality programs and services aligned with the community’s willingness to pay for services. The community was asked, if faced with the following choices, what would you advise Council to do?

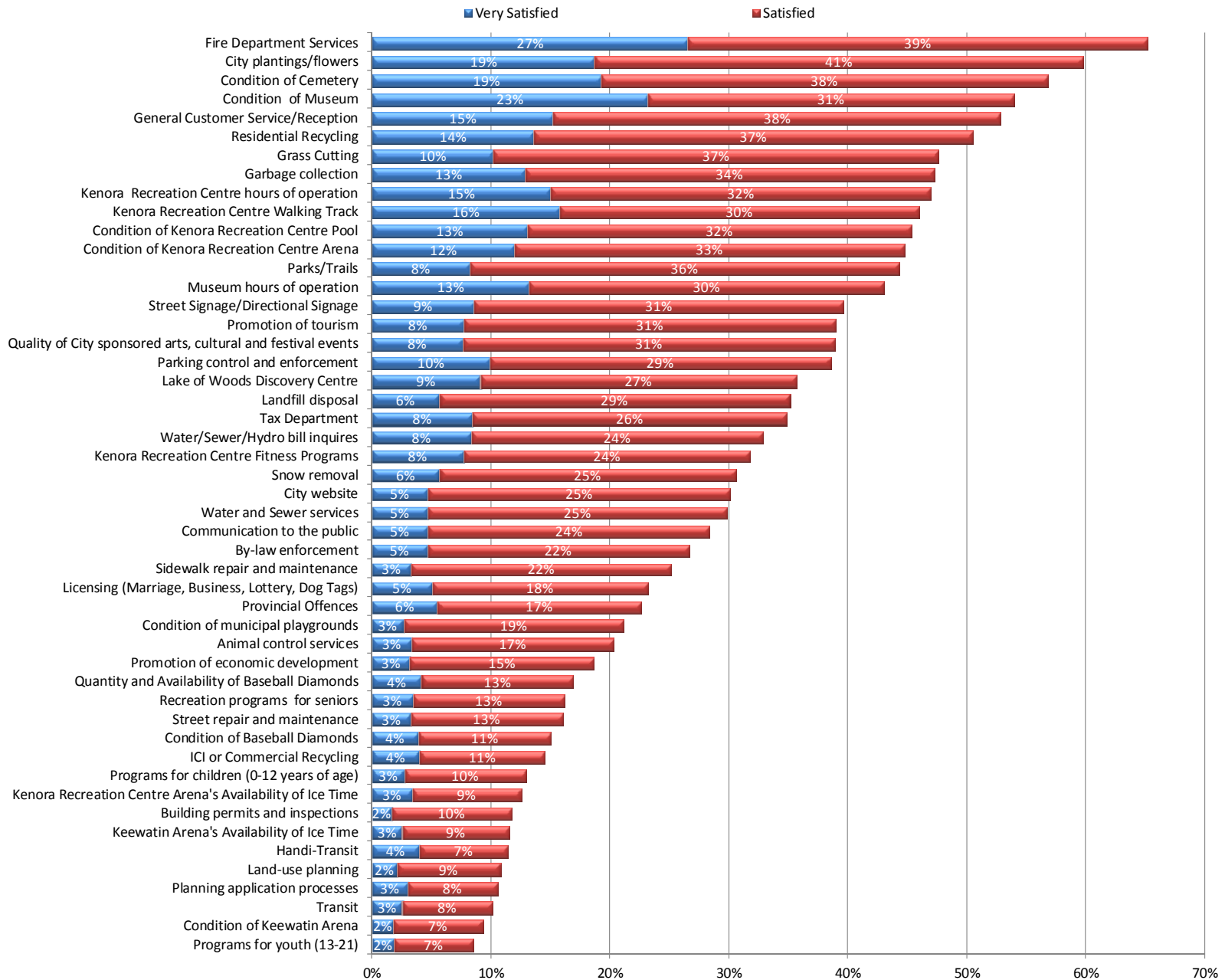


- 44% of the community responding to the survey would like to maintain the same tax level with the same or reduced services
- 22% support lowering the tax levels with lower levels of municipal service
- Only 20% support higher taxes with improved service levels
- As will be shown later in the report, the community identified a number of areas where program enhancements are recommended.

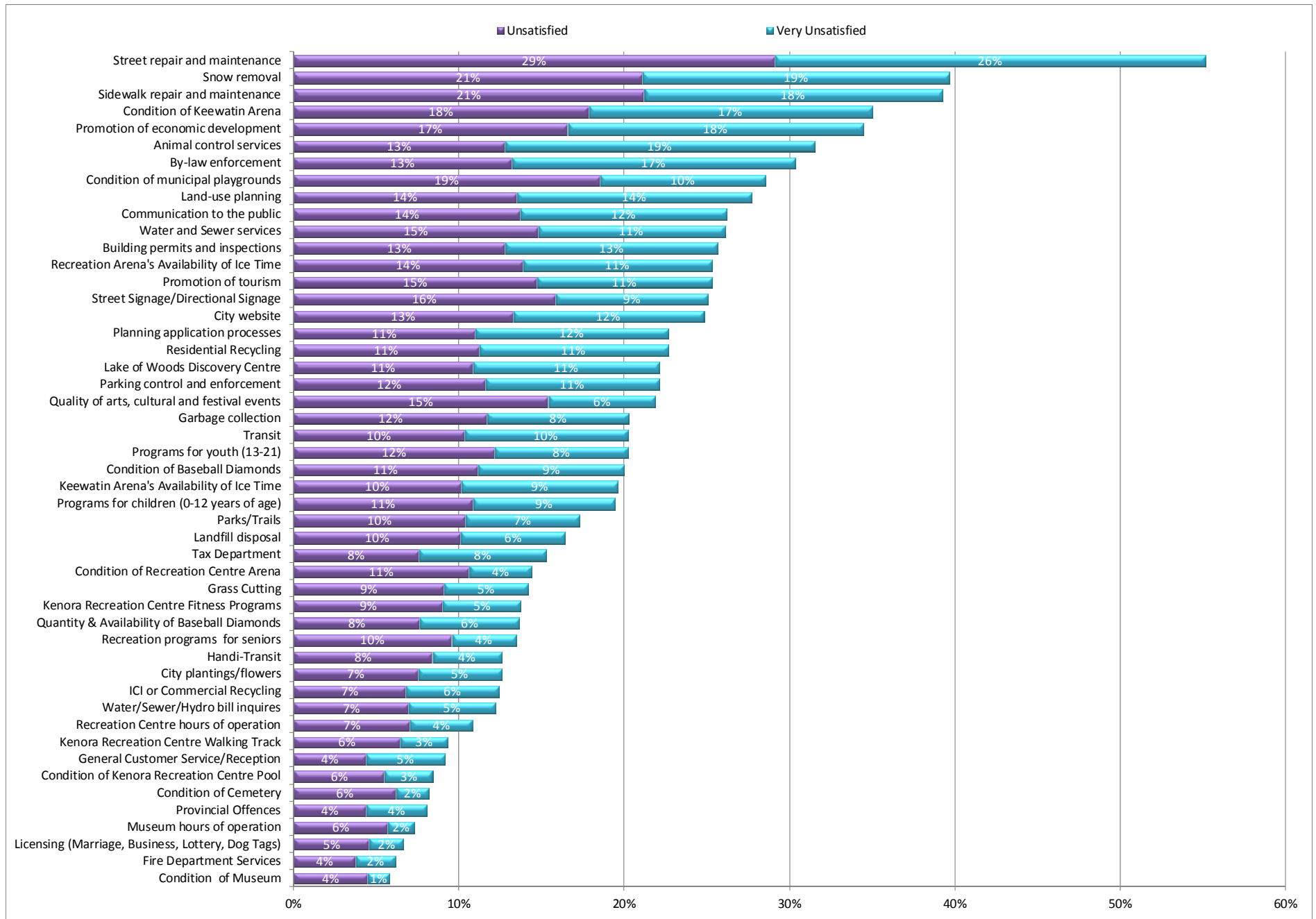
- The cost of hydro was also frequently identified as a challenge to affordability.
- Among the challenges facing northern municipalities in today's economic environment are the realities that strategies for sustainability must come from within and municipalities will continue to be highly dependent upon limited tax dollars to maintain and upgrade services, operations and infrastructure. This is coupled with the challenges associated with increasingly complex and onerous legislated compliance requirements and an increasingly diverse population with greater and changing service needs.
- While there is considerable concern about affordability in the community and in ensuring that taxpayers received value for tax dollars spent, there are specific areas where the community identified the need for services to be enhanced. The most common areas where program enhancements are needed include:
 - Street repair and maintenance
 - Promotion of economic development
 - Improvements to the Keewatin Arena
 - Sidewalk repair and maintenance
 - Snow removal
 - Parks/trails
 - Municipal playgrounds
 - Communications
 - Recreation programming
- There is a clear need for the City to articulate program and service levels and to provide a summary of what each of the programs costs so that the community has the needed information to make informed decisions.
- The City must also manage expectations for quality programs, the need for new programs and services and the need to align programs and services with changes in demographics.



Summary of Community Survey Level of Satisfaction with Programs and Services

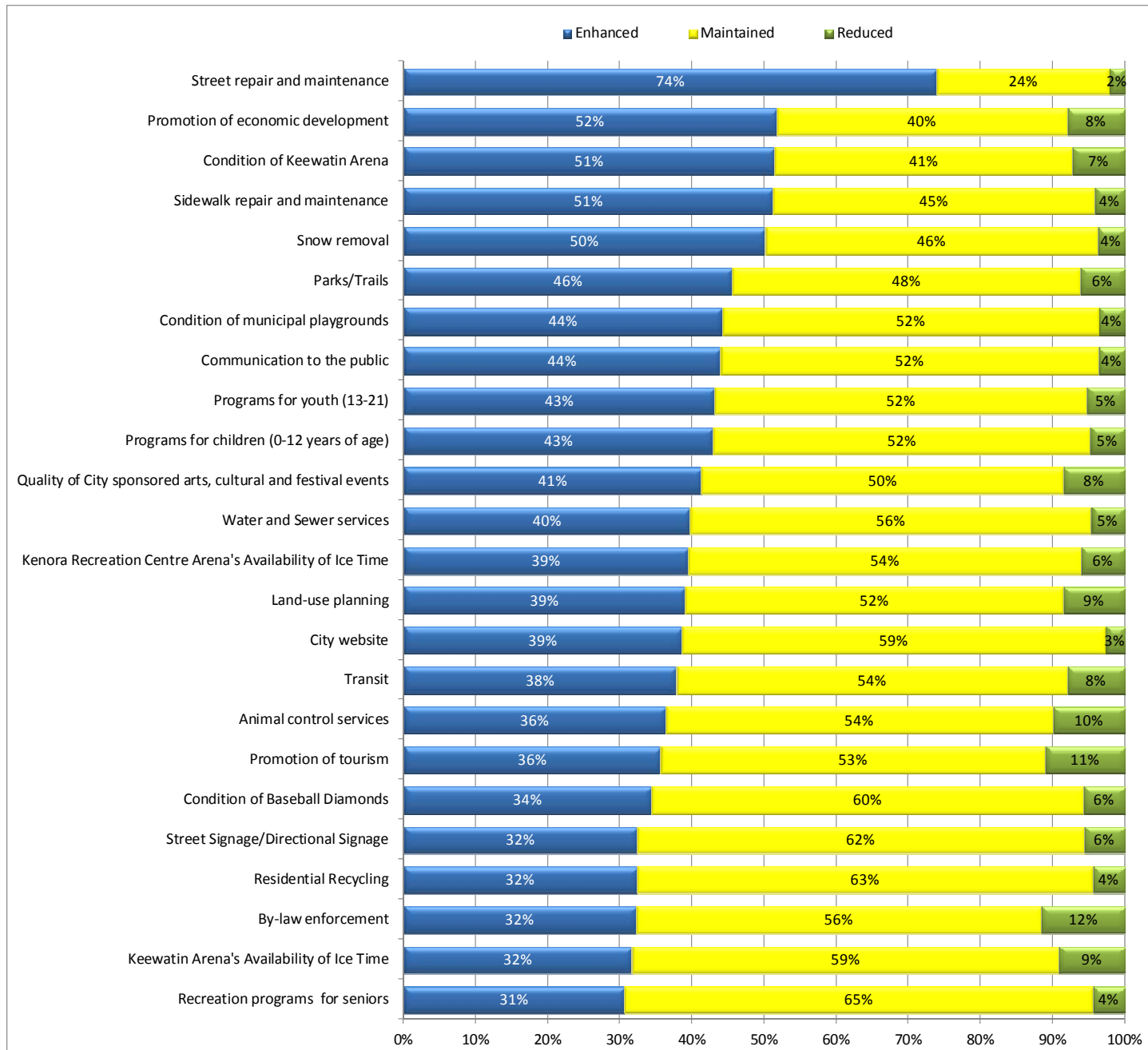


Summary of Community Survey Level of Dissatisfaction with Programs and Services

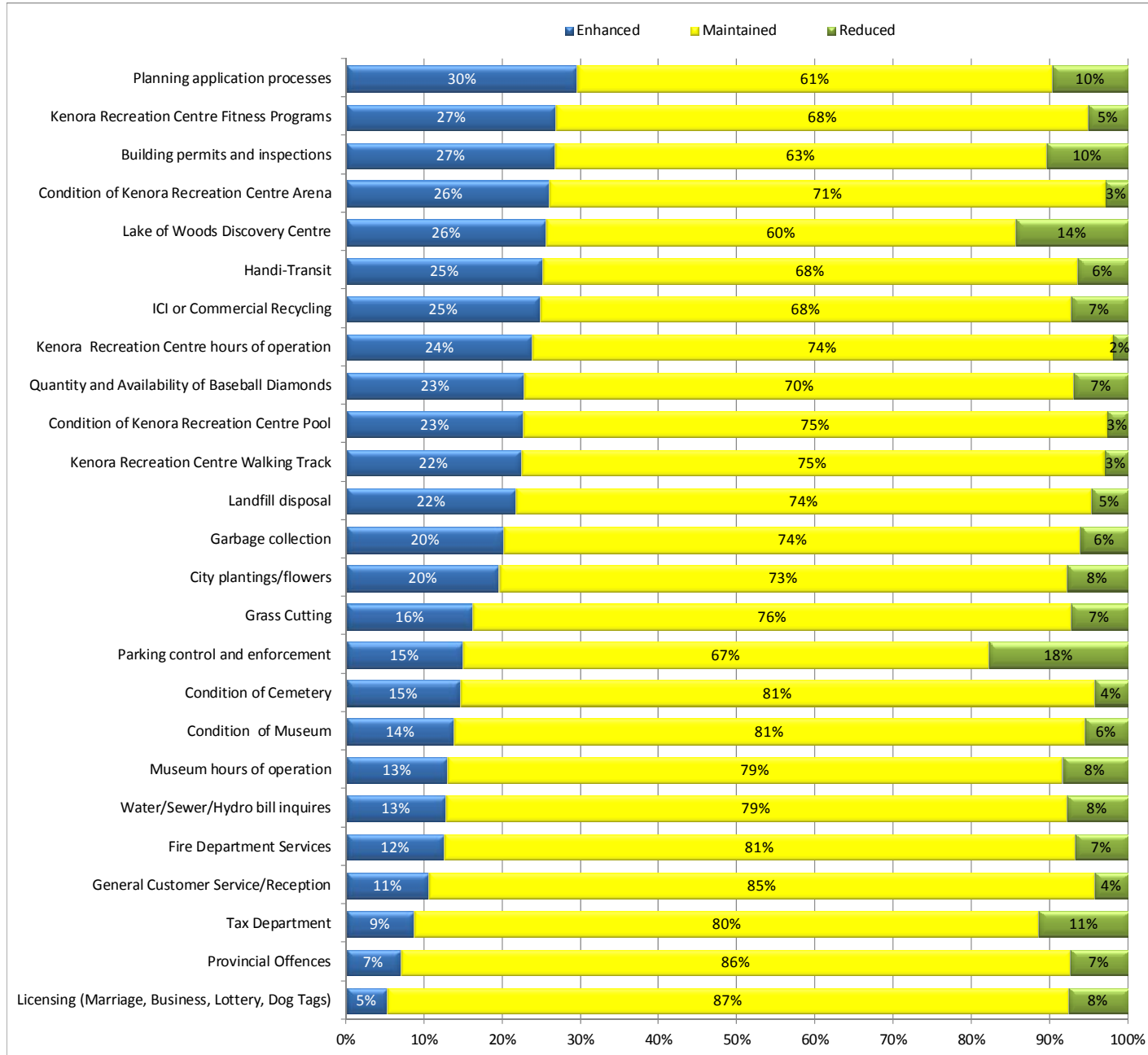


Organizational Review—Community Consultation

Community Survey on Program/Service Enhancements, Maintenance of Existing Services or Service Reductions



Community Survey on Program/Service Enhancements, Maintenance of Existing Services or Service Reductions Cont'd



Community Focus Group Sessions



Community Focus Groups

There were a number of key themes that were identified across the three focus group sessions. The following summarizes the key themes.

Communications

- All focus groups shared positive comments on the effectiveness of municipal communications. Weekly newspaper postings, the municipal website and the various public consultations opportunities were cited as positive examples.
 - There were several comments related to suggested website improvements; some say it is hard to navigate, others say it is difficult to find specific documents. Based on feedback from municipal staff, the website needs a dedicated communication resource (and not just an IT person).
 - A FAQ at the municipal website may help to manage various topics such as community initiatives, events, and municipal or community rumours.
 - The downtown revitalization process (and related construction/closure activities) was also noted as having been well communicated to shop owners and the public.
 - Residents will continue to require regular municipal communication so that they may better understand the plans, goals, and economic benefits of the downtown revitalization efforts.
 - Public wants to know more about the City's finances, e.g. reserve fund, infrastructure plans, etc.
- The ability to email staff was positively noted, as well as the online ability of pothole and other issue reporting. Focus group participants suggest that Council meetings be available on the internet (most recent and archived Council meetings).
 - The complaint process is reasonably effective when email is used. Difficulty occurs when a call comes into the office and requires a follow up action. The subsequent staff action may resolve the issue but often does not involve contacting the original inquirer, therefore, the 'loop' is not closed. Customer service was noted as inconsistent, from 'dead wall' to actively and professionally managed.
 - Council meetings at noon make public attendance difficult and may discourage people from running for Council, e.g. working person. Need the Mayor to be a full time position, lobbying for federal/provincial support.

Economic Development - Tourism

- Focus group participants commented on the strong leadership of Council and the buy-in from the business community.
- There is broad awareness and adoption of the move towards a tourism industry.
- There is recognition that human and financial resource support from the municipality needs to continue, as ‘we’re not done yet’.
- There is a recognized need to build off-season tourism traffic. Suggested markets are Winnipeg and northern states. Winter activities, festivals, events during the off seasons are suggested. Cater to the local and regional markets in the winter.
- The community needs to continue to leverage the branding strategy – “don’t abandon the branding”.
- Several people commented that the budget for tourism marketing may be too low. Other focus group participants suggested the Discovery Centre name may not always be recognized as a tourism information centre and that this may need to be more obvious or better promoted.
- It was also suggested that the lack of docking facilities may be hampering the growth of boating visitation to community services. All focus groups commented very positively on the planning and outcome of the downtown revitalization efforts.
- There was also a desire to have a one-stop shop for development and business startup/expansions. Many felt the City is not open for business.

- Downtown parking is a problem especially in the summer when the farmers market is active. More docking opportunities may also be required.
- A user fee system for out of town residents may need to be considered.

Recreation

- There was broad recognition that the staff at the recreation centre are welcoming, helpful, and ‘amazing’ and that there appears to be a strong sense of pride.
- Several participants commented that sports tourism should be a more supported economic driver during the off season, and that cross seasonal marketing materials would be useful to attract alternate season return visitation.
- There appears to be some concern about the overlap of recreation and special events at the city staff level. Both of these areas are growing and require role clarity. Participants also suggested that there needs to be better coordination when events are happening, e.g. plowing, grass cutting, garbage collection. Other communities can perhaps serve as models of how to handle the departmental responsibilities of Tourism, Recreation, and Special Events.
- Participants felt that the City needs a long range plan for its recreation services and facilities and that a single community calendar and the resources to maintain it would allow for better event promotion and avoid event overlap.

Operations

- There were several positive comments related to the recent changes to the collective agreement regarding weekend working hours. Examples include snow removal in the downtown core at night, and the availability of maintenance staff during the summer weekends.
- Customer service was noted as good. Beautification efforts were well regarded.
- The Transfer station was noted as well organized. The bag tag system was positively regarded and encourages residents to recycle. There may be an opportunity for greater garbage pickup automation by the use of wheelie bins and truck mounted pickup arms.
- It was noted as frustrating for the public to see the operations staff going back to office for lunch and coffee breaks, as this seems very unprofessional and wasteful.

Planning and Building

- The Planning and Building Department was regarded as uncooperative and problematic to economic development, typified by the comment of *“nothing but grief with the planning department. Nothing happened until we got the Mayor involved.”*
- We heard several times that the City staff need to stop saying *“you can’t do this”* and need to change the perspective to *“how can we do this.”*

By-law Enforcement

- Bylaw enforcement appears ineffective. Comments included problems with residents that are feeding deer, on-street parking during winter snow clearing operations, and boat dock slots being occupied for inappropriate amounts of time. These issues were noted by the public group, the business group and the tourism group. Short form wording to support enforcement was suggested as a possible remedy.
- By-law enforcement after-hours currently requires staff call-out for evenings and weekend periods.

Innovation

- It seems that innovative practices are not well recognized, such as the solar powered garbage cans and the setback of parking meters to aid in snow removal. The Municipality may benefit by the communication and promotion of an innovative workplace awareness campaign.
- The culture of innovation may also need support. Numerous comments suggested that staff is told what to do and discouraged from trying new approaches. Front line people have good ideas, but are ‘afraid of managers’ and that ‘managers are not good listeners and staff fear repercussions’. Some Managers are really good at saying no. Some Managers put up roadblocks to trying new things. The senior management group commented that ‘we don’t have time to be innovative. We don’t ask the front line for new ideas.’

- Waterfront development was noted as an innovative and bold series of actions. Strong Council leadership and direction was noted as key success factors. The Mayor and Council (past and current) are regarded as visionary and strategic. Businesses are buying into the vision and strategy.
- However, there is significant evidence that the City can do new things and be innovative. Examples of innovation already undertaken by the City:
 - Downtown revitalization – and green belt were done really well
 - Community Improvement Plan (CIP) done really well especially façade improvements in downtown
 - Relocation of Tourism Center
 - Implemented solar powered Big Belly tins that tell you when its full – garbage compactor.
 - Art installation “Muskie on Main” murals on Main
 - Good stuff at Transfer station, can do more (e.g. composting area would be nice and could use in City Beds)
 - Painting of dumpsters
 - Harbourfront Tent

Summary



Summary of Communication Consultation

The City of Kenora is in the midst of a transformation and is currently undertaking a number of strategic initiatives to set the course for the future. With limited resources and taxpayer affordability considerations, there is a need for increased transparency around performance outcomes so citizens can actually see what their tax dollars buy and more easily monitor progress toward public goals.

Prioritization is needed as well as an alignment of budgets, staff and resources to the areas of greatest community importance and to address programs and services that are not meeting community expectations. Opportunities exist to build a corporate wide prioritization framework which is integrated with business planning, performance based budgeting and the City's Strategic Plan. Of great importance is to relate inputs to outputs/outcomes in order to develop a sense of community return for taxpayer investment. This will help decision making, support prioritization and drive budgets and resource allocations.

Organizational effectiveness will be critical to ensure that municipal resources are allocated appropriately and strategically to build corporate capacity for success and to maximize the use of limited staff and financial resources. Projecting forward, municipalities such as Kenora will also need to consider the implications associated with an aging population, a reduced workforce and limited sources of income.

It seems that innovation thrives in Kenora but that it happens organically. There seems to be little awareness of what innovation is, what it looks like, and that there is little 'celebration or reward' of innovation. We suggest a structure and process needs to be put in place to recognize and strengthen an innovative workplace.

The Corporate culture will need to be:

- Innovative and supportive of creative thinking and measured risk taking;
- Interdepartmentally connected, flexible and collaborative;
- Rewarding of solution-seeking, cross-corporate team behaviour;
- Trusting, respectful and communicative and;
- Client focused and workforce smart

Kenora has made significant investment to provide a wide range of capital infrastructure, facilities and vehicles to service the community. Protecting these assets through regular rehabilitation, renewal and replacement is vital to support economic development objectives. Based on feedback from the community survey, it is also apparent that the community has indicated it wishes to hold the line regarding property tax increases where possible.

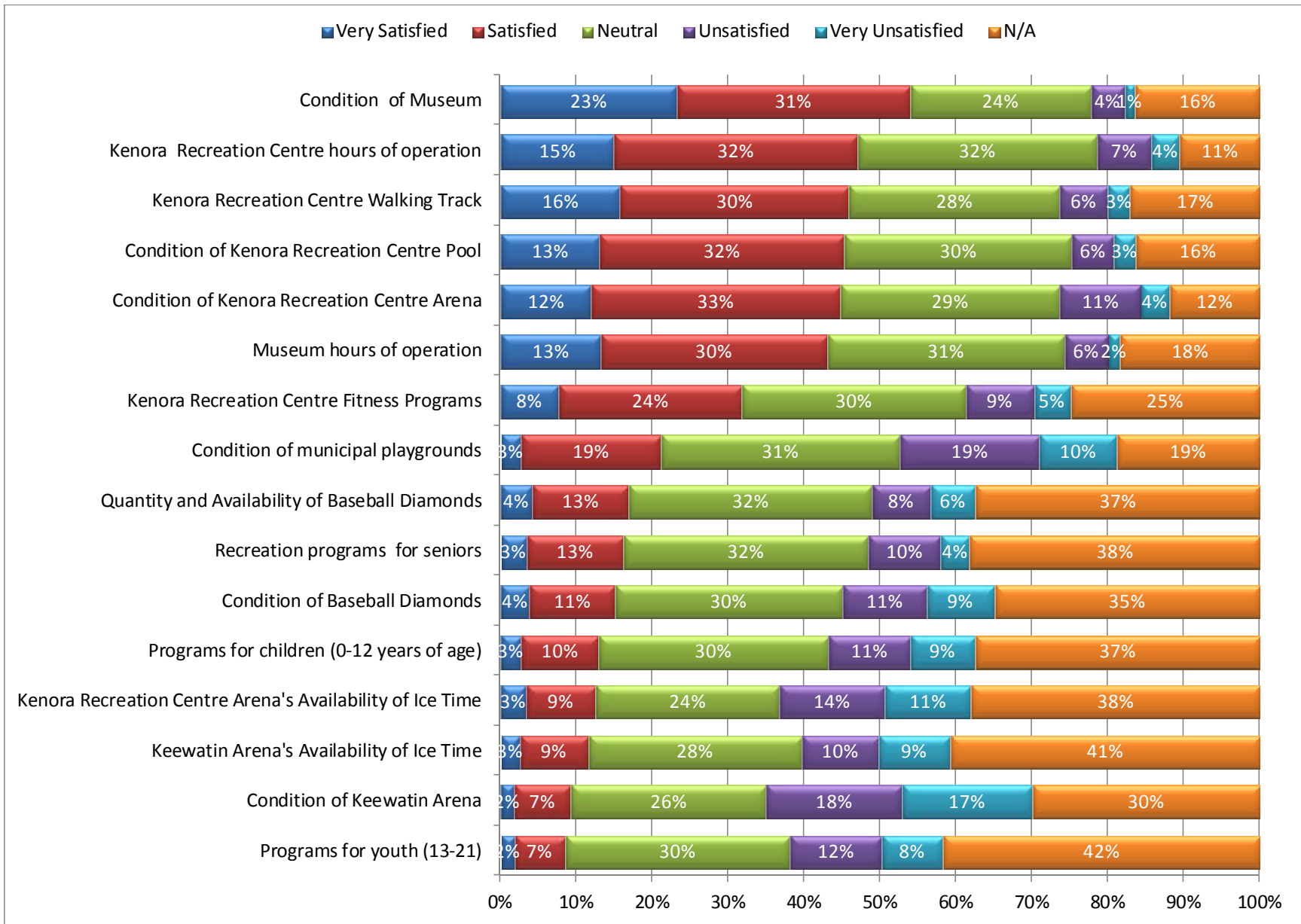
Developing a common framework for determining which services and initiatives move into action will assist in providing the most value for the community's willingness to pay. An added benefit is it provides additional justification, to the public, the basis for service and funding choices, including any need to defer initiatives or reduce/eliminate lesser valued services to hold the tax line.

We were impressed with and inspired by the responses received during our research with members of the City of Kenora community and members of the City of Kenora staff. With such candor, comes the opportunity to learn and improve. The challenges may be significant, but the community's desire for a quality lifestyle and a sustainable future are indeed inspiring and worth investing in.

