



# City of Kenora

## Committee of the Whole Agenda

Tuesday, December 6, 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 December 20, 2016 meeting:-

- Council intends to adopt a new Tariff of Fees & Charges By-Law to give effect to the new rates outlined in Schedule "C" for the Fire & Emergency Services Department

### 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 November 1, 2016 and Special Committee of the Whole meeting held November 28, 2016 be confirmed as written and filed.

### D. Deputations/Presentations

- Community Volunteer Recognition Award
- Peter Kirby & Bill Cameron – Proposal to Retrofit Kenora Recreation Centre
- Anneke Gillis – Introduction to the Kenora Area Health Care Recruiter
  - Kenora Area Health Care Working Group update

### E. Reports:

#### 1. Corporate Services & Strategic Initiatives

Item Subject

Pages

- 1.1. All Nations Hospital Working Group – City Appointment (Discussion)
- 1.2. CEP Grant Application
- 1.3. Q3 2016 Contracts
- 1.4. Human Resources Management Strategy Progress Report
- 1.5. October 2016 Financial Statements

- 1.6. Peterborough Resolution of Support
- 1.7. Tax Appeal Under Section 357 of the Municipal Act
- 1.8. G52 Grant Portal Information

## 2. Fire & Emergency Services

Item	Subject	Pages
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- 2.1 Tariff of Fees and Charges Department Adjustments

## 3. Operations & Infrastructure

Item	Subject	Pages
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- 3.1 Hourly Equipment & Truck Rental
- 3.2 Traffic Amendment – Rate of Speed – Taillieu Road
- 3.3 Traffic Amendment – No Parking – Glen Cameron Drive
- 3.4 Kenora Drinking Water Inspection Report

## 4. Community & Development Services

Item	Subject	Pages
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- 4.1 Kenora Assembly of Resources 2017 Agreement
- 4.2 Kenora Recreation Department – 3<sup>rd</sup> Quarter Report

### Other:

#### Next Meeting

- Tuesday, January 10, 2017

#### 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) Proposed or Pending Acquisition or Disposition of Land (4 matters)
- ii) Personal Matter about an Identifiable Individual (3 matters)

### Adjournment

# DEPUTATION REQUEST FORM



## BEFORE KENORA CITY COUNCIL OR COMMITTEE 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)
  - before 12:00 Noon on date of a Council meeting;
  - at least five (5) days in advance of any Committee 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.

### City Clerk's Contact Information:

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

By FAX: 807-467-2009

E-mail: [hkasprick@kenora.ca](mailto:hkasprick@kenora.ca)

### YOUR NAME

(AND IF APPLICABLE, ORGANIZATION):

Peter Kirby and Bill Cameron

**Mailing Address:** Peter Kirby—404 Eighth Street South, Kenora; Telephone: 468-5930. Bill Cameron—402-7 Woods Drive; Telephone: 468-7640

**Email Address:** Peter Kirby [pklaw@kmts.ca](mailto:pklaw@kmts.ca) Postal Code: P9N 1R3. Bill Cameron [mandbcameron@shaw.ca](mailto:mandbcameron@shaw.ca) Postal Code: P9N 4N1

### TOPIC – include brief statement of issue or purpose for Deputation:

PLEASE SEE PROTOCOL NOTES ON PAGE 2

### **PROPOSAL TO RETROFIT THE KENORA RECREATION CENTRE**

**We wish to appear before Council (Committee of the Whole) on December 06, 2016**

### PLEASE NOTE:

TYPICALLY MOST MEETINGS ARE VIDEO-TAPED BY THE LOCAL CABLE COMPANY AND REPORTED ON BY BOTH THE LOCAL NEWSPAPER AND RADIO STATION. 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.

Signature Required:

  
Peter Kirby

  
Bill Cameron

(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:**

**( X ) 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:-**

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**{Council Meetings}**

Regular Council meetings commence at 5:00 p.m., typically on the 3<sup>rd</sup> Monday 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.

Please present any material, letters or other relevant information concerning your deputation to Council 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.



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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).

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By fax: 807-467-2009

E-mail: [hkasprick@kenora.ca](mailto:hkasprick@kenora.ca)

<b>Name:</b> (person making deputation)	<b>Organization You Represent:</b> (if applicable)
<u>Anneke Gillis</u> (please print)	<u>KAHCWG</u>
<b>Mailing Address:</b> <u>P.O Box 320 Keewatin</u>	<b>Telephone Number:</b> <u>(204) 296-5310</u>
<b>Email Address:</b> <u>anneke@ca2gillis.ca</u>	<b>Postal Code:</b> <u>P0X 1C0</u>
<b>Other Persons Presenting with You on this topic?</b> (on behalf of same organization)	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
<b>If yes, Other Names:</b> _____	
<b>Topic – include brief statement of issue or purpose for Deputation:</b> • Please see Protocol Notes on Page 2	
<u>Introduction to the Kenora Area Health Care Recruiter Project</u>	
<b>I wish to appear before</b>	<input checked="" type="checkbox"/> Council <input type="checkbox"/> Committee of the Whole <input type="checkbox"/> Other
<b>On the Meeting date:</b> <u>December 6, 2016</u>	
<b>Please Note:</b> 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.	
<b>Do you have material to leave with Council following your deputation?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (If yes, please give to Clerk upon arrival to meeting)	
<b>Signature Required:</b> <u></u> (Must be signed by applicant to go forward)	

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### {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.

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<b>Name:</b> (person making deputation)	<b>Organization You Represent:</b> (if applicable)
KENORA AREA HLTH-CARE / WORKING GROUP (KATHCWG) (please print)	
<b>Mailing Address:</b>	<b>Telephone Number:</b>
<b>Email Address:</b>	<b>Postal Code:</b>
<b>Other Persons Presenting with You on this topic?</b> (on behalf of same organization)	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes
<b>If yes, Other Names:</b>	To be determined
<b>Topic – include brief statement of issue or purpose for Deputation:</b>	
• Please see Protocol Notes on Page 2	
To provide an update of developments since last reports.	
<b>I wish to appear before</b>	<input type="checkbox"/> Council <input checked="" type="checkbox"/> Committee of the Whole
	<input type="checkbox"/> Other
<b>On the Meeting date:</b>	December 6-016
<b>Please Note:</b>	
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<b>Do you have material to leave with Council following your deputation?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	
(If yes, please give to Clerk upon arrival to meeting)	
<b>Signature Required:</b> <u>L. MENNEN for KATHCWG.</u>	
(Must be signed by applicant to go forward)	

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Updates of activities since prior presentation

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November 28, 2016

## City Council Committee Report

To: Mayor and Council

Fr: Adam Smith, Special Projects and Research Officer

Re: Community Energy Plan Grant Application

### Recommendation:

Whereas Council has directed staff to proceed with developing a Community Energy Plan for the City of Kenora; and

Whereas municipalities may receive up to \$90,000 or 50 percent of total project costs, whichever is less to complete all three stages of a CEP;

Now Therefore let it be Resolved that Council directs staff to apply for funding under the Municipal Energy Plan Program for the City of Kenora Community Energy Plan.

### Background:

At last month's Energy Now Symposium in Toronto, the predominant theme was the economic and environmental benefits of moving towards a low-carbon energy future. Attending the Symposium was a means to help inform the development of a community energy plan. The following summarizes a number of topics that may be relevant for the project moving forward.

#### Conservation Let's Get Serious: Environmental Commissioner of Ontario

- 80% of Ontario's energy use consists of fossil fuels and every source has increased since 2007 with the exception of coal. However, energy use per capita has decline 7 percent since that time.
- Natural gas is being used twice as much as electricity but consists of 1/6<sup>th</sup> of conservation spending. In terms of transportation fuel, there hasn't been any dedicated conservation funding and it is the largest and fastest growing source of GHG emissions.
- About 40% of the reductions required by 2050 can come from energy conservation and municipalities have opportunities to do so in fleet, public buildings, and water and sewage.
- Key lever to tackle transportation includes land-use planning (reducing travel distance), transit/shared transportation, cleaner/more efficient vehicles
- ECO will publish report on energy-water nexus as the Climate Change Action Plan promises energy efficiency standards for water and wastewater facilities

#### Hard Questions of Electricity

- When using a waste-water treatment plant as an example, 70% of the bill is related to the price of the commodity itself.
- Global adjustment, which consists of this commodity cost, is the charge for the difference between building new generation and operating cost (hourly cost) and also covers the cost of conservation.

- Costs have gone up but it was to enhance reliability and develop green grid.
- Manitoba and Quebec have larger reliance on hydro which is cheaper. The price comparison when expanded to the US is less clear.
- Hydro One rural customers are feeling the largest share of the cost. Their reliance on low-loaded wires make it more expensive to transfer electricity to these customers. Density is the number one determinant of cost.
- However, the rules are changing, people need to be more efficient during the year. Reduce peak demand so new facilities are not required to produce energy for a few hours.
- Smart meters give the IESO and LDCs the necessary information to build a smarter grid.
- Self-generation is a way to help reduce cost for low-density rural users. However, those users still need a connection to the grid for reliability purposes.

#### The Business Case for Municipal Energy, Air Quality and Climate Change Action

- The same rate of increase in emissions over the last 60 years is the same rate of decrease in a shorter period of time.
- Green opportunities and energy efficiency is a driver for economic development and in terms of planning, the destination of a low-carbon future and not the road to get there needs to be the selling point.

#### Micro-Grids and Virtual Power Plants

- In district energy systems, communities have control over energy creation.
- The temperature of inputs is going down in district energy system which creates more opportunities/sources to include in the system.
- District energy is now a planning tool opposed to within the jurisdiction of the engineering department.
- A district energy system is complex with many inputs to manage and there is a premium to get started but this cost is made up for in GDP growth.
- Recommendations for adoption include:
  - Long term energy plan
    - Identify resources available and assess opportunities
  - Reduce the loads
    - Retrofit programs
  - Thermal energy networks
    - Look at resources that can be used to displace other fossil fuels
    - Strategic nodes for future linkages
  - Integrate power generation
    - Strategic technologies

#### Municipal Champions Panel

- Chatham-Kent is working on integrating its community energy plan into all planning decisions.
- Oshawa PUC Energy Services has a vision to use the traditional transmission grid as a back-up to energy efficiency, co-generation and smart grids.
- Moving towards having an individualized grid in which a residential user becomes an energy manager.
- Oshawa is pioneering an agreement between a utility and citizens to run its pilot project.
- Solar panels charger battery and users control what appliances draw power from the battery

#### Electrifying Light-Duty Municipal Fleets

- There are 33 different models of EV cars available but challenges exist in adoption including range, cost and infrastructure. Solutions include:

- Replacing the right vehicles in your fleet with the right electric vehicles.
  - Ensure plugin hybrids get plugged in
  - Match infrastructure to charging patterns
- Potential for significant cost savings by converting your fleet to EV. Will need EVs with gas back-up in rural areas.
- Charging stations in California are moving off-grid.
- Three levels of charging stations that are available. People mostly talk about Level 2 or DCFAST for public infrastructure. However, Level 2 is not effective as it takes 2 hours to charge your vehicle. Only useful to have this type of charging station at a hockey rink or similar facility where people remain parked for a long period of time.

### Net-Zero Homes

- In nearly all cases, net-zero homes we found to be an improvement over existing homes. The most common barriers to their construction include:
  - Marketing and promotion (Poor branding, understanding, awareness, and demand, difficult to articulate value proposition)
  - Competency and capability (Limited education/accreditation and training/skills development)
  - Technical Standards, QA & Tools (Lack of standards and support tools)
  - Cost Reduction (High cost to build or retrofit)
  - Financing & Real Estate (Lack of appropriate financing mechanisms and/or incentives)
  - Limited enabling policy (e.g. net metering, codes and regulations)
- Half of Canada's housing stock was built before 1985 and use double the energy that houses after 1985 use.
- Municipalities can help through expedited permitting, training for ease of product approvals at permit and inspection stages, architectural controls that support PV – not become a barrier, permit rebates, density bonuses, property tax rebates/reductions, cash rebates to builders and/or home owners.

