



City of Kenora Committee of the Whole Agenda

Tuesday, August 8, 2017

9:00 a.m.

City Hall Council Chambers

A. Public Information Notices

As required under Notice By-law #144-2007, the public is advised of Council's intention to adopt the following at its August 22, 2017 meeting:-

N/A

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 Special Committee of the Whole Meeting held July 7, 2017 and regular Committee of the Whole Meeting held July 11, 2017 be confirmed as written and filed.

D. Deputations/Presentations

- Suzanne Penner & Marilyn Strain – Kenora Pickleball Club
 - Jill Van Toen – Kenora Women's Hockey League
 - Debra LeMaistre – Kenora Rotary Club

E. Reports:

1. Corporate Services & Strategic Initiatives

Item Subject

Pages 8-53

- 1.1. 2017 January-June Capital and Unusual Spending
- 1.2. 2017 Q2 Investments
- 1.3. June 2017 Financial Statements
- 1.4. FCM Municipal Asset Management Program Funding Application
- 1.5. Pickleball Club Tax Receipt Request
- 1.6. Strategic Plan Update

2. Fire & Emergency Services

Item Subject

No Reports

3. Operations & Infrastructure

Item Subject

Pages 54-56

3.1 School Crossing Guard Tender – 2017-2019

4. Community & Development Services

Item Subject

Pages 57-66

4.1 Keewatin Memorial Arena Concession Contract

4.2 Alteration to Heritage Designated Museum Annex

4.3 Museum Interest Free Loan – Art Centre

4.4 Museum NOHFC Strategic Economic Infrastructure Funding Application

4.5 Request to Repeal Heritage Designation – Kenricia Hotel

Other:

Next Meeting

- Tuesday, September 5, 2017

Motion - Adjourn to Closed Meeting:

That this meeting now be adjourned to a closed session 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) **Educating and Training Members of Council (1 item)**
 - ii) **Disposition of Land (1 item)**
 - iii) **Labour Relations (2 items)**

Adjournment.



DEPUTATION REQUEST FORM

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

How to Make a Deputation:

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



City Clerk's Contact Information:

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

By fax: 807-467-2009

E-mail: hkasprick@kenora.ca

Name:

(person making deputation)

Suzanne Penner/^{Marilyn} Strain

(please print)

Organization You Represent:

(if applicable)

Kenora Pickleball Club

Mailing Address:

Site 225 Comp 27 RR 2

Telephone Number:

Kenora Ont P9N 3W8
548 4427

Email Address:

rstrain@live.ca

Postal Code:

P9N 3W8

Other Persons Presenting with You on this topic?

(on behalf of same organization)

No

Yes

If yes, Other Names: _____

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

- Please see Protocol Notes on Page 2

Update the Council on Pickleball facility @ ^{barrow} _{part}

I wish to appear before

Council

Committee of the Whole

Other

On the Meeting date:

August 8, 2017

Please Note:

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

Do you have material to leave with Council following your deputation? Yes No

(If yes, please give to Clerk upon arrival to meeting)

Signature Required: _____

(Must be signed by applicant to go forward)

...2

Deputation Protocol

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

2.9 Cell phones/Blackberries/Smart Phones

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

9.7 No Deputant shall:

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

9.9 Expulsion

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

9.14 Appearance - previous - limitation - new information

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

 **Check below:**

I have never spoken on this issue before.

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

{Committee of the Whole/Property & Planning Meeting}

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

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

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

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

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

{Council Meetings}

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

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

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

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City Clerk's Contact Information:

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

By fax: 807-467-2009

E-mail: hkasprick@kenora.ca

Name: (person making deputation)		Organization You Represent: (if applicable)	
Jill Van Toen		Kenora Women's Hockey League	
(please print)			
Mailing Address: 709 5th Street Keewatin		Telephone Number: 466-2855	
Email Address: jill.vantoen@ontario.ca		Postal Code: P0X 1C0	
Other Persons Presenting with You on this topic? (on behalf of same organization)		<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	
If yes, Other Names: _____			
Topic – include brief statement of issue or purpose for Deputation: • Please see Protocol Notes on Page 2			
KWHL concerns regarding ice allocation policy			
I wish to appear before		<input type="checkbox"/> Council <input checked="" type="checkbox"/> Committee of the Whole	
		<input type="checkbox"/> Other	
On the Meeting date: August 8, 2017			
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Do you have material to leave with Council following your deputation?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
(If yes, please give to Clerk upon arrival to meeting)			
Signature Required:			
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E-mail: hkasprick@kenora.ca

<p>Name: (person making deputation)</p> <p><u>Debra LeMaistre</u></p> <p style="text-align: center; font-size: small;">(please print)</p>	<p>Organization You Represent: (if applicable)</p> <p><u>Rotary Club of Kenora</u></p>
<p>Mailing Address: <u>214 Transmitter Rd P9N0G9</u> Telephone Number: <u>548-5390</u></p>	
<p>Email Address: <u>dlemaistre@hotmail.com</u> Postal Code: <u>P9N 0G9</u></p>	
<p>Other Persons Presenting with You on this topic? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes (on behalf of same organization)</p> <p>If yes, Other Names: _____</p>	
<p>Topic – include brief statement of issue or purpose for Deputation:</p> <p style="font-size: small;">• Please see Protocol Notes on Page 2</p> <p><u>Rotary Splash Park request for Trillium application</u></p>	
<p>I wish to appear before <input type="checkbox"/> Council <input checked="" type="checkbox"/> Committee of the Whole <input type="checkbox"/> Other</p>	
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<p>Do you have material to leave with Council following your deputation? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (If yes, please give to Clerk upon arrival to meeting)</p>	
<p>Signature Required: <u>Debra LeMaistre</u> (Must be signed by applicant to go forward)</p>	

...2

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Update on Splash Park and request for support on Trillium application

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July 28, 2017

City Council Committee Report

To: Mayor and Council

Fr: Jon Ranger, Budget/Special Projects Officer

Re: 2017 January to June Capital and Unusual Spending

Recommendation:

That Council hereby accepts the 2017 January to June Capital and Unusual Spending report.

Background:

Attached for your information, please find the June 2017 summary expenses for Capital and Unusual spending by project. Actual outcomes are compared to the Capital and Unusual Spending budget for 2017. Budget amendments have also been recorded in the report. The funding of the budget overages have been explained in the report as well.

Budget:

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

Risk Analysis:

The risk is positive in that the Capital and Unusual Spending budgets are being monitored and that overages are covered in a fiscally responsible manner.

Communication Plan/Notice By-Law Requirements:

For information only.

Strategic Plan or other Guiding Document:

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



July 31, 2017

City Council Committee Report

TO: Mayor and Council

FR: Charlotte Edie, Treasurer

RE: Quarter 2 Investment Report including Kenora Citizens' Prosperity Trust Fund

Recommendation:

That Council of the City of Kenora hereby accepts the 2017 second quarter investment report that includes details of the Kenora Citizens' Prosperity Trust Fund and other City of Kenora investments.

Background Information:

Kenora Citizen's Prosperity Trust Fund (KCPTF):

In 2008, City Council approved the establishment of the Kenora Citizens' Prosperity Trust Fund. The proceeds of disposition from the sale of the KMTS entities of \$40,896,446 were transferred to this Fund.

In order to offset lost net revenues as a result of the sale of the KMTS entities, the City requires an annual return of \$1,100,000 in income from the Trust, in addition to the elimination of long term debt payments which occurred in 2007. This transfer has not been deducted from the investment values below. Any erosion of the balance of the Trust will result in an additional burden on City taxpayers.

The first KCPTF portfolio is with the ONE Public Sector Group of Funds and accounts for over 30% of the Trust Fund. The market value of this investment at June 30, 2017 is \$15,101,483.45. (This is an increase of \$68,545 in market value from March 31, 2017.) This portfolio is held in bond, universal corporate bond and equity funds that are all monitored to ensure that they remain within the Ontario Provincial legislation for municipal investments. The year to date actual return on these ONE fund investments for 2017 is 4.94%. This rate reflects the total return including market impact. The return on book value for year to date 2017 is 1.22%. Currently the universal bond fund is generating 4.41% and the equity fund is generating 6.62% on a cumulative basis (including market impact).

The second and largest KCPTF portfolio is managed by Manulife Asset Management with RBC Dexia Investor Services as custodians. The City receives quarterly reports and information. The June 30, 2017 report is attached. The market value of these investments is \$25,307,189 (\$97,095 lower than the value at the end of March 2017). Securities held in this portfolio are largely bank and federal and provincial government issues. The year to date return on these funds is .36%. The rate of return since inception is 2.71%. These returns also take the market impact into account.

In addition, the KCPTF holds \$8,205,167 in debt from the City of Kenora. The rate of return on this debt is 3%. New debt has been issued for the streetlighting and Keewatin Arena projects at the end of 2016.

Other Investments:

The City of Kenora maintains investment portfolios separate from the Kenora Citizen's Prosperity Trust Fund. These investments are entirely held in the ONE Public Sector Group of Funds and the market value at June 30, 2017 is \$12,777,107. (This is an increase of \$45,907 in market value from March 31, 2017.) This portfolio is held in bond, universal corporate bond and equity funds that are all monitored to ensure that they remain within the Ontario Provincial legislation for municipal investments. The year to date return for this portfolio is 4.04%. The year to date return on book value is 1.60%.

Budget:

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

Risk analysis:

The risk associated with this report is moderate. The risk impact is that the Funds do not earn the required 3% on investments. The shortfall of investment income is within the moderate range.

