



City of Kenora

Committee of the Whole Agenda

Thursday, December 7, 2017

8:30 a.m.

City Hall Council Chambers

A. Public Information Notices

As required under Notice By-law #144 -2007, the public is advised of Council's intention to adopt the following at its December 12th meeting:-

- Adopt a new Procedural By-Law
- Adopt a new Sale and Other Disposition of Land Policy which outlines the municipalities policies for disposing of municipal properties

B. Declaration of Pecuniary Interest & the General Nature Thereof

- 1) On Today's Agenda
- 2) From a Meeting at which a Member was not in Attendance.

C. Confirmation of Previous Committee Minutes

Motion:

That the Minutes from the last regular Committee of the Whole Meeting held November 14, 2017 be confirmed as written and filed.

D. Deputations/Presentations

- Marilyn Strain, Pickleball Update
- Eric Lovas, Taxi Rate Increase Request

E. Reports:

1. Finance & Administration

Item Subject

- 1.1. Write Offs
- 1.2. Tax Appeal Under Section 357
- 1.3. October 2017 Financial Statements
- 1.4. Conventional Transit Agreement
- 1.5. Bill 68 - the Modernizing Ontario's Municipal Legislation Act, 2017
- 1.6. Statements of Protocol

2. Fire & Emergency Services

Item Subject

No Reports

3. Operations & Infrastructure

Item Subject

3.1 Traffic Amendment – Restricted Parking – Chipman Street

3.2 Blue Box in Transition – Informational Report

4. Community & Development Services

Item Subject

4.1 Pathways to Employment in Kenora's Services Sector Report/MOU

4.2 Project Selection for Ontario Sport and Recreation Communities Fund

4.3 Sale of Municipal Property to Owen Green

4.4 Sale and Other Disposition of Land Policy

4.5 Sports Hall of Fame Support

Other:

Next Meeting

- Tuesday, January 9, 2018

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) Labour Relations (2 items)

Adjournment.



Date: December 1, 2017

City Council Committee Report

To: Mayor Canfield & Members of Council

Fr: Natalie Pearson, Deputy Treasurer

Re: Receivables Write Offs

Recommendation:

That Council hereby approves the write off of accounts totalling \$22,606.59 in 2015 including applicable taxes; and further

That City staff be directed to continue collection efforts on these accounts.

Background:

Attached is a report from Natalie Pearson, Deputy Treasurer, which summarizes a listing of inactive accounts that are eligible for write off under City policy currently before Council, which states:

"Accounts shall be written off on a calendar year basis. Accounts deemed to become inactive during one calendar year shall be held on the records for the entire following calendar year. Write off shall occur in the second year following the year the account is deemed to become inactive."

The write off list relates to accounts currently on the City's records that are considered to be uncollectible which became inactive in the 2015 calendar year. The last write off of City receivables was performed in 2016, and related to 2014 inactive accounts. For comparison purposes, attached to this report is a table which provides information on the amounts written off by the City, including taxes, since the annual write off of accounts was first implemented by the City.

Account write offs can fluctuate each year. The 2015 write offs are in line with the previous years. The 2013 write offs contained 8 Bankruptcies that accounted for \$25,795.10 of the total, leaving the balance of write-offs at \$20,751.94. The 2014 write offs contained 7 Bankruptcies that accounted for \$10,179.63 of the total, leaving the balance of write-offs at \$24,661.82. 2015 write off balance is respectable as compared to previous years. There is no question that the current economic climate has made delinquent accounts difficult to deal with but the City has been working diligently on collections for several years now. Despite this, the write off balances recommended continue to be reasonable, largely due to the aggressive collection procedures actively performed through the City's Collections Department.

It is recommended that these accounts be written off as per City policy. Despite the write off, City staff will continue to aggressively pursue these accounts. The write off, however, will enable the City to reclaim any GST, PST or HST remitted that was ultimately not collected. In the event that an account is still collected upon, the appropriate adjustments to PST, GST or HST collected would be made. A detailed list is available upon request.

A copy of the hydro portion of this list will be forwarded to the Kenora Hydro Electric Corporation Ltd. for their review and independent write off. The attached list represents 100% of the Hydro write offs, which is shared 50/50 between Kenora Hydro and the City.

Budget:

These accounts are expensed as they become doubtful, which is after they have been outstanding for ninety days. There will be no incremental expense to the City, and the City will be able to recover uncollectible taxes that were previously remitted.

Risk Analysis: N/A

Communication Plan/Notice By-law Requirements:

This item is housekeeping in nature. No further communication is required.

Strategic Plan or other Guiding Document: Corporate Services Write Off Policy #CS-5-1.



November 27, 2017

City Council Committee Report

To: Mayor and Council

Fr: Michelle Saunders, Tax Collector

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

Recommendation:

That Council hereby approves Section 357 tax adjustments with potential refunds totaling \$29777.02.

Background:

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

Budget/Finance Implications:

The municipal share of the tax reduction relating to the Section 357 adjustment is \$20,530.05.

Communication Plan/Notice By-law Requirements:

Property owners receiving a Section 357 adjustment will be notified in writing of the applicable refund amount.

Strategic Plan or other Guiding Document:

Legislative requirement.



November 29, 2017

City Council Committee Report

To: Mayor and Council

Fr: Jon Ranger, Budget/Special Projects Officer

Re: October 2017 Financial Statements

Recommendation:

That Council hereby accepts the monthly Financial Statements of the Corporation of the City of Kenora at October 31, 2017.

Background:

Attached for your information, please find the October 2017 summary expense and user fee statements for the City of Kenora and the Council department. At the end of October, the year is 83% complete, so not including any seasonal or timing differences, there should be 17% of the budget remaining.

Overall:

- Expenses at the end of October 2017 were better than budget with 22% remaining to be spent.
- User fee revenues to the end of October 2017 are below budget with 21% left to collect. They are, however, \$429k above this time last year. Also as a comparison, at this time last year, we had 18% left to collect.

Expenditures:

- **General Government** - The General Government expenses to date are below budget with 24% of the expense budget unspent.
 - **Mayor & Council** – Promotional items under budget. Also remainder of Donations paid out in November.
 - **Human Resources** – Legal, Training, and Travel expenses all under budget in October.
 - **Finance and Administration** - Audit expenses will not be set up until the end of the year.
- **Protection** – The Protection Department expenses to date are close to budget at 20% remaining to be spent.
 - **Police Building** – Repairs, Utilities and Cleaning expenses are under budget.
 - **Health and Safety Committee** – Training over budget, this has been offset by an appropriation from reserves.
 - **Facilities & Property Management** – Wages under budget due to allocations for electricians and carpenter. More work completed in other departments.

- **Transportation** – The Transportation Department expenses to date are close to budget with 20% remaining to be spent.
 - **Surface Treated Roads** – Underspend on wages to date which is offset by the overspend on wages in Loosetop Roads Maintenance.
 - **Winter Control Maintenance** – Wages under budget, however this will increase moving into November and December.
 - **Streetlighting** – Repairs & Maintenance under budget. This can be expected with the new street lights.
 - **Parking Rentals** – Over budget due to an insurance claim deductible.
 - **Paved Roads Maintenance** – Over budget due to wages allocation, more budget allocation may be required in this department.
 - **Warehouse** – Utilities, maintenance and supplies all below budget at the end of October.
 - **Safety Devices Maintenance** – Over budget as line painting contract was completed for the year. Also over budget in signs materials & supplies due to additional bus stop signs, parking lot signs & recreational signs in the current year.
 - **Garage & Shop** – Wages over budget because more of the mechanics wages were allocated to 392 than anticipated. Budget to be adjusted for 2018.

- **Environmental** – The Environmental Department expenditures are below budget with 29% remaining to be spent.
 - **General Sewer Lift Stations** – Over budget due to wage allocation. Water & Sewer employees not budgeted in this department however significant time allocated to this department. Adjustment to be made in 2018 operating budget.
 - **Storm Sewers** – Department is under budget - Between 5% and 10% of roads maintenance employee time is budgeted to storm sewers. As of October 2017 actual wages are under budget for this department. This may require a budget allocation adjustment in the future. Also note that the materials and supplies budget has not been used to date.
 - **Hazardous Waste Day** – Note that contracted services are under budget with 63% still remaining to be spent for the year.
 - **Kenora Area Landfill** – Wages budgeted include 100% of employees time to Kenora area landfill, however wages are under budget as a portion of their time was spent on other departments. Adjustment to be made in the 2018 budget.

- **Health Services** – Health expenditures are right on budget with 17% remaining to be spent.

- **Social and Family Services** – Social and Family Expenditures are over budget with only 9% remaining to be spent.
 - This is because Pinecrest Home for the Aged has now been paid for the full year.

- **Community Services** – Overall Community Services expenses are under budget with 23% remaining to be spent. This is in part due to the following:
 - **MSFC Pool** expenses are under budget currently as repairs and maintenance are lower than budgeted, likely due to the significant capital work at the pool in 2017.
 - **KRC Complex** – Utilities are under budget with 38% remaining in the budget.
 - **Thistle Arena** – Repairs and maintenance over budget, expenses in October included costs associated with the Ice plant start up, a brine leak issue, and replacing an ammonia detector.
 - **Keewatin Memorial Arena** – Part time wages, utilities and repairs and maintenance are below budget.

- **Planning & Development** – Planning & Development expenses are under budget with 37% remaining to be spent. This is in part due to the following:
 - The **Starter Company** program is under budget due to \$32,500 remaining in Grants budget.
 - **Economic Development** wages under budget as the economic development intern was budgeted for the full year but only started part way through the year.

User Fees:

- Overall, user fees are close to budget projections with 21% of the budget still to be collected.

- **General Government**
 General Government is below budget with 21% remaining to be collected.
 - **Finance & Administration** – Revenue over budget due to Canada Games merchandise sales exceeding expectations.

- **Protection to Persons and Property**
 Protection to Persons and Property is below budget with 47% still remaining to be collected.
 - **Provincial Offences** revenue is dependent on the fines assessed in this area. Only two quarters have been posted in 2017 by the end of October 2017, fine revenue is significantly down from the previous year.
 - **Fire Department** – Has exceeded budget with only 5% remaining to collect in 2017. Highway Rescue calls have exceeded yearly budget by more than \$18k in
 - **Building Inspection** – Currently exceeding budget with only 5% remaining to collect in 2017.

- **Transportation Services**
 Transportation user fees have exceeded budget with only 14% remaining to be collected. This should balance out by the end of year as metered parking and docks are seasonal.

- **Metered Parking** user fees have exceeded budget expectations to date in both Police court fines and metered parking revenue. Only 4% remaining to be collected in this department.
 - **Docks** revenue was very close to meeting its yearly budget with only 4.76% remaining to be collected. Also note that **Wharfs** has exceeded its yearly budget.
 - **Conventional transit** – User fees are down this year from last year by approximately \$22,500 by the end of October.
 - **Garage and Shop** – Work order billings are below budget and below last year to date as work for OPG is down in the current year.
 - **Parking Rentals** are right on budget with 17% remaining to be collected for the year.
- **Environmental Services**
Environmental services user fees are below budget with 20% remaining to be collected.
 - **Water and Sewer** user fees are below budget at 24% and 25% remaining to be collected respectively.
 - **Kenora Area Landfill** user fees has exceeded its yearly budget by approximately 92k. A large contaminated waste invoice was issued in October.
 - **Transfer Facility & Garbage collection** – User fees are exceeding budget with only 14% remaining to be collected.
 - **Community Services**
Community Services user fees are slightly below budget with 21% remaining to be collected.
 - **Thistle Arena** is below budget, however we should see this increase coming into the November through December months.
 - **Keewatin Memorial Arena** is also below budget, and user fees should increase coming into the November through December months.
 - **KRC Complex** – User fees are right on budget with only 17% remaining to be collected. This includes daily drop in fees, passes and memberships, as well as instructional courses, room rentals, parking and long term lease rentals.
 - **Planning and Development**
Planning and Development user fees are currently better than budget with 6% remaining to be collected.
 - **Tourism Facilities** – Whitecap Pavilion rent only has \$1k remaining to be collected for the year.

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.



November 27, 2017

City Council Committee Report

To: Mayor and Council

Fr: Heather Kasprick, City Clerk

Re: Conventional Transit Services Tender

Recommendation:

That the only tender for the provision of conventional transit services received from First Canada ULC in the amount of \$1,437,217.68 + HST be hereby received and accepted; and further

That Council gives three readings to a bylaw to authorize an agreement between First Canada ULC and the City of Kenora for the operation of conventional transit services in the City of Kenora; and further

That this agreement reflects an increase to the transit ridership fee from \$2.00 per ride to \$2.50 per ride effective January 1, 2018; and further

That the Mayor and Clerk be authorized to execute this agreement.

Background:

The City of Kenora is the only municipality in Northwestern Ontario that continues to operate a municipal transit system outside of Thunder Bay. The City has a long and enviable history of providing transit service to the community and the system is an integral part of the City's commitment to providing services that are comparable to those of a larger community and providing an option for residents to access public transportation at a fraction of the cost of a personal vehicle or a taxi. The transit system is an important benefit to many in the community and the business community has expressed the importance of the municipal transit system for many of their workers to get to and from their workplaces for employment.

Until December 2012, the contract was held by Excel Coach Lines Ltd. and had been for many years prior to that. In January 2013, the contract was awarded to First Canada ULC and will expire December 31, 2017.

A public tender was advertised for the provision of transit services and only one proposal was received which is from the current service provider, First Canada ULC. First Canada has a long history of providing bus transportation and maintenance in Canada dating back to the 1950's whenone includes its predecessor companies, Hertz Bus Lines and Cardinal Coach Lines Limited. Over the years, services expanded to include school bus, transit, coach charters, motor coach tours, industrial and commuter operations. First Canada, operating as First Student in Kenora, currently operates school uses for the Keewatin-Patricia District School Board and Kenora Catholic School Board along with the First Nations. They also have transit contracts in British Columbia, Alberta, Saskatchewan and Ontario. Communities include: Kelowna, Vernon, Kamloops,

Cental Fraser Valley, BC along with the City of Regina, Yellowknife, and the Town of Hinton.

First Canada manages the conventional transit professionally with excellent maintenance schedules and handles all day-to-day operational needs. They deal with public complaints and staffing issues and the City has an excellent working relationship with the Area Manager as well as Senior Area General Manager and they work together to address any concerns the City has. Their drivers undergo a comprehensive driver training program that is delivered by First certified instructors and they receive a training work book that covers all aspects of transit operation. Each driver is issued the company's code of conduct and are expected to adhere to the content of the policy.

Over the last several years while First Canada has operated the conventional transit, the City has continually worked with the operator on service levels and improvements to the transit system. They have been very accommodating to the City and the requests for adjustments to schedules and addressing service complaints.

The City is very satisfied with the service received from First Canada over the past five years of the partnership and recommends the continued relationship, however, you will note that there is an increase to the current contract over the 2013-2017 agreement.

2013-2017 Pricing

Year 1 - \$210,432 + HST (\$68.50/hr) based on 3,072 hours
Year 2 - \$215,685 + HST (\$70.21/hr) based on 3,072 hours
Year 3 - \$221,091 + HST (\$71.97/hr) based on 3,072 hours
Year 4 - \$226,621 + HST (\$73.77/hr) based on 3,072 hours
Year 5 - \$232,243 + HST (\$75.60/hr) based on 3,072 hours
Total \$1,106,073 + HST

2018-2022 Pricing

Year 1 - \$273,430.08 + HST (\$83.16/hr) based on the current 3,288 hours
Year 2 - \$280,269.12 + HST (\$85.24/hr) based on the current 3,288 hours
Year 3 - \$287,272.56 + HST (\$87.37/hr) based on the current 3,288 hours
Year 4 - \$294,440.40 + HST (\$89.55/hr) based on the current 3,288 hours
Year 5 - \$301,805.52 + HST (\$91.79/hr) based on the current 3,288 hours
Total \$1,437,217.68 + HST

While you will note that the City has increased the number of hours the transit is operating from 3,072 to 3,288 per year, the base price per hour has increased from the current \$75.60/hr to \$83.16/hr.

The transit fares have not increased for at least 20 years or more and it may be time to review the fares and consider an increase to the current \$2 fair given the cost increases to operate the transit system. Keep in mind that each transit ride is subsidized by the tax dollar as it is not a cost recovery service. Council could consider several options which include:

1. A straight fare increase which would affect every rider and remain having just one consistent fare for every type of rider (suggesting a 50 cent increase)
2. Incorporate different rates for different riders such as a senior, students, teens, children, family rates (could consider a base increase of 50 cents, but senior and student rates would remain at \$2.00)

3. Impose no increase, but cut transit service hours to reduce the overall cost of operation.
4. Have no increase at all and leave the current rate of \$2 per ride applicable to all riders and absorb the current cost increase into subsidization even further of each ride.

Comparable rates in various size municipalities include:

Bracebridge Ontario – Population 16,010

Category	Cash	Monthly Pass
Adult	\$2.50	\$50.00
Student (ages 6-18)	\$2.00	\$40.00
Senior (age 65+)	\$2.00	\$40.00
Children (5 years and under)	Free (with fare-paying adult)	Free (with fare-paying adult)
CNIB Card Holder	Free	Free
Support Person	Free (when accompanying a fare-paying client and support person has a valid Support Person Transit Card)	Free (when accompanying a fare-paying client and support person has a Valid Support Person Transit Card)

Cobourg Ontario – Population 19,440

Types of fares and passes	Fee
Cash fare	\$2
Tickets	\$16 for 10 tickets
Adult monthly pass	\$60
Senior monthly pass	\$30
Student monthly pass	\$50
After School pass after 2:30 p.m. weekdays and all day on weekends	\$15
Children 5 and under	FREE

Elliot Lake, Ontario – Population 10,741

Monthly Passes:

Adult \$62

Seniors & Students \$52

Fares:

Adult \$2.50

Seniors & Students \$2.25

Blocks of 12 Tickets:

Adults, Seniors & Students \$24

Gravenhurst, Ontario - Population 12,311

Pricing - CASH ONLY

Adults = \$3.00 one way or \$5.00 *return

Teens 13-18 = \$2.00 (includes *return)

Children 12 and under = \$1.00 (includes *return)

Preschool Passengers travel **FREE**

Midland, Ontario – Population 16,864

ADULTS:

\$2.00 each or 20 for \$25.00

SENIORS/STUDENTS:

\$1.75 each or 20 for \$20.00

Children (6 and under): FREE

Thunder Bay, Ontario – Population 107,909

Fare Type	As of April 1, 2016
Cash Fare	\$2.75
20 Ride Pass	\$44
10 Tickets	\$24.75
Family/Day Pass	\$11
Monthly Adult Pass	\$77
Monthly Discount Pass	\$66
Monthly Youth/Senior Pass	\$55
Annual Senior Pass	\$495
College/University uPass	included in tuition

Winnipeg, Manitoba – Population 705,200

Full Fare	2016	2017
Cash	2.65	2.70
Ticket	2.30	2.35
Max 5 (Weekday Pass)	20.70	21.15
SuperPass (Mon-Sun Pass)	23.00	23.50
Monthly Pass	88.55	90.50
Youth Fare	2016	2017
Cash	2.15	2.20
Ticket	1.61	1.64
SuperPass (Mon-Sun Pass)	16.10	16.40
Monthly Pass	62.00	63.15
Senior Fare	2016	2017
Cash	2.15	2.20
Ticket	1.15	1.18
SuperPass (Mon-Sun Pass)	11.50	11.75
Monthly Pass	44.30	45.25
Post-Secondary	2016	2017
Monthly Pass	70.85	72.40

If you average the fares out of the seven municipalities outlined above, the average fair is \$2.49 for an adult (full fare). Administration is recommending Council consider a modest increase to ridership fares to recognize the continued increasing costs of operating a municipal conventional transit system.

The attached spreadsheet outlines the transit ridership and costs since 1995. The spreadsheet provides you a breakdown of what ridership costs per ride, which will provide you detailed information on the cost to the municipality in which ridership is subsidized by the tax base.

Budget: increased cost will be updated in the 2018 operating budget

Risk Analysis: There is a low risk associated with this report as the transit system is a service based municipal system that provides ridership to citizens which has been in service for decades. There is a low risk associated with not increasing the ridership fees as well.

Communication Plan/Notice By-law Requirements: As the City recently created a transit guide in April with the launch of the new bus routes, consideration should be given to placing stickers over the rates set in the guides and communication would need to immediately going out to the ridership and general public. Should a rate increase be approved, the City would work with First Canada to ensure we begin a public education campaign immediately regarding the transit rate fee increase.

Strategic Plan or other Guiding Document:

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

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



October 16, 2017

City Council Committee Report

To: Mayor and Council

Fr: Heather Kasprick, City Clerk

Re: **Bill 68, the Modernizing Ontario's Municipal Legislation Act, 2017 – Changes to the Municipal Act, 2001, the Municipal Conflict of Interest Act, and the Municipal Elections Act, 1996**

Recommendation:

That Council give three readings to a bylaw to adopt an amended Procedure By-law as outlined in this report; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to give three readings to a new Procedure Bylaw at its December 12, 2017 meeting; and further

That Council gives three readings to a bylaw to adopt a Pregnancy and Parental Leave for Members of Council Policy # CC-2-3 as described in this report; and further

That bylaw number 173-2015 be hereby repealed; and further

That the City Clerk be delegated the authority to negotiate a regional Integrity Commissioner to meet the legislated requirements coming as part of Bill 68.

Background:

The Municipal Act, 2001, the Municipal Conflict of Interest Act (the "MCIA") and the Municipal Elections Act, 1996 (the "MEA") provide much of the foundation for governance and authority for municipalities in Ontario, including the City of Kenora.

Together, these statutes establish the framework for matters such as the powers, responsibilities and duties of municipal Councils, decision-making processes, accountability and transparency, municipal finance, municipal elections, and conflict-of-interest rules for Members of Council and members of local boards.

From time to time, the Ontario Government reviews this legislation and brings forward amendments through the Legislative Assembly of Ontario. This report provides recommendations and information regarding a number of amendments made by Bill 68, the *Modernizing Ontario's Municipal Legislation Act, 2017*, following a review of municipal legislation in 2015 and 2016. Bill 68, which received Royal Assent on May 30, 2017, made approximately 43 pages of amendments to the *Municipal Act, 2001* (and the *City of Toronto Act, 2006*), the MCIA and the MEA, as well as approximately 12 other pieces of legislation. These changes relate to the general themes of accountability and transparency, municipal finance and service delivery. This is long anticipated and to a certain extent, debated changes.

Amendments made by Bill 68 to matters within the scope of the City Clerk mandate are significant. Municipalities will be required to establish codes of conduct for Members of Council and members of local boards. Bill 68 also requires municipalities to ensure that the services of the Integrity Commissioner are provided, either by hiring an Integrity Commissioner or arranging for the services of an Integrity Commissioner of another municipality. The Bill establishes a new conflict-of-interest framework in Ontario, and expands the role of the Integrity Commissioner to include matters under the MCIA.

Other changes made by Bill 68 include: four new, discretionary reasons that may be used to close a meeting to the public; a requirement for municipalities to adopt and maintain three mandatory policies regarding “the relationship between Members of Council and the officers and employees of the municipality,” as well as “pregnancy leaves and parental leaves of Members of Council,” and “the manner in which the municipality will protect and enhance the tree canopy and natural vegetation in the municipality”; provisions that allow Members of Council to take pregnancy and parental leave without a motion from Council for an extended leave; and an amendment that provides municipalities with the discretion to allow members of Council or of certain local boards to participate electronically in meetings.

While a small number of provisions came into force upon Royal Assent, the Province provided notice in mid-September that many of the remaining amendments will take effect on one of two dates that have been proclaimed: January 1, 2018, or March 1, 2019.

For the City Clerk, the largest and most complex of the amendments are those that will affect Council’s Accountability Framework. This framework, which was established during the 2010-2014 Term of Council, currently includes a Code of Conduct for Members of Council (as well as related policies). While we have a Code of Conduct Policy for Council, we do not have an Integrity Commissioner to deal with any complaints that may arise. We do have a contracted Closed Meetings Investigator.

The existing Accountability Framework provides some of the measures and functions that will be made mandatory under Bill 68, such as an Integrity Commissioner who is indemnified and has an advice and education role, and a Council Code of Conduct. That said, significant additions will be required, including the establishment of a new code of conduct for members of local boards. Various elements of the new Integrity Commissioner and MCIA regimes will also need to be incorporated into the City’s procedures and processes.

This report sets out my recommended approach to address the statutory requirements resulting from Bill 68. At this time, staff are bringing forward a small number of recommendations for Council to consider with respect to “housekeeping” matters that will come into force on January 1, 2018, as well as simpler and preparatory measures to address some of the provisions that will come into force on March 1, 2019. These measures would require no additional costs and can be implemented with little, if any, effect on current practices.

In addition to the specific recommendations outlined above, this report describes the approach that staff will take to develop and bring forward to Council other recommended measures to address the more significant provisions of Bill 68 that will come into force on March 1, 2019. These include the “complex” parts of the Bill that will impact the Accountability Framework, such as the mandatory code of conduct for members of local boards, as well as the expanded role of the Integrity Commissioner and the new conflict-of-interest framework.

Council's consideration of the housekeeping, simpler and preparatory measures at this time will provide for the City of Kenora to meet its obligations with respect to provisions of Bill 68 that will come into force at the beginning of next year. It will also allow staff to focus their efforts on the extensive work required to address the complex requirements under Bill 68 that must be in place by March 1, 2019. In addition, this measured approach ensures that Members of the next term of Council – to whom the new oversight regime will apply as of March 2019 – will consider and approve any new proposals that will be recommended by staff, working in consultation with an Integrity Commissioner, once in place.

Matters for Council to Consider at This Time

Procedure By-law Amendments to Incorporate Meeting-Related Provisions

In accordance with the *Municipal Act, 2001*, all meetings shall be open to the public, except in particular discretionary circumstances that are described in Subsections 239(2) and 239(3.1) of the *Act* [as well as particular mandatory circumstances addressed in Subsection 239(3) of the *Act*].

As of January 1, 2018, Bill 68 adds four new, discretionary clauses that may be used for a meeting to be closed to the public under Subsection 239(2) of the *Act*, as follows:

- Information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;
- A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- A trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or
- A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

As noted in this report, the last of the amendments set out above has received particular criticism from interested third parties for being too broad and prone to potential misuse and abuse.

Council, and future Council's, should be looking at a commitment to reducing the number of closed meetings, which would dramatically reduce the potential risk of a closed meeting investigation. Regardless, staff will be required to amend Schedule A of the Procedure By-law to include the four new, discretionary closed meeting provisions that will be provided under the Municipal Act, 2001, effective January 1, 2018.

Two New, Mandatory Policies Regarding Council-Staff Relations and Pregnancy/Parental Leave for Members of Council

Subsection 270(1) of the Municipal Act, 2001 requires that municipalities "adopt and maintain" policies with respect to a variety of matters. Effective March 1, 2019, Bill 68 will add three new policies to the existing list set out in the Act. As a result, municipalities will be required to adopt and maintain policies with respect to:

- The relationship between members of council and the officers and employees of the municipality;
- Pregnancy leaves and parental leaves of Members of Council; and

- The manner in which the municipality will protect and enhance the tree canopy and natural vegetation in the municipality.

While there is no requirement to adopt these policies prior to March 1, 2019, the City of Kenora is recommending we adopt the first two new policies now, prior to the 2018 municipal election.

Pregnancy and Parental Leave for Members of Council

Prior to Bill 68, if a Member of Council was pregnant, gave birth to a child or adopted a child, the Member was required to seek and receive a resolution of Council for an extended leave of absence, as would be required for an extended absence for any reason.

This extended leave would have been sought under Subsection 259(1)(c) of the *Municipal Act, 2001*, which provides that the Office of a Member of Council becomes vacant if the Member is absent from the meetings of Council for three successive months without being authorized to do so by a resolution of Council.

Bill 68 now provides an exemption to the above-noted provision, meaning that no motion is required to grant leave for a Member for 20 consecutive weeks or less if the absence is a result of the Member's pregnancy, the birth of the Member's child or the adoption of a child by the Member.

Staff is therefore recommending that Council approve a new process and related amendments to the *Procedure By-law* that would both recognize a Member's ability to take pregnancy and parental leave without a Council motion while providing for delegated authority that would allow legislative and administrative matters to be addressed in a manner that is consistent with the Member's wishes while they are on leave. The recommended process is reflective of past practice by which Council has granted extended leave to a Member.

The recommended approach is as follows:

Any Member of Council shall provide the City Clerk written notice of an absence of 20 consecutive weeks or less as a result of the Member's pregnancy, the birth of the Member's child or the adoption of a child by the Member in accordance with Subsection 259(1.1) of the *Municipal Act, 2001*.

The City of Kenora has a Deputy Mayor appointed in an 8 month rotation in accordance with Section 242 of the *Municipal Act, 2001*, to act from time to time in the place of the Mayor when the Mayor is absent or absent through illness or when the office is vacant. As Deputy Mayor, these Members chair Council meetings, provide representation at events, sign legal documents and act in any other capacity when the Mayor is absent or unavailable.

Bill 68 has amended Section 242 of the *Municipal Act, 2001*, to limit the scope of this provision as follows:

"A municipality may, by by-law or resolution, appoint a member of the council to act in the place of the head of council or other member of council designated to preside at meetings in the municipality's procedure by-law when the head of council or designated member is absent or refuses to act or the office is vacant, and while so acting such member has all the powers and duties of the head of

council or designated member, as the case may be, with respect to the role of presiding at meetings".

While history has shown that the Deputy Mayor typically does not perform any other legal capacity while in their Deputy Mayor role other than preside at meetings, it is felt by administration that no changes are required at this time as the rotational appointments are covered by resolution at the inaugural meeting of Council. However, in order to ensure that the Acting Deputy Mayors appointed by Council retain the legislative authority to be able to continue to carry out all aspects of the role, an appointment bylaw could be adopted for the new term of Council where the by-law would make reference to Section 23.1 of the *Municipal Act, 2001*, which authorizes a municipality to delegate its powers and duties under that statute or any other Act, to a person or body, subject to certain restrictions. This will be for future consideration.

Other Noteworthy Provisions of Bill 68 Will Come into Force on January 1, 2018:

This report provides information about other provisions of Bill 68 that will come into force on January 1, 2018, and do not require immediate or preparatory changes to City procedures or policies.

First, Bill 68 changes the definition of a "meeting" within the Municipal Act, 2001, to clarify that a quorum of members must be present, and members must "discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the council, local board or committee."

Bill 68 also includes a requirement for a municipality or local board to pass a resolution stating how it intends to address a Meetings Investigator's report that indicates the Meetings Investigator's opinion, and the reasons for it, that a meeting or part of a meeting appeared to have been closed to the public contrary to the open meeting rules set out under Section 239 of the Municipal Act, 2001, or the municipality's procedure by-law. While it has been a number of years since the last Meetings Investigator report, Council needs to be very aware that reports from Closed Meetings investigators will now be adopted by resolution, which is in keeping with the provisions set out in Bill 68.

Bill 68 amends Section 238 to allow for Members' electronic participation in meetings as follows: (3.1) the applicable procedure bylaw may provide that a member of Council, of a local board or of a committee of either of them, can participate electronically in a meeting which is open to the public to the extent and in the manner set out in the bylaw provided that any such member shall not be counted in determining whether or not a quorum of members is present at any point in time. This amendment comes with concern for Clerk's and while it provides an opportunity to increase participation it is not clear in some ways on certain issues. The Bill itself doesn't definitely say that you can't vote and needs to be clarified. There is a clear disconnect in the legislation with section 246 (1) which clearly defines that if a member is present at a meeting at the time of a vote, each member present, except a member who is disqualified from voting by an Act, shall announce his or her vote openly and the clerk shall record each vote. Further, 246 (2) notes that failure to vote under subsection (1) by a member who is present at the meeting at the time of the vote who is qualified to vote shall be deemed to be a negative vote. While on the surface this appears as a good option for those who wish to travel or cannot attend a meeting, there are potential challenges with this option including further infrastructure costs to allow for participation, technology disruptions during a meeting, and effective meeting management trying to manage what could be potentially more than one member of

Council participating electronically. At this time, the legislation is too new, and it is not recommended to proceed until clarification is received on the legislation.

In addition to the specific recommendations that staff are bringing forward for Council consideration at this time, this report outlines the approaches that staff will take to bring forward other measures for consideration in advance of the effective date of March 1, 2019. A brief overview of these approaches, as well as potential issues, challenges and questions that staff anticipate may be encountered, is provided below.

Matters That Will Be Brought Forward as Part of the 2018-2022 New Council Review:

As described throughout this report, a sizeable amount of work will be required to implement the mandatory provisions of Bill 68 that come into force on March 1, 2019. Several new and complex provisions will inevitably have resource and financial impacts on the City of Kenora and Council's Accountability Framework, though the extent of these impacts is difficult to forecast.

In addition, the intent of some provisions of the Bill is unclear and the new legislation does not address all technical, procedural and implementation details related to some of the complex amendments. Staff are monitoring sources such as the Ministry of Municipal Affairs for any clarification to these amendments.

A high-level description of new requirements under Bill 68, and the work that staff will undertake over the next year, is provided below.

Establishing a Code of Conduct for Members of Local Boards

By March 1, 2019, Council must establish a code of conduct for members of the City of Kenora's local boards, including Business Improvement Areas ("BIAs"). This code of conduct will be administered by the Integrity Commissioner.

It is expected that the requirement to establish and implement a code of conduct for local boards will have resource implications for the City. The creation of the code of conduct and the training involved will have an initial impact on the workload of the Integrity Commissioner's Office. Under Bill 68, the Integrity Commissioner is not only mandated the oversight and application of the code of conduct, but also mandated to provide advice and education with respect to the code of conduct for local boards. There are several local boards with over fifty members of these boards that will potentially be seeking advice from the Integrity Commissioner on code-of-conduct-related matters. It is difficult to predict the ongoing volume of work that will be required of the Integrity Commissioner following the implementation of a code of conduct for local boards. It is anticipated, in a similar manner to the implementation of the Code of Conduct for Members of Council, that the volume of day-to-day work will stabilize following the initial development, implementation and training associated with a code of conduct for local boards.

Developing the mandatory code of conduct for members of local boards requires an ongoing review to determine which "local boards" will be covered by the code – this report provides a preliminary review – as well as additional research and consultation with Members of Council, members of local boards and other stakeholders. New procedures and protocols will be needed to incorporate the Integrity Commissioner's new roles and responsibilities, and training and education will be required.

The Clerks local network group are working together to address the need for an integrity commissioner throughout our area. Our intention is to RFP for one integrity commissioner for the area which may be more attractive to someone than one small contract in one small community in Northwestern Ontario. A proposed code of conduct will be brought forward for Council consideration as part of the 2018-2022 Council review. This approach will allow for Council to meet its statutory obligation to have a code of conduct in place for members of local boards, in a manner that aligns with recruitment for local board members prior to March 1, 2019.

A New, Mandatory Conflict-of-Interest Regime

Bill 68 establishes a new regime for conflict-of-interest matters. Amendments to both the Municipal Act, 2001 and the MCIA will give municipal Integrity Commissioners the responsibility to provide advice and education with respect to the MCIA, and establish a new complaint and investigative process for conflict-of-interest applications.

These changes under Bill 68 will likely have a financial and resource impact, and may affect the length of time that conflict-of-interest matters take to be resolved, as described in the discussion section of this report. A number of matters will need to be considered in developing procedures and protocols relating to this new role for the Integrity Commissioner.

Under Bill 68, the mandatory responsibilities of the Integrity Commissioner will be expanded to include providing pecuniary (financial) conflict-of-interest advice to both members of Council and local boards under the MCIA. Currently, members are required to seek independent legal advice when concerned about a potential conflict of interest. As of March 1, 2019, members will be able to request conflict-of-interest advice directly from the Integrity Commissioner.

Furthermore, beginning March 1, 2019, individuals who believe a member of Council or of a local board has broken the conflict-of-interest rules set out in the MCIA may submit an application to the Integrity Commissioner. After an investigation has been completed, and where he or she deems it appropriate, the Integrity Commissioner may apply to a judge for a determination of whether the rules were contravened. Council will be responsible for covering the costs of an Integrity Commissioner application to a judge when the application pertains to an alleged contravention of a member as a Member of Council, which has the potential to have significant financial and resource impacts.

In addition, the MCIA, as amended by Bill 68, will include two new requirements regarding declarations of interest. First, when a member of Council or of a local board has a pecuniary interest in a matter, the member must file a written statement of the interest and its general nature with the Clerk of the municipality or the secretary of the local board. This written statement must be filed at the meeting or as soon as possible following the meeting at which the relevant matter is considered. This is one area where we are sufficiently covered for these changes within our Procedure By-law which already has this requirement and is the current process, which sufficiently addresses the Bill 68 requirement.

Second, Bill 68 requires a municipality or local board to establish and maintain a registry of members' declarations of interest. This will require a modest change to the current practice at the City of Kenora, and again, I will be moving forward with making this change immediately although the requirement is to have a registry in place by March 1, 2019. Effective January 1, 2018 I will begin posting the City's registry on kenora.ca which will then cover this required change.

Other New Conflict-of-Interest Obligations and Amendments to the MCIA

A number of other new changes to the conflict-of-interest framework will come into force on March 1, 2019. These changes will have minor or no direct impact on Council's Accountability Framework, but will have an effect on pecuniary matters generally. Briefly, they include the following:

1. Provisions that provide for procedural fairness by permitting a Member of Council who is the subject of a Code of Conduct investigation report to participate in discussions regarding the report and any recommended sanctions;
2. A new section that will specifically prohibit members of Council and local boards from attempting to influence any decision or recommendation of a person or body with delegated powers or duties where the member has a direct or indirect pecuniary interest;
3. A new, wider range of penalties that may be imposed by a judge for a contravention of MCIA provisions; and
4. A new preamble added to the MCIA that will provide a set of principles.

Retention and Preservation of Records of the Municipality

Prior to Bill 68, Section 255 of the *Municipal Act, 2001* provided that a municipality may, subject to the approval of the municipal auditor, establish retention periods during which the records of the municipality and local boards of the municipality must be retained and preserved. Under Bill 68, a municipality no longer requires approval from the municipal auditor in order to establish such retention periods. The records retention and disposition component of the City's *Records Retention and Disposition By-law 2003-527*, as amended, is revised on an annual basis. Staff are reviewing the change made by Bill 68, and anticipate that any potential by-law amendments would be recommended in 2018 as part of the Annual Information Management report.

Technical and Procedural Changes to Integrity Commissioner Processes:

Bill 68 also includes several specific and technical changes affecting the Integrity Commissioner's processes that will come into force on March 1, 2019.

2018 Municipal Elections—Implementing Changes Made by Bill 68 and Bill 181

In addition to planning for and implementing changes required by Bill 68, the Office of the City Clerk is preparing for the 2018 Municipal Elections.

These preparations involve incorporating changes made by Bill 68 as well as a large number of new provisions that will be in force for the 2018 Municipal Elections pursuant to Bill 181, the *Municipal Elections Modernization Act, 2016*.

Bill 68 made a few additional changes to those set out in Bill 181, as follows:

1. The contribution limit to a single candidate or third-party advertiser is raised to \$1,200;

The previous limit was \$750. The new limit is consistent with contribution limits in the provincial elections. Staff will review candidate information packages and information sessions, as well as the Elections database functionality, the Contribution Rebate Program, and various forms and web content.

2. There is a new self-funding formula and limit for municipal Council candidates;

This is based on the number of electors eligible to vote for the Office; the specific formula is as follows: \$7,500 + 20 cents per elector for Head of Council and \$5,000 + 20 cents per elector for other Offices, with a cap of \$25,000.

I am updating the candidate information packages and information sessions, the Elections database functionality, the Election Compliance Audit Committee members' training materials, and various forms and web content to reflect this.

3. Bill 68 changes the start date of the term of office to November 15 in the year of a regular election, effective the year 2022

There is no change to the start date for the 2018-2022 Term of Council, being December 1, 2018. However, in 2018, staff will need to start preparing for changing this date in relation to the November 15, 2022 start date for the 2022-2026 Term of Council. The regional Clerks have given the Ministry of Municipal Affairs notice that this date provides a significant challenge with respect to Council transition and orientation.

In addition to changes made by Bill 68, the MEA underwent a number of other amendments under Bill 181, the *Municipal Elections Modernization Act, 2016*. These changes will be in effect for the 2018 municipal election, and affect areas such as the election calendar, campaign finance, advertising, elections administration, compliance and enforcement.

As noted in this report, I am incorporating the changes made by Bill 68 by reviewing and updating candidate information packages and information sessions, as well as relevant training materials, programs, forms and web content, as appropriate.

Ontario's Evolving Municipal Governance Framework – Amendments to Key Pieces of Legislation

The Municipal Act, 2001, the City of Toronto Act, 2006, the Municipal Conflict of Interest Act (the "MCIA") and the Municipal Elections Act, 1996 (the "MEA") provide much of the foundation for governance and authority for the 444 municipalities in Ontario, including the City of Kenora. Collectively, these pieces of legislation establish the framework for matters such as the powers, responsibilities and duties of municipal Councils, decision-making processes, accountability and transparency, municipal finance, and the democratic process by which Members of Council are elected to office.

The MCIA provides rules relating to conflict of interest for Members of Council and members of local boards. Generally, these rules are meant to ensure that these members do not participate in decision-making, or otherwise influence decisions, at meetings of Council, Standing Committees and local boards when a matter in which the member has a pecuniary (financial) interest is being considered.