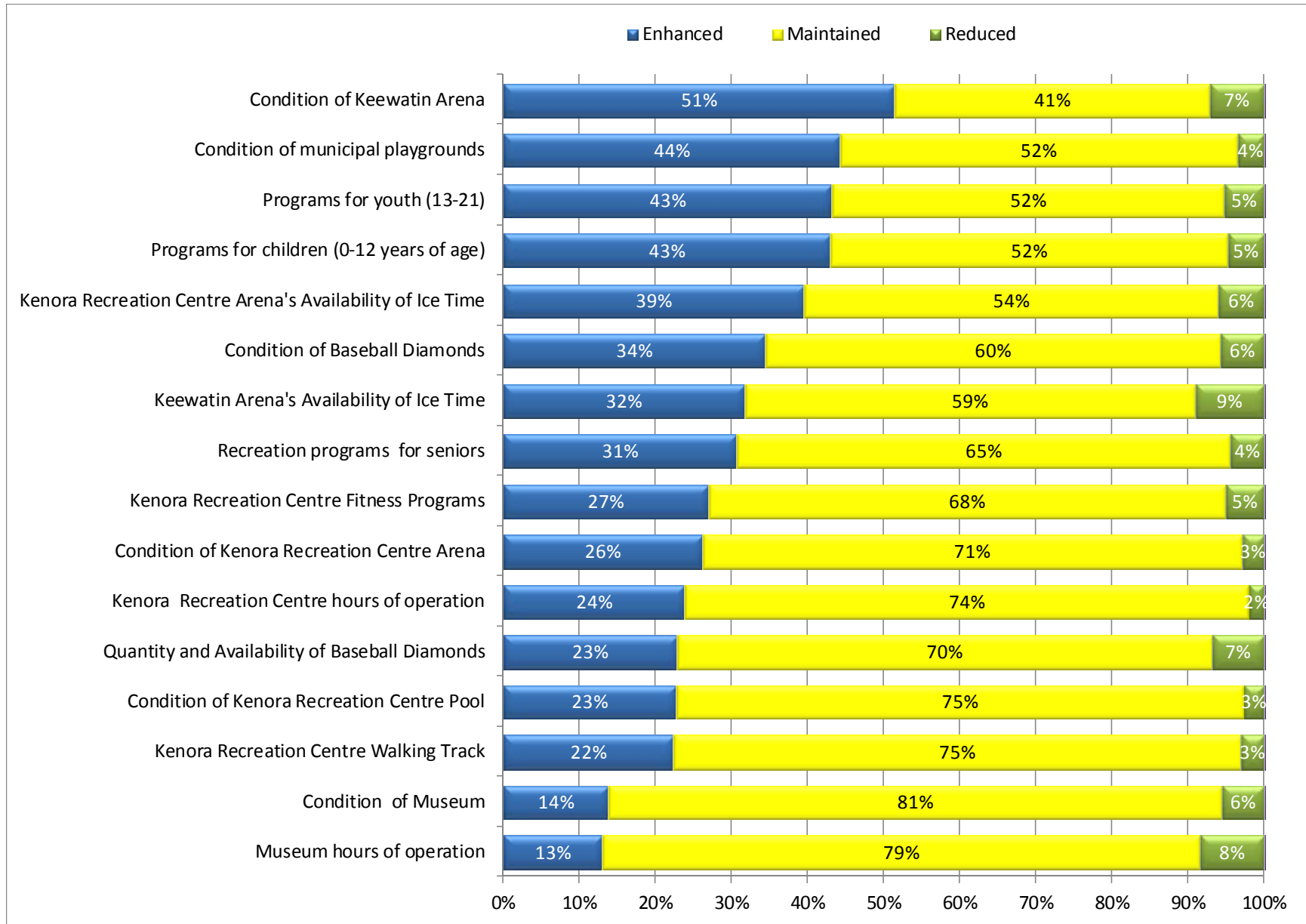
Survey Results



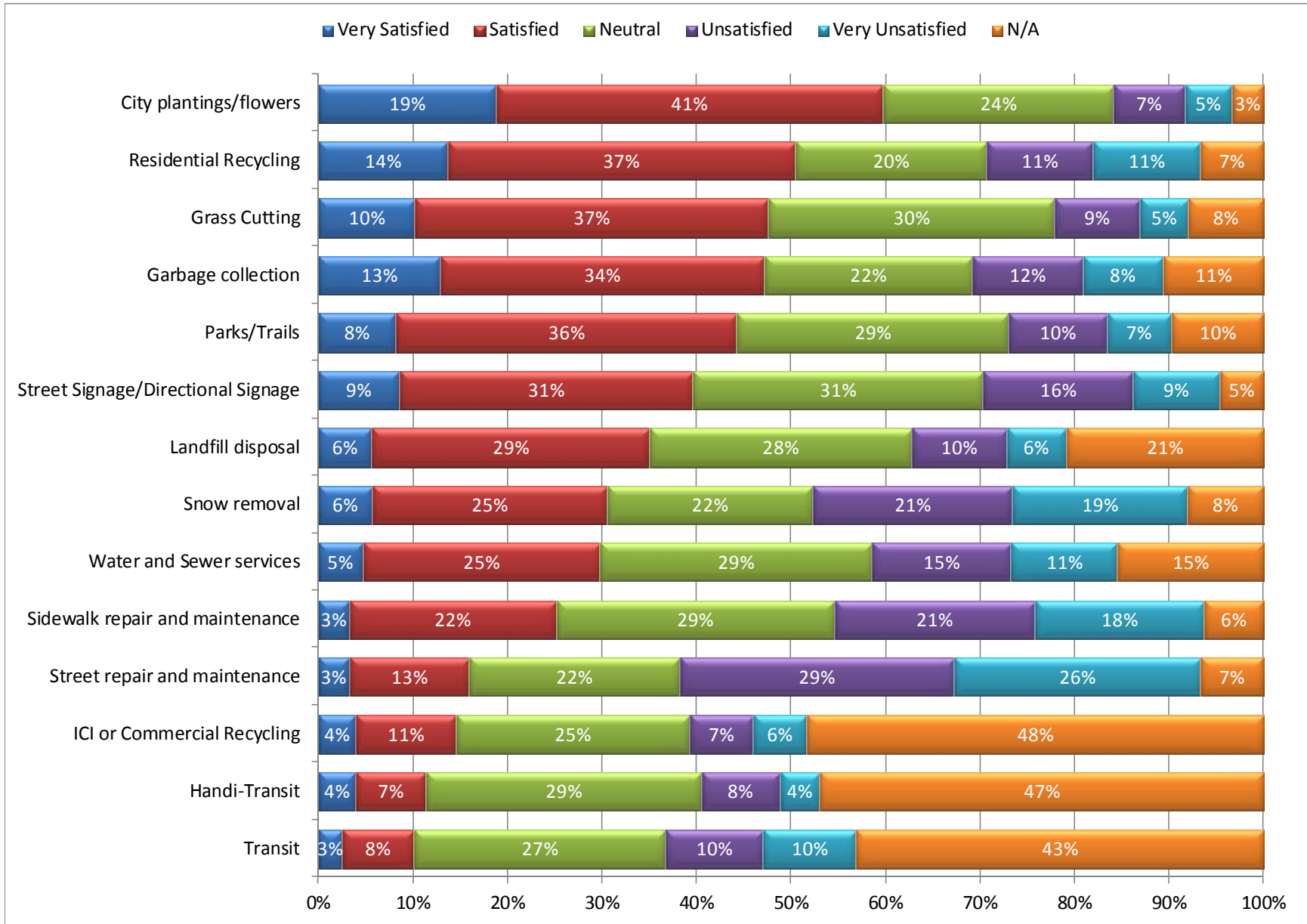
Recreation Programs and Services



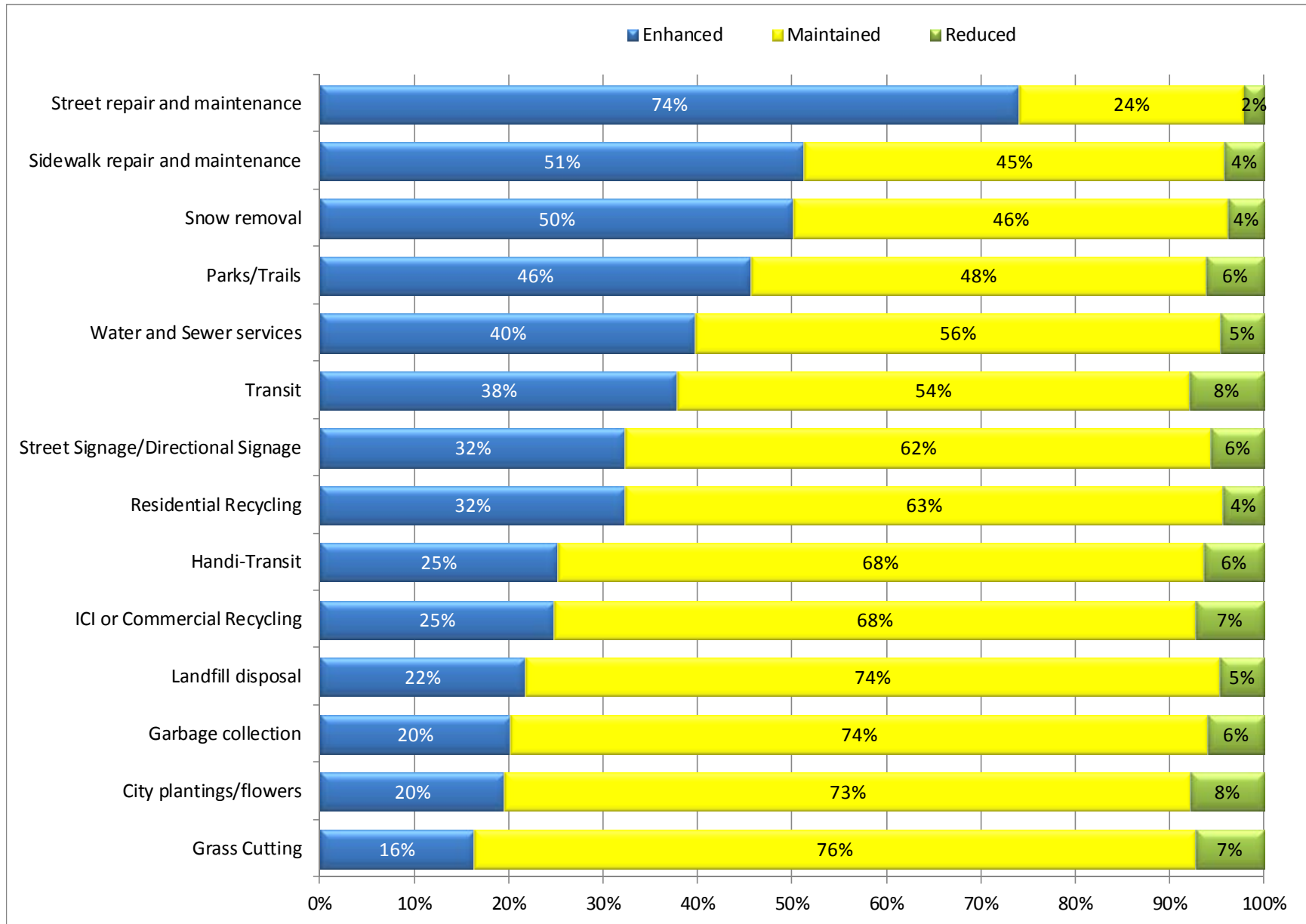
Recreation Programs and Services



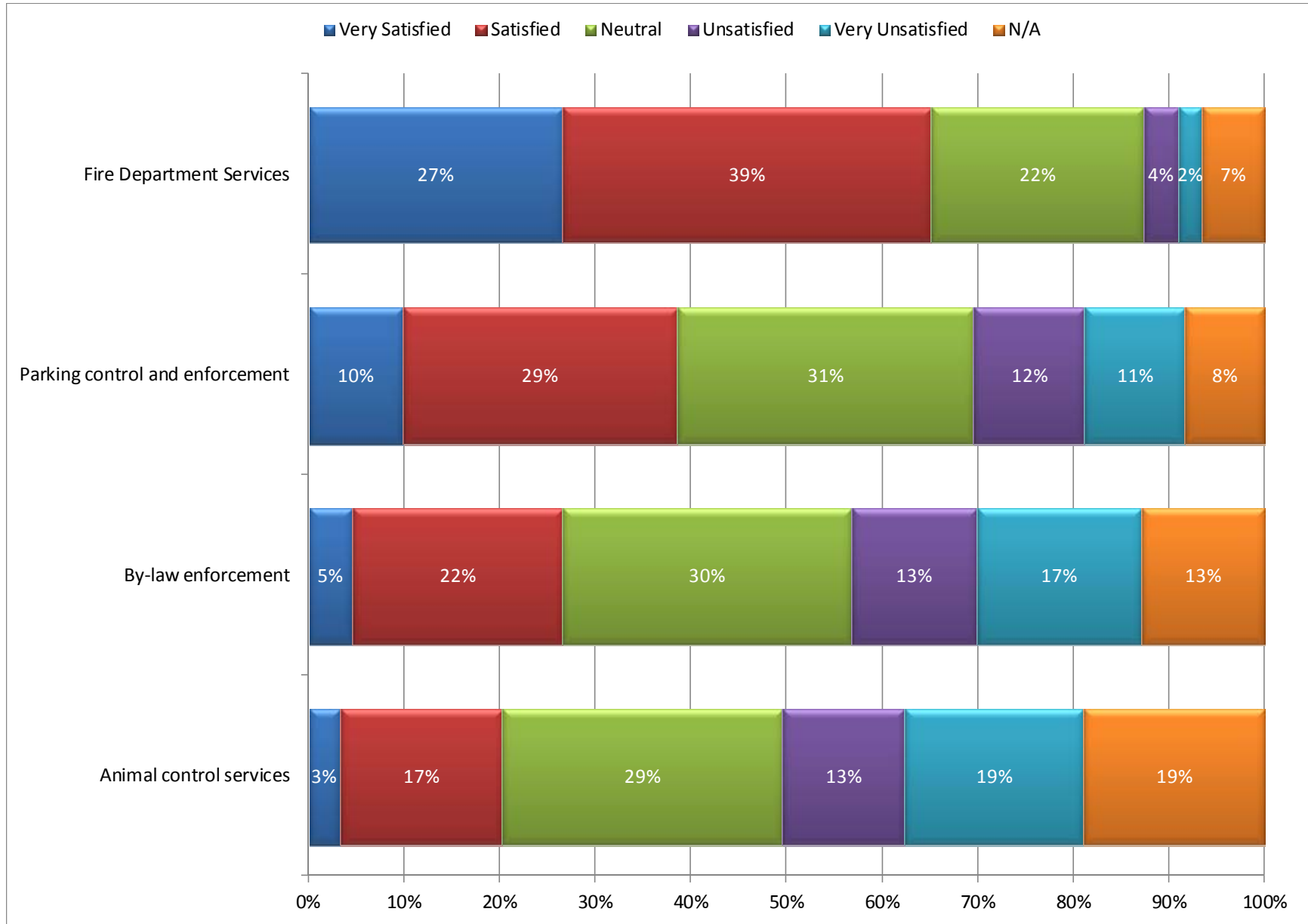
Transportation, Operations and Infrastructure



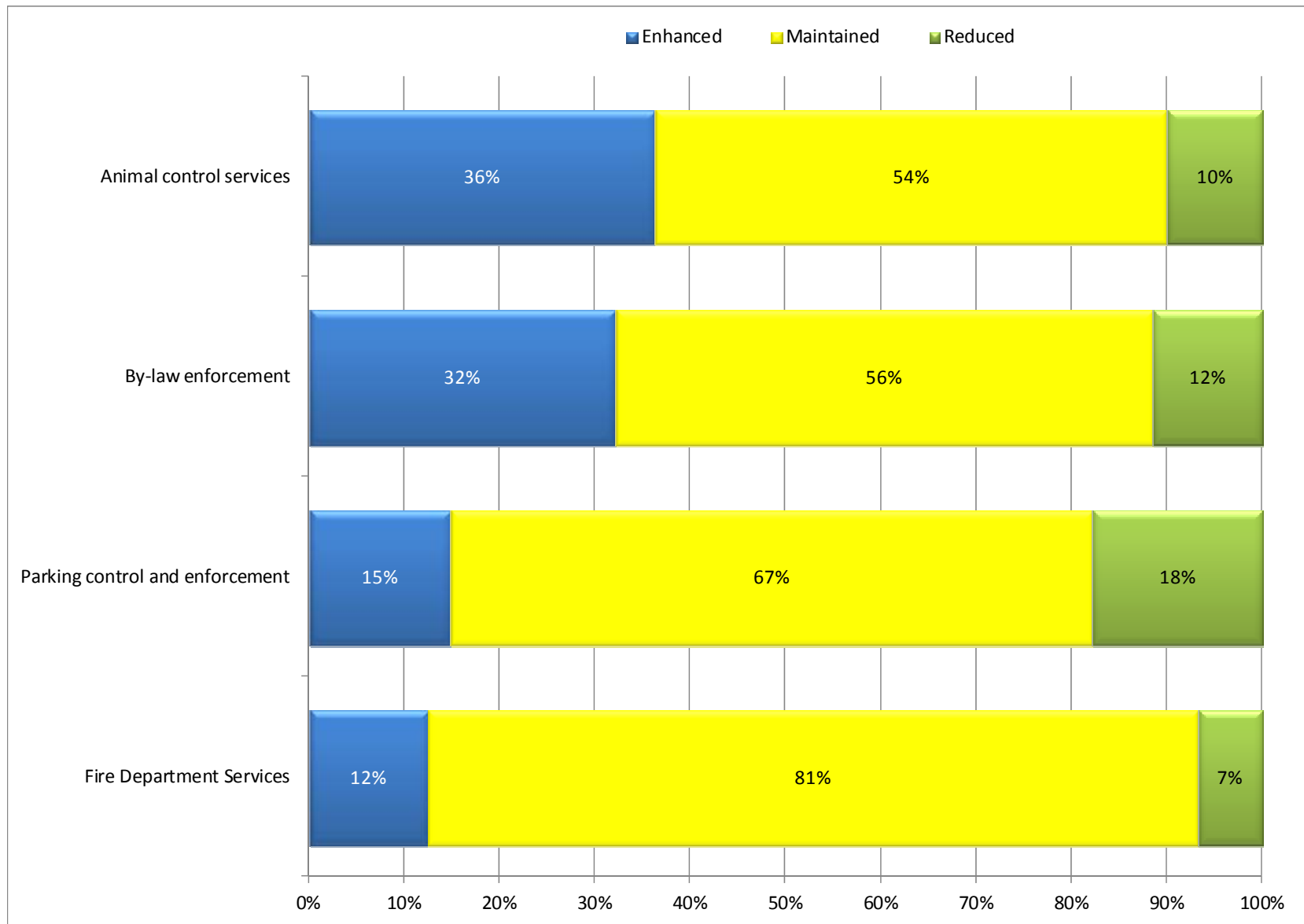
Transportation, Operations and Infrastructure



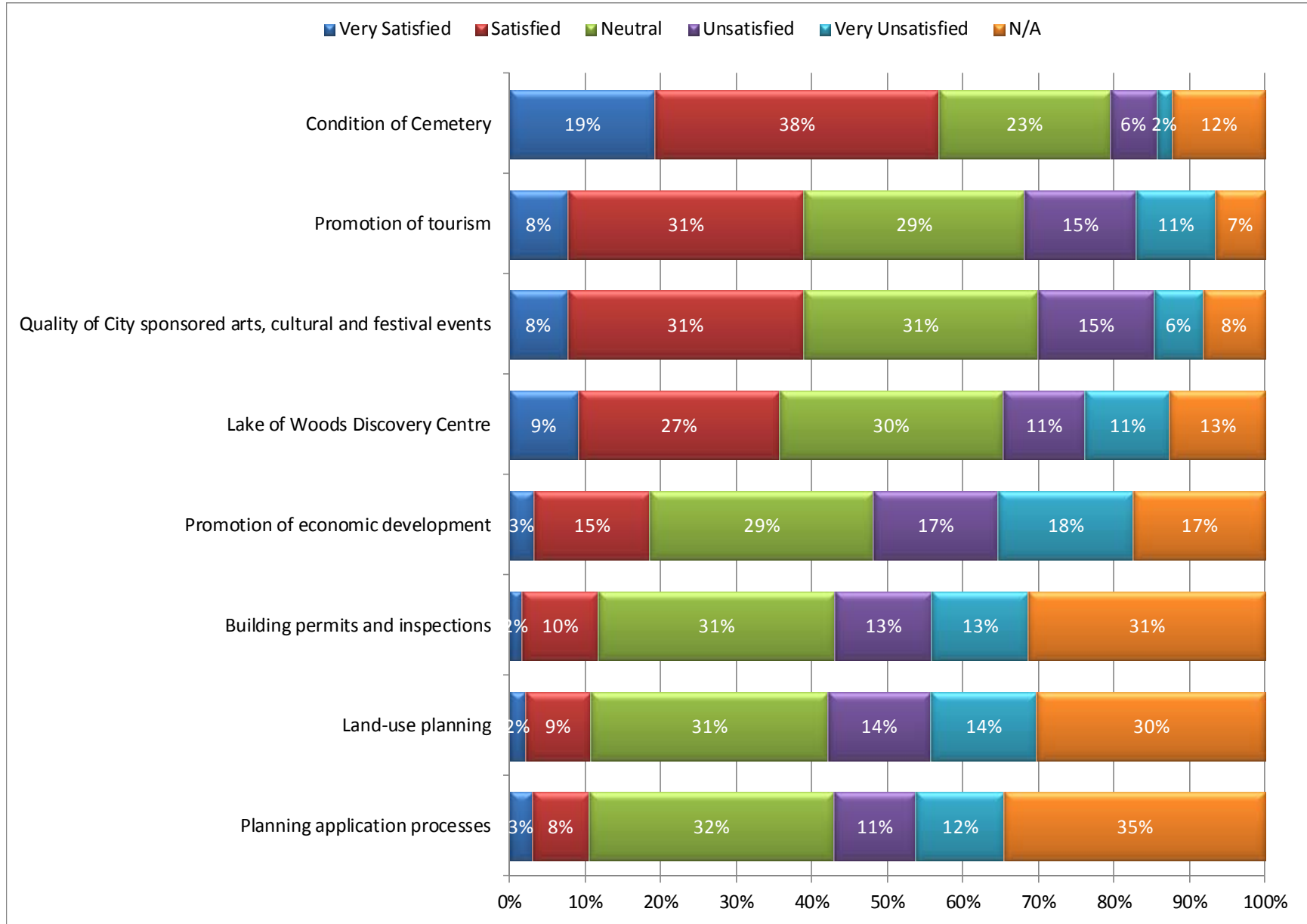
Public Safety



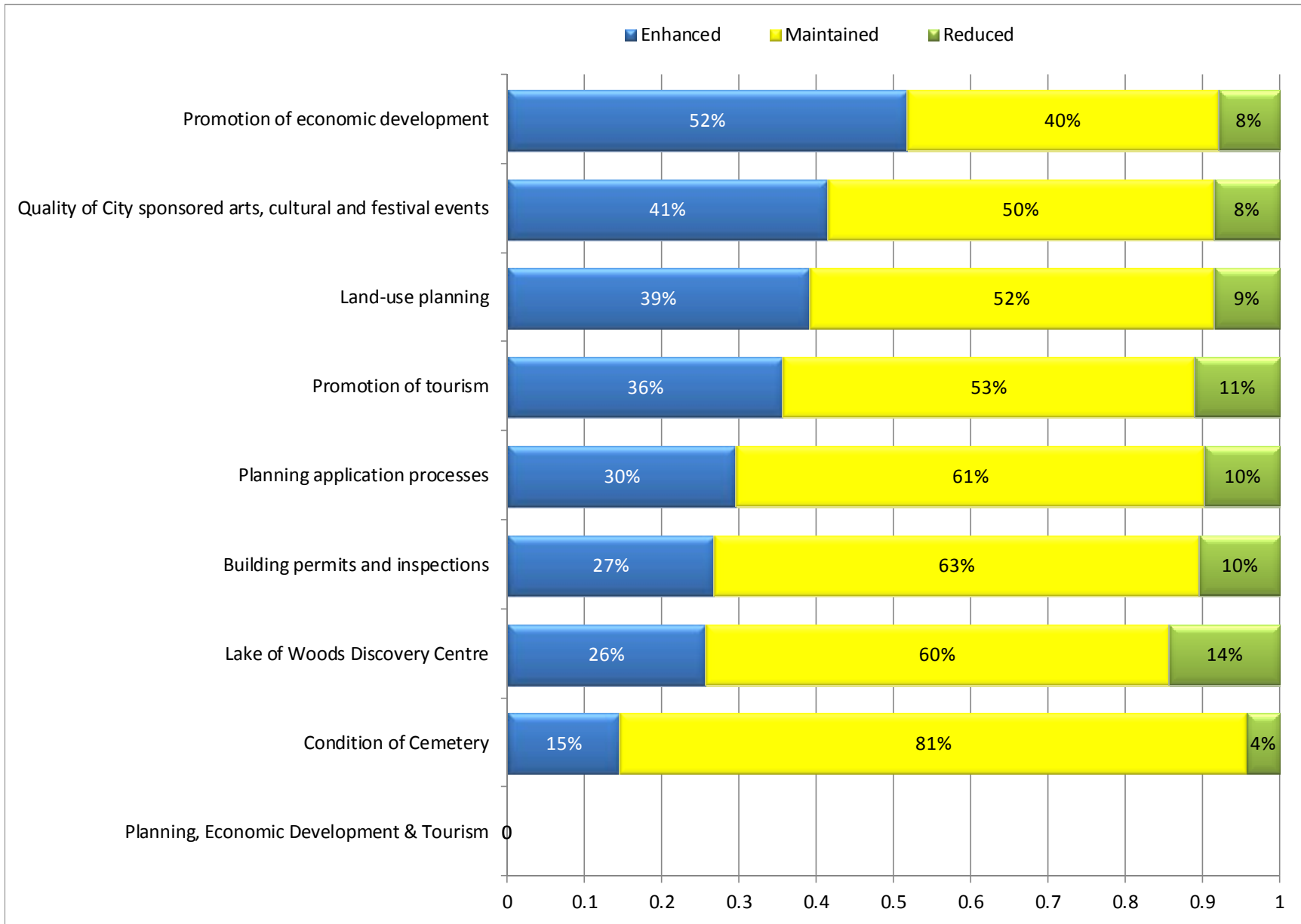
Public Safety



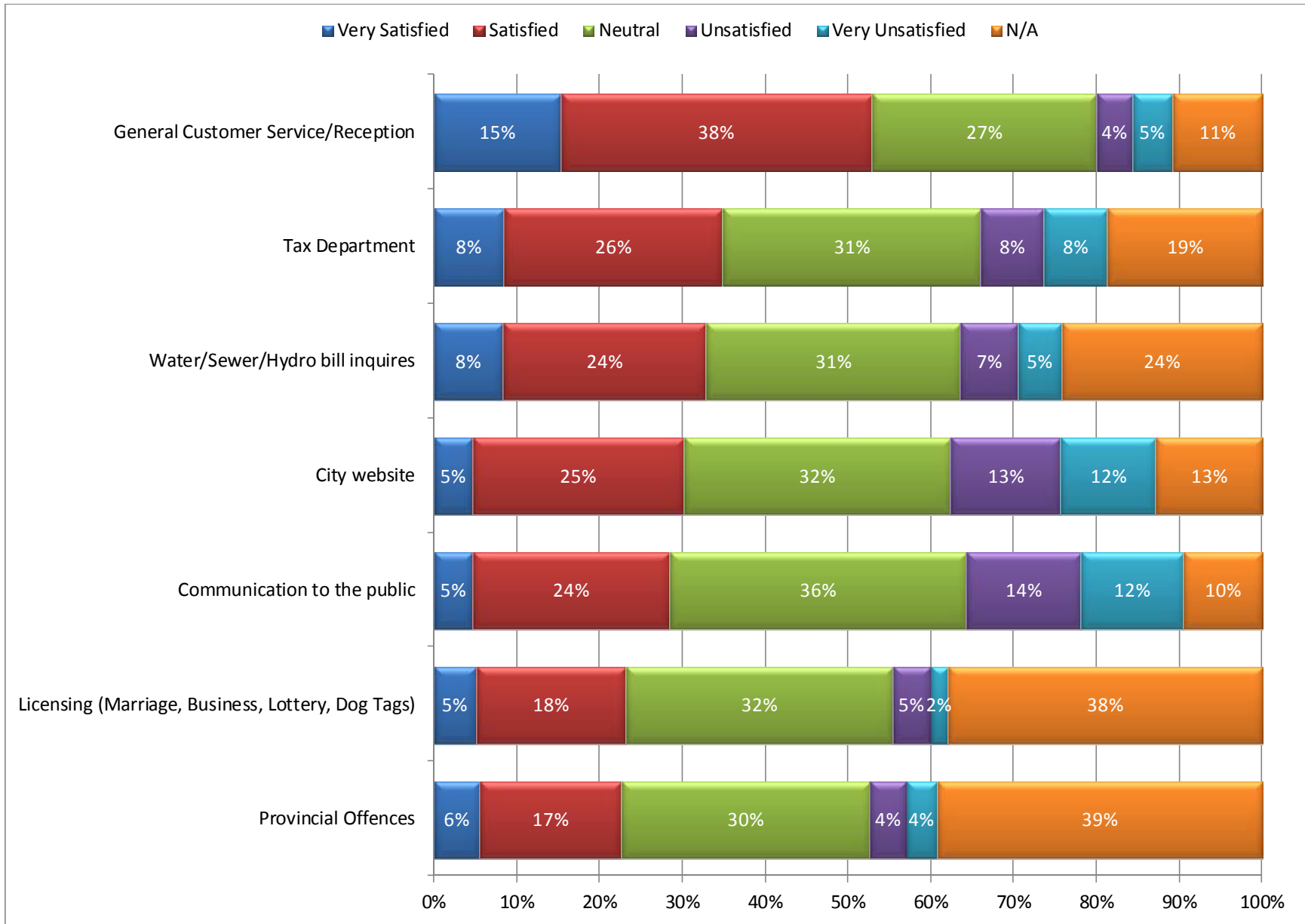
Planning, Economic Development and Tourism



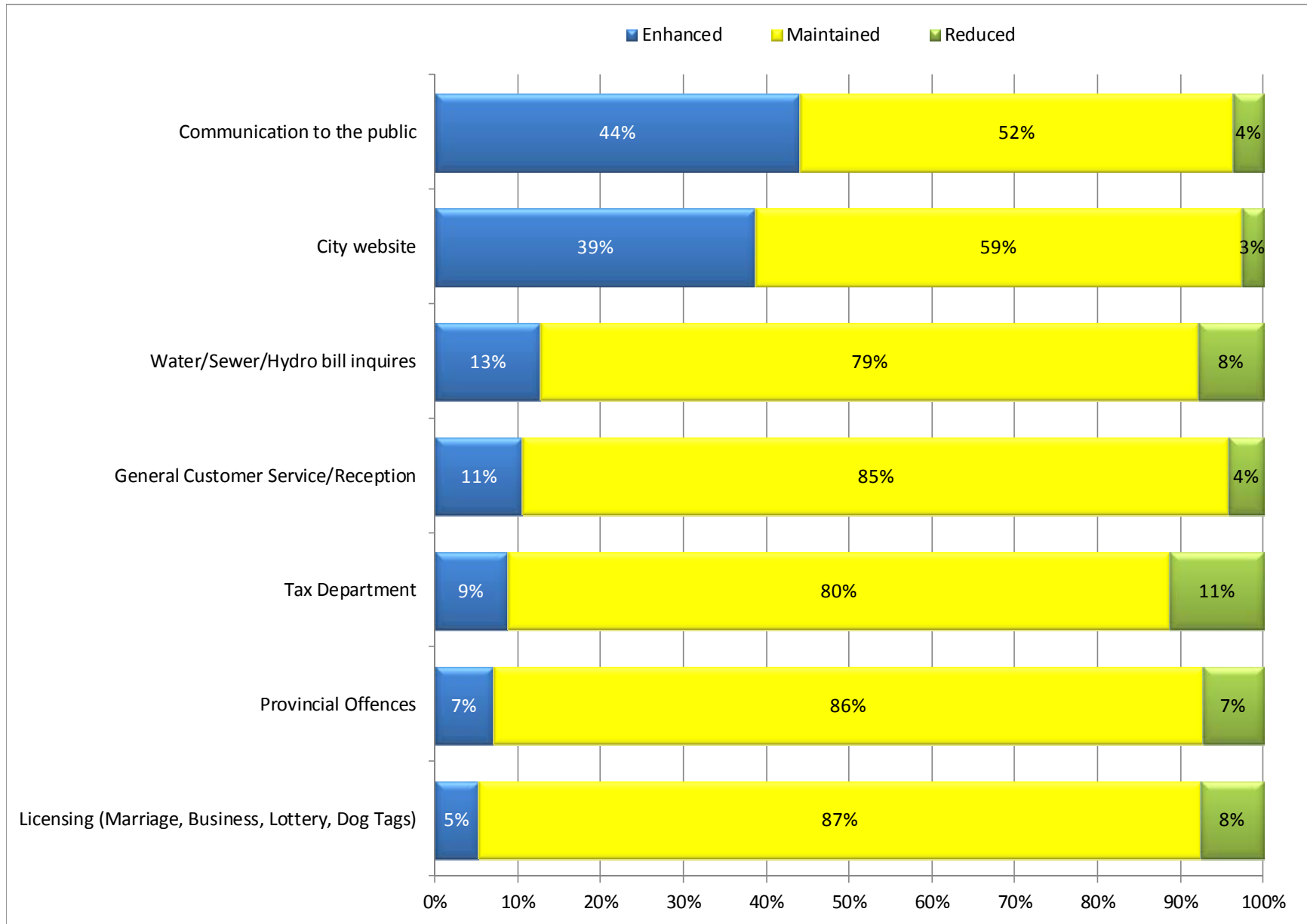
Planning, Economic Development and Tourism



City Hall



City Hall





City of Kenora 2015 Organizational Review

UPDATE REPORT

JULY 2016

Adam Smith
SPECIAL PROJECTS AND RESEARCH OFFICER|

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Introduction

The purpose of this report is to provide a status update on the progress the City of Kenora has made in implementing the BMA recommendations that emerged from the organizational review in 2015. In response to the increased pressure on municipalities to deliver affordable and efficient services as well as manage high community expectations, the City made this review an important action item in its Strategic Plan. By conducting this exercise we committed to:

- Ensuring that the City is providing services in the most efficient and effective manner;
- Ensuring the Corporation is focused on customer service excellence;
- Ensuring that services provided are aligned with community strategic objectives;
- Ensuring that the Corporate strategies, services and resources are aligned;
- Clarifying service levels and willingness to pay for services;
- Realigning existing resources through efficiency improvements;
- Ensuring that the City is able to meet future demand for services;
- Identifying opportunities for redeployment of resources to areas of most need;
- Working collaboratively to identify opportunities to partner in the provision of services, identify new revenue generating opportunities and cost saving opportunities;
- Ensuring that the City is operating in a fiscally responsible and forward looking manner;
- Ensuring that the process, research, recommendations and implementation plan support accountability and transparency; and
- Ensuring that taxpayer/ratepayer affordability is maintained.