Communication Plan/Notice By-law Requirements:

For information only

Strategic Plan or other Guiding Document:

Report is required per policy CS 4-2.



July 25, 2017

City Council Committee Report

To: Mayor and Council

Fr: Jon Ranger, Budget/Special Projects Officer

Re: June 2017 Financial Statements

Recommendation:

That Council hereby accepts the monthly Financial Statements of the Corporation of the City of Kenora at June 30, 2017.

Background:

Attached for your information, please find the June 2017 summary expense and user fee statements for the City of Kenora and the Council department. At the end of May, the year is half complete, so not including any seasonal or timing differences, there should be 50% of the budget remaining.

Overall:

- Expenses at the end of June 2017 were slightly better than budget with 53% remaining to be spent.
- Some departments are slightly under budget as debt interest has not yet been set up.
- User fee revenues to the end of June 2017 are below budget with 57% left to collect. They are, however, \$112k above this time last year. The major differences are in Environmental Services. Also as a comparison, at this time last year, we had 55% to collect.

Expenditures:

- **General Government** - The General Government expenses to date are close to budget with 52% of the expense budget unspent. **Building & Grounds Maintenance** is under budget as the repairs and maintenance budget has only been 33% spent.
- **Protection** – The Protection Department expenses to date are close to budget at 52% remaining to be spent.
- **Transportation** – The Transportation Department expenses to date are below budget with 52% remaining to be spent. Transportation expenses have now caught up with budgets as the summer season is in full swing. **Safety Devices Maintenance** under budget as the street lines contract had not yet been paid for.
- **Environmental** – The Environmental Department expenditures are overall better than budget with 59% of the budget available to spend in 2017. Property taxes for some of the buildings in this category have not yet been recorded which will account for a portion of being under budget.

- **Health Services** – Health expenditures are on budget with 50% remaining to be spent.
- **Social and Family Services** – Social and Family Expenditures are above budget at 43% unspent, as at the end of June, 2 thirds of the total expenses to Pinecrest have been paid.
- **Recreation & Cultural** – Overall Recreation & Cultural expenses are slightly better than budget with 53% remaining to be spent. This is in part due to the following:
 - Keewatin Memorial Arena expenses are below budget as the summer ice would not have been in yet.
 - Parks and ball fields under budget as expected as the expenses for the summer have just started.
- **Planning & Development** – Planning & Development expenses are under budget with 63% remaining to be spent. This is in part due to the following:
 - Tourism part time wages currently under budget, which is expected as part time work is utilized during the summer months.
 - The starter company program is also under budget as no grants have been paid out as of yet.
 - Economic Development wages under budget as the economic development intern was budgeted for the full year but only started recently.

User Fees:

- Overall, user fees are less than budget projections with 57% of the budget still to be collected.
- **Protection to Persons and Property**
Protection to Persons and Property is below budget with 77% still remaining to be collected. **Provincial Offences** revenue is dependent on the fines assessed in this area. Provincial offences revenue has not yet been allocated to any of the municipalities for 2017, which is expected and will skew the budget projections.
- **Transportation Services**
Transportation user fees are right on budget with 50% remaining to be collected.
- **Environmental Services**
Sewer and water user fees are below budget at 59% remaining to be collected, however it is expected that there will be increased usage in July and August.
- **Recreation & Cultural**
Recreation and Cultural user fees are right on budget with 49% remaining to be collected. Anicinabe Park lagging behind budget as lease fees for the summer months have not yet been billed.

Please let me know if you have any questions, or would like to see any of the department statements in further detail.

Strategic Plan or other Guiding Document:

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

ERM Assessment: Monitoring financial statements on a monthly basis mitigates some of the uncertainty related to projected costs vs actual expenditures.



July 28, 2017

City Council Committee Report

To: Mayor and Council

**Fr: Adam Smith, Special Projects and Research Officer
Jeff Hawley, Operations and Infrastructure Manager
Natalie Pearson, Deputy Treasurer**

Re: FCM Municipal Asset Management Program Application

Recommendation:

Whereas Council has approved the 2016 Asset Management Plan (AMP) for the City of Kenora as prepared by Public Sector Digest (PSD); and

Whereas Council has directed administration to continue to improve the data underlying the plan and strategies with which to manage the City's infrastructure;

Therefore be it resolved that Council of the City of Kenora direct staff to apply for a grant opportunity from the Federation of Canadian Municipalities' Municipal Asset Management Program for a Road Needs Assessment.

Background:

The Municipal Asset Management Program (MAMP) is a five-year, \$50-million program funded by Infrastructure Canada to support Canadian municipalities and communities in making informed infrastructure investment decisions based on stronger asset management practices. The program offers grant funding as well as training and capacity building activities to increase skills within municipalities and local governments to sustainably maintain their asset management programs now and in the future.

Within the 2016 Asset Management Plan, Public Sector Digest (PSD) recommended that the municipality continue its pavement condition assessment program and that a portion of capital funding be dedicated to this. PSD also recommended the expansion of this program to incorporate additional components. Through its StreetScan service, LAS offers a better way to assess the roads network through an automated pavement inspection and management service.

The scope of work includes proceeding with data collection by driving throughout the City's road network and using an acoustic system to convert tire noise into a road condition rating. StreetScan then segments the pavement evaluation data from intersection to intersection and populates the database allocated to the segment. Finally, the City is given access to a web based-app in order to view all collected survey data. This provides an easy-to-use tool to quickly review PCI results, potholes, manholes, pavement images & mosaic imagery.

Staff have identified StreetScan as a significant improvement over current road condition assessments and an opportunity to improve the accuracy of data underlying City assets. To ensure that this project can be completed by 2018, StreetScan is willing to commence data collection prior to FCM approval, with agreement that the municipality proceed with data processing upon FCM approval.

Budget:

By selecting the LITE version of Streetscan's survey methodology, the total project including data collection and software will cost \$60,000. If the grant application is successful, FCM will fund 80% of eligible costs which will require a budgetary amendment of \$12,000.

Risk Analysis:

As per the City's ERM Policy, staff have identified a high Operational risk. Based on potential improvements to service delivery and infrastructure performance, enhancing the condition data for the City's road network is an opportunity that should be accepted. Moreover, the moderate risk of third-party performance being able to meet project timelines has been mitigated with Streetscape agreeing to commence with data collection prior to FCM approval.

There is also a moderate Financial risk in proceeding with the Roads Assessment project. In the event the grant application is unsuccessful, further discussion will be required on the municipality funding the entirety of the project.

Communication Plan/Notice By-law Requirements:

N/A

Strategic Plan or other Guiding Document:

Strategic Plan:

2-1 The City will ensure that our municipal infrastructure assets are managed and maintained using available resources through a robust asset management plan and process, with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems

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

July 13, 2017



City Council Committee Report

To: Mayor and Council

Fr: Charlotte Edie, Treasurer

Re: Kenora Pickleball Club Tax Receipt Request

Recommendation:

That Council of the City of Kenora hereby authorizes the issuance of tax receipts for any donation of \$75.00 or greater made to the City of Kenora until December 31, 2018, unless otherwise specified due to early project completion, to be used specifically towards improvements to the pickleball/tennis courts at Garrow Park.

Background:

The City of Kenora's recreation department was approached by the Pickleball Club to offer to fundraise for improvements to the courts the Club is currently using at Garrow Park. The Club is willing to fundraise in order to resurface and paint the tennis area owned by the City. Once the funds have been raised the Club will approach the City with its plans.

The Pickleball Club does not have its own charitable number and potentially more money will be raised for the project if charitable receipts are offered. The City has provided sponsorship to many such organizations in the past including the Kenora Lions Club.

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

Risk Analysis: The risk associated with this report is a positive risk and it is low. The funds raised by the Pickleball Club will be used to promote recreation in the City of Kenora.

Communication Plan/Notice By-law Requirements:

Finance Department, Community and Development Services Department, Marilyn Strain for Kenora Pickleball Club.

Strategic Plan or other Guiding Document:

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

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

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



31 July 2017

City Council Committee Report

To: Mayor and Council

Fr: Karen Brown, CAO

Re: Strategic Plan Update

Recommendation:

That Council hereby approves the updated City of Kenora Strategic Plan – Our Vision is 20 / 20 (Updated August 2017).

Background:

It has been suggested to the City that the wording of the current Kenora Strategic Plan – Our Vision is 20 / 20 has inadvertently excluded some indigenous peoples. As a result, a review has been undertaken, and some wording has been changed to use the term Indigenous rather than First Nations. With reference to action item 2-8 as it relates specifically to the Common Ground initiative, specific reference was made to the Partner Communities as per the Memorandum of Understanding with Abitibi-Consolidated Inc. Details of the changes have been set out in the attachment to this report.

In addition, given the recent corporate structure changes done at the City, the reference to Corporate Services & Strategic Initiatives (or CS&SI) has been updated to reference the specific function (Finance, Customer Service & Communications) or City Hall as appropriate. These changes have also been set out in the attachment to this report.

The City's strategic plan was also reviewed by City staff to determine if further changes would be recommended. No further amendments are recommended at this time. The City continues to actively work towards the updated action items from the 2016 strategic plan update.

Budget / Financial Implications:

There is no impact as a result of updating the report.

Communication Plan/Notice By-law Requirements:

The updated plan will be shared with all City staff, Boards and Committee Members, together with the public. Strategic Plan brochures and City portal to be updated as appropriate.