The MEA governs all municipal elections in Ontario. This legislation provides rules for the administration of elections and addresses matters such as voter and candidate eligibility, methods of voting, campaign and campaign finance rules, questions on the ballot and legislative dates in the election cycle, including the length of the campaign period and Voting Day. The MEA also sets out the roles and responsibilities of Council and Clerk, school boards, electors and candidates, and includes provisions with respect to compliance, enforcement and penalties.

From time to time, the Ontario Government reviews and may bring forward amendments for all four pieces of legislation. Given the important roles of these statutes, any changes to the legislation can have significant effects on municipal policies, procedures, finances, resources and ability to provide services.

The recommendations include amendments to the Procedure By-law to incorporate the new discretionary closed meeting provisions, as well as two of the new policies that Council will be required to adopt and maintain. You will note that the proposed procedure bylaw does not recommend the provision of electronic participation.

The procedure bylaw has been updated with the required changes which includes an update to the definition of a meeting and closed meeting requirements. You will note I have also changed the date of the Inaugural meeting to reflect the meeting on December 1st, the day the Council takes office, which is a Saturday. It is strongly recommended that Council members are either sworn in with only the Clerk on that day to ensure their powers are in effect the day they take office, or to hold the inaugural meeting for the official swearing in. The procedure bylaw will need to be amended next term of council to reflect the earlier term of office for the 2022-2026 should that amendment come into effect.

Amendments to Finance Provisions of the Municipal Act, 2001

There are other areas of Bill 68 that reflect changes which are outside the scope of the Clerk. Under Municipal Financial Sustainability Bill 68 introduces a number of administrative powers related to matters such as taxation. A summation is included:

1. Electronic delivery of tax bills

Under a new Subsection 343(6.1) of the Municipal Act, 2001, the City is now permitted to send tax bills electronically to taxpayers who have chosen this method.

2. Cancellation, reduction, refund of payment in lieu of taxes

A new Section 357.1 of the Municipal Act, 2001 provides that a local municipality may cancel, reduce or refund all or part of a payment in lieu of taxes, in similar circumstances to the cancellation, reduction or refund permitted for taxes set out under Section 357 of the Act, upon application to the Treasurer. These circumstances include land becoming vacant, buildings being razed or damaged by fire or demolition, an overcharge due to a gross or manifest error, and renovations that prevented use of the land for at least three months.

3. Sale of land for tax arrears; escheated or forfeited property

The time that property taxes have to be in arrears before a municipality can start a tax sale is reduced from three years to two years, and there will be other changes to the process including expedited timelines for the sale of corporate property that has escheated or forfeited to the Crown. The changed timelines for escheated or forfeited corporate property relate to the coming into force of the Forfeited Corporate Property Act, 2015.

In addition, land that has escheated or become forfeited to the Crown that would previously have been not rated for taxes will now remain taxable until the Crown

registers a notice that it intends to use the land for Crown purposes under the new Section 474.11 of the Municipal Act, 2001.

4. Prudent Investor Standard

Under a new Section 418.1 of the Municipal Act, 2001, the City will be held to the standard of a “prudent investor” in its investments. This provision will be accompanied by regulations that will detail the ongoing obligations regarding implementation of this “Prudent Investor Standard”. The regulations have not been made known and since they are not expected until 2018, it is too soon to know the full impact that this will have on the City’s investment strategy and operations. With the granting of the “Prudent Investor Standard” comes increased requirements, but also the opportunity to better align investment risk with return and the potential to increase investment revenues for the City. Implementing the Standard will require Treasury to add reporting and risk metrics to demonstrate the prudent approach to investments.

In Summary:

While Bill 68 brought extensive changes to many key pieces of legislation, you will see that some are clear and easily implemented, others will require extensive work and have impacts to many departments throughout the City of Kenora.

Below is a chart to provide a high level overview of the Bill 68 changes within the scope of the Clerk and all departments:

Municipal Act		
Section of the Act	Description	City Department
10 (2), 11 (2) By-laws and climate change AMENDMENT	Municipality may pass by-law relating to economic, social and environmental well-being of the municipality, including respecting climate change.	Environmental Services / Facilities/Engineering/ Planning and Building / CAO
23.6 Community councils NEW	Municipality may establish one or more community councils for exercising powers/duties delegated by Council and can make recommendations to Council	Clerks
44 (10) Maintenance of Highway/Bridge (liability and notice) AMENDMENT	Section amended to require notice to include date, time and location the injury complained of	Risk Management & Loss Prevention
97.1 (1) – (4) By-laws and protection / conservation of the environment NEW	Permissive authority provided for by-laws respecting the protection and conservation of the environment that require building construction in accordance with the Building Code Permissive authority to require green roofs or alternative roof surfaces (definition included)	Environmental Services / Facilities/Engineering/ Planning and Building Services
99 (1) By-law and advertising devices REPEALED / RE-ENACTED	Section continues to apply to by-laws passed before its re-enactment	Clerks
99.1 By-law and prohibition / regulation of demolition of	If conditions are set as a requirement to obtain a permit and an agreement is entered into, it can be registered against title and enforced	Planning and Building

residential properties NEW		
108 (2), 108 (10) Small business counselling NEW / AMENDED	Section amended to allow municipalities to establish and maintain programs for small business counselling without approval by the Minister but rather as per regulations	Business & Development Note: not in force and effect yet
132.1 (1), 132.1 (2) Entrance onto land NEW	Municipality may enter on adjoining land to municipally owned land to carry out maintenance, repairs and alterations to municipal land, but cannot enter a building	Roads, Parks and Fleet Facilities
142 (8) Cease of effect of by-law REPEALED	Repeal of section that made by-laws of no effect if regulation made under section 28 of Conservation Authorities Act (re: dumping of fill, alteration of grade)	Environmental Services
147 Long-term planning for energy use AMENDED	Municipality may provide for or participate in long-term planning for energy use in the municipality (may include consideration of energy conservation, climate change and green energy)	Environmental Services / Facilities/Engineering/ Planning and Building Services
151 (1), 151 (4) Penalties for non-compliance with systems of licenses REPEALED / AMENDED	Repeal of section that allowed a municipality to require a person to pay an administrative penalty if that person has failed to comply with a system of licenses	Clerk
216 (3) (c.1); 216 (3.1) Planning Act appeal bodies REPEALED / AMENDED	Municipality may not dissolve an appeal body established under section 8.1 of the Planning Act but may change the appeal body	Planning and Building Services
223.2 (1) to (4) Council code of conduct AMENDED	Municipalities shall establish codes of conduct for members of Council and local boards A member who contravenes the code cannot be required to pay an administrative penalty. The Minister may make regulations prescribing what must be included in a code of conduct	Clerk Note: not in force and effect yet
223.3 (1) Integrity Commissioner scope AMENDED / NEW	The scope of the Integrity Commissioner is widened to include: o Application of sections 5, 5.1 and 5.2 of the Municipal Conflict of Interest Act (s. 5, 5.1 and 5.2 outline the duty of members to declare conflicts of interest); o Requests from members of Council or a local board for advice/obligations o Provision of educational information to members of Council, local boards and the public about the municipality's code of conduct and the Municipal Conflict of Interest Act	Clerks Note: not in force and effect yet
223.3. (1.1) and (1.2) Integrity Commissioner appointment NEW	If a municipality has not appointed an Integrity Commissioner the municipality shall make arrangements for all of the responsibilities of an Integrity Commissioner to be provided by an Integrity Commissioner of another municipality If a municipality has appointed an Integrity Commissioner but has not assigned all of the	Clerks Note: not in force and effect yet

	functions established in s. 223.3 (1) then the municipality shall make arrangements for those functions to be provided by an Integrity Commissioner of another municipality	
223.3 (2.1) to (2.3) Integrity Commissioner scope NEW	<p>Requests from members of Council or a local board for advice from an Integrity Commissioner must be made in writing</p> <p>Advice provided by an Integrity Commissioner to a member of Council or a local board must be in writing</p> <p>If an Integrity Commissioner provides education information to the public, the Commissioner may summarize advice provided but not disclose confidential information that could identify a person concerned</p>	<p>Clerks</p> <p>Note: not in force and effect yet</p>
223.3 (6) to (7) Integrity Commissioner scope NEW	A municipality shall indemnify and save harmless the Integrity Commissioner or persons acting under the instructions of the Commissioner for costs of defending a proceeding related to acts in good faith or an alleged neglect or default in the performance	<p>Clerks</p> <p>Note: not in force and effect yet</p>
223.4 (6) to (9) Integrity Commissioner inquiries - regular election NEW	<p>If the Integrity Commissioner has not completed an inquiry before Nomination Day in a regular election, the Commissioner shall terminate the inquiry on Nomination Day</p> <p>Another inquiry shall not be commenced regarding the matter of a terminated inquiry, unless the original requestor or the member submits a written requests within six weeks after Voting Day</p> <p>Requests for an inquiry, reports of the Integrity Commissioner or consideration of whether to impose penalties by Council are addressed between Nomination Day and Voting Day</p>	<p>Clerks</p> <p>Note: not in force and effect yet</p>
223.4.1 (1) to (6) Inquiry by Integrity Commissioner re: s. 5, 5.1 and 5.2 of the Municipal Conflict of Interest Act	<p>An elector or person demonstrably acting in the public interest may apply in writing to the Integrity Commissioner for an inquiry regarding a contravention of s. 5, 5.1 or 5.2 of the Municipal Conflict of Interest Act</p> <p>An application may only be made within six weeks after the applicant became aware of the alleged contravention (subject to exceptions related to the regular election period)</p> <p>The application shall set out the reasons for believing a contravention occurred and include a statutory declaration that the applicant did not become aware of the contravention not more than six weeks prior to application</p>	<p>Clerks</p> <p>Note: not in force and effect yet</p>
223.4.1 (7) to (14) Inquiry by Integrity	The Integrity Commissioner may conduct such inquiry and he or she considers	Clerks

<p>Commissioner re: s. 5, 5.1 and 5.2</p> <ul style="list-style-type: none"> - Inquiry - public meeting - powers on inquiry - information - timing <p>NEW / AMENDED</p>	<p>necessary</p> <p>If the Integrity Commissioner decides to conduct an inquiry they may hold a public meeting to discuss the inquiry</p> <p>The Integrity Commissioner may elect to exercise powers under s. 33 and 34 of the Public Inquiries Act (standard powers for formal inquiries)</p> <p>Municipality/local board shall give the Commissioner information the Commissioner believes necessary for the inquiry (provide access to records)</p> <p>Similar termination provisions as for Code of Conduct inquiries during a regular election period</p> <p>The Integrity Commissioner shall complete the inquiry within 180 days after receiving a completed application</p>	<p>Note: not in force and effect yet</p>
<p>223.4.1 (15) to (18) Integrity Commissioner Application to Judge re: s. 5, 5.1 and 5.2 NEW</p>	<p>Upon completion of an inquiry the Integrity Commissioner may apply to a judge under s. 8 of the Municipal Conflict of Interest Act for a determination on whether s. 5, 5.1 or 5.2 of the act was contravened</p> <p>The Integrity Commissioner shall notify the applicant if an application to a judge is not made</p> <p>The Integrity Commissioner, deciding whether or not to apply to a Judge, shall publish written reasons for the decision</p> <p>The costs associated with applying to a Judge are to be paid by the municipality or local board</p>	<p>Clerks</p> <p>Note: not in force and effect yet</p>
<p>223.5 (2.1) to (2.3) Release of advice provided by the Integrity Commissioner NEW</p>	<p>Advice provided by the Integrity Commissioner to a member may be released with the member's written consent</p> <p>If a member releases part of the advice provided by the Integrity Commissioner then the Integrity Commissioner may release part or all of the advice without obtaining the member's consent</p> <p>The Integrity Commissioner may release such information as in their opinion is necessary for the purposes of a public meeting, application to a Judge or providing written justification of decision whether or not to apply to a Judge</p>	<p>Clerks</p> <p>Note: not in force and effect yet</p>
<p>223.8 Integrity Commissioner referral to authorities AMENDED</p>	<p>The Integrity Commissioner no longer refers to the authorities any violations of the Municipal Conflict of Interest Act (these matters are to be investigated by the</p>	<p>Clerks</p> <p>Note: not in force and effect yet</p>

	Integrity Commissioner) Provisions to refer a contravention of any other Act or the Criminal Code are still in place	
238 (1) Definition of meeting AMENDED / NEW	Definition of 'meeting' amended to include any regular, special or other meeting of Council, a local board or a committee of either where: o A quorum is present, and o Members discuss or deal with any matter that materially advances the business or decision making of the Council, local board or committee	Clerks Note: not in force and effect yet
238 (3.1) Electronic participation NEW	Municipalities may authorize electronic participation at meetings that are open to the public as provided for in a Procedural By-law, provided that any such member is not counted in determining quorum	Clerks Note: not in force and effect yet
239 (2) Subject matter which permits closed meetings AMENDED / NEW	Addition of the following four reasons for which a meeting may be closed to the public: o Information provided in confidence by another level of government or Crown agency o A trade secret or scientific, technical, commercial, financial or labour relations information supplied in confidence which, if released, could significantly prejudice the competitive position of a person or organization o A trade secret or scientific, technical, commercial or financial information that belongs the municipality or local board and has monetary value or potential monetary value o A position, plan, procedure, criteria or instruction to be applied to any negotiations carried, or to be carried, on by the municipality or local board	Clerks Note: not in force and effect yet
239.2 (12) Resolutions regarding closed meeting investigation AMENDED	If a closed meeting investigation report is received, the municipality or local board shall pass a resolution stating how it intends to address the report	Clerks Note: not in force and effect yet
242 Absence of Mayor / head at Council meetings AMENDED	Any individual appointed to act in place of the Mayor / head at Council meetings has all of the powers and duties of the head only as they relate to the role of presiding at meetings	Clerks
255 (3) and (4) Retention periods for municipal records AMENDED	The requirement that the municipal auditor approve retention periods for municipal records is removed	Clerks
259 Exception for member absence at Council AMENDED	Office of a member is not declared vacant in the case of Council members who are absent for 20 consecutive weeks or less if the absence is a result of pregnancy, the birth of the members child or the adoption of a child by the member	Clerks
270 (1) Adoption of policies AMENDED	Section amended to add the following required municipal policies: o the relationship between members of	Clerks Environmental Services /

	<p>Council and the employees of the municipality</p> <ul style="list-style-type: none"> o Manner in which the tree canopy and natural vegetation will be protected and enhanced o Pregnancy leaves and parental leaves for members of Council 	<p>Engineering/ Planning and Building Services/ Roads, Parks and Fleet Human Resources Note: not in force and effect yet</p>
271 Regulations re: integration of planning for municipal service delivery NEW	Section added to authorize the Minister to make regulations relating to the integration of planning for municipal service delivery with planning for service delivery by other public bodies or persons	Planning
279 (2) Insurance AMENDED	Surplus funds and the reserve fund of a municipal reciprocal exchange may only be invested in accordance with section 418 and not the new 418.1 section (prudent investor) – see 418.1 below for more information	Finance Note: not in force and effect yet
286 (1) (f) and (g) Treasurer's Responsibilities AMENDED / NEW	Amends statutory responsibilities of the Treasurer to ensure that municipal investments are made in compliance with the regulations made under section 418 and the new section 418.1 (prudent investor)	Finance Note: not in force and effect yet
290 (5) Surplus budgeting exception for 2009 REPEALED	Section repealed as it related only to a one time budgeting measure permitted in 2009	Finance
294.1 Administrative name change for the professional accounting association AMENDED	Section amended to refer to the most up-to-date name of the Chartered Professional Accountants of Canada	Finance
306 Change to definition of 'payment in lieu of taxes' AMENDED	Definition of 'payment in lieu of taxes' amended to refer to the correct section of the Assessment Act	Finance
318 (17) Application to payments in lieu of taxes AMENDED	Administrative changes as a result of repealed, amended and / or new sections of this or another act	Finance
341 (3) Refund for overpayment of taxes NEW	Permissive authority for a municipality to apply a tax refund to an outstanding tax liability for the same owner	Finance
343 (6.1) Electronic tax bill delivery NEW	Municipalities may send a tax bill electronically if the taxpayer has chosen to receive the tax bill electronically	Finance
345 (9.1) Cancellation or refund of late payment charges REPEALED	Section repealed as it was redundant; information regarding the refund or cancellation of late payment charges found in 345 (1) to (10)	Finance
348 (1) Determination of tax status AMENDED	Section amended to refer to the last day of February instead of February 28, when referring to the deadline by which the Treasurer must establish the position of every tax account	Finance
349 (2.1) Taxes on escheated or	Section amended to clarify that taxes levied on land that is owned by the Crown as the	Finance

forfeited land owned by the Crown AMENDED/ADDED	result of an escheat, forfeiture or death of an individual without any lawful heirs cannot be recovered as a debt to the municipality from the Crown	
353 (4.2) Manner in which payment to be made REPEALED	Manner of payment for liens collected by the municipality on behalf of the Crown	Finance
353 (6) Manner in which payment to be made REPEALED	Administrative changes as a result of repealed, amended and / or new sections of this or another act	Finance
357 (3) and (14) Cancellation, reduction and refund of taxes AMENDED	Sections amended to refer to the last day of February instead of February 28 when referring to deadlines relating to the cancellation, reduction and refund of taxes	Finance
357.1 Cancellation, reduction and refund of payment in lieu of taxes NEW	Permissive authority given to municipalities to refund, reduce or cancel a payment in lieu of taxes	Finance
358 (1) to (3) Tax Overcharges NEW / AMENDED	Section amended to: <ul style="list-style-type: none"> o Make administrative changes o Grant the Treasurer the ability to apply to cancel, reduce or refund all or part of taxes levied in error (typographical errors, error in assessment role, etc.) o Clarify that applications for a refund, reduction or cancellation made under s. 33 or 34 of the Assessment Act (applications made when a property has been omitted from the tax roll or when the tax roll has been changed after an assessment has been provided) must be made on or before December 31 of the second year following the year in which the assessment was made 	Finance
358(5) Overcharges AMENDED	Administrative changes as a result of repealed, amended and / or new sections of this or another act	Finance
360 Regulation of gross or manifest error AMENDED	Administrative changes as a result of repealed, amended and / or new sections of this or another act	Finance
361 (10.1) and 365.3 Change of property assessment and refunds AMENDED	Sections amended to include reference to s. 32 (1.1) of the Assessment Act such that the standard rules for refunds apply when errors in the assessment role are corrected by the assessment corporation	
371 (1) Definition of 'cancellation price' AMENDED	Administrative changes to definition of cancellation price as a result of repealed, amended and / or new sections of this or another act	Finance Note: not in force and effect yet
371 (2) Change to definition of 'real property taxes' AMENDED	Administrative change to refer to 'any Act' in place of 'any other Act'	Finance
373 (1) and 92) Registration of tax arrears certificate	Tax arrears certificates may be registered by the treasurer on January 1 in the second year following that in which the property taxes	Finance

AMENDED	become owing instead of the third year Administrative changes to identify that indicate a tax arrears certificate registered under the section	
373 (3) to (3.2) Forfeited land AMENDED	Land that belongs to the Crown as the result of an escheat, forfeiture or a death of an individual who did not have any lawful heirs can be sold for tax arrears	Finance
373.1 (1) to (3) Expedited sale of forfeited corporate land NEW	Tax arrears certificates made on land that is vested in the Crown because of an escheat or forfeiture resulting from the dissolution of a corporation shall indicate that the land will be sold by public sale if the cancellation price is not paid within 90 days	Finance Note: not in force and effect yet
373.2 (1) Limits on registration of tax arrears certificates NEW	No tax arrears certificate may be registered against land that was vested in the Crown by the death of an individual if a notice indicating that the Crown intends to use the land for crown purposes is registered (such an exemption does not exist for other lands vested to the Crown)	Finance
374 (1) Notice on registration of tax arrears certificates AMENDED	Notice of registration of a tax arrears certificate against land vested in the crown as a result of the dissolution of a corporation must be given within 60 days or 30 days for lands vested with the Crown (instead of the 90 days required for most properties) Notice of tax arrears shall be sent to the Public Guardian and Trustee if the Public Guardian and Trustee has registered a notice or other document on title to the land	Finance Note: not in force and effect yet
375 (1) and (1.1) Cancellation of tax arrears certificate NEW	Any person may have an expedited tax arrears certificate made on land vested in the Crown, as described in s. 373.1 (1) to (3), cancelled by paying the full cancellation price within the 90 day period and within 1 year for lands described in s. 373	Finance Note: not in force and effect yet
375 (2) Tax arrears cancellation payments AMENDED	Administrative changes as a result of repealed, amended and / or new sections of this or another act	Finance Note: not in force and effect yet
375 (3.1) Lien exception for the Crown AMENDED	If the cancellation price of a tax arrears certificate is paid by a person entitled to receive notice (other than the owner or owner's spouse) then that person has a lien on the land concerned for the amount paid except when that land is vested in the Crown because of an escheat, forfeiture, dissolution of a corporation or death of an individual with no lawful heirs	Finance Note: not in force and effect yet
376 (1) Accounting for tax arrears cancellation price AMENDED	To delete the expiry date referred to in section 379 (1) from this section.	Finance Note: not in force and effect yet
378 (1) and (1.1) Tax arrears extension agreements AMENDED	The Treasurer may enter into an agreement to extend the one year or 90 day period following the issuance of the tax arrears certificate, extending the period of time in which the cancellation price can be paid, with	Finance Note: not in force and effect yet

	<p>any person the Treasurer is satisfied has an interest in the land</p> <p>No such extension agreement shall be entered into unless the person seeking the agreement with a municipality has obtained the consent of the Minister responsible for the administration of the Forfeited Corporate Property Act for the expedited sale of land under s. 373.1</p>	
378 (4) Calculation of time of extension agreements AMENDED	Administrative changes as a result of repealed, amended and / or new sections of this or another act	Finance Note: not in force and effect yet
379 (1) and (2) Public sale after tax arrears certificate is registered AMENDED	Administrative changes as a result of repealed, amended and / or new sections of this or another act	Finance Note: not in force and effect yet
379 (2) (b) and (2.0.1) Advertisement of public sale NEW / AMENDED	<p>Advertisements for public sale now must be made in accordance with regulations from the Minister and do not refer specifically to advertisement in the Ontario Gazette and local newspaper</p> <p>The same advertisement for public sale requirements are in place for the expedited sale of land under s. 373.1</p>	Finance Note: not in force and effect yet
379 (7) Effects of conveyance AMENDED	Section now applies also to land vested in the Crown as the result of the death of an individual with no lawful heirs	Finance Note: not in force and effect yet
380 (1) (b) Application of proceeds from tax sale AMENDED	<p>Section amended such that the order by which the proceeds of a tax sale are distributed are consistent with one another as follows:</p> <ul style="list-style-type: none"> o Firstly applied to the cancellation price; o Secondly to all persons, other than the owner of the land immediately before the registration of the tax deed, having an interest in the land according to their priority at law; and o Thirdly, the owner of the land immediately before the registration of the tax deed 	Finance Note: not in force and effect yet
380 (1.1) Application of proceeds from tax sale AMENDED	Section now applies also to land vested in the Crown as the result of the death of an individual with no lawful heirs	Finance Note: not in force and effect yet
380 (2) Payment into court following a tax sale AMENDED	The Treasurer shall pay all of the proceeds of the tax sale, minus the cancellation price, to the Superior Court of Justice, including a statement outlining the facts under which the payment into court is made as well as the names and addresses of the persons to whom the statement will be sent under subsection (3)	Finance Note: not in force and effect yet
380 (3), (3.1) and (3.2)	Section amended to clarify all persons to whom the Treasurer shall send a copy of the	Finance

Notice of payment into court AMENDED	statement relating to a payment into court as the result of a tax sale	Note: not in force and effect yet
380 (4) – (10) Payment out of court REPEALED / RE-ENACTED	Section amended to replace the one year time restriction with a ten year time restriction for an individual to apply to the Superior Court of Justice for payment out of court relating to the proceeds of a tax sale Section amended such that individuals cannot apply for a payment out of court relating to a tax sale until 90 days after the payment into court Section amended such that the proceeds of a tax sale, minus the cancellation price and if left unclaimed, is forfeited to the Crown and not to the municipality	Finance Note: not in force and effect yet
380.1 (2) and (3) No successful purchaser relating to a tax sale AMENDED	Administrative changes as a result of repealed, amended and / or new sections of this or another act	Finance Note: not in force and effect yet
384 (1) Mining rights following tax sale AMENDED	Administrative changes as a result of repealed, amended and / or new sections of this or another act	Finance Note: not in force and effect yet
386.1 (1) Treasurer immunity from civil actions AMENDED	Administrative changes as a result of repealed, amended and / or new sections of this or another act	Finance Note: not in force and effect yet
387 (2) Scope of ministerial regulations NEW	Section amended to add advertising clauses relating to the tax sales to the scope of the Minister's authority to make regulations	Finance Note: not in force and effect yet
388.2 Transition, certificate registered before this section comes into force NEW	Administrative changes to address registration of tax arrears certificate before the day the section comes into force	Finance
398 (2) Amount owing or added to tax roll AMENDED	Section amended to broaden the scope of that which can be added to the tax roll for a particular property to include the supply of a service or thing instead of just a public utility	Finance
410 (2) Sinking fund committee	Reference to non-application of Sinking Fund Committee if the new prudent investor section applies to a municipality	Finance Note: not in force and effect yet
418 (1.1) Investment NEW	Reference to non-application of section 418 if the new prudent investor section (s. 418.1) applies to a municipality	Finance Note: not in force and effect yet
418.1 (1) – (18) Prudent investment NEW	Permits municipalities and local boards to have prudent investor status for money not immediately required. The municipality must exercise the care, skill, diligence and judgment of a prudent investor. Municipalities must consider certain criteria in planning investments including: general economic conditions; possible effects of	Finance Note: not in force and effect yet

	<p>inflation or deflation; the role of each investment within the municipality's investment portfolios; the expected total return from income and appreciation of capital; and need for liquidity, regularity of income and preservation or appreciation of capital.</p> <p>Investments must be diversified so far as it is appropriate to general economic and investment market conditions.</p>	
420 (1) (c) Agreements for the investment of money AMENDED	Administrative changes to correct the name of another Act referenced.	Finance
420 (1.1) and 421 (1.1) Agreements for the investment of money NEW	Reference to non-application of section 420 and 421 if the new prudent investor section (s. 418.1) applies to a municipality	Finance
434.1 (1) System of Administrative penalties for non-compliance with by-laws NEW	<p>Section added to permit the creation of a system of administrative penalties for non-compliance with by-laws, where the purpose is to encourage compliance, in accordance with the following:</p> <ul style="list-style-type: none"> o The purpose of a system of administrative penalties is to encourage compliance with by-laws o The amount of the penalty shall not be punitive in nature o The amount shall not exceed the amount reasonably required to promote compliance <p>Section added such that the Minister may make regulations relating to this section as they see fit, including:</p> <ul style="list-style-type: none"> o Granting municipalities powers with respect to requiring payments of administrative penalties o Imposing conditions and limitations on municipal powers respecting administrative penalties 	Clerks
434.2 Debt NEW	An administrative penalty constitutes a debt to the municipality and the debt may be added to the property tax bill	Finance
434.3 (1) Limitation period for administrative penalties re: lobbyist registrar NEW	Section added to permit a municipality to limit the period within which an administrative penalty may be applied in relation to non-compliance with a Lobbyist Registrar to two years	Clerks
436 (3) Splitting of samples taken during an inspection AMENDED	When a sample is taken during an inspection, as permitted under s. 436 (2)(d), that sample must be divided into two parts with one part delivered to the person from whom the sample was taken except where splitting the sample is technically infeasible	
447 (6) Forfeiture of bond	If a bond has been posted to suspend a closing order relating to non-compliance with	Clerks/Finance

relating to non-compliance of a licensing by-law AMENDED	a licensing by-law and the bond terms are breached, a Judge, upon application, may order the proceeds be paid to the municipality (where they were previously to be paid to the Crown)	
447 (9) Licensing by-law deemed passed by Council AMENDED	Administrative changes as a result of repealed, amended and / or new sections of this or another act	Clerks
447.6 (3.1), (4.1) and 9 Records as evidence NEW	Subsections added such that a copy of any prescribed record or statement made under the Municipal Act, or under a by-law made under the Municipal Act, and purporting to be certified by a prescribed person may be filed and used in court instead of the original without proof unless the court otherwise directs The Minister may make regulations prescribing anything referred to above as prescribed	Clerks
453 (1) Regulations, transitional matters relating to this act AMENDED	Administrative changes as a result of repealed, amended and / or new sections of this or another act	Clerks
474.11 (1) – 5 Land deemed to be rateable NEW	Amendments introduce a provision that a tax arrears certificate cannot be registered if the Province has registered a notice indicating that the Crown intends to use the property for Crown purposes or an order canceling encumbrances on the land is issued. The amendments refer to provisions in the Forfeited Corporate Property Act, 2015.	Finance

Municipal Conflict of Interest Act

Section of the Act	Description	Department
1.1 Endorsed principles NEW	The following principles are added in relation to the duties of members of Council and local boards: <ul style="list-style-type: none"> o the importance of integrity, independence and accountability in decision making o the importance of certainty in reconciling public duties and the pecuniary interest of members o an expectation that members perform their duties with integrity and impartiality in a manner that will bear the closest scrutiny o an understanding that there is benefit to municipalities when members have broad knowledge and are active in their communities 	Clerks Note: not in force and effect yet
4 Exceptions to pecuniary conflicts AMENDED	Administrative changes as a result of repealed, amended and / or new sections of this or another act	Clerks Note: not in force and

		effect yet
5 (2.1) Exception; consideration of penalty NEW	the matter under consideration is to consider whether to suspend the remuneration paid to a member under s. 223.4 (5) or (6) of the Municipal Act the member may <ul style="list-style-type: none"> o take part in discussions and attempt to influence voting but may not vote o may attend closed meetings relating to the matter 	Clerks Note: not in force and effect yet
5.1, 5.2 Record of disclosure NEW	At a meeting, or as soon as possible afterwards, any member who discloses a pecuniary interest shall file a written statement of the interest and its general nature with the Clerk or the secretary of the committee or local board Where a member has a pecuniary conflict, either direct or indirect, in any matter being considered by an employee of the municipality or local board or anyone delegated with that authority, the member shall not use their office to influence any decision or recommendation An exception to the above rules is made for a member to influence voting with regard to the suspension of remuneration	Clerks Note: not in force and effect yet, however, has been included in procedural bylaw amendment
6.1 Registry of conflicts	Every municipality and local board shall establish and maintain a registry to keep each statement filed at or following a meeting and each declaration made at a meeting This registry shall be made available for public inspection	Clerks Note: not in force and effect yet, however, has been included in procedural bylaw amendment
7 (3) Power of judge to declare that s. 5 does not apply AMENDED	Administrative changes as a result of repealed, amended and / or new sections of this or another act	Clerks Note: not in force and effect yet
8 (1) to (7) Application to a judge re: alleged contravention of the act REPEALED / RE-ENACTED	An elector, an Integrity Commissioner of a municipality or a person demonstrably acting in the public interest may apply to a judge if they believe that a member or former member has contravened the act An application to a judge may only be made within six weeks of the applicant becoming aware of the alleged contravention An exception to the six week period exists when all of the following conditions are met: <ul style="list-style-type: none"> o The applicant applied to an Integrity Commissioner regarding an inquiry about the alleged contravention within six weeks of becoming aware o The Integrity Commissioner conducted an inquiry and did not make an application to a judge, did not conduct the inquiry within the prescribed timeline or terminated the 	Clerks Note: not in force and effect yet

	<p>inquiry</p> <ul style="list-style-type: none"> o The application includes a copy of the statutory declaration submitted with the original inquiry to the Integrity Commissioner o The application is made within six weeks after the earlier of the following: <ul style="list-style-type: none"> The day after the Integrity Commissioner advised they would not make an application to a judge; The last day on which the Integrity Commissioner is required to complete the inquiry; and The day the inquiry was terminated <p>An application may be made more than six weeks after the applicant became aware of the alleged contravention if the applicant is an Integrity Commissioner</p> <p>No application shall be brought forward six years after the alleged contravention</p> <p>The notice of application shall state the grounds for the contravention</p>	
<p>9 (1) and (2) Action where a contravention is alleged to have occurred NEW / AMENDED</p>	<p>If a judge determines that a member contravened the act they may do any or all of the following:</p> <ul style="list-style-type: none"> o Reprimand the member or former member o Suspend the members remuneration for 90 days o Declare the members seat vacant o Disqualify the member from being a member for up to seven years o Order the member to make restitution to the party suffering loss or to the municipality or local board <p>The judge may consider whether or not the member:</p> <ul style="list-style-type: none"> o Took reasonable measures to prevent contravention o Disclosed the interest and facts to an Integrity Commissioner in a request for advice and acted in accordance to advice received from an Integrity Commissioner o Committed the contravention through inadvertence or error of judgement made in good faith 	<p>Clerks</p> <p>Note: not in force and effect yet</p>
<p>11 (1) Appeal to a divisional court AMENDED</p>	<p>Administrative changes as a result of repealed, amended and / or new sections of this or another act</p>	<p>Clerks</p> <p>Note: not in force and effect yet</p>
<p>12 (1) to (3), 13 Proceedings not invalidated but voidable AMENDED / NEW</p>	<p>If a member is found to have contravened the act, the matter which the contravention affected is not automatically invalidated but may be declared void by the municipality or local board by the second anniversary of the</p>	<p>Clerks</p> <p>Note: not in force and effect yet</p>

	<p>decision if it does not adversely affect the rights that a person who acted in good faith acquired</p> <p>A proceeding that relates to a member or former member's alleged conflict of interest does not affect the municipality's or local board's power to reprimand a member or suspend a member's remuneration under subsection 223.4(5) of the Municipal Act</p>	
<p>14 (1), 14 (3)</p> <p>Insurance for members found not to have contravened the act</p> <p>AMENDED</p>	<p>Administrative changes as a result of repealed, amended and / or new sections of this or another act</p>	<p>Clerks</p> <p>Note: not in force and effect yet</p>

Municipal Elections Act

Section of the Act	Description	Department
<p>6</p> <p>Commencement of term of office</p> <p>AMENDED</p>	<p>Changes the date of the commencement of the term of office from December 1 to November 15 in a regular election year starting in 2022</p>	Clerks
<p>33.0.2 (1) Calculation date of maximum campaign expenses</p> <p>NEW</p>	<p>The Clerk shall calculate the maximum campaign contribution permitted by a candidate and his / her spouse to their own campaign and issue a certificate indicating the maximum amount as of the filing date</p>	Clerks
<p>88.9.1 (1) to (3)</p> <p>Maximum contributions to a candidates own campaign</p> <p>NEW</p>	<p>A candidate or their spouse cannot make contributions to their own campaign in excess of:</p> <ul style="list-style-type: none"> • For office of Mayor: \$7,500 plus 20 cents for each elector, not to exceed \$25,000 • For office of a member of Council: \$5,000 plus 20 cents for each elector, not to exceed \$25,000 <p>Number of electors is the greater of the number of electors on the voters list on Sept. 15 of the previous election or on Sept. 15 of the current election</p>	Clerks
<p>88.9.1 (4) to (7)</p> <p>Certificate of Maximum Amounts & no certificate required if maximum is \$25K and transition for 2018 election</p> <p>NEW</p>	<p>The Clerk shall calculate and provide the maximum amounts permitted for a candidate or spouse to contribute to their own campaign on or before September 25, in a regular election year</p> <p>If the maximum amount is \$25,000 the Clerk is not required to provide a certificate</p> <p>The Clerks calculation is final</p> <p>For the 2018 election the calculation shall be the greater of the number of electors on the list as of Nomination Day in 2014 and those on the list as of September 15 of 2018</p>	Clerks
<p>88.9.1, 94.2 Non-application of section 88.34</p> <p>AMENDED</p>	<p>No prosecution for an offence under this act shall be commenced after November 15 of the fourth year following an election (previously it was December 1)</p>	<p>Clerks</p> <p>Note: not in force and effect yet</p>

88.13, 88.26 Maximum contributions to registered third parties	To increase maximum campaign contributions from \$750 to \$1,200	Clerks Note: not in force and effect yet
88.24, 88.28 Extension of the election campaign period AMENDED	If a request to extend the campaign period is received, the campaign period may be extended to the end of the six month period following 45 days after an election or by-election if this is the earliest date of all the options noted under section 88.24(1) 4 & 5	Clerks

Budget: There will be budget implications to these changes that will be recognized as we move through the changes.

Risk Analysis: It is difficult to measure the level of risk to each aspect contained within this report. Some areas carry a high level of risk associated with actions that may or may not take place, while other aspects are strictly administrative.

Communication Plan/Notice By-law Requirements: Public notice will be provided for the amendment to the Procedural bylaw and bylaw amendment

Strategic Plan or other Guiding Document:

Municipal Act, 2001, as amended
Municipal Elections Act
Municipal Conflict of Interest Act

The Corporation of the City Of Kenora

By-law Number ~~173--2015~~ -2017

A By-Law to Establish Rules of Order and Procedures For the Council of the City of Kenora

Whereas Section 238(2) of the Municipal Act, 2001, c. 25, as amended, authorizes the Council of every municipality to pass by-laws governing the proceedings of Council, the conduct of its Members and the calling of Meetings; and

Whereas the Municipal Act, 2001, c.25, as amended, provides that the Procedural By-law shall provide public notice of meetings; and

Whereas it is desirable that there be rules governing the order and procedures of the Council; and

Now Therefore Be It Resolved That the Council of the Corporation of the City of Kenora enacts as follows:-

Part 1 – Definitions

1.1 Addition to Agenda - means an urgent matter requiring immediate action or attention, typically involving a deadline date that cannot be met if the item is not added to a certain agenda.

1.2 Advisory Committee – means a Committee appointed by Council which membership is composed of a majority of members of the public, or a minority of Members of Council and is not bound by Closed Meeting rules under the Municipal Act.

1.3 Agenda – means a list of items on an Agenda of Council or Committee and which may contain recommendations to be considered and which may also contain certain notices for the information of the public in accordance with this by-law.

1.4 Chief Administrative Officer or CAO - means the Chief Administrative Officer of the Corporation of the City of Kenora or an Acting Chief Administrative Officer duly appointed by the Chief Administrative Officer to act in the CAO's absence.

1.5 City – means the Corporation of the City of Kenora.

1.6 Clerk – means the City Clerk of the Corporation of the City of Kenora or Deputy Clerk in the absence of the Clerk, or those who have been designated by the Clerk who shall have the powers and duties of the Clerk on behalf of the City.

1.7 Closed Meeting – or In-Camera Meeting means a meeting, or part of a meeting, that is closed to the public to consider matters authorized under the Municipal Act or other enabling Statute.

1.8 Committee – means a Committee, sub-Committee or similar entity established by Council of which at least 50 percent of the members are also members of Council. Such Committee is bound by the Closed Meeting rules under the Municipal Act.

1.9 Committee of the Whole – is a Committee comprised of Members of Council as a whole

1.10 Council – means the elected Council of the City of Kenora.

1.11 Deputation – means a request in writing by an individual/group/organization who is not a member of Council or staff, who wishes to appear before a regular or special meeting of Council or Committee and address the Members, typically relating to an issue or item on the meeting agenda.

1.12 Deputy/Acting Mayor – means the Member of Council appointed by way of resolution at the Inaugural Meeting who may act in the Mayor's absence and while so acting, such member has and may exercise all rights, powers and authority of the Mayor.

1.13 Mayor – means the Head of Council of the City of Kenora.

1.14 Meeting – means any regular, special, ~~Committee~~ or other meeting of Council, ~~of~~ a local board or of a committee of either of them, where, a quorum of members is present, and members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

1.15 Member – means a Member of Council or a Committee.

1.16 Motion – means a question or a recommendation to be considered by the Council or a Committee which is moved, seconded, presented, read and is subject to debate. When a motion is adopted, it becomes a resolution.

1.17 "Newspaper" – means a printed publication in sheet form, intended for general circulation, published regularly at intervals of no longer than a week, consisting in great part of news of current events of general interest and available to the public and to regular subscribers and distributed for sale or gratis on a daily and/or weekly basis. This includes the "on-line" version posted on the internet.

1.18 "Notice" – means a written, printed, published, verbal, electronic or posted notification or announcement to the public generally, but does not include notice given to specified persons.

1.19 Point of Order – may be called to bring attention to:

- Breaches of the rules of order of Council.
- Difficulty in continuation of the meeting.
- Improper, offensive or abusive language
- Notice that the discussion is outside the scope of the motion or the notice of motion.
- Irregularities in the proceedings.

1.20 "Portal" – means Kenora's electronic community gateway for the public to access a selection of websites containing a variety of pages and online services and information and is used as a tool for providing notice.

1.21 "Publish" – means published in a daily or weekly newspaper that in the opinion of the Clerk, has such circulation within the municipality as to provide reasonable notice to those affected thereby, and includes posting on the Municipal website or broadcasting on a local radio station. "Publishing, published and publication" have corresponding meanings.

1.22 Presiding Officer – means the Mayor or Deputy Mayor, or the person appointed by the Members present at a meeting in the event the Mayor or Deputy Mayor are not in attendance within fifteen (15) minutes after the hour appointed for the Council meeting.

1.23 Quorum – means a majority of the Members of Council or Committee of the Whole, subject to the provisions of the Municipal Conflict of Interest Act, 1990, as amended.

