



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

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

Regrets: Councillor C. Wasacase

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

Call Meeting to order – Deputy Mayor D. Reynard

Public Notices

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

N/A

Declaration of Pecuniary Interest & General Nature thereof

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

There were none declared.

Deputations

Approximately five (5) minutes per person/group.

Items:

1. Strategic Plan Review

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

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

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

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

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

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

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

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

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

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

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

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

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

Under the Objectives, two principals should be updated.

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

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

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

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

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

2. Large Capital Projects Review

Lauren provided a list of city priorities as of June 2016

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Wayfinding signage needs to be a priority as well.

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

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

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

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

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

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

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

3. Adjournment

Meeting adjourned at 1:25 p.m.