### Distributed Generation and Storage

- Distributed generation (or DG) generally refers to small-scale (typically 1 kW – 50 MW) electric power generators that produce electricity at a site close to customers or that are tied to an electric distribution system. Applications for this include:
  - Generation of total electricity supply
  - Peak shaving (i.e. generating a portion of electricity onsite to reduce the amount of electricity purchased during peak price periods)
  - For standby or emergency generation (as a back up to power provided by the local utility)
  - Green power source
  - Increased power reliability.
- Cogeneration or Combined Heat and Power (CHP) technology allows you to generate your own electricity using a cheaper fuel source (typically natural gas). In the process of generating electricity yourself, CHP captures and reuses the heat generated in the process. Ideal for retrofits to municipal facilities such as waste water treatment plants and recreation facilities.
- With CHP you are saving money by generating electricity yourself but also more energy efficient using the heat by-product for your facility:
  - Reduced back-up generator maintenance costs
  - Create an ROI on your back-up generator
  - Lowered total site energy cost
  - Increase the value of your property
- Average simple payback for cogeneration is 4-5 years
- 50 – 70% of a large user's electricity bill is accounts for Global Adjustment which can be completely eliminated with storage.

- Energy storage allows electricity to be stored and used when needed. Through the installation of energy storage (lithium ion batteries, flow batteries, or flywheel technology) at your site, stored electricity on site can provide you with a reliable supply of electricity and lowered electricity costs by allowing you to manage peak demand usage.
- Prior to going through with one of these projects, assess your community's readiness
- Additional charges for moving off-grid may occur in the future as costs for both present and future generation will still need to be recovered.

The above concerns, solutions and information about Ontario's power grid can be embedded into the CEP process. Since the previous report on CEP development in August 2016, staff have engaged both internal and external stakeholders on interest in being involved in the development of a CEP. As per Ministry of Energy guidelines, a number of different organizations have expressed interest in being a resource or active involvement. This includes the local distribution company, natural gas provider, health unit and industry.

The attached scope of work is based around best practices from other municipalities and has been crafted to reflect Ministry funding requirements and encompass all types of energy use and relevant stakeholders in the community.

**Budget:**

Should funding be approved for this project, the City will need to commit its portion of the project in its capital spending for 2017. The base cost for a CEP is approximately \$70,000 which will meet MOE funding requirements. An enhanced CEP costs approximately \$100,000 and will exceed MOE funding requirements by including more detailed energy mapping and expanded public engagement.

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

**Strategic Plan or other Guiding Document:**

City of Kenora's Official Plan (2015) Section 3.3 Air Quality and Climate Change:

The City may consider the preparation of a Climate Change Mitigation and Adaptation Plan that outlines:

- i) Mitigation strategies to reduce the City's contribution to climate change; and
- ii) Adaptation strategies to assist the City in coping with the effects of climate change on its communities

Strategic Plan:

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

2-4 The City will act as the catalyst for continuous improvements to the public realm

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

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

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

## Scope of Work

The consultant tasked with guiding, developing and documenting the City's Community Energy Plan (CEP) will play a central role during all stages of the plan's creation. The following program stages shall be completed.

### Stage 1: Stakeholder Engagement

- Key stakeholders that should be engaged in the planning process include, but are not limited to:
  - Municipal departments (Operations and Infrastructure, Community and Development Services, Corporate Services and Strategic Initiatives, Fire and Emergency Services)
  - Elected municipal officials;
  - Utilities (Kenora Hydro, Hydro One, Union Gas)
  - Major institutional, commercial and industrial (ICI) energy users (Northwestern Health Unit, Lake of the Woods Hospital, local school boards, Seven Generations Education Institute, Kenora Forest Products, Weyerhaeuser, Kenora Airport Authority)
  - Business improvement associations and local business groups (Harbourtown BIZ, Kenora and District Chamber of Commerce)
  - Local non-governmental organizations with an energy/environmental focus and sector associations (Lake of Woods District Property Owners Association, Transition Initiative Kenora)
  - Other governmental agencies (Ministry of Natural Resources and Forestry, Ministry of Environment and Climate Change, Grand Council Treaty #3)
- This engagement is intended to build awareness of current energy issues (including generation and transmission supply), invite stakeholder input about individual energy trends, issues, and needs, identify conservation objectives/opportunities, create local energy conservation champions and instill a long-term commitment to CEP implementation.
- After completion of this stage, the consultant will provide:
  - A list of stakeholders engaged (dates and participants), copies of consultation agendas, and minutes or summaries of meetings;
  - A list of conservation objectives and any opportunities identified through engagement with stakeholders; and
  - A strategy for continued stakeholder engagement through stages 2 and 3.

### Stage 2: Baseline Energy Study (BLS) and Energy Map(s)

- Baseline energy studies (BLS) measure how and where energy is used within a community and analyzes opportunities for energy reduction.
- The consultant shall obtain energy consumption data from local gas and electric utilities as well as other pertinent data from the Municipal Property Assessment Corporation (MPAC), City staff, and other private and public bodies as needed.

- The participation of local gas and electric utilities is required to provide energy consumption data. Other sources of data may include the Municipal Property Assessment Corporation (MPAC), municipal offices, propane and home heating oil providers, transportation fuel providers and other government bodies.
- A BLS should contain, at a minimum:
  - A profile of how energy is supplied and distributed in the municipality, including renewable and distributed energy facilities;
  - Energy consumption data, including electricity, natural gas, heating oil, propane, diesel and transportation fuels by sector including municipal, residential, commercial, industrial and transportation (including water treatment and sewage infrastructure);
  - Spatial analysis of energy consumption statistics in each sector to identify opportunities for energy conservation within each sector (if undertaking energy mapping); and
  - Greenhouse gas (GHG) emissions resulting from energy consumption (the Ministry of Energy will provide a calculation methodology to estimate GHGs.)
  - Land-use planning and development information (i.e., the location of new developments/buildings); transportation planning; and, water conservation and waste management planning/objectives.
- Upon completion of this stage, the consultant will provide a summary of the results of the BLS data research including:
  - A description of the data collection process including roles of relevant stakeholders;
  - Methodologies used for data analysis; and
  - Any energy maps, where relevant.
  - A description of how the results of Stakeholder Engagement in Stage 1 and the Baseline Data Collection in Stage 2 will inform the development of the Plan including:
    - An outline of next steps/timelines;
    - The ongoing role of key stakeholders; and
    - Any preliminary findings/opportunities that may be integrated into the Plan.

### Stage 3 – Community Energy Plan Development

- Using energy consumption data from the BLS, the consultant will evaluate energy conservation opportunities by sector and develop a Plan that includes conservation plans and policy recommendations aimed at reducing energy use across the municipality.
- Municipal support and formal Council approval of the Plan are crucial and required.
- The Plan should include, at a minimum:
  - A vision and a strategy for long-term energy conservation and carbon emissions reduction
  - A commitment and proposed timelines on integrating energy efficiency and conservation recommendations including action items detailed in the Plan;

- Identification of any supply or generation constraints and/or growth pressures within the community/municipality;
- Linkages between the Plan, regional energy planning, the City's Energy and Conservation Demand Management Statement, 2015-2020 Strategic Plan and Official Plan;
- A comprehensive assessment of various energy efficiency strategies (including analysis of cost-effective alternative technologies and renewable and distributed energy);
- The identification of costs and impacts of specific conservation measures that could be undertaken for specific facilities, operations, areas or sectors and timelines for implementation;
- Identification of internal or external resources (human resources and financial resources) that will assist in plan implementation;
- Identify Provincial, Federal and IESO incentive opportunities to assist with implementation and financial support;
- A description of how the key objectives and initiatives of the CEP will be incorporated/coordinated with other municipal and key stakeholder planning processes;
- A summary of stakeholder engagement undertaken and how stakeholders will continue to be engaged in the future;
- An outline of how the Plan will be communicated to stakeholders; and,
- An implementation strategy that sets immediate goals (1-2 years out), short-term goals (3-7 years out), and medium- and long-term goals (8-20 years out).



November 22, 2016

## City Council Committee Report

To: Mayor & Council

Fr: Charlotte Edie, Treasurer

Re: Contracts & Expenditures Approved January – September 2016

### Recommendation:

That Council hereby receives this information report of Charlotte Edie, Treasurer with respect to contracts awarded within the Manager's approved limits for January to September 2016.

### Background:

Per the Procurement Policy, the Corporate Services Manager (Treasurer in the absence of the Corporate Services Manager) may award a tender, contract or purchase for greater than \$20,000 provided that:

- a) The purchase is included in the City's budgets, and is within the budgeted amount;
- b) The total cost of the contract does not exceed the following authority limits:
  - i. Operating expenditures not exceeding \$100,000;
  - ii. Capital expenditures not exceeding \$250,000, with the exception of;
  - iii. Capital expenditures for equipment outlined specifically in the capital budget not exceeding \$500,000;
- c) The award is made to the bidder whose bid achieves the highest score as a result of the evaluation;
- d) The term of the contract does not exceed the lesser of either the current operating year or the remainder of the term of Council; and
- e) The award is made to the bidder submitting the lowest end cost, compliant bid.

A report shall be submitted quarterly to Council to advise of the award of any tenders, contract or purchases under this section. This report is attached.

### Budget:

There is no expected budget impact as a result of this report.

### Communication Plan/Notice By-law Requirements:

### Strategic Plan or other Guiding Document:

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





November 29, 2016

**City Council  
Committee Report**

**To: Mayor and Council**

**Fr: Sharen McDowall, Human Resources Strategist**

**Re: Progress Report on the Human Resources Management Strategy**

**Recommendation:**

That Council hereby accepts the Human Resources Management Strategy progress report dated November 2016.

**Background:**

Council approved the Human Resources Management (HRM) Strategy dated August 2015. The HRM was developed to provide the City with a road map to implement the recommendations included in the City's organizational review to help the City move forward with the goal of focusing on our people under the Strategic Plan – Kenora, Our Vision is 20/20.

This report presents a synopsis of actions taken in implementing the HRM Strategy and the results achieved during the first 15 months. The HRM Strategy remains a critical component of the ongoing changes in the organization. Enhancements to staff performance and strengthening the learning of the new culture are the centerpiece of the change. The Strategy is the framework to better align HR as a strategic partner in the organization, moving away from transactional HR. Renewed focus on efficiency, effectiveness and service excellence. Moving towards and helping to develop an empowered, engaged and high-quality workforce for the future.

The first year encompassed a great deal of change. A significant level of staff recruitment has taken place since September 2015. Much of the first year was consumed with filling key positions in the new City structure.

The HRM Strategy is a living document. This report is being provided to Council as an update as to the progress of the HRM Strategy. Although there has been progress on a number of recommendations, the HRM remains a critical document to help move our City forward in realizing our goal to focus on our people.

**Budget/Financial Impact**

**N/A**

**Communication Plan/Notice By-law Requirements:**

The update report will be shared with City staff and posted on the intranet.

**Strategic Plan or other Guiding Document:**

The implementation of an HR Strategy / Strategic Plan is in line with the actions and objectives of the goal "Focus on our People" within the strategic plan.