1.24 Radio station – means a radio station which can be locally received using FM frequencies.

1.25 Recorded vote – means the recording of the name and vote of every member by the Clerk on a motion during a Council meeting.

1.26 Resolution – means a motion that has been resolved by Council.

Part 2 - General Rules

2.1 Rules - regulations - observed - at all times

The rules and regulations contained in this by-law shall be observed in all proceedings of the Council and Committee of the Whole and shall be the rules and regulations for the order and dispatch of business in the Council.

2.2 Rules - observed - modifications - permitted

The rules contained in this by-law shall be observed, with the necessary modifications, in every meeting of Council.

2.3 Parliamentary procedure - proceedings

Those proceedings of the Council, the Committees thereof not specifically governed by the provisions of this by-law shall be regulated in accordance with generally accepted parliamentary procedure, such as the **Bourinot's Rules of Order**.

2.4 Rules – Council to introduce new Item on Agenda

When it is necessary to deal with an extraordinary item not provided for on the agenda, a motion shall be required to introduced that a new item be presented for a specific matter, (and shall precede the main motion to be introduced) and such motion shall not proceed without the unanimous consent of Council.

The Member making such request is to state the nature of the motion and the reason for introducing the new item. Any extraordinary item that is introduced shall not contravene the provisions of the Notice By-law.

2.5 Deputy Mayor – 8 month Rotation of Members

The position of Deputy Mayor shall be on a rotating basis among the six Members of Council whereby each Member shall be appointed Deputy Mayor for an eighth month period commencing in alphabetical order, the first of which will be appointed by Resolution at the Inaugural Meeting of a newly elected Council.

2.6 Absence - Mayor – Deputy Mayor - authority

In the absence of the Mayor from the Municipality, or if he/she is absent through illness or if he/she refuses to act or if the office is vacant, the Deputy Mayor for the purposes of this by-law shall act in the place of the Mayor and shall have all the rights, powers and authority of the Mayor, while so acting. In the absence of the Deputy Mayor, the previously appointed Deputy Mayor may preside, or a Presiding Officer may be appointed by the members.

2.7 Members of Council – notify Clerk - absence

Members of Council are requested to notify the Clerk when the member is aware that he/she will be absent from any meeting of Council or for any duration that may interfere with the business of Council.

[The office of a member of Council will become vacant if the member is absent from the meetings of Council for three successive months without being authorized to do so by a resolution of Council. This is in accordance with Section 259 \(1\)\(c\) of the Municipal Act, 2001, as amended, with exception](#)

[to section 2.8 of the Procedural bylaw.](#)

[2.8 Members of Council – Absence – Maternity/Paternity Leave](#)

[Pregnancy and/or Parental Leave – an absence of 20 consecutive weeks or less as a result of a Member’s pregnancy, the birth of a Member’s child or the adoption of a child by the Member in accordance with Section 259\(1.1\) of the Municipal Act, 2001.](#)

[A Member’s pregnancy and/or parental leave does not require Council approval and his or her office cannot be declared vacant as a result of the leave.](#)

[Legislative and administrative matters requiring action during a Member’s pregnancy and/or parental leave should be addressed in a manner that is consistent with the Member’s wishes](#)

[A Member of Council on pregnancy and/or parental leave shall reserve the right to exercise his or her delegated authority at any time during their leave.](#)

[A Member of Council on pregnancy and/or parental leave shall reserve the right to exercise his or her delegated authority at any time during their leave.](#)

[Members of Council and City staff are responsible for adhering to the parameters of this leave.](#)

[The members seat remains vacant during the duration of the leave, unless that member chooses to return prior to the 20 weeks.](#)

[2.8](#) ~~9~~ [9](#) **Minutes of Meetings**

Minutes shall be taken of any and all meetings, open or closed. The Clerk shall take minutes for meetings of Council.

[2.9](#) ~~10~~ [10](#) **Taping/Televising/Recording**

Meetings which are not closed to the public may be taped, televised or otherwise electronically or mechanically recorded so long as the taping, televising or recording is carried out in a manner that does not interfere with the proceedings of the meeting and provided same has been authorized by the Clerk.

[2.11](#) **Electronic Participation by Members** [Participation in Council or Committee of the Whole meetings by electronic means is not permitted.](#)

[2.10](#) ~~12~~ [12](#) **Cell phones/Blackberries/Smart Phones**

All phones are required to be turned to vibrate during all Council and Committee meetings. This applies to all Members, Staff, Media and the public.

[2.11-13](#) **Staff at Council and Committee of the Whole Meetings**

Managers who have agenda items to present are expected to attend the Committee of the Whole meeting but not the Council meeting unless otherwise requested by the CAO. If a member wishes a Manager who does not have an agenda item to attend a meeting, the member shall so notify the CAO by 12 noon on the working day prior to the meeting to make such request. It is the sole discretion of the CAO to direct that staff person to attend.

Part 3 – Giving of Public Notice & Scheduling Of Meetings

3.1 Meetings – Open to the Public

All meetings of Council shall be open to the public and held at the Council Chambers at City Hall,

One Main Street South, unless otherwise advertised.

3.2 Public Notice and Contents

The published agenda shall be considered as adequate public notice and deemed to have been given by its being posted on the Portal (www.kenora.ca) and available for public review in the office of the City Clerk and/or in the foyer at City Hall no later than 4:00 p.m. on the applicable business day preceding the regularly scheduled meeting.

Every notice of a meeting of Council or Committee shall indicate the day, date, time and place of commencement of the meeting.

3.3 Public Notice – Special Meetings of Council or Committee of Council

A minimum of **twenty-four (24)** hours public notice shall be given (see exception in Section 3.7) prior to the holding of the special meeting, typically held in Council Chambers. The advance public notice shall be given to Council, appropriate staff, the affected parties, the public, and shall state the specific business to be considered at the special meeting.

Notice of the special meeting shall be posted on the Portal at least twenty-four (24) hours preceding the meeting, as well as advertised in the media at the Clerk's discretion as to the appropriate form of media publicity.

No other business than that stated in the Notice, and subsequently on the agenda, shall be considered at a special meeting.

For purposes of a Special Council Meeting, the Rules of Order contained herein with respect to the reading of the blessing, confirming previous Minutes, etc. are deemed to be suspended, unless a majority of the members deem otherwise.

3.4 Public Notice – Closed Meetings

If it is necessary for a closed meeting to be held that is not on a regularly scheduled meeting date, a minimum of **twenty-four (24)** hours public notice shall be given prior to the holding of an In-Camera meeting not already provided for on any meeting agenda where notice is deemed to have been given. The advance public notice shall be given to Council, appropriate staff, the affected parties, the public, and shall state the general nature of business to be considered.

3.5 Public Notification – Other Meetings

Notice shall be given for any meeting, open or closed, and such notice shall be determined by the Clerk in accordance with this by-law.

3.6 Public Notice – Adoption of Procedural By-law

Before passing a Procedural By-law, or amendment, the Council shall give notice of intention to pass such by-law by providing notice on the applicable agenda preceding the meeting, subsequently posted on the Portal.

3.7 Emergency or Disaster – Notice not required

In the event of a disaster or emergency as defined in the Emergency Plan, an emergency meeting may be held without notice to deal with the emergency or extraordinary situation, provided that an attempt has been made by the Chief Administrative Officer and/or Clerk or Clerk's designate, to notify the Members about the meeting as soon as possible and in the most expedient manner available.

3.8 Minimum Requirements

The notice requirements set out in this by-law are minimum requirements only and the Clerk may give notice in an extended manner if in the opinion of the Clerk and/or Member of Council, the

extended manner is reasonable and necessary in the circumstances.

3.9 Subordinate to other required Forms of Notice

The notice requirements set out in this by-law shall be subject to any specific requirements for the fixing of notice as prescribed by legislation or as directed by Council.

Schedule of Meetings

3.10 Inaugural - first Monday - December - time chosen

Following ~~a regular~~the municipal election, the Inaugural Meeting shall be held on the first day ~~Monday~~of in December at ~~11:00 a.m.~~12:00 p.m. (noon). in Council Chambers.

3.11 Regular Council - Monthly - time

Following the Inaugural Meeting, regular Council meetings shall be held in the Council Chambers at City Hall, as established annually by Council in December of the previous year, or earlier, and posted publicly. Meetings are typically held the third Tuesday of the month, but are amended from time to time as required.

3.12 Committee of the Whole Meetings

Committee of the Whole meetings wshall be held in the Council Chambers at City Hall, as established annually by Council in December of the previous year, or earlier, and posted publicly. Meetings are typically held the second Tuesday of the month, but are amended from time to time as required.
~~ill meet in accordance with Section 10 of this by law unless otherwise agreed to by resolution, and so advertised.~~

3.13 Municipal Elections - meeting time - exception

Notwithstanding any other provision of this by-law, in the month in which a regular municipal election is held, the Council shall not meet in that month, unless required in accordance with Section 3.3.

3.14 Calling of Special Council or Committee of the Whole Meetings

The Mayor or designate may, at any time, call a special meeting of Council or Committee of the Whole, or upon receipt of a petition signed by a majority of the members, the Clerk shall call a special meeting for the purpose and at the time mentioned in the petition, in accordance with the notice provisions contained in this Section.

3.15 Cancellation/Postponement of Meeting - Notice by Clerk

Any meeting may be cancelled or postponed and re-scheduled to a day, time and place. Such changes shall be given in the form of a written notice by the Clerk, provided at least 24 hours' notice can be given, or if known in advance, Council shall adopt a motion for this purpose.

If the 24 hour advance notice cannot be provided for whatever reason, the Clerk shall attempt to notify the Members and the general public as soon as possible and in the most expedient manner available.

Part 4 - Closed Meetings

4.1 Criteria & Procedure – Closed (In-Camera) Meetings

Meetings shall be closed to the public as provided for in the Municipal Act, 2001, as amended (see

Appendix A to this by-law).

4.2 Motion to move into Closed Meeting

Prior to Council/Committee resolving into a Closed Meeting for one of the reasons in accordance with the Act as noted above, Council shall state by motion:-

- a) the fact of holding the Closed Meeting and the provision under the Act;
- b) the general nature of the matter to be considered.

4.3 Closed Items to be included on Open Agenda

Before Council or a Committee moves into a closed meeting, a public motion authorizing the closed meeting and stating the general nature of the matter or matters to be considered at the closed meeting shall be passed; no additional matters shall be considered by Council or Committee at the closed meeting.

4.4 Closed Meeting Reports/Agendas/Minutes

Closed Meeting Reports shall be so marked and attached to the closed agenda and circulated to Council prior to the regular Council or Committee of the Whole meeting.

Closed Meeting Agendas and Minutes shall be so marked and circulated by either the Clerk or Deputy Clerk and identified with a coloured background. Closed Agendas and Minutes shall be emailed directly to Council, the CAO. The Clerk shall file the Closed Meeting Minutes in the Clerk's office vault.

4.5 Motions permitted in Closed Meeting

A vote may not be taken at a meeting which is closed to the public, with the exception of motions for procedural matters such as confirming minutes and adjourning the meeting, as well as written motions for giving directions or instructions provided such direction is not a decision by the Council or Committee.

4.6 Moving out of Closed to Regular Meeting to Vote

Members shall adjourn from the Closed Meeting and reconvene in the Open Meeting to report from the Closed Meeting and to vote, if necessary, on any motion. Such motions pertaining to direction and action from the Closed Meeting shall provide as much detail as possible for reporting out to the Open Meeting, and if applicable, identifying the specific staff position required to follow-up on the recommended course of action set out by Committee or Council, as the case may be, from the Closed Meeting.

4.7 Minutes – Closed Meeting

Closed Meeting Minutes shall be formatted with a coloured background so they are distinguishable from Regular Minutes.

For the purpose of a Closed Meeting, the Clerk or Recording Officer shall record the following, without note or comment:

- i) **The starting time of the closed meeting and fact of the holding;**
- ii) **All those in attendance;**
- iii) **Any Declarations of Pecuniary Interest & general nature thereof;**
- iv) **Any Closed Deputations**
- v) **The general nature of the matter considered at the closed meeting;**
- vi) **Approval of previous Closed Minutes**
- vii) **Personal information shall not be recorded;**
- viii) **The disposition of the matter;**
- ix) **Reports/recommendations to be moved into Open Meeting for a vote;**
- x) **The concluding time of the closed meeting.**

4.8 Closed Meeting Chair – Deputy Mayor

The Deputy Mayor shall be the Presiding Officer/Chair as the case may be for Closed Council/Committee Meetings and who shall give their report to Council/Committee when they return to the regular meeting to consider the disposition of the matter by voting on a motion. In the event the Deputy Mayor is not present, the previously appointed Deputy Mayor shall act in their place. In the event that previous Deputy Mayor is not present, members present will mutually appoint the Chair prior to the start of the meeting.

4.9 Closed Meeting Investigation – Report

If the municipality or local board receives a report under Subsection (10) of Section 239.2 of the Municipal Act, 2001 the municipality or local board as the case may be, shall pass a resolution stating how it intends to address the Closed Meeting Investigator's report

Part 5 - Proceedings - Council Meetings**5.1 Agenda – set by Clerk**

The Clerk, subject to such changes as may be appropriate in the circumstances, shall prepare for electronic distribution of the agenda to each Council Member, the Chief Administrative Officer and all Managers (including any staff/media requesting same), and posting on the Portal (www.kenora.ca) for public review no later than 4:00 p.m. on the applicable business day preceding the regularly scheduled meeting on the Friday prior to the Tuesday (or alternate date due to statutory holiday) meeting, outlining the "Order of Business" as follows: ~~The Clerk shall also post the Agenda on the Portal and have printed copies available at meetings of the Council.~~

5.2 Regular Order of Business:-

1. Call to Order
2. Blessing
3. Public Information Notices
4. Declarations of Pecuniary Interest & General Nature Thereof
5. Confirmation of Previous Minutes
6. Presentations
7. Deputations
8. Additions to Agenda (urgent only)
9. Appointments
10. Resolutions-Items from Committee of the Whole
11. Housekeeping Resolutions
12. Tenders
13. By-laws
14. Notices of Motion
15. Proclamations
16. Announcements (non-action)
17. Adjournment (to Closed Meeting, if required)
18. Business arising from Closed Meeting (if applicable)
19. Close Meeting

5.3 Call to order - quorum present

As soon after the hour fixed for a meeting as a quorum is present, the meeting shall be called to order by the Mayor.

5.4 No Quorum

If no quorum is present one half hour after the time appointed for a meeting of Council, the Clerk shall

record the names of the Members present and the meeting shall stand adjourned until the date of the next regular meeting. A quorum for meetings for the purpose of Council shall be a majority of the total members, or, the presence of at least four (4) Members.

Should any Council Member in attendance make a Declaration of Pecuniary Interest thereby reducing the number present to less than a quorum, the meeting may continue.

5.5 Declaration of Pecuniary Interest – Duty of Member/Completion of Form

Members shall comply with the Municipal Conflict of Interest Act, and in accordance with the Act any Member shall disclose any direct or indirect pecuniary interest as follows:-

- (a) shall, prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof;
- (b) shall not take part in the discussion of, or vote on any question in respect of the matter;

And

(c) shall remove themselves from the table by stepping back and moving to a different part of the room, but is not required to leave the room;

Formatted: Indent: Left: 0"

- (c) shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question.

At the applicable meeting, a Member shall complete and read from the necessary Declaration Form regarding their Declaration of Pecuniary Interest and shall provide the form to the Clerk for recording it in the Minutes (see Appendix B to this by-law).

All Declarations shall be recorded by the Clerk accordingly both in the Minutes and on any applicable resolution. The Clerk, as soon as reasonably possible following the meeting, shall add the declaration to the Council Registry which will be publicly posted on www.kenora.ca for public inspection. The Clerk shall maintain a copy of each statement filed by the member.

No Member shall request any staff member for their opinion or to comment on whether or not the Member has a Pecuniary Interest, whether direct or indirect. Members may seek a legal opinion as to whether they may or may not have a Pecuniary Interest on a particular matter.

5.6 Minutes

The Minutes of the Council shall be taken by the Clerk or designate, and shall consist of a record of all proceedings taken during a Council meeting pursuant to the Municipal Act, 2001, as amended. The Clerk or designate shall record, without note or comment, the following information for the purpose of the official Minutes:

- o Date, place and time of meeting
- o Name of the Presiding Officer
- o Members both present and absent (regrets)
- o Member who reads the Blessing
- o Member who makes a Declaration of Pecuniary Interest & General Nature Thereof
- o Any public deputation including the name of the person/group
- o Follow up discussion/direction to staff on a particular matter
- o Recorded Votes
- o Notices of Motions
- o Announcements
- o Proclamations
- o Time of Adjournment/Close of Meeting

Formatted: Not Raised by / Lowered by

5.7 By-laws

By-laws shall be introduced in the applicable section on the Council agenda. If applicable, by-laws of an urgent nature that fall under 'additions to the agenda' may be considered and presented with the additional item under that section of the meeting, [provided they are in accordance with the Notices of Motion bylaw](#).

5.8 Three Readings required before Enactment

Every by-law shall receive three readings (first, second and third) by Council before being enacted. By-laws may be presented for one or two readings at the direction of Council or staff prior to the Council Meeting depending on the nature of the by-law.

In accordance with this Section, authorization is given to dispense with the actual reading of the by-laws and that only the titles of each by-law shall be read within the applicable motion.

5.9 Curfew – Regular Council Meetings

Council shall adjourn no later than three (3) hours past commencement of the usual twelve (12) o'clock meeting time, typically before the hour of three (3) o'clock in the afternoon, unless otherwise ordered by a unanimous vote of members present.

Part 6 – Rules of Conduct and Debate

6.1 Order - decorum - maintained - Mayor

The Mayor shall preside over the conduct of the meeting, including the preservation of good order and decorum, ruling on points of order and deciding all questions relating to the orderly procedure of the meeting, subject to an appeal to the Council.

6.2 Mayor - speaking on motion - to leave Chair

The Mayor may answer questions and comment in a general way without leaving the chair, but if he/she wishes to make a motion or to speak on a motion by taking a definite position and endeavouring to persuade the Council to support that position, then he/she shall first leave the chair, and shall designate another member to fill his/her place until he/she resumes the chair.

6.3 Member Speaking - recognition by Mayor - required

Before a member may speak to any matter, he/she shall first be recognized by raising their hand to be addressed by the Mayor.

6.4 Speaking - order - determination

When two or more members indicate simultaneously that they wish to speak, the Mayor shall name the member who is to speak first.

6.5 Disruption - Council - by member - prohibited

A member shall not disturb the Council by any disorderly deportment.

6.6 Offensive language - insults - prohibited

A member shall not use profane or offensive words or insulting expressions.

6.7 Disobedience - rules - points of order - prohibited

A member shall not disobey the rules of the Council or a decision of the Mayor or of the Council on points of order or on the interpretation of the rules of procedure of the Council.

6.8 Leaving seat - disturbance during vote - prohibited

A member shall not leave his/her seat or make any noise or disturbance while a vote is being taken or until the result is declared.

6.9 Interruption - speakers - exception

A member shall not interrupt a member who is speaking, except to raise a point of order or a question of privilege.

6.10 Leaving meeting - not to return - Mayor informed

A member shall not leave the meeting when he/she does not intend to return thereto without first advising the Mayor.

6.11 Disorderly conduct - member to be removed - question

In the event that a member persists in a breach of the rules prescribed in this by-law, after having been called to order by the Mayor, the Mayor shall put the question "Shall the member be ordered to leave his/her seat for the duration of the meeting?" [and members shall vote on the question.](#) ~~and~~ Such question is not debatable.

6.12 Apology - member to resume seat - by permission

If the member apologizes, the Mayor, with the approval of the Council, may permit him to resume his/her seat.

Part 7 – Motions in Council**7.1 Motions in Writing**

All substantive motions introduced to Council shall be in writing.

7.2 Addressing Council

Members shall rise to read motions presented to Council.

7.3 Disposition of motion

Every motion in Council must be voted on and either carried, defeated, or deferred before any other motion (other than a motion to amend), can be introduced; deferred; amended, etc.

7.4 Motion to Defer (later in same meeting)

This motion provides a mechanism whereby a motion can be set aside and taken up again at any time later in the meeting by moving a procedural motion to resume consideration of the matter.

- Motion is not debatable
- Is not amendable
- Approval requires a two-thirds majority of votes cast

7.5 Motion to Defer (to subsequent meeting)

This motion enables the discussion of a substantive issue to be put off to a subsequent meeting.

- Motion shall state the substantive issue and the date and/or time of the postponement
- Is debatable only with respect to the date and time
- Must have a seconder
- Amendments restricted to the stated date/and or time
- Approval by majority.

7.6 Motion to Defer Indefinitely

This motion provides a mechanism whereby an issue can be fully discussed, although no decision is to be taken.

- Is debatable and is not restricted so substantive issue can be fully discussed
- Approval by majority.

7.7 Motion to Amend

- Shall be presented in writing;
- Shall not negate the main motion;
- Shall receive disposition of Council before a previous amendment or the question;
- Shall not be further amended more than once, provided that further amendment may be made to the main question;
- Shall be relevant to the question to be received;
- Shall not be received proposing a direct negative to the question;
- May propose a separate and distinct disposition of a question;
- Shall be put in the reverse order to that in which it is moved.

7.8 Motion to Withdraw

A motion shall only be withdrawn by the Mover and Seconder, and only with the consent of the majority of Council.

7.9 Ultra Vires Motion

Council shall not consider a motion that is ultra vires (beyond its power of authority).

7.10 Motion to Reconsider

The following are the rules applicable to a motion to reconsider:

1. Shall be moved by a member voting on the prevailing side.
2. Shall not be debated;
3. Shall not be amended;
4. Shall not be considered if the action approved in the motion cannot be reversed;
5. Suspends action on the motion to which it applies until it has been decided.

No motion shall be reconsidered more than once during a period of twelve (12) months following the date on which the question was decided.

7.11 Motion to Refer

A motion to refer, or to refer back to a Committee or a member of staff with instructions may be put forth and amended but shall be disposed of by Council before the original motion or any other motion pertaining to the original motion.

7.12 Notice of Motion

A member may introduce a new matter by way of notice of motion. The notice of motion shall be read at a meeting of Council (not Committee) and then shall be placed on the next regular Council meeting Agenda by the Clerk, unless the Member otherwise states a specific Council meeting date.

A notice of motion when introduced is not moved or seconded but the motion shall be moved and seconded at the subsequent meeting, at which time it is then debatable/amendable.

7.13 Speaking to motion - limitation - subject - maximum 5 minutes

When a member is speaking to a motion, he/she shall confine his/her remarks to the motion and in speaking shall be limited to a maximum of five (5) minutes.

7.14 Speaking to motion – exception - vote - reply

A member shall not speak more than once to any motion, but the member who has made a motion shall be allowed to speak for a maximum of 5 minutes to answer any questions.

7.15 Motion - under debate - read - at any time

A member may require the motion under debate to be read at any time during the debate, but shall not interrupt a member who is speaking.

7.16 Motion under debate – questions – before vote

When a motion is under debate, a member may ask a concisely worded question of another member, or City Administration, through the Mayor prior to the motion being put to a vote by the Mayor in accordance with this by-law.

Part 8 – Voting by Council**8.1 Mandatory vote – all members**

The Mayor and all Members present are required to vote by a CLEAR show of hands when a question is put forth, unless they have declared a Pecuniary Interest on a particular item.

8.2 Amendment to Motion - Voted on first

A motion to amend an amendment to a motion shall be voted on first.

8.3 Voting - order

Voting on the main motion and amending motions shall be conducted in the following order:

- (a) A motion to amend a motion to amend the main motion;
- (b) A motion (as amended or not) to amend the main motion; and
- (c) The main motion (as amended or not).

8.4 Motion to vote - immediately - after all have spoken

A motion shall be put to a vote by the Mayor immediately after all members desiring to speak on the motion have spoken in accordance with the provisions of this by-law.

8.5 Speaking - after motion - before vote announced

After a motion is put to a vote by the Mayor, no member shall speak on that motion nor shall any other motion be made until after the result of the vote is announced by the Mayor.

8.6 No vote - deemed negative - exception

Every member who is not disqualified from voting by reason of a Declaration of Pecuniary Interest shall be deemed to be voting against the motion if he/she declines or abstains from voting.

8.7 Secret voting - on motion - prohibited

The manner of determining the decision of the Council on a motion shall not be by secret ballot or by any other method of secret voting.

8.8 Result - announced

The Mayor shall announce the result of every vote, except in the case of a recorded vote in which the Clerk shall announce the result.

8.9 Result - disagreement - objection immediate - retaken

If a member disagrees with the number of votes for and against a motion as announced by the Mayor, he/she may object immediately to the Mayor's declaration and, with the consent of the Council, the vote shall be retaken.

8.10 Tie vote - deemed negative

When there is a tie vote on any motion, it shall be deemed to have been decided in the negative.

8.11 Recorded vote - When called for

Any Member present may request that a vote be recorded and shall call for a recorded vote immediately prior to, or following, the taking of the vote. Each Member present, except a Member disqualified from voting by any Act, shall announce his or her vote openly when asked by the Clerk. The Clerk shall request Council Members to announce their vote in alphabetical order, and then will request the Mayor to announce his/her vote last. The names of those who voted for and

against shall be noted in the Minutes. If any Member does not advise of their vote, they shall be deemed as voting in the negative. The Clerk shall announce the result of the vote.

8.12 Recorded vote - all member to vote - exception

All members present shall vote when a recorded vote is called for, except when they have been disqualified from voting by reason of a Declaration of Pecuniary Interest.

8.13 Voting - number of members - calculation

In every vote/recorded vote required of the whole Council, the number of members constituting the Council shall be determined by excluding:-

- (a) The number of members who are present at the meeting but who are excluded from voting by reason of the *Municipal Conflict of Interest Act*, and
- (b) The number of seats that are vacant on the Council by reason of *The Municipal Act, 2001*, as amended.

8.14 Open Voting Only

No voting shall take place at any meeting that has been closed to the public in accordance with Section 239 of the Act, except as it may pertain to a procedural matter or for giving direction or instructions to municipal officials/employees.

Part 9 – Deputations

9.1 Addressing in Council

Any person desiring to present information or speak to Council at a Council Meeting shall have an opportunity to do so at the commencement of the meeting as provided for on the Agenda and will be announced by the Presiding Officer. The prescribed "Deputation Request Form" must be filed with the Clerk according to timelines noted on the prescribed form in advance. Such persons shall have no more than five (5) minutes at a Council meeting to address Members and no debate on any subject shall be engaged in by either Council or those providing the Deputation. The Mayor/Deputy Mayor may use their discretion should the five minute time-frame not be met.

If a Deputation Request (with or without the completed Request Form) is received at the commencement of a meeting, the discretion rests with the Mayor/Deputy Mayor as to whether or not the Deputation will be heard.

9.2 Addressing in Committee

Any person desiring to present information or speak at a Committee of the Whole Meeting shall have an opportunity to do so at the commencement of the meeting as provided for on the Agenda and will be announced by the Chair. The prescribed "Deputation Request Form" must be filed with the Clerk according to timelines noted on the prescribed form in advance. Such persons shall have up to fifteen (15) minutes to address and exchange information with Council and Members may engage in dialogue with the person or persons. The Mayor/Deputy Mayor may use their discretion should the fifteen minute time-frame not be met.

If a Deputation Request (with or without the completed Request Form) is received at the commencement of a meeting, the discretion rests with the Mayor/Deputy Mayor as to whether or not the Deputation will be heard.

9.3 Deputation Request Form Necessary

A signed Deputation Request Form shall be submitted to the Clerk with a legibly written presentation provided before, during or following the deputation.

9.4 Deputation Request Form Deadlines

For Council Meetings: A Deputation Request Form shall be completed and submitted to the Clerk's Office before 10:00 a.m. on the day of a regular Council Meeting that sets out the topic to be addressed, together with the date of the meeting and the name and contact information (phone number, email address) of the person or group making such request.

For Committee Meetings: A Deputation Request Form shall be completed and submitted to the Clerk's Office no later than the Friday at 12 noon in advance of the requested Committee meeting to attend so that it can be included on the Committee of the Whole agenda.

For Special Council/Committee Meetings:

Typically deputations are not included on Special Meeting Agendas, and will be heard at the pleasure of the Mayor/Deputy Mayor, provided it relates to the subject matter on the agenda.

9.5 Curtailment of Time

The Head of Council or Deputy Mayor may curtail any deputation for disorder or any other breach of this by-law, and, if the Head of Council or Deputy Mayor rules that the deputation is concluded, the person or persons appearing shall withdraw.

9.6 Location

No person, except Council Members and authorized staff shall be allowed to come within the Council Members' seating location during a meeting without the permission of the Head of Council or Deputy Mayor. The public is expected to speak from the lectern provided in Council Chambers to address Council.

9.7 Behaviour of Deputant

[Deputation participants are attending a business meeting of Council and as such proper decorum is expected of all those in attendance.](#) As may be necessary from time to time, the Mayor, Deputy Mayor or Clerk shall advise of the rules of order contained in this Section of the By-law to contingents of the public in attendance either observing or addressing Council, particularly on a sensitive issue.

[Deputation participants are expected to sit in the general public seating area and present their information from the podium.](#)

No Deputant shall:

1. Speak without first being recognized by the Presiding Officer 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

9.8 Conduct by the Public

Members of the public, who constitute the audience at a meeting, shall not:-

- Address Council or Committee without permission
- Bring signage, placards or banners into such meetings
- Engage in any activity or behaviour that would affect the deliberations
- Bring food into the Council Chambers or meeting unless so authorized
- Allow cellular phones to ring so as to disrupt the proceedings

9.9 Expulsion

The Presiding Officer 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.

9.10 Recording of Deputation for the Minutes

The Clerk or designate shall record, without note or comment, a brief summary of a public deputation where no written deputation is presented, including the name of the person/group represented. Where a written deputation is presented it shall be duly noted in the Minutes that a written deputation was received, and filed with the Clerk for the public record.

9.11 CAO - Managers or Applicable Staff - address to Council

Notwithstanding the provisions of Section 9.1 of this by-law, the City CAO, Managers or applicable staff to the subject being discussed shall be permitted to address Council and the person(s) making the deputation with advance permission of the head of Council.

9.12 Business - stated - matters - related to

Persons appearing before the Council shall confine their remarks to the business stated in their request.

9.13 Repetition - prevented - hearing declined - exception

In order to avoid repetition and to ensure an opportunity for the expression of different points of view but except as required by law, the Mayor or Deputy Mayor may decline to hear any person who has an identifiable common interest or concern with any other person who has already appeared and spoken at the meeting.

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.

9.15 Deputations – Request of Council or Committee

From time to time it may be necessary for the Council or a Committee to invite a person, group or organization to attend a meeting to discuss a specific matter or issue. Unless otherwise required by law and the provisions of the Municipal Act, these deputations shall be open to the public.

9.16 Quantity of Deputations at a Meeting

Committee of the Whole meetings will permit up to 4 deputations per meeting on a first filed basis. For Council meetings, there will be up to 8 permitted deputations per meeting. It will be at the discretion of the Clerk, or Deputy Clerk, if additional deputations will be permitted to appear on the agenda at any particular meeting.

9.17 Petitions to Council

Should a member of the public wish to present a petition to Council on a particular matter, such petition must be presented at an open meeting of Council or Committee of the Whole through a deputation request and copies will be circulated to Members of Council by the Clerk.

9.18 Materials to Council

Any member of the public making a deputation to Council shall provide the Clerk with any records pertaining to their deputation. The Clerk will circulate to members of Council on their behalf. Any electronic copies should be forwarded to the Clerk in advance of the meeting.

9.19 Anonyms Correspondence to Council

Correspondence received by the City addressed to Council with no name and contact information attached to such correspondence will not be circulated to Council or filed for record.

Part 10 - Committee of the Whole**10.1 General and Notice**

All Members of Council are Members of the Committee of the Whole, a majority of which shall be required to carry the consensus to Council. Only Members of Council shall be entitled to vote.

Such Members may meet from time to time in addition to the times specified in this by-law as a Committee of the Whole for the purpose of considering any matter or thing referred to or brought before the Committee for consideration and/or report. Meetings of a Committee of the Whole may be called by the Mayor or Clerk whenever he/she considers it necessary or by a majority of Members provided appropriate advertising takes place with twenty-four (24) hours advance public notice, in accordance with the Notice provisions contained in this by-law.

10.2 Schedule of Meetings (Dates & Times)

Committee of the Whole meetings shall be held ~~in accordance with Section 13 of this by-law in the Council Chambers at City Hall, as established annually by Council in December of the previous year, or earlier, and posted publicly. Meetings are typically held the s Tuesday of the month, but are amended from time to time as required.~~

10.3 Meetings – Special Committee of the Whole

Special meetings of a Committee of the Whole may be called by the Mayor or Clerk whenever he/she considers it necessary or by a majority of Members provided appropriate advertising takes place with twenty-four (24) hours advance public notice as provided for in Section 3 this by-law.

10.4 Meetings – Closed

A Committee of the Whole meeting, or any part thereof, may be closed to the public, provided the required notice has been given and such meeting does not contravene the provisions of the Municipal Act (as set out in Section 4.2 of this By-law). The Deputy Mayor shall chair the meeting.

10.5 Procedure - Modifications

The rules governing the procedure of the Council and the conduct of its members shall be observed in Committee of the Whole meetings, with the necessary modifications.

10.6 Order of Business

The following sections shall be included on the Committee of the Whole Agenda:

- Notices in accordance with the Notice By-law provisions
- Declarations of Pecuniary Interest and General Nature Thereof
- Confirmation of Minutes
- Deputations/Presentations
- Reports
- Proclamations
- Announcements
- Close Meeting
- If required to move into a Closed Session, such items will be listed in a general nature for this purpose.

10.7 Points of Order – Decision by Mayor/Deputy Mayor

Points of order arising in a Committee of the Whole shall be decided by the Mayor Deputy Mayor.

10.8 Curfew – Committee of the Whole Meetings

The Committee of the Whole shall adjourn no later than four (4) hours past commencement of the usual nine o'clock (9:00 a.m.) meeting time, even in the event of a Deputation taking place during the meeting. The meeting shall not continue beyond the hour of one o'clock (1:00 p.m.) in the afternoon, unless otherwise ordered by a unanimous vote of members present. This does not include any hours spent in an in-camera meeting to resume to the open meeting.

10.9 Timing of Meetings

Subject to Statutory Holidays, vacation schedules, and conferences, etc., and unless otherwise recommended by the Clerk and so agreed to by Council and advertised with the appropriate public notice in accordance with this by-law, monthly Committee of the Whole shall be held as set out below. Should the meeting day fall on a Public Holiday, the Committee shall meet at the same hour the following day that is not a Public Holiday; when this occurs the ensuing Council meeting will also move to the following day at the same hour.

First~~Second~~ Tuesday of every month between 9:00 a.m. and 1:00 p.m. (or otherwise advertised)

Committee of the Whole Meeting comprised of reports from the following

Managers~~Departments~~:

- Corporate Services & Strategic Initiatives~~Finance & Administration (City Hall)~~
- Community & Development Services
- Fire & Emergency Services
- Operations & Infrastructure

10.10 Staff Reports – Process and Deadline

All staff reports shall be completed by staff in the format identified by the Clerk.

Should Council wish to submit a report for consideration, the member of Council will discuss the matter with the CAO, and if deemed necessary, by direction of the CAO to the applicable staff, it will be prepared and submitted by the applicable Department staff on behalf of the Councillor.

Staff reports with the exception of Closed Meeting Reports, shall be uploaded by the applicable department to the Committee Reports Document Centre on SharePoint by the deadline of 12 noon on the Tuesday (one week) prior to the Committee of the Whole meeting.

The CAO and/or Clerk as the case may be will then approve final report versions (or otherwise reject) together with the applicable information, attachments, etc. on SharePoint to allow the information to be released to Council for viewing/printing from SharePoint. Recommendations contained in the reports shall form the basis of the Committee agenda.

10.11 Reports - Publicly Posted on City Portal

Committee of the Whole meeting open reports shall be attached to the Committee of the Whole agenda as appropriate.

10.12 Late Committee Reports

Should an urgent matter arise where a staff report requires to be presented to Committee for action and the deadline has passed, the following process shall apply:

- Approval of the CAO or designate is required before the report can be added to an agenda or introduced at the meeting;
- If approved, the report shall be forwarded by the Clerk or CAO to members of Council. If time does not permit for emailing the report, it shall be presented at the applicable meeting with sufficient copies provided by the Department for Members of Council, CAO and Clerk;
- Late reports shall be posted to the Portal as soon as possible but only after Council has had an opportunity to review.

Part 11 – Other Committees of Council

11.1 Mayor – Ex-Officio Member – All Meetings

The Mayor shall be Ex-Officio of all Committees of the Council, shall not be counted for purposes of quorum but shall be entitled to attend, participate and vote.

11.2 Appointments of Committee Members

Committee appointments shall consist of only Council Members and shall be made by resolution of Council at its Inaugural Meeting, or as required from time to time.

11.3 Report Recommendations to Council

Department [Managers-Leads](#) with the responsibility of that [Committee area](#), or the CAO, shall present the report recommendations to Members at the Committee of the Whole meeting which items will then go forward to the Council Meetings for ratification whether supported or rejected.

11.4 Minutes

Minutes of the proceedings of various City Committee meetings shall be recorded and filed with the Clerk's office by an administrative appointed officer of the City and electronically circulated by that person to each Member of Council, the Chief Administrative Officer and the respective [Manager Department Lead](#) (including any staff requesting same). The Clerk's Department shall post Committee Minutes on the Portal and will be included in minute listings for Council resolution support.

11.5 Curfew – Motion

Should the Committee not be able to carry out its business during the allotted time set out in this by-law, it shall be necessary to order, by a unanimous vote of members present, for the meeting to continue.

11.6 Procedure - modifications

The rules governing the procedure of the Council and the conduct of its members shall be observed in Committee meetings with the necessary modifications.

11.7 Council may establish Advisory Committees from time to time

While Advisory Committees are not bound by the Closed Meeting rules in the Municipal Act, Council encourages that Advisory Committees meet in public and only meet in Closed Session as may be required from time to time.

When Council establishes an Advisory Committee it shall be done by resolution, and shall set both the mandate and the term of the Committee. Appointments to an Advisory Committee shall also be by way of resolution. Any Terms of Reference shall be established by by-law.

Part 12 - Confirmatory By-Law**12.1 Proceedings – all matters**

The proceedings at every open and special meeting of Council shall be confirmed by by-law at the regular meeting of Council to which it applies (in the case of a special meeting it will be so confirmed at the next regular Council Meeting). This action is required so that every decision of the Council at that meeting and every resolution adopted at such meeting shall have the same force and effect as if each and every one of them had been the subject matter of a separate by-law duly enacted. A confirmatory by-law, when introduced, shall be taken as having been read and shall be voted on without debate.

Part 13 - Procedures – Public Hearings of Council**13.1 Agenda**

The Clerk, or designate, in accordance with the applicable Department, is to prepare the necessary agenda for the public meeting which could include but is not limited to a hearing for an Official Plan or

Zoning By-law Amendment (which may be done at the Committee of the Whole level), requirements under the Notice By-law, the Rental Housing Protection Act or Municipal Licensing Appeals.

13.2 Timing of Meetings

Public meetings required to be held by Council in accordance with various legislation will be scheduled prior to regular meetings of Council or Committee of the Whole at a time to be determined, and held in Council Chambers, for a duration between fifteen (15) to thirty (30) minutes. From time to time there may be more than one Public Meeting scheduled and the times are to be slotted accordingly by the Clerk, based on the same timetable; however these meetings should be scheduled in such a way as to not interfere with the holding of the regular Committee/Council meeting. Public Meetings as they relate under the Planning Act may be held prior to or following the Committee of the Whole regularly scheduled meeting, or Council if necessary.

13.3 Minutes

The Clerk, or designate is to record the date, time, place, reason for meeting, and persons in attendance, together with the following:

- Presiding Officer, to advise why public meeting is being held;
- Clerk to ~~read the Notice giving date that it appeared in the newspaper~~ confirm sufficient notice was provided in the opinion of the Clerk;
- Presiding Officer to ask if anyone wishes to receive written notice of the adoption of the Bylaw(s) to leave name with Clerk;
- Presiding Officer to ask if anyone wishes to express any view on the amendment(s) or matter the matter;
- Report to be given describing amendment(s) or matter at hand;
- Presiding Officer to ask if anyone wishes to speak in favour or in opposition to the amendment(s) or matter;
- Presiding Officer to ask if there are any questions;
- Presiding Officer to declare public meeting closed.

Part 14 – Enactment

14.1 Repeal & Effective Date

That upon enactment of this By-law which shall come into force effective December ~~45¹²~~, 201~~75~~, By-law Number ~~90-2013~~173-2015, as amended, shall be repealed.

By-Law Read A First & Second Time this ~~45th~~-~~12th~~ Day of December, ~~2015~~2017

By-Law Read A Third & Final Time this ~~45th~~-~~12th~~ Day of December, ~~2015~~2017

The Corporation of the City of Kenora:-

David S. Canfield, Mayor

Heather L. Kasprick, City Clerk

Appendix "A" to By-law Number ~~173-2015~~

Excerpt from the Municipal Act for process to moving into Closed Meetings.