With Council accepting almost all of the recommendations, implementation has proceeded carefully to guarantee that the objectives behind the organizational review are fully realized. This report highlights all of the recommendations that have been completed or nearing completion.

The first section focuses on the organizational structure/staffing related recommendations while the second addresses those related to service delivery. All of the newly structured departments are reflected in this report despite being at different stages in implementation. Each series of departmental recommendations is followed by a current status section that describes in detail, timelines and processes followed to make the necessary changes.

Organizational Structure/Staff Recommendations

Corporate Services and Strategic Initiatives

- 1. Consolidate the Legislative Services Department with the Corporate Services and HR Departments, and name the consolidated department the Corporate Services & Strategic Initiatives Department. The new department mandate would include communications and public relations, promotion, branding and advertising, website oversight, oversight of citizen/customer experience, POA, licensing, by-laws and clerks.**
- 2. That the customer service representatives and cashier in Corporate Services be transferred to the Clerk.**
- 3. It is recommended that the licensing clerk, records clerk, reception and cashier positions be retitled Customer Service Representatives. Combining all customer service representatives in one area would provide appropriate backup for each position and reduce the number of positions by one. Further, it will support a better utilization of staff resources.**
- 4. Eliminate the Manager of Legislative Services Position, and replace with the Clerk position, responsible for overseeing communications and customer service for the municipality.**
- 5. That a new position of Communications Clerk be established. Creating a corporate communication strategy would involve a significant amount of effort and a communications position would help to expedite the process.**
- 6. Move traffic by-law updating and enforcement into the Corporate Services & Strategic Initiatives Department, reporting to the Deputy Clerk. This would improve connections between licensing, POA, prosecution and the development of improved tools, (e.g. short form wording), input into new by-laws, and with the Clerk also responsible for communications, more opportunity to educate the public regarding by-laws. Operations & Infrastructure can still have input to the updates but not be responsible for ongoing enforcement.**
- 7. Cross train all by-law enforcement officers and eliminate one position.**
- 8. That the position of Corporate Services Manager be eliminated and the position of Corporate Services & Strategic Initiatives Manager be created.**
- 9. That the position of HR Manager be eliminated and the position of HR Strategist be created.**

- 10. That the position of Customer Service and Collections Supervisor be eliminated and the position of Deputy Treasurer be created. The role of the Deputy Treasurer would include providing assistance in year end reporting, budgets, long range financial planning, reviewing internal controls, financial system implementation, and PSAB reporting.**
- 11. That the Part-Time Collections Clerk be made full-time to provide sufficient backup for the cashier and collections.**
- 12. That the Treasurer oversee the property tax function and that the Tax Collector position report to the Treasurer.**
- 13. That the Treasurer oversee the payroll function and that the Payroll/Benefits Officer and Payroll Assistant positions report to the Treasurer. Creation of HR Intern Position under the direction of the HR Strategist.**

Current Status

In June 2015, there were discussions with staff in the Corporate Services, Human Resources and Legislative Services Departments to talk about the consolidation of these three departments into the new Corporate Services & Strategic Initiatives Department. This would subsequently lead to a shift from 3 Managers to 1 for this new department.

As a result of difficulties in the financial system conversion, the HR Strategist and City Clerk transitioned to new titles in advance of Corporate Services and Strategic Initiatives final implementation. Staff were also informed that the five classifications at City Hall were being changed into a new Customer Service Representative position, leading to a reduction of one staff person.

In July 2015, an employee announced that she would be retiring at the end of the year thereby reducing the By-law Enforcement Department by one staff person. On the week of August 10th, staff met with the Bylaw department staff to discuss their move, together with work on a plan to relocate staff in City Hall to accommodate Bylaw. By-law enforcement was successfully transferred to City Hall to report to the Deputy Clerk as per the recommendations of the organizational review, effective September 1, 2015. This also coincided with the consolidation of customer service staff under the City Clerk. The composition of the new staff class was finalized with the hiring of a collections clerk who started on November 2nd.

Staffing in Finance was completed with the Deputy Treasurer being hired on the week of October 19th. On January 4th, the Communications Clerk was hired thereby rounding out all the new staff reporting to the City Clerk. Both of these individuals have since assumed their duties.

In early February, the City received notice that the HR Intern is “viewed to be potentially eligible and will proceed for further review.” Since that time, the grant has been approved and the individual has started the position.

Community and Development Services

- 1. Consolidate the Property and Planning Department with the Community Services Department, and name the new consolidated department the Community & Development Services Department. The new department mandate would include economic development, business growth and business retention, land use planning, land development, development agreements, building permits and inspection processes. This brings together services and operations from across the corporation that are in many ways co-dependent and synergistic. Amalgamation will increase efficiencies and create a more responsive and cohesive operation. Many event/tourism related activities require coordination across all divisions and this arrangement will enable a more comprehensive and effective results.**
- 2. Consolidate parks and cemetery staff (administration and maintenance) and associated responsibilities together in the same Department (Community & Development Services) to improve synergies and resource sharing.**
- 3. Create a Parks & Facilities Division within Community & Development Services, responsible for parks, trails, facilities (except for water/wastewater plants) and cemetery.**
- 4. Establish a working foreman position responsible for parks and cemeteries reporting to the Parks and Facilities Division Lead.**
- 5. Eliminate the Real Estate Officer position. Create a Special Projects & Research Officer position in the CAO's office.**
- 6. Move arena operations under Parks and Facilities Division Lead to improve facilities management at the arenas, improve program and staff oversight and a sharing of resources to the areas of highest need.**
- 7. Add an intern position in Economic Development to provide research support to the Economic Development officer given the high priority that has been placed in the Strategic Plan on building the economy.**
- 8. Eliminate the Manager of Property & Planning position, and create a Planner position. It is recommended that the Planner be a certified planner. This would potentially reduce outside contracts.**

- 9. That the NWBC be moved to the Community & Development Services Department to work with Economic Development, Planning and Building. This would provide the NWBC Manager direct access to planning and zoning regulations and economic development programs to better support the creation and retention of small business development.**
- 10. Create a Manager of Community & Development Services position.**
- 11. Eliminate the Manager of Recreation position. Create a Recreation Services Division Lead to oversee recreation and service planning and support coordination between fitness and aquatic programs as well as ensuring that departmental activities that require customer service support are attended to properly. This person will also plan and implement Recreation Services Division marketing activities and promotional materials. This position will also be responsible for preparing the Recreation Services Division budget, overseeing service planning, develop cases for support for new initiatives, as well as provide first level oversight and support of hiring, purchasing, training, supervision and evaluation of all staff in the Recreation Services Division. This position will work with the Tourism Development Officer in the coordination, planning and operation of Community Special Events. This person will directly manage the Community Program Liaison and the Aquatic Facilitator and will also oversee risk management in these service areas.**
- 12. Eliminate the Recreation Programmer and create a Community Program Liaison. Current structure does not provide supports necessary to ensure quality services and effective customer service. Public feedback included significant desire for additional programming. This position will be responsible for overseeing the administration and operation of all fitness, skating, sports, summer camp liaison and special interest services and programs. Liaison with community sport groups, community agencies (including Boards of Education) and other general interest groups to assess and assist with the development of community-based programs. Responsible for all first level response and community liaison regarding permitting and scheduling of department facilities and liaison with Parks and Facility staff to ensure smooth and timely awareness of all requirements for quality service related to facility bookings. The department will be able to more effectively manage risks, increase services and quality outcomes.**
- 13. Consideration had been given to increasing the # of PT Rink Attendant positions to ensure appropriate coverage (currently 2 PT for 2 arenas), however, assuming that public skate times will vary between the two arenas, these numbers may suffice. During times of peak usage such as Christmas holidays and March Break it may be necessary to increase coverage in this area and additional student staff may be needed.**

- 14. Reassign the oversight and management of the Customer Service Desk to the new Recreation Services Division Lead position. This will also serve to ensure that other issues related to the Recreation Division and the department are communicated in a comprehensive, timely and effective manner.**
- 15. Delete the Maintenance Technician position and add a Facilities Team Leader / Working Foreman. There is a need for a working Foreman to provide oversight and direction. This position would report to the Parks and Facilities Division Lead.**
- 16. That the position of Cemetary be transferred to Community and Development Services under the direction of the Parks and Facilities Division Lead.**
- 17. Add one (1) additional PT operator/maintenance person to support coverage of vacation and sick time for 9 FT staff who have an average of 5-6 weeks of earned vacation. This will provide a total of 2 PT positions on call for this purpose as one was insufficient in cases where 2 staff are off sick or one on vacation and one off sick.**

Current Status

By June 2015, the Manager of Recreation had been mapped to her new position as Recreation Division Lead. However, with an unforeseen setback in the hiring of the Manager of Community and Development Services, this individual was extended in the position. During the week of November 2nd, the Community Program Liaison was hired but due to the vacancy this created in this individual's previous position, this person was not able to start her new position until February 2016.

During November, both the Parks Technician and Parks and Facilities Team Leader were hired. During the first week of January, the transition of Maintenance Foreman, Cemetary and related Staff from Recreation Manager to the Parks & Facilities Team Leader began informally and now a formal reporting relationship exists.

In December 2015, the Special Projects & Research Officer had been hired to report directly to the CAO and the Real Estate Officer position eliminated.

On February 29th, 2016, the new Manager of Community and Development Services assumed his position thus completing the consolidation with several different areas now reporting to one manager. Staffing in the department was completed by March when a new Planner was hired.

The recommendation pertaining to hiring 3 Rink Attendants and 3 Skate Patrol has already been budgeted for in previous years, but these positions are consistently difficult

to fill. They are given the option to be compensated by earning community hours towards their school requirements or as a paid position.

Meanwhile, the economic development intern is on hold pending funding approval from NOHFC.

Fire and Emergency Services

- 1. Establish a Deputy Chief/Fire Prevention Officer position to address the identified gaps in public education, training and enforcement. Specifically, the position would focus on developing the necessary training programs, public education and enforcement. This position would also be responsible for tracking performance measures and developing/updating the policies and procedures of the department. From an enforcement perspective, this position would also be critical in ensuring that the City has the necessary enforcement policies and procedures in place. In the absence of the Fire Chief, the Deputy Fire Chief has all the power and authority to execute the duties of the Fire Chief.**

Current Status

The Deputy Chief/Fire Prevention Officer is the only staffing related recommendation not approved by Council and is not considered an item to be revisited in future reports.

Operations and Infrastructure

- 1. Transfer the existing electrician position to water/wastewater operations and hire an additional electrician for water/wastewater. These areas require a degree of specialization. The electrical services wastewater operation is currently being performed by an outside contractor who may soon retire. This will provide an opportunity for the new position to learn the operations.**
- 2. Consider adding one (1) new staff to the water distribution/ wastewater collection system complement to cover time off by other staff for vacation required and sick leave and reduce overtime. This person should have the Class 2 operator licenses for both water and wastewater or hold an Operator in Training (OIT) designation as a minimum, with a view to obtaining Class 2 in the future. Note that if the Grinder pumps continue to be serviced by City staff (whether on a fee basis or not), then two (2) additional operators for a total of three (3) would be required to provide sufficient staff capacity to attend to approximately 350 grinder pumps plus the requirements of 65 sewage pumping stations.**

- 3. If outsourcing in Roads is not desirable, then consider adding one (1) new staff to the complement to cover time off by other staff for vacation and sick leave and reduce overtime. It would also help to reduce the impact of staff allocated to assisting other departments / divisions.**
- 4. Combine mechanics parts inventory with main stores and inventory system under the Fleet Division and transfer the position of Storekeeper from Corporate & Strategic Initiatives to Operations & Infrastructure. This would leverage the existing role and responsibilities of the Fleet Division Lead regarding Operations Centre management, yard storage and parts inventory. It would also facilitate a single inventory and stores system to improve efficiencies.**
- 5. Establish a full project management function/ role within engineering to undertake all capital works for the department and the City.**
- 6. That the position of Operations Support (Stores Office) be eliminated.**
- 7. Transfer the GIS Technologist to Engineering with the understanding that the asset inventory will feed into the 3150 PSAB tangible capital assets data set for Finance Division's purposes. Also move responsibility for locates from Roads & W&WW to Engineering. This will allow more staff time for water meter maintenance and road maintenance (currently 1 staff from W&WW and 1 staff from Roads do one call locates).**

Current Status

As per the recommendations for Water and Wastewater (W&WW) an additional electrician to 'learn the ropes' from the contract electrician has been hired. The two remaining positions in the division related to grinder pump maintenance and were included in the 2016 budget for Council consideration.

To compensate for vacation, sick leave and reduce overtime, the Roads Division increased staffing by one operator in January 2016.

In the Fleet Division, the Storekeeper position has been successfully transferred over. That being said, they will maintain two different inventories as the stores system is not suited for Fleet use.

In the first week of June 2015, planning commenced for physically transferring GIS Technologist over to Operations and Infrastructure Department. Since that time, the transfer and new reporting structure has been completed.

Engineering will continue to provide services for capital projects that department has the capabilities to perform from a staff, resource, time and scope of work perspective. Larger more complex projects will still require third party consultants.

Finally, the GIS Technologist position has been relocated to Engineering as of June 2015 and has been actively working with Finance regarding PSAB. In regards to locates, a discussion was conducted with the W&WW Division Team Leader on this recommendation and the indication was that there was no issue in continuing the existing protocol for that Division to perform locates and Engineering still providing support by way of GIS and as built drawing consultations. The Engineering Division does not have the staff, resources and knowledge of the infrastructure in the field to fully take on the role for providing locates. The Engineering Division can offer support in an administrative role via use of the Engineering Customer Services representative if required, but was not deemed necessary by the W&WW Team Leader.

Service Delivery Recommendations

Corporate Services and Strategic Initiatives

- 1. Develop a Communication Strategy to establish how communications will be undertaken at the City and to identify roles and responsibilities, media relations, social media, official spokespersons and other relevant policies and strategies to support effective communication. The development of a communication strategy has been identified as a goal for the Manager of Legislative Services in 2015.**
- 2. That a Customer Service and Communications Team be established. It is proposed that this team be chaired by the Clerk. Members should include the Communications Clerk, as well as representatives from each department.**
- 3. In order to support the City's strategic directive or customer service excellence, it is recommended that the City reinforce, on a regular basis, the existing Customer Service Strategy.**
- 4. Develop and identify targeted and tailored customer service training to areas of highest need and ensure that the programs are tailored to address the wide range of customer service interaction by frontline staff, supervisors and managers as well as by department.**
- 5. In Person Service - Review the locations where some services are currently being delivered to ensure they are appropriate from a privacy and customer service perspective. Specific areas of concern include cemetery administration, licensing, tax payment and POA.**
- 6. Enhance the City's Website in terms of content, layout, navigation and consistency through the development of an internet strategy.**

- 7. As a priority, develop a communication strategy for emergency/severe winter weather.**
- 8. That the City undertake a user fee review.**
- 9. That Corporate Services & Strategic Initiatives play a leadership role in the development of performance measures and work with a cross departmental team called Performance Measurement and Continuous Process Improvement Team. It is proposed that this team be chaired by the Manager of Corporate Services & Strategic Initiatives. Members should include the IT Analyst, the Special Projects & Research Officer (in the CAO's office), Deputy Treasurer as well as representatives from each department. Performance measures will provide information to the public regarding service standards and value for money.**
- 10. That Corporate and Strategic Initiatives, in conjunction with the operating departments, develop a long range financial plan.**
- 11. Review the cost/benefit of moving to a centralized purchasing system.**
- 12. Investigate the option of moving the Cemetary function to local funeral homes.**
- 13. That tax sales be outsourced. This will free up more time for existing staff and the cost of this service can be directly recovered from the property arrears.**
- 14. That Corporate Services & Strategic Initiatives investigate new opportunities to provide online services. This was mentioned in the community consultation as a way of enhancing customer service.**
- 15. Review cost benefit of contracting out all or some by-law enforcement e.g. animal control, parking.**
- 16. Review enforcement procedures for all by-laws (e.g. short form wording) to increase efficiencies.**
- 17. Develop a Complaints Tracking Protocol and Formal Escalation Process in By-law Enforcement—The City has not defined a formal escalation process with timeframes to resolve complaints nor does a complaint management system exist where information is logged and accessible for all staff. The current system does not allow the ability to mine data and trend across the City for continuous improvement opportunities.**

Current Status

The service delivery recommendations for the Corporate Services & Strategic Initiatives Department were rolled out in the middle of June 2016. Since that time, the City Clerk has been developing a Communication Strategy with several drafts being reviewed.

To move forward on a Customer Service and Communications Team, an internal communication survey was delivered in early July 2016 to all staff to seek interest in this committee. The Communication Clerk and the Clerk have discussed several areas that would be reviewed with this committee and ideas for its role.

Another intent behind the Customer Service and Communications Team is to build positive reinforcement of our customer service standards and work with individual departments for improvements. Customer Service is engrained in each department of the City and while there is a policy which outlines our Customer Service Standards, these vary from department to department.

Targeted and tailored customer service training has been continually rolled-out throughout the City. Most recent sessions focused on workplace violence with future training being anticipated in the fall.

Due to staff constraints, the department has not yet explored improving the processes and technology to track customer questions, complaints and problem resolution. This not only relates to by-law enforcement but the Corporation as whole. However, the City Clerk does have a webinar meeting with a vendor set for late September to review the services they offer. Ultimately, this would be a strategy to identify our needs and get quotes for services to be included in the 2017 budget deliberations.

By-law enforcement procedures are under ongoing review to increase efficiencies within the department. The Traffic and Parking By-law was consolidated at the end of 2015 and updated set fines have since been approved by the Office of the Senior Regional Justice. A new Mooring and Launching bylaw has been adopted by Council and set fines have been approved. Set fines were also approved for the Off Road Vehicles and Extension Cords on Public Walkways bylaws. Other applications that have been submitted include Graffiti, Parks, Tidy Yard and Property Standards bylaws. Next steps will be proposing and reviewing set fines for the Zoning By-law and Building Code Act with applications to follow.

Staff have been working diligently on enhancing the City's website since November 2015 and the project is continuing into the final stages with content development. The Communications Clerk is going department to department to update content with key staff to ensure the most important (or most questioned) information is on our site. We have purchased an additional enhancement to our site which gives us daily feedback to broken links, provides us accessibility improvements and searches our site for errors. It also tracks our clicks on each page and reports daily on visitors. We anticipate launching the new site by the end of 2016.

As part of the overall communication strategy, emergency/severe winter weather is included, along with the already well developed and documented EOC procedures manual. We have purchased a new reporting and notification system and have been working over the past several months to roll it out. This will greatly enhance the City's ability to reach out to the public in the event of an emergency such as flooding/fires as well as severe winter weather, significant boil water advisories, and significant road closures.

In terms of the Finance Division, a review of user fees for the City has long been a project on the list. Material has been collected over the years and once resources are available, it will move forward.

This also holds true for the balanced scorecard or MOPs (measures of performance) project. A review of potentially centralizing purchasing and the development of a long range plan will be undertaken as resources become available.

Lastly, a cursory review of potential companies to outsource tax sales has begun. Once completed, it anticipated that an RFP will be used to select the vendor.

Community and Development Services

- 1. Implement a policy that downtown merchants be responsible for the curb to the storefront to improve service and address resource issues.**
- 2. Undertake facility condition assessment for each facility and prepare a long term capital and maintenance plan.**
- 3. Review the cost benefit of establishing contractual service agreements. This could potentially provide a larger pool of resources to draw on and also provide an on-call resource that would reduce overtime.**
- 4. Encourage joint participation related to special events between the Tourism and Recreation Divisions within Community & Development Services. This would create potential synergies for hosting and running special events. This will also provide venues to create and promote year round events and sports tourism, as well as provide a larger pool of staff resources upon which to draw during special events.**
- 5. Align the hours of the tourism development officer with the special events coordinator.**
- 6. Foster a "Can Do" Culture in Planning that is "Open for Business" - Additional training and protocols are needed to focus on a positive approach to working with applicants to resolve issues and support planned growth in the community. This includes identifying issues, possible solutions and proactively following up with applicants.**

- 7. To ensure that customers are satisfied with the services provided and to receive input, leading practices suggests that the City formally gather information to measure the effectiveness and efficiency of Planning and Building Services. As such, it is recommended that Community & Development Services implement a customer satisfaction survey strategy to regularly gauge the level of satisfaction with these services and to identify additional opportunities for improvements.**
- 8. Review and Refine Performance Standards for Planning and Building - While some service standards have been developed by Planning, they have not been consistently met and in some cases are not realistic. A focus on performance standards is required to support customer service excellence and to identify areas where improvement can be made.**
- 9. Develop "job function orientation kits" for each position outlining standards, forms, processes and role-related policies and procedures and an orientation to the department structure, mandate and values to enable efficient and effective transitions to new positions for staff who are replacing people on leave or retiring.**
- 10. Work with the Human Resources staff to develop creative strategies for a focused staff recruitment for fitness and swim programs on the weekends and outside of school/work hours.**
- 11. Assess the need for continuance of the contracted janitorial services with the new Parks & Facilities Division. There may be opportunities to integrate the contracted work into the overall facility maintenance work load and save money by cancelling the contract. Standards for cleaning and facility maintenance should be developed for each department facility and work plans should be arranged and delegated accordingly.**
- 12. Formalize a Community Development Mandate within the Community & Development Services Department to establish formal working relationships with other community agencies and the Board of Education for the purpose of developing partnerships to support expanded program services within the community.**
- 13. Establish a management system to track all necessary staff qualifications for all positions to ensure that qualifications are kept current and training is arranged and completed as needed. Staff qualifications have lapsed in several instances (e.g. Arenas and Playground Inspections) and these put the corporation at risk if standards are not met and injuries happen.**
- 14. Program Evaluation—A formalized program and service evaluation process should be implemented regularly to solicit feedback from participants and**

service recipients. Findings from this process will provide solid evidence to guide decisions and planning processes. Track all feedback and changes made and integrate these findings into staff training and evaluation processes.

- 15. Develop a workload assessment process over the first year of the new department structure to ensure work is delegated effectively and realistically across the various functions within the department. With the transitions it will be necessary to regularly evaluate the work being done, identify any areas for further efficiencies and identify any gaps and adjust accordingly.**
- 16. Complaints Tracking—There is a need for a complaints tracking and resolution process to be integrated into the management process across the department. To this end, the additional management /supervisory staff will provide the resources necessary to develop and increase quality management processes to support this initiative. This will be further supported by the recommendation to review the process and technology for complaints tracking for the City under corporate wide recommendations.**
- 17. There is a need to examine, establish and track standards for health and safety, public safety and quality of work expected regarding the maintenance of downtown areas in the summertime.**
- 18. The Department should purchase HIGH FIVE’s Guide to Policies and Procedures (www.highfive.org) which contains 86 standard Policies and Procedures related to the operation of recreation and sport programs for children. Implementation of these Policies and Procedures will reduce risk, demonstrate due diligence, increase the quality of services, reduce customer complaints and increase the department’s service image.**
- 19. Current arrangements for summer camp programs are contracted out to a private contractor within the community with very little oversight. Options should be considered in terms of bringing this service in-house or establishing service level standards for contracted services.**
- 20. That a recreation user fee review be conducted and consideration be given to additional payment options for program fee policies including a monthly rate for the Recreation Centre.**
- 21. Examine the potential to install several SMART information screens within the Recreation Centre so that key information is visually transmitted consistently to patrons and potentially eliminates frustrations associated with the search for information. This could also produce advertising revenues.**
- 22. Develop a Recreation, Parks, Culture and Tourism Leisure Guide outlining all of the services, fees, events, dates, locations and other appropriate policies and**

public information about department services. Install this on the municipal website in the form of a “flip book” and update it seasonally. Print copies for distribution through department facilities and libraries and promote the online access at all facilities. This will definitely provide better quality information to the public and will serve as a planning template for staff to create a more formalized program and service schedule for all facilities on a seasonal basis. It also serves to educate the public about the services that are paid for by their taxes. Ad space can be sold through this process as well.

- 23. Consider using a service such as HUBZIO as a text communication method for keeping the public informed of key information and notifications. This provides an efficient way of keeping people informed and potentially reducing costs associated with them not being informed. This is also used by several municipalities as part of their emergency communications plan processes.**
- 24. Gradually integrate a community development model into the department’s services to provide support to local groups who may be capable of operating special interest programs for adults and seniors in the broader community.**
- 25. Determine the appropriateness of each special event based on an assessment of the Return on Investment to the community, the Tourism mandate and the Economic Development mandate of the City. Activities such as the hosting of various sports and recreation provincial tournaments or other high profile events should be assessed through a benefits analysis process that also considers costs and allocation of resources prior to determining a “go ahead” status.**
- 26. As a priority, develop a playground inspection program.**
- 27. Under the new Community & Development Services department, there is a need to have trained staff assess and reduce public access to sub-standard playground equipment and establish a go forward plan for repairs, upgrades or removals. Inspections should follow a recommended time table. (In some municipalities this is done weekly).**
- 28. Update policies, procedures and drills to be implemented regularly for all dangerous conditions including fire drills, tornados, facility evacuation plans etc.**
- 29. Check ORFA, CPRA, standards and others to ensure staff are current in training and support upgrades as needed. Maintain current training records on all staff.**
- 30. Examine all areas of risk to the public with the assistance of the City’s insurer. At minimum, check conditions against the Occupier’s Liability Act of Ontario.**

31. Develop check-in reporting procedures for all staff working alone and closing facilities at night. Arrange a check-in process with a 24 hour service such as the Fire Department to confirm safe departure.

Current Status

Staff have reviewed existing by-laws in other municipalities that require snow-removal and cleanup from the curb to storefront for downtown merchants. A report has since completed and discussion with the BIZ will follow.

Facility condition assessment and the preparation of a long-term capital and maintenance plan is part of a larger asset management project led by the Manager of Corporate Services and Strategic Initiatives. Consultant has visited and met with staff but minimal work has been completed to date.

Joint participation between the Tourism and Recreation Divisions has been encouraged and occurring prior to the Organizational Review. For instance, staff were sharing resources (tables, chairs etc.) to ensure that each venue was able to adequately service events. Staff were also providing their time and services to ensure each department had what they needed to get their events off the ground. The Tourism and Recreation Divisions within the department have collaborated on obtaining the Hockey Night in Canada event, worked jointly on the One Horse town event and have begun discussions to integrate our booking systems in order to make them uniform and consistent.

In relation to aligning the hours of the Tourism Development Officer with the Special Events Coordinator, this recommendation was discussed with all impacted staff and was not deemed beneficial to the department. In particular, the Special Events Coordinator felt that this recommendation would impede her ability to fully do her job. This sentiment was echoed by the Tourism Development Officer and therefore it was agreed that it would not be implemented.

Staff in the Planning Division and across the Community and Development Services department have had preliminary discussions to identify opportunities to streamline services. In particular, this includes creating a 'single window' approach to customer service to create a more efficient and effective department.

The development of "job orientation kits" within the Recreation Division has been on-going and has been completed for front line positions (desk attendant, instructor guards and Aquatic Facilitator). The two newly created positions - Recreation Liaison and Division Lead will need to be subsequently developed.

The implementation of a formalized program and service evaluation process feedback from participants and service recipients of the Recreation Division will be implemented after all staff have been trained in High Five's Guide to Policies and Procedures. Findings

from this process will provide solid evidence to guide decisions and planning processes. The plan is to have a formalized system in place by early 2017.

Although there is intent to create a new corporate-wide system to manage customer feedback and complaints. The Recreation department has had a customer feedback/complaint system in place since 2005. Customers have the opportunity to leave concerns, complaints, suggestions and praise. Staff follow up on all written submissions and respond to the customer if call back information is provided. Statistic reports are not generated but all comment cards are kept on file.

Prior to the new organizational structure, staff at the Recreation Centre have been running a day camp for several years. Contracted staff are only required for specialized programming when in-house staff do not have a specific area of expertise or where specific equipment was required.

Although there isn't a corporate or departmental management system in place to track all necessary staff qualifications for all positions, the Recreation Division does complete tracking of training and qualifications, updating and making improvements as required.

Staff at the Recreation Centre complete a user fee review on an annual basis. In 2017, the division is moving forward on plans for an updated system called MX Galaxy to allow for more variation in payment options. To ensure it is compatible and in compliance with other city payment programs and policies, the Recreation Division will be working closely with Finance.

In addition, the Recreation Division has worked with IT in purchasing public information screens and installing them in the Recreation Centre. They have been programmed by the Communications Officer with input from staff at the Centre.

Through collaboration with the Tourism Division, the Leisure Services Guide is in the process of being constructed. Recreation is targeting the "Fall/Winter Season" to have this distributed in print format. Moving forward, the hope is to have it printed and in digital format by Spring/Summer 2017.

The Recreation Division has implemented ePact for the purposes of communicating with parent and participants of registered programs. This is a substitute for using HUBZIO as a text communication method for keeping the public informed of key information and notifications.

As a department and now as a division under the new organization structure, Recreation has always operated on a Community Development Model. Being a small department in a small municipality it has achieved much success as indicated in quarterly reports by building partnerships, new programs, increasing participant numbers and community events. For example, Recreation has always worked very closely with the New Horizon's Senior Centre to not duplicate but to support and augment the programs and services of the division by housing it in the same facility. This was the intent of the agreement with the seniors centre when it relocated in 2005 to the Kenora Recreation Centre.

To ensure that each special event is based on an assessment of the Return on Investment to the community, both Recreation and Tourism Divisions will bring forward a policy for council in first quarter of 2017 for review and possible approval.

The Facilities Division has been reviewing the need for continuance of contracted janitorial services. An issue in the past has been the cost of maintaining trained unionized staff for a 7 day operation and on the midnight shifts.