Strategic Plan or other Guiding Document:

Update of current City strategic plan to ensure the plan remains timely and the actions remain aligned with current Council priorities.

ERM Assessment:

From a Governance, Partnership perspective, the City has already been contacted by the Metis Nation of Ontario to express their concerns over the wording within the City's strategic plan. While the City did wish to recognize that we are in Treaty 3, the strategic plan itself was meant to be inclusive, and not exclusive. Updating the plan could be

considered a major impact from a relationship perspective, although this is a positive impact and should be pursued. The update of the plan should not be considered in any manner to diminish the City's recognition of being part of Treaty 3, and the importance of partnerships with our surrounding communities and partners.

Attachment to Strategic Plan Update Report:

Indigenous References (Changes Highlighted)	
2016 Strategic Plan Wording:	Recommended 2017 Strategic Plan Wording:
<p>Mayor's Message: Last paragraph, second sentence None of this would be possible without the input and support of all of our citizens, employees and dedicated summer residents, together with our First Nations and other partners.</p>	<p>None of this would be possible without the input and support of all of our citizens, employees and dedicated summer residents, together with our Indigenous and other partners.</p>
<p>Corporate Actions: 1-3 The City will continue to lay the foundations for investment readiness within the mining sector, taking full advantage of anticipated development activity in the region, including the Ring-of-Fire. This work will include building partnerships with industry, First Nations, provincial & federal governments</p>	<p>The City will continue to lay the foundations for investment readiness within the mining sector, taking full advantage of anticipated development activity in the region, including the Ring-of-Fire. This work will include building partnerships with industry, Indigenous Peoples, provincial & federal governments</p>
<p>Corporate Actions: 1-4 The City will continue to support investment readiness within the forestry sector, taking advantage of new housing construction growth and improved conditions for wood fibre building materials. This work will include building partnerships with industry, First Nations, provincial and federal governments</p>	<p>The City will continue to support investment readiness within the forestry sector, taking advantage of new housing construction growth and improved conditions for wood fibre building materials. This work will include building partnerships with industry, Indigenous Peoples, provincial and federal governments</p>
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<p>Corporate Actions: 3-7 The City will continue to build and strengthen our working relations with our Treaty 3 First Nations Partners. Kenora is committed to ongoing outreach to our First Nations Partners and building relationships, including joint meetings to identify issues of common concern and to discuss pathways for closer collaboration</p>	<p>The City will continue to build and strengthen our working relations with our Indigenous Partners, including Treaty 3 and the surrounding First Nations communities. Kenora is committed to ongoing outreach and building relationships, including joint meetings to identify issues of common concern and to discuss pathways for closer collaboration</p>
<p>Corporate Actions: 3-8 The City will review the Truth and Reconciliation Commission recommendations with the intent of identifying opportunities that will further strengthen relationships with our Treaty 3 Partners, including cultural sensitivity training</p>	<p>The City will review the Truth and Reconciliation Commission recommendations with the intent of identifying opportunities that will further strengthen relationships with our Indigenous Partners, including cultural sensitivity training</p>
<p>Appendix A: Third paragraph, first sentence and blue area The Strategic Plan was developed through an open forum with Kenora residents; with elected officials; with frontline Staff, with First Nations partners; as well as our seasonal residents. One Workshop with First Nations Partners (10 PARTICIPANTS)</p>	<p>The Strategic Plan was developed through an open forum with Kenora residents; with elected officials; with frontline Staff, with the surrounding Indigenous Communities; as well as our seasonal residents. One Workshop with surrounding communities (10 PARTICIPANTS)</p>

Corporate Structure Changes:	
2016 Strategic Plan Wording:	Recommended 2017 Strategic Plan Wording:
Corporate Actions: 2-2 - Leads Corporate Services & Strategic Initiatives (CS&SI)	Finance
Corporate Actions: 2-12 - Leads CS&SI	Finance
Corporate Actions: 2-15 - Leads CS&SI	Finance
Corporate Actions: 3-11 - Leads CS&SI	Customer Service & Communications (CS&C)
Appendix C: 2nd Page Corporate Service & Strategic Initiatives	City Hall

City of Kenora Strategic Plan: 2016 to 2020



Our Vision is 20/20

Updated August 2017

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Mayor's Message



Dave Canfield
MAYOR

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

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

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

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

Dave Canfield

CAO's Message



Karen Brown
CAO

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

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

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

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

Our Vision is 20/20 - Getting There Together

Introduction

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

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

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

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

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

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

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



Vision & Mission Statements

Our Vision:

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

Our Mission:

To deliver quality, cost-effective Municipal services.



The Characteristics That Define Our Success

Our Values

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

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

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

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

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

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

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

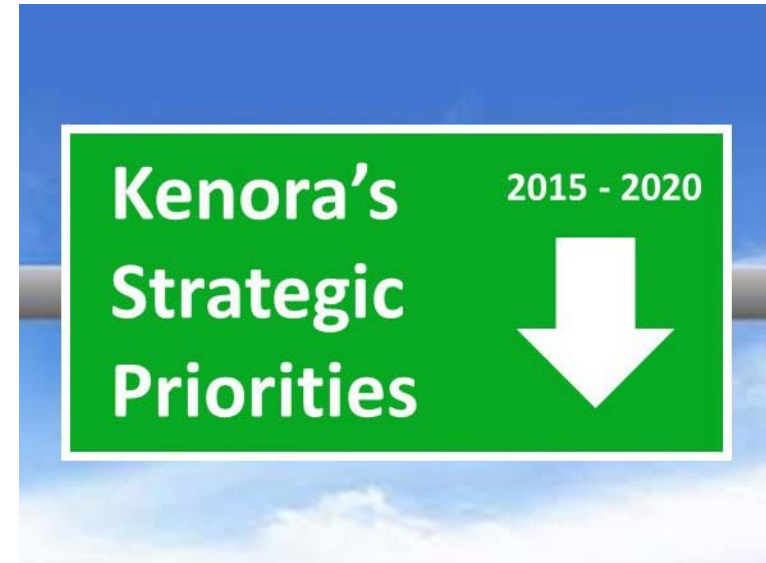


Our Priorities: 2015 - 2020

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

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

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

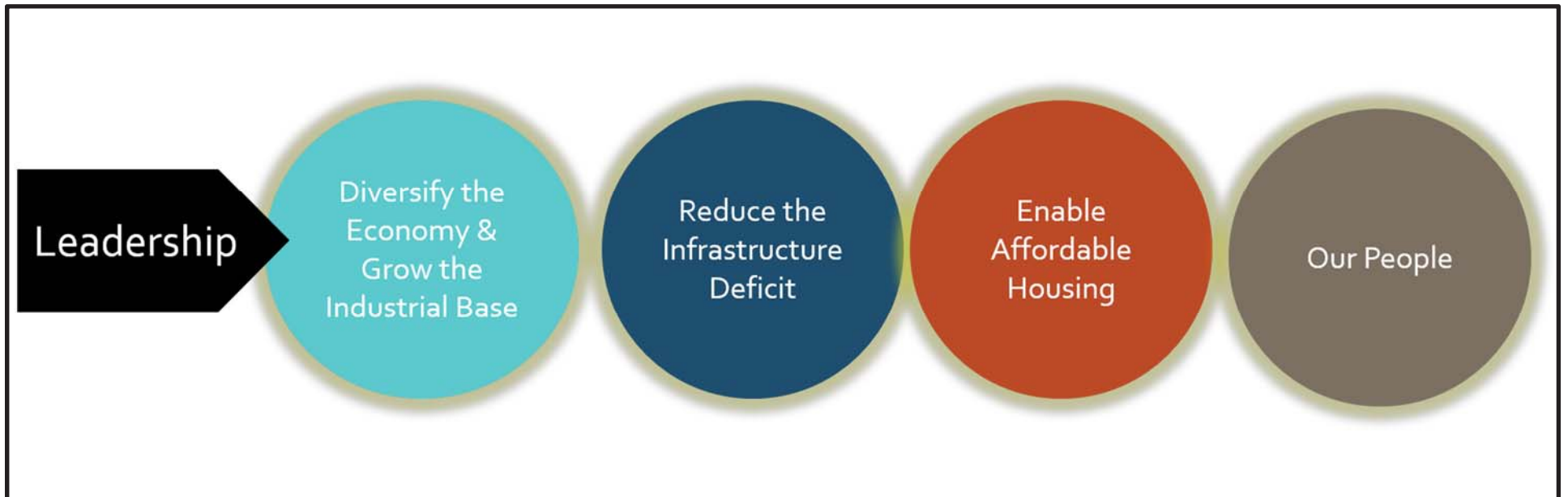


1. Diversify the Economy & Grow the Industrial Base
2. Reduce the Infrastructure Deficit
3. Enable Affordable Housing
4. Recruit, Develop & Retain Talented City Staff
5. Promote Recreation & Healthy Lifestyles
6. Champion Environmental Stewardship
7. Expand Tourism
8. Strengthen Cultural Relations
9.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

Our Priorities: 2015 - 2020

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

Top Four Priorities:



Translating Our Key Priorities Into Goals

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



Goals and Corporate Actions: Economy

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

Goal #1: Develop Our Economy

Guiding Principles (4):