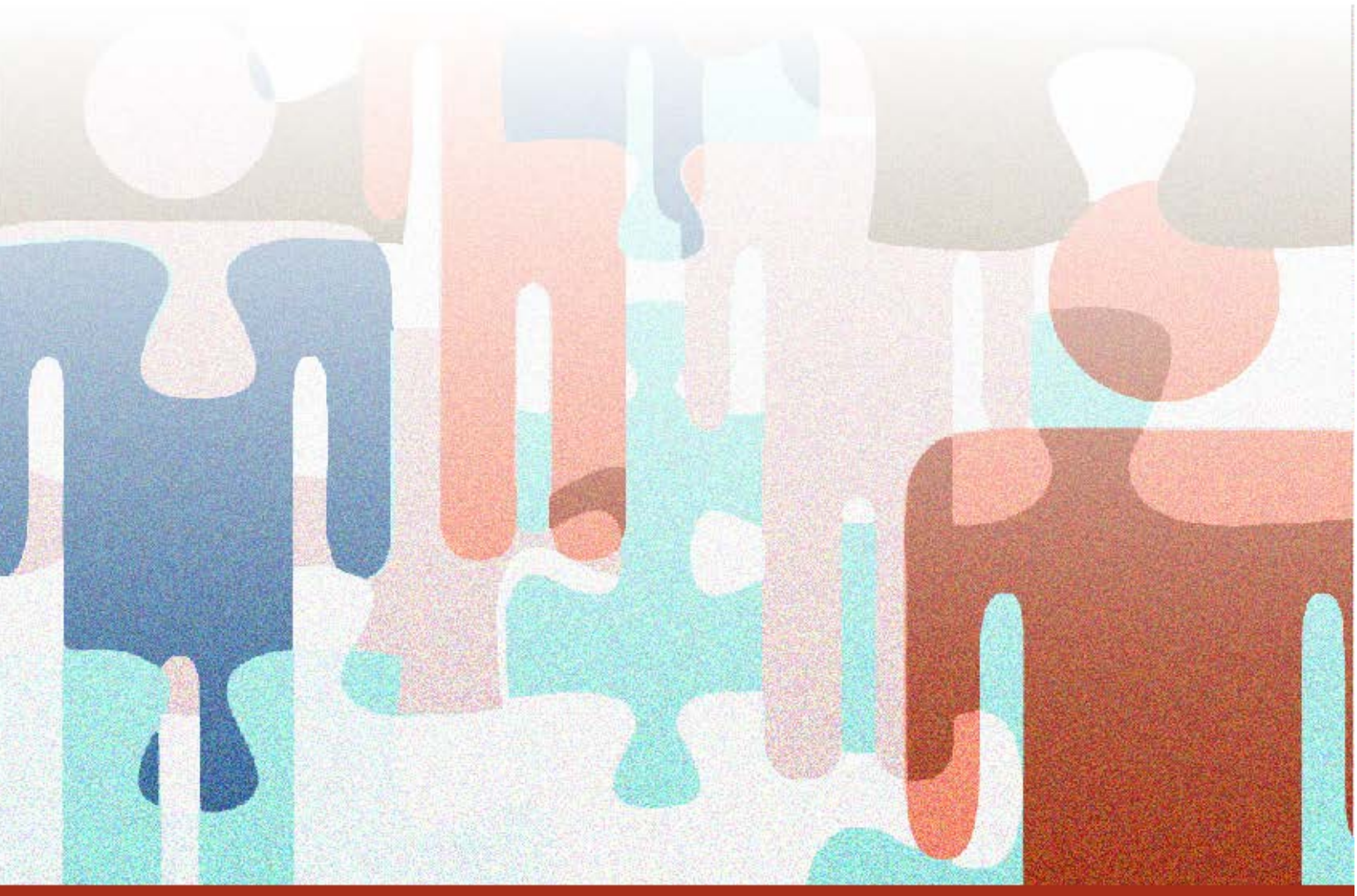
The implementation of an HR Strategy / Strategic Plan is integral to the recommendations included within the City's organizational review.



# Human Resource Management Strategy 2015-2020

TRANSITIONING TO AN EMPOWERED WORKFORCE

Progress Report -  
November 2016



## Introduction

The purpose of this report is to provide a status report on the progress the City of Kenora has made in implementing the recommendations identified in the Human Resource Management Strategy (HRMS). Council engaged the services of Clearlogic Consulting Professionals to provide assistance with regards to a number of matters related to the implementation of staffing related recommendations made in the City's organizational review. This includes the development of an HRM Strategy to provide the City with a road map to implement the recommendations included in the City's organizational review to help the City move forward with the goal of focusing on our people under the Strategic Plan – Kenora, Our Vision is 20 / 20.

Strategic human resource management has a key role to play in supporting Kenora's efforts to develop an empowered, engaged and high-quality workforce for the future. A strategic approach to human resources management is required to better support emerging core operational priorities. These priorities include a renewed focus on efficiency, effectiveness and service excellence.

These recommendations are as follows:

1. Review human resource policies and address gaps.
2. Establish an HR committee to oversee and monitor the HR Strategy.
3. Develop a plan to address key staff attraction and retention issues.
4. Build leadership skills, knowledge and abilities at all levels of the organization.
5. Establish training budget and resources necessary to achieve strategic HR goals.
6. Improve existing performance management strategies.
7. Provide performance management training to all managers and supervisors.
8. Expand the City's Employee Recognition Policy and Program.
9. Develop clear corporate policies and processes around disciplinary issues.
10. Explore opportunities for job enrichment through "horizontal" loading.
11. Explore opportunities for job enrichment, through "vertical" loading.
12. Increase efficiency of the recruitment process.
13. Leverage technology to streamline and support HR processes and systems.
14. Establish robust internal communications processes.
15. Improve organizational morale.
16. Formalize a staff suggestion program.

Table 3.1: Strategic Directions and Tactics in Kenora’s Human Resources Strategy

	Org Review Rec. #
<b>Direction 1: System Planning and Oversight</b>	
1.1 Establish an HR committee to oversee and monitor the HR Strategy.	Report 1- 2
1.2 Review human resource policies and address gaps.	Report 1- 1
1.3 Leverage technology to streamline and support HR processes and systems.	Report 1-13
<b>Direction 2: Recruitment and Retention</b>	
2.1 Develop a plan to address key staff attraction and retention issues.	Report 1- 3
2.2 Expand the City’ s Employee Recognition Policy and Program.	Report 1- 8
2.3 Explore opportunities for job enrichment through "horizontal" loading.	Report 1-10
2.4 Explore opportunities for job enrichment, through "vertical" loading.	Report 1-11
2.5 Increase efficiency of the recruitment process.	Report 1-12
2.6 Build a succession plan.	Report 1-4
2.7 Develop a robust orientation process.	Report 1-3
<b>Direction 3: Training and Development</b>	
3.1 Build leadership skills, knowledge and abilities throughout organization.	Report 1- 4
3.2 Establish training budget and resources to achieve strategic HR goals.	Report 1- 5
<b>Direction 4: Performance Management</b>	
4.1 Improve existing performance management strategies.	Report 1- 6
4.2 Provide performance management training to all managers and supervisors.	Report 1- 7
4.3 Develop clear corporate policies and processes around disciplinary issues.	Report 1- 9
4.4 Improve organizational morale.	Report 1-15
<b>Direction 5: Internal Communications</b>	
5.1 Establish robust internal communications processes.	Report 1-14
5.2 Formalize a staff suggestion program.	Report 1-16

## Strategic Directions and Tactics in Kenora's Human Resources Strategy

### 3.1. System Planning and Oversight

#### 3.1.1 Establish an HR committee to oversee and monitor the HR Strategy.

The HR Strategist, in consultation with the CAO, will establish a HR committee comprised of senior managers. The purpose of this Committee is to guide the development, oversight and evaluation of the HRM Strategy to ensure it reflects corporate priorities.

In addition, the Committee may carry out a range of responsibilities, such as:

- Reviewing and making recommendations with respect to senior management compensation.
- Reviewing performance appraisal appeals that are grounded in established policy and procedures.
- Working with Council to coordinate the evaluation of the CAO.

Actions required to implement this recommendation include:

1. Develop a Terms of Reference for the committee. This should include the committee's purpose, nature of membership, objectives, scope of authority, governance mechanism, reporting structure, resources, meeting frequency, roles and responsibilities, budget, terms of membership and relationships to other committees.
2. Working with the CAO, the HR Strategist will identify 3-4 individuals from the senior management team who can effectively contribute towards the goals of the Committee.
3. The HR Strategist will meet with each Committee member and orient him or her to the Terms of Reference.
4. The HR Strategist will add a section to the appropriate performance management policies that outlines conditions and procedures under which employees may appeal their performance evaluation.
5. The HR Strategist will coordinate meetings, record minutes and track action items arising from the meetings.
6. The HR Strategist will work with the Senior Management team to develop a 360° Performance Evaluation mechanism for the CAO. This mechanism should include:
  - a. Assessments of performance on annual goals and objectives (e.g. strategic plan initiatives, budget targets, human resource turnover, etc.)
  - b. An evaluation of how well the CAO performs his/her duties as per the job description.
  - c. A self-evaluation component.
  - d. Opportunities for confidential feedback from Council and immediate subordinates. You may on occasion (e.g. every two or three years) also wish to

collect external input from other key stakeholders, such as CAO peers, and individuals with whom the CAO regularly works outside the municipality.

- e. A process for conducting the evaluation. Many municipalities and institutions hire an external consultant to conduct the CAO evaluation.

## Current Status

The HR Committee was established and is comprised of the senior leadership team. The terms of reference were developed and implemented by the team in October 2015. A kick off meeting was held Nov 23<sup>rd</sup>, 2015 with regular quarterly meetings since that date have been scheduled.

From these meetings the committee has moved forward new processes and procedures that support moving the City forward in an empowered workforce. Along with new documents to help guide Managers and Supervisors such as the new Performance Appraisal system, On and Off boarding documents and a new exit interviews process. Updating and educating new Managers on the direction the City is moving and making sure we are moving forward as an Employer of Choice.

Due to the length of time in recruitment of the senior leadership team and recent vacancies, some of the actions are on hold until the senior leadership team is complete. The development of the senior leadership team is important in building on the new performance appraisal system with the implementation of a 360 Performance Evaluation mechanism.

### 3.1.2 Review human resource policies and address gaps.

The Human Resource Strategist will undertake an audit of human resource policies, practices and issues to identify key areas for planning and prioritizing actions. Special attention must be paid to regulatory and legislative compliance, and to preventing occupational illness and injury. Appendix A comprises an inventory of current Human Resource policies at the City of Kenora, along with a preliminary assessment of gaps and recommendations for re-organizing them into broad policy areas.

Actions required to implement this recommendation include:

- Review the inventory of policies in Appendix A and identify priority areas for policy development and revision.

- Develop a Policy Template with which all policies are written, to ensure they are written consistently and comprehensively. A sample has been included in Appendix B
- Develop and/or or revise policies as necessary.
- Communicate revisions to all employees in the regular newsletter and/or on employee intranet.

### Current Status

An initial review of all the policies is complete. Presently, the HR Intern is gathering information from other municipalities specifically related to policies that may require some amendments. This is ongoing and a final report of policies to Council is estimated by mid-2017.

#### 3.1.3 Leverage technology to streamline and support HR processes and systems.

Making better use of technology to support human resource management will streamline processes and transactions, reduce duplication of effort and improve long-term record keeping. This will allow more time for the Human Resource Strategist to focus on big-picture, strategic management issues, and to develop a more integrated approach to working with other Departments. It will also facilitate better internal communications across the organization.

Actions required to implement this recommendation include:

1. Develop a process (i.e. develop posting guidelines and assign resources) to update SharePoint regularly with announcements related to policy changes and other time-sensitive matters.
2. Ensure all employees have City email addresses, passwords and daily access to computer equipment at work, so they can access the City Intranet.
  - a. Canvass employees to identify those needing training on how to access their email and City Intranet.
  - b. Train supervisors to administer employee training and confirm that all employees have access.
  - c. Develop a policy that suggests all employees should check the Intranet daily for announcements, health and safety concerns, inter-departmental notices and other information.
3. Explore human resource management software that will support at a minimum, the following processes and/or information for each employee:
  - a. Contact information.
  - b. Job description, cross training and employment history at the City.
  - c. Pay scale and current wages and benefits.

- d. Payroll records.
  - e. Performance evaluations.
  - f. Professional development plan.
  - g. Absenteeism, sick leave, and leaves of absence.
  - h. Credentials and their update status.
  - i. Personnel issues, e.g. rewards and recognition, disciplinary issues, etc.
  - j. Reporting capabilities including common HR metrics reports (e.g. Absenteeism)
4. Purchase and implement appropriate HR management software according to vendor recommendations.
- a. Research potential software options by consulting with other municipalities, the Ontario Human Resource Professional Association, trades literature and peer network.
  - b. Prepare a comparison of 3-5 appropriate options, including features, training or data migration concerns, implementation budget and maintenance budget for the software.
  - c. Present software options to the HRM Committee (with an IT resource person) for decision.
  - d. Provide training on software use to managers, supervisors and others who may need to access the records (e.g. you may wish to put the onus for updates on individual employees for such things as WHMIS or CPR certification.)