It has also been ensuring that playgrounds are currently inspected on a weekly basis by Parks staff. An annual has been completed by Risk Management and Prevention Officer in the past and he is planning on training parks staff for this assignment.

The Recreation Division has a robust Emergency Evacuation and Procedure manual. The missing component is the consistency of practice drills. The Recreation Division and the Facilities Division will work together to come up with a drill schedule and implementation plan by the end of 2016.

Finally, the Recreation Division has and will continue to examine all areas of risk to the public with the assistance of the City's insurer. Recreation Staff have received legal awareness training through ORFA and will continue to be a key training module as new staff come on board. The division is also in the process of working with the City's insurer to have all facility contracts reviewed and updated where applicable. Currently working with the City's Risk Management and Prevention Officer on this task.

Fire and Emergency Services

- 1. Create a committee to review the running assignments to support effective and efficient delivery of service to all areas of the community. This would include involvement of staff from all stations and a review of historical activity and future growth.**
- 2. Create a plan with clear timeframe to maintain and update the Standard Operating Guidelines.**
- 3. Create and identify an inventory of training requirements for all staff including what has been taken and areas where training is required.**
- 4. Identify all opportunities for training staff with consideration to having key staff sent on training sessions to train the other staff.**
- 5. Review existing practices for volunteer firefighter recruitment practices and identify strategies to streamline the process and remove obstacles to ensure that the City has sufficiently well trained volunteer firefighters.**
- 6. Review and identify opportunities to recognize staff's achievements.**

7. Identify opportunities to utilize the City's new fire hall for training remote communities as a revenue generating opportunity.

Current Status

The City of Kenora Fire and Emergency Services Department (CKFES) has completed or started all of the recommendations from the Organizational Review. It has established a committee from all stations to review the Running Assignments for the department. Several drafts have been produced and the project is coming together. The Running Assignments include the consolidation to 3 Stations within the City. Before implementing, Running Assignments will be tested with scenarios and dispatchers to determine effectiveness. Planned to be in place in fall of 2016.

Standard Operating Guidelines (SOG) are an ongoing process and are established based on new technology or changes in practices. To date, SOGs have been reviewed with the purpose of determining what is in place and what additional SOGs are required. Many of the SOGs are dependent on the Running Assignment project and once completed a formal SOG Team will be established. Protocols are being developed to set clear timeframes and direction on the writing of guidelines.

An inventory for training requirements has been completed and compiled. The department has been working closely with the Ontario Fire College to bring the course to the Northwest. Major gaps include Public Education and 5 members have taken the NFPA 1035 Public and Life Safety Educator Certification in May 2016. The major training gap for the department is in the Fire Code and Inspection Certification. Courses are planned in Dryden for 2016 with additional training in 2016 or early 2017. Firefighter training is planned throughout the year on a bi-weekly basis and focuses on core duties of fire suppression. The CKFES constantly looks for external opportunities to bring core fire service training to Kenora. Training has also been requested for the Emergency Management Group around Incident Management and Basic Emergency Management.

The expectation is that all staff attending training will return to the CKFES and deliver training on their course to others. CKFES has a strong contingent of certified Level 1 and Level 2 instructors.

Opportunities to recognize staff achievements are now being pursued as CKFES has been working closely with Chief Fire Officers on the recognition of fire fighters for their achievements. Five year interval recognition pins are in place and will be awarded in 2016. In addition, an application is available for all current and retired members for Long Service Medals through the Ontario Fire Marshall's Office.

Lastly, opportunities to utilize the City's new fire hall for training are constantly being assessed, especially as it applies to remote three First Nations in the delivery of Basic Firefighter training. CKFES is looking at opportunities with our local First Nations in

delivering in house Fire Safety Training and fire extinguisher training with the new Bullex Fire Extinguisher Training Aid. A review of the CKFES Fee Schedule is underway with a readjustment of prices. The current fee structure has been in place since 2003. The CKFES is assessing all fire and fire safety training opportunities for outside fire departments and local businesses. Once complete a formal plan can be developed to determine the business requirements and needs in developing a Regional Training Centre.

Operations and Infrastructure

- 1. Manage Council and public expectations for roads maintenance through improved communication with Council (see recommendation for Department as a whole). This includes undertaking public education regarding the levels of service that can be expected.**
- 2. That W&WW provide an updated list of locations of raised manholes and boxes. Also identify where these can be fixed in the short-term to reduce health and safety risks to the plow drivers during winter maintenance.**
- 3. Mechanic should provide refresher training to drivers and operators on equipment.**
- 4. Consider establishing an outsourcing contract for winter maintenance that would complement the internal staffing and route design. This may include having contractors (and their equipment) available in the more distant locations so that they can more quickly get to those locations. Outsourcing a portion of the winter maintenance is consistent with the principle of "managed competition" which allows for performance comparisons to be made in the interest of improving operating efficiencies and effectiveness.**
- 5. Consider outsourcing sidewalk repairs and storm sewer maintenance. This would allow staff to be redirected to other duties that may be more appropriately completed in-house.**
- 6. Consider preparing an annual maintenance work plan that is based on the approved available man hours, (i.e. after vacation, lieu time and sick leave are considered) and equipment. The man hours should be allocated to the highest priority activities to meet the MMS and levels of service and the potential gaps in service identified. It is important to note that with finite resources, trade-offs in activities would be required.**
- 7. Consider implementing a by-law that requires residents to remove parked vehicles from the roadway during periods when the ploughs are working.**

- 8. Consider establishing an Automatic Vehicle Location (AVL)/GPS based program for tracking vehicle activity. This technology is used for many applications including dispatch for quick response, routes passed and time, e.g. plow routes, garbage routes, etc. This would help to optimize resources and provide staff with the information to respond to public questions regarding issues such as missed roads, missed garbage pick-ups, etc. One example is the Town of New Tecumseth uses the AVL/GPS program to allow residents to see up-to-date information and view in real time where plowing is taking place by checking online.**
- 9. Implement a succession plan in W&WW targeted at positions where retirements are expected within the next 2 years. Also Engineering should become more involved in capturing the knowledge of potential retirees into an asset database (e.g. Problem areas, system behaviour etc.)**
- 10. Change the by-law to make owners responsible for all future grinder pump costs. Approaches could include: simply making owners responsible; contracting out service to build private sector capacity in the City so that owners can go directly to the private sector in the future; charge back to home owners on a full cost recovery basis, i.e. they can pay into a maintenance system. The main advantages are: reducing costs to water and sewer ratepayers; more time for staff to allocate to 65 Sewage pumping stations.**
- 11. Given the timeline for WWTP operator certification and allowing for the difficulty recruiting into Kenora, the retirement of WWTP operators should be addressed through succession. Encouraging at least one of the 2 electricians, (i.e. the new one and the one being transferred from Facilities) who will be dedicated to the WWTP, to also become Operators in Training in the short term and ultimately a Class 2 Operator within the next 4 years. Note that time spent doing electrical work at the WWTP can count towards the experience requirements for plant operator certification planning.**
- 12. Engineering should develop a 10-year replacement program for cast iron mains with priority locations to be done first (in coordination with road resurfacing, storm sewer and sanitary sewer replacement).**
- 13. Prepare a preventative maintenance work plan for W&WW and assign available staff hours based on the relative priority of each activity. This would assist in determining and monitoring gaps and trade-offs in service and provide support for changes to annual budgets on a go forward basis.**
- 14. Prepare a business case for automatic meter reading technology to improve meter reading efficiency and accuracy and implement monthly billing cycles, (smart meters with radio WAN, etc.)**

- 15. Consider undertaking a water loss study to identify areas where improvements can be made to reduce losses and improve efficiencies. Consider a similar study to assess the level of inflow and infiltration into the sewer system and impacts on plant capacity. These should be led by the Engineering Section with input from W&WW.**
- 16. Consider outsourcing maintenance of approximately 34 generators (in addition to the annual inspections already outsourced) as a single contract. This would facilitate adequate resources and proper preventative maintenance of the generators. The two (2) wastewater staff can focus on other maintenance activities at the sewage pumping stations. Fleet staff would also no longer be required to undertake reactive maintenance and be able to refocus on fleet maintenance.**
- 17. Investigate and consider implementing appropriate discrete alarms at select remote facilities for water/wastewater.**
- 18. Continue to be vigilant with the requirements of the DWQMS to maintain good track record. Monitor the staff time needed for compliance reporting and assess whether or not a dedicated staff person is required to serve as the Water and Wastewater Compliance Officer in the future. This position may also take on the responsibility for source water protection as required under the Clean Water Act.**
- 19. Continue to monitor and adjust water and wastewater rates with the goal of sustainable financing.**
- 20. Pursue obtaining diagnostics software and arrange training for International Trucks as soon as possible. (Only approximately 50% of the annual training budget of \$10,000 is typically spent). Arrangements to stagger training so that daily work activities are not affected. (\$14K available in 2014 budget).**
- 21. Consider outsourcing discrete welding jobs (including requirements of the Parks & Facilities Division) and reassess need for an internal welder after other recommended work realignments are implemented.**
- 22. Transfer responsibility to Engineering the development of specifications and management of standby generator replacement. Should still consult with Fleet Division Lead on specifications.**
- 23. Outsource standby generator preventative maintenance (gain 0.1 FTE)**
- 24. Consider an integrated work order system that reduces input time required by the Division Lead in Fleet.**

- 25. That the provisions of the OPG lease agreement be revisited and consideration be given to discontinuing oil change service to OPG to allow staff more time to focus on City needs (gain 0.2 FTE).**
- 26. Continue to outsource vehicle and equipment works as needed to supplement in house capacity. Should consider a more formal arrangement (as opposed to adhoc) to secure better rates (currently \$72 -\$74/ hr).**
- 27. Conduct a vehicle and equipment rationalization study to determine actual needs. This may result in cost savings.**
- 28. Investigate options to optimize use of curbside trucks versus transfer station drop off. This may including adjusting the transfer station operating hours of operation to potentially redirect materials to the curbside program. This also has the potential to reduce overtime hours at the transfer station and reduce traffic related concerns. The potential cost savings and operational efficiencies at the transfer station should also be considered. Consideration should also be given to increasing the maximum allowed garbage container weight to 50lbs from the current 25lbs. This is consistent with other jurisdictions. It may also help to shift the collection of waste back to the curb instead of at the transfer station. An alternative would be to consider bi-weekly collection instead of weekly collection due to the current high usage of the transfer station (and low quantity of materials picked up at the curb). This has the potential to reduce curbside collection costs by up to 50% and allow more staff time for other functions. However, it may be perceived as being contrary the request for "improved waste collection" as indicated by residents through the community survey. Nevertheless, this option should be investigated to fully assess the benefits.**
- 29. Assess the feasibility (including cost benefit) of having a designated area at the transfer station to receive and temporarily store household hazardous waste materials for pick up and disposal by the contractor. This would offer more opportunities to residents to properly dispose of household hazardous waste.**
- 30. Review the current blue box program with a view to adding materials and optimizing participation and revenues including Stewardship Ontario/ WDO grants.**
- 31. Develop and implement an enhanced public education and communication program to clarify existing services, promote new services and improve customer relations.**
- 32. Correct the Occupational Health & Safety issues identified by staff. Consideration should be given to having a depot on Coney Island to avoid door**

to door collection by boat. In this case options for the management of bags without tags would need to be considered.

- 33. Provide ongoing education to the incoming Council on the current asset condition situation and potential long-term liability. Although infrastructure renewal is a priority in the Strategic Plan, there should be ongoing reporting and communications with Council on progress to keep the focus on asset management due to the magnitude of the financial implications.**
- 34. Develop a strong asset management role within engineering and produce a 10-year capital program for asset renewal for discussion with Council**
- 35. Review mapping sale fees to cover costs and opportunity cost of Engineering Assistant.**
- 36. Develop a concise and risk based multi-year CCTV sewer inspection program to target priority segments of the sewer system based on operational experience and magnitude of potential impacts.**
- 37. Need to identify suitable candidates for training (succession planning). Also Engineering should become more involved in capturing the knowledge of potential retirees into an asset database (e.g. Problem areas, system behaviour etc.).**
- 38. Investigate new software for stores and inventory.**

Current Status

In the Roads Division, implementation related to the recommendations on service delivery is ongoing. This includes compiling and updating road hazards across the City. All operators are involved in marking road hazards, curbs, rock, and guardrails in anticipation of the winter season to prevent undue safety risks for plow drivers.

The mechanic will be reviewing annual maintenance and operation of equipment. This will also include refresher training for drivers and operators on equipment.

While the Division intends on reviewing winter maintenance for the best location and distance in delivering contracted services, a portion of winter maintenance has already been outsourced. In 2015, winter plowing in the central area of the City was contracted out. Similarly, sidewalk and storm sewer maintenance have also been contracted out.

Roads Division Leads has a maintenance work plan and is intending to review with available staff time. Discussions have also unfolded regarding the implementation of a GPS System review and enacting a by-law that requires residents to remove parked

vehicles from the roadway during periods when the ploughs are working. While there are currently requirements in the downtown area, a city-wide by-law has also been discussed.

In W&WW, the Division has completed its review of the by-law on grinder pump maintenance. The Manager of Operations and Infrastructure presented a report to Council detailing the pros/cons of available options for the City.

After being hired in August 2015, the new electrician completed his exam for Operator in Training. Both electricians are delivering their services through all the departments but the recent hire is mostly sent to the Wastewater Treatment Plant whenever they need assistance.

Engineering has concluded that a ten year capital plan for cast iron mains and other main assets is not realistic without the Public Sector Digest (PSD) asset management tool/software, and as such any further action on this item should be tied to the outcome and functionality of the PSD algorithms and software capabilities. Engineering will be a key player in providing input to PSD in regards to the asset management plan going forward for the proposed 18 months PSD implementation.

The WW&W Division has conducted a study pertaining to automatic meter reading technology. The Manager of Operations and Infrastructure presented findings in 2014 in which there was an estimated cost of \$1.4 million. As a result this recommendation has not been deemed feasible.

Another study that was recommended in the Organizational Review related to water loss and the identification of areas where improvements can be made. This has been ongoing as a calculation on identified accountable unmetered water use has been made, but the rest as recommended needs more work from both Engineering and W&WW with backup resources.

Staff in the Division have also been working to ensure compliance with Ontario's Drinking Water Quality Management Standard (DWQMS), however, this could be improved if there was a designated DWQMS-compliance officer. Water rates are also monitored and service charges were recently revised to achieve goal of sustainable funding.

Recommendations targeted at the Fleet Division included obtaining diagnostics software and arranging training for International Trucks. With an under spent training budget, additional software has been bought and the Division is now seeking training options.

While the Fleet Division has been outsourcing larger welding jobs, it is currently reviewing the need for full-time position to handle discrete jobs as suggested.

The development of specifications and management of standby generator replacement is in the process of being transferred to Engineering. Fleet Division will finish started projects then it will be completely under the purview of Engineering. To support the related recommendation of outsourcing generator maintenance, additional funding will need to be in the 2017 operating budgets.

A new work order system for the Division has not yet be implemented but software is being reviewed and researched.

Although the provisions of the OPG lease agreement is being reviewed as requested, the agreement works well. It is an invaluable revenue source for the Division.

In the effort to have a more formal arrangement to supplementing in-house capacity for vehicle and equipment works, a tender for equipment maintenance will be released. However, there are only two outlets in Kenora and they schedule the Division in as required, some weeks they cannot.

The Solid Waste Division has not proceeded with increasing bag weights to 50 lbs and reviewing bi-weekly collection. Initial staff assessment indicated it was not optimal.

After assessing the feasibility of having a designated area at the transfer station to receive and temporarily store household hazardous waste materials, a Depot has been constructed and operations are running smoothly.

In Engineering, a major ongoing task has been collecting asset conditions and providing input into associated costs to Finance for that department to present financial reporting to Council coupled with the annual budgeting process. To improve and make this process a realistic and valuable tool it is best to wait for the PSD asset management implementation of which Engineering has and will be working with PSD for the 18 months.

A review of mapping fees has determined that there is very little activity in GIS sales in the last few years with the availability of free offerings such as the Google Map suites and the City posting some of it GIS for free on the City portal. There are sales to survey, engineering and architecture firms for private development and projects but nowhere near a revenue stream that can be predicted with any certainty, and as such in the Engineering operating budget this revenue stream has been set as zero. It's estimated that GIS sales produce somewhere between \$250 and \$500 per year.

Finally, Engineering has determined that it can take on the role of coordinating a CCTV sewer inspection program so long as there is a line in the Water and Wastewater Division budget set aside for this work. Typically the cost for this service is in the \$15/m range for typical sanitary diameter mains. There would have to be further discussion at the 2017 budget stage to discuss an acceptable yearly dollar value and associated number of areas to divide the City into with an applicable return period to commence the inspections back starting point.

Corporate-Wide Recommendations: HRM Strategy

- 1. Undertake an audit of human resource policies, practices and issues to identify key areas for planning and prioritizing actions.**
- 2. Establish an HR committee made up of senior managers to guide the development of an HR Strategy to reflect corporate priorities. An HR Strategy will include Legislative and Regulatory Compliance, Performance Measurement and Management and Talent Management.**
- 3. Given the challenges that the City has faced regarding staff recruitment, as a priority, identify the key staff attraction and retention issues and establish strategies and options to address existing obstacles.**
- 4. To help the City prepare for the loss of knowledge and leadership that will result from retirements and attrition, there is a need to develop leadership skills, knowledge and abilities at all levels of the organization. It is recommended that the City develop a Leadership Training Program to support employee growth and succession planning. New, innovative and cost effective leadership programs can be provided through online programs.**
- 5. Assess the existing operating budget dedicated to employee training and development to ensure the workforce can achieve the City's Goals and Corporate Actions as identified in the City's Strategic Plan for "Our People."**
- 6. Enhance existing performance management strategies and develop a culture where ongoing feedback is provided to staff. The development of a formal performance evaluation system for all employees should document the key aspects of an employee's performance, include jointly developed work plans and performance objectives for the coming year and identify any training or professional development required to ensure the employee's job skills are kept current and/or to meet new job requirements.**
- 7. Provide performance management training to all managers and supervisors to enhance their supervisory skills in managing the performance of employees. This would include training on how to conduct performance evaluation meetings.**
- 8. Expand the City's Employee Recognition Policy and Program where employees who achieve targets and performance goals, or significant milestones in their career are recognized and celebrated by their peers and Council.**
- 9. Develop clear corporate policies and processes for managers to follow in addressing poor performance and how this will be documented.**

- 10. Identify opportunities within the existing organization for job enrichment through "horizontal" loading by giving an employee more to do with the types of skills he/she is currently using. This provides opportunities for professional growth and development and supports the City's objectives of retaining talent.**
- 11. Identify opportunities within the existing organization for job enrichment, through "vertical" loading, by giving an employee more responsibility for making decisions related to the present job. This is aligned with the City's Strategic Plan which has identified the need to empower staff.**
- 12. Feedback from managers across the organization identified that the recruitment process is too long and needs to be streamlined. It is recommended that the recruitment process be re-evaluated for full-time, part-time and in particular volunteer firefighters.**
- 13. Leverage technology to streamline processes to reduce duplication of efforts which will increase efficiencies. Leveraging technology and the streamlining of processes to move to more efficient transactions would allow HR to focus more on developing a strategic integrated partnership with Departments.**
- 14. As a priority, implement the actions identified in the Strategic Plan related to internal communications such as employee newsletters, roundtable workshops and employee engagement programs to build on the momentum developed through the strategic planning process and the organizational review focus group sessions and staff survey. This requires the identification of corporate and departmental strategies to improve two-way communication between staff and management. By providing an open forum or allowing one-on-one time, employees can express concerns, ideas and provide input on how to improve the efficiency and effectiveness of the services and programs.**
- 15. Based on the feedback from staff throughout the process, management should identify areas within the corporation that require team building support to improve morale.**
- 16. Formalize a staff suggestion program, with responses being provided within corporate approved standards.**

Current Status

Staff have recently begun working on a plan to audit human resource policies, practices and issues, develop strategies to address obstacles to staff recruitment and retention, and investigate and expand the City's Employee Recognition Policy and Program.

To better leverage technology and streamline processes, HR has been collecting data to inform next steps. A survey was sent out via the Ontario Municipal Human Resources Association as to feedback on HRIS in use by other municipalities. Following that result, contact was made with a common provider and two demos have been held. Purchase of this system will happen within the next two months.

The improvement of two-way communication between staff and management has also been moving forward as a priority. A survey program was just purchased within an existing HR membership. Surveys will be going out shortly to engage in employee feedback and determine whether a City newsletter should return or if the new TV systems are adequate. Roundtable discussions will start in the fall of 2016.

A new performance management system has been developed and implemented. All staff have received training on the new system and will continue to receive training until they are comfortable. Managers and supervisors also received training and subsequent follow-up sessions in June to enhance their supervisory skills in managing the performance of employees.

To ensure the workforce can achieve the Goals and Corporate Actions as identified in the City's Strategic Plan for "Our People", training lines in the 2016 budget were increased. This included additional dollars being allocated to HR for the ongoing development of staff.

Finally, an HR Strategy has been developed and in the process of implementation. The HR committee consisting of senior managers have met and the terms of reference has been approved. Draft onboarding and exist programs have been developed and reviewed by the committee.

Corporate-Wide Recommendations: Other

- 1. Undertake a comprehensive review of the various areas for which there is potential liability within the organization with an overall objective of developing a risk management program and strategy. This should include having Risk Management work with all departments to develop a risk inventory and strategic risk management plan through an interdepartmental risk identification and review of protocols. This will enable the City to establish additional controls to help mitigate the identified risks.**
- 2. That a core project team be established to assess current performance and expectations for IT and develop an IT strategy for the next 3-5 years.**
- 3. Staff and Council, through the review process identified numerous opportunities to create operational efficiencies, reduce costs, rationalize services, improve training and development, address infrastructure gaps and ensure effective enforcement. It is recommended that these be addressed in the departmental reviews.**
- 4. Create a working committee to develop a plan for records management to improve efficiencies. This would include a review of the records management system and the records retention by-law.**
- 5. Investigate and make recommendations based on best practice research opportunities to streamline timesheets and reduce manual processes.**
- 6. Investigate and make recommendations based on best practice research opportunities to streamline work order system to appropriately prioritize work and establish planned schedules.**
- 7. Undertake the required analysis of alternative financial systems to improve reporting, flexibility and analysis.**
- 8. Streamline HR system tracking and reporting to eliminate the duplication of effort and manual processes.**
- 9. Develop a comprehensive preventative maintenance system for all facilities and equipment to reduce risks and reduce costs.**
- 10. Undertake a cost benefit analysis to provide staff working offsite the ability to access City files with an overall objective of improving the delivery of efficient services.**

11. Improve the processes and technology to Track Customer Question, Complaints and Problem Resolution. This will require the investigation of the existing technology, with improved opportunities to analyze and summarize the data.

Current Status

An Enterprise Risk Management Framework has been completed and presented to Senior Managers for feedback. In fall 2016, the Special Projects and Research Officer in conjunction with the Risk Management and Prevention Officer will develop a draft policy for Council approval. Pending approval, training of all staff in risk identification and analysis techniques will begin in 2017.

A new Financial Management System is currently being implemented and it is anticipated that it will improve reporting, flexibility and analysis. The benefits should be completely in place for 2017.

The long range IT strategy will assist in identifying further potential online services, offsite file access and may assist in the evaluation of a work order system. The strategy will include the long range capital budget that has already been developed for IT hardware.

The work order system evaluation and a potential preventative maintenance system may also be addressed during the Asset Management Roadmap project that is currently underway with PSD.





Conclusion





In summary, many of the above recommendations that have been successfully closed-out involve the changes in organizational structure and staffing. Despite encountering some challenges such as the financial system conversion and filling new positions, this phase of the implementation has been completed. Moving forward, individual City departments will look to build off of current momentum and continue to make progress in achieving the recommendations as they pertain to the delivery of services.








Provided below in the appendix is a chart that offers a snapshot of the progress made in fulfilling all recommendations. Moving forward both the detailed synopsis of implementation that consists of the body of the report and this snapshot will be updated to reflect future activities.







Appendix I:








Organizational Review Snapshot (2016)





Legend			
 Complete	 On-going	 Not Started	 Not Recommended







ORGANIZATIONAL STRUCTURE AND STAFF		
DEPARTMENT	STATUS	RECOMMENDATION
Corporate Services and Strategic Initiatives		Consolidate the Legislative Services Department with the Corporate Services and HR Departments, and name the consolidated department the Corporate Services & Strategic Initiatives Department. The new department mandate would include communications and public relations, promotion, branding and advertising, website oversight, oversight of citizen/customer experience, POA, licensing, by-laws and clerks.
Corporate Services and Strategic Initiatives		That the customer service representatives and cashier in Corporate Services be transferred to the Clerk.
Corporate Services and Strategic Initiatives		It is recommended that the licensing clerk, records clerk, reception and cashier positions be retitled Customer Service Representatives. Combining all customer service representatives in one area would provide appropriate backup for each position and reduce the number of positions by one. Further, it will support a better utilization of staff resources.
Corporate Services and Strategic Initiatives		Eliminate the Manager of Legislative Services Position, and replace with the Clerk position, responsible for overseeing communications and customer service for the municipality.





Corporate Services and Strategic Initiatives		That a new position of Communications Clerk be established. Creating a corporate communication strategy would involve a significant amount of effort and a communications position would help to expedite the process.
Corporate Services and Strategic Initiatives		Move By-law Enforcement into the Corporate Services & Strategic Initiatives Department, reporting to the Deputy Clerk. This would improve connections between licensing, POA, prosecution and the development of improved tools, (e.g. short form wording), input into new by-laws, and with the Clerk also responsible for communications, more opportunity to educate the public regarding by-laws. Operations & Infrastructure can still have input to the updates but not be responsible for ongoing enforcement.
Corporate Services and Strategic Initiatives		Cross train all by-law enforcement officers and eliminate one position.
Corporate Services and Strategic Initiatives		That the position of Corporate Services Manager be eliminated and the position of Corporate Services & Strategic Initiatives Manager be created.
Corporate Services and Strategic Initiatives		That the position of HR Manager be eliminated and the position of HR Strategist be created.
Corporate Services and Strategic Initiatives		That the position of Customer Service and Collections Supervisor be eliminated and the position of Deputy Treasurer be created. The role of the Deputy Treasurer would include providing assistance in year end reporting, budgets, long range financial planning, reviewing internal controls, financial system implementation, and PSAB reporting.
Corporate Services and Strategic Initiatives		That the Part-Time Collections Clerk be made full-time to provide sufficient backup for the cashier and collections.

Corporate Services and Strategic Initiatives		That the Treasurer oversee the property tax function and that the Tax Collector position report to the Treasurer.
Corporate Services and Strategic Initiatives		That the Treasurer oversee the payroll function and that the Payroll/Benefits Officer and Payroll Assistant positions report to the Treasurer. Creation of HR Intern Position under the direction of the HR Strategist.
Community and Development Services		Consolidate the Property and Planning Department with the Community Services Department, and name the new consolidated department the Community & Development Services Department. The new department mandate would include economic development, business growth and business retention, land use planning, land development, development agreements, building permits and inspection processes. This brings together services and operations from across the corporation that are in many ways co-dependent and synergistic. Amalgamation will increase efficiencies and create a more responsive and cohesive operation. Many event/tourism related activities require coordination across all divisions and this arrangement will enable a more comprehensive and effective results.
Community and Development Services		Consolidate parks and cemetery staff (administration and maintenance) and associated responsibilities together in the same Department (Community & Development Services) to improve synergies and resource sharing.
Community and Development Services		Create a Parks & Facilities Division within Community & Development Services, responsible for parks, trails, facilities (except for water/wastewater plants) and cemetery.
Community and Development Services		Establish a working foreman position responsible for parks and cemeteries reporting to the Parks and Facilities Division Lead.









Community and Development Services		Eliminate the Real Estate Officer position. Create a Special Projects & Research Officer position in the CAO's office.
Community and Development Services		Move arena operations under Parks and Facilities Division Lead to improve facilities management at the arenas, improve program and staff oversight and a sharing of resources to the areas of highest need.
Community and Development Services		Add an intern position in Economic Development to provide research support to the Economic Development officer given the high priority that has been placed in the Strategic Plan on building the economy.
Community and Development Services		Eliminate the Manager of Property & Planning position, and create a Planner position. It is recommended that the Planner be a certified planner. This would potentially reduce outside contracts.
Community and Development Services		That the NWBC be moved to the Community & Development Services Department to work with Economic Development, Planning and Building. This would provide the NWBC Manager direct access to planning and zoning regulations and economic development programs to better support the creation and retention of small business development.
Community and Development Services		Create a Manager of Community & Development Services position.
Community and Development Services		Eliminate the Manager of Recreation position. Create a Recreation Services Division Lead to oversee recreation and service planning and support coordination between fitness and aquatic programs as well as ensuring that departmental activities that require customer service support are attended to properly. This person will also plan and implement Recreation Services Division marketing activities and promotional materials. This position will also be responsible for preparing the Recreation







		Services Division budget, overseeing service planning, develop cases for support for new initiatives, as well as provide first level oversight and support of hiring, purchasing, training, supervision and evaluation of all staff in the Recreation Services Division. This position will work with the Tourism Development Officer in the coordination, planning and operation of Community Special Events. This person will directly manage the Community Program Liaison and the Aquatic Facilitator and will also oversee risk management in these service areas.
Community and Development Services		Eliminate the Recreation Programmer and create a Community Program Liaison. Current structure does not provide supports necessary to ensure quality services and effective customer service. Public feedback included significant desire for additional programming. This position will be responsible for overseeing the administration and operation of all fitness, skating, sports, summer camp liaison and special interest services and programs. Liaison with community sport groups, community agencies (including Boards of Education) and other general interest groups to assess and assist with the development of community-based programs. Responsible for all first level response and community liaison regarding permitting and scheduling of department facilities and liaison with Parks and Facility staff to ensure smooth and timely awareness of all requirements for quality service related to facility bookings. The department will be able to more effectively manage risks, increase services and quality outcomes.
Community and Development Services		Consideration had been given to increasing the # of PT Rink Attendant positions to ensure appropriate coverage (currently 2 PT for 2 arenas), however, assuming that public skate times will vary between the two arenas, these numbers may suffice. During times of peak usage such as Christmas holidays and March Break it may be necessary to increase coverage in this area and additional student staff may be needed.
Community and Development Services		Reassign the oversight and management of the Customer Service Desk to the new Recreation Services Division Lead position. This will also serve to ensure that other issues related to the Recreation Division and the department are communicated in a comprehensive, timely and effective manner.
Community and Development Services		Delete the Maintenance Technician position and add a Facilities Team Leader / Working Foreman. There is a need for a working Foreman to provide oversight and direction. This position would report to the Parks and Facilities Division Lead.