1-1	The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district
Lead(s):	<i>Council, CAO, Lake of the Woods Development Commission (LOWDC)</i>
Priority:	<i>Ongoing (2016-2020)</i>
1-2	The City will forge strong, dynamic working relationships with the Kenora business community
Lead(s):	<i>Council, CAO, LOWDC</i>
Priority:	<i>Ongoing (2016-2020)</i>
1-3	The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs
Lead(s):	<i>Northwest Business Centre (NWBC)</i>
Priority:	<i>Ongoing (2016-2020)</i>
1-4	The City will promote Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification
Lead(s):	<i>Council, CAO, LOWDC</i>
Priority:	<i>Ongoing (2016-2020)</i>



Goals and Corporate Actions: Economy

Employment Growth

Corporate Actions (11):	
1-1	The City will work with the LOWDC to ensure that the LOWDC is actively advancing Council priorities and the related action items as per the City's strategic plan. This may include regular meetings between the LOWDC and Council
	Lead(s): <i>Council, LOWDC, CAO, Community & Development Services (C&DS)</i> Priority: <i>Ongoing (2016-2020)</i>
1-2	The City will ensure Kenora is recognized as being 'Open for Business' and facilitating development through streamlining application and approval processes, effectively eliminating any 'red tape'
	Lead(s): <i>CAO, C&DS, Operations & Infrastructure (O&I)</i> Priority: <i>Immediate (2016-2017)</i>
1-3	The City will continue to lay the foundations for investment readiness within the mining sector, taking full advantage of anticipated development activity in the region, including the Ring-of-Fire. This work will include building partnerships with industry, Indigenous Peoples, provincial & federal governments
	Lead(s): <i>Council, LOWDC</i> Priority: <i>Immediate (2016-2017)</i>
1-4	The City will continue to support investment readiness within the forestry sector, taking advantage of new housing construction growth and improved conditions for wood fibre building materials. This work will include building partnerships with industry, Indigenous Peoples, provincial and federal governments
	Lead(s): <i>Council, LOWDC</i> Priority: <i>Immediate (2016-2017)</i>
1-5	The City will document existing City land, identify new opportunities and future growth areas, and consider putting the appropriate zoning in place for potential future development. This may include land assembly for the purpose of developing business parks intended to clear the way for new industrial investment
	Lead(s): <i>Council, LOWDC, C&DS, CAO</i> Priority: <i>Ongoing (2016-2020)</i>



Goals and Corporate Actions: Economy

Communication

1-6	The City will lobby senior government for additional supports for local industry and business in relation to ongoing workforce development
	Lead(s): <i>Council, LOWDC</i> Priority: <i>Ongoing (2016-2020)</i>
1-7	The City will clearly communicate the importance of non-residential assessment and its impact on the tax base
	Lead(s): <i>Council, LOWDC, C&DS, CAO, Communications</i> Priority: <i>Immediate (2016-2017)</i>
1-8	The City will promote Kenora as a 365-day lifestyle destination
	Lead(s): <i>Council, LOWDC, C&DS</i> Priority: <i>Immediate (2016-2017)</i>



Tourism

1-9	The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbors
	Lead(s): <i>Council, Recreation, LOWDC, C&DS</i> Priority: <i>Immediate (2016-2017)</i>
1-10	The City will support Kenora's "North America's Premier Boating Destination" Brand implementation strategy
	Lead(s): <i>Council, LOWDC, C&DS</i> Priority: <i>Ongoing (2016-2020)</i>
1-11	The City will support, promote and expand the tourism industry. In recognition of the growing importance of tourism within the economy, Kenora will pursue the recruitment and facilitation of a new event(s) which celebrates Kenora as a thriving and dynamic year-round destination
	Lead(s): <i>Council, LOWDC, C&DS</i> Priority: <i>Ongoing (2016-2020)</i>



Goals and Corporate Actions: Foundations

Goal #2: Strengthen Our Foundations

Corporate Actions (15):

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



Goals and Corporate Actions: Foundations

Amenities	2-8	The City will, in partnership with Grand Council Treaty 3, Wauzhushk Onigum Nation, Ochiichagwe’Babigo’Ining First Nation, and Obashkaandagaang First Nation, continue to advance the Tunnel Island ‘Common Ground’ project in a manner that celebrates and respects the cultural, historic and environmental importance of the lands for all people
		Lead(s): <i>Council, LOWDC, CAO, C&DS</i> Priority: <i>Ongoing (2016-2020)</i>
	2-9	The City will support continuous improvements to recreation and leisure amenities, particularly those that support the quality of life
		Lead(s): <i>Council, CAO, C&DS</i> Priority: <i>Ongoing (2016-2020)</i>
	2-10	The City will continue to explore opportunities to develop and improve our beaches, parks & trails
		Lead(s): <i>Council, CAO, C&DS</i> Priority: <i>Ongoing (2016-2020)</i>
Environment	2-11	The City will consider the impacts of climate change in both rehabilitating existing and designing future infrastructure requirements, as well as work to mitigate the impacts of climate change in relation to City operations
		Lead(s): <i>Council, CAO, Senior Managers</i> Priority: <i>Ongoing (2016-2020)</i>
	2-12	The City will lead and promote environmental sustainability through conservation, smart building design and, where feasible, retro-fit practices for city-owned facilities
		Lead(s): <i>Council, CAO, C&DS, Finance</i> Priority: <i>Ongoing (2016-2020)</i>
	2-13	The City will pursue operational and procurement measures that seek to reduce fuel and energy consumption, where feasible, for city-owned vehicles and equipment
		Lead(s): <i>Council, CAO, O&I</i> Priority: <i>Ongoing (2016-2020)</i>
	2-14	The City will continue to advance our leadership position as “Stewards of the Lake” and “Stewards of the Land” by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements
		Lead(s): <i>Council, CAO, O&I</i> Priority: <i>Ongoing (2016-2020)</i>



Goals and Corporate Actions: Foundations

Funding

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

Lead(s): *Council, CAO, Finance*

Priority: *Ongoing (2016-2020)*



Goals and Corporate Actions: Our People

Goal #3: Focus on Our People

Corporate Actions (12):

3-1 The City will review and implement as appropriate the recommendations as contained within the City's organizational review and approved by Council

Lead(s): *CAO, HR, Senior Managers*
 Priority: *Ongoing (2016-2020)*

3-2 The City will implement the directions and actions as outlined within the Human Resource Management (HRM) Strategy

Lead(s): *HR, CAO, Senior Managers, Supervisors*
 Priority: *Ongoing (2016-2020)*

3-3 The City will ensure that customer service excellence is understood and ingrained in the culture and fabric of our organization. The City will commit to a citizen-first approach to maintaining relations with the public (This will be delivered to all Staff across the organization)

Lead(s): *HR, CAO, Senior Managers, Supervisors*
 Priority: *Ongoing (2016-2020)*

3-4 The City will embrace the importance of empowering Staff to make decisions that consistently demonstrate our commitment to making prompt, efficient and courteous customer service to our residents

Lead(s): *HR, CAO, Senior Managers, Supervisors*
 Priority: *Ongoing (2016-2020)*

Organizational Efficiency

Customer Service



Goals and Corporate Actions: Our People

Learning & Development	3-5	The City will commit to preventing occupational illness and injury in the workplace
		Lead(s): <i>HR, CAO, Senior Managers, Supervisors</i> Priority: <i>Ongoing (2016-2020)</i>
	3-6	The City will leverage the power of peer-to-peer knowledge transfer through mentoring to ensure the continuity of institutional skills and know-how
		Lead(s): <i>HR, CAO, Senior Managers, Supervisors</i> Priority: <i>Immediate (2016-2017)</i>
Partnerships	3-7	The City will continue to build and strengthen our working relations with our Indigenous Partners, including Treaty 3 and the surrounding First Nations communities. Kenora is committed to ongoing outreach and building relationships, including joint meetings to identify issues of common concern and to discuss pathways for closer collaboration
		Lead(s): <i>Council, CAO</i> Priority: <i>Ongoing (2016-2020)</i>
	3-8	The City will review the Truth and Reconciliation Commission recommendations with the intent of identifying opportunities that will further strengthen relationships with our Indigenous Partners, including cultural sensitivity training
		Lead(s): <i>Council, CAO, Senior Managers</i> Priority: <i>Immediate (2016-2017)</i>
	3-9	The City will continue to build and strengthen our working relationships with area municipalities and other partners, such as the Kenora District Services Board
		Lead(s): <i>Council, CAO, Senior Managers</i> Priority: <i>Ongoing (2016-2020)</i>



Goals and Corporate Actions: Our People

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

Lead(s): *CAO, Senior Managers*
 Priority: *Ongoing (2016-2020)*

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

Lead(s): *Council, CAO, Customer Service & Communications (CS&C)*
 Priority: *Ongoing (2016-2020)*

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

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



Implementation

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

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

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

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

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

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

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

Appendix A: The Pathway to the Strategic Plan

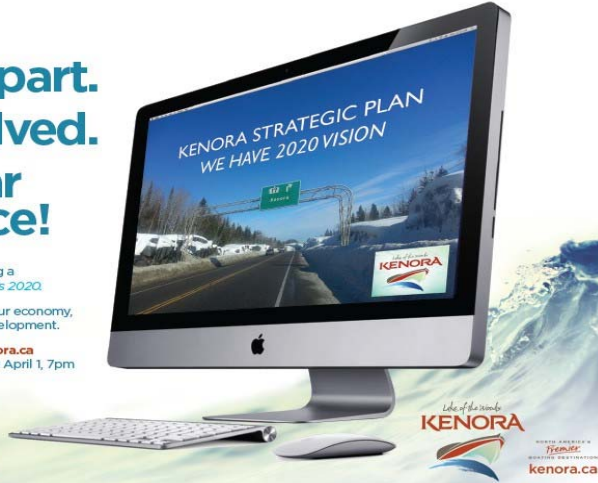
1 800+ Responses!