Section 239

- the security of the property of the municipality or local board;
- personal matters about an identifiable individual, including municipal or local board employees;
- a proposed or pending "acquisition" of land for municipal or local board purposes;
- for the disposition of land;
- labour relations or employee negotiations;
- litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
- the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- a matter in respect of which a council, board, committee or other body has authorized a meeting to be closed under another Act;
- if the subject matter relates to the consideration of a request under the Municipal Freedom of Information and Protection of Privacy Act, if the Council, Board, Commission or other body is the head of an institution for the purposes of that Act;
 - [Information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;](#)
 - [A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;](#)
 - [A trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or](#)
 - [A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.](#)

Section 239 (3.1) – Educational or Training Sessions

- a meeting of a council or local board or of a committee of either may be closed to the public if the following conditions are both satisfied:-
 1. The meeting is held for the purpose of educating or training the members.
 2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

Appendix 'B' to By-law Number 173-2015

Declaration of a Pecuniary Interest

(To be completed by the Member and submitted to the Clerk at the same day meeting the pecuniary interest is being declared).

Date: _____

I, _____, am declaring direct or indirect pecuniary interest as it relates to Agenda Item number _____, regarding _____.

1. My pecuniary interest is:

Direct _____

Indirect _____

2. Relates to:

Myself _____ My Spouse _____ My Child _____ A Parent _____

3. The nature of my interest is as follows:-

Print Name _____ Signature _____

Date Submitted to Clerk _____

[*This declaration will form part of the Registry following the meeting in which it was declared.](#)

Pregnancy and Parental Leave for Members of Council



Section City Council	Date December 12, 2017	By-Law Number	Page 1	Of 2
Subsection	Repeals By-Law Number N/A		Policy Number CC-2-3	

Purpose

It is Member of Council's right to take leave for the Member's pregnancy, the birth of the Member's child or the adoption of a child by the Member in accordance with the *Municipal Act, 2001* and the *Procedure By-law*.

This policy provides guidance on how the City of Kenora addresses a Member's pregnancy or parental leave in a manner that respects a Member's statutory role as an elected representative.

Definitions

Pregnancy and/or Parental Leave – an absence of 20 consecutive weeks or less as a result of a Member's pregnancy, the birth of a Member's child or the adoption of a child by the Member in accordance with Section 259(1.1) of the *Municipal Act, 2001*.

In accordance with Section 270 of the *Municipal Act, 2001*, this policy applies to Members of Council.

Policy Requirements

City Council supports a Member of Council's right to pregnancy and/or parental leave in keeping with the following principles:

1. A Member of Council is elected to represent the interests of his or her constituents.
2. A Member's pregnancy and/or parental leave does not require Council approval and his or her office cannot be declared vacant as a result of the leave.
3. Legislative and administrative matters requiring action during a Member's pregnancy and/or parental leave should be addressed in a manner that is consistent with the Member's wishes.
4. A Member of Council on pregnancy and/or parental leave shall reserve the right to exercise his or her delegated authority at any time during their leave.

Pregnancy and Parental Leave for Members of Council

Policy Number	Page	Of
CC-2-3	2	2

Where a Member of Council will be absent due to a pregnancy and/or parental leave, subsection 83(13) of the *Procedure By-law* sets out the process for the temporary assignment of the Member's concurrence under the *Delegation of Authority By-law* and the Member's committee membership(s) in accordance with the Member's wishes and the delegation of routine, administrative and human resource matters, to the City Clerk.

Notwithstanding, at any point in time during a Member's pregnancy or parental leave, the Member reserves the right to exercise his/her delegated authority on matters within the municipality. The Member shall provide written notice to the City Clerk of their intent to lift any of the Council-approved, temporary delegations and exercise their statutory role or delegated authority.

Responsibilities

Members of Council and City staff are responsible for adhering to the parameters of this policy.

Monitoring/Contraventions

The City Clerk shall be responsible for monitoring the application of this policy and for receiving complaints and/or concerns related to this policy.

Legislative and Administrative Authorities

Section 270 of the *Municipal Act, 2001*, as revised by Bill 68, requires that the City adopt and maintain a policy with respect to the pregnancy and parental leaves of Members of Council.



25 November 2017

City Council Committee Report

To: Mayor and Council

Fr: Karen Brown, CAO

**Re: Governance Audit Recommendation
#6 - Statements of Protocol**

Recommendation:

That Council hereby gives three readings to a bylaw to adopt a new Council Protocols Policy #CC-2-1; and further

That Council hereby gives three readings to a bylaw to adopt a new Council – Staff Protocols Policy #CC-2-2; and further

That Council hereby gives three readings to a bylaw to amend the Council-CAO Covenant Policy #22-1-1; and further

That the two new policies, CC-2-1 and CC-2-2, form part of the Council section of the City policy manual.

Background:

In June 2015, Council approved, in principle, the Governance Audit as performed by George B. Cuff & Associates. At that time, it was noted by administration that separate reports would be brought forward to Council “making recommendations on implementing changes for moving forward based on the recommendations as contained within that audit”.

Included in the governance audit recommendations was the following:

#6 – “We recommend that Council be presented with draft protocol statements by management (appended to the end of this report) (Appendix D).”

Appendix D: Statements of Protocol has been appended at the back of this report in its entirety for Council’s reference.

Administration has developed draft statements of protocol based on these recommendations as follows:

- CC-2-1 – Council Protocols
- CC-2-2 – Council-Staff Protocols

The draft protocols are attached for Council’s review.

The Council Protocols were taken direct from the Cuff Governance Audit report, with relatively minor amendments. These amendments have been made to ensure those statements are in compliance with City of Kenora terminology, to ensure they match the

Council-Staff Protocol statements, and to ensure the recommended protocols outlined in Appendix D were more fully attached.

The Council-Staff Protocols have been developed to reflect the recommendations contained within the Governance Audit report. It should be recognized, however, that this report recommended that everything flow direct through the CAO's office in relation to Council requests. The Council-Staff Protocols developed provide additional flexibility in requests for information and referring the public on to the City's Senior Leadership Team (SLT) as appropriate, and sets out in what situations those requests do need to be referred direct to the CAO.

As a result of the additional flexibility provided, a minor amendment is also required to the Council-CAO Covenant, City Policy #CC-1-1. The amended covenant has also been attached, with changes tracked for Council's reference.

Budget / Financial Implications:

There are no budget / financial impacts as a result of adopting these protocol statements.

Communication Plan/Notice By-law Requirements:

A final report providing follow up on the various recommendations as contained within the Cuff Governance Audit will be provided to Council in 2018.

Strategic Plan or other Guiding Document:

Cuff Governance Audit and related recommendations.

ERM Assessment:

Minor Governance Risk, although this is considered a positive risk, and should be pursued.

Appendix D: Statements of Protocol

Protocols should be written clarifying:

- CAO will be advised of any requests by Council for information
- Council hires and terminates the CAO; Council defers to the CAO alone those responsibilities vis-à-vis other management employees
- CAO will provide Council with policies dealing with matters as: performance reviews; compensation
- Where Council accesses the administrative structure needs clarity for all (i.e. not lower than CAO direct reports)
- Any request for information from the administration is copied to all members of Council and to the CAO
- Management is not expected to know the answers to all questions; but expected to review and report back to Council at the first opportunity
- Current approved policies expected to be followed by management until and unless changes approved by Council
- All reports to Council will include a recommendation by the relevant department head and counter-signed by the CAO
- Management through the CAO will endeavour to keep Council informed on all key issues facing the community
- Issues for which management does not have clear policy guidance will be prioritized for policy development

Some Suggested Council Protocols

1 Treatment of the CAO

We agree to respect the apolitical nature of the office of the CAO and to receive her advice as being in the perceived best interests of the City and/or organization. We will respectfully listen to comments in response to questions posed at Council meetings and will ensure that the CAO is accorded a respectful audience. We will not bypass the CAO in our search for information and will coordinate any questions/concerns relative to the jurisdiction of the administration through the office of the CAO.

2 Treatment of the senior administration

We agree to respect the apolitical nature of our senior staff and will treat their advice and reports with respect. We will not knowingly or wilfully interfere with their work but will coordinate any of our concerns as a Council through the office of the CAO.

3 Access to staff information

We will agree to access information developed and or possessed by our administration by accessing such information through a motion of Council or by direct request to the office of the CAO. We agree that we will not demand reports from individual staff nor expect that any report being sent to us is being sent in confidence (i.e. to one member of Council and not to all others).

4 Use of public property

We agree to respect the fact that property belonging to the City of Kenora is held as a common interest for the good of all citizens. As a result, we will not presume that any such property belongs solely to members of Council or that we can as members of Council take advantage of our access to such property as a result of being on Council.

5 Role of citizens to request information

We respect the right of all citizens to have access to public information. Wherever possible and not in violation of the law, we will make agenda information available to citizens in advance of meetings and minutes (even if still noted as “unaccepted or draft”) available as soon as practical following a meeting.

6 Right of citizens to appear before Council

Our citizens are entitled to appear before Council on issues that are within the jurisdiction of the City according to the Municipal Act. Any such presentations that follow must be communicated to the City office in advance by way of a letter requesting an appearance before Council and where possible should contain at least a summary of the matter to be presented. Council will listen attentively to such presentations and may, through the chair, ask questions of the delegation. Council will not (unless in the case of a perceived emergency) provide any definitive response to the delegation until the next regular meeting of Council.

7 Treatment of ABCs

Council is appreciative of the willingness of citizens to volunteer their time and talents to serve on various local organizations (referred to as ABCs—agencies, boards and committees). These agencies, when established by Council, are considered as a part of Council’s decision-making process and thus will have matters referred to them for their advice. The ABCs will in turn advise Council of their recommendation on matters that they have considered.

Council may or may not accept the advice of any ABC on matters within their terms of reference.

8 Respect for each other in Chambers

Council members will treat each other with respect in Council Chambers. During the course of meetings, proper titles will be used such that Councillors will refer to the Mayor as "Your Worship" or "Mayor XYZ"; and to each other as "Councillor Smith (i.e. whatever the appropriate last name is). When another member of Council is speaking, respect will be shown by the other members of Council who will not interrupt the member speaking.

If a member of Council speaks in an unbecoming manner or is derogatory to members of Council, the administration or the public, the Mayor shall:

- Advise the member that such language is not tolerated
- Ask the member to apologize
- Request the member to meet in the Mayor's office after the meeting
- Remind the Council member of the Council's commitment to improved behaviour both publicly as well as in private conversations
- Advise all members of Council if the action is repeated and seek a motion of censure against the offending member.

9 Authority of the Mayor to host

The municipality recognizes that from time to time the Mayor will be placed in a position where it is appropriate for the City to be the host at a meal or reception. The Mayor will be entitled to charge the expense of such an event to the City's account/credit card and will provide adequate details of the event/occasion such that other Council members or members of the administration or the external auditor who may be called upon to review the Mayor's expenditures will be able to fully appreciate the reason for the expenditure. Where the event is not covered in the approved budget and is known to the Mayor or City officials the Mayor will seek the concurrence of Council before the event takes place.

10 Obligation to inform

Council members respect the fact that they represent the citizens as a whole and not small groups or sectors of citizens. As a result, the messages of Council will be communicated through official channels to all of the public following a meeting and will not be sent in advance to groups/organizations/friends of Council members.

Any request to staff for information by a member of Council will be responded to according to the City's policies. In every instance where information is being sent to one member of Council that same information will be sent concurrently to all.

#11 Attendance in City Hall

All members of Council are welcome to attend the City Hall. Given the prominent position which such members hold, the Council members are encouraged to alert the CAO or her secretary to their visit and to request from the CAO any information they may be seeking. If the matter is one of an existing policy, the CAO may refer the member to a department head. The Council member ought to restrict their visit and comments to the CAO. If the matter is a pending or yet to be drafted policy, When in attendance in City Hall, members of Council will refer from making any derogatory comments about other members of Council or senior staff. Any such comment will be referred by staff who may overhear such comments to the CAO who will take that up with Council or the Mayor depending upon its significance.

12 In Camera Meetings

Council has the right under certain circumstances as defined by the Municipal Act and by MFIPPA to go "in camera". The matters to be discussed in camera should be generally identified (e.g. labour relations) and the only motions permitted would be a motion to go in camera and a subsequent motion to come out. Any decisions to be made as a result of an in camera discussion need to be made in public. Going in camera is not a matter to be taken lightly nor should it be used to discuss other matters which are not in camera matters. Further, Council members need to be as respectful towards each other and any member of staff in camera as at a public meeting. Such meetings should never be used as a session to bash one another and any attempt to do so should be immediately halted by the Mayor.

If a matter of Councillor conflict with another member of Council arises, that matter should be carefully addressed by the Mayor and resolution sought. (An apology is always helpful). This "personal" matter should not be conducted in public but nor should it be an opportunity for one Councillor to attack another.

Managerial Protocols re: Governance

1. The CAO reports to the Council and is the Council's sole employee. All other employees report to the CAO. One of the keys to success is the sharing of information between the department heads and the CAO so that there are no surprises.
2. The primary decision-making body is the Council. All of the direction by way of policy emanates from Council. Administration advises; Council decides. Once a decision on a policy is made, the administration accepts responsibility to see that the policy is followed.
3. Unless established otherwise by legislation, any committees are subsidiary to the Council and are to be considered advisory in nature. They are very important in this governance model but are not THE decision-making body.

4. The role of the administration involves enabling the Council to make very good decisions by providing it with the best advice the administration has at its disposal. Such advice will always be clear, comprehensive and devoid of any political consideration.
5. Department heads are responsible for the assisting in the preparation of Council agendas (as well as any GPC agendas). Department heads are to submit such items firstly to the CAO for her review and approval before such items are added to any Council agenda.
6. Department heads and the CAO will utilize the approved "Request for Decision" format in order to provide their advice to the Council in a straight-forward and succinct manner. The CAO will "sign off" on the issue ("Request for Decision") before it is added to a Council or committee agenda. Each RFD should incorporate decision options. These are to be the best options available to any decision. The RFD will clearly indicate which of the options is preferred by the administration and for what reasons; and will be signed off by the CAO.
7. The CAO will determine who from senior staff is to attend any meeting of Council. The CAO will also determine the seating arrangement for any member of the administration.
8. The CAO will be responsible for the calling of any meetings of the senior management team (SMT). The agenda for such meetings will be her responsibility.
9. Department heads are expected to hold departmental meetings on a regular basis not less frequently than once per month and preferably every two weeks.
10. Any department heads or the CAO may be invited to attend meetings of ABCs (agencies, boards and committees) and if in attendance, will be expected to act in an advisory capacity only; and will not be under the direction of the committee; but under the direction of the CAO or, if applicable, the Council as a whole.

Council-CAO Covenant



Section	Date	By-Law Number	Page	Of
City Council	October 20, 2015	146-2015	1	5
Subsection	Repeals By-Law Number	Policy Number		
		CC-1-1		

We, as Members of the City of Kenora Council will:

- ❖ carry out our responsibilities as set out in the applicable legislation to the best of our abilities
- ❖ make decisions which we believe to be in the best interests of the majority of our citizens, while recognizing that the needs and voices of the minority / minorities need to be thought through and reflected on in such decisions
- ❖ review the background information and advice made available to us by the administration prior to rendering a decision
- ❖ seek further input from our CAO when we are unsure of the issues or uncertain as to the preferred course of action
- ❖ refer any complaints, either written or verbal, about the decisions of the Council or the actions of administration, to the CAO for review, comment and follow-up (as appropriate), [or where applicable to the applicable Member of the Senior Leadership Team as outlined within Policy CC-2-2 – Council-Staff Protocols](#)
- ❖ refrain from making any commitments on behalf of the Council to individual citizens or groups other than to take the request up with the Council or CAO and to respond appropriately
- ❖ seek to participate actively in the decision-making process as it occurs at the Council table; make decisions at the table and not away from the table
- ❖ refrain from any public or private criticism of our administration wherein individual employees are identified
- ❖ act as good stewards of the City and as public servants of our citizens through ethical conduct and adhere to the City Council Code of Ethics Policy
- ❖ provide effective leadership through guiding the corporation of the City through annual or longer term goals and priorities (the Business Plan, Strategic Plan, Official Plan and other significant City policy documents), through the budget approval process and by agreeing to reasonable policies which reflect, in our views, the best interests of a majority of our citizens
- ❖ ensure that we formally evaluate the performance of the CAO at least once annually and involve the CAO in this process so as to ensure a full understanding of the Council's candid assessment

Council CAO Covenant

Policy Number	Page	Of
CC-1-1	2	5

❖ adhere to the governance principles as attached to this Council-CAO Covenant.

Signatures:

Mayor David Canfield

Councillor Mort Goss

Councillor Rory McMillan

Councillor Dan Reynard

Councillor Louis Roussin

Councillor Sharon Smith

Councillor Colin Wasacase

Council-CAO Covenant

Policy Number	Page	Of
CC-1-1	3	5

I, the Chief Administrative Officer Will:

- ❖ conduct myself as your chief policy advisor in an honest and ethical manner
- ❖ ensure that the Mayor and Councillors are accorded respect in all of my personal and public comments
- ❖ provide advice (on all issues) which is professionally sound, ethical, legal and in accordance to the policies and objectives of Council
- ❖ guide the actions of the administration so that they are in accordance with the policies and objectives of Council
- ❖ act only on the will of Council as a whole as established by the resolutions, policies and bylaws of Council
- ❖ forward any complaints or concerns of Council to the appropriate department and individual so that reasonable and prompt follow-up is assured
- ❖ ensure that Council is made aware of the full picture with regard to each issue at least to the extent that the administration is aware of such information and ensure that Council has access to the reasonable decision options as well as my recommendation as your CAO
- ❖ seek to ensure that Council is aware of any key issues as they arise and thus avoid the problems associated with surprises
- ❖ maintain a current understanding of the applicable legislation as well as relevant programs, policies and initiatives of other levels of government
- ❖ admit to any mistakes of substance made by myself or my staff and take corrective action
- ❖ listen carefully to the concerns of Council vis-à-vis my performance and seek to improve any deficiencies on an ongoing basis
- ❖ ensure that all major issues are tracked in sufficient detail so as to advise Council of any progress, anticipated problems or decision points
- ❖ adhere to the governance principles as attached to this Council-CAO Covenant.

Signature:

Karen Brown, CAO

Council-CAO Covenant

Policy Number	Page	Of
CC-1-1	4	5

Governance Principles:

- ❖ The will of the majority as it is understood by Council will be reflected in all Council decisions.
- ❖ All Council decision-making save and except that which is protected from public exposure by law shall be conducted openly with the public's right to be present respected.
- ❖ Council members will respect the right of each other to have a difference of opinion on any or all issues and will not attack other Council members for holding and/or voicing a different opinion.
- ❖ Council members will respect the power differential which exists between themselves and their administration and will refrain from public and/or personal criticism; Council will publicly support and respect the role and integrity of its administration.
- ❖ Decisions made by Council at a duly constituted meeting will be deemed to be decisions of Council and will be subject to prompt enforcement by the CAO and / or their staff.
- ❖ Municipal property or information will not be used for personal gain by any member of Council.
- ❖ All advice and information presented to Council by the administration will be treated with respect regardless of whether or not the member agrees with such advice and / or information.
- ❖ Decisions by Council will reflect a thorough decision-making process including staff reports, public board or committee input (if appropriate), public hearings (where required or appropriate) and will be consistent with Council values, mission, goals and objectives.
- ❖ Council will govern the organization through policies, bylaws and resolutions; the administration will manage and administer the decisions of Council and will ensure the effective utilization of the human, fiscal and physical resources.
- ❖ Council will respect the mandate of other area governing or administrative organizations (e.g. Kenora District Services Board, Northwestern Health Unit, etc.) and will seek to work cooperatively with such organizations in the expenditure and use of public resources.

Council-CAO Covenant

Policy Number	Page	Of
CC-1-1	5	5

- ❖ Council will seek to ensure that there is an effective monitoring process in place which ensures that its decisions are being implemented effectively and efficiently and in a timely manner.
- ❖ The Mayor, Council and CAO will each adhere to their relevant role statements as approved by Council.

Initials:

Mayor David Canfield _____

Councillor Mort Goss _____

Councillor Dan Reynard _____

Councillor Sharon Smith _____

Karen Brown, CAO _____

Councillor Rory McMillan _____

Councillor Louis Roussin _____

Councillor Colin Wasacase _____

Council Protocols



Section	Date	By-Law Number	Page	Of
City Council	December 12, 2017	xx-2017	1	4
Subsection	Repeals By-Law Number	Policy Number		
Protocols		CC-2-1		

PURPOSE

The purpose of these Council Protocols is to provide guidance to Council in their actions while serving as a Member of Council.

PRINCIPLES

The protocols contained herein builds upon the Council – Chief Administrative Officer (CAO) Covenant, and Role Statements for the Mayor, Council and the CAO, as outlined within City Policies CC-1-1 through CC-1-4, and should be considered in conjunction with those policies.

PROTOCOLS

Treatment of the Chief Administrative Officer (CAO)

We agree to respect the apolitical nature of the office of the CAO and to receive their advice as being in the perceived best interests of the City and/or organization. We will respectfully listen to comments in response to questions posed at Council meetings and will ensure that the CAO is accorded a respectful audience. We will not bypass the CAO in our search for information and will coordinate any questions/concerns relative to the jurisdiction of the administration in the manner as set out under Policy CC-2-2 – Council-Staff Protocols.

Treatment of the Senior Administration

We agree to respect the apolitical nature of our senior staff and will treat their advice and reports with respect. We will not knowingly or willfully interfere with their work but will coordinate any of our concerns as a Council through the office of the CAO.

Access to Staff Information

We will agree to access information developed and or possessed by our administration by accessing such information through the process as set out under Policy CC-2-2 – Council-Staff Protocols – Access to Information. We agree that we will not demand reports from individual staff nor expect that any report being sent to us is being sent in confidence (i.e. to one member of Council and not to all others).

Use of Public Property

We agree to respect the fact that property belonging to the City of Kenora is held as a common interest for the good of all citizens. As a result, we will not presume that any such property belongs solely to members of Council or that we can as members of Council take advantage of our access to such property as a result of being on Council.

Policy Number	Page	Of
CC-2-1	2	4

Role of Citizens to Request Information

We respect the right of all citizens to have access to public information. Wherever possible and not in violation of the law, we will make agenda information available to citizens in advance of meetings and minutes (even if still noted as “draft”) available as soon as practical following a meeting.

Right of Citizens to Appear Before Council

Our citizens are entitled to appear before Council on issues that are within the jurisdiction of the City according to the Municipal Act. Any such presentations that follow must be communicated to the office of the Clerk in advance by way of a deputation request form requesting an appearance before Council and where possible should contain at least a brief explanation of the matter to be presented. Council will listen attentively to such presentations and may, through the chair, ask questions of the delegation. Council will not (unless in the case of a perceived emergency) provide any definitive response to the delegation until the next regular meeting of Council, or when deemed possible by the CAO.

Treatment of Boards and Committees

Council is appreciative of the willingness of citizens to volunteer their time and talents to serve on various local organizations. These Boards and Committees, when established by Council, are considered as a part of Council’s decision-making process and thus will have matters referred to them for their advice. The Boards and Committees will in turn advise Council of their recommendation on matters that they have considered. Council may or may not accept the advice of any Board or Committee on matters within their terms of reference.

Respect for Each Other in Chambers

Council members will treat each other with respect in Council Chambers. During the course of meetings, proper titles will be used such that Councillors will refer to the Mayor as “Your Worship” or “Mayor XYZ”; and to each other as “Councillor Jones” (ie, whatever the appropriate last name is). When another member of Council is speaking, respect will be shown by the other members of Council who will not interrupt the member speaking.

If a member of Council speaks in an unbecoming manner or is derogatory to members of Council, the administration or the public, the Mayor shall:

- Advise the member that such language is not tolerated;
- Ask the member to apologize;
- Request the member to meet in the Mayor’s office after the meeting;
- Remind the Council member of the Council’s commitment to improved behaviour both publicly as well as in private conversations;
- Advise all members of Council if the action is repeated and seek a motion of censure against the offending member.

Policy Number	Page	Of
CC-2-1	3	4

Authority of the Mayor to Host

The municipality recognizes that from time to time the Mayor will be placed in a position where it is appropriate for the City to be the host at a meal or reception. The Mayor will be entitled to charge the expense of such an event and will provide adequate details of the event/occasion such that other Council members or members of the administration or the external auditor who may be called upon to review the Mayor's expenditures will be able to fully appreciate the reason for the expenditure. Where the event is not covered in the approved budget and is known to the Mayor or City officials the Mayor will seek the concurrence of Council before the event takes place.

Obligation to Inform

Council members respect the fact that they represent the citizens as a whole and not small groups or sectors of citizens. As a result, the messages of Council will be communicated through official channels to all of the public following a meeting and will not be sent in advance to groups/organizations/friends of Council members.

Any request to staff for information by a member of Council will be responded to according to the City's policies. In every instance where information is being sent to one member of Council that same information will be sent concurrently to all where it is deemed to be of interest to all Members of Council.

Attendance in City Hall

All members of Council are welcome to attend City Hall. Council members are encouraged to alert the CAO as to any request for information from the CAO they may be seeking in advance of their arrival. If the matter is one of an existing policy, the CAO may refer the member to a member of the Senior Leadership Team (SLT). The Council member should restrict their comments to the CAO if the matter is a pending or yet to be drafted policy. Council Members will refrain from making any derogatory comments about other members of Council or senior staff. Any such comment will be referred by staff who may overhear such comments to the CAO who will address the comment with the Member of Council directly or the Mayor depending upon its significance.

Council Approved Bylaws and Policies

Council recognizes that administration is mandated to follow Council approved policies and bylaws, until such time that those polices and / or bylaws are amended by a decision of Council.

In Camera Meetings

Council has the right under certain circumstances as defined by the Municipal Act and the Procedural Bylaw to go "in camera". The matters to be discussed in camera should be generally identified (e.g. labour relations) and the only motions permitted would be a motion to go in camera and a subsequent motion to come out. Any decisions to be made as a result of an in camera discussion need to be made in public. Going in camera is not a matter to be taken lightly nor should it be used to discuss other matters which are not in camera matters.

Council Protocols

Policy Number	Page	Of
CC-2-1	4	4

Further, Council members need to be as respectful towards each other and any member of staff in camera as at a public meeting. Such meetings should never be used as a session to bash one another and any attempt to do so should be immediately halted by the Mayor.

If a conflict with another member of Council arises, that matter should be carefully addressed by the Mayor and resolution sought. (An apology is always helpful.) This "personal" matter should not be conducted in public but nor should it be an opportunity for one Councillor to attack another.

Procedural Bylaw

Council Members are encouraged to review in detail the City's procedural bylaw for further clarity on Council and related processes.

Council-Staff Protocols



Section	Date	By-Law Number	Page	Of
City Council	December 12, 2017	xx-2017	1	5
Subsection	Repeals By-Law Number		Policy Number	
Protocols			CC-2-2	

PURPOSE

The purpose of these Council-Staff Protocols is to provide managerial guidance and administrative procedures with regards to City governance and the relationship between Council and City Staff.

PRINCIPLES

The protocols contained herein builds upon the Council – Chief Administrative Officer (CAO) Covenant, and Role Statements for the Mayor, Council and the CAO, as outlined within City Policies CC-1-1 through CC-1-4, together with the City's Procedural Bylaw, and should be considered in conjunction with those documents.

DEFINITIONS

In this policy:

City Clerk means the City Clerk, the Deputy Clerk, or any other individual who has been delegated with the authority of the Clerk by the City Clerk.

Senior Leadership Team (SLT) includes all direct reports to the CAO.

PROTOCOLS

Council is the Decision Making Body

The primary decision-making body is Council. All of the direction by way of policy comes from Council. Administration advises; Council decides. Individual members of Council do not have decision making authority. Rather, decisions by Council are made by the whole of Council, during a public meeting. Once a decision on a policy is made, the administration accepts responsibility to see that the policy is followed.

Unless established otherwise by legislation, any committees are subsidiary to the Council and are to be considered advisory in nature.

Policy Number	Page	Of
CC-2-2	2	5

Role of Administration

The role of the administration involves enabling the Council to make very good decisions by providing it with the best advice the administration has at its disposal. Such advice will always be clear, comprehensive and devoid of any political consideration.

The Chief Administrative Officer (CAO) is Council’s Sole Employee

The CAO reports to the Council and is the Council’s sole employee. All other employees report to the CAO. One of the keys to success is the sharing of information between the Senior Leadership Team (SLT) and the CAO so that there are no surprises.

A chain of command exists within the City staff structure to deal with issues of significance. This ensures that all members of staff and Council are treated equitably and without favoritism. Individual members of Council do not have the authority to direct the work of staff. It is expected by administration and understood by Members of Council that all members of staff will refer individual Council Members to the CAO when they receive requests of this nature.

Access to Information

Information requests can be made by any Member of Council to either the CAO or any Member of the Senior Leadership Team (SLT). Where it is determined that the CAO should be made aware of the request and information provided, the information will be copied to the CAO. Where it is determined the information requested would be of interest to all of Council, the information will be shared with all of Council and the CAO. Where it is determined that the information cannot be released to Council, due to privacy or other reasons, the Member of Council will be advised as to the reason why the information cannot be released. If a Member of the SLT has refused access to information to a member of Council, the Member of the SLT will bring the matter to the attention of the CAO on behalf of the Councillor.

If a member of Council is not satisfied with their access to information granted by a Member of the SLT, they should discuss their concerns directly with the CAO.

If the member of Council is unsatisfied by the response of the CAO to their request for access to information, they should discuss their concerns with the Mayor who can bring their request to Council for their consideration.

If a member of Council requests information that has not been collected, the size, scope and availability of the data needs to be considered prior to granting the request. If the request would cause a re-allocation of staff resources away from existing priorities, the Member of Council will be advised accordingly. In this situation, the individual Councillor will need to seek support for their request through Committee of the Whole (COW) and / or Council.

All constituent requests for service are to be considered in light of current Council policy and operational work plans and priorities. Any operational decision that is made to proceed on a constituent request sent through a member of Council, should not be characterized as politically-driven to members of the public.

Policy Number	Page	Of
CC-2-2	3	5

Staff Report Approval Process

Members of the SLT are responsible for assisting in the preparation of Committee of the Whole and Council agendas. An approved "Report Template" format will be used to provide advice to the Council in a straight-forward and succinct manner. Each report should incorporate the best options available to the City for Council consideration, together with any issues that may impact on Council's decision making. The report will clearly indicate which of the options is considered by administration to be in the best interests of the City, and for what reasons. The CAO will "sign off" on the report before it is added to a Committee of the Whole or Council agenda.

Council Communications with Staff on Staff Reports

If a member of Council is seeking a public report but is unable to locate the report on the City's website or in an agenda package, they can ask the City Clerk or Deputy Clerk for a copy of the report.

If an individual Councillor has questions of clarification regarding an existing or upcoming report, they can ask the relevant Member of the SLT. Should it be determined that the information would be beneficial for all of Council to help inform their decision, a follow up will be sent to Council and the CAO providing the related information.

It is recognized that administration is not expected to know the answers to all questions, but is expected to review and report back to Council at the first opportunity. In order to help facilitate discussion on reports and strengthen the process for Council decisions, Council Members are encouraged to relay their questions in advance of the related committee and Council meetings so that staff can work to ensure the answers are available at the time of the discussion at the Council table on the related issue.

Council Communications with Staff on Staff Reports

If an individual Councillor wants to pursue an issue related to the content of a report, to ensure an appropriate corporate and / or departmental response, they should speak to the CAO.

Staff Attendance at Meetings

The CAO will set expectations outlining who from senior staff is expected to attend any meeting of Committee of the Whole or Council. The City Clerk shall be in attendance at all meetings of Council.

City staff, including members of the SLT and / or the CAO may be invited to attend meetings of boards and committees. If in attendance, City staff will be expected to act in an advisory capacity only. These staff will not be under the direction of the board or committee; but under the direction of the CAO or, in the case of the CAO, the Council as a whole.

Council-Staff Protocols

Policy Number	Page	Of
CC-2-2	4	5

Council Concerns

Any concerns by individual Members of Council should be discussed with the CAO, or the whole of Council, as appropriate and based on the nature of the concern. Any City staff related concerns should be directed strictly to the CAO, unless they relate specifically to the CAO.

Requests to Council from Staff

When approached by a City employee with an operational issue or concern, Council Members shall encourage the employee to use the appropriate channels within the organization. Depending on the nature of the request, these channels may include the employee's supervisor or human resources.

City Staff as Council Support

The City Clerk and Deputy Clerk have a unique relationship with Council from other City Staff in that they also provide administrative type support direct to Council. This support includes administrative assistance in the following areas:

- Guidance on City Bylaws, including the City's Procedural Bylaw. This includes matters such as how to declare a pecuniary interest, how to introduce a notice of motion and general Council and / or committee related procedural, process and decorum related questions.
- Printing information or access to old studies / reports.
- Registering for training and conferences, including booking travel arrangements.

City Staff as Council Support (Cont.)

The City's IT Function is also intended to provide direct support to all system users, which includes Members of Council. Council Members are to contact the City's IT department directly for support related to their City provided computer systems, including smartphones and other related devices.

Requests to Council from the Public

It is recognized that Members of Council are elected officials, and there are expectations by the public for Council to respond to their questions and requests. Where possible, however, Council Members are encouraged to refer members of the public to proceed directly through the regular City administrative channels, if they have not already done so. For example, the member of the public should be encouraged to report a bylaw infraction direct to the Bylaw Department, if they have not already done so.

If a constituent has made a request for information, the Member of Council may choose to respond directly where the information is readily available to the public. If preferred by the Member of Council, or if the information is not readily available to the public, the request can be forwarded to the applicable Member of the SLT (with contact information), and an appropriate response will be sent. Where it is determined that the CAO should be made aware of the request and information provided, the information will be copied to the CAO. Where it is determined that the information would be of benefit to all of Council, both Council and the CAO will be copied on the response.

Council-Staff Protocols

Policy Number	Page	Of
CC-2-2	5	5

If a constituent has made a request for service, or expressed concerns with regards to the City's failure to maintain established service levels, the Member of Council should forward the e-mail or request via e-mail (with contact information) to the applicable member of the SLT. In doing so, it must be recognized that individual Council Members are unable to make a service level commitment on behalf of the City, and is simply referring the request for City administration to review and follow up on. The Member of the SLT will provide an appropriate response. The CAO shall be copied on any service level concerns, both by the Member of Council and for the response from the Member of the SLT. Should it be determined that the information would be of benefit to all of Council, both Council and the CAO will be copied on the response.

All other concerns brought to Council by a constituent shall be forwarded to the CAO for review and follow up. This includes repeated requests from constituents with regards to the City's failure to maintain established service levels.

Ensuring Effective Working Relationships

The working relationship between Council and staff is a formal one, and is founded on trust and respect. Every effort shall be made to ensure that there are no surprises, either for Council or city administration.

The Senior Leadership Team, through the CAO, will endeavour to keep Council informed on all key issues facing the community. The CAO shall provide a regular briefing to Council on current City issues and related progress. This shall occur no less than monthly. Additional information will be shared via email with Council when it is important that Council receive that information in advance of the next CAO briefing.



November 24, 2017

City Council Committee Report

To: Mayor and Council

Fr: Jeff Hawley, Operations & Infrastructure Manager

**Re: Traffic Regulation By-law Amendment – Limited Restricted Parking –
Chipman Street – Ne-Chee Friendship Centre**

Recommendation:

That Council authorizes an amendment to the City of Kenora Traffic Regulation By-law Number 180-2015 to include changes to the following: Schedule "C" – Limited/Restricted Parking, for Chipman Street; and further

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

Background Information:

The Operations and Infrastructure Division received a request from the Ne-Chee Friendship Centre, located on the corner of Second Street South and Chipman Street, for a 15 minute stop/load area Monday to Friday from 8 am to 6 pm in front of their Chipman Street entrance. They would like the first stall south of the back lane, see drawing and picture. There are currently two (2) metered parking stalls at this location.

The reasons provided for the request were to make it safer for their staff carry large loads and for their clients, as the Centre provides services to elders, people with health and mobility issues, mothers with strollers and car seats. The Centre operates a food bank program, requiring daily deliveries of supplies, groceries and equipment, and has 20 programs that cover every age group and every part of life. Clients are dropped off to attend programming and appointments. Having a space close to the accessibility ramp would make it easier for workers to deliver goods and for client access. This would eliminate the present practice of double parking, blocking the back lane, or having to park in their neighbour's parking lot. Comment was received from the Engineering and Roads Divisions, who support deliveries to companies via back lane access when available. The O.P.P. supports the request.

Since the Centre serves a variety of needs with varying requirements it is recommended that Council approve a 15 minute parking restriction from Monday to Friday from 9:00 a.m. to 4:30 pm (Centre's business hours) for the first parking stall on Chipman Street, south of the back lane. This change will mean the loss of one two-hour metered parking space.

If approval is granted it will be necessary to amend Schedule "C" Limited/Restricted Parking, to add a 15 Minute restriction to the first parking space, south of the lane entrance off Chipman Street, between Second Street South and First Street South, as follows: -

Schedule "C"
Limited Restricted Parking

<u>Column 1</u> STREET	<u>Column 2</u> LOCATION	<u>Column 3</u> SIDE	<u>Column 4</u> RESTRICTION
Add: Chipman Street	From 28.5 m north of Second Street, northerly for 7 m	East	15 Minutes 8 am – 4:30 pm Monday - Friday

Budget: 2017 Operating Budget.

Risk Analysis: As per the requirements in the City's ERM Policy, there is a low operational risk, as the Centre could continue to operate status quo as there is access from the back lane. There is a low legal risk to the City regarding slip and falls on the sidewalk or laneway. The risk is mitigated by the City keeping the sidewalk and laneway sanded as part of their winter maintenance program with equipment containing GPS technology.

Communication Plan/Notice By-law Requirements:

J. Hawley, M. Vogrig, T. Garbachewski, K. Koralalage, H. Kasprick, H. Lajeunesse, O.P.P.

Strategic Plan or other Guiding Document:

Goal #1: Develop Our Economy

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

Goal #2: Strengthen Our Foundations

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



1st St S

Chipman St



7 m

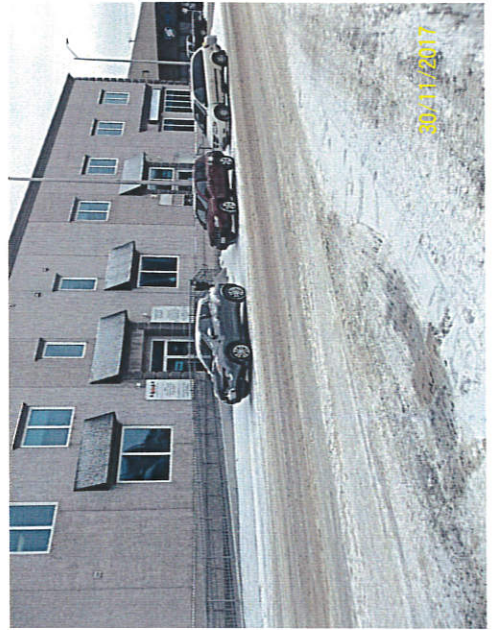
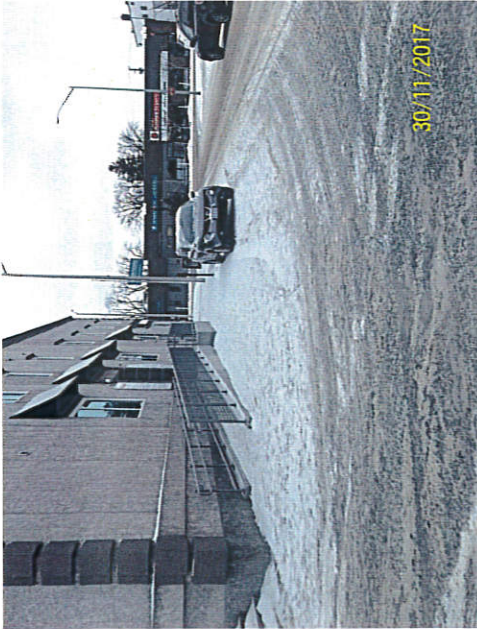
Parking Meter

28.5 m

2nd St S

2nd St S

-  Schedule C - Limited Restricted Parking
-  Schedule G - Parking Meters



November 30, 2017

To: Jeff Hawley, Operations and Infrastructure Manager

From: Mukesh Pokharel, Environmental Services Division Lead

Re: Blue Box Collection in Transition

Background

The City of Kenora is collecting blue box recycle material from the curbside and is providing a weekly service to the residential public. The transfer station also has a recycle depot to collect blue box recycle materials.

All the recycle material is transported to Winnipeg on a daily basis. The City has one tractor trailer and two compaction trailers to transport the recycle materials to Winnipeg. The City has three garbage trucks (dual stream) and one recycle truck to collect curbside recycle.

The annual expense to run the recycle operation is around \$466,548 and the revenue, including Waste Diversion Ontario (WDO) funding, is around \$312,055. The recycle operation costs approximately \$154,000 annually to the tax payer.

Currently, WDO and the municipality share the cost of the blue box operation in the province (from collection to processing and post collection). Now, the Province has replaced the existing waste diversion act with the Waste Diversion Transition Act, which will have a major impact on the blue box operation in the province.

The Province of Ontario passed new legislation in November 2016 which will impact the existing operation of municipal solid waste collection, especially paper and packaging products (PPP).

The existing Waste Diversion Act was repealed and replaced by the Waste Free Ontario Act. The new Waste Free Ontario Act includes both the Waste Diversion Transition Act (WDTA) and the Resource Recovery and Circular Economy Act (RRCEA).