Community and Development Services		That the position of Cemetaryian be transferred to Community and Development Services under the direction of the Parks and Facilities Division Lead.
Community and Development Services		Add one (1) additional PT operator/maintenance person to support coverage of vacation and sick time for 9 FT staff who have an average of 5-6 weeks of earned vacation. This will provide a total of 2 PT positions on call for this purpose as one was insufficient in cases where 2 staff are off sick or one on vacation and one off sick.
Fire and Emergency Services		Establish a Deputy Chief/Fire Prevention Officer position to address the identified gaps in public education, training and enforcement. Specifically, the position would focus on developing the necessary training programs, public education and enforcement. This position would also be responsible for tracking performance measures and developing/updating the policies and procedures of the department. From an enforcement perspective, this position would also be critical in ensuring that the City has the necessary enforcement policies and procedures in place. In the absence of the Fire Chief, the Deputy Fire Chief has all the power and authority to execute the duties of the Fire Chief.
Operations and Infrastructure		Transfer the existing electrician position to water/wastewater operations and hire an additional electrician for water/wastewater. These areas require a degree of specialization. The electrical services wastewater operation is currently being performed by an outside contractor who may soon retire. This will provide an opportunity for the new position to learn the operations.
Operations and Infrastructure		If outsourcing in Roads is not desirable, then consider adding one (1) new staff to the complement to cover time off by other staff for vacation and sick leave and reduce overtime. It would also help to reduce the impact of staff allocated to assisting other departments / divisions.
Operations and Infrastructure		Consider adding one (1) new staff to the water distribution/ wastewater collection system complement to cover time off by other staff for vacation required and sick leave and reduce overtime. This person should have the Class 2 operator licenses for both water and wastewater or hold an Operator in Training








		(OIT) designation as a minimum, with a view to obtaining Class 2 in the future. Note that if the Grinder pumps continue to be serviced by City staff (whether on a fee basis or not), then two (2) additional operators for a total of three (3) would be required to provide sufficient staff capacity to attend to approximately 350 grinder pumps plus the requirements of 65 sewage pumping stations.
Operations and Infrastructure		Combine mechanics parts inventory with main stores and inventory system under the Fleet Division and transfer the position of Storekeeper from Corporate & Strategic Initiatives to Operations & Infrastructure. This would leverage the existing role and responsibilities of the Fleet Division Lead regarding Operations Centre management, yard storage and parts inventory. It would also facilitate a single inventory and stores system to improve efficiencies.
Operations and Infrastructure		Establish a full project management function/ role within engineering to undertake all capital works for the department and the City.
Operations and Infrastructure		That the position of Operations Support Services (in the Stores Office) be eliminated.
Operations and Infrastructure		Transfer the GIS Technologist to Engineering with the understanding that the asset inventory will feed into the 3150 PSAB tangible capital assets data set for Finance Division's purposes. Also move responsibility for locates from Roads & W&WW to Engineering. This will allow more staff time for water meter maintenance and road maintenance (currently 1 staff from W&WW and 1 staff from Roads do one call locates).






Service Delivery		
DEPARTMENT	STATUS	RECOMMENDATION







Corporate Services and Strategic Initiatives		Develop a Communication Strategy to establish how communications will be undertaken at the City and to identify roles and responsibilities, media relations, social media, official spokespersons and other relevant policies and strategies to support effective communication. The development of a communication strategy has been identified as a goal for the Manager of Legislative Services in 2015.
Corporate Services and Strategic Initiatives		That a Customer Service and Communications Team be established. It is proposed that this team be chaired by the Clerk. Members should include the Communications Clerk, as well as representatives from each department.
Corporate Services and Strategic Initiatives		In order to support the City's strategic directive or customer service excellence, it is recommended that the City reinforce, on a regular basis, the existing Customer Service Strategy.
Corporate Services and Strategic Initiatives		Develop and identify targeted and tailored customer service training to areas of highest need and ensure that the programs are tailored to address the wide range of customer service interaction by frontline staff, supervisors and managers as well as by department.
Corporate Services and Strategic Initiatives		In Person Service - Review the locations where some services are currently being delivered to ensure they are appropriate from a privacy and customer service perspective. Specific areas of concern include cemetery administration, licensing, tax payment and POA.
Corporate Services and Strategic Initiatives		Enhance the City's Website in terms of content, layout, navigation and consistency through the development of an internet strategy.
Corporate Services and Strategic Initiatives		As a priority, develop a communication strategy for emergency/severe winter weather.
Corporate Services and Strategic		That the City undertake a user fee review.








Initiatives		
Corporate Services and Strategic Initiatives		That Corporate Services & Strategic Initiatives play a leadership role in the development of performance measures and work with a cross departmental team called Performance Measurement and Continuous Process Improvement Team. It is proposed that this team be chaired by the Manager of Corporate Services & Strategic Initiatives. Members should include the IT Analyst, the Special Projects & Research Officer (in the CAO's office), Deputy Treasurer as well as representatives from each department. Performance measures will provide information to the public regarding service standards and value for money.
Corporate Services and Strategic Initiatives		That Corporate and Strategic Initiatives, in conjunction with the operating departments, develop a long range financial plan.
Corporate Services and Strategic Initiatives		Review the cost/benefit of moving to a centralized purchasing system.
Corporate Services and Strategic Initiatives		Investigate the option of moving the Cemetary function to local funeral homes
Corporate Services and Strategic Initiatives		That tax sales be outsourced. This will free up more time for existing staff and the cost of this service can be directly recovered from the property arrears.
Corporate Services and Strategic Initiatives		That Corporate Services & Strategic Initiatives investigate new opportunities to provide online services. This was mentioned in the community consultation as a way of enhancing customer service.






Corporate Services and Strategic Initiatives		Review cost benefit of contracting out all or some by-law enforcement e.g. animal control, parking.
Corporate Services and Strategic Initiatives		Review enforcement procedures for all by-laws (e.g. short form wording) to increase efficiencies.
Corporate Services and Strategic Initiatives		Develop a Complaints Tracking Protocol and Formal Escalation Process in By-law Enforcement—The City has not defined a formal escalation process with timeframes to resolve complaints nor does a complaint management system exist where information is logged and accessible for all staff. The current system does not allow the ability to mine data and trend across the City for continuous improvement opportunities.
Fire & Emergency Services		Create a committee to review the running assignments to support effective and efficient delivery of service to all areas of the community. This would include involvement of staff from all stations and a review of historical activity and future growth.
Fire & Emergency Services		Create a plan with clear timeframe to maintain and update the Standard Operating Guidelines.
Fire & Emergency Services		Create and identify an inventory of training requirements for all staff including what has been taken and areas where training is required.
Fire & Emergency Services		Identify all opportunities for training staff with consideration to having key staff sent on training sessions to train the other staff.









Fire & Emergency Services		Review existing practices for volunteer firefighter recruitment practices and identify strategies to streamline the process and remove obstacles to ensure that the City has sufficiently well trained volunteer firefighters.
Fire & Emergency Services		Review and identify opportunities to recognize staff's achievements.
Fire & Emergency Services		Identify opportunities to utilize the City's new fire hall for training remote communities as a revenue generating opportunity.
Community and Development Services		Implement a policy that downtown merchants be responsible for the curb to the storefront to improve service and address resource issues.
Community and Development Services		Undertake facility condition assessment for each facility and prepare a long term capital and maintenance plan.
Community and Development Services		Review the cost benefit of establishing contractual service agreements. This could potentially provide a larger pool of resources to draw on and also provide an on-call resource that would reduce overtime.
Community and Development Services		Encourage joint participation related to special events between the Tourism and Recreation Divisions within Community & Development Services. This would create potential synergies for hosting and running special events. This will also provide venues to create and promote year round events and sports tourism, as well as provide a larger pool of staff resources upon which to draw during special events.






Community and Development Services		Align the hours of the tourism development officer with the special events coordinator.
Community and Development Services		Foster a "Can Do" Culture in Planning that is "Open for Business" - Additional training and protocols are needed to focus on a positive approach to working with applicants to resolve issues and support planned growth in the community. This includes identifying issues, possible solutions and proactively following up with applicants.
Community and Development Services		To ensure that customers are satisfied with the services provided and to receive input, leading practices suggests that the City formally gather information to measure the effectiveness and efficiency of Planning and Building Services. As such, it is recommended that Community & Development Services implement a customer satisfaction survey strategy to regularly gauge the level of satisfaction with these services and to identify additional opportunities for improvements.
Community and Development Services		Review and Refine Performance Standards for Planning and Building - While some service standards have been developed by Planning, they have not been consistently met and in some cases are not realistic. A focus on performance standards is required to support customer service excellence and to identify areas where improvement can be made.
Community and Development Services		Develop "job function orientation kits" for each position outlining standards, forms, processes and role-related policies and procedures and an orientation to the department structure, mandate and values to enable efficient and effective transitions to new positions for staff who are replacing people on leave or retiring.







Community and Development Services		Work with the Human Resources staff to develop creative strategies for a focused staff recruitment for fitness and swim programs on the weekends and outside of school/work hours.
Community and Development Services		Assess the need for continuance of the contracted janitorial services with the new Parks & Facilities Division. There may be opportunities to integrate the contracted work into the overall facility maintenance work load and save money by cancelling the contract. Standards for cleaning and facility maintenance should be developed for each department facility and work plans should be arranged and delegated accordingly.
Community and Development Services		Formalize a Community Development Mandate within the Community & Development Services Department to establish formal working relationships with other community agencies and the Board of Education for the purpose of developing partnerships to support expanded program services within the community.
Community and Development Services		Establish a management system to track all necessary staff qualifications for all positions to ensure that qualifications are kept current and training is arranged and completed as needed. Staff qualifications have lapsed in several instances (e.g. Arenas and Playground Inspections) and these put the corporation at risk if standards are not met and injuries happen.
Community and Development Services		Program Evaluation—A formalized program and service evaluation process should be implemented regularly to solicit feedback from participants and service recipients. Findings from this process will provide solid evidence to guide decisions and planning processes. Track all feedback and changes made and integrate these findings into staff training and evaluation processes.
Community and Development Services		Develop a workload assessment process over the first year of the new department structure to ensure work is delegated effectively and realistically across the various functions within the department. With the transitions it will be necessary to regularly evaluate the work being done, identify any areas for further efficiencies and identify any gaps and adjust accordingly.








Community and Development Services		Complaints Tracking—There is a need for a complaints tracking and resolution process to be integrated into the management process across the department. To this end, the additional management /supervisory staff will provide the resources necessary to develop and increase quality management processes to support this initiative. This will be further supported by the recommendation to review the process and technology for complaints tracking for the City under corporate wide recommendations.
Community and Development Services		There is a need to examine, establish and track standards for health and safety, public safety and quality of work expected regarding the maintenance of downtown areas in the summertime.
Community and Development Services		The Department should purchase HIGH FIVE's Guide to Policies and Procedures (www.highfive.org) which contains 86 standard Policies and Procedures related to the operation of recreation and sport programs for children. Implementation of these Policies and Procedures will reduce risk, demonstrate due diligence, increase the quality of services, reduce customer complaints and increase the department's service image.
Community and Development Services		Current arrangements for summer camp programs are contracted out to a private contractor within the community with very little oversight. Options should be considered in terms of bringing this service in-house or establishing service level standards for contracted services.
Community and Development Services		That a recreation user fee review be conducted and consideration be given to additional payment options for program fee policies including a monthly rate for the Recreation Centre.
Community and Development Services		Examine the potential to install several SMART information screens within the Recreation Centre so that key information is visually transmitted consistently to patrons and potentially eliminates frustrations associated with the search for information. This could also produce advertising revenues.
Community and		Develop a Recreation, Parks, Culture and Tourism Leisure Guide outlining all of the services, fees, events, dates, locations and






Development Services		other appropriate policies and public information about department services. Install this on the municipal website in the form of a “flip book” and update it seasonally. Print copies for distribution through department facilities and libraries and promote the online access at all facilities. This will definitely provide better quality information to the public and will serve as a planning template for staff to create a more formalized program and service schedule for all facilities on a seasonal basis. It also serves to educate the public about the services that are paid for by their taxes. Ad space can be sold through this process as well.
Community and Development Services		Consider using a service such as HUBZIO as a text communication method for keeping the public informed of key information and notifications. This provides an efficient way of keeping people informed and potentially reducing costs associated with them not being informed. This is also used by several municipalities as part of their emergency communications plan processes.
Community and Development Services		Gradually integrate a community development model into the department’s services to provide support to local groups who may be capable of operating special interest programs for adults and seniors in the broader community.
Community and Development Services		Determine the appropriateness of each special event based on an assessment of the Return on Investment to the community, the Tourism mandate and the Economic Development mandate of the City. Activities such as the hosting of various sports and recreation provincial tournaments or other high profile events should be assessed through a benefits analysis process that also considers costs and allocation of resources prior to determining a “go ahead” status.
Community and Development Services		As a priority, develop a playground inspection program.
Community and Development Services		Under the new Community & Development Services department, there is a need to have trained staff assess and reduce public access to sub-standard playground equipment and establish a go forward plan for repairs, upgrades or









		removals. Inspections should follow a recommended time table. (In some municipalities this is done weekly).
Community and Development Services		Update policies, procedures and drills to be implemented regularly for all dangerous conditions including fire drills, tornados, facility evacuation plans etc.
Community and Development Services		Check ORFA, CPRA, standards and others to ensure staff are current in training and support upgrades as needed. Maintain current training records on all staff.
Community and Development Services		Examine all areas of risk to the public with the assistance of the City's insurer. At minimum, check conditions against the Occupier's Liability Act of Ontario.
Community and Development Services		Develop check-in reporting procedures for all staff working alone and closing facilities at night. Arrange a check-in process with a 24 hour service such as the Fire Department to confirm safe departure.
Operations and Infrastructure		Manage Council and public expectations for roads maintenance through improved communication with Council (see recommendation for Department as a whole). This includes undertaking public education regarding the levels of service that can be expected
Operations and Infrastructure		That W&WW provide an updated list of locations of raised manholes and boxes. Also identify where these can be fixed in the short-term to reduce health and safety risks to the plow drivers during winter maintenance.
Operations and Infrastructure		Mechanic should provide refresher training to drivers and operators on equipment.
Operations and		Consider establishing an outsourcing contract for winter maintenance that would complement the internal staffing and




Infrastructure		route design. This may include having contractors (and their equipment) available in the more distant locations so that they can more quickly get to those locations. Outsourcing a portion of the winter maintenance is consistent with the principle of “managed competition” which allows for performance comparisons to be made in the interest of improving operating efficiencies and effectiveness.
Operations and Infrastructure		Consider outsourcing sidewalk repairs and storm sewer maintenance. This would allow staff to be redirected to other duties that may be more appropriately completed in-house.
Operations and Infrastructure		Consider preparing an annual maintenance work plan that is based on the approved available man hours, (i.e. after vacation, lieu time and sick leave are considered) and equipment. The man hours should be allocated to the highest priority activities to meet the MMS and levels of service and the potential gaps in service identified. It is important to note that with finite resources, trade-offs in activities would be required.
Operations and Infrastructure		Consider establishing an Automatic Vehicle Location (AVL)/GPS based program for tracking vehicle activity. This technology is used for many applications including dispatch for quick response, routes passed and time, e.g. plow routes, garbage routes, etc. This would help to optimize resources and provide staff with the information to respond to public questions regarding issues such as missed roads, missed garbage pick-ups, etc. One example is the Town of New Tecumseth uses the AVL/GPS program to allow residents to see up-to-date information and view in real time where plowing is taking place by checking online.
Operations and Infrastructure		Implement a succession plan in W&WW targeted at positions where retirements are expected within the next 2 years. Also Engineering should become more involved in capturing the knowledge of potential retirees into an asset database (e.g. Problem areas, system behaviour etc.)
Operations and Infrastructure		Given the timeline for WWTP operator certification and allowing for the difficulty recruiting into Kenora, the retirement of WWTP operators should be addressed through succession. Encouraging at least one of the 2 electricians, (i.e. the new one and the one being transferred from Facilities) who will be

		dedicated to the WWTP, to also become Operators In Training in the short term and ultimately a Class 2 Operator within the next 4 years. Note that time spent doing electrical work at the WWTP can count towards the experience requirements for plant operator certification planning.
Operations and Infrastructure		Engineering should develop a 10-year replacement program for cast iron mains with priority locations to be done first (in coordination with road resurfacing, storm sewer and sanitary sewer replacement).
Operations and Infrastructure		Prepare a preventative maintenance work plan for W&WW and assign available staff hours based on the relative priority of each activity. This would assist in determining and monitoring gaps and trade-offs in service and provide support for changes to annual budgets on a go forward basis.
Operations and Infrastructure		Prepare a business case for automatic meter reading technology to improve meter reading efficiency and accuracy and implement monthly billing cycles, (smart meters with radio WAN, etc.)
Operations and Infrastructure		Consider undertaking a water loss study to identify areas where improvements can be made to reduce losses and improve efficiencies. Consider a similar study to assess the level of inflow and infiltration into the sewer system and impacts on plant capacity. These should be led by the Engineering Section with input from W&WW.
Operations and Infrastructure		Consider outsourcing maintenance of approximately 34 generators (in addition to the annual inspections already outsourced) as a single contract. This would facilitate adequate resources and proper preventative maintenance of the generators. The two (2) wastewater staff can focus on other maintenance activities at the sewage pumping stations. Fleet staff would also no longer be required to undertake reactive maintenance and be able to refocus on fleet maintenance.
Operations and Infrastructure		Investigate and consider implementing appropriate discrete alarms at select remote facilities for water/wastewater.




Operations and Infrastructure		Continue to be vigilant with the requirements of the DWQMS to maintain good track record. Monitor the staff time needed for compliance reporting and assess whether or not a dedicated staff person is required to serve as the Water and Wastewater Compliance Officer in the future. This position may also take on the responsibility for source water protection as required under the Clean Water Act.
Operations and Infrastructure		Continue to monitor and adjust water and wastewater rates with the goal of sustainable financing.
Operations and Infrastructure		Pursue obtaining diagnostics software and arrange training for International Trucks as soon as possible. (Only approximately 50% of the annual training budget of \$10,000 is typically spent). Arrangements to stagger training so that daily work activities are not affected. (\$14K available in 2014 budget).
Operations and Infrastructure		Consider outsourcing discrete welding jobs (including requirements of the Parks & Facilities Division) and reassess need for an internal welder after other recommended work realignments are implemented.
Operations and Infrastructure		Transfer responsibility to Engineering the development of specifications and management of standby generator replacement. Should still consult with Fleet Division Lead on specifications.
Operations and Infrastructure		Outsource standby generator preventative maintenance (gain 0.1 FTE)
Operations and Infrastructure		Consider an integrated work order system that reduces input time required by the Division Lead in Fleet.









Operations and Infrastructure		That the provisions of the OPG lease agreement be revisited and consideration be given to discontinuing oil change service to OPG to allow staff more time to focus on City needs (gain 0.2 FTE).
Operations and Infrastructure		Continue to outsource vehicle and equipment works as needed to supplement in house capacity. Should consider a more formal arrangement (as opposed to adhoc) to secure better rates (currently \$72 -\$74/ hr)
Operations and Infrastructure		Conduct a vehicle and equipment rationalization study to determine actual needs. This may result in cost savings.
Operations and Infrastructure		Investigate options to optimize use of curbside trucks versus transfer station drop off. This may including adjusting the transfer station operating hours of operation to potentially redirect materials to the curbside program. This also has the potential to reduce overtime hours at the transfer station and reduce traffic related concerns. The potential cost savings and operational efficiencies at the transfer station should also be considered. Consideration should also be given to increasing the maximum allowed garbage container weight to 50lbs from the current 25lbs. This is consistent with other jurisdictions. It may also help to shift the collection of waste back to the curb instead of at the transfer station. An alternative would be to consider bi-weekly collection instead of weekly collection due to the current high usage of the transfer station (and low quantity of materials picked up at the curb). This has the potential to reduce curbside collection costs by up to 50% and allow more staff time for other functions. However, it may be perceived as being contrary the request for "improved waste collection" as indicated by residents through the community survey. Nevertheless, this option should be investigated to fully assess the benefits.
Operations and Infrastructure		Assess the feasibility (including cost benefit) of having a designated area at the transfer station to receive and temporarily store household hazardous waste materials for pick up and disposal by the contractor. This would offer more






		opportunities to residents to properly dispose of household hazardous waste.
Operations and Infrastructure		Review the current blue box program with a view to adding materials and optimizing participation and revenues including Stewardship Ontario/ WDO grants.
Operations and Infrastructure		Develop and implement an enhanced public education and communication program to clarify existing services, promote new services and improve customer relations.
Operations and Infrastructure		Correct the Occupational Health & Safety issues identified by staff. Consideration should be given to having a depot on Coney Island to avoid door to door collection by boat. In this case options for the management of bags without tags would need to be considered.
Operations and Infrastructure		Provide ongoing education to the incoming Council on the current asset condition situation and potential long-term liability. Although infrastructure renewal is a priority in the Strategic Plan, there should be ongoing reporting and communications with Council on progress to keep the focus on asset management due to the magnitude of the financial implications.
Operations and Infrastructure		Develop a strong asset management role within engineering and produce a 10-year capital program for asset renewal for discussion with Council
Operations and Infrastructure		Review mapping sale fees to cover costs and opportunity cost of Engineering Assistant.
Operations and Infrastructure		Develop a concise and risk based multi-year CCTV sewer inspection program to target priority segments of the sewer system based on operational experience and magnitude of potential impacts.
Operations and		Consider implementing a by-law that requires residents to remove parked vehicles from the roadway during periods when

Infrastructure		the ploughs are working.
Operations and Infrastructure		Change the by-law to make owners responsible for all future grinder pump costs. Approaches could include: simply making owners responsible; contracting out service to build private sector capacity in the City so that owners can go directly to the private sector in the future; charge back to home owners on a full cost recovery basis, i.e. they can pay into a maintenance system. The main advantages are: reducing costs to water and sewer ratepayers; more time for staff to allocate to 65 Sewage pumping stations.
Operations and Infrastructure		Need to identify suitable candidates for training (succession planning). Also Engineering should become more involved in capturing the knowledge of potential retirees into an asset database (e.g. Problem areas, system behaviour etc.)
Operations and Infrastructure		Investigate new software for stores and inventory

Corporate Wide: HRM Strategy









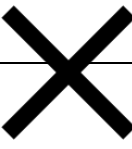
STATUS	RECOMMENDATION
	Undertake an audit of human resource policies, practices and issues to identify key areas for planning and prioritizing actions.
	Establish an HR committee made up of senior managers to guide the development of an HR Strategy to reflect corporate priorities. An HR Strategy will include Legislative and Regulatory Compliance, Performance Measurement and Management and Talent Management.
	Given the challenges that the City has faced regarding staff recruitment, as a priority, identify the key staff attraction and retention issues and establish strategies and options to address existing obstacles.



	To help the City prepare for the loss of knowledge and leadership that will result from retirements and attrition, there is a need to develop leadership skills, knowledge and abilities at all levels of the organization. It is recommended that the City develop a Leadership Training Program to support employee growth and succession planning. New, innovative and cost effective leadership programs can be provided through online programs.
	Assess the existing operating budget dedicated to employee training and development to ensure the workforce can achieve the City's Goals and Corporate Actions as identified in the City's Strategic Plan for "Our People."
	Enhance existing performance management strategies and develop a culture where ongoing feedback is provided to staff. The development of a formal performance evaluation system for all employees should document the key aspects of an employee's performance, include jointly developed work plans and performance objectives for the coming year and identify any training or professional development required to ensure the employee's job skills are kept current and/or to meet new job requirements.
	Provide performance management training to all managers and supervisors to enhance their supervisory skills in managing the performance of employees. This would include training on how to conduct performance evaluation meetings.
	Expand the City's Employee Recognition Policy and Program where employees who achieve targets and performance goals, or significant milestones in their career are recognized and celebrated by their peers and Council.
	Develop clear corporate policies and processes for managers to follow in addressing poor performance and how this will be documented.
	Identify opportunities within the existing organization for job enrichment through "horizontal" loading by giving an employee more to do with the types of skills he/she is currently using. This provides opportunities for professional growth and development and supports the City's objectives of retaining talent.
	Identify opportunities within the existing organization for job enrichment, through "vertical" loading, by giving an employee more responsibility for making

	decisions related to the present job. This is aligned with the City's Strategic Plan which has identified the need to empower staff.
	Feedback from managers across the organization identified that the recruitment process is too long and needs to be streamlined. It is recommended that the recruitment process be re-evaluated for full-time, part-time and in particular volunteer firefighters.
	Leverage technology to streamline processes to reduce duplication of efforts which will increase efficiencies. Leveraging technology and the streamlining of processes to move to more efficient transactions would allow HR to focus more on developing a strategic integrated partnership with Departments.
	As a priority, implement the actions identified in the Strategic Plan related to internal communications such as employee newsletters, roundtable workshops and employee engagement programs to build on the momentum developed through the strategic planning process and the organizational review focus group sessions and staff survey. This requires the identification of corporate and departmental strategies to improve two-way communication between staff and management. By providing an open forum or allowing one-on-one time, employees can express concerns, ideas and provide input on how to improve the efficiency and effectiveness of the services and programs.
	Based on the feedback from staff throughout the process, management should identify areas within the corporation that require team building support to improve morale.
	Formalize a staff suggestion program, with responses being provided within corporate approved standards.

Corporate Wide: Other

STATUS	RECOMMENDATION

	<p>Undertake a comprehensive review of the various areas for which there is potential liability within the organization with an overall objective of developing a risk management program and strategy. This should include having Risk Management work with all departments to develop a risk inventory and strategic risk management plan through an interdepartmental risk identification and review of protocols. This will enable the City to establish additional controls to help mitigate the identified risks.</p>
	<p>That a core project team be established to assess current performance and expectations for IT and develop an IT strategy for the next 3-5 years.</p>
	<p>Staff and Council, through the review process identified numerous opportunities to create operational efficiencies, reduce costs, rationalize services, improve training and development, address infrastructure gaps and ensure effective enforcement. It is recommended that these be addressed in the departmental reviews.</p>
	<p>Create a working committee to develop a plan for records management to improve efficiencies. This would include a review of the records management system and the records retention by-law.</p>
	<p>Investigate and make recommendations based on best practice research opportunities to streamline timesheets and reduce manual processes.</p>
	<p>Investigate and make recommendations based on best practice research opportunities to streamline work order system to appropriately prioritize work and establish planned schedules.</p>
	<p>Undertake the required analysis of alternative financial systems to improve reporting, flexibility and analysis.</p>
	<p>Streamline HR system tracking and reporting to eliminate the duplication of effort and manual processes.</p>
	<p>Develop a comprehensive preventative maintenance system for all facilities and equipment to reduce risks and reduce costs.</p>

	Undertake a cost benefit analysis to provide staff working offsite the ability to access City files with an overall objective of improving the delivery of efficient services.
	Improve the processes and technology to Track Customer Question, Complaints and Problem Resolution. This will require the investigation of the existing technology, with improved opportunities to analyze and summarize the data.



23 July 2016

City Council Committee Report

To: Mayor and Council

Fr: Karen Brown

Re: Strategic Plan Update

Recommendation:

That Council hereby approves the updated City of Kenora Strategic Plan – Our Vision is 20/20 (Updated August 2016).

Background:

For 2016, a Council priority was to review the City of Kenora Strategic Plan – Our Vision is 20 / 20 and to ensure that the actions within the strategic plan were both current and remained aligned with the current Council's priorities. A second, administrative focus, was to ensure the report was updated to reflect the implementation of the organizational review staffing related changes. It was determined by Council that this review would be internally facilitated, and done with Council and the Senior Management Team present. In advance of that meeting, a report for Council discussion was prepared reflecting feedback from administration outlining proposed changes to the City's strategic plan. That report, entitled "Strategic Plan Review" dated 16 June 2016 has been attached to this report for ease of reference. The meeting with Council occurred on Monday, June 20th.

As a result of the discussion, a number of changes to the actions section of the strategic plan have been recommended and have been incorporated into the attached updated strategic plan document. The following changes are being recommended for an updated City of Kenora Strategic Plan – Our Vision is 20 / 20 (Updated August 2016), and have been incorporated into the attached, updated strategic plan document:

- **Develop Our Economy**

- Actions 1-1, 1-2, 1-3 and 1-4 were removed from the action section under Develop Our Economy, and a "Guiding Principles" section for Goal #1 – Develop Our Economy was created. These actions were incorporated into that guiding principles section of the strategic plan.
- A new action item has been added to this section (as the first action item) which reads as follows: "The City will work with the LOWDC to ensure that the LOWDC is actively advancing Council priorities and the related action items as per the City's strategic plan. This may include regular meetings between the LOWDC and Council." The Leads are: "Council, LOWDC, CAO, Community & Development Services", and the Priority is "Ongoing (2016 – 2020)"
- A new action item has been added to this section (as the second action item), which reads as follows: "The City will ensure Kenora is recognized as being 'Open for Business' and facilitating development through streamlining

- application and approval processes, effectively eliminating any 'red tape'." The Leads are: "CAO, Community & Development Services, Operations & Infrastructure", and the Priority is "Immediate (2016 – 2017)"
- Action item 1-5 has been updated to include the words "continue to" with regards to laying the foundations for investment readiness within the mining sector.
 - Action item 1-7 has been updated to read as follows: "The City will document existing City land, identify new opportunities and future growth areas, and consider putting the appropriate zoning in place for potential future development. This may include land assembly for the purpose of developing business parks intended to clear the way for new industrial investment." The Leads have been updated to reflect the new organizational structure, and the Priority remains "Ongoing".
 - A new action item has been added to this section (after the current 1-6), which reads as follows: "The City will lobby senior government for additional supports for local industry and business in relation to ongoing workforce development." The Leads are: "Council, LOWDC", and the Priority is "Ongoing (2016 – 2020)"
- **Strengthen Our Foundations**
 - Action item 2-1 has been updated to read as follows: "The City will ensure that our municipal infrastructure assets are managed and maintained using available resources through a robust asset management plan and process, with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems." Leads are "Council, CAO, Senior Managers" with Priority being "Ongoing (2016 – 2020)"
 - A new action item has been added to this section (before the current 2-11), which reads as follows: "The City will consider the impacts of climate change in both rehabilitating existing and designing future infrastructure requirements, as well as work to mitigate the impacts of climate change in relation to City operations." Leads are "Council, CAO, Senior Managers" with Priority being "Ongoing (2016 – 2020)".
 - **Focus on Our People**
 - Action item 3-1 originally referred to undertaking a full organizational review, which has now been completed. This action item has been updated to read as follows "The City will review and implement as appropriate the recommendations as contained within the City's organizational review and approved by Council." Leads have been updated to add the Senior Managers in addition to the CAO and HR, and the Priority has been updated to "Ongoing (2016 – 2020)".
 - A number of action items have now been incorporated into the City's Human Resource Management (HRM) Strategy (2015 – 2020). The HRM Strategy has both broadened and added increased focus to the previous action items included under the strategic plan. The HRM Strategy further includes an implementation plan in relation to these recommendations, in conjunction with the recommendations as contained within the organizational review. It is recommended that the following individual and detailed action items related to focusing on City staff that have been included in the HRM Strategy be eliminated from the strategic plan:
 - 3-2 (Succession planning – addressed under HRM Strategy Direction 2.6)
 - 3-5 (Inter-departmental / cross-organizational communication – addressed under HRM Strategy Direction 5.1)

- 3-6 (Staff roundtable workshops – addressed under HRM Strategy Direction 5.1)
- 3-7 (Annual, confidential employee engagement survey – addressed under HRM Strategy Direction 5.1)
- 3-8 (Internal quarterly e-newsletter – since the strategic plan, the City has implemented communications screens in the various workplaces to share information, and staff are currently being polled to see if they would also like to see regular newsletters. Being addressed under HRM Strategy Direction 5.1)
- 3-9 (Orientation / onboarding – addressed under HRM Strategy Direction 2.7)
- 3-10 (Learning & Development – addressed under HRM Strategy Directions 3.1 and 3.2)

Action items 3-3 (customer service excellence), 3-4 (empowering Staff) and 3-11 (preventing occupational illness and injury) each speak strongly to the City's corporate culture of customer service excellence, empowerment and health & safety, and should remain in the actions under Focus on Our People. Action 3-12 (peer to peer knowledge transfer) is not sufficiently addressed in the HRM Strategy, and should also remain in the actions under Focus on Our People. Timelines have been changed on these as appropriate to recognize each of these as "Ongoing (2016 – 2020)". A new action item to address the HRM Strategy has been added (see next bullet point).