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

The City of Kenora is developing a Strategic Plan titled *Our Vision is 2020*.

The Strategic Plan focuses on our economy, job growth and community development.

Fill out the online survey at kenora.ca or attend the public meeting on April 1, 7pm at Kenora Recreation Centre.



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

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

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

This plan was informed by:

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

Appendix B: Situation Analysis

Celebrating our Success / Recognizing our Challenges & Shortcomings

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

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




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

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




Appendix B: Situation Analysis

Celebrating our Success / Recognizing our Challenges & Shortcomings

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

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




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

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

Appendix B: Situation Analysis

Celebrating our Success / Recognizing our Challenges & Shortcomings

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

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

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

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

Appendix B: Situation Analysis

Celebrating our Success / Recognizing our Challenges & Shortcomings

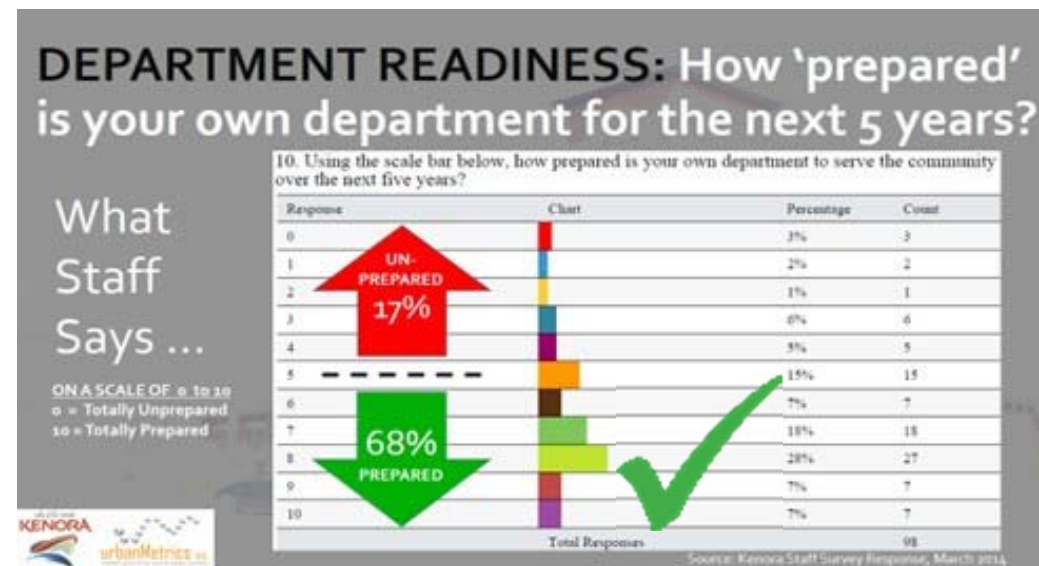
Based on the internal surveys that were carried out across the organization (March 2014), we asked Kenora Staff to weigh-in on how prepared they believe the Corporation is in terms of meeting the day-to-day challenges ahead over the next five years.

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

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

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

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



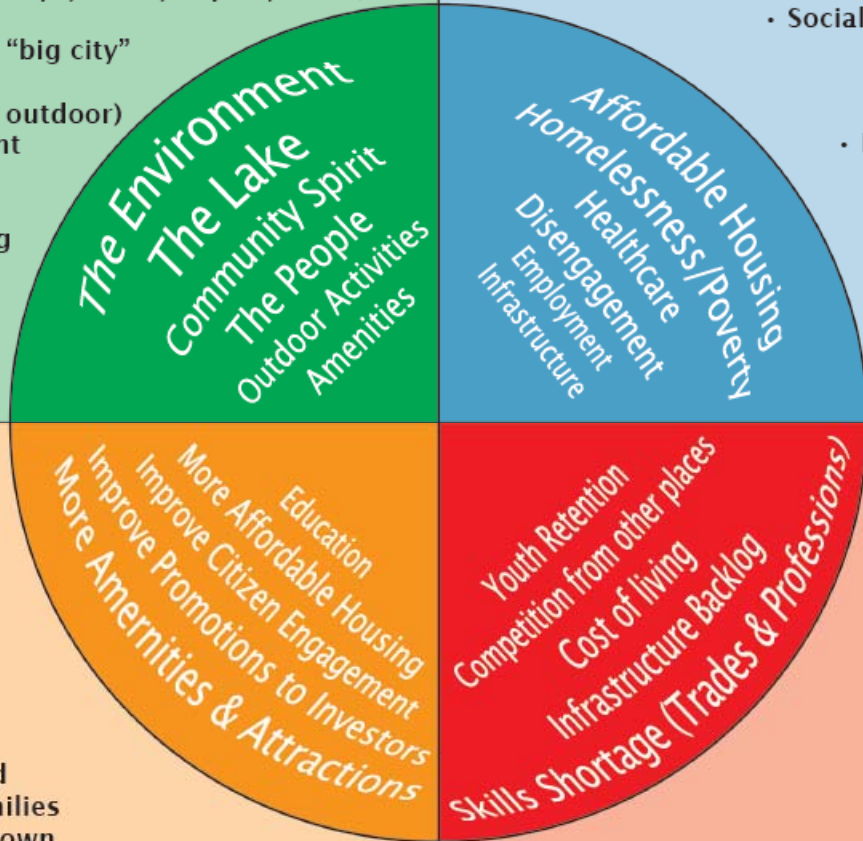
Taking Stock: The City we Are Today

S

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

W

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



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

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

O

T

Strengths, Weakness, Opportunities and Threats

Taking Stock: The Corporation we Are Today

S

W

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

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

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

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

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

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

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

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

O

T

Strengths, Weakness, Opportunities and Threats

Appendix C: City of Kenora Business Lines

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

Appendix C: City of Kenora Business Lines

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

Appendix C: City of Kenora Business Lines

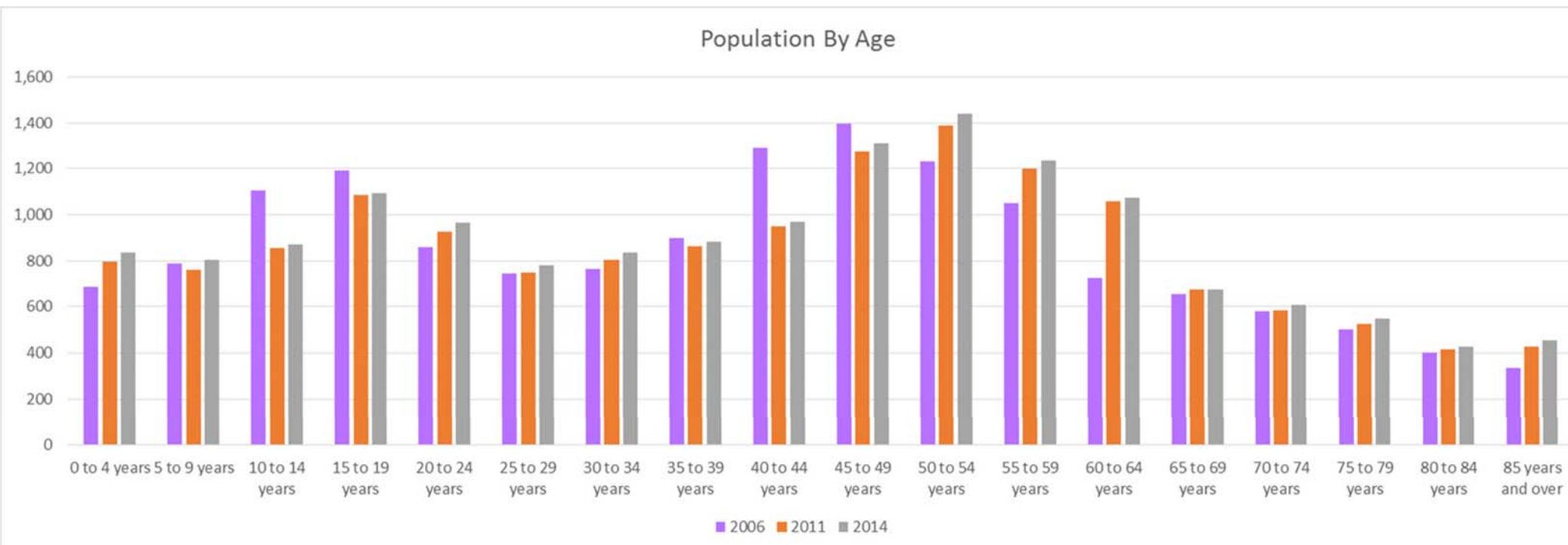
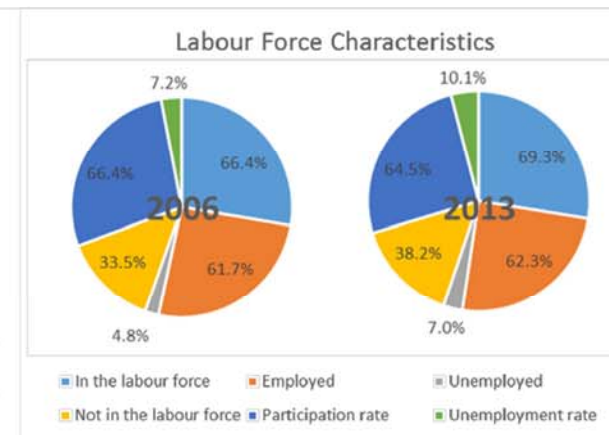
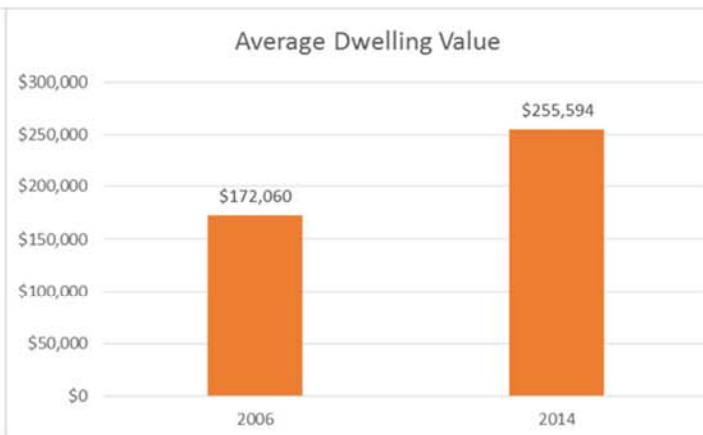
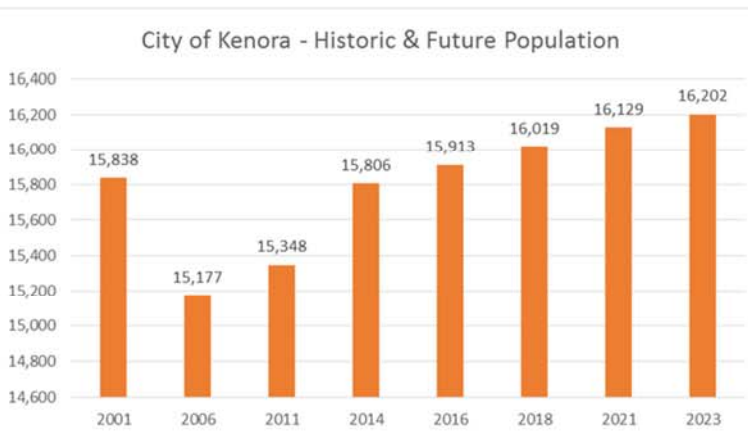
Council	<ul style="list-style-type: none"> • Governance • Policy • Strategic planning and setting of priorities • Economic growth and diversification • Act as the public face of the City • Lobby senior levels of government
Lake of the Woods Development Commission (LOWDC)	<ul style="list-style-type: none">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