### Current Status

The HR team were engaged in demos with a variety of HRIS in 2013 & 2014, therefore in a good position to move forward the recommendation of exploring human resources management software.

Research was completed in early 2015 and selection was made to go with Info:HR, however final decision was held pending selection of the new financial system in order to ensure that Info:HR was compatible with the new financial system.

After Diamond was purchased, the HR team engaged in final demos with Info:HR. An Agreement License was signed with Info:HR however, due to difficulties in the financial conversion the implementation of Info:Hr was delayed.

The HR/IT team had the kick off conference call September 20<sup>th</sup>. Since that date the team have been engaged in numerous set up training sessions. At his time it is moving along smoothly with no difficulties.

The Info:HR implementation team is hoping to roll out Info:HR in early 2017, starting with the training to all staff for employee self-serve section.



IT is in the process of setting up computer kiosks in those departments that do not have day to day access to a computer or workstation, such as in the Roads department. Every City employee is issued an email addresses upon hire, however, some may not have had a purpose for use until now.

## 3.2. Recruitment and Retention

### 3.2.1 Develop a plan to address key staff attraction and retention issues.

Given the challenges that the City has faced around staff recruitment, identify the key staff attraction and retention issues and establish strategies and options to address existing obstacles. This includes developing a succession plan.

Actions required to implement this recommendation include:

1. Identify the expected results of the plan.
2. Develop measurable objectives that will capture the results so you can determine how successful the plan is.
3. Implement Recommendations 3.2.2, 3.2.5, 3.3, 3.3.1, 3.4 and 3.5 to support this plan.

### Current Status

No formal action has taken place on this recommendation to date. As per the implementation plan this will start in 2017.

### 3.2.2 Expand the City's employee recognition policy and program.

Expand the City's Employee Recognition Policy and Program. Employees who achieve performance goals or significant milestones in their career should be recognized and celebrated by their peers and Council.

Actions required to implement this recommendation include:

1. Research best practices on Employee Recognition Policies and Programs.
2. Ensure that senior management strongly advocate for and visibly support the program.
3. Identify measurable objectives for the program. What results do you want to achieve, and how will you measure them?
4. Survey employees to determine what they like and dislike about the existing programs.
5. Establish criteria for receiving rewards and recognition. Who determines which employees will receive recognition? How often will recognition be granted? What form will it take? Are there different levels or types of recognition?
6. Identify potential risks and barriers linked to implementing the program.

7. Design a draft program and get feedback from two focus groups: one comprised of supervisors, the other of employees.
8. Refine the program as advised.
9. Establish a reasonable budget and secure approval from the CAO and/or Council.
10. Train supervisors and managers on how the program works.
11. Inform all employees about the program and encourage them to get involved (e.g. through the newsletter, intranet, staff meetings, etc.)
12. Monitor and promote results and outcomes.
13. Maintain the program and keep up the momentum.
14. Evaluate the program on a regular basis (e.g. every two years).

### Current Status

Presently the HR team is researching and gathering information on other best practices on Employee Recognition Policies and Programs.

### 3.2.3 and 3.2.4 Explore opportunities for job enrichment through horizontal and vertical loading.

The Strategic Plan consultations revealed a need to facilitate a more quality-oriented customer service ethic among City staff. Empowering employees at the front line to make decisions and solve problems on their own not only improves service levels, but also increases morale and job satisfaction. One method of facilitating an empowered workforce is through the job enrichment technique of horizontal loading. This involves giving an employee a greater variety of tasks with the types of skills he/she is currently using. This provides opportunities for professional growth and development, increases job satisfaction and supports the City's objectives of retaining talent.

Similarly, vertical enrichment gives the 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.

Actions required to implement these two recommendations will require the HR Strategist to: <sup>1</sup>

1. Spend time reading and learning about job design, job enrichment concepts and implementation (e.g. see the references in the footnotes on this page).
2. Determine whether job design is a problem: Examine each job description to determine whether it is enriched already.
3. Define which departments will be involved and how the jobs within the department relate to each other.
4. Develop clusters of tasks based on similar skills, behaviors or common requirements. Identify which tasks may be meaningfully grouped together and defined as a job.
5. Consult with employees in each position (and their supervisors) to learn how they feel about the job itself, and where it can be enriched.
6. Hold a workshop with key supervisors and workers, to brainstorm job enrichment opportunities. Sort and categorize the ideas into meaningful sets for discussion and prioritization.
  - a. Choose one job category that is to be enriched and pilot the process with it.
  - b. Set measurable objectives associated with the enrichment process so you can evaluate it. (For example, you may set objectives unique to the job, such as the ability to competently perform one or more new skills; you may set more generic objectives, such as an increase in employee job satisfaction or incremental improvements in annual performance evaluations.)

### Current Status

Initial talks with the union on vertical and horizontal loading have taken place. As per the Implementation Plan we will be delving more into this recommendation in 2017.

#### 3.2.5 Increase efficiency of the recruitment process.

The recruitment process is to be re-evaluated for full-time and part-time positions, with particular attention to the process for recruiting volunteer firefighters. Feedback from managers across the organization identified that the recruitment process is too long and needs to be streamlined.

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<sup>1</sup> Adapted from Cunningham, J. and T. Eberle (1990) A guide to job enrichment and redesign. *Personnel*. 67(2), 56-61 | Kulpa, J. (2015) Motivate employees, find a balance between job enrichment and job enlargement. *Entrepreneur*. February 23, 2015 | Paul, W., Robertson K. and F. Herzberg (1969). Job enrichment pays off. *Harvard Business Review*. March, 61-78. | Hackman, R., Oldham, G. and K. Purdy, (1975). A new strategy for job enrichment. *California Management Review*, Summer, 57-71. | Umstot, D. and W. Rosenbach (1990). From Theory to action: Implementing job enrichment in the Air Force. *Air University Review*, March-April.

Before the City can evaluate its recruitment strategy it must first set some criteria against which it will be measured, and set some reasonable objectives. We suggest starting with the Time to Fill metric.

*Time to Fill* analyses the average time it takes to fill a vacancy. You can use this to measure the timeliness of the recruitment process. Its rationale is that vacant positions cost money, and the faster the position is filled the better the City and its residents are being served.

$$\frac{\text{Time to Fill} = (\text{Total Days to Fill Position})}{\text{Number of Total Hires}}$$

Total days to fill the position is determined by taking the number of days between the position becoming vacant and the day a replacement worker starts.

Actions required to implement this recommendation include:

1. Review the records from the past ten to twelve volunteer firefighter recruitment processes.
2. Using the Time to Fill formula, calculate the average Time to Fill (TF1)
3. Examine the three fastest processes and the three slowest processes to identify any mitigating factors or lessons learned.
4. Develop a process map that demonstrates the steps, resources and approximate time needed to conduct a timely recruitment process. The process map, in combination with your examination from Step 3, should help you identify bottlenecks and incorporate ways to mitigate them. This Process Map should appear in your Recruitment Policy.
5. Working with the Human Resources Committee, set a reasonable objective for an improved Time to Fill metric (TF2) for this recruitment area.
6. Apply the process map and refine it as you recruit new personnel.
7. Measure progress towards your objective by comparing TF1 and TF2 at the 6-month and 1-year periods, and adjust the process if needed.

### Current Status

There has been no HR allocated time to this item.

#### 3.2.6 Build a succession plan.

One of the recommendations from the Organizational Review suggests there is a need for formal succession planning, a best practice in human resource management. Succession

planning identifies job vacancies that can be expected to occur through retirement or attrition. It involves strategic consideration of where, how and which internal candidates might fill those vacancies.

The HR Strategist will conduct the following activities to implement this recommendation:

1. Identify job titles that require succession planning support. Criteria may include importance of role to organization or community (e.g. Water Plant Operator), educational or experience requirements, and incumbent timeline to retirement.
2. Take an inventory of key job requirements, and assess the skills/education/experience that potential employees have relative to those jobs.
3. Develop a plan to fill the gaps between needs and skills/education/experience with targeted training and development activities.
4. Ensure that the outcome of the plan is reflected in individual training and professional development plans during the performance appraisal process.

### Current Status

A draft succession map was prepared however since that draft, some key positions have become vacant.

We are presently building the Info:HR system and inputting the skills, education, experience of each staff person into this new system. Once the setup is complete we will be able to produce reports that will identify some of the gaps in skills and where development is required.

We have introduced cross training for staff who may be interested in pursuing a career in another department, particularly where we see pending retirements.

### 3.2.7 Develop a robust orientation process.

Comprehensive employee orientations help new staff members understand the social norms, workplace culture and management approach of the organization. Individuals who have never worked for a municipality need to understand the political implications of the public sector; furthermore, they need to be oriented to the City of Kenora's new culture of employee empowerment.

The HR Strategist will conduct the following activities to implement this recommendation:

1. Evaluate the current employee orientation process and identify gaps relative to best practices.
2. Update the Employee Handbook to ensure it is comprehensive and accurate.

3. Identify requirements for employee sign-offs (e.g. direct deposit information, confidentiality agreements, etc.)
4. Identify who will be responsible for each section of the orientation.
5. Establish an appropriate orientation schedule (i.e. some orientation may need to take place on the first day, whereas other aspects may be more appropriate once the employee has settled in).
6. Develop a process for informing other personnel about the new staff member prior to onboarding.
7. Develop a formal process for conducting the orientation.

Appendix C contains a sample Table of Contents for an Employee Orientation Manual.

### Current Status

Onboarding and off-boarding documents have been approved by the HR Committee. The HR Committee has reviewed, updated and approved an Onboarding – Supervisors Guide, Onboarding – Administrators, Guide and an Onboarding – Ambassador Guide. An Employee Exit Handbook has also been developed along with a new exit interview document.

All Managers and Supervisors will receive training on these documents at the next Manager/Supervisor training session on December 12<sup>th</sup>, 2016.

Implementation informally of some of the steps in the new documents such as a welcome bags has been happening for the last year, with positive feedback received.

## 3.3 Training and Development

### 3.3.1 Build leadership skills, knowledge and abilities at all levels of the organization.

To help the City prepare for the loss of knowledge and leadership that will result from retirements and attrition, it must develop leadership skills, knowledge and abilities at all levels of the organization. The City should develop a Leadership Training Program to increase employee growth, improve retention, support a more positive workplace culture, and facilitate succession planning.

Actions required to implement this recommendation include:

1. Develop an inventory of both baseline and ongoing training needs for a) Managers and Supervisors and b) Employees.
  - a. As per the Organizational Review recommendations, a standard baseline training regime for employees should include, at a minimum, Employee

Orientation, Customer Service and Principles of Change Management. Managers and supervisors should also receive this training, in addition to Management Communication, Administering Performance Appraisals and Motivating Employees. As of July 2015, all supervisors and managers have received training in Change Management. Some have also participated in workshops on Management Communication and Motivating Employees.

- b. Furthermore, every manager and supervisor should receive *ongoing* training and development to continue to build leadership, communications and management skills. There may be some ongoing training in common for most managers and supervisors, as well as some training that is specific to the needs of the individual. For more on this, see Recommendation 3.4.1.d.
2. Establish a new set of workplace norms regarding training and professional development. Currently, employees are accustomed to and recognize the value of regular training as it relates to health and safety; it will be important to expand the current definition of “training” to include communication skills, customer service, change management and –especially– leadership skills. You can facilitate new norms by:
    - a. Incorporating training expectations into job descriptions.
    - b. Incorporating a professional development plan in every performance evaluation.
    - c. Ensuring that Council understands the importance of establishing a meaningful training budget every year.
    - d. Tracking the outcomes of training programs, e.g. improvements on performance evaluations.
  3. Consider developing in-house training programs so you can deliver the training with internal resources on a regular basis. This may cost more initially, but you can ensure consistency of content, and eventually recoup the investment by not having to depend on outside trainers. This will require training some trainers throughout the organization as well, which builds additional leadership capacity. See recommendation 3.3.2 for more on this.

### Current Status

Most staff have received the change management training either by Clear logic or Bruce Graham, Risk Management and Loss Prevention Officer. Those that may not have received the initial training were hired after March 2016. These new staff would not have been impacted by the change as they were hired following the implementation.