- A new action item has been added to this section (after the current 3-1), which reads as follows: "The City will implement the directions and actions as outlined within the Human Resource Management (HRM) Strategy." The Leads are: "HR, CAO, Senior Managers, Supervisors", and the Priority is "Ongoing (2016 – 2020)"
- Item 3-13 has been split into three sections based on the discussion as follows:
 - "The City will continue to build and strengthen our working relations with our Treaty 3 First Nations Partners. Kenora is committed to ongoing outreach to our First Nations Partners and building relationships, including joint meetings to identify issues of common concern and to discuss pathways for closer collaboration." The Leads are: "Council, CAO" and the Priority is "Ongoing (2016 – 2020)".
 - The City will review the Truth and Reconciliation Commission recommendations with the intent of identifying opportunities that will further strengthen relationships with our Treaty 3 Partners, including cultural sensitivity training." The Leads are: "Council, CAO, Senior Managers" and the Priority is "Immediate (2016 – 2017)".
 - "The City will continue to build and strengthen our working relationships with area municipalities and other partners, such as the Kenora District Services Board." The Leads are: "Council, CAO, Senior Managers" and the Priority is "Ongoing (2016 – 2020)"
- A new action item has been added to this section (after the current 3-14), which reads as follows: "The City will ensure that City appointed Boards and Committee Members are familiarized with the City's Strategic Plan, including the Mission, Vision and Values within that plan, together with the importance of their role as a Member of that Board / Committee." The Leads are "Council, CAO, Corporate Services & Strategic Initiatives" and the Priority is "Ongoing (2016 – 2020)"
- A new action item has been added to this section (at the end of the section), which reads as follows: "The City will recognize the importance of leveraging partnerships and work together with our Community and Strategic Partners as appropriate to implement the various strategies as developed by those

organizations for the improvement of the City and our Community.” The Leads are “Council, CAO, Senior Managers” and the Priority is “Ongoing (2016 – 2020)”

- **Other – Housekeeping Matters**

- It has been noted on the cover that the strategic plan was updated in August 2016.
- The Mayor’s and CAO’s messages were updated as appropriate to reflect the recent review of actions.
- The introduction section on page 3 of the plan has been updated to reflect the review that was done in 2016 to confirm that the actions within the strategic plan remain current and aligned with City goals.
- Throughout the Strategic Plan Actions, there are a number of references to either departments, positions or functions under “Leads” that were updated to reflect the updated organizational structure of the City.
- The dates in the Actions section have been updated based on the current date.
- The Performance Measures – Report Card Template of the strategic plan has been removed as the City has since approved a report card template for reporting back on the successes in relation to the strategic plan.
- The implementation section has been updated to reflect the 2016 review and completion of the City organizational review.
- Appendix C: City of Kenora Business Lines has been updated to reflect the new corporate structure following the implementation of the staffing related recommendations in the organizational review. (The remaining appendices have been left unchanged from the original report approved in 2014.)
- Action numbers have been updated as appropriate to reflect the changes in relation to additions to or deletions from the action items.

The City’s Special Project & Research Officer, Adam Smith, has updated the attached strategic plan document to reflect the recommended changes as outlined within this report.

Budget / Financial Implications:

There is no impact as a result of updating the report. Individual action items will need to be evaluated for budget impact and incorporated into the City’s ongoing budget process as appropriate.

Communication Plan/Notice By-law Requirements:

Media release to discuss the update of the strategic plan, together with sharing the updated plan with all City staff, Boards and Committee Members, together with the public. Strategic Plan brochures and City portal to be updated as appropriate.

Strategic Plan or other Guiding Document:

Update of current City strategic plan to ensure actions are aligned with current Council priorities, and reflective of the changes from the organizational review report and recommendations.



16 June 2016

City Council Committee Report

To: Mayor and Council

Fr: Karen Brown

Re: Strategic Plan Review

Recommendation:

For Council Discussion

Background:

Council is meeting on Monday, June 20th to discuss current Council priorities and review the current City Strategic Plan to ensure it is in line with those priorities. In preparation, the Senior Management Team was asked to provide some preliminary feedback on the current Strategic Plan to see if there were any areas that should be presented for Council consideration as part of the deliberations.

Information included in the strategic plan has not been reiterated within this report. In recognition of the significant amount of participation by both City Staff and members of the public (as outlined in Appendix A to the Strategic Plan), administration's comments are limited to the action areas of the plan. It is not recommended that any changes be made at this time to the City's Mission, Vision and Values, or even the broad Goals. Rather, focus was given to the Corporate Actions.

While there were no significant changes noted, the following were recognized, and it was felt that the following points would be beneficial for Council consideration in reviewing the actions within the current strategic plan:

- **Guiding Principles** – Some of the action items identified in the current strategic plan are considered to be more guiding principles, then specific action items. Consideration should be given to separating these from the action items, and including a guiding principles section. These include the following:
 - 1-1 – The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding area.
 - 1-2 – The City will forge strong, dynamic working relationships with the Kenora business community.
 - 1-3 – The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs.
 - 1-4 – The City will promote Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification.
- **Organizational Review** – Action Item 3-1 is "The City will undertake a full organizational review to identify service levels and determine specific areas of the organization that are inappropriately or inadequately resourced." The City has now completed the organizational review and has virtually completed the

recommendations related to staffing and organizational structure. Remaining recommendations, for the most part, are rolled out, with the balance to occur this month. There is a communications plan to share reports with the department, City staff, and finally the public. This action item should be updated to reflect the completed status of the review, and could refer to evaluating the remaining recommendations within the organizational review, and implementing these as appropriate. Other comments related to the organizational review being complete include the following:

- The strategic plan needs to be updated from a housekeeping perspective to ensure the new City structure and revised titles / positions and areas of responsibility are identified in the plan.
- A number of the action items under the “Our People” goal are quite specific in nature, and are also addressed under the Human Resource Management (HRM) Strategy. Consideration should be given to referencing the implementation of the HRM Strategy and eliminating the very task specific actions from the City’s strategic plan.
- **Other Documents** – It should be noted that there are a number of other documents that may be considered strategic in nature, beyond the HRM Strategy. For example, since the current strategic plan was approved, Council supported the Community Safety and Well Being Plan for the Kenora Substance Abuse and Mental Health Task Force (Task Force). That plan includes an objective that the Task Force “work with the City of Kenora to have the Community Safety and Well-Being Plan incorporated into the City’s Strategic Plan”. Consideration could be given to adding a section under “Our People”, or as appropriate, that talks about the importance of leveraging partnerships and working together to implement the various strategies as developed by both the Community and Strategic Partners for the improvement of the community.

Budget / Financial Implications:

The Strategic Plan report itself would be updated internally by staff, and brought back to Council for approval. Impact on the actions would need to be determined on a case by case basis.

Communication Plan/Notice By-law Requirements:

Press release to discuss Council’s recommitment to the strategic plan, and review to ensure that the strategic plan remains aligned with Council and the City’s

Strategic Plan or other Guiding Document:

This is intended to update the City’s strategic plan based on Council priorities and work accomplished to date, and in recognition of other City documents as approved by Council, such as the HRM Strategy.



MINUTES
SPECIAL
COMMITTEE OF THE WHOLE
Monday, June 20, 2016
8:30 a.m.
City Hall Council Chambers

Present: Mayor D. Canfield
Councillor M. Goss
Councillor R. McMillan
Councillor D. Reynard
Councillor L. Roussin
Councillor S. Smith

Regrets: Councillor C. Wasacase

Staff: Karen Brown, CAO
Heather Kasprick, City Clerk
Rick Perchuk, Operations & Infrastructure Manager
Jeff Hawley, Operations & Infrastructure Incoming Manager
Lauren D'Argis, Corporate Services & Strategic Initiatives Manager
Andrew Glassco, Community & Development Services Manager
Todd Skene, Fire & Emergency Services Manager

Call Meeting to order – Deputy Mayor D. Reynard

Public Notices

Take Notice that as required under Notice By-law #144-2007, Council intends to adopt the following items at this Special Meeting of Council:

N/A

Declaration of Pecuniary Interest & General Nature thereof

- i) On Today's Agenda
- ii) From a Meeting at which a Member was not in Attendance

There were none declared.

Deputations

Approximately five (5) minutes per person/group.

Items:

1. Strategic Plan Review

Karen updated the presentation that was used during Council orientation and updated the information as appropriate.

She responded Council how the strategic plan was developed with public and staff surveys which were very well received and exceptional feedback received. There were 1,750 public online responses to the survey and 120 staff responses. From that survey, 70% of the residents think Kenora is the same or better today than 10 years ago and 52% of staff were unaware of Kenora's 2010-2015 strategic plan. 42% of staff believe the City is prepared to serve the community needs for the next 5 years. 35% of the staff believe the City is unprepared to serve the community needs for the next 5 years. 68% of staff believe their department is prepared to serve community needs for the next 5 years, and 17% of the staff believe their department is unprepared to serve the community needs for the next 5 years.

From these surveys, the new mission and vision statements were created. Seven core values that defined our corporation were created and priorities established. The top four priorities included: economic diversification & growing industrial base, infrastructure deficit, affordable housing and focusing on our people. Through these shared goals the top 3 goals were created to be Goal #1: Develop our Economy, Goal #2: Strengthen our Foundations, and Goal #3: Focus on our People. Under Goal #1 Develop our Economy, there were 12 actions identified. Under Goal #2 Strengthen our Foundations, there were 14 actions identified and under Goal #3, Focus on our People there were 14 actions identified.

The implementation of the strategic was rolled out to staff through presentations to all City staff July through September 2014. The organizational review was completed and the implementation of these recommendations are moving forward. Staff developed work plans for the top three priorities for each department. A balanced scorecard was developed and a progress update report prepared. The plan is a living document and we are updating actions as required.

Councillor Goss discussed cultural relations and moving forward in this direction. Councillor Reynard suggested that we need to make sure that our goals are aligned with the LOWDC.

Councillor Smith suggested that we need to look at where our committees and boards fit in our corporate culture, if they are they trained in our strategic plan and do they know where City is going when they are working on these committees. We need to explore this further and make sure that these people are trained.

Rick Perchuk noted that there are many properties out there available for development, but it's the cost to develop those properties here that hinders the progress.

Councillor Smith discussed the land assembly report that addresses issues with lands for development.

Councillor Reynard questioned how do we get to "yes" on many of our developments and what are the obstacles, how can we improve to do more for public than less.

Andre Glassco explained that we can move expediently through the processes and they are working on how do we help people and what other things can we put in place to build the case. Things like tourism promotion, pathways, sport tourism events, other hotel development are all soft services that will help attract to our community and all interrelated and interdependent.

The meeting adjourned from 10:08 a.m. to 10:30 a.m.

CAO Karen Brown summarized what she captured from the initial discussions. There was a general consensus for a few areas. Looking at diversify the economy; Looking at the opportunity to streamline processes to ensure departments are open for business (planning, building). Under economy there will be some minor edits regarding land assembly which will be elaborated more to identify new opportunities for growth and areas we want to move forward on.

Under "Our People" focus more on cultural relationships and build on what we already have there. With Committees and Boards, we want to ensure the strategic plan is understood and our corporate culture is engrained into the committees.

Under the Objectives, two principals should be updated.

Council felt that First Nations relations needed to be moving a little faster in this area of development. We need to be doing more of an outreach and building relationships. Cultural sensitivity training was suggested again with objectives that could take place right away. Addressing other things like Treaty 3 lands and partnerships should be in an more strategic manner. There is still some disassociation from what we want to do and what community sees us doing.

Councillor Smith has concerns regarding communications. She is a little concerned about where we are going with communication. She addressed what we are not doing in communication and the importance of developing a more robust communication plan and we should have a communication plan. Karen explained that the new Communication Clerk has been training a new staff person for her former position and will now will be training again and resuming duties in this area in the interim. This is a large area that is going to take us time to get there. We need the ability to train new staff and get the right staff in place and this has caused us a back log in communication.

Councillor Smith felt there is still a lack of communication to the community and we need a more robust communication role. We need to get the Communication person back into the role and if that's not where it is going to work we need to look at where it will work.

Under the org review we identified communication as a need and that is a first step. Council is looking forward to seeing the plans coming forward. Councillor Smith felt communication is so important as you may end up with emotional reactions to decisions otherwise. Good communication should be factual and should be communicated properly.

Councillor Goss questioned our work/direction on climate change preparedness. Lauren explained that as they work through the asset management plan they are working with information in a model they can work with scenario analysis. Fuel conservation could be made a little broader. We will look at all our projects through all the lenses of importance moving forward.

2. Large Capital Projects Review

Lauren provided a list of city priorities as of June 2016

Goal #2 – Strengthen our Foundations 2-1 *The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in a good state of repair.*

Paved roads – Annual spend (amount required to bring us to the average annual spend per our 2013 AMP by PSD. Annual capital cost \$1,496,328. Backlog infrastructure deficit is \$22,800,000

Gravel roads – rehab and maintenance backlog is un-estimated but known to be very high similar to the lower end of paved roads.

Bridges – currently urgent repairs are in the \$6,525,000 and the backlog infrastructure deficit with bridges is unknown but in the millions. FedNor funding is 30% and these projects are millions of dollars of taxpayers spend.

Storm sewers annual spend amount required to bring us to the average annual spend per our 2013 asset management plan is \$776,562. The backlog of storm sewers for infrastructure deficit is \$13,779,469.

New Water & Wastewater servicing - \$32,539,866 this is a one time project cost to add services to areas of interest.

Councillor Reynard questioned the Water & Sewer new accounts. At FCM they heard that we can access additional funding with municipalities close to FN. One of biggest things we need to make the system more successful is to add more users to the system. We should consider and look at this funding opportunity to make our water distribution system more successful. Some funding needs to be leveraged to move this forward. We heard from the Minister, and Prime Minister and anyone associated with the Federal government that they want these things to move forward. If there is a will from the Federal government and we are just spent time talking about building relationships with the First Nations and from an environmental perspective and it is a win-win by all.

Downtown Revitalization completion of Phase I - \$14,363,200, completion of Phase II \$9,460,000, completion of Phase III \$9,299,200 Phase IV - \$9,454,000 and Phase V - \$9,141,200.

Goal #2 - – Strengthen our Foundations – Goal 2-9 – *The City will support continuous improvements to recreation and leisure amenities, particularly those that support the quality of life.*

Event Centre Design - \$1,700,000 and Event Centre Construction is \$29,000,000 of one time project costs.

The four plex baseball diamonds would be a one time cost of \$800,000 which seems to be low for this type of investment.

The improvement to the Sportsplex viewing area has been estimated at \$100,000. Under the Canada 150 funding, the roof is in budget but this is the only project in the application, not the expansion of the viewing area.

Accessibility plan ideas (over and above items in beaches, parks and trails plan), Age-Friendly community ideas and Community Safety & Well Being Plan ideas are all an unknown at this time.

The Community Club rebuilds are also unknown and it was discussed about the Central improvements as there has been no progress on that work.

Gym renovations to the Kenora Recreation Centre have been discussed in the past as the demand increases on this area and a good majority of the gym has been moved to the hallway as use has increased since the development. Cost is unknown at this time.

There will be a need for play structures annual spend for safety and the annual capital costs are unknown.

The Whitecap floor needs rehabilitation and it would take extensive works to dig up the floor. Council discussed the option of not permitting the outdoor rink to go in annually as this may be damaging the floor. The bricks are settling around the concrete edge. Seeing materials eroding from frost but it is unknown if it is direct relation to the rink. At this point it is a maintenance issue and we just need bricks releveled. It was determined that we will leave the rink in unless we have to take out for remediation.

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

The beaches parks and trails report in addition to the Keewatin beach, norman park and trails is estimated at one time costs of \$19,119,770.

Goal # 1-9 – The City will promote Kenora as a 365 day lifestyle destination.

Sidewalks to new areas (ex: Railway Street) estimation is unknown. Bike trails to pave new shoulders or other pathways cost unknown.

Downtown washrooms estimated at \$100,000 and the addition of parking in the downtown cost is unknown.

Wayfinding signage project is estimated at \$1,500,000 and cemetery upgrading is a one time project cost of \$220,000. The cemetery expansion cost is unknown at this time.

Goal # 1-11 – The City will support Kenora’s “North America’s Premier Boating Destination” brand implementation

Docks, Wharfs and launches annual spend is only \$35,000 per year. Docks currently identified in need of repairs is \$176,500. Coney south current repairs is \$100,050, Coney large vessel dock \$665,000, additional harbourfront docking (to bring back the third set of docks) cost is unknown at this time. Increasing boat launch facilities, wharfs and docks are all an unknown cost at this time. Council discussed the MS Kenora and the Coney Island Music Festival event. If there is a solution that may fit within the City’s budget for

the MS Kenora to dock at Coney Island, that would be optimal, however, we don't have those dollars to spend now. We have lots of docks on Ritchie Road (old garbage dump) but staff are not sure of the condition of these docks. Karen will direct staff to look at infrastructure down there and see if these are in any kind of shape to reattach the docks there. We will review the cost to put these docks back in at the Harbourfront.

Councillor McMillan suggested that we make decisions on what aspects of the event centre projects we can pursue blending with beaches parks and trails.

Councillor Smith suggested that the infrastructure deficit is huge for her and we have to be upping that every year. We can't afford to ignore that deficit anymore and it is the number one priority for her. The beaches, parks and trails, we should improve on those amenities as that is economic development and attracting people to our community. We have an aging population and that is a report we have had for several years and need to be picking at it every year. We need to get more aggressive every year with strong recommendations for immediate remediation of erosion of the Keewatin beach wall. There is not much to be done down there but if we are looking at remediation it is important to focus in this area.

Council felt we need to look at paved shoulders and be a bit more aggressive on paving shoulders.

Wayfinding signage needs to be a priority as well.

Docks and wharfs need to be looked at closely if we are branding as the Premier boating destination.

Councillor Goss feels that we need to continue to fund the infrastructure deficit. Projects can/should reduce liability exposure for the City. With the tent in particular, anything downtown revitalization, wayfinding signage is critical. Things are sitting out there. Beaches parks and trails, solution to Coney Island infrastructure, we have many sitting in town with no access to the lake and we need to find citizen access to Coney Island.

Councillor Goss would like us to start to talk about what we are going to do about Central Park. We need to have a plan as this property has not been used properly for a great deal of time.

Councillor Reynard felt that the infrastructure deficit needs to be important and a priority. The biggest challenge will be balancing what we want to bring into the community and how we maintain/upgrade existing infrastructure. What projects can we set up to move forward while still addressing the infrastructure deficit. We need to be looking at a phase in approach to the event centre at a minimum.

Mayor Canfield expressed that we can access funding as much as available for top 10 priorities infrastructure issues that we should address sooner than later. Council should express what they see as the main priorities.

It was questioned what the province's priorities are as we need to know what their funding priorities are.

Council suggested that staff bring back the top 10 priorities and we move forward from there.

3. Adjournment

Meeting adjourned at 1:25 p.m.

City of Kenora Strategic Plan: 2016 to 2020



Our Vision is 20/20

Updated August 2016

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Mayor's Message



Dave Canfield
MAYOR

Kenora's successful strategic planning process is a credit to the entire communities' participation. With the hundreds of responses to our online survey, staff input and the I-Team's knowledge of municipal operations, Kenora is looking forward to our 20/20 vision leading to 2020.

Community engagement and involvement is what builds a positive, healthy City and we believe Kenora is on the right track for the next 5 years following this process. Our City is quickly becoming a year-round destination of choice not only for our beautiful lakes, but for all of our recreational amenities.

Kenora will continue to diversify and expand our manufacturing sector, especially around our natural resources whether it be forestry, mining or tourism and we will add value to our resource-based industries. We are looking forward to growing the service and fabrication sectors that are critical to the expansion of mining activities throughout the region. The numerous success stories within the natural resources industry have been realized in conjunction with all of our small business opportunities and developments. These are proof that Kenora is leading the way in Northwestern Ontario.

The excitement continues to grow with Kenora's rebranding to the Premier Boating Destination; the positive future of Kenora is endless. None of this would be possible without the input and support of all of our citizens, employees and dedicated summer residents, together with our First Nations and other partners. We are the champions for our City because of how proud we are of who we are, what we have and where we are going.

Dave Canfield

CAO's Message



Karen Brown
CAO

Kenora's Strategic Plan, Our Vision is 20/20, provides the City with a roadmap charting the City's direction over the next five years. It was developed following thoughtful consultation and dialogue with our residents, businesses, partners, stakeholders and City Staff. The Plan outlines key actions identified with the intent to keep moving the City forward in a positive manner. Council's ongoing commitment to the plan includes ensuring the actions are updated as appropriate to keep the City moving towards our Vision. The Plan has been developed to ensure we are ready to not only meet the challenges facing our community today, but also prepare us for tomorrow.

The City provides services to our residents and businesses on a daily basis. The services that we provide play an important role in the quality of life in our community. It is incumbent upon the City to ensure that we are creating the right environment to allow both residents and businesses to thrive in our community. We will aspire to customer service excellence, and we will ensure that we provide City services in an open and fair manner, with the intent of instilling in our residents and businesses trust, respect and confidence in our City Team.

It is through the strength of our people that we can make a difference. I am proud of our Team and the work that we do every day towards fulfilling our mission of providing quality, cost-effective services to our residents and businesses. On behalf of our dedicated Team here at the City, I look forward to working together to implement the actions as outlined within this Plan.

A handwritten signature in blue ink, appearing to be 'K. Brown', written in a cursive style.

Our Vision is 20/20 - Getting There Together

Introduction

Following an extensive consultation process, the City of Kenora Municipal Council in collaboration with a Senior Leadership Team (also known as the “the implementation team” or “the I-Team”) developed this Corporate Strategic Plan to provide direction to the City from 2015-2020. The Actions section of the Plan was updated in August 2016 to confirm that the actions remained current and aligned with the City’s goals, ensuring that the City is actively moving towards its vision.

The Strategic Plan presented herein is a reflection of the aspirations of the organization for whom it is intended: The Corporation of the City of Kenora. This document has been prepared as part of the normal corporate strategic planning cycle.

The Strategic Plan, entitled *Our Vision is 20/20*, is grounded in the realities of today and the opportunities of tomorrow. It builds upon the hard work of our staff, including the many successes and accomplishments realized by our team over the past several years. It also recognizes that we still have many challenges to overcome. We need to continue our path forward.

The City of Kenora is committed to maintaining our upward momentum. We want to ensure that our organization is poised to meet the challenges of the next five years. The Strategic Plan is intended to help draw greater attention, and sharper focus on specific areas where the City of Kenora, can make real, tangible improvements.

The Strategic Plan is intended to be a point of reference that assists us with big decisions, especially those that impact the daily lives of our citizens, and the sustainability of our city for generations to come. It identifies the areas of shared concern, the direction we intend to go, and the vision and corporate values that will help take us there. It is envisioned that this Strategic Plan will be embraced by the Corporation as a whole, including all levels of staff – from those working on the front-lines to those at the senior ranks; from new recruits, to those seasoned veterans who have knowledge, special skills and insight to share. This document is intended to benefit everyone in our organization, as well as the people we serve: the hard working residents of Kenora!

The Strategic Plan provides Council, Staff, our residents and businesses with a set of priorities that need to be addressed head on. These priorities have been identified through a collaborative and deliberative process which has canvassed the thoughts, insights and opinions not only *within* City Council and Staff, but also from residents, businesses and stakeholders across all corners of our community.

The Vision, Mission, Priorities and updated Action Items that are presented in this Plan are intended to focus Kenora on the issues that are most urgent, ensuring attention is given to those matters which fall under the purview of local municipal government.



Vision & Mission Statements

Our Vision:

Kenora is a City of choice, renowned as a sustainable, lifestyle community supported by a Municipality committed to excellence.

Our Mission:

To deliver quality, cost-effective Municipal services.



The Characteristics That Define Our Success

Our Values

Trust & Respect: We demonstrate integrity, honesty, fairness, transparency and accountability in all of our actions, fostering a corporate culture intended to promote trust and respect of our staff, our community and our partners.

Communication: We ensure respectful and inclusive communications with our staff, community and partners.

Commitment: We value employees that are committed to serving the interests of the community.

Innovation: We strive for continuous service improvements through innovation, leadership and best practices.

Preparedness: We consider community, public and workplace safety in every decision we make.

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

Environmental Stewardship: We are committed stewards of the land and lakes that enrich our lives.



Our Priorities: 2015 - 2020

In the absence of infinite resources, priorities are always necessary. Organizations of all shapes and sizes, particularly Municipal governments, need to stay focused on the specific issues for which they have direct control.

Setting *priorities* and establishing *goals* and *corporate actions* are the essence of every good Strategic Plan.

The priorities for Kenora for the next five years have been established through close consultation and dialogue with the I-Team, Kenora Staff, residents and businesses. Their input and comments have been critical to the formation of this plan. Through the use of quantified engagement techniques (surveys and live audience polling) urbanMetrics has ranked these priorities by order of importance.

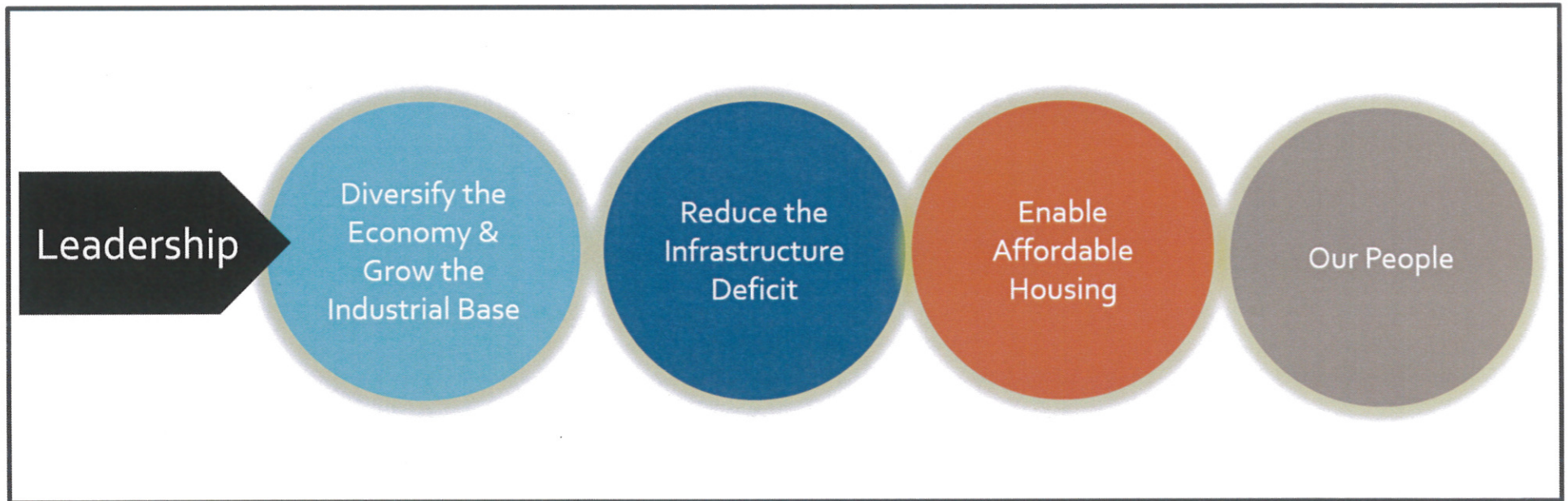


1. Diversify the Economy & Grow the Industrial Base
2. Reduce the Infrastructure Deficit
3. Enable Affordable Housing
4. Recruit, Develop & Retain Talented City Staff
5. Promote Recreation & Healthy Lifestyles
6. Champion Environmental Stewardship
7. Expand Tourism
8. Strengthen Cultural Relations
9. Advocate for New Funding

Our Priorities: 2015 - 2020

Based on the priorities articulated by the stakeholders that contributed to this plan, it is abundantly clear that issues around the economy, infrastructure, affordable housing and our people are the four “big issues” around which leadership from the Municipality is being sought by the community.

Top Four Priorities:



Translating Our Key Priorities Into Goals

In general terms, the 4 top priorities identified by the Community can be organized into three overarching goals. These goals lay the foundation for specific Corporate Actions (or commitments) that the City of Kenora will pursue as a means of achieving its Vision, fulfilling its Mission and living up to its Values.



Goals and Corporate Actions: Economy

Over the 2015 to 2020 period, Council and Staff are committed to the Guiding Principles, Goals and Corporate Actions outlined in this section. They all have been developed in conjunction with the 9 Priorities defined by this process.