Currently the Blue Box program is running with a 50/50 cost sharing model between the municipalities and the companies producing the blue box materials. The new legislation will transfer full financial responsibility to the companies producing PPP.

On August 14, 2017 the Minister directed Stewardship Ontario (SO) and the Resource Productivity and Recovery Authority (the Authority) to develop an amended blue box program plan (BBPP) by February 15, 2018 to transfer the full responsibility to the Producers.

SO and the Authority will jointly develop a BBPP in consultation with the Municipalities, Stewards and other affected stakeholders, including First Nation Communities. SO will also follow the direction given by the Minister through the letter dated August 14, 2017 and also consider related addendum as well as the WDTA to develop a BBPP.

SO will forward a BBPP proposal to the Authority for approval. If approved by the Authority, the proposal shall be submitted to the Minister for approval by February 15, 2018.

Once the plan is approved by the Lieutenant Governor in Council, after necessary amendments by the Minister, it will replace the current plan entirely.

After the new legislation is in effect, the blue box operation will be the full responsibility of SO and the Producers.

SO had conducted several webinars, presentations, person to person consultation with stakeholders and municipalities throughout the province.

Transitioned and Non-Transitioned Municipalities

Once the a BBPP is approved by the Lieutenant Governor in Council, Stewardship Ontario will be providing blue box services to all residents of Ontario.

There will be two types of Communities in Ontario once SO has undertaken provision of the Blue Box Program. Communities will be either Transitioned or Non – Transitioned.

Municipalities also have a choice to act on behalf of SO for the procurement and contract management of the PPP collection services as well as have an opportunity in the post collection management services.

Transitioned Communities

Those communities for which SO has assumed all responsibility for the collection and management of PPP. Transitioned communities will incur none of the costs associated with the collection and post collection services.

The Minister has given direction to SO to achieve a 75% diversion rate in the transitioned communities. Currently the diversion rate is 64%. It is expected that non-transitioned communities will need to meet this target as well.

Communities must resolve their current collection and post collection service contracts before they can transition. As Kenora has no contracts for collection or post collection service we are in a very agile position, where we are able to transition at any time, once SO is ready, and provided Council decided to move in this direction.

Non-Transitioned Communities

Those communities which self-deliver the PPP collection and management services to the resident and will be compensated under section 11 of the WDTA.

If the City opts to become a Non-Transitioned community, then the City will continue to deliver blue box service in the community. The City will be compensated under the shared responsibility with SO and receive 50% of the net costs. However, the City would also be subject to the potential for deductions in payment if the prescribed level of quantity and quality of the materials are not met. Quantity refers to the targeted 75% diversion rate, currently at 64% as previously referenced, and Quality refers to the contamination rate at curb side, current contamination rates are in the order of 26%, SO has made reference to wanting this reduced to as low as 3%. It is important to know that SO and the Producers will be setting the participation and contamination levels. Failure to meet these target levels will result in deductions from the 50% of eligible costs. As participation rates and contamination levels are very hard to control this represents a significant risk should the City choose to be a non-transitioned community.

Catchment Area Approach for the Transition

The Province will be divided into different catchments depending upon the geography, locations and contract expiry dates. Every year one or more catchments will be transitioned. SO will inform communities of their catchment area and their year of transition.

Collection Services

There are three ways to procure and manage the collection of PPP.

1. Act as an agent of SO to tender and manage the contract of collection system in the communities.
2. Self-deliver collection using their infrastructure and labour.
3. Handover the collection tendering and contract management to SO.

Post Collection Services

Post-collection services includes

1. Receive PPP from collectors.
2. Pick up PPP from depot collectors.
3. Transfer PPP for shipment to end markets.
4. Market PPP to end markets.
5. Report to SO as required.

SO will select the contractor(s) for post collection services through a competitive bidding process.

Multi-Residential Area

The collector will make an agreement with the multi residential building manager to get access to the storage area to collect PPP. SO will provide curbside, multifamily and depot collection where it currently exists. Curbside collection will not be less than biweekly.

Depots

Depots will be paid on a per tonne basis to collect PPP that meets quality standards.

ICI Collections

SO will not pay for PPP from ICI locations. The community has to manage their ICI PPP by themselves. We currently do not charge enough for ICI collections. The current tipping fee is \$30 per tonne. In order for this service to be self-sustaining, the per tonne rate will need to be increased to \$60 per tonne to cover all expenses including transporting ICI recycle to Winnipeg.

City of Kenora

It will be up to Council to decide whether the City becomes a Non-Transitioned or Transitioned community.

Regardless of which option the City chooses the service to residents should be seamless, as they will continue to obtain curbside service under either option.

The SO has indicated, during the consultation process, that the City will still have to manage ICI collection. As the City currently provides curbside services for ICI collection it must continue to do so.

SO has also indicated they will require at least two years of notice prior to undertaking the responsibility for Transitioned communities. Should the City decide to transition, based on the catchment area concept, SO will inform us when they can assume the curbside collection services.

Should the City opt to Transition there is a potential that the existing infrastructure (recycle building) will be redundant. The tractor trailer (419) and compaction trailers (413, 423) may also become redundant. The dual stream garbage trucks can still be used to collect garbage from the curbside.

We do not know at this time exactly how SO will operate the blue box collection program, or if there will be opportunities to sell our equipment or lease the recycling facility.

Currently, it is our expectation that the City will continue to run the transfer station to manage garbage, electronics waste, hazardous waste and ICI recycle material.

In summary

The Blue Box operation will change when the BBPP is approved. SO will assume the responsibility of the residential blue box program in Transitioned communities and partial responsibility (50% funding) in Non-Transitioned communities. The SO will contact the City regarding their decision to transition or not (we estimate) in late 2018 or early 2019. The SO will require a two year time frame in order to accommodate communities wishing to transition.



November 30, 2017

City Council Committee Report

To: Mayor and Council

Fr: Adam Smith, Special Projects & Research Officer

Re: Pathways to Employment in Kenora's Services Sector Report/MOU

Recommendation:

That Council hereby accepts the Pathways to Employment in Kenora's Services Sector Report; and further

That Council gives three readings to a bylaw to authorize a Memorandum of Understanding (MOU) with identified partners to lead implementation of the recommendations within the Pathways to Employment in Kenora's Services Sector Report; and further

That the Mayor and Clerk be hereby authorized to execute the MOU.

Background:

In August 2017, the City of Kenora successfully received funding from the Ministry of Advanced Skills and Education through the Sector Partnership Planning Grant. Its purpose is to support the development of partnerships and strategies that will identify workforce needs among industry employers, and develop employment and training solutions that meet the needs of employers, job seekers, and workers.

Based on discussions with internal and external stakeholders, the City chose to use the funding to assess, plan and implement a strategy to address workforce needs in the services sector. For the purposes of this project, the services sector was scoped as tourism-related industries including hospitality and retail-trade.

In developing the report, MDB Insight in collaboration with City project staff conducted a literature review and implemented a series of surveys and focus groups to determine needs among both employers and service providers. Following the conclusion of the research stage, MDB Insight developed an action plan for City staff to validate amongst the key informants. In November 2017, staff hosted a strategic planning session in which proposed action items were given a level of priority and organizations were required to identify leads for implementation. The results of this session were then built into the final report which is attached to this report.

As per the funding guidelines, there is also a MOU attached which formalizes a partnership agreement amongst all the key informants that have been involved at some point during the project or tasked with leading specific deliverables.

Budget:

There are no financial considerations related to attached report or MOU.

Risk Analysis:

There is a high risk to governance or more specifically, partnerships, as implementation of recommendations within the report have the potential to significantly affect how businesses, education institutions and employers interact with each other. However, this risk should be pursued as this interaction will likely be positive and serve to strengthen key relationships.

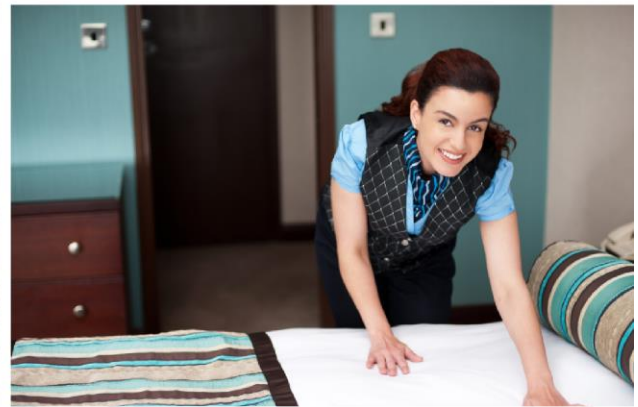
Communication Plan/Notice By-law Requirements:

MOU to be signed by Clerk and Mayor and circulated for signing by identified partners.

Pathways to Employment in Kenora's Services Sector Report to be uploaded onto Business section of City website.

Strategic Plan or other Guiding Document:

- 1-1 The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district;
- 1-2 The City will forge strong, dynamic working relationships with the Kenora business community
- 1-7 The City will lobby senior government for additional supports for local industry and business in relation to ongoing workforce development.
- 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



Building Pathways to Employment in Kenora's Services Sector

FINAL REPORT

November 28 2017

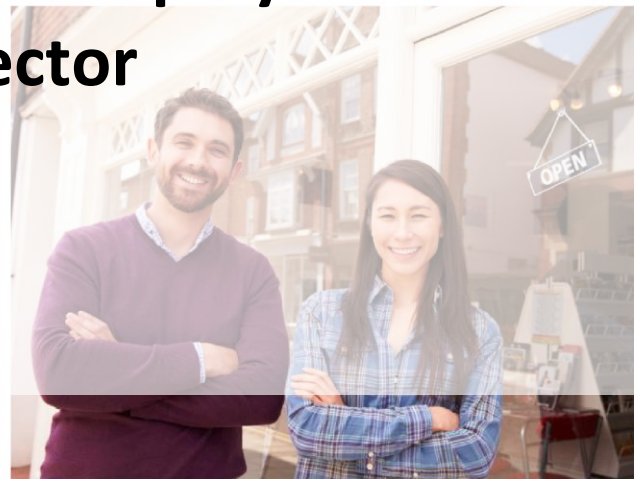




Table of Contents

1.	Executive Summary	1
2.	Introduction	4
2.1	Project Purpose	4
2.2	Project Approach.....	4
3.	Planning Context	5
3.1	The Global Competition for Talent.....	5
3.2	Talent Retention, Attraction and Development in Canada.....	6
3.3	The Tourism Sector in Ontario	8
4.	The City of Kenora in Demographic and Socio-Economic Context.....	8
4.1.1	Overview	8
4.1.2	Population and Growth.....	9
4.1.3	Population by Age Structure	9
4.1.4	Median Personal Income	10
4.1.5	Education	11
4.1.6	Labour Force Trends	11
4.1.7	Labour Mobility.....	12
5.	Kenora Projected Employment	13
5.1.1	Employment by Industry.....	13
5.1.2	Employment by Place-of-Work in the City of Kenora Location Quotient Assessment	15
5.1.3	Labour Requirements by Occupation Across All Industries in Kenora	16
6.	Kenora Local Service Sector	18
6.1	Overview.....	18
6.1.1	Service Sector Employment Demand.....	18
6.1.2	Employment Demand Projections	19
7.	Local Service Sector Skills Requirement Matrix.....	21
7.1.1	Soft Skills and Service Sector Occupations	26
8.	Local Job Demand Reporting System	27
8.1	Overview.....	27



8.2	Examining Labour Demand by Industry and Occupation	27
8.2.1	Job Postings by Occupation	28
8.2.2	Job Postings by Top Sub-Occupations.....	29
9.	Stakeholder Engagement	31
10.	Best and Promising Practices	37
10.1	Connecting Secondary and College Students to Local Job Opportunities	37
10.2	Creating a Talent Management Strategy	38
10.3	Attracting and Retaining Skilled Immigrant Workers.....	39
10.4	Hiring for ‘Fit’ and Training for Technical Abilities	41
10.5	Retaining a Diverse and Talented Workforce.....	42
10.6	Leveraging Social Media and Community Networks for Recruitment	44
10.7	Shared industry training model.....	46
10.8	Workforce Strategy Implementation and Monitoring (Yukon).....	48
10.9	A Wholistic Approach to Workforce Development.....	48
10.10	Best Practices Currently in Place	49
10.10.1	Study North/Stay North Program	49
10.10.2	Go Global by the Northwestern Innovation Centre.....	49
10.10.3	Professions North	49
11.	Lifestyle Asset Quantification.....	50
11.1	Quality of Life as an Attraction and Retention Asset	50
11.1.1	Kenora Lifestyle Assets	51
11.1.2	Healthcare Amenities.....	51
11.1.3	Educational Institutions	52
11.1.4	Social and Recreational Amenities.....	52
11.1.5	Cultural Amenities	53
11.1.6	Environmental Assets	54
12.	Local Services Sector Strategic Action Plan	54
12.1	Creating a Vision for Kenora.....	55
12.1.1	Community Feedback	56
12.1.2	Objectives Informing the Action Plans.....	56
12.1.3	Interpreting the Action Plans	56



12.1.4	Strategic Direction #1: Connecting	58
12.1.6	Strategic Direction #3: Coordinating.....	62
12.1.7	Strategic Direction #4: Communicating	64
13.	Appendix.....	66
13.1	Lifestyle Asset Maps	66



1. Executive Summary

The City of Kenora and its partners have undertaken a comprehensive assessment of the services sector (retail and hospitality) workforce needs, and the regional capacity to meet these needs. This project is timely as communities strategize for solutions to address the challenges surrounding talent attraction and retention. For the services sector, talent access becomes more complex as many occupations in the sector require skills that are in demand across multiple sectors. This is fuelling a competitive job market and many labour force participants are choosing to examine other sectors of the economy, and other parts of the world. The image of the tourism sector is peppered with the perception of seasonal, low pay, low skilled jobs that offer little opportunity for advancement. The impact of an inability to fill job openings and meet the demand for skilled workers will have negative effects on economic growth for the region.

1.1 Research Approach

Grounding the analysis of the community and service sector in the national and provincial context was an important first step to fully understanding the broader influences in the economy. This data was combined with a base demographic and socio-economic analysis for Kenora, leading to the identification of local factors that are influencing workforce development of the community.

By utilizing economic modelling, a projection of Kenora's labour market, supply and in demand occupations within the service sector was developed, highlighting key areas of growth and demand. The model provided a number of key occupations and skill sets that were fleshed and presented in the form of a skills matrix. The occupational requirements were compared to the existing educational capacity of the local institutions, identifying gaps and opportunities related to skills development.

Data can only tell half the story, providing a working understanding of the community, projected employment and skills development. To ground the data, consultations and engagement was carried out with employers, employees, local service providers and educational institutions within Kenora. The multi-pronged approach to engagement included one-on-one interviews, focus groups, an on-line survey and a targeted telephone business survey. While the interviews and focus groups offered qualitative data, the surveys gathered quantitative data and targeted a broader audience. The survey provided insight on the experiences of business on attracting, retaining and developing talent in the service sector. The survey also identified key occupations, skills, training needs, and education/certification that businesses find most difficult to access.

Drawing from research on best practices in talent attraction and retention, and an inventory of the lifestyle assets in Kenora, a series of key themes and priority actions were identified.

1.2 Strategic Themes and Actions

This resulting strategy is designed to support ongoing collective engagement among those stakeholders that inform and influence programs, services and supports for the job seekers, and employers. It further offers insight to government and educational and training institutions to inform the necessary pathways to drive alignment between labour supply and labour demand in Kenora's local services sector.



A series of four themes ground the strategy.

CONNECTING

Kenora is engaged in a variety of partnerships and targeted initiatives that contribute to creating a vibrant economy that appeals to residents and visitors. These partnerships offer further opportunity to facilitate new conversations, welcome new partners, and form new relationships. It is not uncommon for existing groups, agencies, and organizations to work in the same community, yet not fully understand mandates, program offerings, and potential for partnerships. Through a network that promotes the establishment of relationships for a common purpose, the opportunity to collaborate expands.

Recommended Actions:

- Create opportunity for connection between workforce service providers, economic development, and employers in Kenora
- Connect with and support life stabilization initiatives to promote longer-term employment success
- Leverage the talents of former Kenora residents living or working outside of Kenora

COLLABORATING

Improving collaboration spurs consideration of strategies that reduce duplication and improve service delivery. Kenora benefits from a wide array of programs and services that are tailored for job seekers and employers. A common challenge is getting information about these programs and services into the hands of those that need them. Collaboration can be challenged by the methods through which funding is accessed, and the performance measures by which agencies are monitored. Creating an enhanced collaborative approach that drives a relevant support system for job seekers and businesses will contribute extensively to longer-term success and engagement in Kenora's economy.

Recommended Actions:

- Promote "Wrap around" support
- Promote a Business Success! Initiative
- Collaborate to maximize knowledge exchange and integrated planning



A series of four themes ground the strategy.

COORDINATING

While the commitment to collaborate may exist, it is difficult to maintain without a coordinating function. Coordination takes time, regular communication, and someone who owns the responsibility. People are busy and often times, commitments to these efforts are in addition to regular work responsibilities. However, it is necessary for coordination to be present in the community as its absence results in wasted effort and resources, and it leads to disengagement of employers. Service coordination for employers, supports information dissemination, employer engagement, and it maximizes resource allocation. The opportunity exists for a single, multi-pronged, point of communication to direct job seekers and employers to the myriad of support services.

Recommended Actions:

- Coordinate and create meaningful opportunities for workforce development in Kenora

COMMUNICATING

Streamlining communication saves on time and resources. It ensures messages are communicated effectively, to the right people, and through appropriate channels. Sharing information on workforce initiatives, success stories, and current and future labour market and economic opportunities are foundational in attracting and retaining talent in Kenora. A strong emphasis on using this information to promote the lifestyle and employment opportunities in Kenora is necessary.

Kenora is home to spectacular natural resources, dedicated people and a truly unique lifestyle proposition. Working together on the implementation of solutions through foresight and commitment, will strengthen successes achieved in the past, and drive successful outcomes for the future.

Recommended Actions:

- Share information on workforce initiatives and successes in Kenora
- Create a thorough understanding of current and future labour market and economic opportunities in Kenora

This strategy offers a comprehensive action plan, building on each of the four themes identified, with a series of specific actions and potential local partners to drive implementation. It is anticipated that the city and the sector will benefit through:

- Strengthened capacity to address current workforce skill deficiencies in the tourism sector
- Enhanced communications and increased awareness between and among service providers and industry employers to foster stronger collaboration towards common goals
- Proactive strategies designed for the services sector to foster workforce attraction and retention.



2. Introduction

2.1 Project Purpose

The services sector in many communities is facing significant challenges in the attraction, retention and recruitment of talent to support business operations. Influenced by a multitude of factors that span perception of the tourism and hospitality sector, seasonality of employment, perception of lack of future promotion opportunity, and the increased demand for life skills from other sectors, the importance of this sector to local economies demands attention to these issues. The City of Kenora and its partners have chosen this time to undertake a comprehensive assessment of the services sector (retail and hospitality) workforce needs, and regional capacity to meet these needs. A lack of action will impede economic growth in the sector and impact local access to services for visitors and residents.

2.2 Project Approach

This analysis and resulting strategy combine economic research and occupation demand projections to inform on the alignment, or misalignment between labour supply and labour demand. Significant emphasis was placed on consultations and engagement to capture the perspectives of employers, employees, local service providers and educational institutions within Kenora. A multi-pronged approach to engagement included one-on-one interviews, focus groups, an on-line survey and a targeted telephone business survey.

In total, twenty-six one-on-one interviews with local informants were completed, including representation from targeted stakeholder groups as identified above. The desired outcome of these conversations was to capture their experience with talent attraction, retention and development, the challenges they face, the supports they utilize and those they believe would be beneficial.

Two focus groups further engaged representatives from local and provincial government, industry, service providers and educational institutions. The focus group discussions explored key experiences in the sector as well as important factors to be addressed for sector growth and sustainability in Kenora.

An on-line survey link was distributed to key stakeholder groups in the coverage area with the intent of gathering a quantitative data to inform on skills demand, training challenges, commitment to training, and recruitment strategies. While the interviews and focus groups gained qualitative, the surveys gathered quantitative data and targeted a broader audience. The survey link was distributed through the City's website, as well as social media channels. The participants were guided through a series of "point and click" questions, as well as open-ended questions.

A Telephone survey of businesses (102 completes achieved) was conducted via CATI (Computer-Aided Telephone Interview), with a targeted sample size of 100 completed surveys. These completion rates make the findings from the survey statistically valid, meaning that findings could be used to represent the issues and challenges of all companies within the targeted sector and sub-sectors (not only those that participated in the survey).



The survey provided insight on the experiences of business on attracting, retaining and developing talent in the service sector. The survey also identified key occupations, skills, training needs, and education/certification that businesses find most difficult to access.

Combined with research on best practices in talent attraction and retention, an inventory of the lifestyle assets in Kenora, a series of priority areas accompanied by tactics and actions emerged. The strategy is designed to support ongoing collective engagement among those stakeholders that inform and influence programs, services and supports for the job seekers, unemployed, underemployed, and employers. It further offers insight to government and educational and training institutions to ensure that the necessary pathways exist to drive alignment between labour supply and labour demand in Kenora's local services sector.

3. Planning Context

3.1 The Global Competition for Talent

As the pace of globalization increases, the competition for workers (also known as “talent”) is becoming a significant priority for communities, regions, business and industry, and governments. Demographic factors, such as increasing life expectancy and declining birth-rates are feeding into this competitive atmosphere as there are fewer people available to fill positions.¹ Furthermore, as governments remove legal and regulatory barriers to the free movement of people between countries, talent is increasingly able to relocate to where demand is highest and where the most attractive work incentives exist.² The increased role of innovation and knowledge-based employment, widespread use of technologies allowing people to work from any geographic location, and increased urbanization, also add layers of complexity to the challenge in attracting talent.³

For the most part, these changes have led to the migration of talent away from rural settings towards more urban hubs. This shift has resulted in a “hollowing out” of young people, and skill labor, with many choosing to pursue opportunities outside of their community, and indeed their province or country.

While countries are competing for talent, regions and municipalities are becoming increasingly important actors in attracting talent. Highlighting a community's work across a range of social, cultural, economic, and environmental areas is an important component to talent attraction and retention. Other differentiating factors include:

- **Having a strong place-based reputation** – strong reputations and positive overall place branding are important in peaking the interest of talent (especially for the quality of life migrants)

¹ Beechler, S., and Woodward, I. (2009), “The global war on talent”

² Ibid

³ Tendensor, “Tools and Strategies for Innovative Talent Attraction and Retention – A Handbook on Talent Attraction Management for Cities and Regions”, January 2014



- **Having a critical mass of enticing employers and job opportunities** – places that can demonstrate they have a variety of good employers and job opportunities are seeing success in talent attraction and retention as talent actively seeks new challenges and increased opportunities for advancement or variety
- **Demonstrating being a “livable community” and strong quality of life assets** – above and beyond employment opportunities, talent seeks communities that can demonstrate quality of place, such as a vibrant cultural scene, opportunities to participate in the social activities, inter connectedness to through transportation infrastructure, and a pleasant physical environment
- **Having a work-ready labour force** – Companies are increasingly looking to hire skilled workers rather than provide training or apprenticeship opportunities. As such, educational institutions are focusing on developing work-ready graduates ready to bring their talent, knowledge and skills to their employer. It is also becoming increasingly more important to develop targeted policies around skill development for high-demand industries.⁴

Globally, 40% of employers reported difficulties in filling jobs due to talent attraction issues in 2015.⁵ Employers in North America experienced slightly higher talent attraction issues (42% indicating that they had challenges in filling positions).

3.2 Talent Retention, Attraction and Development in Canada

By 2025, Canada is expected to face a labour shortage of 1.2 million jobs.⁶ It is expected that between 2016 and 2025, 250,000 skilled tradespeople will retire from the construction and maintenance industry alone, accounting for a large portion of the projected labour shortage.⁷

Across Canada, employers report that skilled trade roles remain the hardest to fill, as has been the case for the past six years. The 2016 Talent Shortage Survey also revealed:

- Engineers continue to be in high demand with engineering roles being in the list of the top ten hardest roles to fill since 2010;
- Sales representatives continue to be among the top five hardest positions to fill in Canada;
- Employers are having an easier time finding drivers in 2016 than they have in the past three years;
- Since 2013, management and executive roles have been among the top three hardest kinds of roles to fill⁸

The most common reason employers have trouble filling positions is that applicants lack the hard skills and technical competencies necessary to succeed on the job. Nearly a quarter of Canadian employers

⁴ Adecco Group (n.d.), The global war on talent is on, but who's winning it. Retrieved from: <http://www.adecgroupuk.co.uk/news-and-analysis/the-global-war-for-talent.aspx>. Accessed: Nov. 16, 2016.

⁵ Global Talent Shortage Survey- Press Release.

⁶ The Conference Board of Canada (2005)

⁷ Preparing Today for A Stronger Tomorrow: Buildforce Canada 2015-2016 Annual Report.

⁸ 2016/2017 CANADA TALENT SHORTAGE SURVEY



identified this as their most pressing hiring challenge in 2016.⁹

Canada continues to face some significant labour attraction challenges, including:¹⁰

- **The need to overcome regional disadvantages, including the urban/rural divide.** Attracting talent to remote regions is difficult without a diversified economy and consumer base. Similarly, attracting talent to major cities in the province is increasingly difficult, given increased urban competition for talent
- **Including a diversity of talent in the labour force, including Indigenous engagement and immigrant integration.** While Indigenous graduation rates have increased, outreach by educational institutions and training investments among employers remains inadequate. Onerous immigration requirements and credential recognition continue to frustrate immigrants, contributing to skilled immigrants facing poorer labour market outcomes compared to the non-immigrant population
- **Improving workforce planning through ongoing improvements to labour market forecasting.** Strategic alignment across jurisdictions for policy development remains a barrier with provincial or federal governments taking the lead with little input from local governments

The global spread of tourism in the past decades has made it one of the fastest growing economic sectors in the world. In 2000 there were 674 million tourism arrivals. By 2014 there were 1.1 billion and by 2020 international tourism arrivals are expected to reach 1.4 billion.¹¹ Canada's tourism sector has five industry groups: accommodation, food and beverage services, recreation and entertainment, transportation and travel services.

In 2015 the Canadian Tourism Human Resources Council (CTHRC) reported 1.78 million jobs in tourism industries; 10% of all jobs in Canada with 32% of Canada's tourism workforce aged 15–24 compared to only 13% of the overall labour force and population.¹²

The CTHRC calculates spending in Canada's tourism sector could rise from nearly \$187 billion in 2015 to over \$287 billion in 2035 (using inflation-adjusted 2010 dollars), requiring 538,000 jobs be created between 2015 and 2035. Based on the projected rates of labour force growth in the tourism sector only 345,000 of these jobs will be filled by the existing labour supply, limiting potential expansion.¹³

These projections indicate that from 2015 and 2035, 192,600 jobs could go unfilled, bringing the total number of unfilled tourism jobs during the 2010–2035 period to just under 240,000, 10.5 percent of the jobs that potential spending would support.¹⁴

⁹ 2016/2017 CANADA TALENT SHORTAGE SURVEY

¹⁰ Ahead of the Talent Curve: Ensuring BC's Competitive Edge

¹¹ 1 UNWTO, UNWTO Tourism Highlights 2015 edition, Tourism towards 2030

¹² Statistics Canada, National Household Survey 2011

¹³ CTHRC Fast Facts 2017 <http://www.cthrc.ca>

¹⁴ CTHRC Fast Facts 2017 <http://www.cthrc.ca>



3.3 The Tourism Sector in Ontario

The Ontario Tourism Education Corporation's (OTEC) and Tourism Industry Association of Ontario's (TIAO) latest strategy affirmed that Ontario is the biggest tourism destination and labour market. They reported the tourism industry represents 9% of total employment in Ontario and 17% of the province's businesses, highlighting the importance of the industry to the provincial economy and employment. The strategy also projected Ontario will experience significant labour and skills shortages impacting businesses' ability to attract and retain the labour needed.

In response, the Ontario Tourism Workforce Development Strategy was developed with involvement from 500+ businesses, associations, RTO's, DMO's, education, and pre-employment stakeholders contributing to the project.

The process identified four core strategic priority areas

- Foster an Environment of Collaboration & Coordination
- Develop a High-Performance Workforce
- Provincial Focus on Workforce Attraction & Retention
- Enhance Information Management & Channels.¹⁵

These priorities highlight the tourism/local service sector challenges facing Ontario as a whole and only vary in degree across the province. It is noteworthy that the local research and analysis based on Kenora's situation and input through engagement, serve to reiterate many of the same challenges.

4. The City of Kenora in Demographic and Socio-Economic Context

4.1 Overview

Kenora is a city in Northern Ontario with a rich history having been incorporated in 1882. The three dominant sectors of the Kenora economy are mining, forestry and tourism. The population dramatically increases in the high summer season to nearly double the year-round population. The Lake of the Woods and the multitude of surrounding lakes are the primary attraction for cottagers. Most visitors are from Manitoba and Minnesota. The city is facing similar trends affecting many rural areas in Canada and is aligned with the Northern Ontario experience since 2001. These trends include a decline in primary industries and manufacturing, with a shift to the service sector, healthcare and government based economies.

¹⁵ Ontario Tourism Education Corporation (OTEC) ONTARIO TOURISM WORKFORCE DEVELOPMENT STRATEGY 2012-2017



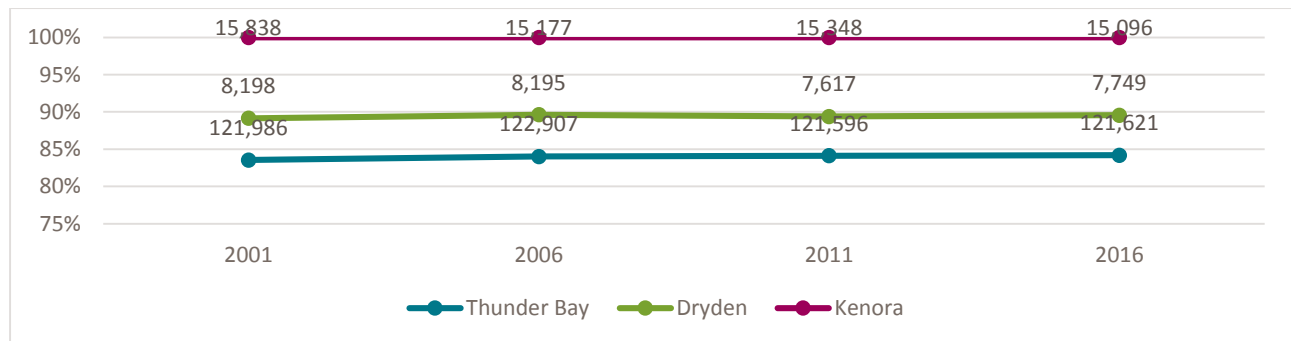
Key takeaways

- Kenora's population has decreased 4.6% since 2001
- Kenora's population is growing older faster than Ontario as a whole with 19% of residents over the age of 65, with an additional 16% of residents between the age of 55 and 64
- Median Income growth has kept pace with the provincial average increase of 12%
- The number of residents with No Certificate or Diploma has dropped 14% since 2006 and University certificate, diploma or degree at bachelor level or above has increased 34%
- Unemployment rates have dropped 0.8% from 2011-2017 while labour participation and employment rates have remained static.

4.2 Population and Growth

In 2016, the Kenora CMA had a population of 15,096 inhabitants, a decrease of 4.6% from 2001, when the population was 15,838. This stands in contrast to the provincial increase in population by 17.9%, from 11,410,046 inhabitants in 2001 to 13,448,494 in 2016. Figure 1 shows population distributions across Kenora, Thunder Bay and Dryden, indicating that Northern Ontario has experienced a similar slow downward population trend since 2001, counter to the growth seen in the province as a whole.

Figure 1 Population Change between 2001 and 2016



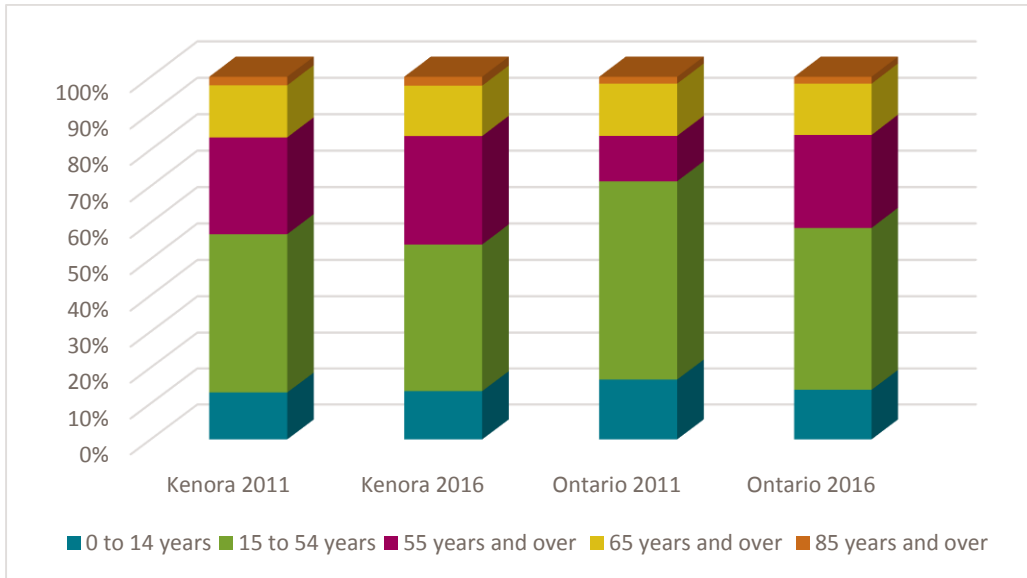
Source: Statistics Canada Census 2016, Statistics Canada Census 2011, Statistics Canada Census 2006

4.2.1 Population by Age Structure

Residents of Kenora are aging, with cohorts shrinking in size for all age groups under age 55. These statistics are demonstrated in Figure 2, which provides two side-by-side age distribution graphs for 2011 and 2016. Overall, the figure indicates that while there is an increasing amount of people that fall into the age cohorts above the age of 55, there are fewer people below that age, suggesting that younger cohorts are leaving Kenora.



Figure 2: Kenora and Ontario Distributions of Age Group Proportions

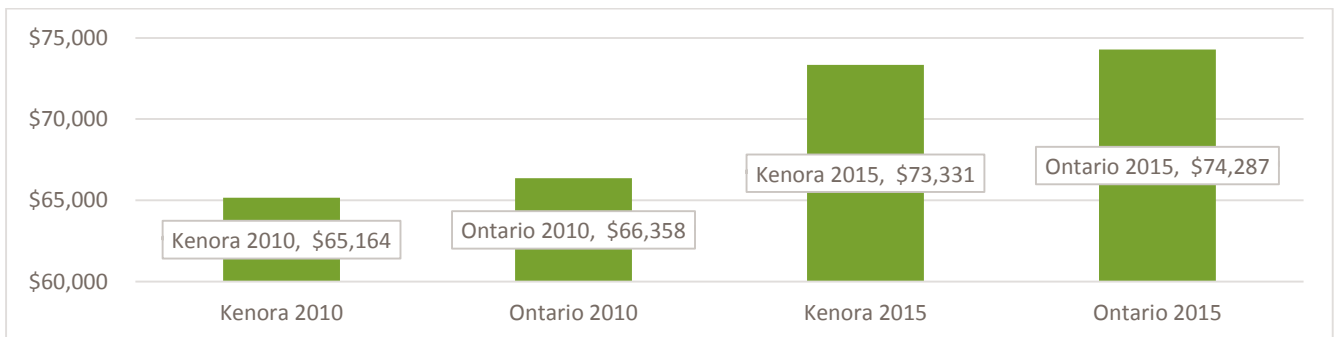


Source: Statistics Canada, Census, 2016; Statistics Canada, National Household Survey, 2011

4.2.2 Median Personal Income

Between 2010 and 2015, changes to personal income appear drastic, with an average increase in annual income of 12% for Kenora and Ontario. Figure 3 shows the changes in median income for Kenora and the province.

Figure 3 Changes in Median Income for 2010 and 2015 Tax Years



Source: Statistics Canada, National Household Survey, 2011 Statistics Canada, Census 2016

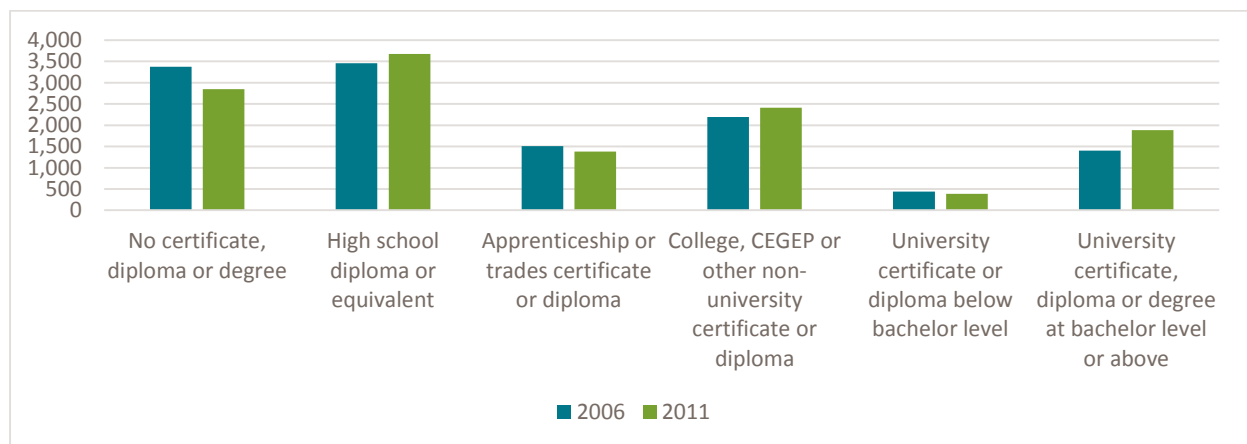
While these numbers may appear rather positive, a word of caution must be offered regarding a major change in the way in which census data was collected starting in 2011. In effect, the median income data from the National Household Survey was collected voluntarily, and this may have introduced a bias to the result. While there may well be increase in individual income between the tax years of 2010 and 2015, the extent to which these measures can be reliably used for inferential purposes is uncertain.



4.2.3 Education

Figure 4 highlights the distribution of education levels across Kenora for 2006 and 2011, respectively. Kenora has had a 15% decrease in the number of residents that have No certificate, diploma or degree and a 6% increase in the number of residents who have completed High school. Kenora has also seen a 10% increase in a number of residents with College certificates and diplomas and a 34% increase in University bachelor or higher level. This indicates an overall upskilling of the workforce at the advanced and entry level of the spectrum. However, there have been slight declines of 7% apprenticeship or trade certificates and 11% of University certificate or diploma below bachelor level.

Figure 4 Kenora Levels of Educational Attainment, 2006-2011



Source: Statistics Canada, Census, 2006, Statistics Canada, Census, 2011.

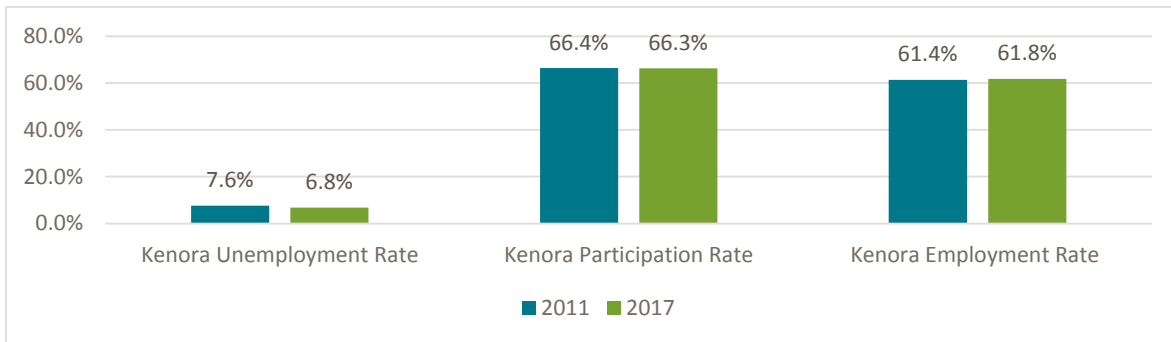
For those spin-off careers associated with the tourism sector, there are many college certificates that relate to the industry, whereas those that chose to go to university and obtain a bachelor's degree or higher will likely occupy many management positions in this sector. With the discussion of changing demographics and a shrinking workforce population, residents of Kenora are, on average, increasing their levels of education which is promising for the tourism sector. At the same time, consideration needs to be given to the point raised above about a possible sampling bias inherent in the 2011 National Household Survey (NHS). The NHS has sampling bias towards those individuals with higher levels of education, as they are more likely to fill in the voluntary National Household Survey component of the Census in 2011, compared to those with less education who were less likely to do so.

4.2.4 Labour Force Trends

With the unemployment rates in Kenora at 7.6% in 2011 and 6.8% as of Nov 7, 2017, there appears to be a growing proportion of the population that is working. However, this rate of unemployment reflects a higher percentage of the available labor force remains detached, yet jobs remain unfilled. This reflects a disconnect between job demand and labour alignment. Figure 5 shows that the employment rate remained fairly static over the period between 2011 and 2017, as did the participation rate, indicating the trend remained consistent over this period.