Appendix D: Review of Background Documents

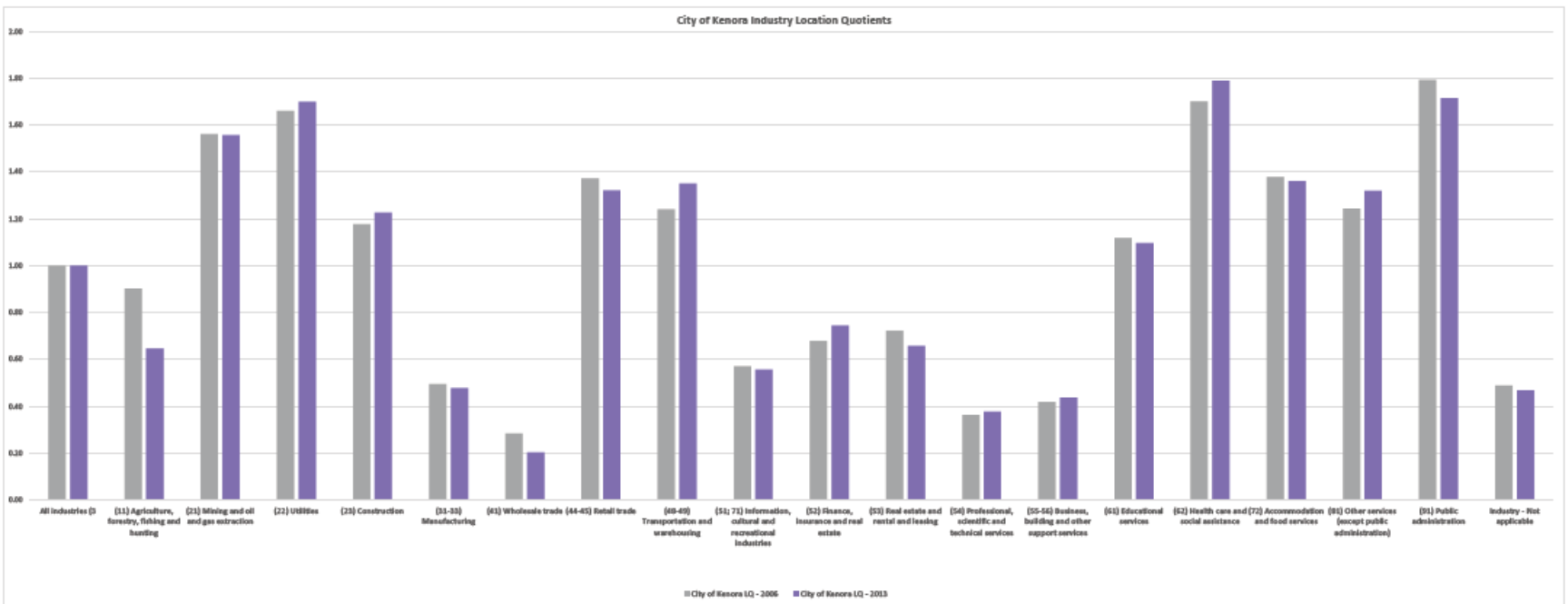
The following documents have been reviewed in detail and used to inform the development of a new Strategic Plan for the City of Kenora:

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

Appendix E: City of Kenora Snapshot



Appendix E: City of Kenora Snapshot





City of Kenora

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

Funding Assistance was received by:



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

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





July 20, 2017

City Council Committee Report

To: Mayor and Council

Fr: Jeff Hawley, Operations & Infrastructure Manager

Re: School Crossing Guard Tender – Two Year Contract: 2017-2018-2019

Recommendation:

That the tender submitted by Neptune Security Services, Mississauga, Ontario, in the amount of \$35,530.00, HST extra, for the 2017 -2018 school year, and \$39,083.00, HST extra, for the 2018 – 2019 school year, be hereby accepted.

Background Information:

The City of Kenora School Crossing Guard Service Contract expired June 2017. A tender was released to provide service to six (6) locations for a two year term covering the 2017-2018 school year and the 2018-2019 school year.

The advertised Tender closed on Thursday, July 20th, 2017, with the following two (2) bids received:

Alpine Janitorial (Kenora) Inc.

Year 2017 - 2018	\$49,742.00	HST extra
Year 2018 – 2019	\$53,295.00	HST extra

2 Year Total: \$103,037.00, HST extra

Neptune Security Services (Mississauga)

Year 2017 - 2018	\$35,530.00	HST extra
Year 2018 – 2019	\$39,083.00	HST extra

2 Year Total: \$74,613.00, HST extra

The previous two year contract (2015-2016-2017) was awarded to Alpine Janitorial (Kenora) Inc., Kenora, Ontario, in the total amount of \$100,016.00 (\$50,008.00 both years), HST extra.

The number of guard locations is determined by data from a Location Activity Count (a Tender document requirement) and school closure information received from the Keewatin Patricia District School Board and the Kenora Catholic District School Board. Information gathered supports the service for the six (6) locations with a slight decrease in numbers for the Lakeside locations and continued high counts for the remaining locations.

Clause 5.0, Terms and Conditions, allows the City the right to cancel any of the specified school crossing guard locations prior to the award of the tender and after the award of tender and absolves the City of any obligation under the contract when service is interrupted by strike, walk-outs relating to educational or other services of either School Boards, or by reason of any "Act of God".

Budget: 2017 approved Operating Budget \$55,000.00. 2018 budget allocation not available.

Risk Analysis: As per the requirements in the City's ERM Policy, there is a high personal, financial and possible legal risk for the City to not have School Crossing Guards stationed to assist children to cross the street safely, during the School year, as it is a mandated responsibility of the municipality as per the *The Highway Traffic Act, R.S.O. 1990, Chapter H.8, Section 176 (1)* as follows:

School crossings

176 (1) In this section,

“school crossing guard” means a person sixteen years of age or older who is directing the movement of persons across a highway and who is,

(a) employed by a municipality, or

(b) employed by a corporation under contract with a municipality to provide the services of a school crossing guard. R.S.O. 1990, c. H.8, s. 176 (1); 2005, c. 14, s. 1 (1).

The risk will be mitigated with the continuance of providing this service.