Goal #1: Develop Our Economy

Guiding Principles (4):

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

Lead(s): *Council, CAO, Lake of the Woods Development Commission (LOWDC)*
 Priority: *Ongoing (2016-2020)*

1-2 The City will forge strong, dynamic working relationships with the Kenora business community

Lead(s): *Council, CAO, LOWDC*
 Priority: *Ongoing (2016-2020)*

1-3 The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs

Lead(s): *Northwest Business Centre (NWBC)*
 Priority: *Ongoing (2016-2020)*

1-4 The City will promote Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification

Lead(s): *Council, CAO, LOWDC*
 Priority: *Ongoing (2016-2020)*



Goals and Corporate Actions: Economy

Corporate Actions (11):

1-1 The City will work with the LOWDC to ensure that the LOWDC is actively advancing Council priorities and the related action items as per the City's strategic plan. This may include regular meetings between the LOWDC and Council

Lead(s): *Council, LOWDC, CAO, Community & Development Services (C&DS)*

Priority: *Ongoing (2016-2020)*

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

Lead(s): *CAO, C&DS, Operations & Infrastructure (O&I)*

Priority: *Immediate (2016-2017)*

1-3 The City will continue to lay the foundations for investment readiness within the mining sector, taking full advantage of anticipated development activity in the region, including the Ring-of-Fire. This work will include building partnerships with industry, First Nations, provincial & federal governments

Lead(s): *Council, LOWDC*

Priority: *Immediate (2016-2017)*

1-4 The City will continue to support investment readiness within the forestry sector, taking advantage of new housing construction growth and improved conditions for wood fibre building materials. This work will include building partnerships with industry, First Nations, provincial and federal governments

Lead(s): *Council, LOWDC*

Priority: *Immediate (2016-2017)*

1-5 The City will document existing City land, identify new opportunities and future growth areas, and consider putting the appropriate zoning in place for potential future development. This may include land assembly for the purpose of developing business parks intended to clear the way for new industrial investment

Lead(s): *Council, LOWDC, C&DS, CAO*

Priority: *Ongoing (2016-2020)*



Goals and Corporate Actions: Economy

Communication	1-6	The City will lobby senior government for additional supports for local industry and business in relation to ongoing workforce development
		Lead(s): <i>Council, LOWDC</i> Priority: <i>Ongoing (2016-2020)</i>
	1-7	The City will clearly communicate the importance of non-residential assessment and its impact on the tax base
	Lead(s): <i>Council, LOWDC, C&DS, CAO, Communications</i> Priority: <i>Immediate (2016-2017)</i>	
	1-8	The City will promote Kenora as a 365-day lifestyle destination
	Lead(s): <i>Council, LOWDC, C&DS</i> Priority: <i>Immediate (2016-2017)</i>	
	1-9	The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbors
	Lead(s): <i>Council, Recreation, LOWDC, C&DS</i> Priority: <i>Immediate (2016-2017)</i>	
Tourism	1-10	The City will support Kenora's "North America's Premier Boating Destination" Brand implementation strategy
		Lead(s): <i>Council, LOWDC, C&DS</i> Priority: <i>Ongoing (2016-2020)</i>
	1-11	The City will support, promote and expand the tourism industry. In recognition of the growing importance of tourism within the economy, Kenora will pursue the recruitment and facilitation of a new event(s) which celebrates Kenora as a thriving and dynamic year-round destination
	Lead(s): <i>Council, LOWDC, C&DS</i> Priority: <i>Ongoing (2016-2020)</i>	



Goals and Corporate Actions: Foundations

Goal #2: Strengthen Our Foundations

Corporate Actions (15):

Infrastructure	2-1	The City will ensure that our municipal infrastructure assets are managed and maintained using available resources through a robust asset management plan and process, with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems	Lead(s): <i>Council, CAO, Senior Managers</i> Priority: <i>Ongoing (2016-2020)</i>
	2-2	The City will keep in the forefront that there is a significant infrastructure deficit, and current and future Councils will need to continue to work towards allocating sufficient resources to be able to adequately address this issue	Lead(s): <i>Council, CAO, Corporate Services & Strategic Initiatives (CS&SI), Senior Managers</i> Priority: <i>Immediate (2016-2017) + Ongoing</i>
	2-3	The City will ensure prompt and immediate response times supported by resilient communications in the event of system outages and other emergencies	Lead(s): <i>Council, O&I, Fire & Emergency Services (F&ES), Communications, CAO</i> Priority: <i>Ongoing (2016-2020)</i>
	2-4	The City will act as the catalyst for continuous improvements to the public realm	Lead(s): <i>Council, LOWDC, C&DS, CAO, O&I</i> Priority: <i>Ongoing (2016-2020)</i>
Housing	2-5	The City will encourage new housing partnerships leveraging the skills and expertise of public sector, private sector and community-based agencies within Kenora and beyond	Lead(s): <i>Council, CAO, C&DS</i> Priority: <i>Immediate (2016-2017)</i>
	2-6	The City will support the development of a diverse range of housing types with an emphasis on affordable options for families, seniors and individuals in need of transitional and emergency housing	Lead(s): <i>Council, CAO, C&DS</i> Priority: <i>Immediate (2016-2017)</i>
	2-7	The City will encourage and support the development of vacant and transitional lands for uses that support our vision	Lead(s): <i>Council, CAO, C&DS</i> Priority: <i>Ongoing (2016-2020)</i>



Goals and Corporate Actions: Foundations

Amenities	2-8	The City will, in partnership with its First Nations partners, continue to advance the Tunnel Island 'Common Ground' project in a manner that celebrates and respects the cultural, historic and environmental importance of the lands for all people
		Lead(s): <i>Council, LOWDC, CAO, C&DS</i> Priority: <i>Ongoing (2016-2020)</i>
	2-9	The City will support continuous improvements to recreation and leisure amenities, particularly those that support the quality of life
	Lead(s): <i>Council, CAO, C&DS</i> Priority: <i>Ongoing (2016-2020)</i>	
	2-10	The City will continue to explore opportunities to develop and improve our beaches, parks & trails
		Lead(s): <i>Council, CAO, C&DS</i> Priority: <i>Ongoing (2016-2020)</i>
Environment	2-11	The City will consider the impacts of climate change in both rehabilitating existing and designing future infrastructure requirements, as well as work to mitigate the impacts of climate change in relation to City operations
		Lead(s): <i>Council, CAO, Senior Managers</i> Priority: <i>Ongoing (2016-2020)</i>
	2-12	The City will lead and promote environmental sustainability through conservation, smart building design and, where feasible, retro-fit practices for city-owned facilities
		Lead(s): <i>Council, CAO, C&DS, CS&SI</i> Priority: <i>Ongoing (2016-2020)</i>
	2-13	The City will pursue operational and procurement measures that seek to reduce fuel and energy consumption, where feasible, for city-owned vehicles and equipment
		Lead(s): <i>Council, CAO, O&I</i> Priority: <i>Ongoing (2016-2020)</i>
	2-14	The City will continue to advance our leadership position as "Stewards of the Lake" and "Stewards of the Land" by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements
		Lead(s): <i>Council, CAO, O&I</i> Priority: <i>Ongoing (2016-2020)</i>



Goals and Corporate Actions: Foundations

Funding

2-15 The City will be an active and vocal champion for fair funding from provincial and federal governments, including gas tax and other transfer allocations. Priority will be given to initiatives that directly address the infrastructure and community development challenges of the city

Lead(s): *Council, CAO, CS&SI*
Priority: *Ongoing (2016-2020)*



Goals and Corporate Actions: Our People

Goal #3: Focus on Our People

Corporate Actions (12):

Organizational Efficiency	3-1	The City will review and implement as appropriate the recommendations as contained within the City's organizational review and approved by Council
		Lead(s): <i>CAO, HR, Senior Managers</i> Priority: <i>Ongoing (2016-2020)</i>
	3-2	The City will implement the directions and actions as outlined within the Human Resource Management (HRM) Strategy
		Lead(s): <i>HR, CAO, Senior Managers, Supervisors</i> Priority: <i>Ongoing (2016-2020)</i>
Customer Service	3-3	The City will ensure that customer service excellence is understood and ingrained in the culture and fabric of our organization. The City will commit to a citizen-first approach to maintaining relations with the public (This will be delivered to all Staff across the organization)
		Lead(s): <i>HR, CAO, Senior Managers, Supervisors</i> Priority: <i>Ongoing (2016-2020)</i>
	3-4	The City will embrace the importance of empowering Staff to make decisions that consistently demonstrate our commitment to making prompt, efficient and courteous customer service to our residents
	Lead(s): <i>HR, CAO, Senior Managers, Supervisors</i> Priority: <i>Ongoing (2016-2020)</i>	



Goals and Corporate Actions: Our People

Learning & Development

3-5	The City will commit to preventing occupational illness and injury in the workplace
	Lead(s): <i>HR, CAO, Senior Managers, Supervisors</i> Priority: <i>Ongoing (2016-2020)</i>
3-6	The City will leverage the power of peer-to-peer knowledge transfer through mentoring to ensure the continuity of institutional skills and know-how
	Lead(s): <i>HR, CAO, Senior Managers, Supervisors</i> Priority: <i>Immediate (2016-2017)</i>

Partnerships

3-7	The City will continue to build and strengthen our working relations with our Treaty 3 First Nations Partners. Kenora is committed to ongoing outreach to our First Nations Partners and building relationships, including joint meetings to identify issues of common concern and to discuss pathways for closer collaboration
	Lead(s): <i>Council, CAO</i> Priority: <i>Ongoing (2016-2020)</i>
3-8	The City will review the Truth and Reconciliation Commission recommendations with the intent of identifying opportunities that will further strengthen relationships with our Treaty 3 Partners, including cultural sensitivity training
	Lead(s): <i>Council, CAO, Senior Managers</i> Priority: <i>Immediate (2016-2017)</i>
3-9	The City will continue to build and strengthen our working relationships with area municipalities and other partners, such as the Kenora District Services Board
	Lead(s): <i>Council, CAO, Senior Managers</i> Priority: <i>Ongoing (2016-2020)</i>



Goals and Corporate Actions: Our People

3-10 The City will forge stronger relations with neighbouring communities and area municipalities by City staff, particularly those that help ensure tight co-ordination of emergency response situations, disaster relief efforts and clear communication protocols between the City of Kenora, the Ontario Provincial Police, and the neighbouring communities

Lead(s): CAO, Senior Managers

Priority: Ongoing (2016-2020)

3-11 The City will ensure that City appointed Boards and Committee Members are familiarized with the City's Strategic Plan, including the Mission, Vision and Values within that plan, together with the importance of their role as a Member of that Board / Committee

Lead(s): Council, CAO, CS&SI

Priority: Ongoing (2016-2020)

3-12 The City will recognize the importance of leveraging partnerships and work together with our Community and Strategic Partners as appropriate to implement the various strategies as developed by those organizations for the improvement of the City and our Community

Lead(s): Council, CAO, Senior Managers

Priority: Ongoing (2016-2020)



Implementation

The 2016-2020 Strategic Plan is intended to be a living document that will be used by Council, Staff as well as other community stakeholders as a key reference point for decisions that impact the people of Kenora.

- Kenora Council and Staff will review the Corporate Strategic Plan against corporate performance every year.
- Internal and external consultations will be undertaken every four years to evaluate the performance of the entire organization
- All City department work plans will be developed and aligned with the 2016-2020 Strategic Plan.
- Reports to Council and other initiatives are expected to demonstrate consistency with, and have regard to, the Strategic Plan

The 2015-2020 Strategic Plan, Our Vision is 20 / 20 was first adopted by Kenora City Council in July 2014.

The Senior Leadership team formally introduced the Plan to Staff and the Public, and are responsible for its implementation.

Department meetings involving front-line staff, managers and senior leaders were arranged to present the Corporate Vision, Mission, Values, Guiding Principles, Goals and Action Items following the adoption of the Plan by Council.

The CAO, together with senior Staff will be responsible for reporting progress back to City Council following the end of each year, with the first update report reflecting on 2015 progress being brought before Council in early 2016.

In August 2016, following the completion of the organizational review and Council review of the Strategic Plan Actions, the Plan was updated to reflect the new structure and circumstances of the City. In the future, this document will continue to be updated to reflect any other periodic changes to Kenora policy or local/regional circumstances that warrant a re-assessment of our priorities. With the exception of Appendix C, the Appendices were not updated from the original plan.

Appendix A: The Pathway to the Strategic Plan

1 800+ Responses!

**Do your part.
Get involved.
Let's hear
your voice!**

The City of Kenora is developing a Strategic Plan titled *Our Vision is 2020*.
The Strategic Plan focuses on our economy, job growth and community development.
Fill out the online survey at kenora.ca or attend the public meeting on April 1, 7pm at Kenora Recreation Centre.



This Strategic Plan was based on listening, measuring and prioritizing. Over the course of six months (January to June, 2014) urbanMetrics has worked closely with the City of Kenora to help establish a framework for consultation and idea sharing.

It is often said that Strategic Planning is as much about the process as the actual plan itself. Above all else, strategic planning is an exercise in collaboration, open dialogue, finding common ground and ultimately agreeing upon which specific priorities will yield the most meaningful impacts.

The Strategic Plan was developed through an open forum with Kenora residents; with elected officials; with frontline Staff, with First Nations partners; as well as our seasonal residents. Over 90% of the people that contributed to this Strategic Plan indicated that they had never worked on a municipal planning initiative in Kenora up until this point. Social media and other engagement tools are proving to be a very effective tool in communicating ideas and collecting feedback from stakeholders. All participants to this process share one common goal, to *make Kenora an even better and more compelling City.*

This plan was informed by:

- Two Strategic Workshops with Council and the I-Team
- Two Strategic Workshops with Kenora City Staff
- One Workshop with Kenora Business Representatives
- Two Workshops with the Public (45 PARTICIPANTS)
- One Workshop with First Nations Partners (10 PARTICIPANTS)
- On-Line Community Survey (1,700 PARTICIPANTS)
- On-line Staff Survey (120 PARTICIPANTS)

Appendix B: Situation Analysis

Celebrating our Success / Recognizing our Challenges & Shortcomings

As part of the strategic planning processes, we asked residents and Staff to comment on the successes and shortcomings of our activities over the past number of years. Through two parallel surveys, one targeted at residents (n=1700) and the other targeted at Kenora Staff (n=120) we were able to take stock of where we are today vis-a-vis the current strategic plan (2010-2014).

Specifically, we asked survey respondents to help us understand the level of success we, as an organization, have had in a number of key areas over the past several years (i.e. over the duration of the current strategic plan 2010-2014). Using the last strategic plan as a baseline for evaluation, we asked respondents to comment on whether various “themes” contained in the plan were visibly better compared to a decade ago. The results of the surveys suggest that the City of Kenora has made several positive steps toward achieving many of the aspects of its vision. The results also suggest that our residents are generally supportive of the activities, functions and delivery of various services they receive from the City.




Question: What Progress has the City made toward achieving our Vision (2010-2014)?

We are Better off Today 	No Change/Still A Work in Progress 	We are Worse of Today 
<ul style="list-style-type: none"> -International Reputation -Varied Recreation Opportunities -Downtown -Waterfront -Tourism -Cultural Inclusion (incl. First Nations) -Culture, Arts, Events -Safety & Security -Open for Business Attitude 	<ul style="list-style-type: none"> -Competitive Retail Sector -Health & Social Services -Educational Opportunities -Diverse Employment Base -Sustainable Economic Development 	<ul style="list-style-type: none"> -Affordable housing options for residents




Appendix B: Situation Analysis

Celebrating our Success / Recognizing our Challenges & Shortcomings

Q: Do you (residents) believe the City is meeting its Guiding Principles (2010-2014)?

Agree / Strongly Agree 	Split Decision (No Consensus) 	Disagree / Strongly Disagree 
<ul style="list-style-type: none"> -Provides Amenities and Services for residents and visitors that improve the quality of life -Values its employees -Informs and Engages its Citizens -Steward of the Environment 	<ul style="list-style-type: none"> -Sound Fiscal Management -Pursues New Opportunities -Understands its Citizens -Respects its Citizens 	<ul style="list-style-type: none"> -Fairness in Taxation -Value for Service




Q: How satisfied are you (residents) with the following City of Kenora services?

Satisfied / Very Satisfied 	Split Decision (No Consensus) 	Unsatisfied / Very Unsatisfied 
<ul style="list-style-type: none"> -Tourism Promotion -Environmental Stewardship -Delivering Fitness & Recreation -Maintaining Parks, Trails, Beaches -Delivering Fire Services -Communicating Council Matters -Website and Social Media -Customer Service Excellence -Waste Management -Clean Streets and Public Space -Lake Access (boat launch) -By-law enforcement -Library Services -Museum Services 	<ul style="list-style-type: none"> -Promoting Business Development -Maintaining Infrastructure 	<ul style="list-style-type: none"> -Snow Removal

Appendix B: Situation Analysis

Celebrating our Success / Recognizing our Challenges & Shortcomings

Overall, most respondents indicated that the City of Kenora has been tracking in a positive direction over the past several years. We asked our residents to identify whether they thought Kenora, in general terms, is better or worse off compared to the way things were ten years ago. While there is no clear majority, the number of respondents indicating that things were indeed “better” greatly outweighed those answering “worse”.

	Better 	About the Same 	Worse 
Kenora Residents Say ...	44%	26%	30%

Internally, we asked staff and members of the I-Team to grade the overall performance of the Corporation of the City of Kenora over the past five years. Specifically we wanted to understand, has the City lived up to the guiding principles contained in the previous Strategic Plan (2010-2014)? In both cases, about 80% of respondents indicated that City should be awarded a passing grade for its performance over the past five years.

	Excellent A	Good B	Satisfactory C	Needs Improvement D	Don't Know E	Fail F
Staff:	5%	29%	48%	19%	0%	0%
I-Team:	0%	31%	46%	15%	8%	0%

Appendix B: Situation Analysis

Celebrating our Success / Recognizing our Challenges & Shortcomings

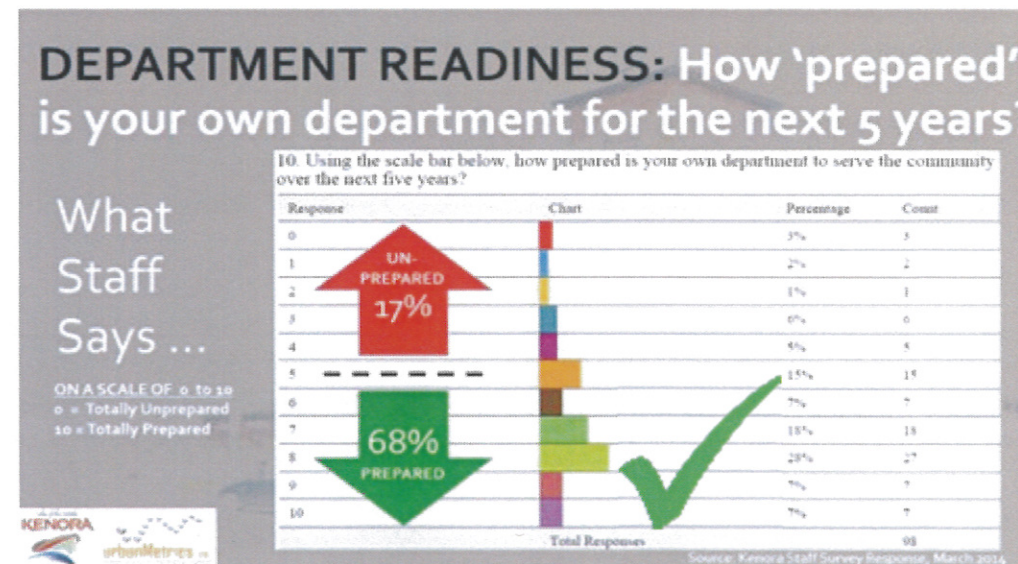
Based on the internal surveys that were carried out across the organization (March 2014), we asked Kenora Staff to weigh-in on how prepared they believe the Corporation is in terms of meeting the day-to-day challenges ahead over the next five years.

We asked Staff to rate, on a scale of 0-10, how 'prepared' the City as a whole, and their department in particular, is for dealing with current and pending future issues. [0=Totally Unprepared, 10=Totally Prepared]

The results of the survey clearly indicate that the bulk of respondents (42%) believe that the City of Kenora has the organizational capacity to meet the challenges of the future (i.e. they rated it 6 or above).

When asked the same question about the internal workings of their own department the scores increased dramatically. The results suggest that more than two-thirds (68%) believe that their own department is well-positioned to address the challenges of the future. Fewer than 1 in 5 employees indicated that their department was unprepared for the future.

The results of the survey suggest that Staff maintain a reasonable level of confidence that their own departments have things "under control." Moreover, it can be inferred that Staff maintain a relatively positive opinion of the competencies of others around them.



Taking Stock: The City we Are Today

- A place of natural beauty
- Geographic centre of Canada
- Robust infrastructure base (highways, roads, airport, water)
- Relaxed casual atmosphere
- Wide range of amenities without “big city” problems
- Four season amenities (indoor & outdoor)
- Attractive downtown & waterfront area
- Strong connection to Winnipeg
- one of Canada’s fastest growing cities
- Collaborative Business community

*The Environment
The Lake
Community Spirit
The People
Outdoor Activities
Amenities*

*Affordable Housing
Homelessness/Poverty
Healthcare
Disengagement
Employment
Infrastructure*

- Low population base
- Isolation from rest of Ontario
 - High cost of living
 - Access to healthcare
- Social/behavioural issues (addictions, substance abuse)
 - Local Attitudes (can’t do)
 - Resistance to change
- Income gap between rich & poor
 - Limited industrial tax base
 - Red tape (Local, Provincial, Federal & First Nations)

- Quality of life
- More winter activities
- Encourage Kenora residents to celebrate all seasons, especially winter
- Improve City communications to engage the public
- Better talent recruitment focused on young professionals with families
- Continued investment in Downtown initiatives including parking, urban design, quality of experience

*Education
More Affordable Housing
Improve Citizen Engagement
Improve Promotions to Investors
More Amenities & Attractions*

*Youth Retention
Competition from other places
Cost of living
Infrastructure Backlog
Skills Shortage (Trades & Professions)*

- High costs of living in Kenora
 - Retail leakage to Winnipeg and the internet
 - Prevailing attitudes and assumptions that things are worse than they are

Strengths, Weakness, Opportunities and Threats

Taking Stock: The Corporation we Are Today

- Extremely well-managed
- Reputation for excellence
- Flexibility
- Integrity
- Innovative approach to problem solving
- An employer of choice in NW Ontario
- Low staff turnover
- Expertise & local know-how
- Energetic frontline staff
- Can-do Attitude
- Customer service focused

*Commitment, Dedication, Persistence
Positive Work Environment
Experienced/Knowledgeable Staff
Passionate & Engaged Staff
Leadership*

*Lack of Funding/Fiscal Constraints
Lack of Communication (Internal)
Can't Think Outside the Box
Disorganization
Reactive not Proactive
Staff is Spread Too Thin*

- Multiple senior staff approaching retirement age
 - Complacency
- Lack of community engagement can lead to a lack of direction & decisiveness
 - Moral impacted by Council's decisions
- Recognizing its own success

- Focus on job growth
- Simplify budget
- Managing public expectations around 'Big Projects'
- Healthcare should play a more central role in economy
- Quality of life is a key driver of economic stability in Kenora
- Transparent decision-making
- City should be a catalyst for special events

*Assume Environmental Leadership
Improve Responsibilities
Avoid Duplication
Maintain a Can-Do Attitude
Strive for Better Collaboration & Teamwork
Improve Communications*

*Continuity of Service
Succession of Senior Staff
Skills Shortages in Some Departments
Infrastructure Backlog/Fiscal Constraints*

- Limited Financial Manoeuverability
- Public has big expectations
 - City has to do more with less
 - Getting bogged down in 'non-core' non-municipal problems
- High costs of bringing in outside contractors to fill shortfalls/gaps
- Inability to control economic cycles

Strengths, Weakness, Opportunities and Threats

Appendix C: City of Kenora Business Lines

Department/Entity	Core Businesses
Operations & Infrastructure	<ul style="list-style-type: none"> • Roads and bridges • Roadway signage • Engineering services • Fleet • Solid waste and Recycling • Water and wastewater • Infrastructure • Geographical Information System (GIS)
Community & Development Services	<ul style="list-style-type: none"> • Building inspection • Facilities management • Parks, open spaces and cemetery • Land use planning • Municipal property acquisition and disposition • Economic Development • Tourism • Special Events and Community Festivals • Recreation activities • Museum • Library
Fire & Emergency Services	<ul style="list-style-type: none"> • Emergency response • Fire prevention and public fire education • Emergency services training and education • Emergency Operations Centre (EOC)

Appendix C: City of Kenora Business Lines

<p>Corporate Services & Strategic Initiatives</p>	<ul style="list-style-type: none"> • Financial management • Accounting services • Property Taxes • Customer service and collections • Budgets • Asset Management • Information Technology • Internal audit • Liaison between public and Council • Meeting administration / Council support • Custodian of the official records • Civil marriage services • Municipal elections • Freedom of Information • Licensing • Vital statistics • Provincial Offences • By-law Enforcement • Communications (Internal and External) • Human resource planning • Staff recruitment and selection • Succession planning • Health and safety • Labour relations / collective bargaining • Insurance and risk management / loss prevention • Regulatory compliance • Payroll • Benefits
<p>Chief Administrative Officer</p>	<ul style="list-style-type: none"> • Policy development and advice to Council • Initiate, implement and administer City policies • Leadership in future planning and service delivery • Liaison between Council, senior government agencies, the public and staff • Representative on various boards, committees and organizations • Strategic planning

Appendix C: City of Kenora Business Lines

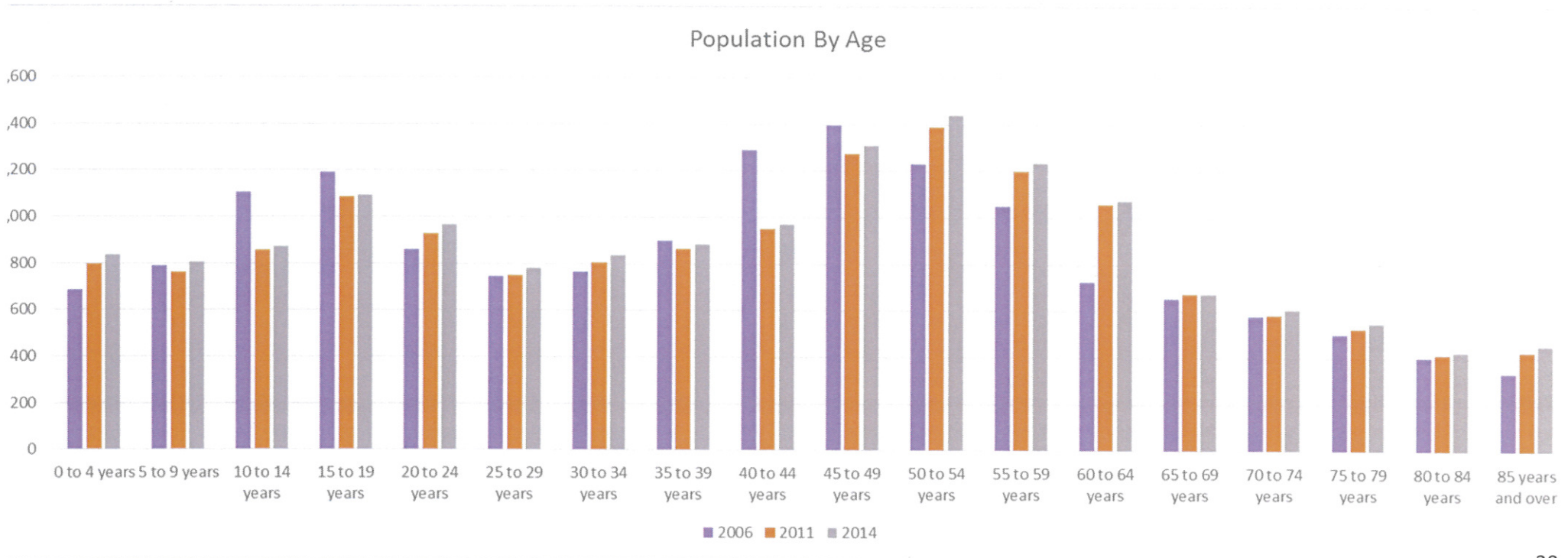
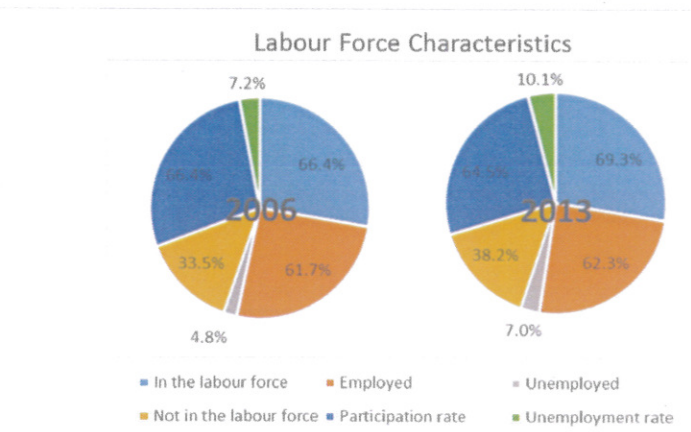
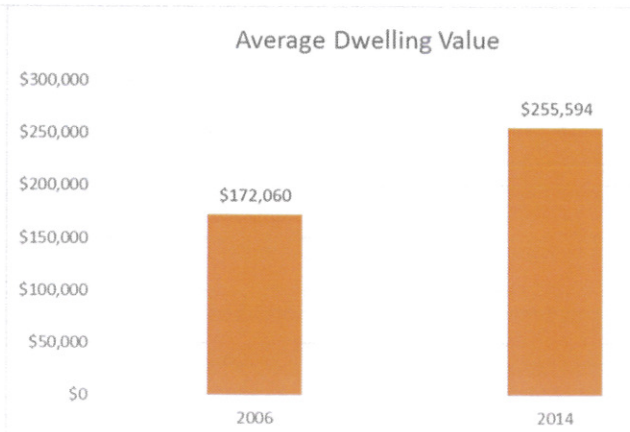
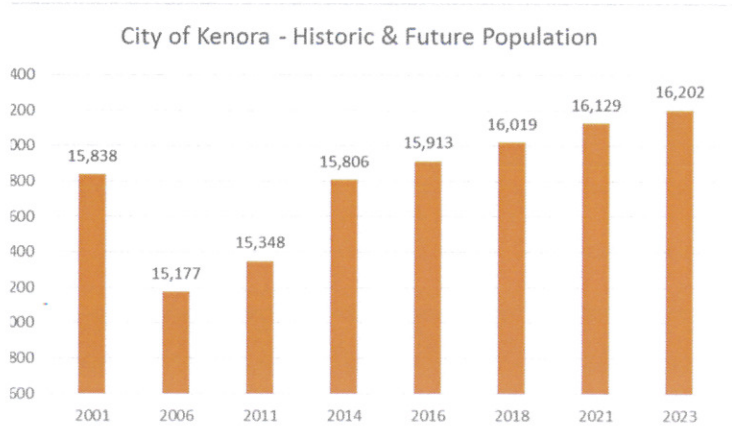
Council	<ul style="list-style-type: none"> • Governance • Policy • Strategic planning and setting of priorities • Economic growth and diversification • Act as the public face of the City • Lobby senior levels of government
Lake of the Woods Development Commission (LOWDC)	<ul style="list-style-type: none"> • Economic Development • Tourism • Special Events
Kenora Hydro	<ul style="list-style-type: none"> • Deliver electricity to our customers generally within the limits of the former Towns of Kenora and Keewatin • Maintain and service the company's hydroelectric transmission infrastructure • Maintain and operate transmission substation and distribution system infrastructure • Ensure compliance with all applicable energy related legislative and regulatory requirements • Conservation initiatives and related promotion
Ontario Provincial Police	<ul style="list-style-type: none"> • Public safety • General uniform patrol • Traffic and other mobile vehicular safety • Crime prevention • Community based policing • Major crime investigation • Forensic identification • Emergency response

Appendix D: Review of Background Documents

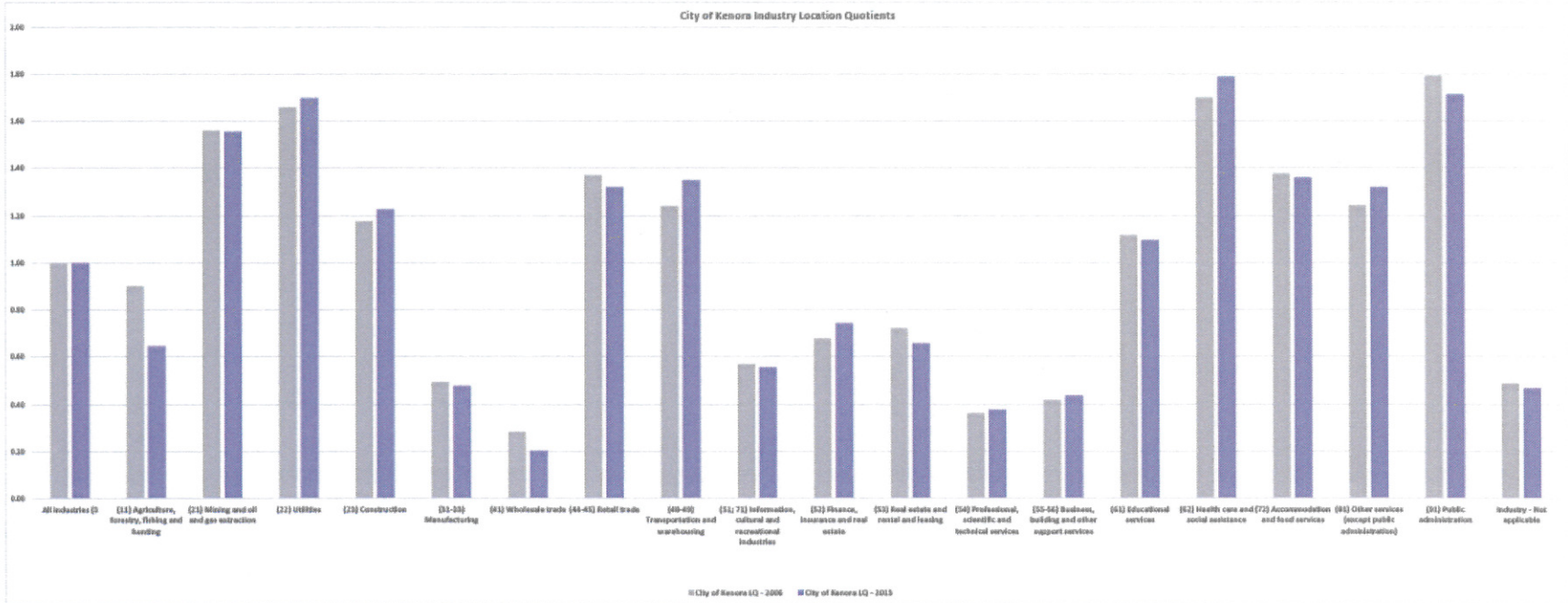
The following documents have been reviewed in detail and used to inform the development of a new Strategic Plan for the City of Kenora:

- Economic Development Strategy, and available sector profiles
- City of Kenora Official Plan (2010)
- City of Kenora Comprehensive Zoning Bylaw No 160-2010
- Kenora Downtown Revitalization Plan (2004)
- Kenora Downtown Architectural Guidelines
- Waterfront Development Guidelines
- Community Improvement Plan (Harbourtown Centre)
- Community Improvement Plan (Former Mill Lands)
- Kenora Vision 2007, 2009 and 2015
- Kenora Community Strategy (Community Strategic Plan)
- Branding Development & Marketing Action Plan – Recommendations List
- Parks, Beaches and Trails Study
- Major Recreation Facility Strategy
- Homelessness & Behavioral Issues Task Force Work Plan

Appendix E: City of Kenora Snapshot



Appendix E: City of Kenora Snapshot



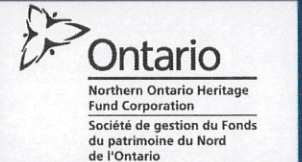
Lake of the Woods
KENORA



City of Kenora

1 Main Street South | Kenora, ON P9N 3X2
Phone: (807) 467-2000 | www.kenora.ca/

Funding Assistance was received by:



Prepared by:
1501-67 Yonge St
Toronto ON M5E 1J8
1-800-505-8755
www.urbanmetrics.ca

contact: Peter Thoma, MCIP, RPP, PLE, Partner
pthoma@urbanmetrics.ca





July 25, 2016

City Council Committee Report

To: Mayor & Council

Fr: Heather Kasprick, City Clerk

Re: Sister Community

Recommendation:

That Council supports the request from the Town of Powerview-Pine Falls to declare the community a "Sister Community".