Managers and Supervisors received Change Management Training, Motivation, Problem Solving/Conflict Resolution, Leadership Communication Training. Unless they were recruited after March 2016.

New Supervisors hired after March 2016 and some new ones prior to that date, have received Leadership Development training through People First HR. HR brought in an onsite trainer for Leadership Development that was one day a week for three weeks.

New job descriptions reflect required mandatory Leadership/Supervisor training hours. This is also communicated to all new employees during their offer of employment letters.

All Managers and Supervisors have received at least three training sessions on Performance Management. Combined with general training on supervision and communication.

We have also introduced Lunch and Learns. These lunch and Learns are specific topics such as Leadership for Supervisors. We have also introduced health and wellness Lunch and learns for all staff.

Managing in a Unionized Environment Seminar was also provided to all non-union Managers and Supervisors.

Frontline staff have received Change Management training, Performance Management, Communication and Motivation training.

All staff received their annual refresher for Health & Safety

The new Performance Appraisal system includes discussion on job specific training and career development training. These training requests are monitored by HR. With the implementation of the HRIS all training will be tracked in the new system.

Managers and Supervisors attended a full day training session on Cultural Sensitivity training in November 2016 at the Seven Generations Institute. This training was useful to understand the First Nations history, traditions and culture. A version of this training will be extended to all staff in 2017.

### **3.3.2 Establish training budget and resources necessary to achieve strategic HR goals.**

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."

Actions required to implement this recommendation include:



Phase 1:

1. Determine the number of managers and supervisors who will require the training suggested in this document (e.g. delivering constructive feedback, meeting management, leadership communication, conducting performance appraisals, etc.)
2. Identify potential training sources and their costs. Examine options for external training (e.g. individuals attend external workshop or course) and internal training (e.g. hire a trainer to deliver training at City Hall).
3. Prioritize the training over 2016-2017.
4. Submit annual training budget to CAO and Council for consideration.

Phase 2:

1. Conduct employee evaluations for all employees. We anticipate that it may take until 2017 to complete this process, given the need to assess job descriptions, enrich the jobs as appropriate, develop performance appraisals and train supervisors before appraisals can be conducted.
2. Identify training needs as per the Career Development component in each evaluation.
3. Prioritize the training over 2017-2020.
4. Submit annual training budget to CAO and Council for consideration.

### Current Status

Managers and supervisors have received numerous mandatory training sessions over the last year and half. The training was offered both in house and externally. This is ongoing and we believe in 2016, we were able to identify where some of the training needs of supervisors and managers are with respect to leadership development.

The 2016 Performance Reviews will be the first time the full new process will have been completed. The expectation is that once the forms are finished and input into the HRIS we can evaluate and determine strategically the next steps for ongoing training.

The 2017 budget will reflect the needs of the staff development appropriately. This will enable the development plans for staff that either require additional training, personal development training to move within the organization or look at succession planning for future vertical or horizontal movement within the organization.

#### 3.4.1 Improve existing performance management strategies.

Enhance existing performance management strategies. This includes developing a culture where ongoing feedback is exchanged in a two-way process between staff and management.

Actions required to implement this recommendation include:

1. Develop a standard performance evaluation process for all managers, supervisors and employees. This will include the following sections:
  - a. Key aspects of an employee's performance as they relate to the job description.
  - b. A self-evaluation component that can be compared with the supervisor's evaluation to provide a basis for better understanding of expected performance levels.
  - c. Jointly developed work plans and performance objectives for the coming year.
  - d. Training or professional development required to ensure the employee's job skills are kept current and/or to meet new job requirements.
  - e. For supervisors and managers, there should be a section in which evaluations of managerial skill are solicited from the employees he or she supervises. This can be accomplished by the HR Strategist through a brief on-line survey, and with face-to-face follow-ups to develop further understanding of any particular areas of concern.
  - f. Include an explicit "performance management" component in all supervisory and management job descriptions, and ensure that this is measured in annual performance evaluations. This is often accomplished through 360° evaluations.
2. Ensure the HR Strategist has coaching abilities necessary for transferring performance management skills and knowledge to managers and supervisors.
3. Provide new and experienced managers alike a one-to-two hour training session based on Kenneth Blanchard and Spencer Johnson's *One Minute Manager* book. This book provides simple but effective guidelines on managing employees through goal setting, positive feedback and constructive criticism.
4. Develop an internal Leadership Excellence program. This approach is modelled on that of professional associations such as CMA, PMP, CMC and CHRL, which require that its practitioners engage in continuous learning to keep their certifications. The City could develop a simple, points-based program that gives supervisors and managers an additional stipend or perk for maintaining the Leadership Excellence rating. For example, the rating could be earned and maintained by attending at least 6 hours of internal management training each year, and 6 hours of external training every two years.

### 3.4.2 Provide performance management training to all managers and supervisors.

Provide performance management training to all managers and supervisors to enhance their supervisory skills and better manage employee performance. This would include training on how to conduct performance evaluations.

Actions required to implement this recommendation include:

1. Develop a standard performance management appraisal process, as per Recommendation 3.4.1.
2. Prepare and deliver a standard training program for supervisors and managers, based on the application of the appraisal process. This should include reinforcement on how to deliver praise and constructive criticism, and how to set measurable performance goals with employees. This training should be delivered to all supervisors and managers currently at the organization, and to every individual who newly assumes that role thereafter.
3. Prepare and deliver a standard training program for employees, based on the application of the appraisal process. This should include reinforcement on how to complete the self-evaluation component of the appraisal. This training should be delivered to all employees currently at the organization, and to every new employee who joins thereafter.

### Current Status 3.4.1 and 3.4.2

A new Performance Management System was developed and introduced to all staff of the organization in 2015.

Although no formalized leadership program has been developed, all supervisory staff, up to and including the CAO, are now required to participate in 40 hours of leadership training on an annual basis. The senior management team has been working through a leadership development exercise with a leadership consultant. Some of the Managers and Supervisors were sent to leadership training in Winnipeg. In addition, there were several training programs related to leadership and management development implemented over this period, as previously outlined in this document.

The Clearlogic training sessions for supervisory staff included training on the principles of the One Minute Manager.

We are continuing to update job descriptions to reflect an empowered workforce. The job descriptions of supervisors and managers also identify a requirement of specific hours required in training.

Performance management and goal setting training with the managers and supervisors has taken place on three occasions with the fourth coming up December 12<sup>th</sup>.

Training has been provided to front line staff on performance management and goal setting.

### 3.4.3 Develop clear corporate policies and processes around disciplinary issues.

Currently, the City of Kenora has a corporate policy on progressive discipline, but it has not been applied consistently.

Actions required to implement this recommendation include:

1. Review the policy on progressive discipline and address any gaps.
2. Provide policy implementation training to all supervisors and managers. This includes:
  - a. How to deliver constructive, timely feedback.
  - b. How to correctly document each event.
  - c. The process for reporting such incidents to Human Resources.

### Current Status

During the Performance Management training a large part of the process concentrated on the Progressive discipline.

An external consultant was brought in to present on Managing in a Unionized Environment.

The HR intern is presently researching other municipalities to gather pertinent information to bring forward to the HR committee for recommendation if the present policy should be amended or if the present policy is adequate.

### 3.4.4 Improve organizational morale.

Management should identify areas within the corporation that require team building support to improve morale. While there was evidence of low morale and lack of teambuilding during the City's strategic planning process, this is likely to have been exacerbated by recent restructuring

announcements.<sup>2</sup> Low morale in public sector jobs is linked to lower productivity, greater turnover and increased incidences of absenteeism and illness.

Actions required to implement this recommendation include:

1. Conduct an employee climate survey to identify areas of low morale. Typical climate surveys include scales that measure individual job satisfaction, job commitment, satisfaction with peers, perceptions of free riding, satisfaction with management, team orientation and propensity to change. They may also include specific questions about job conditions, workplace culture and other issues of importance. When done regularly (e.g. every two years) such surveys can provide invaluable information to Human Resources staff on such issues as internal morale, the level of communication between managers and staff and anticipated turnover rates. See Recommendation 3.5.1.5 for more information on employee climate surveys.
2. Analyze the results of the survey to identify problem areas.
3. Develop a plan to address issues. E.g., the plan could involve providing leadership training to one or more supervisors; promoting the development of work teams within certain departments; or improving internal communication in one or more channels.

### Current Status

No survey has been sent out to date. The HR Team was directed to wait until the final follow-up survey from BMA was complete. That survey is being done in December 2016.

## 3.5 Internal Communication

### 3.5.1 Establish robust internal communications processes.

As a priority, implement the actions identified in the City of Kenora's Strategic Plan around internal communications. This includes employee newsletters, roundtable workshops and employee engagement programs, and climate surveys, among other initiatives. This will build on the momentum developed during the strategic planning and organizational review processes. It requires developing corporate and departmental strategies to improve two-way communication between staff and management.

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<sup>2</sup> Makawatsakul, N., & Kleiner, B. H. (2003). The effect of downsizing on morale and attrition. *Management Research News*, 26(2/3/4), 52-62.

Internal communication is one of the most critical activities in organizations.<sup>3</sup> Their effectiveness and survival are based on good relationships among individuals and groups, and relationships grow out of communication. Furthermore, organizational capacity is developed and implemented through “intensely social and communicative processes.”<sup>4</sup>

Communication helps individuals coordinate their activities to achieve corporate goals, and it’s essential in socialization, decision-making, problem-solving and change-management. Internal communication also provides important information about employees’ jobs, organizational mission, outside trends and each other. Communication motivates individuals, builds trust, creates shared identity and promotes engagement. It provides an opportunity for employees to express emotions, share experiences, and celebrate and remember accomplishments. Fundamentally, communication allows individuals and groups to make sense of their organization, to better understand what it is and what it is trying to accomplish.

Each is supported by a number of specific, interconnected and complementary communications tactics. For example, you can give employees a voice by:

- Encouraging them to submit information to the newsletter.
- Promoting more staff/supervisor interactions.
- Encouraging supervisors to hold regular staff meetings.
- Providing an opportunity to make suggestions through a formal suggestion program and an annual climate survey.

Actions required to implement this recommendation include:

1. Implement technology recommendations 3.1.3.1 and 3.1.3.2 (i.e. improve intranet content and mandate access for all employees).
2. Implement recommendations 3.3.1 and 3.4.1 (i.e. building leadership and performance management capacity within the organization).
3. Consult with employees around what content they would like to see in a regular newsletter. It may not be feasible to include all requests, but the process of consulting them conveys an important message about the renewed importance of internal communication.
4. Create an electronic newsletter template that addresses employee preferences in 3.5.1.3 where appropriate, and that can be easily populated for each issue. You may wish to use

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<sup>3</sup> Harris, T. E., & Nelson, M.D. (2008). *Applied organizational communication: Theory and practice in a global environment*. New York: Lawrence Erlbaum.

<sup>4</sup> Jones, E., Watson, B., Gardner, J., & Gallois, C. (2004). Organizational communication: Challenges for the new century. *Journal of Communication*, 54(4), 722-750.

an off-the-shelf solution such as MailChimp, which is easy to use and allows you to track your engagement rates. The newsletter will include:

- a. Kenora's Vision and Mission.
  - b. A brief message from the CAO on an issue that he or she would like staff to be thinking about – this might be a reminder about tourism season and its implications, a note describing positive feedback received about city staff, or changes to city policies.
  - c. Health and safety bulletins that require extra emphasis beyond the intranet postings.
  - d. Employee recognition features, if applicable.
  - e. Strategic plan progress and achievements.
  - f. New employee introductions, if applicable.
  - g. An "Inside the \_\_\_ Department" feature that helps employees understand what goes on in other parts of the organization.
  - h. Other timely information at the discretion of the HR Strategist, e.g. an announcement of an upcoming Climate Survey.
  - i. A section encouraging employees to contribute their own articles.
5. Develop an Employee Climate Survey using scientifically valid measures to evaluate issues identified in the Organizational Review. Sample measures that have good test-retest reliability include Meyer and Allen's (1991) Job Commitment instrument,<sup>5</sup> Kunin's (1955) Job Satisfaction scale,<sup>6</sup> and Spreitzer's (1995) Workplace Empowerment measure;<sup>7</sup> you may also wish to measure attitudes such as Trust in Leadership, Satisfaction with Peers, Perceived Workload Distribution, Organizational Identification, etc. This survey can be administered every two years to track improvements in morale, job satisfaction, empowerment and other workplace attitudes.
  6. Coach department heads on how to hold annual staff round tables to solicit ideas, address problems and promote teambuilding.
  7. Ensure that department supervisors and managers understand the importance of holding regular, productive staff meetings. This may require some training on how to plan and run effective meetings.