Figure 5 Kenora Labour Force Indicators 2011, 2017

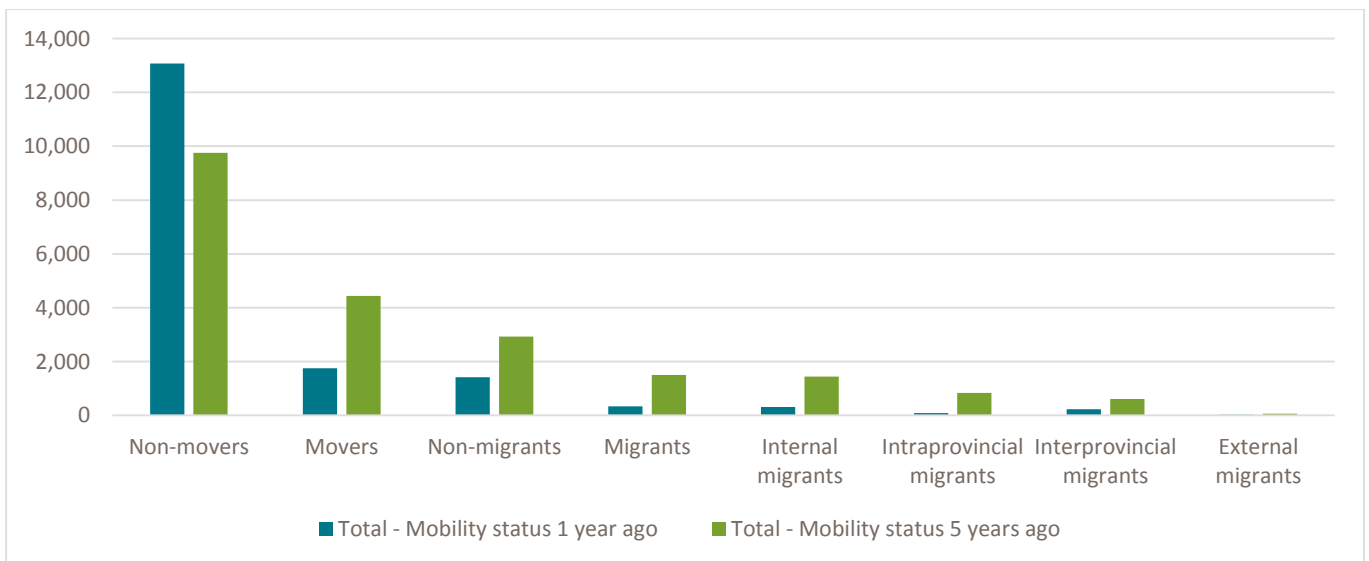


Source: Statistics Canada 2011 NHS, Manifold Data Mining Inc. Labour Force Characteristics 2017

4.2.5 Labour Mobility

Labour Mobility refers to the status of a person with regards to the place of work, in relation to place of residence, on the same date one year earlier. Essentially, it examines where a person worked geographically and where the person lived, year over year. Figure 6 indicates the vast majority of Kenora residents are non-movers as of 2011 as 89% lived and worked in Kenora. This is a 30% increase from 2006. Across all categories, mobility has decreased since 2006, indicating that there have been less new internal (from within Canada), or external (international) migrants to Kenora over that time period.

Figure 6: Kenora Labour Mobility 2006-2011



Source: Statistics Canada 2011 NHS

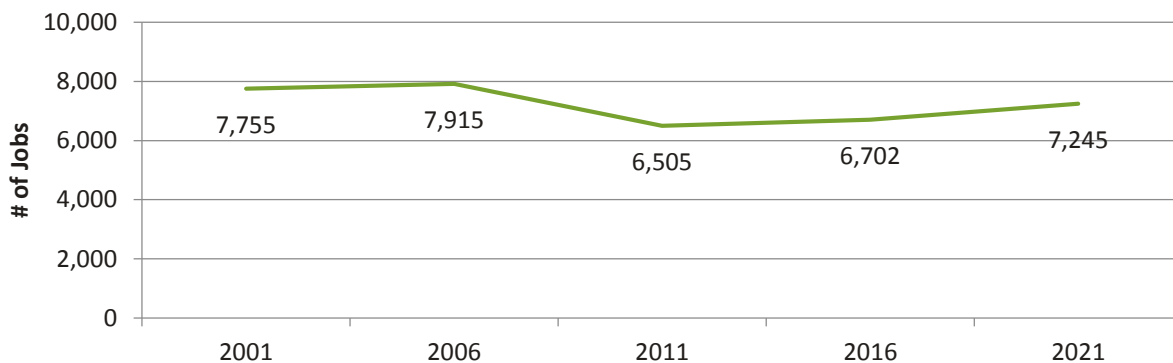


5. Kenora Projected Employment

5.1 Employment by Industry¹⁶

Figure 7 below shows the total number of jobs offered by employers in Kenora in from 2001, 2006 and 2011 according to the censuses held in those years. The figure also indicates the employment demand estimated by metro economics in 2021.

Figure 7: Employment demand Projections across all industries, Kenora, 2001-2021



Source: metro economics projections

Employment in Kenora across all industries grew modestly between 2001 and 2006 (by 160) but fell sharply between 2006 and 2011 (by 1,410, a span encompassing the 2008-2009 recession). Recent estimates suggest employment in Kenora grew slightly between 2011 and 2016 (by 197) and projections suggest an even larger gain can be expected between 2016 and 2021 (by 543).

The largest growth in employment between 2016 and 2021 is projected in the following industries (as seen in Figure 8:

- Health, social services (+170 jobs)
- Education (+62)
- Construction (+58 jobs)
- Accommodation, food (+47 jobs)
- Professional, scientific, technical services (+44 jobs)
- Retail Trade (+43 jobs)

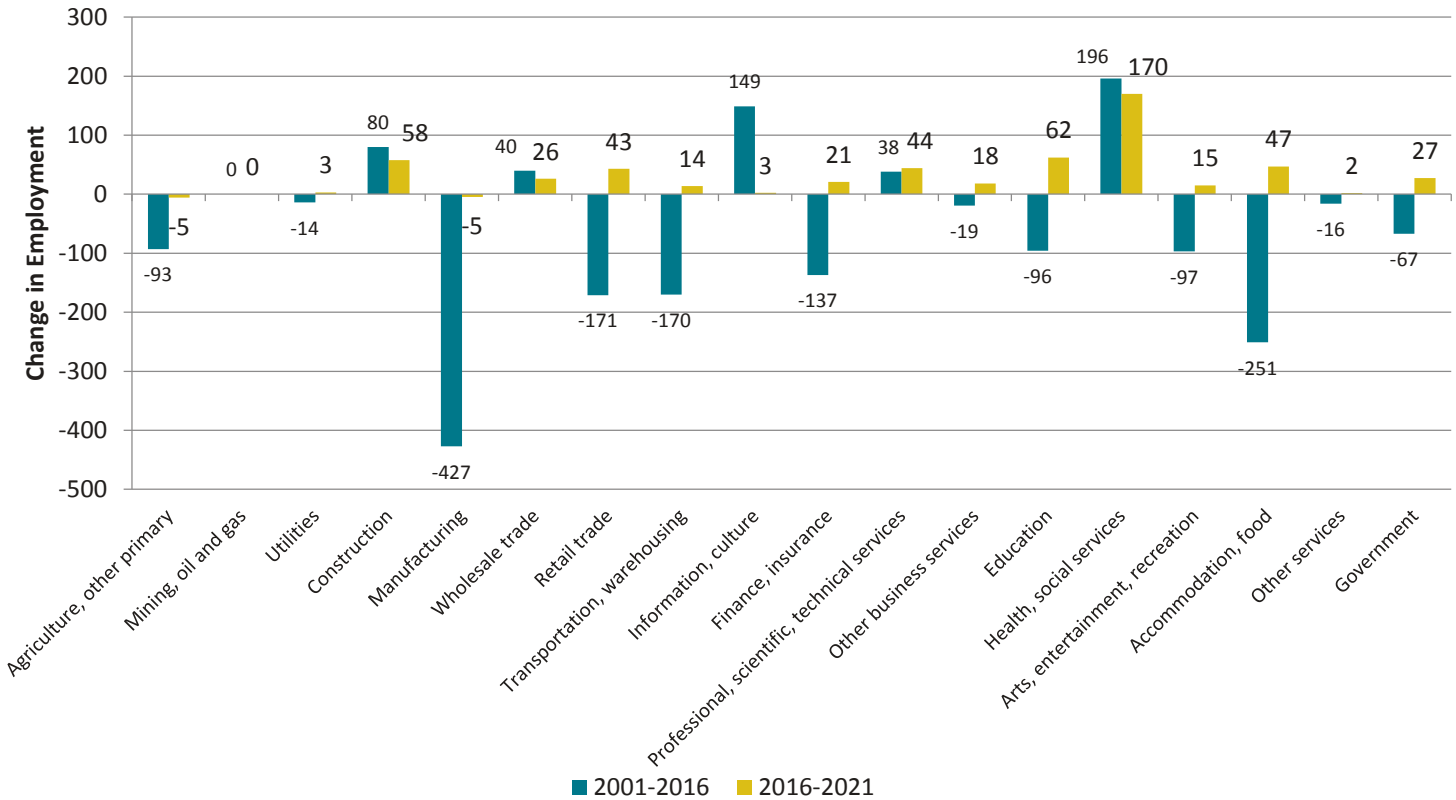
¹⁶ Projections for employment by industry on a place of work basis for the Kenora area were drawn from **metro economics'** base case projection files. **metro economics** creates and updates employment by industry projections on a regular basis for each of the 5,000 plus municipalities across the country.



The largest decreases in employment from 2016 to 2021 are projected to be in:

- Agriculture, forestry, other primary (-5 jobs)
- Manufacturing (-5 jobs)

Figure 8: Change in Employment by Industry, Kenora 2001-2016, 2016-2021



Source: Statistics Canada (2001, 2006 and 2011) and metro economics (2016 and 2021)

Key points to be taken from the above Figure 8 include the following:

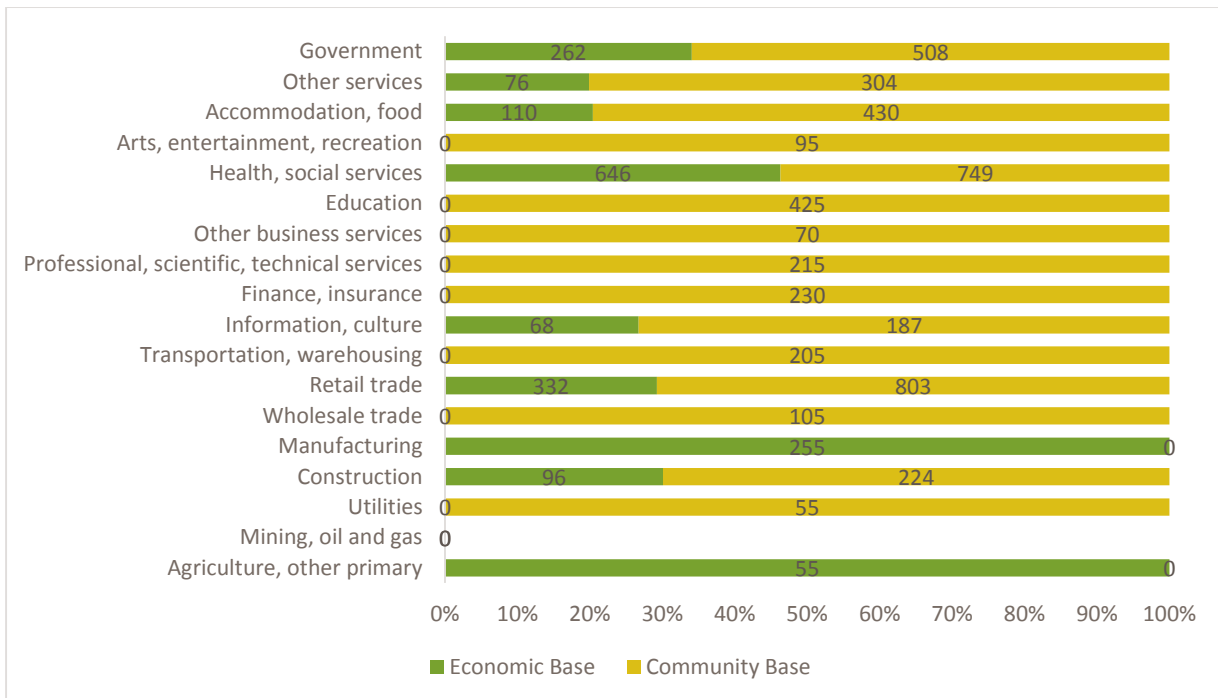
- Total employment is expected to grow between 2016 and 2021 and gains are expected across all service industries. Further, though modest, declines can be expected in employment in manufacturing, agriculture and other primary industries.
- By 2021 manufacturing employment will have fallen to a level just one-third that of 2001 (from 675 in 2001 to 243 in 2021), a drop of 432.
- Total employment across all industries in 2021 will be 510 lower than it was in 2001. Excluding manufacturing employment in Kenora will be down across that span by 78.
- Of particular interest is the fact that total employment excluding manufacturing grew by an estimated 204 between 2011 and 2016 and it is projected to grow by 548 between 2016 and 2021.



5.2 Employment by Place-of-Work in the City of Kenora Location Quotient Assessment

Figure 9 combines Place-of-Work location data and Economic base jobs vs. the Community Base jobs by industry. This graph indicates what defines the local economy, what are the industries that “anchor” the community such as manufacturing and those that provide supporting services such as restaurants.

Figure 9: Economic Base and Community Base Jobs in 2011



This decomposition indicates that in 2011 some 1,901 of Kenora’s total employment of 6,905 in 2011 are economic base jobs (or 28 percent of all jobs in Kenora). Kenora’s economic base is defined by:

- 646 jobs in health and social services
- 332 jobs in retail trade
- 262 jobs in government
- 255 jobs in manufacturing
- 110 jobs in accommodation and food
- 96 jobs in construction
- 76 jobs in other personal services
- 68 jobs in information and culture
- 55 jobs in agriculture and other primary



The strong economic base representation in health and government illustrates Kenora's role as a regional service centre to surrounding communities. Its strong economic base representation in retail trade, accommodation and food, and information and culture – which collectively account for 510 economic base jobs – illustrates the strength of Kenora as a tourism base.

5.2.1 Labour Requirements by Occupation Across All Industries in Kenora ¹⁷

As mentioned above, it is estimated that a total of 543 new jobs will be created in the Kenora area between 2016 and 2021. Based on data regarding the age distribution for each occupation in Kenora, projections on the potential number of retirees per year from 2016 to 2021 were also developed, reflecting the expected annual retirements within each occupation across all industries.

Only the 50 occupations facing the greatest requirements from both an economic (demand) and replacement (retires) point of view are listed. The requirements for those occupation employed primarily in the selected sub-set of hospitality and retail sectors will be provided in a later section of this report.

These calculations result in a projected total of 219 jobs for retirement by 2021. Combining new jobs created with retirements leads to an increase in total employment demand between 2016 and 2026 of 763 jobs (28% of which comes from retirement).

As seen in Figure 10, the top occupations in Kenora projected to see the highest employment demand by 2021 are:

- Social and community service workers (378 jobs)
- Retail and wholesale trade managers (288 jobs)
- Cashiers (280 jobs)
- Retail salespersons (260)
- Administrative assistants (210 jobs)
- Registered nurses and registered psychiatric nurses (203 jobs)

Across all industries and all occupations, the supply of workers in Kenora will need to increase by a total of 763 new workers. A total of 544 new workers will be required to meet the expanding requirements of the local economy from 2016 to 2021 while 219 will be required to replace those expected to retire from work over the 2016 to 2021 period. It is interesting to note although this selection is not narrowed down to the service sector almost all of the top in-demand occupations are within the sector.

¹⁷ The projections by industry described above were transformed into projections for each of 500 occupations based on a 2011 National Household Survey matrix of detailed occupations by detailed industry for the Kenora area.

The projections assume that the occupational mix of jobs in each industry will not change over time. In fact, the shares likely will change, but it is difficult to discern with any certainty how large the changes in shares might be. The resulting projections, therefore, reflect expected underlying changes in the shares of employment by industry only.



Figure 10: Projected employment by TOP OCCUPATIONS ACROSS ALL INDUSTRIES, 2016-2021

NOC Code	Occupation	Total # of Jobs	# of New Jobs	# of Jobs Due to Retirement
4212	Social and community service workers	378	47	13
621	Retail and wholesale trade managers	288	42	18
6733	Janitors, caretakers and building superintendents	150	28	8
1241	Administrative assistants	210	27	9
4032	Elementary school and kindergarten teachers	152	26	5
3012	Registered nurses and registered psychiatric nurses	177	25	7
6421	Retail salespersons	260	24	13
6611	Cashiers	280	22	6
6731	Light duty cleaners	153	21	4
6711	Food counter attendants, kitchen helpers and related support occupations	178	19	4
1311	Accounting technicians and bookkeepers	96	18	5
7611	Construction trades helpers and labourers	87	18	4
1111	Financial auditors and accountants	69	17	5
4031	Secondary school teachers	93	15	3
1221	Administrative officers	109	15	6
7271	Carpenters	93	15	1
6411	Sales and account representatives - wholesale trade (non-technical)	63	14	1
6322	Cooks	121	13	3
4214	Early childhood educators and assistants	110	13	2
7511	Transport truck drivers	96	13	4
1414	Receptionists	99	13	3
4112	Lawyers and Quebec notaries	58	13	2
4152	Social workers	88	12	4
3413	Nurse aides, orderlies and patient service associates	90	12	2

Source: metro economics projections

Note: The "Total # of Jobs" column already accounts for retirement projections included in the table



6. Kenora Local Service Sector

6.1 Overview

This project centres on the industries involved in the local services sector and the retention, development and attraction of talent necessary to support this sector.

Labour supply and demand are seen as two elements that make up the labour market equation. Each speaks to the increase or decrease relevant to both sides of this equation. However, experience has clearly demonstrated that it is not as simple as looking at the numbers in isolation; rather it is necessary to keep several key points top of mind when considering labour supply and demand and its alignment to vacancies. The projections indicate the number of new workers that will be required over the established time span (2016-2021), reflecting beyond the current employment numbers. This demand for new workers is referred to as the economic demand.

In addition, the projection model also considers likely retirements based on reaching age 65 between 2016 and 2021. Assuming that each retiree will need to be replaced to ensure the industry's overall requirements for workers are met, this demand for new workers is referred to as the replacement demand for workers. It does not take into account advances in technology, streamlining of processes or positions which will likely influence the one-to-one replacement. The economic demand and the replacement demand together define the industry's need for new recruits.

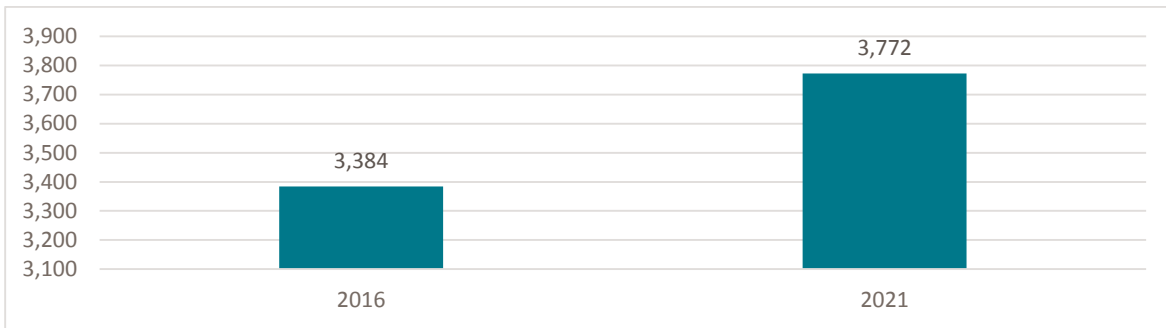
However, to give full consideration to supply and demand activity, another complex element needs to be examined. Labour churn which is the movement of employees in and out of an occupation or sector is important to consider. It is common for employees to transition to other sectors and occupations that may align with their career aspirations, financial goals, or other attractive benefits. This leaves a vacancy for the current employer. So, while the data may indicate a decline in the number of vacancies projected, it does not reflect the potential labour churn which may occur. Hence, even sectors where the overall job vacancies may show a decline or smaller numbers, recruitment may remain a high priority.

6.1.1 Service Sector Employment Demand

Employment demand in the local services sector is projected to grow from a total of 3,384 jobs in 2016 to 3,772 in 2021 (a growth of 388 jobs, as seen in Figure 11). A total of 122 jobs due to retire from the service industry is also projected, resulting in a projected increase in employment demand from all four selected industries of 2,401 jobs between 2016 and 2021.



Figure 11: Employment Demand Projections for Kenora Service Industry, 2016-2021



Source: metro economics projections

6.1.2 Employment Demand Projections

Employment demand in the Kenora service industry is projected to grow by 11% from 2016 to 2021, from 3,384 jobs to 3,772 jobs (an increase of 388, as seen in Figure 12).

The occupations projected to see the largest increases in employment demand between 2016 and 2021 are (as seen in Figure 12):

- Retail and wholesale trade managers (+42 jobs)
- Janitors, caretakers and building superintendents (+28 jobs)
- Administrative assistants (+27 jobs)
- Retail salespersons (+24 jobs)
- Cashiers (+22 jobs)
- Light duty cleaners (+21 jobs)
- Food counter attendants, kitchen helpers and related support occupations (+19 jobs)

Figure 12: CHANGE IN EMPLOYMENT DEMAND BY TOP OCCUPATIONS IN THE KENORA SERVICE INDUSTRY, 2016 & 2021

NOC	Occupation	2016	2021	Change
621	Retail and wholesale trade managers	288	330	42
6733	Janitors, caretakers and building superintendents	150	178	28
1241	Administrative assistants	210	237	27
6421	Retail salespersons	260	284	24
6611	Cashiers	280	302	22
6731	Light duty cleaners	153	174	21
6711	Food counter attendants, kitchen helpers and related support occupations	178	197	19



NOC	Occupation	2016	2021	Change
1311	Accounting technicians and bookkeepers	96	114	18
1111	Financial auditors and accountants	69	86	17
1221	Administrative officers	109	124	15
6411	Sales and account representatives - wholesale trade (non-technical)	63	77	14
6322	Cooks	121	134	13
7511	Transport truck drivers	96	109	13
1414	Receptionists	99	112	13
1411	General office support workers	108	118	10
5254	Program leaders and instructors in recreation, sport and fitness	67	76	9
6513	Food and beverage servers	86	94	8
6541	Security guards and related security service occupations	37	44	7
6622	Store shelf stockers, clerks and order fillers	97	103	6
632	Accommodation service managers	37	42	5
631	Restaurant and food service managers	38	42	4
8612	Landscaping and grounds maintenance labourers	41	45	4
7321	Automotive service technicians, truck and bus mechanics and mechanical repairers	77	81	4
7513	Taxi and limousine drivers and chauffeurs	27	30	3
6332	Bakers	25	28	3
6621	Service station attendants	55	58	3
6211	Retail sales supervisors	32	34	2
1432	Payroll clerks	19	21	2
7315	Aircraft mechanics and aircraft inspectors	16	18	2

Source: metro economics projections



7. Local Service Sector Skills Requirement Matrix

Different occupations in the workforce rely on specific skill sets that are defined by the needs of the occupation in question. Skills can be looked at in various ways, including education attainment/requirements, essential skills relative to the occupation, and soft skills, which make for effective and productive relationships between employees and patients.

The Employment and Social Development Canada (ESDC) Essential Skills listing is a tool developed by the Canadian Government to define essential skills needed for most occupations.¹⁸ Seven skills categories each contain a variety of essential skills which range in complexity from low (1) to high (5). The categories are reading, document use, writing, numeracy, oral communication, thinking, and digital technology. For each category, an average can be obtained by adding all the skill complexity levels assigned to the various indicators and dividing by the total number of indicators. By averaging across multiple skills categories, it is also possible to determine what the overall level of skill complexity is for a given occupation. A scoring method has been developed to identify skill complexity based on a spectrum of skill levels spanning:

- Minimal (less than 2.0)
- Moderate (2.0 to 2.24)
- Advanced (2.25 to 2.74)
- Expert (2.75 and more)

Another consideration is the level of education required to enter a career under a given occupation. National Occupation Classifications can also be tracked by minimum education requirements via a Human Resources and Social Development Canada (HRSDC) Skills Classification Level framework which functions as follows:

O = University

A = University

B = College or Apprenticeship

C = Secondary School

D = Incomplete Secondary School

With these different skill attribution tools in mind, a profile of the expected level of minimal education and skills competency for each occupation studied in the local services sector can be created.

Table 1 below provides a listing of the top 20 service sector occupations according to HRSDC Skills Classification Level and ESDC Essential Skills.

¹⁸See Government of Canada, Job Bank: <https://www.jobbank.gc.ca/explorecareers.do>



The Essential Skills Classification is colour coded as follows:

Minimal	Moderate	Advanced	Expert
---------	----------	----------	--------

Generally, data highlighted in the table can be summarized as follows:

- One occupation category has a “0” HRSDC skills classification level (meaning a minimum of a university degree), affiliated with Financial auditors and accountants. Four have an “A” rating, also needing a university degree, five have a “B” rating (college or apprenticeship), and four have a “C” rating (high school diploma or equivalent). Five a D rating (incomplete high school).
- Minimal essential skills averages are found most commonly in over 50% of the occupation categories, the lowest skill requirements being: Cashiers, Light duty cleaners, Food counter attendants, kitchen helpers and related support occupations, Food and beverage servers, and Store shelf stockers, clerks and order fillers.
- Moderate essential skills averages are found in two occupations: Sales and account representatives - wholesale trade (non-technical) (2.15 average) and Administrative assistants (2.02).
- Advanced essential skills averages are found in 3 occupations: Retail and wholesale trade managers (2.42) Accounting technicians and bookkeepers (2.46) and Accommodation service managers (2.42).
- Expert essential skills averages are found in one occupation: Financial auditors and accountants (2.88)



Table 1: Skills and Education Level Requirements for Service Sector Occupations

NOC	National Occupational Category	HRSDC Skills Classification Level	Average ESDC Skill Level	ESDC Essential Skill Profile						
				Reading	Document Use	Writing	Numeracy	Oral Communication	Thinking	Digital Technology
621	Retail and wholesale trade managers	A	2.42	2.5	2.11	2.69	2.38	2.69	2.42	2.14
6733	Janitors, caretakers and building superintendents	C	1.87	2.5	1	2	1.79	2	1.94	NA
1241	Administrative assistants	B	2.02	2.13	1.75	2.25	1.7	1.83	1.79	2.71
6421	Retail salespersons	C	1.76	1.71	1.7	1.67	1.83	1.9	1.83	1.67
6611	Cashiers	D	1.61	1.71	1.6	1.33	1.13	2.22	1.69	1.56
6731	Light duty cleaners	D	1.67	2	1.5	1.4	1.79	1.4	1.94	NA
6711	Food counter attendants, kitchen helpers and related support occupations	D	1.62	2	1.6	1.5	1.25	1.8	1.53	1.67
1311	Accounting technicians and bookkeepers	A	2.46	2.33	2.25	2.25	2.83	2.14	2.59	2.8
1111	Financial auditors and accountants	O	2.88	3.33	2.83	3	3.18	2.6	2.91	2.29
1221	Administrative officers	A	NA	NA	NA	NA	NA	NA	NA	NA



6411	Sales and account representatives - wholesale trade (non-technical)	B	2.15	2.5	2.14	2	1.94	2.29	2.35	1.86
6322	Cooks	B	1.93	2.43	1.67	1.67	2	2	2	1.73
7511	Transport truck drivers	C	1.88	2.5	2.2	1.75	1.6	1.67	1.77	1.67
1414	Receptionists	C	1.78	1.88	1.82	1.83	1.7	1.33	1.75	2.14
1411	General office support workers	B	1.89	2.12	2.27	2	1.85	1.29	1.59	2.14
5254	Program leaders and instructors in recreation, sport and fitness	B	NA	NA	NA	NA	NA	NA	NA	NA
6513	Food and beverage servers	D	1.76	2.1	1.67	1.5	1.58	2.2	1.75	1.5
6541	Security guards and related security service occupations	B	1.81	2.22	1.6	1.8	1.33	1.86	2.15	1.73
6622	Store shelf stockers, clerks and order fillers	D	1.86	2	1.7	1.67	1.83	2.11	1.82	1.88
632	Accommodation service managers	A	2.42	2.5	2.11	2.69	2.44	2.67	2.41	2.14

HRSDC Skills Classification Level Relative to Education Required: O = University; A = University; B = College or Apprenticeship; C = Secondary School; D = Incomplete Secondary School



The table below gives an overview of the essential skills and education requirements for the top listed occupations as identified in those previous listings. In effect, what the figure below does is connect the data from the education and skills analysis with the top expected occupation demand by 2025. Profiles are provided for each occupation that detail the level of essential skills required to work in the field and the education attainment needed.

Table 2: Essential Skills and Education Profiles for Top Occupations

Occupation	Essential Skills and Education Overview
Retail and wholesale trade managers	On average, advanced essential skills are required to enter this career; particularly in regard to oral communications and writing (high advanced level), but also in reading, writing, and thinking (all advanced). Areas of lower essential skills include document use and digital technology. This occupation typically requires a University degree or equivalent.
Janitors, caretakers and building superintendents	On average, minimal essential skills are required to enter this career, with the exception of reading, which requires a moderate level. Education can typically be pursued at the college certificate level for specializations.
Administrative assistants	On average, moderate levels of essential skills are needed. Areas of advanced skill relate to reading and digital technology, while areas of minimal skill relate to thinking, numeracy, and document use. Education can typically be pursued at the college certificate level.
Retail salespersons	On average, minimal essential skills are required to enter this career. A Secondary School diploma or equivalent is usually required.
Cashiers	On average, minimal essential skills are required to enter this career. A Secondary School diploma or equivalent is usually required.
Light duty cleaners	On average, minimal essential skills are required to enter this career. A Secondary School diploma or equivalent is usually but not necessarily required.
Food counter attendants, kitchen helpers and related support occupations	On average, minimal essential skills are required to enter this career. A Secondary School diploma or equivalent is usually but not necessarily required.
Accounting technicians and bookkeepers	Accounting technicians and bookkeepers require advanced skills in all categories except oral communication, which requires moderate skill and numeracy and digital technology which require expert skill. This education typically requires a University degree or equivalent.
Financial auditors and accountants	On average, the occupation requires advanced essential skills due to expert requirements in all categories. Only digital requires advanced level skills. The occupation requires a university degree.
Administrative officers	This category does not have an ESDC Skill profile. This occupation typically requires a University degree or equivalent.



The results of the above summaries indicate that options are diverse for different skill levels across the region, but not so diverse that most require at least a college level education. Strong professional development programming may provide the opportunity structure to encourage low-skill entrants to seek a more rewarding career path.

Table 3: Examples of Kenora’s Service Sector Education Programming

Institution	Program	Degree Type
Confederation College	Truck and Coach Technician Apprenticeship	Apprenticeship
Confederation College	Tourism - Travel and Eco-Adventure	Ontario College Diploma
Confederation College	Sustainable Food	Ontario College Certificate
Confederation College	Academic Upgrading	Prep for Academic & Career Entrance (ACE) program
Confederation College	Academic & Career Entrance (ACE) program	Grade 12 Equivalency
Confederation College	Bookkeeping	Ontario College Certificate
Confederation College	Business, Specialities in Accounting, HR, Marketing,	Ontario College Diploma
Confederation College	Community Integration Through Co-operative Education	Co-op
Confederation College	Cook Apprenticeship	Eligibility to write a Certification of Apprenticeship Exam (Red Seal - Inter-Provincial Standards Certification)
Confederation College	Culinary Management	Ontario College Diploma
Confederation College	Food Service Worker	Board of Governor Diploma
Confederation College	Office Administration	Ontario College Certificate
Confederation College	Personal and Career Development (PCD)	Skills Enhancement
Confederation College	Small Business Development	Skills Enhancement
Seven Generations Education Institute	Culinary Management	Ontario College Diploma

7.1.1 Soft Skills and Service Sector Occupations

In addition to above noted skills, workers also need the appropriate soft skills to succeed in their roles. Soft skills are the attributes that enable workers to interact effectively with their employers or clients. Interview conversations with employers, education providers and training related organizations highlighted the essential role that soft skills play in the service sector. Some fundamental soft skills specifically noted by interviewees include emotional stability or maturity, work ethic and time



management. Providing opportunities for multi-barrier individuals to feel empowered, secure, and safe has been recommended to help build a foundation for soft skill acquisition.

Because there is no master list of ideal soft skills for the service sector in the same way that essential skills are attributed and catalogued according to each occupation, there is a persistent challenge in recognizing the important role they play in the service sector. Moreover, a lack of appropriate soft skills is often what leads to dismissal in the workforce. Poor time management, tardiness, breach of trust or confidentiality, aggressiveness or hostility all represent issues that occur when specific soft skills are lacking or absent. They are the antonyms of what the soft skills bring to the table, but they have to be learned, like any other skill.

8. Local Job Demand Reporting System

8.1 Overview

Measuring the ongoing availability of local jobs across all sectors or targeted sectors is now a reality. Utilizing a proprietary intelligence gathering technology, we have prepared a Job Vacancy Report, for Kenora. The addition of this report will further inform local job vacancies and recruitment activity.

Vicinity Jobs Inc. is a Canadian Big Data analytics and Internet search technologies company, and a recognized Canadian leader in the delivery of real-time labour market information technology solutions. It started in 2006, with an ambitious goal to make Canada's job markets more transparent and efficient, by taking advantage of the latest online and big data technology trends.

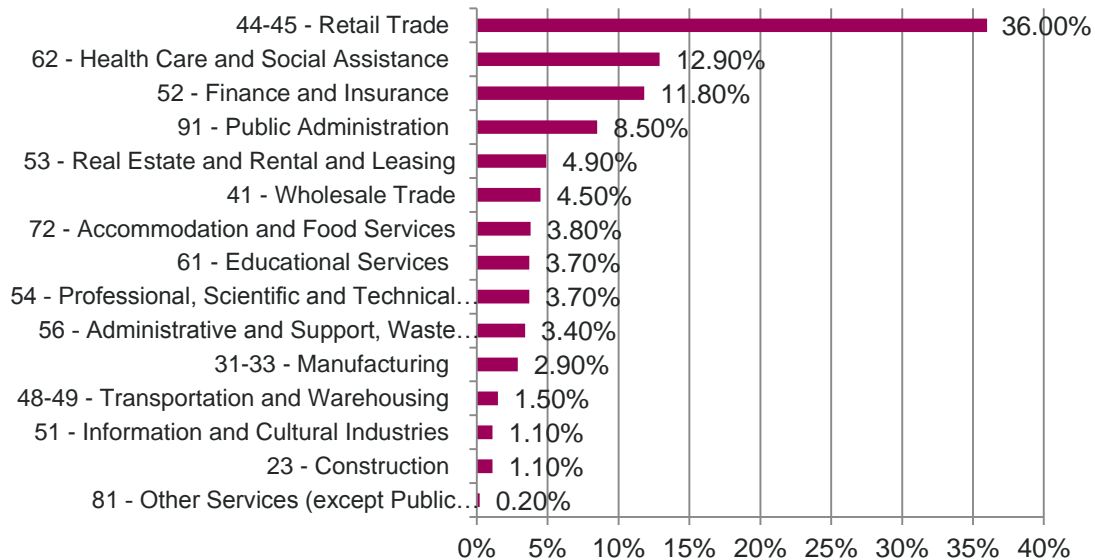
8.2 Examining Labour Demand by Industry and Occupation

Employment projections help inform the story of what is expected to occur, based on economic activity and an ageing workforce. Examining actual job postings (through a validated series of online job boards), shares the actual activity by employers to take action to fill a vacancy. According to Vicinity Jobs Inc., there were a total of 650 job postings by industry in Kenora.¹⁹ between January 1st, 2016 and September 30th, 2017. Figure 14 below, illustrates the percentage of job postings by industry over that time and highlights the demand for jobs for each specific industry.

¹⁹ Roughly 60 additional job postings were made but were not able to be categorized by industry because: (1) the employer advertised the job anonymously, or (2) the job was advertised by a known employment agency, or (3) the employer information given in the posting could not be matched to a known employer profile in the Vicinity Jobs employer's database and identification is not possible based on the employer's name alone.



Figure 13: Job Postings by Industry (2-digit NAICS level)



Source: Vicinity Jobs Data. Based on newly published job postings first found between 01/01/2016 AND 09/30/2017 (Location is 'Kenora'). Excludes job postings posted by unknown or unidentified employers and/or industries

The following industries posted the greatest number of jobs in Kenora:

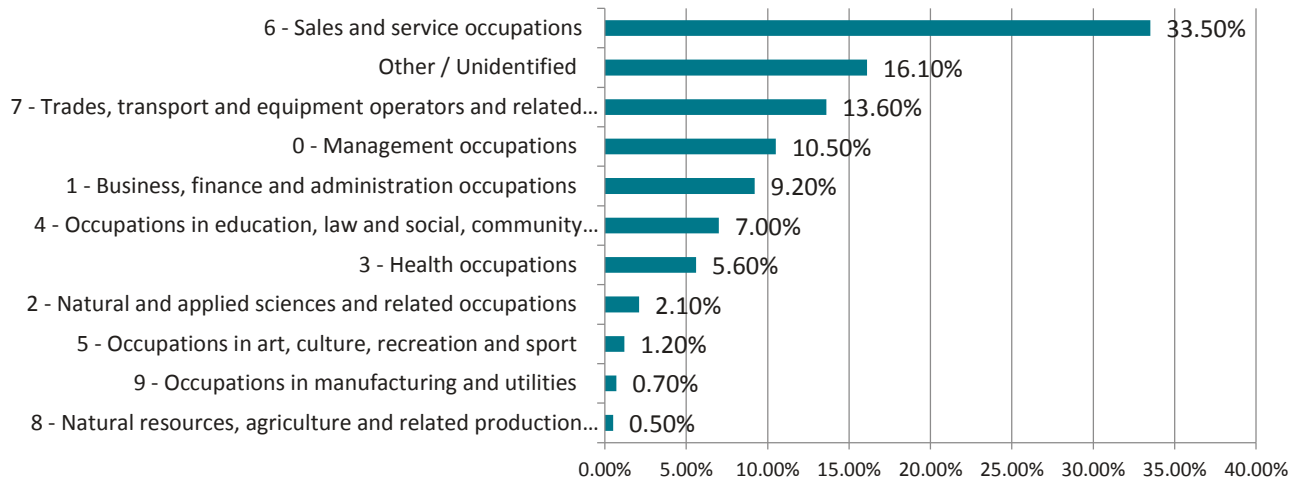
- Retail trade: 36.00% of job postings (a total of 234 jobs posted)
- Health care and social assistance: 12.90% of job postings (a total of 84 jobs posted)
- Finance and insurance: 11.80% of job postings (a total of 77 jobs posted)
- Public Administration: 8.50% of job postings (a total of 55 jobs posted)

8.2.1 Job Postings by Occupation

Vicinity Jobs Inc. also identified a total of 1,360 jobs posted by occupation in Kenora between January 1st, 2016 and September 30th, 2017. Figure 15 below illustrates the percentage of job postings by occupation that was posted during this period, and in turn, highlights the demand for jobs in each specific occupational category.



Figure 14: Job Postings by Occupation



Source: Vicinity Jobs Data. Based on newly published job postings first found between 01/01/2016 AND 09/30/2017 (Location is 'Kenora'). Category 'Other / Unidentified' (and its sub-categories 'Other - Known Job Titles' and 'Other - Unknown Job Titles') includes all job postings that do not provide a sufficiently specific job title and employer information to allow allocation to a 4-Digit NOC code, as per NOC 2011 specifications.

The following occupational categories (excluding Other/Unidentified category) had the greatest job demand in Kenora:

- Sales and service occupations: 33.50% of job postings (a total of 455 jobs posted)
- Trades, transport and equipment operators and related occupations: 13.60% of job postings (a total of 185 jobs posted)
- Management occupations: 10.50% of job postings (a total of 143 jobs posted)
- Business, finance, and administration occupations: 9.20% of job postings (a total of 125 jobs posted)

8.2.2 Job Postings by Top Sub-Occupations

Figure 16 highlights the top 20 sub-occupations by number of job postings placed by employers in the city of Kenora. These top 20 sub-occupations account for more than 700 of the job postings within the city. Close to half of the top sub-occupations below are within sales and service occupations with Other sales support and related occupations being the sub-occupation with the highest amount of job postings.



Figure 15: Top 20 Sub-Occupations by number of Job Postings

Occupational Sub-Categories	Number of Job Postings
662 Other sales support and related occupations	104
655 Customer and information services representatives	73
062 Retail and wholesale trade managers	49
622 Technical sales specialists in wholesale trade and retail and wholesale buyers	45
642 Retail salespersons	41
661 Cashiers	38
751 Motor vehicle and transit drivers	34
724 Electrical trades and electrical power line and telecommunications workers	32
600 - Sales and service (unidentified sub-category)	29
731 Machinery and transportation equipment mechanics (except motor vehicle)	29
441 Home care providers and educational support occupations	28
011 Administrative services managers	25
060 Corporate sales managers	26
141 General office workers	24
415 Social and community service professionals	23
403 Secondary and elementary school teachers and educational counsellors	21
111 Auditors, accountants and investment professionals	21
673 Cleaners	21
761 Trades helpers and labourers	20
632 Chefs and cooks	19

Source: Vicinity Jobs Data. Based on newly published job postings first found between 01/01/2016 AND 09/30/2017 (Location is 'Kenora'). Category 'Other / Unidentified' (and its sub-categories 'Other - Known Job Titles' and 'Other - Unknown Job Titles') includes all job postings that do not provide a sufficiently specific job title and employer information to allow allocation to a 4-Digit NOC code, as per NOC 2011 specifications.