Background:

The Town of Powerview-Pine Falls Mayor, Council and CAO requested to meet with several members of staff and a few members of Council to discuss similarities in their community as well as the success of the City of Kenora's rebranding and revitalizing initiatives. The delegation was extremely appreciative of the information provided by staff and extended an invitation for Council and administration to visit their community in the future.

Following this meeting, a resolution and letter was received from the Town of Powerview-Pine Falls formally requesting the City to consider becoming a Sister Community in order to encourage and promote tourism.

In the 90's the City twinned with Shirakawa, Japan and a delegation of Council and community members visited our sister city. Further, delegations from Japan in turn visited Kenora.

Budget: Any related travel costs associated with declaration

Communication Plan/Notice By-law Requirements: Public Information

Strategic Plan or other Guiding Document:



TOWN OF POWERVIEW-PINE FALLS
LA VILLE DE POWERVIEW-PINE FALLS

June 23, 2016

M-14-16

City of Kenora
One Main Street South
Kenora, ON
P3N 3X2

SISTER COMMUNITY

Dear Friends,

First off I would like to thank you all once again for the wonderful reception that my Council and I received when visiting your fine City. The hospitality was lovely, the meal was amazing and the information you shared was invaluable! Overall a great way to spend our Council meeting time.

At this time, the Town of Powerview-Pine Falls would like to formally and respectfully request that the City of Kenora consider rendering us their Sister Community. Enclosed is a Certified Copy of Resolution No. 164/16 for your agenda.

We look forward to hearing from you and hopefully hosting you all for lunch one day.

Sincerely,

Margie Bonekamp, CMMA
Chief Administrative Officer
On behalf of Council



RESOLUTION FORM

Resolution No. 164/16
June 22, 2016

Moved by Councillor: Don MacLellan

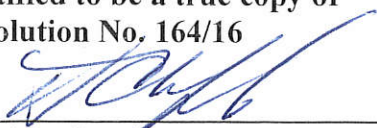
Seconded by Councillor: Lorie Finkbeiner

- BE IT RESOLVED that the Council formally request that the City of Kenora, ON, consider becoming a Sister Community with the Town of Powerview-Pine Falls in order to encourage and promote tourism.

CARRIED.

Mayor Bev Dubé

Certified to be a true copy of
Resolution No. 164/16



Heather Chevretils
Assistant C.A.O.
Town of Powerview-Pine Falls



August 2, 2016

City Council Committee Report

To: Mayor and Council

**Fr: Megan Dokuchie, Economic Development Officer
Marco Vogrig, City Engineer
Lauren D'Argis, Manager of Corporate Services & Strategic Initiatives**

**Re: Realignment of Second Street South, Bernier Drive, and Water Street
– Construction of T Intersection**

Recommendation:

That Council of the City of Kenora approves an application to the Northern Ontario Heritage Fund Corporation (NOHFC) Strategic Economic Infrastructure Program in the amount of \$1,000,000 for engineering and construction of a T Intersection at Water Street, Bernier Drive and Second Street; and further

That Council hereby approves an additional 2016 allocation of not more than \$300,000 to be funded through a combination of Federal Gas Tax and the Roads, Sidewalks, Storm Sewer and Water & Wastewater Reserves, and potentially NOHFC funding if approved, for the securing of Engineering design and tender services; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2016 Operating & Capital Budget at its August 23, 2016 meeting to withdraw funds from a combination of Federal Gas Tax and the Roads, Sidewalks, Storm Sewer and Water & Wastewater Reserves and potentially NOHFC funding, if approved, in the amount of not more than \$300,000 to offset the cost of this purchase; and further

That Council gives three readings to a by-law to amend the 2016 budget for this purpose; and further

That Council hereby directs staff to include the remainder of the costs for the realignment of the Second Street South, Water Street and Bernier Drive intersection for consideration in the 2017 capital budget; and further

That Council approves the sole-source selection of a consulting firm for the Engineering design, tender and contract administration works.

Background:

There are three parts to this report.

1. The NOHFC Application
2. The 2016 Budget Amendment
3. The Sole-Sourcing of the Engineering Work

[NOHFC Application](#)

The City of Kenora is proposing to facilitate future business development through the strategic realignment of the Second Street South, Water Street and Bernier Drive intersection. The project is motivated by pending private sector development plans for this area of the municipality, which is waterfront along Lake of the Woods.

This project will enable the City of Kenora to address current traffic congestion in this section of the downtown core. This initiative complements the 2004 Downtown Revitalization Strategy, of which the municipality has completed three components. The implementation of this plan to date has resulted in an increase in traffic to this area of the community. The access in this area needs to be proactively addressed to facilitate future development.

This work is required to accommodate future growth plans and will support investment priorities of multiple partners. A letter of support has been received by a private sector partner who is located in this area. Without this project, development along Water Street will be impeded. Key activities will include grade revisions to Water Street and Bernier Drive to facilitate the construction of a three way intersection.

The 2016 Budget Amendment

The initial expense for this project will be the majority of the engineering design for 2016. The total design/tender engineering fees are estimated to be at an upset cost of \$300,000, which would be expensed over the 2016 and 2017 fiscal years. The balance of the project expenditures related to construction and engineering contract administration would occur in 2017. The 2017 Capital Budget will reflect the remainder of this project at about \$3,000,000.

The exact use of reserves and federal gas tax will be clarified once design is completed and the funding agreement with NOHFC is in place. The agreement could also impact the city's portion of the 2016 and the 2017 projects.

The numbers in this report are staff's best and conservative estimates at this time.

The Sole-Sourcing of the Engineering/Design/Tendering/Project Management Work

Staff would like to sole-source the engineering/design/tendering/project management work to KGS, which is estimated at 15 percent of total project costs of \$3,300,000 totaling \$495,000.

KGS had provided a preliminary sketch and Class C cost estimate in addition to performing some preliminary field surveying completed for the T intersection back at the time the Phase 1 Main Street Contract 100 was under way in 2009. The City is not tender ready and KGS would be productive immediately if issued the engineering scope of work.

In order to create a consulting RFP, provide time for consultants to prepare and submit proposals, time to review proposals and then finally have council approve a consultant it is estimated to consume a 6 to 8 week period. This length of time to secure an engineering firm would likely jeopardize the project being tender ready for the 2017 construction season.

There are also issues with the compressed timeline with the design and tender phase of the project as it relates to third party utilities. The project heavily involves Kenora Hydro, Bell Telephone, Shaw Cable and Union Gas infrastructure that should have been vetted and discussed with those utilities by this point to ensure the design and tender incorporates requirements by those agencies.

At this point it is time sensitive to get the engineering started to meet construction and funding deadlines for 2017.

Budget:

The total cost of the project is expected to be approximately \$3,300,000 with \$200,000 to \$300,000 being required in 2016 for engineering design/tender and the remainder required in 2017 for construction and engineering contract administration. With this funding from NOHFC and other sources, the City's portion of the entire project is expected to be about \$1,400,000. It is likely that the City will be able to use approximately \$500,000 of federal gas tax funding to help offset this \$1,400,000.

Communication Plan/Notice By-law Requirements: Bylaw required when agreement is received from NOHFC

Strategic Plan or other Guiding Document:

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

2-14 The City will be an active and vocal champion for fair funding from provincial and federal governments, including gas tax and other transfer allocations. Priority will be given to initiatives that directly address the infrastructure and community development challenges of the city.



July 21, 2016

City Council Committee Report

To: Mayor and Council

Fr: Jeff Hawley, Operations & Infrastructure Manager
Biman Paudel, Water & Wastewater Division Lead

Re: Pine Portage Booster Station Pump – Emergency Purchase

Recommendation:

That Council hereby approves an additional allocation of \$20,000 to be funded through the Water & Wastewater Reserve for the purchase and installation of a second pump for the Pine Portage Booster Station; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2016 Operating & Capital Budget at its August 23, 2016 meeting to withdraw funds from the Water & Wastewater Reserve in the amount of \$20,000 to offset the cost of this purchase and installation; and further

That Council gives three readings to a by-law to amend the 2016 budget for this purpose.

Background:

The Pine Portage booster station requires two pumps to run alternately to maintain the required water pressure in the service areas. The station is presently running on one pump as the other was found to not working, past repair and in need of replacing. If the currently working pump were to quit the system cannot maintain the water pressure as needed and there may be regulatory issues-

Due to the urgency of this situation the unit has been ordered.

Budget/Finance Implications:

This purchase will be recorded in the operating accounts because the total is below the \$100k threshold for booster stations, funded from the Water & Sewer Reserve Fund.

Communication Plan/Notice By-law Requirements:

Resolution required.

Strategic Plan or other Guiding Document:

Goal #2 Strengthen Our Foundations

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

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



July 25, 2016

City Council Committee Report

To: Mayor and Council

**Fr: Jeff Hawley, Operations & Infrastructure Manager
Biman Paudel, Water & Wastewater Division Lead**

Re: Wastewater Treatment Plant – Gear Box Replacement

Recommendation:

That Council hereby approves an additional allocation of \$40,000 for the installation of one gear box (Project ID 16.413.03), at the Wastewater Treatment Plant, a project carried over from 2015, to be funded through the reallocation of \$40,000 for the Gear Box Replacement project (Project ID 16.413.05) approved for 2016; and

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2016 Operating & Capital Budget at its August 23, 2016 meeting to reallocate \$40,000 for the 2016 Gear Box Replacement project to offset the cost of installation; and further

That Council gives three readings to a by-law to amend the 2016 budget for this purpose.

Background:

Approved under the 2016 Capital Program are two (2) "Gear Box Replacement" projects with allocations of \$40,000 each for supply and installation. The first one was for the supply and replacement of a gear box ordered in 2015 with delivery in 2016. The second gear box project, similar to the first project, was for supply and installation in 2016. When the budget was allocated (2015) it was initially estimated that the product would cost about \$35,000 and there would be \$5,000 additional cost for installation. As the plant required two similar replacements a decision was made to allocate \$40,000 for the 2016 project. The first unit would be purchased with funds carried over from 2015 and the second one from funds allocated in 2016. The initial plan was for each unit to be installed in-house. Later it was determined that the installation would be more complex and needed to be contracted out. The Division evaluation determined the total cost for procurement and installation of each gear box would be approximately \$70,000 to \$75,000 for a total for both projects to be \$140,000 to \$150,000. To have the required budget for the first installation it will be necessary to amend the approved 2016 Capital Budget to allow the \$40,000 allocation to be combined with the carryover \$40,000 allocation from 2015 to cover the cost of contracted installation of one of the pumps.

Budget/Finance Implications:

No budget impact for 2016. The supply and installation of the second gear box will require a request, under the 2017 Capital program to cover both the supply and installation of the second unit.

Communication Plan/Notice By-law Requirements:

Resolution and By-law required.

Strategic Plan or other Guiding Document:

Goal #2 Strengthen Our Foundations

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

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



July 12, 2016

City Council Committee Report

To: Mayor & Council

**Fr: James Tkachyk, Parks and Facilities Division Lead
Carson Milko, Parks Technician**

Re: Cemetery GIS Mapping Budget Amendment Request

Recommendation:

That Council hereby approves an additional allocation of \$ 8,000 to be funded through the Cemetery Reserves for the purchase of GIS Mapping services for the Lake of the Woods Cemetery; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2016 Operating & Capital Budget at its August 23, 2016 meeting to withdraw funds from the Cemetery Reserves in the amount of \$ 8,000 to offset the cost of this purchase; and further

That Council give three readings to a by-law to amend the 2016 budget for this purpose.

Background:

The City of Kenora purchased Stone Orchard Software back in 2004. Stone Orchard software provides various features that are used on a daily basis by both the Cemetery Administrator and the Parks Technician. Ie. Sales, Quotes, Reports, Research.

As part of the program, Stone Orchard also provides the option of a Mapping system. This allows any user to go onto the program and see what plots are available, owned, occupied, reserved, held, or unavailable.

By having this mapping system, it will create a more user friendly system for both the daily users, and for employee coverage. The City will also be able to get an overview of how much space is still available, and how many years we have until expansion is required.

The mapping also works in conjunction with the Cemetery App that was released. The general public will be able to access the mapping allowing them to get a visual prior to purchasing a plot.

Overall, by applying the mapping system it is creating a more modernized system, while minimizing the paper work and creating an efficient system for all employees.

Budget: Allocate \$8,000 from the Cemetery Reserves to have completed in 2016.

Communication Plan/Notice By-law Requirements:

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

Strategic Plan or other Guiding Document:

Administrative



July 20, 2016

City Council Committee Report

To: Mayor & Council

**Fr: James Tkachyk, Parks and Facilities Division Lead
Andrew Glassco, Manager of Community and Development Services**

Re: Keewatin Municipal Arena Budget Re-allocation

Recommendation:

That Council hereby approves an additional allocation of \$15,000 to be funded through the reallocation of funds from the Lighting and Astrofoil project for the demolition of the 2nd concrete entrance stairs at the Keewatin Memorial Arena; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2016 Operating & Capital Budget at its August 23rd 2016 meeting for the purpose of this reallocation of funds; and further

That Council give three readings to a by-law to amend the 2016 budgets for this purpose.

Background:

The reserve will have funds available since the Lighting and Ceiling project was tendered and closed on April 7th, 2016 with 4 bids received. The lowest bid came in at \$143,766.00, creating a shortfall of \$26,266.00 to complete the project. Since there was a short window prior to summer ice installation, staff decided to retender for 2017 with an increased budget. However, an immediate health and safety issue with the existing crumbling 2nd set of concrete entrance stairs at the front of the building is a hazard and removal is required immediately. These stairs are in front of the Keewatin Curling Club but is on property owned by the City of Kenora.

Budget: Postponement until 2017 of lighting and ceiling project and use of \$15,000 from reserves in 2016.

Communication Plan/Notice By-law Requirements:

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

Strategic Plan or Other Guiding Document:

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

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

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



JuLy 20, 2016

City Council Committee Report

To: Mayor & Council

**Fr: James Tkachyk, Parks and Facilities Division Lead
Andrew Glassco, Manager of Community and Development Services**

Re: Kenora Library Budget Re-allocation

Recommendation:

That Council hereby approves a re-allocation of \$15,000 to be funded through the Exterior Brick Repairs project for completing the Deck Repairs/Resurfacing project that requires \$25,500.00 to complete as lowest bid price received; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2016 Operating & Capital Budget at its August 23rd, 2016 meeting for the purpose of a reallocation of of \$15,000 through the Exterior Brick Repairs Project; and further

That Council give three readings to a by-law to amend the 2016 budgets for this purpose.

Background:

The reserve has funds available since both projects where scheduled for the 2016 year. The lowest bid for the deck Repair/Resurfacing project is \$25,500.00, creating a shortfall of \$10,500.00 to complete the project. Since the Exterior Brick Repair project has not been tendered and is low risk to the building if not completed in 2016, the funds could be utilized to complete the much need deck repair/resurfacing project.

Budget: Postponement until 2017 of Exterior Brick Repair project and use of \$15,000 from non capital special proejcts and usual spending reserve in 2016.

Communication Plan/Notice By-law Requirements:

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

Strategic Plan or Other Guiding Document:

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

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

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



JuLy 27, 2016

City Council Committee Report

To: Mayor & Council

**Fr: James Tkachyk, Parks and Facilities Division Lead
Andrew Glassco, Manager of Community and Development
Services**

Re: Kenora Library Budget Re-allocation

Recommendation:

That Council hereby approves a re-allocation of \$3,000 to be funded through the Exterior Brick Repairs project for completing the HVAC Unit replacement project which has a budget of \$12,500 but requires \$14,400 to complete from bid price received; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2016 Operating & Capital Budget at its August 23rd, 2016 meeting for this purpose; and further

That Council give three readings to a by-law to amend the 2016 budgets for this purpose.

Background:

The reserve has funds available since both projects were scheduled for the 2016 year. The lowest bid for the HVAC unit replacement project is \$14,400.00 + tax, creating a shortfall of \$1,900.00 to complete the project. Since the Exterior Brick Repair project has not been tendered and is low risk to the building if not completed in 2016, the funds could be utilized to complete the much needed HVAC unit replacement project.

Budget: Postponement until 2017 of Exterior Brick Repair project and use of 15K from non capital special projects and usual spending reserve in 2016.

Communication Plan/Notice By-law Requirements:

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

Strategic Plan or Other Guiding Document:

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

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

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



July 22, 2016

City Council Committee Report

To: Mayor & Council

**Fr: James Tkachyk, Parks and Facilities Division Lead
Andrew Glassco, Manager of Community and Development
Services**

Re: Thistle Pavilion Budget Re-allocation

Recommendation:

That Council hereby approves a re-allocation of \$5,080 to be funded through the Discovery Centre Interior Painting project remaining balance and \$7,830 to be funded through the Thistle Pavilion Ventilation project remaining balance to complete the Thistle Pavilion Deck project which requires an additional \$10,000 to complete; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2016 Operating & Capital Budget at its August 23rd, 2016 meeting for this purpose; and further

That Council gives three readings to a by-law to amend the 2016 budgets for this purpose.

Background:

The Discovery Centre Interior Painting project, Thistle Pavilion Ventilation project and Thistle Pavilion Deck project were all approved in the 2016 capital program. The ventilation and painting repairs were completed at much lower costs than budgeted for. Instead of returning the 2016 excess to the applicable reserves, these funds can be utilized to complete the Thistle Pavilion Deck (including fascia) which is currently under funded.

The Thistle Pavilion Ventilation and the Discovery Centre Interior painting projects came in less than budgeted for with remaining budget dollars of \$12,910 between the two projects. The Thistle Pavilion Deck replacement is a greater value than budgeted for with an additional budget required to complete the project of \$10,000. A re-allocation of the 2016 capital budget is required to complete the Thistle Pavilion Deck by removing the remaining balance in the Discovery Centre Interior Painting budget of \$5,080 along with the remaining balance of \$7,830 in the Thistle Pavillion Ventilation Project.

Budget:

Utilize excess funds from Non Capital Special Projects and Unusual spending 2016 budget to increase a Tourism Facility capital project for 2016.

Communication Plan/Notice By-law Requirements:

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

Strategic Plan or Other Guiding Document:

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

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

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



August 2, 2016

City Council Committee Report

To: Mayor and Council

Fr: Heather Gropp, Tourism Development Officer

Re: Enabling Accessibility Grant Application

Recommendation:

That Council of the City of Kenora approves an application to the Employment and Social Development Canada, Enabling Accessibility Fund for the creation of an accessible path through Garrow Beach and an Accessible platform which leads directly to the water.

Background:

There is a current project for the redevelopment of the Kenora Rowing Club submitted for funding with NOHFC and FedNor in conjunction with the 2017 Canada Summer Games. This proposal includes the extension of the Rabbit Lake Accessible Trail. In conjunction with this project the City of Kenora has included the paving of Birchwood Crescent and sidewalks as part of their 2016 paving tender. We have applied for the accessibility funding to cover the accessible link between the existing Rabbit Lake Rotary Way Trail and Birchwood Crescent. In addition to this connector piece of trail, we also applied to the Enabling Accessibility Grant for an Accessible decking pathway that will connect the paved trail to the water, making Garrow Beach Kenora's first beach to have accessible access to the water. The total grant application was for \$50,000. We have used the work being done on Birchwood Crescent as well as the Kenora Rowing Club project as matching funds for this grant, so there is no additional impact to our 2016 budget, should we be successful.

Budget:

The request made in this grant application was \$50,000. Matching funds for this project have already been committed in the 2016 paving tender (Birchwood Crescent) and along with the redevelopment of the Kenora Rowing club. There is no expected impact to the 2016 budget.

Communication Plan/Notice By-law Requirements: Bylaw required when agreement is received from Employment and Social Development Canada.

Strategic Plan or other Guiding Document:

1-9 The City will promote Kenora as a 365-day lifestyle destination.

1-10 The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbors.

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

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



July 22, 2016

City Council Committee Report

To: Mayor and Council

Fr: Allyson Pele, Manager of the Northwest Business Centre

Re: NOHFC – Northern Ontario Internship Program Application

Recommendation:

That Council of the City of Kenora approves an application to the Northern Ontario Heritage Fund Corporation (NOHFC) Internship Program for a two year intern for the Youth Program Coordinator position for the Northwest Business Centre beginning September 19, 2016 and ending September 19, 2018.

Background:

Recently the Northwest Business Centre's (NWBC) Youth Program Coordinator, Seleen Lugossy left her position as the Starter Company Intern. Seleen has been in this intern position for approximately 25 months. In order to maintain the desired level of customer service and fulfill the Starter Company program requirements, a new NOHFC application for a new position at the NWBC is being submitted.

In 2014 the NWBC launched the Starter Company program initiated by MEDEI-MRI. This program provides mentoring, training and capital for youth to start, grow or buy a small business. Currently the end date of the program is March 31, 2017 and the Intern will be expected to deliver the program and work with the program participants to ensure the success of their small businesses. The Starter Company program is responsible for jump-starting entrepreneurial ventures across the district otherwise not possible, and the successful candidate will have a great opportunity to play a role in the resulting economic growth.

In addition to delivering the Starter Company program, the intern will be responsible for managing the social media campaign at NWBC, including the management of a Facebook page, Twitter account and WordPress website. The intern will be trained in the programs and as a result will be equipped to provide the Starter Company clients with advice and carry out the responsibility of managing the campaign.

Budget:

The salary top-up for this position is built into the Starter Company budget, completely funded by the Ministry of Economic Development and Growth and the Ministry of Research, Innovation and Science. When or if the Starter Company program ends, the remaining funding will be built into the Northwest Business Centre's operating budget, funded through the Ministry of Northern Development and Mines.

Communication Plan/Notice By-law Requirements: Bylaw required when agreement is received from NOHFC

Strategic Plan or other Guiding Document:

1-3 The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs

July 26th, 2016

City Council Committee Report

To: Mayor & Council

Fr: Devon McCloskey, City Planner

Re: Request for Resolution to Support Lot Creation in Unorganized Area

Recommendation:

That in consideration of no perceived impacts to the City of Kenora, Council hereby supports an application for consent submitted to the Ministry of Municipal Affairs ('MMA') by Pre Kay Enterprises Limited, owner and Lakeland Consulting Services, agent, for property legally described as Part Location 329P, Part 1 Plan 23R-3963, West of City of Kenora, District of Kenora.

Background:

On July 18th, the City of Kenora Planning department received a letter of request to provide a resolution in support of an application submitted to the Ministry of Municipal Affairs ('MMA') for consent to sever lands located in the unorganized area west of the City's incorporated boundary, locally known as Akres West Industrial Park. Approval of the application will award each business ownership in their building and parcel of land. Details of the application have been included as an attachment to this report.



MMA has explained that during the consultations for the Provincial Policy Statement (2014) (PPS), Northwestern Ontario Municipal Association (NOMA), requested that greater flexibility be given in the creation of new lots in unincorporated territory. The PPS otherwise limits development in to resource-based and recreational uses. NOMA requested that Municipalities be given the opportunity to comment on proposed development in close

proximity to incorporated boundaries, to determine whether there could be any potential impacts to the abutting Municipality's services, etc.

Budget:

No budgetary requirements

Communication Plan/Notice By-law Requirements:

No legislative or local policy requirement

Strategic Plan or other Guiding Document:

The proposed severance will allow for current users of property to own the land that they currently occupy. This will foster and enable further investment of private land for economic and employment uses.

Support for the development will foster relations with neighbouring communities and entrepreneurial business development.



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→ Minister Garneau achieves another milestone in developing a long-term agenda for transportation in Canada

News Release



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Minister Garneau achieves another milestone in developing a long-term agenda for transportation in Canada

July 21, 2016 – Winnipeg – Transport Canada

The Honourable Marc Garneau, Minister of Transport, was in Winnipeg today to wrap up a series of roundtables that gave Canadians in diverse communities across Canada the chance to have their say in how Canada's transportation system will serve them in the future.

In April 2016, the Minister launched a public consultation with Canadians, stakeholders, and provinces and territories to hear their views and discuss ideas to develop a long-term agenda for transportation in Canada.

As part of this consultation process, the Minister travelled over 18,000 kilometres from coast to coast to host eight roundtables with more than one hundred key industry representatives, academia and thinkers, and Indigenous groups across Canada. The discussions focused on the following five themes:

1. Safer transportation;
2. Trade corridors to global markets;
3. Green and innovative transportation;
4. The traveller; and,
5. Waterways, coasts and the North.

Discussions highlighted the importance of understanding the complexity of the integrated national transportation system, in order to find good solutions that will best serve Canadians, travellers and shippers. They provided valuable input such as the need to:

- Promote collaboration between all partners and align limited resources.
- Look at how the multimodal transportation system functions as a whole to move freight and passengers efficiently, safely and sustainably.
- Adopt a long-term view in terms of funding, policy, regulations, and support for innovation over time.
- Rely upon market forces where possible and apply incentives or regulations as required to address gaps.
- Continue to gather transportation data to ensure better and timely evidence for decision-making.

An online discussion on the theme of "The Passenger" was also held in June 2016 where the Minister invited all Canadians to discuss issues affecting passengers.

As part of this consultation process, Minister Garneau will meet with his provincial and territorial counterparts in late September to discuss opportunities and priority areas of collaboration to enhance Canada's transportation system.

Quick Facts

- There are three ways Canadians can participate in these consultations:
 - complete an online survey;
 - write on Transport Canada's Facebook and Twitter accounts; and,
 - send comments and ideas to TC.Transportationfuture-Lefuturdestransports.TC@tc.gc.ca.
- Participant lists, discussion guides and summaries of each roundtable are posted on Transport Canada's website as they are finalized.

Quotes

"I wanted to hear from Canadians and the feedback I have heard during these past months has been incredibly valuable. This rich and diversified input will play a major role in defining my agenda for transportation in Canada. I thank everyone who has participated and provided feedback and I invite those who have not had the opportunity to do so to send me their input before September 16, 2016."

*The Honourable Marc Garneau
Minister of Transport*

Associated links

[Webpage of the future of transportation in Canada consultation initiative](#)

[Minister's speech to the Economic Club of Canada on April 27, 2016](#)

[Minister of Transport's mandate letter](#)

[Canadian Transportation Act Review Report](#)

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PROCLAMATION

By Virtue of Authority

Vested in me

I hereby proclaim

September 25, 2016

As Bladder Cancer Awareness Walk Day

in and for the City of Kenora and request its observance
as such by our citizens.

Proclaimed at the City of Kenora

this 9th day of August, 2016



His Worship Mayor David S. Canfield





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

Franco-Ontarian Day September 25, 2016

Whereas on May 18th, 2010, the Legislative Assembly of Ontario enacted the Franco-Ontarian Day Act, 2010, proclaiming September 25th in each year as the Franco-Ontarian Day; and

Whereas the Franco-Ontarian Day Act recognizes that Franco-Ontarians commemorate September 25th to celebrate their language and heritage and also take pride in their collective accomplishments; and

Whereas September 25th is the anniversary of the first unveiling of the Franco-Ontarian flag in Sudbury in 1975; and

Whereas the Franco-Ontarian Emblem Act, 2001, recognizes the flag as the emblem of the Francophone community of Ontario; and

Whereas by proclaiming September 25th as Franco-Ontarian Day, this Act officially recognizes the contributions of the Francophone community of Ontario to the social, economic and political life of the Province and the community's importance in Ontario's society; and

Whereas French is one of the two official languages of Canada; and

Whereas the French language has been spoken in Ontario since the 17th century and the Province of Ontario is celebrating "the commemoration of 400 Years of the French Presence in Ontario" in 2015;

Now Therefore, I, David S. Canfield, Mayor for the City of Kenora, do hereby proclaim September 25, 2016 as **Franco-Ontarian Day** in and for the City of Kenora.

Proclaimed at the City of Kenora this 9th day of August, 2016

Mayor David S. Canfield