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<sup>5</sup> Meyer, J P and N. Allen (1991). "A three-component conceptualization of organizational commitment: Some methodological considerations", *Human Resource Management Review*, 1, 61-98.

<sup>6</sup> Kunin, T. (1955). "The Construction of a New Type of Attitude Measure." *Personnel Psychology*, 8, 65-78.

<sup>7</sup> Spreitzer, Gretchen M. (1995), "Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation," *The Academy of Management Journal*, 38(5),1442-1465.

8. Evaluate these processes at regular intervals through employee surveys, focus groups and meetings. For example, you may be able to measure changes in perceived effectiveness of management communication via the Climate Survey if you ask specific questions about this.

### Current Status

All employees will have access to computer kiosks that will allow them to sign on to SharePoint. With the implementation of Info:HR all staff will receive training on how to use SharePoint and the new Info:HR. They will create a password and receive training on how to use both systems in early 2017.

Staff were surveyed to enquire if the City Scene newsletter return, or if the new television system in place was adequate. The results of the survey indicated that staff wanted to see the newsletter back.

The first newsletter went out in October. In that newsletter another survey was given asking employees what content they wanted to see in the newsletter. The recommendations have been added to the newsletter that went out in early December.

An internal communications committee was struck in spring of 2015 and the first area of focus for the committee was internal messaging within departments and promoting our Strategic Plan across the City. The committee initially developed the idea of message boards that would both host positive messaging about the Strategic Plan, focusing on various Goals contained within the Strategic Plan, and staff information that would be changed regularly. It was then thought that having digital messaging that could be changed and updated at any moment would be far more effective and would reach



more employees providing them with important, up to date information and would strive to promote a more empowered and engaged workforce.

In December 2015 the City launched the new digital internal messaging system. This system provides current messaging regarding other departments, events taking place, staff changes, staff accolades, important HR information and so much more. Staff have been very receptive to the new messaging and we receive positive comments back from staff on a regular basis. The more the digital messaging is promoted throughout the departments, the more staff will feel engaged to provide information for the content on the internal televisions.

### 3.5.2 Formalize a staff suggestion program.

Formalize a staff suggestion program that includes a standard process for evaluating and responding to each suggestion. This program should be grounded in best practices. For example, research<sup>8</sup> suggests employee suggestion programs that prioritize “easy-to-solve” problems have a greater impact on the safety climate than those focused on identifying larger, more complicated ones. In addition, outcomes are better when a member of senior manager gets involved in helping to solve the problem. This is not to detract from the notion of empowering employees to solve problems, but serves to ensure that nothing is overlooked, while also acknowledging the importance of the employee’s suggestion.

Actions required to implement this recommendation include:

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<sup>8</sup> Guttry, P. (2012). Employee Suggestion Programs that Work. *Working Knowledge: Thinking that Leads*. Harvard Business School.

1. Research other staff suggestion programs to identify best practices and potential risks.
2. With the CAO, present options for rewarding and recognizing employee suggestions, and determine how best to proceed. For example, rewards can range from a handwritten thank you note to gift vouchers, cash or even promotion. Note that cash rewards may serve to suppress intrinsic motivation.
3. Evaluate the City of Kenora's current program in the context of this research, and make revisions as necessary.
4. Identify and establish a process to evaluate and reward employee suggestions consistently and impartially. This may require developing a cross-functional Committee of senior managers who evaluate suggestions on a quarterly basis, or these could be compiled and presented as an agenda item at Department Head meetings. If you choose the Committee approach, you must develop a Terms of Reference for it.
5. Revise the City of Kenora's Human Resource Policy on Employee Rewards and Recognition accordingly.
6. Communicate the program to all staff.
7. Evaluate the program at regular intervals through employee surveys, focus groups and meetings. You may be able to measure changes in perceived two-way communication via the Climate Survey if you ask specific questions about this.

### Current Status

As per the Implementation Plan this has been identified for 2019. Nothing formal has been implemented at this time.

## Conclusion

In summary, there is a commitment to moving forward the City of Kenora Human Resources Management Strategy forward; this is seen through new activates (e.g. Increased training, development and implementation of new processes etc.) as well as the creation of the HR Committee.

HR issues are complex and highly interdependent on activities at all levels of the organization. This past year and half has been an extremely busy time for all departments. A great deal of change has taken place; a lot of new faces and new perspectives.

During this past year and half, HR along with managing day to day business have been spending time with the new staff and new supervisors coaching and providing direction and advice to help with the transition into an empowered workforce.

Communication and team building as an organization is also imperative to moving forward as an employer of choice which includes some social activates. Employees enjoyed a dart evening, fun golf afternoon and a department challenge of pumpkin carving over the last year. All with great reviews, happy to see some fun activities and bringing departments together.

Overall, the HRM Strategy has successfully moved the recommendations forward as per the Implementation Plan, despite some challenges such as the financial conversion and filling new positions. Moving forward with Info:HR will help ensure the City continues to make progress in implementing the recommendations over the next years.



November 25, 2016

## City Council Committee Report

To: Mayor and Council

Fr: Charlotte Edie, Treasurer

Re: October 2016 Monthly Financial Statements

### Recommendation:

That Council hereby accepts the monthly Financial Statements of the Corporation of the City of Kenora at October 31, 2016.

### Background:

Attached for your information, please find the October 2016 summary expense and user fee statements for the City of Kenora and the Council department. At the end of October, the year is 10/12 complete, so not including any seasonality or timing, there should be 17% of the budget remaining.

### Overall:

- Expenses at the end of October 2016 were slightly better than budget with 21% remaining to be spent.
- User fee revenues to the end of October 2016 are around budget with 18% left to collect. They are, however, \$834k above this time last year. The major differences are in Environmental Services and Provincial Offences. Also as a comparison, at this time last year, we also had 18% to collect.

### Expenditures:

- **General Government** - The General Government expenses to date are slightly under budget.

**Council** travel is around budget with 18% remaining for the year.

The **City Clerk** department has legal fees at 3.5 times the annual budget due to unforeseen legal issues and Freedom of Information requests.

**Administrator's Office** contracted services have over spent the annual budget. This is due to recruitment costs, spent in accordance with the City recruitment policy. These costs will be offset from the City's contingency reserve. Recruitment costs are still being incurred for the Corporate Services Manager and Project Engineer.

**Finance** bank charges are over budget as a result of increased credit card service charges and US exchange costs. Otherwise costs are within or under budget.

**IT** is on budget despite the purchase of a 3-year license for cameras when the budget only anticipated a 1-year license. The 3-year license was more economical in the long run. Also, there is an unanticipated surveillance camera at the request of the OPP.

**Rental Building** expenses are slightly over budget. As a rule recovery billings are usually one month behind. Repairs to the Medical Centre are over budget by over \$1K to date.

- **Protection** – The Protection Department expenses to date are on budget.  
**Fire Department** wages are over budget due to the pay out of retro pay in September. There is 5% remaining in the wage budget for the year. Repairs are over the annual budget due to door, A/C and exhaust fan repairs.  
**Facility Vehicles** show a net recovery. Recoveries were either not budgeted or had small budgets.
- **Transportation** – The Transportation Department expenses to date are under budget with 31% remaining to be spent.  
**Roads** expenses appear low so far this year. Last year \$76,000 was spent on insurance claims relating to the roads dept as compared to \$15,000 this year. The 2<sup>nd</sup> half premium of \$23,000 has yet to be recorded. In 2016 benefits follow the wage to the dept that the wage is charged to e.g. paved roads Dept 313. In 2015 each employee had a home account where all benefits were charged to the home dept of 311 even though the actual wage costs were recorded in another department. Benefits to October 2015 were \$301,435 and in 2016 they are \$124,880. These 2 differences alone would add approximately \$236,000 to actual.  
**Loosetop Road** expenditures are over budget for the year. Rental of own equipment is over budget for ditching, patching & washouts and resurfacing. Patching & washouts expenditures are over budget by \$63,000.  
**Winter control** expenses are under budget with 32% remaining to be spent.  
**Safety devices** are 8% over budget due to the line painting spending. Line painting is over budget by almost \$13,000. Other areas in this department are under budget.  
**Parking rentals** are over budget only because utilities were not budgeted in 2016. To date utilities are over \$2,600. These will be budgeted in 2017.  
**Streetlighting** utilities expense is under budget.  
**Wharfs** expenses are approaching budget due to taxes exceeding budget by \$2k.  
**Barsky Facility** expenses are over budget due to internal charges for wages as employees completed projects on the building. Benefits now follow allocated pay and were not budgeted for in 2016. Also rental of own equipment is over budget.  
**Operations Administration** expenses are over budget due the overlap of the manager position.
- **Environmental** – The Environmental Department expenditures are overall better than budget with 26% of the budget available to spend in 2016.  
**Sewer Lift Station** expenses are over budget due to an emergency pump purchase for the 8<sup>th</sup> Ave S and Laurenson Creek station. This will be offset by a release from reserves at year end. Also there were extensive repairs at the Sultana and Gov't Road locations. An additional submersible pump was purchased in September. Building lift at Preston St. location was also over budget in September.  
**Storm Sewer** expenditures are over budget to the end of October with the budget for the entire year exceeded. Benefits now follow allocated pay and were not budgeted for in 2016. Rental of own equipment used in repairs is also over budget. In October several culverts were reconstructed resulting in an \$8,800 charge from stores.
- **Recreation & Cultural** – Overall Recreation & Cultural expenses are slightly better than budget with 24% remaining to be spent. The departments that involve outdoor recreation (such as all the parks) are over budget however these expenses should now be slowing down. None have gone over the annual budget.  
**Harbourfront** expenses are over budget for the year as a result of an overage in wages and benefits. The contracted services expense is right at budget for the year however the contract for plant maintenance ends at the end of October.

**Keewatin Arena** expense are over budget due to benefits now following allocated pay. As a result KRC benefits are under budget. Also R&M are over budget due to the purchase of a white puckboard for \$8.5k.

**Recreation Programs** expenses reflect the recording of the summer day camp wages.

- **Planning & Development** – Planning & Development expenses are on budget with 18% remaining to be spent.  
A portion of the overage is in **planning operations** and is due to a retirement.

#### **User Fees:**

- Overall, user fees are above budget projections with 18% of the budget still to be collected.
- **Protection to Persons and Property**  
**Provincial Offences** revenue is dependent on the fines assessed in this area.  
**OPP** are under budget due to a lag in reporting from the OPP.
- **Transportation**  
**Metered Parking** revenue is under budget however the budget was increased by \$60K from 2015. Actual revenue is comparable to 2015.  
**Barsky Facility** budget is overstated because it includes work order billings that are going through Garage & Shop. This is a new line item in 2016.  
**Garage & Shop** revenues are under budget due to a lag in billings.
- **Environmental Services**  
**Jones Road Landfill** user fees are better than budget. The budget has already been surpassed. This increase is due to additional demolition material and the change in charging for hog fuel.
- **Recreation & Cultural**  
**Thistle Arena and KMA** revenue is earned seasonally therefore difference will decrease.