9. Stakeholder Engagement

The planning process for the Kenora Local Service Sector Analysis prioritized engaging with employers, educators, government, and service providers throughout the region. These consultations were designed to encourage participants to share their insights, ideas, and opinions on their approaches to talent attraction, retention and training, challenges they face, and ideas to improve access to the right talent.

As highlighted earlier in this report, engagement activities included:

- Key Informant Interviews – 26 one-on-one telephone interviews were conducted with key informants identified by the City of Kenora. The interviews included employers, educational institutions, service providers and government and were structured with open-ended questions that promoted discussion.
- Focus Groups – Two focus group sessions were hosted to engage Education and Training Providers and Intermediary agencies in a conversation to inform necessary change, identify their perspectives on challenges, barriers and solutions to employment, and job seeker readiness for employment in the local services sector. Members of the business community and government representatives also participated, broadening the discussion to reflect all stakeholder perspectives beyond the education and training focus.
- An on-line survey link was distributed to key stakeholder groups in the coverage area with the intent of gathering a quantitative data to inform on skills demand, training challenges, commitment to training, and recruitment strategies. The survey link was distributed through the City’s website, as well as social media channels. The participants were guided through a series of “point and click” questions, as well as open-ended questions.
- A telephone survey of businesses (102 completes achieved) was conducted via CATI (Computer-Aided Telephone Interview), with a targeted sample size of 100 completed surveys.

The following sections offer a summary for each of the engagement activities, and were instrumental informing on priority areas for action.

9.1 Interviews with Local Informants Summary

The Key Informant Interviews were designed to delve into key labour force challenges and opportunities for job seekers, employers and educational institutions. Twenty-six telephone interviews were held in October and early November 2017. The Key Informants identified by the City of Kenora represented educational institutions, service providers, government and employers. The following content offers a summary of the responses each of the nine open-ended questions posed to these Key Informants.

9.1.1 General Consensus

In addition to the answers to the questions below many of the informants identified suitable, affordable accommodations and life stabilization supports as being key issues that need to be addressed in the context of the Kenora workforce.



Question 1: What trends are you seeing that are impacting local businesses? (shortened hours due to lack of staff, etc.)

Overwhelmingly, respondents are aware and concerned about the perceived lack of staff and shortened hours of businesses in the local services sector. Nearly half of respondents indicated that the quality of customer services has lessened and that businesses seem to have difficulty retaining and recruiting staff. Recruitment is continuous. A small number of interviewees identified the minimum wage increase as a potential challenge, exacerbating the situation.

Question 2: What strategies have you seen companies utilize to work around lack of staff?

Majority of respondents identified shortened hours at the primary tactic businesses in Kenora are using to work around a lack of staff. They also recognized flexible hours as a tactic employed by McDonalds and Tim Hortons as practice other businesses should consider. Other tactics identified included increasing the use of social media for recruitment and sales, simply closing the business, operating with fewer staff, and hiring under qualified staff.

Question 3: How would you rate Kenora's labour force with respect to the alignment between level of education and job requirements?

Most respondents felt the alignment between education programming was relatively well matched to job requirements. There is a need for the workforce to increase the level of education achieved, which will help improve workforce quality.

Question 4: Are secondary and post-secondary institutions engaging with the business community to inform and influence program development and delivery?

The majority of respondents indicated that yes, the secondary and post-secondary institutions were engaging with businesses; however, they felt that improvements would serve to strengthen this engagement. It was raised by select participants that greater effort on both the part of educators, and the part of employers would be beneficial.

Question 5: What typical methods do you see employers use to recruit candidates for job openings?

Respondents indicated that a wide variety of methods were being used by employers for recruitment, the most common methods mentioned were:

- Facebook and Social Media
- Informal Word of Mouth Networks
- Online Job posting
- The Lake of Woods Employment Action Project (LEAP)
- Notices Posted in Businesses
- Newspaper Postings
- Job Banks
- Job Fairs
- Hiring Recruitment Firms



A small number of respondents mentioned higher wages, benefits, increased training and perks were now being offered to try and entice employees.

Question 6: Have you noticed any changes in the caliber of candidates within the past 12 months? How so?

The majority of respondents indicated that there had been no change in candidate caliber, with a minority suggesting the quality of candidates was worse than the year before.

Question 7: What kinds of training programs are available for local workers and businesses?

Respondents typically replied with a long list of available programs offered through Seven Generations and the Lake of the Woods Employment Action Project (LEAP); WHIMIS and Smart Serve programs were also highlighted.

Other programs and providers mentioned were

- Confederation College
- Co-op Programs
- Canada Ontario Job Grant
- Online Programs

A small minority raised concerns about specific training that is only available in larger centres specifically around construction and heavy machinery as a deterrent to business expansion.

Question 8: What training programs are most needed in the local area to meet expected skills shortages?

The majority of respondents cited customer service, soft skills and life skills as being the most urgently needed training in the community, with soft skills training often being recommended for business owners.

A minority of respondents felt current training programs were adequate but required more enrolments, while three respondents felt that construction, apprenticeships and heavy machinery training were most needed.

Question 9: Are businesses utilizing local co-op programs as a means of connecting with local talent?

The majority of respondents indicated that yes co-op programs are being utilized, but think they should be expanded from their current levels.

One respondent believed the co-op programs hurt job prospects in the community as hours were being diverted to them over full time employees.

9.2 Focus Groups Summary

Two focus groups were held in Kenora in mid-October 2017 with 23 attendees between both sessions, including members from the education, service providers, and government and employer sectors in attendance.



9.2.1 General Consensus

The two focus groups overwhelmingly agreed the current workforce in Kenora is not meeting employer needs and that a pool of talent seeking employment exists; however, there is a disconnect between available skills and those demanded by employers. The groups also agreed that better communication and co-ordination of existing services is key to addressing this issue.

Question 1: Identify 3-5 challenges that you all agree are impacting JOB SEEKERS securing employment in the services sector. Please give consideration to those job seekers that face multiple barriers to employment.

- Some job seekers have a negative opinion of the service sector and will not consider these jobs, low wages, lack of experience, lack of communication with employers, stereotyping, race and many don't see an opportunity for growth
- Some job seekers face multiple barriers to work, including a lack of soft skills, transportation, housing, child care, addictions, no network to draw from and lack of confidence
- Generational differences between what employees and employers expect are causing conflict amid a lack of effective communication.

Question 2: Identify 3-5 challenges that you all agree are impacting local services sector EMPLOYERS' ability to attract/retain the talent they need.

- Employers need to adapt to the needs of the new workforce, including: adjusting recruiting methods, increased accessibility to potential employees, flexibility in HR Practices
- Parental Interference (intervening on behalf of the younger workers at work), the cost of wages, lack of applicants, high expectations, lack of benefits, and having limited hours to offer an employee.

Question 3: How might the current training and support programs be enhanced to strengthen employer success in securing the right talent, when needed?

- Increased flexibility on behalf of the employer and training providers is needed
- Increased focus on Soft and Life Skills Training
- Improved communication and coordination between all the service providers and employers to create a network of support for employees
- Referral networks, employee support beyond training
- Employers need to know what supports are available
- Community Support programs need to be coordinated to offer long term multiform support, health, addictions, training etc. soft skills to individuals who need it

Question 4: As the services sector continues to adapt to the impact of technology and innovation on how its services are delivered (for example: McDonalds introducing Kiosks in its restaurants), what needs to be considered from the perspective of the:

a. job seekers

- Fewer jobs will be available with online applications and automation becoming more common,



- Job seekers will need to be online literate as well as having improved soft skills.

b. employers

- Will need training on how to deal with this technology,
- The High upfront cost of adopting new technology,
- Customer expectations are changing because of this new tech and employers will have to adapt.

c. training/educators/intermediaries

- Building more technology into education programs like coding will become essential
- Expansion of training for employers will be needed
- Perception is education providers are not currently keeping up with new technology

9.3 Online and Telephone Survey Summary

A telephone survey conducted throughout October 2017 resulted in 102 completed responses. The telephone survey focused on business owners, utilizing a sample list provided by the City of Kenora.

An on-line survey link was distributed to key stakeholder groups in the coverage area with the intent of gathering a quantitative data to inform on skills demand, training challenges, commitment to training, and recruitment strategies. The link was promoted through the City of Kenora's social media channels.

9.3.1 General Summary

The survey respondents were for the most part small businesses in the local service sector and widely agreed they were dissatisfied with the current state of service sector workforce.

- Over 78% of respondents agreed a skilled workforce was important or very important to their current and future operations.

The level of education respondents indicated was needed for their operations were:

- High School 54%
- College 31%

Overall there was high dissatisfaction related to the current workforce with a majority of respondents "Dissatisfied" or "Very Dissatisfied" with the quantity, availability, experience, soft skills, diversity, skill level and productivity of the local workforce.

The respondents also reported a wide variety of methods used to overcome the workforce issues they face, the top three methods reported were:

- Nothing 16%
- Wage Increases 16% and
- Advertising 15%



9.3.2 Occupations and Training

Due to the nature of the industry and the number of small businesses surveyed a wide array of responses related to the types of occupations and training required were collected. The respondents indicated the following occupations with minimum variation:

- Chefs / Cooks / Bakers
- Sales / Qualified / All levels

In regards to training respondents were split almost 50/50 on whether training resources were missing in the community with 48% reporting as being “Dissatisfied” or “Very Dissatisfied” with the support from Ontario Works. When asked what kinds of training would be required in Kenora the top three responses were:

- Hospitality (All areas) 11%
- Business Courses/ Marketing / Accounting 9% and
- Computer / Electronic / Multi-Media, Mechanical Training, Culinary program / Chef’s red seal / Food service and Trades Certification tied at 7%.

These responses further highlight the needs of the business community and indicate a need for broad-based access to training in a variety of fields.

9.3.3 Other Issues Affecting Workforce

The respondents indicated several social issues were affecting the workforce with nearly 80% “Dissatisfied” or “Very Dissatisfied” with Drug and Alcohol issues and Housing availability.

The final issues had respondents split nearly 50/50 on Marketing Efforts Describing the Overall Quality of Life and the Positive Characteristics That Distinguish the Region in the larger market and Government and non-profit/community support activities.



10. Best and Promising Practices

10.1 Connecting Secondary and College Students to Local Job Opportunities

Across the world, communities with universities and colleges are looking for creative ways to retain graduate students in their communities. These students represent a huge opportunity for communities to attract new young talent to the area, especially since they are already familiar with the area from their years of studies.

Despite this opportunity, many students leave these communities once finished school in search of job opportunities.

Trainee Sør Program – Southern Norway^{20 21}

The Trainee Sør program is a regional trainee program in the greater Kristiansand region of Southern Norway. The program was established in 2004 as a collaboration between the regional energy company, the regional skills development agency, the City of Kristiansand, and the regional university as a way to strengthen the area's competitiveness by helping local companies recruit the most ambitious and talented masters-candidates from the local university. The program is widely regarded as a success, giving trainees unique professional and personal development opportunities while also creating the conditions for innovation and knowledge sharing within the participating businesses.

The program runs over the course of 18 months with trainees working for three different participating employers for six months at a time (mostly private companies but also public organisations). The program has grown to include more than 35 of Norway's leading businesses in a variety of sectors including technology services, finance, ICT, public policy and management, education, law, and marketing and communications.

In addition to the professional development training gained through on the job experience, the Trainee Sør program offers significant personal development opportunities for trainees. Examples of this personal development include mentorship for each trainee, educational courses, study excursions, and team building and social events. The combination of professional and personal development helps to build the networks of trainees as well strengthens the business community in the region by spurring more cooperation and partnership between companies.

Since 2009, the program has been entirely funded by its 35-member companies, with costs related to paying a salary for each trainee as well as roughly \$15,000 in mentoring, administration, and membership costs.

²⁰ Tend Ensor, "Tools and Strategies for Innovative Talent Attraction and Retention: A Handbook on Talent Attraction Management for Cities and Region", 2014, pg. 131

²¹ Trainee Sør, www.traineesor.no



Since its inception, the Trainee Sør program has had over 110 trainees complete the program. The majority of these trainees were not originally from the region. After completing the program, roughly 90% of those trainees have been offered work in the region, with a large majority of those still living and working in the area.

Relevance to Kenora

- The Trainee Sør program offers an innovative example of how to create working relationships between the public sector, educational institutions, and the private sector to align their interests for the betterment of the region. Leveraging this type of program in Kenora through local education institutions offers a compelling opportunity to capitalize on the captive market of young talent that is already in the region and working to get them to stay in Kenora after graduating.
- The program also demonstrates that under the right conditions, the private sector can come together and will wholly fund an initiative that supplies them a consistent stream of needed talent for their businesses.

10.2 Creating a Talent Management Strategy

Businesses have always used incentives (both financial and other) to attract and retain employees. With increased global competition for talent and changing labour force demographics, businesses have had to expand the scope of the incentives they offer, recognizing that elements such as company culture, employee engagement, and long-term job satisfaction are also critical factors in creating an attractive workplace for talent.²² Factors such as pay, transparency, job satisfaction, company leadership, continuous learning and development opportunities, effective management, and team morale are some of the important elements that are playing more central roles in today's talent attraction and retention landscape.²³

TD Bank Group – Financial Services (Canada)²⁴ ²⁵

TD Bank Group is a leader in talent management in Canada, recognized with multiple awards for its approach to attracting and retaining skilled workers (most recently, TD was awarded the TWC International Executive Search Limited Award for Best Talent Management Strategy at the 2016 Canadian HR Awards).²⁶ TD recognizes that attracting, developing, engaging, and retaining the best talent is a top priority because having the best employees underpins the bank's ability to deliver a superior customer service experience.

²² Cancialosi, C (2014), "Using Your Culture to Attract Top Talent "

²³ Payscale Human Capital (2016), "Escape to Comptopia"; Cancialosi, C (2014), "Using Your Culture to Attract Top Talent "

²⁴ TD Bank, "Developing Leaders" & "Striving to be an Employer of Choice", 2017

²⁵ Engagement Strategies Media, "TD Bank Exec Says Success Requires Finding Common Ground Between Business and HR", 2015

²⁶ TD Bank (2016), "We have the Best Talent Management Strategy and have two Awards to prove it!"



There are two main components of TD's talent management success:

- **Alignment with the business strategy**, which includes understanding what type of talent is required in the company, what attracts and engages this type of talent, the strengths of this talent, and the future roles needing within the organization
- **Leadership support**, with senior leaders in the company focusing on the culture of the organization, taking a genuine interest in employee development, encouraging managers to foster a positive employee experience, succession planning, and recognizing talent

For TD, talent management isn't solely about the individual but rather working effectively in teams and the creation of an environment, mindset, and reward system that fosters creativity and innovation. It recognizes that team interventions play an important role in shaping the business' culture, helping to reinforce behaviour and set the tone for the entire team.

To support talent management and leadership growth, TD offers (among other things):

- More than 30 employee recognition programs including an Employee Appreciation Week and the WOW! Rewards program which encourages managers and employees to recognize great performance by presenting WOW! stickers to each other
- A number of skill development programs aimed at establishing a talent pipeline and helping to support employee engagement
- A number of benefits and compensation packages that promote work-life balance and work flexibility, including paid time off for community volunteering during the work day as well as wellness programming with backup childcare options and on-site medical and wellness treatment
- A Wellness Account that allows employees to use their TD-paid benefit credits toward fitness memberships, exercise equipment, health improvement programs, counselling, and preventive items for themselves and their eligible family members
- The opportunity for employees to mentor new immigrants

Relevance to Kenora

- Establishing an attractive company culture that goes beyond financial incentives is a critical component in attracting talent to TD and ensuring long-term employee satisfaction. Acknowledging and rewarding performance and providing continuous learning opportunities to support the professional development of employees and management are important parts of the culture TD has built.
- Aligning talent management approaches with the broader business strategy of the company is a very important part in attraction and retention to ensure that the right skills are available to support the firm into the future.

10.3 Attracting and Retaining Skilled Immigrant Workers

As talent shortages worsen and the labour force ages, businesses across Canada are increasingly looking at attracting and integrating immigrants and new Canadians into their workforce. Tapping into the



skilled-immigrant population offers an important solution for firms, particularly in the research and technology-based sectors which are acutely feeling the pressure of the global competition for talent.²⁷ Immigrants are seen as drivers of new and innovative ideas; immigrant recruitment and integration act as an opportunity for small and large businesses:²⁸

- Enhance creativity, productivity, and decision-making through diverse approaches
- Reduce training costs by hiring required international skills and experience
- Improve employee relations through increased diversity

Epocal Inc. – Medical Device Manufacturing (Ottawa, Ontario)^{29 30}

Epocal is an Ottawa-based medical device manufacturer that developed and commercialized a smart-card-based blood-testing tool for critical-care situations. The company has experienced very rapid growth (a three-year growth rate of 162%) and has been expanding over the past few years from 100 employees to over 300.

Epocal's management firmly believes that there is no way that the company could have grown as rapidly and hit its milestones without the benefit of internationally educated doctors, biologists, software developers, mechanical engineers, and other savvy professionals from Canada's immigrant communities. The firm has recognized the importance and opportunities associated with hiring immigrant talent by developing a company culture which supports employees from a range of cultural backgrounds. Epocal works to break down employment barriers for immigrants through a number of initiatives, including:

- Recognizing international academic, professional, and work experience qualifications at face value
- Reviewing and standardizing interview procedures to ensure all interview questions focus solely on the candidate's qualifications (and not subjective biases the interviewers may have)
- Establishing flexibility regarding various holidays and cultural observances, with accommodations for cultural and religious dress
- Subsidizing English-language training
- Pairing and mentoring new staff with existing staff from the same cultural background for one year to create a confidant in the company and relieve the stress of starting a new job
- Running a performance-recognition program, rewarding employees financially and with peer recognition (most especially understanding that recognizing employees in front of their peers has a large positive impact on staff morale)

²⁷ Advisory Council on Economic Growth, "Attracting the Talent Canada Needs Through Immigration", 2016

²⁸ Ottawa Chamber of Commerce, "Employer's Guide to Integrating Immigrants into the Workplace"

²⁹ Hire Immigrants Ottawa, "Epocal Honoured with 2015 Employer Excellence Award for Immigrant Recruitment and Integration Programs", 2015

³⁰ Government of Ontario, "Return on Culture: Winning the Battle for Talent", Leading Growth Firm Series, Report 24



Epocal has received awards for its efforts and systems of recruiting and integrating immigrant talent into the company, the most recent of which is the 2015 Employer Excellence Award at the 2015 Employer Council of Champions Summit.

Epocal has recognized the importance of building the right business culture to support employees of all backgrounds, focused on ongoing communications, little tolerance for office politics, and reducing barriers between departments and employees. The initiatives offered by Epocal help to not only support the business' growth, but also the employment of skilled knowledge workers from around the world.

Relevance to Kenora

- Epocal represents a great example of a company that prioritizes the contributions that talented professionals from immigrant communities play in helping the company to find the necessary talent to help it continue to grow. Having the right company culture to enable immigrants to integrate effectively into the company is a critical element of Epocal's success in recruiting and retaining its skilled immigrant workforce.

10.4 Hiring for 'Fit' and Training for Technical Abilities

In a recent survey of executives in the United States, 44% of those surveyed identified that a lack of soft skills (i.e. personal attributes that enable someone to interact effectively and harmoniously with other people) was the biggest proficiency gap they saw in the workforce of the country.³¹ Other survey findings support this concern, with HR managers citing that they are much more likely to hire a candidate with strong soft skills even if his or her technical abilities are lacking.

In a world where competition for skilled talent is fierce, companies are increasingly finding that they are better off to develop their talent pipelines based on fit to the company culture and soft skills that new hires bring with them. These elements are playing larger roles in the hiring process, with technical skills being taught through on-the-job training.

CenterLine Limited – Advanced Manufacturing (Windsor, Ontario)

CenterLine Limited is a manufacturing company based in Windsor, Ontario that specializes in designing and building advanced automation machinery and products that satisfy resistance welding, metal forming, and cold spray application needs. CenterLine started as a small family-run company that has grown into a company with over 500 employees and a client base throughout the world that operates largely within the automotive, mass transit, aerospace, and defence industries.

CenterLine's approach to hiring employees is to "get 'em young and train 'em." The company develops many of its employees through high-school co-op and apprenticeship programs, hiring largely for attitude and providing the skills training and cross-training needed to turn young workers into experienced problem-solving professionals. As a result, the company generally starts new employees on the plant floor to learn about the company culture and processes, and once comfortable in that role,

³¹ Society for Human Resource Management, "HR's Hard Challenge: When Employees Lack Soft Skills", Mark Feffer, Apr 1, 2016, <https://www.shrm.org/hr-today/news/hr-magazine/0416/pages/hrs-hard-challenge-when-employees-lack-soft-skills.aspx>



helps employees find their passions within other roles in the company (ranging from die-making, electrical, engineering, or design). CenterLine’s approach focuses on people that have a “go-getter” attitude and a desire to learn new skills and not necessarily their technical background.

In general, CenterLine runs co-op and apprenticeship programs in partnership with local high schools, St. Clair College, and the Ontario Youth Apprenticeship Program. These placements create opportunities for promising Grade 11 students, offering them work for a year while earning high-school credits and a full wage. After a year, the best students are offered full-time jobs and some are invited to enter the four-year apprenticeship program. With a 90% employee retention rate and years of accepting five to ten new apprentices a year, CenterLine has a healthy talent pipeline of trained professionals that it can draw on to help the company grow into the future.

In recent years, CenterLine has also adopted a strategy to build its reputation as being seen as a desirable place to work by employees. In this respect, the company offers a pension plan, discloses financial results to all employees through quarterly meetings, sponsors regular social events, and offers a generous profit-sharing system where 25% of the company profits go to the employees. Employees from all disciplines and levels are also invited to take part in annual meetings to set the three-year strategic plan for the company.

Relevance to Kenora

- CenterLine has invested its future success in being able to attract and retain young people to the company. By working with youth still in high school, the company has been able to secure and train the workforce it needs to grow the company around the world.
- Hiring based on fit and attitude and training for technical skills is a critical component of CenterLine’s successful approach.

10.5 Retaining a Diverse and Talented Workforce

As innovation increasingly becomes a key driver of global competition, organizations now see having a diverse and inclusive workforce as critical to driving the creation and execution of new products, services, and business processes.³² Diversity is no longer simply a matter of creating a heterogeneous workforce, but instead using that diverse workforce to innovate and give it a competitive advantage in the marketplace. In the fight for global talent, diversity and inclusion policies are being designed specifically as recruiting and retention tools, helping to broaden the pool of talent a company can recruit from, while also helping to build an employment brand that is seen as fully inclusive.³³ In the end, if you want to attract the best talent, your organization should be reflective of the talent in that market.

Whirlpool Corporation – Household Appliance Manufacturing (Michigan, United States)³⁴

³² Forbes Insights, “Global Diversity and Inclusion: Fostering Innovation through a Diverse Workforce”. July 2011

³³ Ibid.

³⁴ Diversity Best Practices, “Case Study: Whirlpool’s Diverse Talent Retention Strategy”. September 2015



Whirlpool Corporation is the number one major appliance manufacturer in the world, with approximately \$21 billion in annual sales, 93,000 employees and 70 manufacturing and technology research centres in 2016. The company markets Whirlpool, KitchenAid, Maytag, Consul, Brastemp, Amana, Bauknecht, Jenn-Air, Indesit and other major brand names in nearly every country throughout the world.

Whirlpool recently revamped their HR strategy into a People Excellence Strategy, establishing an operating system based on specific analytics they had gathered. In reviewing their diversity scorecard, it became apparent that Whirlpool had a “leaky bucket” problem. While they had made strides in the attraction and hiring of diverse talent, they were losing that talent at the same, if not faster, rate.

To address this issue, Whirlpool developed a retention risk assessment toolkit. The toolkit includes three phases:

- Assessing the impact Whirlpool would face should an employee leave
- Understanding the likelihood that an employee will leave
- Creating action plans to prevent this regrettable loss

To test this retention risk assessment toolkit, Whirlpool targeted a pilot group of 65 employees at the senior manager, director and senior director levels, who had been identified as the organization’s top diverse talent. Managers were trained on the toolkit and were provided with a “*Retention Risk Manager Guide*” and a “*Stay Interview Manager Reference Guide*”.

The risk retention assessment includes 25 yes or no questions, where managers were asked to answer about their employees and their relationship to those employees. Whirlpool quickly discovered that many managers had difficulty answering a significant number of questions about their employees. Understanding the importance of the manager/employee relationship to retaining talent, Whirlpool created a template for stay interviews as a way to help managers answer those questions, and to create a dialogue between managers and employees. This approach directly impacted the level of interaction between the diverse talent and their individual supervisors.

Whirlpool has found success in retaining its diverse talent through its implementation of a retention risk assessment toolkit. The attrition rate of female employees who were in the pilot program was 12 points lower (9% vs. 21%) than those not in the program and 14 points lower (14% vs. 28%) for underrepresented minorities. The vision is that the retention risk assessment and stay interviews will be fully integrated into the personal development planning process already being used by managers across the organization by 2018.

Residence Inn by Marriott Vancouver Downtown Award-Winning Employee Engagement

As workforces’ change, they demand more from their employers, wanting to not only have secure employment but also be engaged and empowered. The Residence Inn by Marriott Vancouver achieved



this by creating a new vision for their organization of a democratic, collaborative workplace with a highly-engaged team, has been largely realized³⁵.

The team rebuilt their HR strategy with several key principals including, empowering employee's decision making, collaborating and clearly communicating on a daily basis in person (huddles) and online, clearly articulating their values "kindness, courtesy and respect" and providing ongoing quarterly performance reviews.

The program immerses new employees in this system by having a designed orientation, pairing experienced staff with inexperienced staff and a well-developed coaching system. They have also devised extensive training programming that breaks down all service standards and provides clarity of expectations. This clarity helps promote continual communication between management and staff and with clear employee development pathways allows all staff to see what their future with the company could be.

The results have been promising with turnover in 2014 just 10% less than half the industry average, reducing the high costs developing new staff and improving customer experience.

Relevance to Kenora

- Whirlpool's retention risk assessment toolkit provides an innovative example of how companies can develop an internal process for reducing the turnover of its diverse talent. Increasing the dialogue between managers and employees, while formalizing the approach through guides and training, is a great way to have team members develop positive working relationships with individuals who are different from them.
- This demonstrates the value of inclusion, as interaction with employees who are different from each other, creates an intentional focus and effort within the company.
- The service sector in Kenora is having difficulty engaging and retaining the current workforce Residence Inn's success in the same industry highlights a better way of doing things.

10.6 Leveraging Social Media and Community Networks for Recruitment

As the landscape of recruiting continues to change, different methods are now needed to reach talent, especially now that workers are more mobile and picky than ever. Social media has developed into a key and affordable channel for companies to conduct their recruitment. As a result, recruitment has become a two-way process and it is now just as essential for employers to sell their company and job vacancies to prospective employees as it is for the candidate to promote their skills and experience. Community networks also play a huge role in this process as they always have but social media is an enabler, improving reach and capability. If businesses are going to attract the best talent available, they are

³⁵ TOURISM EMPLOYERS FIND SUCCESS WITH RECRUITMENT AND RETENTION BEST PRACTICES
<https://www.go2hr.ca/articles/tourism-employers-find-success-recruitment-and-retention-best-practices>

"Copyright © 2017 go2 Tourism HR Society. All Rights Reserved. Republished under license."



going to have to sell themselves and their community as a great place to work and live. A company's social media presence is now more crucial than ever, as when checking out a company before applying for a role, social media is often the first touch point for prospective talent.

Connector Program

The Greater Halifax Partnership is Halifax's economic development organization, they have a reputation for developing innovative programs and the Connector Program is a particularly interesting for our work in Kenora. The process is deceptively simple it matches new residents as well as local, and international graduates in Halifax with established business people and community leaders. This informal networking session is as simple as having a cup of coffee and a chat, and then offering three names from your network folks can get in touch with. The program has seen success across Canada and combines community, businesses and employees.

Intuit – Financial Software (California, United States)³⁶

Intuit is an American company that provides financial software and services for individuals and small businesses. They have been widely recognised for keeping up with and becoming a leader in, the evolving world of social media in online recruitment and employer branding. Competing for top talent with the likes of Microsoft, Cisco, Adobe and Salesforce have made the company focus heavily on a clear social recruiting strategy.

Through an internal social media boot camp, a six-week program to mould 'effective social recruiters, Intuit recruiters learn to build social profiles, craft constructive bios and find useful information to post and talk about. The program teaches recruiters the importance of sharing valuable content with their networks and not just tweeting or posting about job openings. This boot camp highlights that recruiting through social media is about branding and content marketing just as much as it is about attracting talent. There are over 100 people on the Intuit Global Recruiting Team who contribute to helping the company create a great recruiting experience, and Intuit encourages all employees to become brand ambassadors for their "Everyone Recruits" campaign

Intuit's social media campaign conducts its outreach through the following channels:

- **LinkedIn** - All Intuit recruiters have individual LinkedIn profiles with information that allows job seekers to engage with the right recruiter. Intuit also created a LinkedIn group for careers, which has over 5,000 members.
- **Facebook** – A user-friendly platform that provides a wealth of information and opportunities for candidate engagement. Intuit's Facebook page also serves as a hub for live video chats and wall discussions about technology and careers, videos, job posts and blogs.
- **Twitter** – The @IntuitCareers Twitter account is a channel through which Intuit posts job openings, interacts with candidates and shares updates about the company and industry.

³⁶ Link Humans, "How Intuit Uses Social Media to Recruit"



- **Pinterest** – Has more than 36 boards and over 1,000 followers, with their most popular boards being “Life at Intuit” and “Celebrating Women in Technology”. These boards do an excellent job at showcasing the people and the culture behind the brand.
- **YouTube** – Intuit has utilized the use of YouTube videos for both recruitment and branding and has garnered over 120,000 video views, and includes videos about specific jobs, business units and the company’s corporate culture. These videos are also embedded in Intuit job descriptions and used in emails to follow-up with applicants after interviews.

Their success in recruiting and engaging talent through social media has not gone unnoticed. In previous years, Fortune has ranked Intuit as #2 of the “Top 100 Companies to Work For” for being most social. As well, in 2011 the Huffington Post had named Intuit as the #2 most social media-savvy companies, in which the list also includes major companies like Google and Apple.

Relevance to Kenora

- The Connector program provides an opportunity for the community to be better connected and to source workforce using a supportive practical method.
- Intuit’s approach to recruiting illustrates the potential success of using social media to recruit talent, while at the same time creating a branding and marketing strategy that effectively targets the companies sought after talent.
- Intuit is also a great example of how a company can utilize and train its internal staff to recruit through social media channels. The boot camp provides not only training, but instills consistency in branding and recruiting amongst its internal team.

10.7 Shared industry training model

The Excellence in Manufacturing Consortium of Canada (EMC) is a non-profit organization, which supports training and education for its members. Its not-for-profit model enables EMC to deploy advanced manufacturing training initiatives to its members, who benefit from economies of scale, thus reducing the costs of training.

EMC provides shared industry training in a number of subject areas. One example includes “360° Environmental Health & Safety training.” In this case, EMC has done the leg work of its members by interviewing industry leaders and subject matter experts in all areas of health, safety, and the environment and has developed agreements with preferred solutions providers. In this case, EMC facilitates the provision of training and coordinates the actual logistics of the training delivery.

Shared industry training also grants participating members the opportunity to learn from the insights and experiences of other members and to share information on subjects such as policies and procedures on everything from Health & Safety to Profit Sharing.

Relevance to Kenora



- Kenora is home to a relatively large number of small to medium sized businesses, which tend to have limited capacity to facilitate or deliver training to their staff
- Shared training delivery reduces the cost of training and encourages shared learning across industrial sectors
- Shared training allows for and encourages the use of leading subject matter experts. These experts tend to provide superior learning outcomes



10.8 Workforce Strategy Implementation and Monitoring (Yukon)

The Yukon has been actively engaged in workforce development, demonstrated in part by the creation and implementation of the Yukon Labour Market Framework. Grounded in four key pillars, namely, Comprehensive Skills and Trades Training Strategy, the Immigration Strategy, the Labour Market Information Strategy (LMI Strategy), and the Recruitment and Retention Strategy, this framework has been developed with a purpose to ensure that Yukon is competitively positioned in a global economic climate.

To support implementation and monitoring, a Working Committee for each of the four key pillars was formed. These committees are made up of representatives of business, intermediaries (Chambers, non-for-profits), education, and government. Their key mandate is to advance the strategy that addresses the specific pillar for which they are most interested. Each committee has a chair and the group meets on a regular basis to advance the priority actions.

Relevance to Kenora

- With the completion of this strategy, the opportunity to establish working committees to begin discussion and planning on emerging themes presented.
- It is necessary to move from planning to implementation
- To validate the investment of time, resources, and financial contributions, it is essential to ensure a strong monitoring plan is implemented. The results of action implementation need to be examined for return on investment, outcomes, and impact

10.9 A Wholistic Approach to Workforce Development

In early 2016, the Niagara Peninsula Area Aboriginal Management Board (NPAAMB) released a comprehensive Urban Aboriginal Labour Market Study (The Study) for the NPAAMB operating area.³⁷ Covering the regions of Niagara, Hamilton, Waterloo, and Brant County, the study provided a detailed understanding of the challenges faced by urban Aboriginal people seeking employment.

The study highlighted the essential role a wholistic approach plays in addressing deeply rooted challenges and barriers faced by urban Aboriginal Peoples to fully and successfully participate in society and find gainful employment. Key recommendations included improved and standardized employment readiness, mentorship programs for employment and career development, program bundling and wholistic service delivery, and aligned training to growth industries and occupations.

In two recent Statistics Canada papers it was identified that Aboriginal youth continue to have difficulties in attaining a high school diploma, which limits their ability to pursue a post-secondary education, and has a direct impact on their ability to successfully participate in the labour force.³⁸

³⁷ Niagara Peninsula Area Aboriginal Management Board (2016) Urban Aboriginal Labour Market Study

³⁸ Statistics Canada (2016) The educational attainment of Aboriginal peoples in Canada. Retrieved from http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-012-x/99-012-x2011003_3-eng.cfm



Relevance to Kenora

- Multibarrier individuals, including Aboriginal residents facing challenges to entering the workforce can benefit from a wholistic approach to workforce development.

10.10 Best Practices Currently in Place

When investigating best practices, there is a need to acknowledge the work that is currently underway in Kenora and the initiatives currently being offered.

10.10.1 Study North/Stay North Program

Study North is a unique partnership initiative of six leading Ontario colleges: Confederation College, Sault College, Northern College, Collège Boréal, Cambrian College and Canadore College.

Each of these six colleges provide specialized programs with high standards and smaller classes. All of the northern colleges have impeccable student / graduate satisfaction rates and high job placement after graduation. Each college has competitive fees, modern residence facilities, useful student services, offer financial assistance through scholarships and bursaries, and varsity and intramural sport options.

Stay North is a program connected to the Study North initiative that matches students with employers for job opportunities in their fields when they graduate.

10.10.2 Go Global by the Northwestern Innovation Centre

The goal of the Go Global program is to achieve substantial sales growth for the selected companies through hiring, training, mentoring and supporting a dedicated Business Development Representative position in each of the participating companies. The Innovation Centre identifies the needs of the participating businesses, help recruit the right candidate, and provide them with the necessary skills, support and mentorship. During the 15-month program, the Business Development Representative, the company and the team at the Innovation Centre will set sales targets, develop and implement sales and marketing strategies, monitor results, adjust strategies and achieve results. The Business Development Representatives will be employees of the Innovation Centre for the duration of the 15-month program.

10.10.3 Professions North

Bridging Northern Ontario employers and internationally trained professionals. Professions North/Nord (PNN) is an initiative of Laurentian University that assists employers with labour shortages, and internationally trained professionals (ITPs) in finding employment in Northern Ontario at no cost.



11. Lifestyle Asset Quantification

11.1 Quality of Life as an Attraction and Retention Asset

Generally, quality of life, with regard to talent attraction, is a function of three general dimensions: 1) social and cultural activities, 2) regional activities, and 3) healthcare and education opportunities. Some potential talent may find one of these elements more important than the others, but the consensus is that in order to compete with larger urban areas in talent attraction it is necessary to address each of these dimensions.

Social and cultural activities can be thought of as the ability for potential talent to consume and participate in social and artistic activities. This includes the promotion and availability of culturally relevant spaces for both the creation and consumption of artistic activities such as art studios/apartments (e.g. art space), theatres, and music. Providing these spaces creates both a direct and indirect function for attracting talent. Directly, these spaces provide opportunities to attract talented people within the arts; indirectly, they attract talented individuals outside of the artistic realm but are active consumers of art and are attracted to areas that support artistic activities.

The report titled *The Young and the Restless: How Philadelphia Competes for Talent* defines specific strategies for enhancing the social and cultural activities of an area. This report argues that changing social norms, such as being open and welcoming to new inhabitants to the area, welcoming new ideas, creating a place where people can be themselves, and allowing newer generations to create a new history, will be the catalyst to creating vibrant and attractive cities. Furthermore, the report indicates that a city's attractiveness is also a function of that city's ability to take care of residents' basic needs, such as clean streets and aesthetic beauty.

Regional activities can be thought of as the ability for potential talent to participate in recreational activities specific to the region. These activities can include regional assets such as skiing, hiking, swimming, boating, eco-tourism, hunting, and other, general outdoor activities that are specific to a topography and/or climate. The strategy here is not to enhance or create these activities but to promote and provide easier access to them. Of the quality of life elements, areas such as Kenora, that is strategically located in one of Canada's richest outdoor locations, would be more competitive compared to heavier populated urban centres on regional activities; however, the difficulty lies in promoting these natural resources.

Lastly, and often cited as one of the most important, healthcare and education opportunities can be thought of as the ability for potential talent to access these services to improve their health and knowledge. Education is an important component for any professional. Education is also an essential factor to any knowledge economy. Although standard primary/family education is a major component in attraction, it is not the only important element. Communities will have greater success in attracting professionals by working with post-secondary's and local training programs to develop internships and residencies. Mere exposure to these options will increase the likelihood that professionals will choose to stay. Quantity and quality of healthcare access is also a critical factor in providing talent with the comfort of regular health services (dentists, opticians, therapists, and chiropractors) and specialized health services (hospitals, specialized treatment facilities).

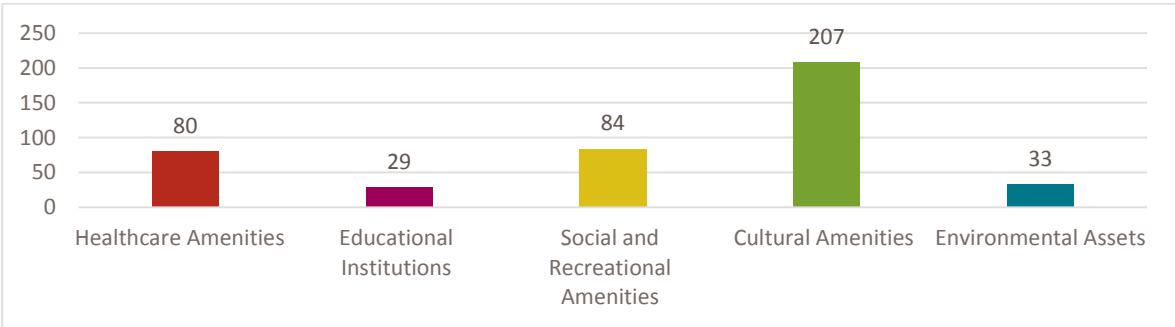


Enhancing overall quality of life includes providing social and cultural opportunities, regional activities, and healthcare and education opportunities. Identifying and further supporting, through promotion, this quality of life ‘lifestyle’ assets provides the community with the ability to grow the economy and attract and retain talent around that regional speciality.

11.1.1 Kenora Lifestyle Assets

Examining the lifestyle assets within a community builds a stronger understanding of the current opportunities which exist to attract businesses and residents while also identifying gaps in assets which may hinder attraction efforts. These lifestyle assets help to provide a strong quality of life for residents of all ages in the community, reinforcing opportunities to attract businesses and residents. The lifestyle assets examined in Kenora include healthcare amenities (78), educational institutions (29), social and recreational amenities (84), cultural amenities (207), and environmental assets (33). The high number of each of these asset categories in relation to the size of Kenora, particularly for social and recreational, healthcare, and cultural amenities, indicates that Kenora offers a variety of services and opportunities for residents, supporting the broader business attraction and retention efforts.