Communication Plan/Notice By-law Requirements:

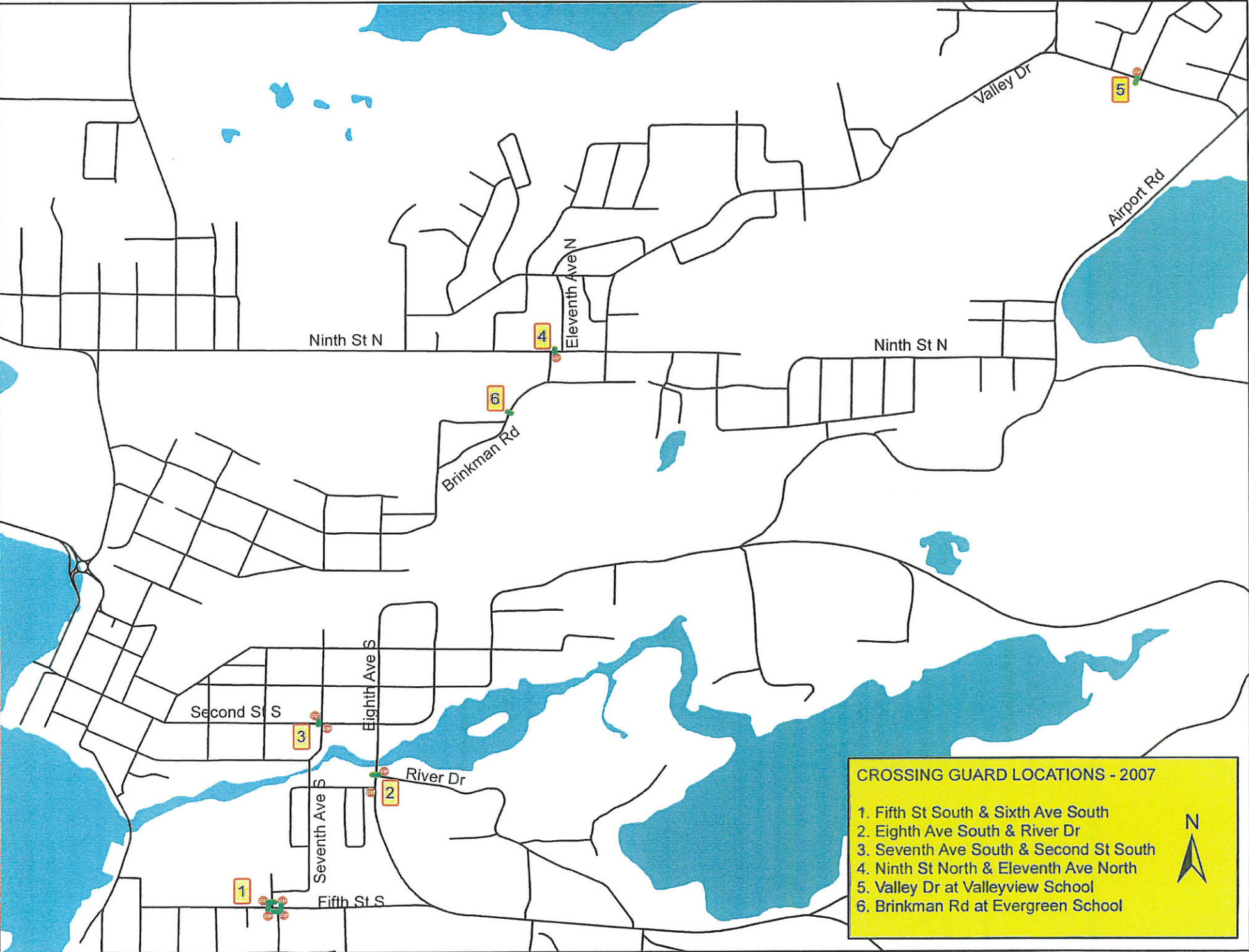
Resolution required.

J. Hawley, K. Koralalage, H. Kasprick, KCDSB, KPDSB, O.P.P.

Strategic Plan or other Guiding Document:

Goal #2: Strengthen Our Foundations

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



CROSSING GUARD LOCATIONS - 2007

1. Fifth St South & Sixth Ave South
2. Eighth Ave South & River Dr
3. Seventh Ave South & Second St South
4. Ninth St North & Eleventh Ave North
5. Valley Dr at Valleyview School
6. Brinkman Rd at Evergreen School





June 30, 2017

City Council Committee Report

TO: Mayor and Council

FR: Matthew Norburn – Recreation Services Division Lead

Prepare by: Casey Pyykka – Community Program Liaison

**RE: Kenora Recreation Centre and Keewatin Memorial Arena Concessions -
Food and Beverage Service Contract**

Recommendation:

That the tender submitted by Jennifer Schott, in the amount of \$200 per month, HST extra, for Keewatin Memorial Arena concession services over a three (3) year period, be hereby accepted.

Background:

The City of Kenora requested proposals for the supply of food and beverage concession services for the Kenora Recreation Centre and the Keewatin Memorial Arena. The purpose of the Food and Beverage Service is to ensure that both facilities are providing quality services through food and beverage products to enhance the program delivery to the visitors of the facilities.

Evaluation of the Request for Proposal:

Finance Staff, Recreation Staff and the Risk Management and Loss Prevention Officer all had an opportunity to evaluate the submissions. The submissions were evaluated on the various stages of the proposals in compliance with the criteria set out in the RFP as follows:

- Lease Rate
- Hours of Operation
- Menu
- Qualifications & Experience
- Facility & Equipment Requirements
- Added Value or Conditions

Two proposals were received for the Keewatin Memorial Arena.

Jennifer Schott		
Year 1 (8 months)	\$1,600	HST Extra
Year 2 (8 months)	\$1,600	HST Extra
Year 3 (8 months)	\$1,600	HST Extra
Total	\$4,800	HST Extra

Wendy Brolly Anderson		
Year 1 (8 months)	\$1,416	HST Extra
Year 2 (8 months)	\$1,416	HST Extra
Year 3 (8 months)	\$1,416	HST Extra
Total	\$4,248	HST Extra

The recommendation being made is based on scoring the criteria set out in the RFP. Using the grading system established, Jennifer Schott is recommended as the highest bidder in compliance with the evaluation criteria.

The City reserves the right to reject any and/or all proposals received. The City is not under any obligation to award a contract, and reserves the right to terminate the Request for Proposal at any time for any reason, and to withdraw from discussions with all or any of the proponents who have responded. The receipt and opening of a proposal does not constitute acceptance of any proposal.

This report relates strictly to the award of the Keewatin Memorial Arena concession contract. The City will be putting out a second RFP for the Kenora Recreation Centre concession contract. A subsequent report awarding that contract will come to a future meeting of Council.

Budget:

The approved lease amount be allocated into the 2017 operating budget.

Risk Analysis:

As per the requirements of the City's ERM Policy, staff have identified a moderate risk to service delivery given the inevitable uncertainty with a new vendor. However, staff reduced the risk of any negative effects upon service standards by conducting a robust RFP process that included multiple criteria in evaluating the strength of the proposals.

Communication Plan/Notice By-law Requirements:

Mayor and Clerks Office; Recreation Services Division Lead; Finance; Jennifer Schott.



July 22, 2017

City Council Committee Report

To: Mayor and Council

Fr: Lori Nelson, Museum Director

Re: Alteration to Heritage Designated Museum Annex

Recommendation:

That Council gives three readings to a bylaw to amend the designation of the structure located at 224 Main Street South, under section 33.1 of the Ontario Heritage Act.

Background:

In September 2000 the Council of the City of Kenora passed by-law 104-2000, designating the building located at 224 Main Street South, formerly the Land Titles Office and the Lake of the Woods Museum, now known as the "Museum Annex", as a cultural heritage property. Schedule B of the designation by-law lists the exterior brick work and the windows as heritage attributes.

The approved Art Centre project involves the use of the Museum Annex with an addition to the east side of the building. The attached plans indicate that the point of contact between the existing building and the new addition is on the east side of the Annex which impacts some of the brickwork and the northerly east-facing window. This point of contact will not only provide a connection between the two buildings but will also be a means of making both buildings accessible, as an elevator will be installed at this point. However, this will necessitate the removal of part of the east brick wall and the window. It should be noted that the interface between the two buildings is minimal so that the four corners of the existing building remain untouched. The new building also addresses some of the archetypal forms in the Annex but transforms them in a way that is undeniably modern which addresses the necessity of "legibility" between the old and the new – one of the eight guiding principles in the conservation of built heritage properties.

The drawings and proposed impact on the Museum Annex were presented at the Heritage Kenora meeting on June 21, 2017 with a request to be able to alter the property and heritage attributes as described above. The following recommendation was made:

Moved by Lisa Moncrief, seconded by Jim Clarke that Heritage Kenora supports the proposed alterations to the Museum Annex for the art gallery project; and further that the materials removed through the process be retained for future repairs. Carried.

Section 33 of the Ontario Heritage Act addresses the process for a request for alteration of a designated property which is as follows:

- Owner makes application to Council/delegate
- Notice of receipt is served to property owner.
- Council or delegate consults with municipal heritage committee, in this case, Heritage Kenora.
- Council or delegate makes a decision within 90 days and either gives consent or not to the property owner.
- Notice of Decision to Consent (including any terms and conditions) is served to the property owner and to Ontario Heritage Trust.

OR Notice of Decision to Refuse is served to the property owner.

- If the property owner objects to the terms and conditions or the refusal within 30 days, the matter can be referred to the Conservation Review Board which will provide a report to City Council who ultimately makes the final decision.

Because this is a City-owned property, the request went directly to Heritage Kenora for their input before this report was prepared so that Heritage Kenora's advice could be included in this report.

Council will recall that an amendment to the designation by-law was made in 2013 for the Lake of the Woods Brewing Company which allowed for the removal of some of the interior porcelain brickwork to accommodate access to the proposed kitchen and also a view into the brewing portion of the operation.

In this case the by-law amendment would specifically address the description of the brickwork and windows in the listing of the heritage attributes found in Schedule B, as follows:

Exterior: Exterior brick work should be preserved as it was made locally, with the exception of the easterly wall where brickwork is required to be removed to allow for transitional access to the new addition of the art centre.