#### **Strategic Plan or other Guiding Document:**

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



November 28, 2016

## City Council Committee Report

**To: Mayor & Council**

**Fr: Heather Kasprick, City Clerk**

**Re: Peterborough County Resolution of Support**

### **Recommendation:**

Whereas there is a direct service delivery and financial relationship between the Province of Ontario and municipalities for many health care related services such as Land Ambulance / Paramedic services, Long Term Care and Public Health; and

Whereas the municipalities' portion of these costs are borne through property taxation; and

Whereas there have been significant annual increases to costs to municipalities resulting from increase service demand and/or from inappropriate provincial funding models that do not adequately address service delivery demands or the need for system enhancements to meet the service demand and maintain the many legislated and/or regulated standards;

Now therefore be it resolved that Council of the City of Kenora endorses the Peterborough County Council resolution made at its meeting on October 19, 2016 and:

1. Directs that a letter be sent to Premier Kathleen Wynne and Minister of Health and Long Term Care Eric Hoskins requesting additional Health Care funding to offset the ongoing and rising health care services costs that are being borne by municipalities on the property tax base.
2. Requests that the Province NOT download any additional or future costs for land ambulance / paramedic services, long term care, or public health.
3. That a copy of the letter be sent to AMO, NOMA and to both Sarah Campbell, MPP and Bob Nault, MP for the Kenora District.

### **Background:**

A copy of a resolution was received from the County of Peterborough in regards to the direct service delivery costs and the burden it places on local taxpayers. The resolution called for support from other municipalities in Ontario along with distribution to AMO and the MPPs.

**Budget:** N/A

**Communication Plan/Notice By-law Requirements:** Distribution according to resolution.

### **Strategic Plan or other Guiding Document:**

2-4 The City will act as the catalyst for continuous improvements to the public realm



October 21, 2016

The Honourable Kathleen Wynne, Premier  
Queen's Park  
Room 281, Main Legislative Building  
Toronto, ON M7A 1A1

The Honourable Dr. Eric Hoskins  
Minister of Health and Long-Term Care  
10<sup>th</sup> Floor, Hepburn Block  
80 Grosvenor Street  
Toronto, ON  
M7A 2C4

Dear Premier Wynne and Minister Hoskins:

At its meeting held the 19<sup>th</sup> day of October, 2016, Peterborough County Council passed the following resolution:

“Whereas there is a direct service delivery and financial relationship between the Province of Ontario and municipalities for many health care related services such as Land Ambulance/Paramedic services, Long Term Care and Public Health;

And Whereas the municipalities’ portion of these costs are borne through property taxation;

And Whereas there have been significant annual increases to costs to municipalities resulting from increase service demand and/or from inappropriate provincial funding models that do not adequately address service delivery demands or the need for system enhancements to meet the service demand and maintain the many legislated and/or regulated standards;

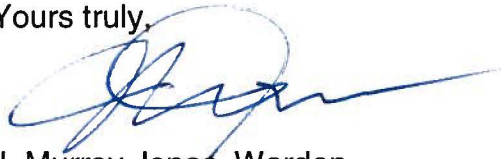


Now therefore be it resolved that County Council endorses the Joint Services Steering Committee recommendation made at its September 8, 2016 Meeting and:

1. Directs that a letter be sent to Premier Kathleen Wynne and Minister of Health and Long Term Care Eric Hoskins requesting additional Health Care funding to offset the ongoing and rising health care services costs that are being borne by municipalities on the property tax base.
2. Requests that the Province **NOT** download any additional or future costs for land ambulance/paramedic services, long term care, or public health.
3. That, subject to endorsement by the City and County Council, a copy of the letter be sent to AMO and to Jeff Leal MPP and Laurie Scott MPP and that this resolution be provided to all Ontario municipalities for support and endorsement."

Thank you for your consideration of this matter.

Yours truly,



J. Murray Jones, Warden  
County of Peterborough  
Email: [warden@county.peterborough.on.ca](mailto:warden@county.peterborough.on.ca)

c: G. King, CAO County of Peterborough  
Association of Municipalities of Ontario (AMO)  
The Honourable J. Leal, Minister of Agriculture, Food and Rural Affairs  
L. Scott, MPP, Haliburton-Kawartha Lakes-Brock



Nov 28, 2016

## City Council Committee Report

**To: Mayor and Council**

**Fr: Michelle Saunders, Tax Collector**

**Re: Tax Appeals under Section 357 of the Municipal Act, 2001**

**Recommendation:**

That Council hereby approves Section 357 tax adjustments with potential refunds totaling \$1,928.60.

**Background:**

The cancellation and refund of taxes are dealt with by Council under Section 357 of the Municipal Act. They typically relate to properties that have had an assessment reduction due to a change in assessment classification, fire, demolition, substantially damaged or repair preventing normal use.

**Budget/Finance Implications:**

The municipal share of the tax reduction relating to the Section 357 adjustment is \$1,468.33.

**Communication Plan/Notice By-law Requirements:**

All properties are municipally owned. The treasurer will be notified once the adjustment is posted.

**Strategic Plan or other Guiding Document:**

Legislative requirement.



November 29, 2016

## City Council Committee Report

**To: Mayor and Council**

**Fr: Adam Smith, Special Projects and Research Officer**

**Re: G52 Municipal Grants Portal**

### **Recommendation:**

There is no recommendation with this report as it is only intended to provide Council with information regarding the G52 Municipal Grant Portal.

### **Background Information:**

G52 is a consulting firm that offers a grant portal service, expert grant writing and advocacy work on behalf of municipalities. Its Grant Portal shows all of the grants Kenora can apply for. Program lists are updated regularly and notice of program expiration or changes are provided. This interactive system provides easy identification of -- and access to -- Provincial, Federal and Third Party municipal grants and programs.

Staff began discussions with G52 on its web portal service in September. The webinar was attended by the City's Special Projects and Research Officer and Economic Development Officer. Subsequently, staff gathered feedback from other municipalities in the area that are subscribers to the service. The following is based on comments received from Red Lake and Ignace:

- Useful as a 'one stop shop' – not only for grants that the municipality would access beyond FedNor and NOHFC but also for community partners that may call the municipality looking for assistance – they are able to take a quick look to see what might be a good fit for other organizations;
- The updates are automatic and it saves time;
- Their website is well-organized and has a lot of info on a variety of grant programs;
- While awareness of major grant programs on their website can be gained from other sources, a lot of the grants are not publicized;

### Current Status

Based on the positive feedback received, staff subscribed to the service in October and has been monitored by the Special Projects and Research Officer. Senior Managers and supervisory staff involved in grant writing have been made aware of this service and provided a login to access the system.

Although it is too early to effectively evaluate G52's Grant Portal, over the last two months there has been a series of e-mail updates and links given for new funding programs and announcements that may have funding implications. Recent examples include the federal government's Infrastructure Bank, Great Lakes Guardian Community Fund and Career Focus Program. Although it is unclear on when an Infrastructure Bank will be implemented and its municipal impact, G52 offered a number of links assessing the concept. Meanwhile, the Great Lakes Guardian

Community Fund and Career Focus Program were not found to be of relevant to any City projects but are examples of small funding programs that may be difficult to find.

Although e-mail updates from G52 are provided periodically, staff check the Grant Portal weekly. By doing so, updates that may have not been provided through e-mail are not missed and staff can assess whether programs exist for new and/or emerging projects.

#### Next Steps

Over the next year, use of the subscription to the G52 Grant Portal is anticipated to evolve as new funding programs are announced in conjunction with Federal and Provincial budgets and as the City works towards it's own 2017 budget. Staff already intend to use the service to identify funding sources for projects slated for 2017-18. Furthermore, there may be an opportunity for greater collaboration with community groups as they pursue projects that align with funding programs found on the G52 Grant Portal.

#### **Budget/Financial Impact:**

The subscription fee of \$2,825.00 was drawn from the CAO's budget for 2016. Continued use of the service on an annual basis will have to be built into future budget deliberations.

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

#### **Strategic Plan or other Guiding Document:**

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



**November 29, 2016**

## **City Council Committee Report**

**TO: Mayor and Council**

**FR: Todd Skene, Fire & Emergency Service Manager**

**RE: Tariff of Fees and Charges for the Fire and Emergency Services**

### **Recommendation:**

That Council gives three readings to a bylaw to adopt a new Tariff of Fees and Charges bylaw to include new rates and charges for Schedule "C" – Emergency Services; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to give three readings to a new Tariff of Fees and Charges By-Law at its December 20, 2016 meeting to give effect to the new rates outlined in the revised Schedule "C"; and further

That bylaw number 128-2016 be hereby repealed.

### **Background:**

The City of Kenora Fire and Emergency Services has been delivering and performing services to the City of Kenora and surrounding fire departments since amalgamation of municipalities in 2000.

In 2002, the delivery of services for the City of Kenora were reviewed and general tariff of fees and charges were established for fire and emergency services. Many of these service charges have remained unchanged since 2002.

A comprehensive review of comparable services has been performed that included the review of surrounding fire department emergency, administrative and equipment services, including the municipalities of Dryden, Red Lake and Fort Francis. (See attachment: ES Surrounding Municipal Schedule of Fees and Charges for Emergency Services - Attach) As a result of the review, the services provided by the City of Kenora Fire and Emergency Services have been adjusted to compare with surrounding department levels and are now in line with the year 2016 and into the future.

**Budget:** 2016/2017 Operating Budget

**Communication Plan/Notice By-law Requirements:** Municipal Memo, Portal, and Media.

### **Strategic Plan or other Guiding Document:**

Aligns with the City of Kenora's Values contained within Strategic Plan 2015-2020, specifically,

"we strive for continuous service improvements through innovation, leadership and best practices; we consider community, public and workplace safety in every decision we make; we manage the municipal finances in a responsible, prudent and transparent manner;

Corporate Goal #2-3 "where the City will ensure prompt and immediate response times supported by resilient communications in the event of system outages and other emergencies.

Corporate Goal #3-3 "where 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."

## FEES AND CHARGES

### 72 Attachment 5

#### City of Dryden

#### Schedule E – Fire Service

[Amended 5-16-2011 by By-law No. 3881-2011; 3-18-2013 by By-law No. 4045-2013;  
2-18-2014 by By-law No. 4155-2014]

Category and Description	Fee/Charge	Effective Date
Emergency calls under Highway Act		
Charge MTO - out of town emergency calls under Highway Act - non-participating province (with evidence of certification)	Note 3	7-19-2010
Charge MTO - out of town emergency calls under Highway Act - participating province	Note 3	7-19-2010
Fire safety training		
Fire safety training (e.g., fire safety plans)	\$57.75	3-1-2014
Inspections		
Inspections on demand (e.g., property sales)	\$57.75	3-1-2014
Letters of compliance/file search	\$57.75	3-1-2014
LCBO inspections (e.g., compliance letters)	n/a	3-1-2014
Part 4 O.F.C. inspection (per hour)	\$80.00	3-1-2014
Retrofit of 9.8 inspection (per hour)	\$80.00	3-1-2014
Other		
Air cylinder refill	\$13.90	3-1-2014
Carbon monoxide detector	\$32.00	3-1-2014
Carbon monoxide detector test kit	n/a	3-1-2014
False alarm fees	\$265.00	3-1-2014
Fire reports (e.g., insurance adjustors request)	\$57.75	3-1-2014
Keybox	\$250.00	3-1-2014
Rural address sign	\$30.00	3-1-2014
Smoke alarm	\$15.80	3-1-2014
Training room rental (full day)	\$110.00	3-1-2014
Training room rental (half day)	\$55.00	3-1-2014
Propane facility – Level 1 Risk and Safety Management Plan (RSMP)	\$525.00	3-1-2014
Propane facility – Level 2 Risk and Safety Management Plan (RSMP)	\$2,100.00	3-1-2014
Permits		
Burn permit - commercial/industrial	\$60.45	3-1-2014
Burn permit - residential	\$18.90	3-1-2014
Incinerator permit	\$18.90	3-1-2014

**NOTES:**

Note 3 - Fees are based on rates set by the Ministry of Transportation.