Windows: These are the original, weighted windows and should be preserved, with the exception of the northernmost east window and its metal shutters which must be removed to allow for the transitional access to the new addition of the art centre. The metal shutters on the interior are designed as part of the windows as a security measure for the original Land Registry Office.

Budget:

No budget implications.

Risk Analysis:

As per the requirements of the City's ERM Policy, staff have identified a potentially medium risk to public trust and confidence due to the alteration of a heritage designated property, however, the Museum has mitigated this risk by ensuring that the design of the addition being proposed adheres to the Eight Guiding Principles in the Conservation of Built Heritage Properties; that Heritage Kenora has been consulted and approves of the proposed alterations; that the materials being removed will be retained for repair or reversibility; that the procedure for alterations as outlined in the Ontario Heritage Act have been followed.

Communication Plan/Notice By-law Requirements:

Rita Boutette, Chair of Museum Board

Strategic Plan or other Guiding Document:

The Government of Ontario's Eight Guiding Principles in the Conservation of Built Heritage Properties.

The Ontario Heritage Act.

Strategic Plan of the City of Kenora:

1.10 The City will promote and leverage its recreation and leisure amenities to support local economic activity, tourism and to strength community ties with our regional neighbours.

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



July 24, 2017

City Council Committee Report

To: Mayor and Council

Fr: Lori Nelson, Museum Director

Re: Financing of Pledges for the Big Picture Campaign

Recommendation:

That Council approves an interest-free five-year loan to the Lake of the Woods Museum for the capital project of the new art centre to a maximum amount of \$600,000, effective September 1, 2017.

Background:

The Lake of the Woods Museum will be making application to the federal program Cultural Spaces, through Canadian Heritage, for funding for the new art centre. Before full consideration of the application is made, the applicant must ensure that they have 20% of the project costs in place before the application moves forward for consideration by the national committee. It cannot be in pledges, however, it can be in financed funds.

The eligible costs for Cultural Spaces is \$3 million. 20% of project costs is \$600,000.

The Big Picture Campaign has given the option to donors to pledge their gift over five years. Since these pledges are deemed ineligible as matching funds, the Museum is asking the City to provide an interest-free loan for up to \$600,000 for a period of five years with the loan to be paid back as pledged funds are received from the donors. This will assist us in leveraging funding through this federal program.

Application to Cultural Spaces will be made in the fall of 2017 for anticipated approval in the spring of 2018.

Budget:

An interest-free loan in the amount of up to \$600,000.

Risk Analysis:

As per the requirements of the City's ERM Policy, staff have identified a moderate financial risk to the City should the interest-free loan not be repaid by the Lake of the Woods Museum, however, the likelihood of this is small given the current status of the private sector fundraising to date and the traditionally low incidence of donors renegeing on pledged gifts.

Communication Plan/Notice By-law Requirements:

Lori Nelson, Museum Director

Strategic Plan or other Guiding Document:

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



July 24, 2017

City Council Committee Report

To: Mayor and Council

Fr: Lori Nelson, Museum Director

Re: NOHFC Strategic Economic Infrastructure Application

Recommendation:

That Council of the City of Kenora approves an application to the Northern Ontario Heritage Foundation Corporation's Strategic Economic Infrastructure Program to receive capital funding for the Lake of the Woods Museum's art centre; and further

That Council hereby approves any cost overruns for the project.

Background:

The resolution wording is required for the purpose of the funding application.

The NOHFC provides funding support for arts and cultural projects that are within a municipal cultural plan or other similar plan that will result in incremental capacity or strategic economic infrastructure. The NOHFC contribution can be put towards capacity building or capital funding. Up to a maximum of \$1 million is available through this fund.

Because the Art Centre project supports the following:

City of Kenora's Strategic Plan 2015-2020 re: development of economy and economic infrastructure;

City of Kenora's Municipal Cultural Plan 2011 re: addressing cultural facility and gathering space needs; expanding lifelong learning and professional development opportunities; building cultural tourism; investing in cultural development;

Lake of the Woods Economic Development Plan re: tourism and infrastructure development, specifically the development of a public arts space and venue attractions;

Lake of the Woods Museum Strategic Plan re: builds on and optimizes the capacity and efficiency of existing infrastructure;

Northern Ontario Growth Plan re: growth and development of the arts and culture sector and celebrating the unique cultures and histories of Northern Ontario;

it is felt that this project is eligible for this funding.

As outlined in the Art Centre Capital Campaign material, the entire project is worth \$4.5 million dollars with funding coming from the private sector and both provincial and federal funders. Included in that amount is also the value of the donated art collection. This provincial fund is the most appropriate for this project.

Budget:

Application to this fund could have a significant positive impact on the capital campaign funds for the new art centre, contributing up to \$1 million to the project.

Risk Analysis:

There is no perceived risk to this application. If the grant application does not receive approval, other funding sources will be sought.

Communication Plan/Notice By-law Requirements:

Strategic Plan or other Guiding Document:

City of Kenora's Strategic Plan 2015-2020 re: development of economy and economic infrastructure;

City of Kenora's Municipal Cultural Plan 2011 re: addressing cultural facility and gathering space needs; expanding lifelong learning and professional development opportunities; building cultural tourism; investing in cultural development;

Lake of the Woods Economic Development Plan re: tourism and infrastructure development, specifically the development of a public arts space and venue attractions;

Lake of the Woods Museum Strategic Plan re: builds on and optimizes the capacity and efficiency of existing infrastructure;

Northern Ontario Growth Plan re: growth and development of the arts and culture sector and celebrating the unique cultures and histories of Northern Ontario.



July 24, 2017

City Council Committee Report

To: Mayor and Council

Fr: Lori Nelson, Museum Director

Re: Request to Repeal the Designation By-law for the Kenricia Hotel

Recommendation:

That Council of the City of Kenora uphold By-law 84-2007, being a by-law to designate 155 Main Street South, Kenora, under section 29 of the Ontario Heritage Act.

Background:

On July 16, 2007, City Council designated the property, known as the Kenricia Hotel, located at 155 Main Street South, as a heritage property under Section 29 of the Ontario Heritage Act. In order to qualify for designation a property must have one of the following values: Design or Physical value; Historical or Associative value; or Contextual value. Research of the building and a physical inspection indicated that the Kenricia Hotel rated strongly on all three values:

Design/Physical – The hotel is Northern Ontario's best example of a Beaux-Arts influenced hotel. Its architectural features represent the reaction to Victorian frivolity through a return to classical traditions. This classicism is reflected in a number of its architectural features like the central projection of the tower, the pronounced limestone quoins, and the modillion blocks lining the eaves. In addition the Kenricia is reflective of other architectural traditions including the Second Empire mansard roof and the Tuscan tower.

Historical/Associative – The hotel represents the burgeoning tourism industry at the turn of the last century. Its association with Chicago architect Frank Newell also gives value as Newell was considered "one of the ablest architects in hotel construction on the continent". In addition, the hotel exudes the confidence and optimism of the North American elite prior to the First World War.

Contextual – The Kenricia is a landmark building in Kenora's downtown and has a visual prominence as visitors arrive by road or water. It also occupies the strategic centre of the downtown.

On March 28, 2017, the owners of the property were issued with a Property Standards Order in regards to repairs that are required in accordance with the City of Kenora Property Standards Bylaw 160-2000 issued pursuant to section 15.2(2) of the Building Code Act S.O. 1992 chapter 23 as amended. The issues are to be addressed by September.

In response to the order, the owner of the property made a request on June 1, 2017 of Heritage Kenora to recommend that the designation bylaw be repealed so that the ordered repairs can be done on the building.

Members of Heritage Kenora met on June 21 to discuss the request, the stated reasons for it, and after discussion found no reason to recommend to Council that the designation bylaw be repealed. The values that determined the designation have not changed.

The following motion was passed:

Moved by Lisa Moncrief, seconded by Randy Jackson that the heritage designation of the Kenricia Hotel at 155 Main Street South be upheld; and further, that the owners of said building be encouraged to apply for funding from the Harbourtown Community Improvement Plan to address the facade issues outlined in the Property Standards order. Carried.

In regard to process, the Ontario Heritage Act does allow for the repeal of designation bylaws although there are rare instances where a designation bylaw may need to be repealed. A flowchart indicating the process, at the owner's initiative, is attached to this report. Several important items to note is that:

- A decision must be given to the owner within 90 days of their request, which means that by August 29 a response to the owner must be issued by Council;
- The owner does have the option to object to the decision. The objection is then referred to a provincially appointed Conservation Review Board (CRB). They will hear from both the owner and the municipality but their recommendation to Council will be based solely on the cultural heritage value of the property. Council considers the CRB's report, but ultimately Council makes the final decision.

Budget:

No budget implications.

Risk Analysis:

As per the City's ERM Policy, there is a moderate risk relating to governance as the owner may choose to appeal Council's decision to the CRB. However, even in the event that the CRB rules against the recommendation, Council still maintains the right to uphold the existing decision. There may be some publicity around the decision but given that the building ranked high on all heritage values, approving the recommendation will not likely generate a negative reaction among the public. In any event, staff have attempted to reduce the likelihood of this occurring by recommending the owner apply for funding under the Harbourtown Centre CIP to address façade issues.

Communication Plan/Notice By-law Requirements:

Fadel Chidiac, owner
Heritage Kenora Chair, Tim Davidson

Strategic Plan or other Guiding Document:

The Ontario Heritage Act.