**TOWN OF FORT FRANCES  
SCHEDULE OF FEES  
SCHEDULE "B"**

**3.17 Emergency Services - January 1, 2015 (Plus Applicable Taxes)**

**3.17.1 Administration**

3.17.1.1	Copy of Fire Reports	69.50
3.17.1.2	Letter of Compliance or Approval for Properties	69.50
3.17.1.3	File Search, Written Report and Records on Properties	69.50
3.17.1.4	Written Response to written request relating to outstanding orders under the Ontario Fire Code or any Act, Regulation or By-Law with which the Fire Service has Authority or Jurisdiction	69.50

**3.17.2 Property Inspection Request - by Owner or Business Operator**

3.17.2.1	Private Home Day Care Facilities (5 or less)	69.50
3.17.2.2	Licensed Day Care Centres (more than 5)	90.60
3.17.2.3	Special Care and Group Homes (3 or less)	69.50
3.17.2.4	Special Care and Group Homes (more than 3)	90.60
3.17.2.5	Inspections required by/for LCBO Licensing	124.25
3.17.2.6	Lodging House	69.50
3.17.2.7	Occupancy Load Calculation and Posting	90.60
3.17.2.8	Private Nursing Homes	124.25
3.17.2.9	Fire Inspections of Educational Institutions	N/C
3.17.2.9.1	Base Inspection	124.25
3.17.2.9.2	Each Classroom Additional	5.20
3.17.2.9.3	Portable Classrooms	69.50
3.17.2.10	Assembly Occupancies <60 persons	69.50
3.17.2.11	Assembly Occupancies >61 persons	69.50
3.17.2.12	Industrial/Commercial Single Tenant or Occupancy	124.25
3.17.2.13	Residential/Commercial - Multi Occupancy Complex	124.25
3.17.2.14	Residential/Apartment or Condominium Building	124.25
3.17.2.15	Office/Commercial Retrofit Inspections	124.25
3.17.2.16	Additional Inspection for incomplection or initial follow-up	124.25
3.17.2.17	Inspection - All Properties	69.50

**3.17.3 Special Occasions Inspections**

3.17.3.1	Mandated Fire Code inspection (tents/marquee)	69.50
3.17.3.2	Mandated Fire Code inspection (fireworks permits)	124.25
3.17.3.3	Public Vendors - Commercial Establishments	69.50
3.17.3.4	Public Vendors - Vendors from Outside Municipality	241.15
3.17.3.5	Public Vendors - Service Clubs	N/C
3.17.3.6	Misc. inspections not otherwise specified - per hour	69.50

**3.17.4 Other Service Fees/Charges**

3.17.4.1	Burning Permits - Residential 7 day	12.95
3.17.4.2	Burning Permits - Commercial/Industrial - each burn	119.90



3.17.4.3	Open Air Burning Violations	As per Burning By-Law
3.17.4.4	Extinguishing Fire were no permit obtained; out of control	410.00 for apparatus per hour plus wages plus 15% resident administration fee
3.17.4.5.1	Standby requests other than emergency response (per vehicle) For fire protection during shows, exhibitions, etc.)	410.00 for 1st hour then \$205.00 for every 1/2 hour thereafter
3.17.4.5.2	Standby requests other than emergency response (per vehicle)	410.00 per hour
3.17.4.6	Training Services - per hour	69.50 plus costs
3.17.4.7	Air Bottle Refills - other Fire Services	13.15 per bottle
3.17.4.8	Air Bottle Refills - Scuba, Private, Provincial, Industry	18.40 per bottle
3.17.4.9	Fire Service Training Outside Municipal Boundaries	69.50 per hour plus costs
3.17.4.10	Fire Service Fire Prevention Programs Outside Municipal Boundaries	69.50 per hour plus costs
3.17.4.11	Fire Service Administration Outside Municipal Boundaries	69.50 per hour plus costs
3.17.4.12	Fire Protection Outside Municipal Boundaries	As per Contract
3.17.4.13	Controlled Burns e.g. grass	Full cost recovery plus 15% resident administration fee
3.17.4.14	Boarding Up/Barricading Premises after Fire, costs per person, plus cost of public works (if used), plus cost of materials used plus 15% resident administration fee (if owner fails to comply within 24 hours the Fire Chief may authorize with all applicable costs.)	Full cost recovery plus 15% resident administration fee
<b>3.17.5 Emergency Services Response Calls</b>		
3.17.5.1	Fire Response to Structural Fires	N/C
3.17.5.2	Emergency response to MVA on MTO Highways as per Province of Ontario rates plus any additional clean-up costs (Recovery through MTO)	410.00 per apparatus for first hour; 205.00 per apparatus for every 1/2 hr thereafter or part thereof; as per MTO Rates
3.17.5.3	Auto Extrication Services within the Rainy River District	410.00 per hour
3.17.5.4	Motorized Vehicle Fires	N/C
3.17.5.5	False Alarms (1st & 2nd in a three month period)	N/C
3.17.5.6	Third False Alarm (after 3-call outs in a calendar year)	410.00 per apparatus per hour
3.17.5.7	For each Proceeding False Alarm (Within the Calendar Yr)	410.00 per apparatus per hour



**THE CORPORATION OF THE MUNICIPALITY OF RED LAKE**

**RED LAKE FIRE AND RESCUE SERVICE**

**SCHEDULE OF FEES**

**Burn Permits**

Annual Permit	\$ 40.00 per season
4 Day Permit	\$ 10.00 per permit
Incinerator Permit (includes inspection)	\$ 50.00 per season
Level 3 Permit	\$ 350.00 per season
Inspection Fee	\$ 35.00

**Training/Education**

Fire Extinguisher Training	
- Per person	\$ 25.00
- Groups (6 – 10)	\$ 100.00

**Inspections/Reports**

Fire Reports (copy)	\$ 75.00
Fire Inspections:	
Residential	\$ 75.00
Commercial, Industrial, Institutional	\$ 300.00
Propane Risk and Safety Management Plans:	
Level I Plans	\$ 600.00
Level II and III Plans	\$ 2,400.00

**Other**

False Alarm Fee (Per Incident in excess of Two (2) Incidents per calendar year)	\$ 375.00
Auto Extrication (excludes assumed roads)	
- Per vehicle for the first hour or part thereof	\$ 450.00
- Per vehicle for each additional ½ hour or part thereof	\$ 225.00



November 28, 2016

**City Council  
Committee Report**

**To: Mayor and Council**

**Fr: Marco Vogrig, Municipal Engineer**

**Re: 2017 Hourly Equipment & Truck Rental Tender**

**Recommendation:**

That the tenders for the Hourly Rental of Equipment and Trucks for 2017 be received; and further

That the attached Ranking Lists for Hourly Rental of Equipment and Trucks for 2017 be accepted and adopted for the purposes of hiring non-owned equipment and Trucks during the period of January 1 through to December 31, 2017.

**Background:**

The City of Kenora puts out an annual tender for the hiring of non-owned equipment and trucks on an as required basis throughout the year. The tender for Equipment and Truck Hourly Rental closed on November 24, with formal tenders received from six companies. The contractors provided hourly rates for various pieces of equipment and types of trucks as specified in the tender document. The tenders are broken down into ranking lists showing the various items with the contractor's name, information and hourly rate included. The equipment is ranked by lowest price rated first and then by the newer year of equipment being rated higher should identical pricing be received for the same category of equipment. The trucks are rated with one truck from each contractor being ranked first using the same ranking methodology as the equipment, prior to additional trucks of the same contractor being included in the ranking listing. The ranking lists for both equipment and trucks are attached.

These ranking lists will be distributed to City departments for their use when hiring non-owned equipment and trucks throughout 2017.

All categories of equipment and trucks received a minimum of one price with the exception that there were no bidders for vacuum trucks.

**Budget:**

2017 Operating Budget

**Communication Plan/Notice By-law Requirements:**

Jeff Hawley - Manager of Operations and Infrastructure, Marco Vogrig - Municipal Engineer, Krishanth Koralalage - Roads Division Lead

**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



November 21, 2016

## City Council Committee Report

To: Mayor and Council

Fr: Jeff Hawley, Operations & Infrastructure Manager

Re: Traffic Amendment – Rate of Speed – 40 kms / Hour Zone – Taillieu Road

**Recommendation:**

That Council authorizes an amendment to the City of Kenora Traffic Regulation By-law Number 180-2015 to include changes to Schedule "T" – Rate of Speed - 40 Kilometres Per Hour Zone for Taillieu Road from Highway 17 East to the Jones Road; and further

That three readings be given to an amending by-law for this purpose.

**Background Information:**

The City of Kenora received a letter from a resident on Taillieu Road containing nine (9) signatures in support of lowering the speed limit on Taillieu Road to 30 or 35 kms/hr to make the road safer for walkers with children and pets. The present speed limit is 50 kms/hr.

Comments were received from the respective Divisions within the Operations and Infrastructure Department and the O.P.P. in support of the lowering of the speed limit to 40 kms/hr, as reductions in speed are typically not lower than 40 kms, as per the Highway Traffic Act.

It is recommended that Schedule "T" Rate of Speed – 40 Kilometre Per Hour Zone of Traffic Regulation By-law No. 180-2015 be amended to add Taillieu Road, from Highway 17 East to Jones Road, to as follows: -

**40 Kilometres Per Hour Zone**

<u>Column 1</u> STREET/HIGHWAY	<u>Column 2</u> LOCATION	<u>Column 3</u> MAXIMUM SPEED
<b>Add:</b> Taillieu Road	From Hwy 17 E to Jones Road	40 kilometres per hour

**Budget:** N/A

**Communication Plan/Notice By-law Requirements:**

Jeff Hawley - Manager of Operations and Infrastructure, Krishanth Koralalage - Roads Division Lead



Ownership - City of Kenora

Jones Road

Highway 17 E

Moores Road

Tailleu Road

63

702

73

2730

2742

5

2756

2778

2786

4

2777

Talked rd speed reduction  
request. - Received on 17/10/2016  
Hi Pat's For Bylaw amendment  
pros. pls. refer to Lett.  
Thanks  
KNS

To whom it may concern Sept 23, 2016

The undersigned is asking the  
City of Kamouraska to PLEASE lower  
the 50km speed on Sullivan Rd to  
30-35 km.

There is no people living on the  
rd with kids and  
animals

As well this road is  
no longer than a block and  
half of a town block.  
The road is always been  
used for riding bikes, walk  
etc. Let us all be safe.

Am Bonell Solid  
Ryan Kiker Solid  
Stéphane St. Pierre  
Rene Bouchard  
Michelle St. Bouchard  
Mr  
Garry Rowland  
Claudette Rowland  
Mr & Mrs Robert Langlois

Thank you  
Wendy Langlois

Yves Riel  
Be Sapi

Wendy → 548-4289  
#36, Talken rd.



November 21, 2016

## City Council Committee Report

To: Mayor and Council

Fr: Jeff Hawley, Operations & Infrastructure Manager

Re: Traffic Amendment – No Parking Tow Away Zone – Glen Cameron Dr

**Recommendation:**

That Council authorizes an amendment to the City of Kenora Traffic Regulation By-law Number 180-2015 to include a change to Schedule "B" No Parking Tow Away Zone, for Glen Cameron Drive; and further

That three readings be given to an amending by-law for this purpose.

**Background Information:**

In order to prevent the driveway entrance at 9 Glen Cameron Drive from being blocked, by parking on the street it is requested that a No Parking "Anytime" restriction be implemented. It is anticipated that the installation of two (2) signs with arrows pointing inward to define the entrance will heighten awareness of the driveway that extends past 11 Glen Cameron Drive. There is space, further north, along the west side of Glen Cameron Drive that could be used for off-street parking.

If approval is granted it will be necessary to amend the Traffic Regulation By-Law No. 180 -2015 to add Glen Cameron Drive to Schedule "B" No Parking Tow Away Zone, as follows:

**Schedule "B" No Parking Tow Away Zone**

Column 1 STREET/HIGHWAY	Column 2 LOCATION	Column 3 SIDE	Column 4 TIME
<u>Add:</u> Glen Cameron Drive	From 160 m north of Golf Course Road, northerly for 10 m	West	Anytime

**Budget:** N/A

**Communication Plan/Notice By-law Requirements:**

Jeff Hawley - Manager of Operations and Infrastructure, Krishanth Koralalage - Roads Division Lead

**Strategic Plan or other Guiding Document:**

13 GLEN CAMERON DR

11 GLEN CAMERON DR

5 GLEN CAMERON DR

9 GLEN CAMERON DR

Proposed no parking sign location

~10 m

Proposed no parking sign location

Glencameron Drive

GLEN CAMERON DR



City of Kenora  
Engineering  
60 Fourteenth St N  
Kenora, ON P9N 4M9

— Road  
□ Property Line

7 GLEN CAMERON DR