Figure 16: Number of Lifestyle Assets by Category, 2017



11.1.2 Healthcare Amenities

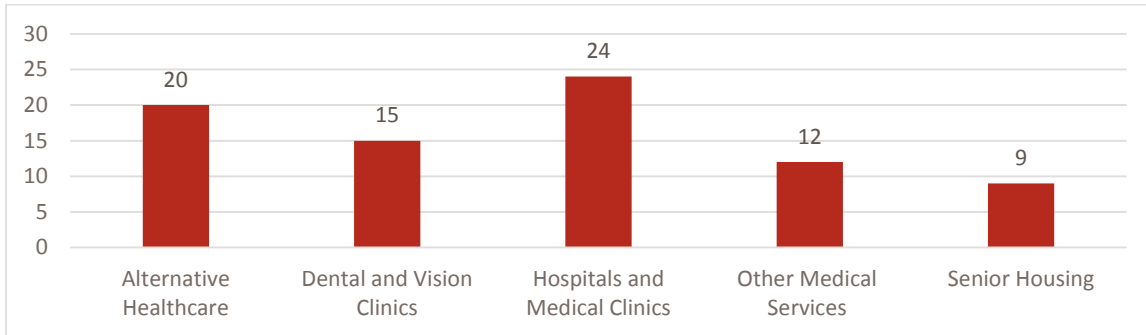
Regardless of the lifestyle residents have, being close to doctor offices, dentists and hospitals is an important consideration for making residential and business choices. Kenora is home to the Lake of the Woods District Hospital, a high-level, specialty medical institution with 24-hour emergency and trauma services. Kenora is served by a full complement of doctors, clinics, dentists and other specialty care providers. There are over 38 doctors and medical clinics, 28 dentists and dental clinics, 5 optometrists and 3 chiropractors. Figure 17 shows that there are 12 other medical services, which includes physiotherapists, psychologists and midwives. A map of the healthcare amenities in Kenora can be found in the Appendix.

As roughly 19% of Kenora, residents are over the age of 65, and an additional 16% of residents are between the age of 55 and 64, seniors-specific supports also play a critical role supporting a high quality of life community. Kenora is home to nine senior housing and assisted living facilities, including the District of Kenora Home for the Aged and Birchwood Terrace. These facilities provide opportunities for the ageing population to maintain an active lifestyle in close proximity to other health care service and social and recreational amenities. While the nine senior housing facilities may be adequate to address



the current needs of Kenora residents, the ageing population may require additional senior healthcare opportunities, including additional home care and senior-specific medical care.

Figure 17: Healthcare Amenities

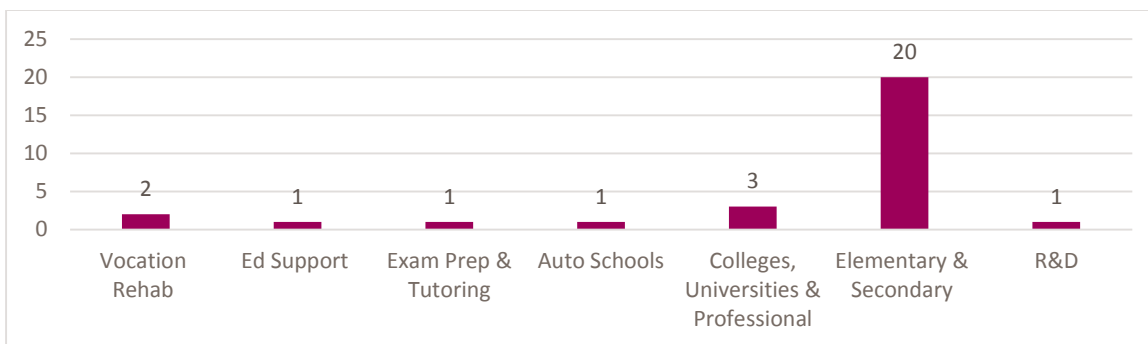


11.1.3 Educational Institutions

Educational facilities play an important role in attracting a labour force with children and post-secondary students and in providing additional training for workers. In total, there are 20 Elementary & Secondary Schools facilities and programming providing services in the Kenora area (Includes semi-regular training not necessarily physical facilities).

Colleges and training facilities help to attract students from a variety of backgrounds and educational levels by providing post-secondary credentials and training opportunities. Confederation College and Seven Generations Education Institute are some of the post-secondary and specialized training assets in Kenora. There are also numerous training programs not offered on a regular basis that are not mapped. A map of all educational institutions in Kenora can be found in the Appendix.

Figure 18: Educational Institutions



11.1.4 Social and Recreational Amenities

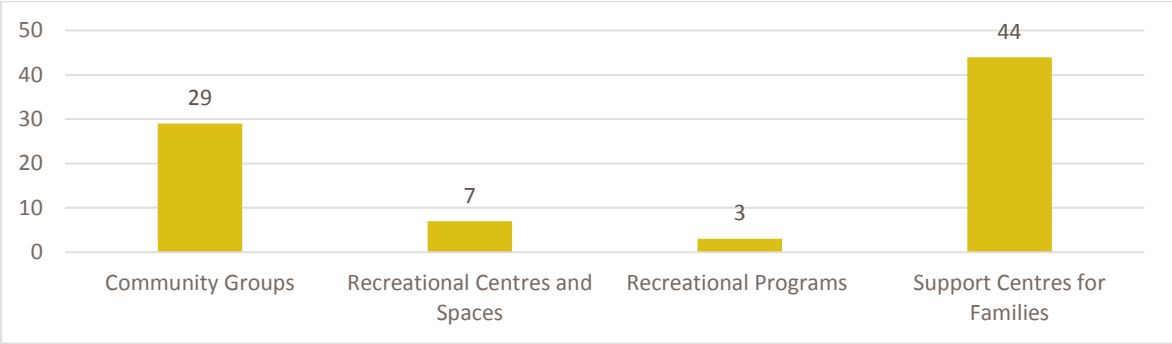
Social and recreational assets are critical components of any community. They help to bring residents together based on similar interest, provide opportunities for residents to gather formally and informally, and help to ensure that residents of all ages can live a full life. Support centres for families include social service and welfare organizations, support centres for families, and community groups. Kenora is home



to 29 community groups, including 13 civil and social organizations and 6 human rights organizations. A map of all the social and recreational assets in Kenora can be found in the Appendix.

Figure 19 highlights reoccurring or scheduled recreational programs, but does not include one-day workshops or one-off sessions available to Kenora residents. The abundance of community groups and recreational programs help to provide a high quality of life for residents of all ages, helping to attract new residents and businesses alike. The recreation centres and spaces include 4 Fitness & Recreational Sports Centers and a soccer complex.

Figure 19: Social and Recreational Amenities

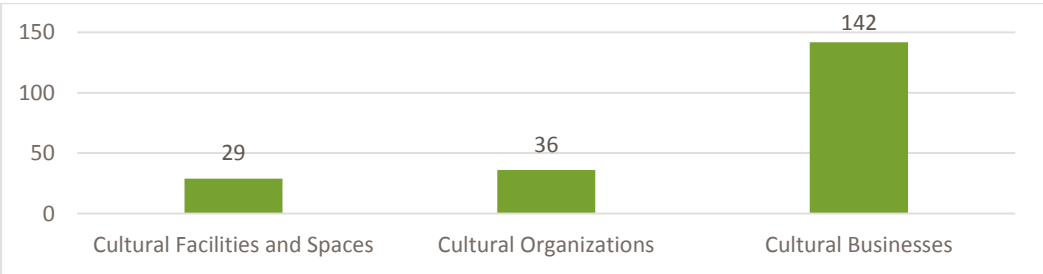


11.1.5 Cultural Amenities

In total there are 207 cultural amenities in Kenora, including 29 cultural facilities and spaces and 142 cultural businesses. In total there are 26 religious institutions in Kenora, 28 beauty salons, 36 business associates and 1 movie theatre. These assets are important strengths for the City, helping to attract visitors from surrounding areas and providing opportunities for residents to enjoy arts and cultural opportunities in their own community.

Both the social and recreational as well as cultural amenities provide local residents with a range of year-round activities as well as help to attract visitors from the region. By attracting visitors to the Kenora, the City is able to capture new sources of money, helping to support the continued growth and development of cultural and recreational opportunities and the community as a whole. A map of all cultural amenities in Kenora can be found in the Appendix.

Figure 20: Cultural Amenities

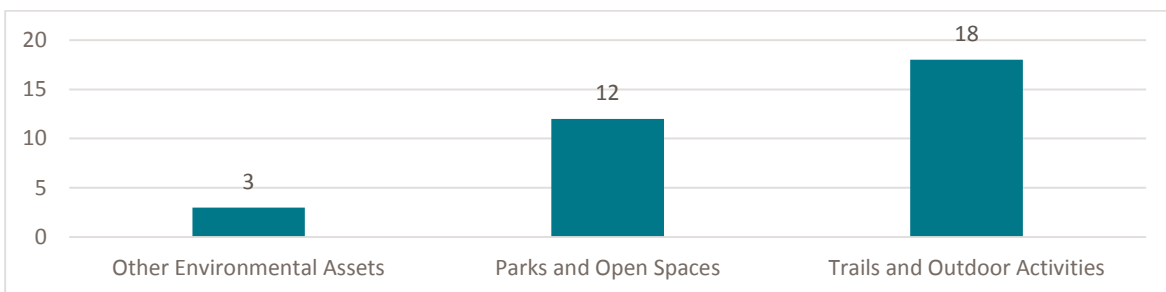




11.1.6 Environmental Assets

Kenora’s environmental assets are dominated by its many lakes, nearly all of which are accessible to the public or surrounded by a mature network of cottages. There are 18 official local trails and outdoor activities, 12 parks and open spaces (as seen in Figure 22) but this list is far from comprehensive as the lake system and unofficial trail network is extensive. This range of outdoor and natural asset provide additional opportunities for Kenora residents to enjoy their environment and help to attract visitors from the region, further support the City’s tourism sector. A map of all environmental assets in Kenora can be found in the Appendix.

Figure 21 Environmental Assets



12. Local Services Sector Strategic Action Plan

The following strategic directions and accompanying action plan are presented to address workforce challenges validated through the research as presented in the previous pages. Plan creation is sometimes seen as the easier of two tasks. Creation of the strategy is grounded in evidence and articulated to reflect key learnings from the research and consultations. Perhaps the more difficult element is in the implementation phase. This strategic plan outlines a series of key themes, priority focus areas, and accompanied by relevant and actionable tactics that will serve to advance solutions. It will require a collective ownership of the Strategy, and a commitment to connect regularly, collaborate whenever possible, coordinate efforts and avoid duplication, and keep the lines of communication open. Ideally, there is a well-supported lead organization identified by local stakeholders who can facilitate the forward movement and the ongoing monitoring. This means that employers, support organizations, governments, education and training providers, and the labour force are all involved, and see a direct benefit to that involvement.

This Workforce Strategy offers strategic directions that are based around four themes. While simple in concept, these themes are more complex in nature as there is crossover between and among them. These overarching themes are essential in addressing the emerging priorities that require direct and ongoing attention.



CONNECTING

Kenora is engaged in a variety of partnerships and targeted initiatives that contribute to creating a vibrant economy that appeals to residents and visitors. These partnerships offer an opportunity for expansion to facilitate new conversations, welcome new partners, and formation of new relationships. It is not uncommon for existing groups, agencies, and organizations to work in the same community, yet not fully understand mandates, program offerings, and potential for partnerships. Through a network that promotes the establishment of relationships for a common purpose, the opportunity to collaborate emerges.

COLLABORATING

Improving collaboration spurs consideration of strategies that reduce duplication and improve service delivery. Kenora benefits from a wide array of programs and services that are tailored for job seekers and employers. A common challenge is getting information about these programs and services into the hands of those that need them. Collaboration can be challenged by the methods through which funding is accessed and the performance measures by which agencies are monitored. Creating an enhanced collaborative approach that drives a relevant support system for job seekers and businesses will contribute extensively to their longer-term success and engagement in Kenora's economy.

COORDINATING

While the commitment to collaborate may exist, it is difficult to maintain without a coordinating function. Coordination takes time, regular communication, and someone who owns the responsibility. People are busy and often times, commitments to these efforts are in addition to regular work responsibilities. However, it is necessary for coordination to be present in the community as its absence results in wasted effort and resources, and it leads to disengagement of employers. Service coordination for employers supports information dissemination, employer engagement, and it maximizes resource allocation. The opportunity exists for a single, multi-pronged, point of communication to direct job seekers and employers to the myriad of support services.

COMMUNICATING

Streamlining communication saves on time and resources. It ensures messages are communicated effectively, to the right people, and through appropriate channels. Sharing information on workforce initiatives, success stories, and current and future labour market and economic opportunities are foundational in attracting and retaining talent in Kenora. A strong emphasis on using this information to promote the lifestyle promoting opportunity in Kenora is a priority.

12.1 Creating a Vision for Kenora

Building on the four themes of CONNECTING, COLLABORATING, COORDINATING, and COMMUNICATING, a vision or tagline energizing workforce attraction and retention in Kenora would help promote the area to those that currently reside, and to those seeking to relocate. The current labour pool is not sufficient to meet the skill and job demands of the local services sector. To increase the pool a focus on retaining those that call Kenora home, and attracting new labour force participants to the area is necessary. Significant efforts are already underway within Kenora to encourage workforce



development attraction and retention and a single vision statement and tagline would help unify those efforts to demonstrate greater collaboration. Raising awareness and gaining buy-in to the workforce development strategy will serve to increase interest and excitement within and external to the region.

12.1.1 Community Feedback

The City of Kenora hosted a strategic planning meeting on Tuesday November 21st in which 14 partner organizations including City staff had the opportunity to review the strategic plan, identify leads for deliverables and make comments on each action. These comments have been added within the strategic action plan, the timelines with lead and partner organizations are those identified by this session.

12.1.2 Objectives Informing the Action Plans

Through the consultation and research activities conducted, a series of objectives have been articulated by the community and integrated into the strategy. These include:

- Support small business growth and entrepreneurship
- Leverage existing provincial and regional initiatives and partnerships
- Empower leadership of youth to influence and strengthen the Kenora economy
- Celebrate Kenora for its people, place, and successes.

12.1.3 Interpreting the Action Plans

Timing and Priority

In the action table that follows, the level of priority has been based on several criteria including:

1. The level of immediacy based on city objectives
2. The potential to contribute to an increase in the quality, attraction and retention of talent in Kenora
3. The resources required (i.e. the capacity to implement given the current state)

The timeline assigned to each action may be operationalized as:

- Short-term – within a year
- Medium term – within 3 years
- Longer term – 3-5 years

Performance Measurement

Performance measurement is a tool to determine how well a job has been done using both qualitative and quantitative information and activities. The following reasons make it important to track activity and performance:

- Providing public accountability
- Assisting with human resources management



- Using results to improve performance
- Identifying the return on investment
- An effective and efficient approach to strategy implementation requires measurement and the commitment to communicate.

Below each action plan are several performance metrics. It is recommended to carefully consider each metric before their application. A couple questions to consider before their use include:

- Is there enough information to consistently inform this metric over time?
- Are there enough resources to consistently monitor the metric?
- Does the metric effectively demonstrate the success, failure, or progress of the action?

If any of these questions cannot be answered with a definite “yes” than other potential metrics should be considered.



12.1.4 Strategic Direction #1: Connecting

Goals	Actions	Timeline	Leads & Partners
Create opportunity for connection between workforce service providers, economic development, and employers in Kenora	Promote accountability. Explore the establishment of an employment support network to promote information sharing, collaboration, communication, and partnerships. Formal structures, such as a Memorandum of Understanding (MOU) should be explored to help define how each partner organization will contribute. Sector specific job fairs and service provider roundtables have been suggested by the community.	Short	Lake of the Woods Development Commission (LOWDC)
	Connect to funding opportunities. Engage with key levels of government and funding organizations to ensure that relevant information is shared, and that decision-making bodies are informed on matters related to youth and young professionals; this may take the form of a briefing paper.	Long-term	City of Kenora Ontario Government Federal Government
	Promote Leadership. Establish a Talent Supply Workforce Council with representatives from a variety of organizations centered on ensuring strategic thinking, and alignment of supports to advance opportunities that may result in sector talent alignment, job growth and job retention. Consideration of youth, mature workers, semi-retired population, secondary graduates, and those facing barriers to employment may lead to an increased labour pool that is supported through wrap-around supports to promote a longer connection to the workforce. Connecting service providers at different levels of government, focusing on multibarrier individuals and looking at unique benefits i.e. Kenora Hospital Alliance Daycare have been suggested by the community.	Short-term	Employment Agencies LOWDC
	Link training to the needs. Engage with training and education providers and employers to develop a customized professional development framework that will reflect validated local training needs, and the skills and competency requirements to maximize business success and people performance for local services sector businesses and their staff. Tapping into existing networks, including parents, guidance counselors and students and identifying the schools that should be involved has been suggested by the community.	Long-Term	Educational Institutions Employment Agencies LOWDC



	<p>Enhance the existing Inventory of Educational Programs to include short-term certificate, and certification program offerings. Such training would identify MOOCS (Massive Open Online Courses) learning opportunities, Ontario Tourism Education Corporation certifications, private and public relevant training schedules, etc. An on-line training calendar that is self-populated by the providers themselves could be maintained and promoted to local job seekers and employers. The community suggested institutions need to step up and a single platform is missing to coordinate online projects and employers could play a role by being clearer on what is required.</p>	Long-Term	Educational Institutions Employment Agencies LOWDC
	<p>Examine the creation of a Talent Development Program in Kenora, drawing from the Southern Norway program - Trainee Sør program. Through the direct engagement of selected participants, the local services sector can be promoted as a viable career option, and areas such as entrepreneurship can be explored. The community shared that some of this is happening but is not necessary as coordinated as it could be.</p>	Short to Medium Term	Northwest Business Centre Employment Agencies
<p>Connect with and support life stabilization initiatives to promote longer-term employment success</p>	<p>Enhance multi-barrier employment supports and strengthen connections between employers and job seekers. Target employer and employee supports that assist with workplace barriers to success beyond the initial employment as select job seekers need ongoing support. The community shared supports exist but individuals need to step up and employers need to learn how to work with multibarrier individual's wit Tim Hortons as a success story.</p>	Long-term	LOWDC Employment Agencies Business Partners Kenora Hospitality Alliance
	<p>Prioritize regular engagement and collaboration (in a format that is mutually agreed upon) with life stabilization groups in Kenora. Community would like to inventory the life stabilization groups ahead of coordinating meetings.</p>	Short-Term	LOWDC
<p>Leverage the talents of former Kenora residents</p>	<p>Create a Young Talent Ambassadors program to help promote Kenora to young talent across Canada. Focus on making the campaign fun and engaging. This may be built around a key marketing tag line that portrays Kenora in a bold light. Make a lot of useful 'noise' to stand out. This initiative should be led by Young Talent Ambassadors (young</p>	Short-Term	City of Kenora LOWDC



<p>living or working outside of Kenora</p>	<p>professionals, youth, etc.) The community shared that the Choose Kenora initiative with the city is working on elements of this priority.</p> <p>Create a single portal for local job promotion designed to share job vacancies and demonstrate diversity in employment options. This can be further used to address family dual career employment barriers by creating a single local resource that can match skills/competencies with potential local employers. This should be both virtual and live. An example can be found at http://www.hellowestmichigan.com/ Feedback from the community is that many organizations are doing this separately.</p>	<p>Medium-term</p>	<p>Kenora Hospitality Alliance (KHA) Kenora and District Chamber of Commerce (KDCC)</p>
---	--	--------------------	---

Potential Performance Metrics

- # of new and ongoing organizational partnerships that are active
- Media exposure of youth employment issues in Kenora
- # of previous Kenora residents returning to live permanently in Kenora
- Creation of a dual career recruitment support network

12.1.5 Strategic Direction #2: Collaborating

Goals	Actions	Timeline	Leads & Partners
	<p>Engage Kenora support services organizations to promote collaboration among providers to ensure client barriers to employment are addressed through a holistic lens. A client centred approach is necessary. The community feedback is that services need to be clarified and a road map developed.</p>	<p>Short to Medium Term</p>	<p>Employment Service Providers Seven Generations Education Institute Business Partners</p>
<p>Promote “Wrap around” support.</p>	<p>Engage employers directly through experiential learning opportunities and mentorship experience. Establish an Employers Connection program that promotes those employers who are participating, and establishes an easy-to-connect network that links those employers to the job seekers or the local employment support organizations. Community feedback was to connect the business community and high school co-ops to this initiative.</p>	<p>Short to Medium Term</p>	<p>KDCC KHA Northwest Business Centre</p>



Goals	Actions	Timeline	Leads & Partners
	<p>Launch an Employee Influence on Business Success Initiative as a means of raising awareness of current and potential employees on factors that influence business success, and ultimately the success of the employee in job performance, retention, promotion, etc. The intent is to increase awareness of employees on what makes a business succeed, the important role that employees play, and the opportunities and limitations on progressive HR practices. Developing a template and speaker series on successful projects was suggested by the community.</p>	Short-term	<p>Business Partners KDCC KHA LOWDC Northwest Business Centre</p>
<p>Promote a Business Success Initiative</p>	<p>Listen and Respond. Provide business the opportunity to share new information on challenges, strategies and successes. This may be in the form of an annual survey such as Employer One, led by the local workforce board, or through Economic Development BR&E.</p>	Short-term	<p>Northwest Training Adjustment Board (NTAB) LOWDC</p>
	<p>Provide businesses tools or resources that highlight HR practices designed to support employee retention, attraction. These may be through services offered locally or through such promising practices such as flexible work arrangements, employee sharing (different time of day, or different seasons based on need), job description development, etc. Community feedback identified an HR handbook, flexible work strategies and diversity training as possible subjects for workshops in the community.</p>	Short-term	<p>LOWDC KHA Northwest Business Centre Lake of the Woods Business Incentive Corporation (LOWBIC)</p>
<p>Collaborate to maximize knowledge exchange and integrated planning</p>	<p>Create the opportunity to connect. Convene a forum engaging key stakeholder groups to examine current and future economic activity, and the anticipated workforce requirements to support sector growth and sustainability. This promotes awareness of ongoing services and initiatives, and creates a neutral space for information sharing, and promotion of collaboration. Community feedback highlighted the need for stakeholders to communicate and have ongoing meetings with MOU partners.</p>	Medium-term	<p>LOWDC</p>



Goals	Actions	Timeline	Leads & Partners
-------	---------	----------	------------------

Potential Performance Metrics

- # of mentors available in each community and uptake of the program
- Participation in entrepreneurship programs
- # of enrollments in post-secondary business programs
- # of clients using small business services
- Increase/decrease in new business start-ups and growth.

12.1.6 Strategic Direction #3: Coordinating

Goals	Actions	Timeline	Leads & Partners
	Encourage the creation or nomination of a single window service for Workforce in Kenora. The single point of contact would help channel employers and job seekers to the services they need. This could be facilitated through a shared inventory of programs and services. The community feedback was that due to multiple service providers and funding models this may be difficult but a central resource could be developed.	Short-term	Employment Agencies
Coordinate and create meaningful opportunities for workforce development in Kenora	Develop a Kenora mentorship program connecting young talent with existing leaders in a variety of fields (e.g. entrepreneurship, political engagement, civic organizations). A national ‘Connect’ program has been established utilizing this model for newcomers and immigrants. The community feedback identified this could be an continuation of the Choose Kenora program.	Medium-term	LOWDC
	Facilitate the promotion of business participation in college/university internship programs as a means of attracting and retaining educated talent. Sharing success stories will help demonstrate return on investment. The community determined existing programming should be promoted and new programming developed in consultation with Seven Generations.	Short-term	Seven Generations Education Institute Business Partners Employment Agencies



Goals	Actions	Timeline	Leads & Partners
	Support direct interaction opportunities between pending graduates and local employers as a means of retaining graduating talent. This could be facilitated through an Online Job Fair. The Community feedback was that a job fair would need to happen in the short term.	Short-term	Business Partners Employment Agencies KDCC Business Improvement Zone (BIZ) Seven Generations Education Institute
	Host a Boot Camp for job seekers looking to enter into the local services sector. This boot camp would highlight the opportunities in the sector, share what employers are looking for in new employees, and showcase the opportunity for advancement within the sector. Community feedback indicated this was currently underway through LEAP and Seven Generations with an opportunity for seniors.	Medium to Long-term	Seven Generations Education Institute KDCC BIZ Business Partners Employment Agencies
	Support local business owners looking to retire from their business. Through the development of an exit strategy that links business owners to those seeking local business opportunities, succession planning becomes a priority. The community feedback was that this is currently underway.	Short-term	LOWBIC Northwest Business Centre

Potential Performance Metrics

- Participation rates in Workforce Development partner events and initiatives
- # of graduates retained in Kenora
- # of local businesses participating in work-college internship programs
- # and dollar value of scholarships and bursaries available to local secondary school students



12.1.7 Strategic Direction #4: Communicating

Goals	Actions	Timeline	Leads & Partners
	Utilize a central website or regional communication channel (e-newsletter) to highlight updated information on workforce efforts and trends. The site would share job demand data and other relevant labour market information, promote initiatives, profile service organizations, profile community assets, incorporate active links to social media channels, and encourage collaborative opportunities between organizations and the community.	Medium-term	Employment Agencies NTAB
Share information on workforce initiatives and successes in Kenora	Actively work on promoting living and working in Kenora. Online social media and website presence is fundamental in helping to build this momentum and sharing it widely. Showcase successes, no matter how big or small. Document and promote community and regional assets to increase awareness of lifestyle benefits and quality of life attributes in Kenora. The community feedback indicated Choose Kenora is working on this priority.	Short-term	LOWDC KDCC Northwest Business Centre Youth Professional Network LOWBIC BIZ Businesses Partners
	Support a “Speakers Bureau” that links local leaders, volunteers, and those passionate about working in the local services sector to secondary schools for the purpose of in-school presentations that disseminate information on careers and real-life stories and experiences. The community feedback was to coordinate guidance counsellors and teachers and link to Choose Kenora.	Medium	Seven Generations Education Institute LOWDC Secondary Schools
Create a thorough understanding of current and future labour market and economic opportunities in Kenora	Work collaboratively with secondary and post-secondary institutions to develop career profiles and pathways to employment, for occupations within the local services sector. The community feedback was that the school boards are the missing link in this priority.	Medium	Seven Generations Education Institute LOWDC Secondary Schools



Potential Performance Metrics

- Increased access to relevant career profiles and pathways
- # of hits, shares, and reposts on the Kenora and partners website and social media outlets
- # of new postings to the job board



13. Appendix

13.1 Lifestyle Asset Maps

While the figures in Chapter 10 highlighted the number of assets in each of the five categories, equally important is to understand the geographic location of these assets to understand where gaps in programming and services exist.

The categories explored include:

- Healthcare Amenities (80 assets)
- Educational Institutions (29 assets)
- Social and Recreational Amenities (83 assets)
- Cultural Amenities (207 assets)
- Environmental Assets (32 assets)

The following figures illustrate the location of the lifestyle assets in Kenora, however this is not an exhaustive list and should only be used as an indicator of available assets a full listing of assets mapped is included as a separate document.

Figure 22 Healthcare Amenities in Kenora

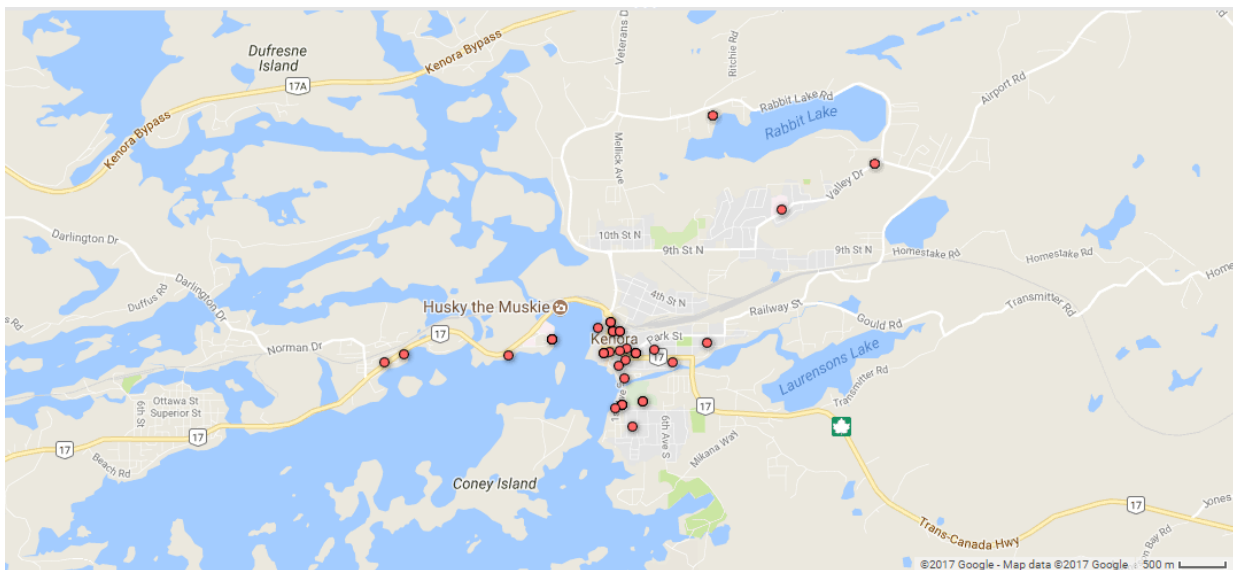




Figure 23 Educational Institutions in Kenora

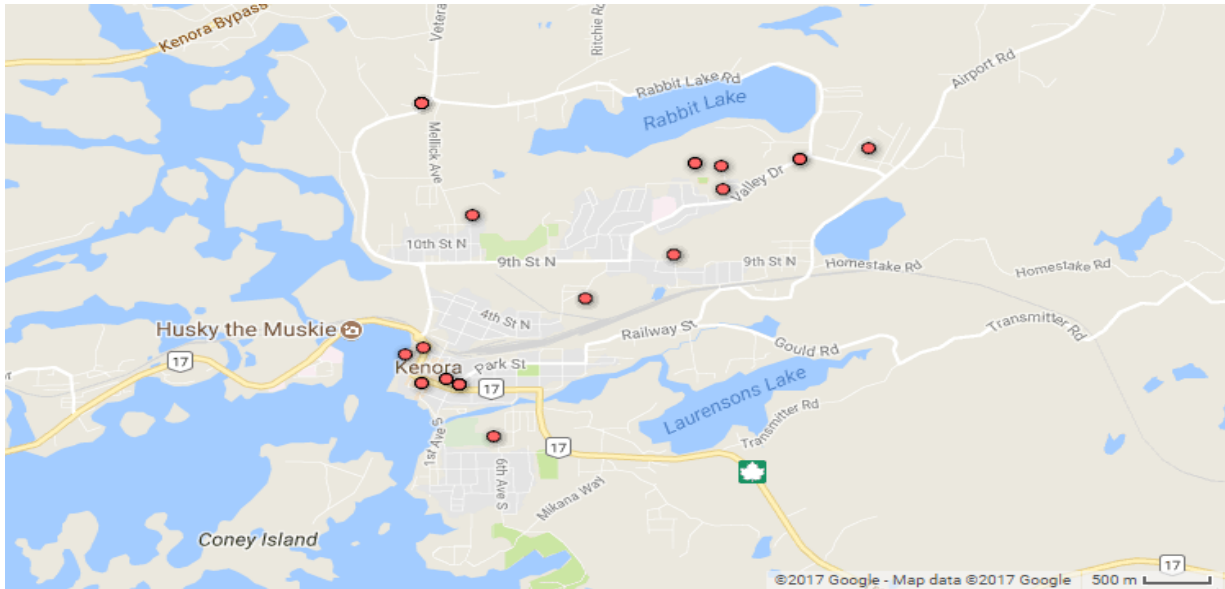


Figure 24 Social and Recreational Amenities

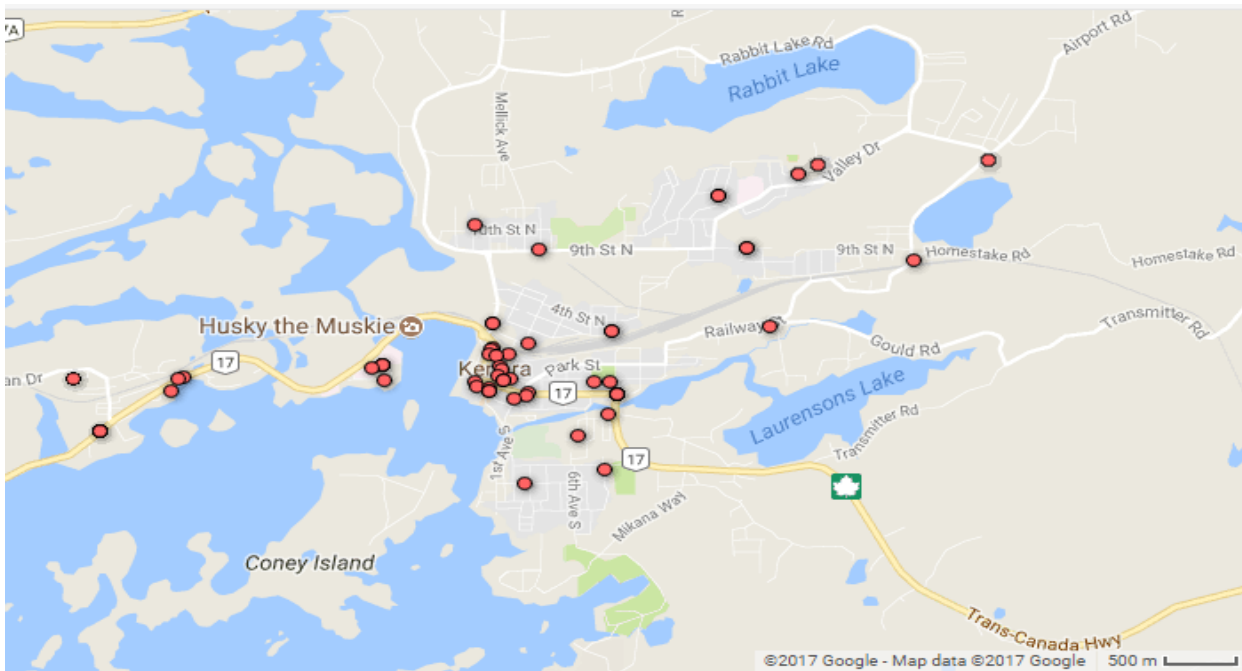




Figure 25 Cultural Amenities

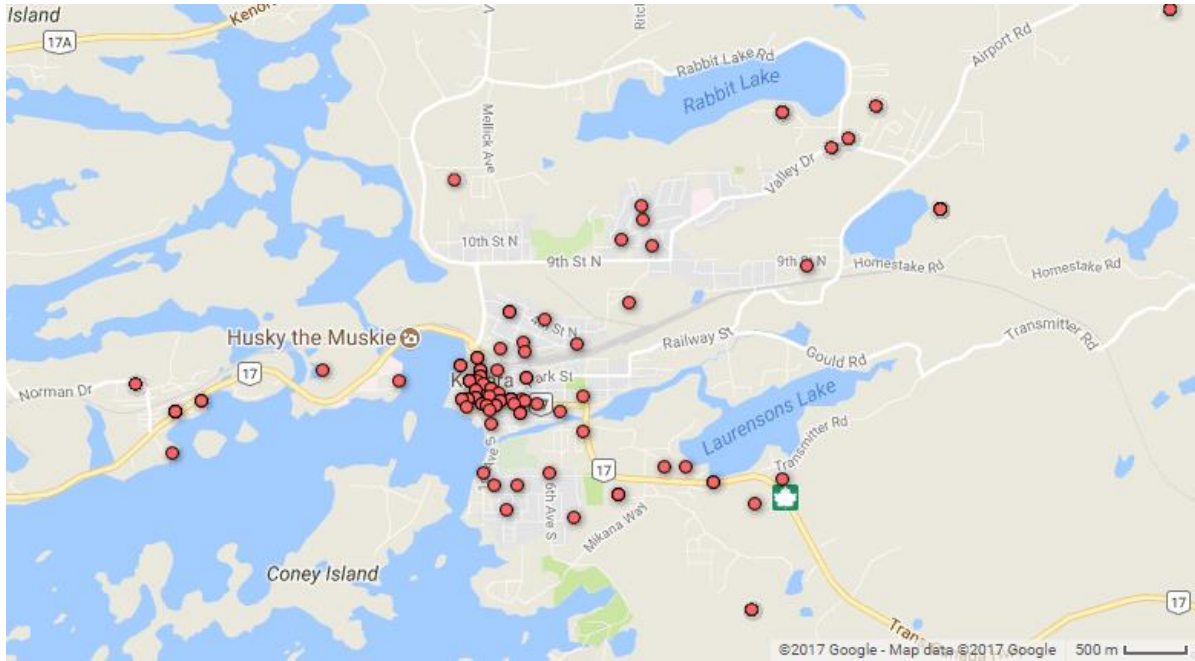
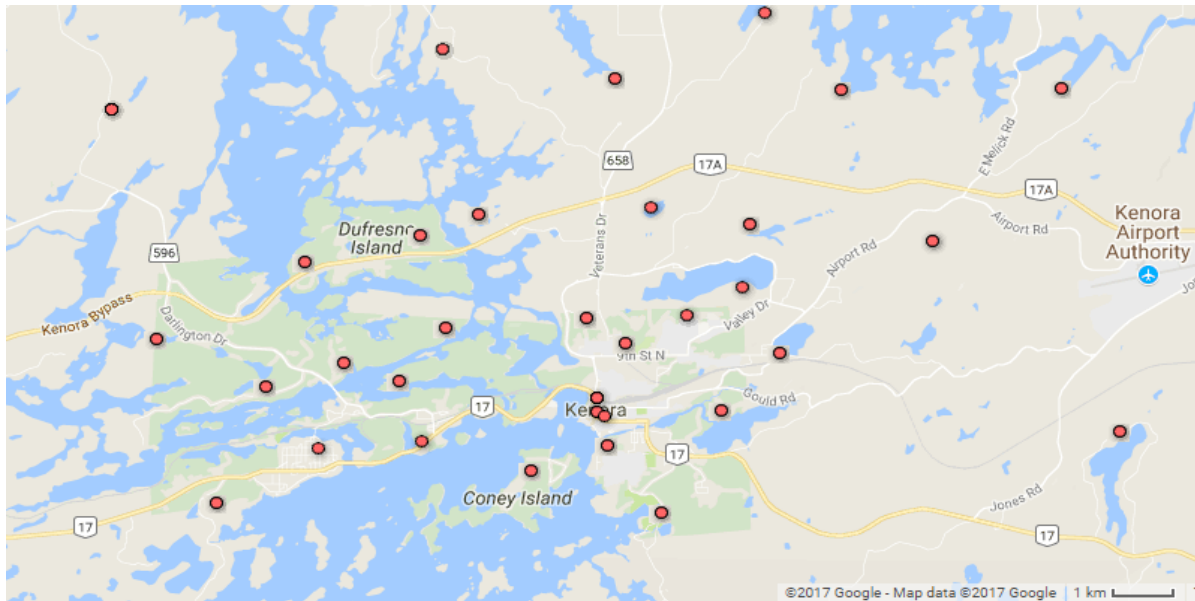


Figure 26 Environmental Assets in Kenora



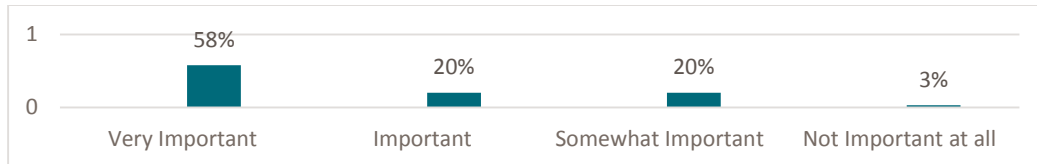
(Note not all Environmental assets were mapped via software, edits have been made to improve the accuracy of the number of assets)



13.2 Telephone and Online Surveys

How important is a skilled workforce to your operations today? Would you say it is?

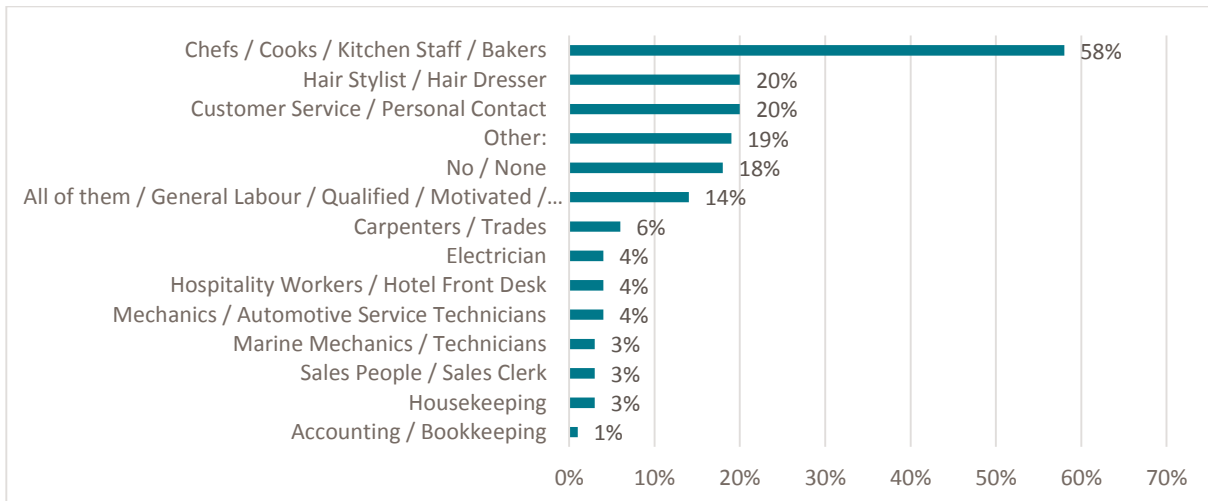
Over 78% of respondents agreed a skilled workforce was important or very important to their current and operations.



Are there any specific skills, trades, or occupations that you find difficult to hire or retain? Mention 1:

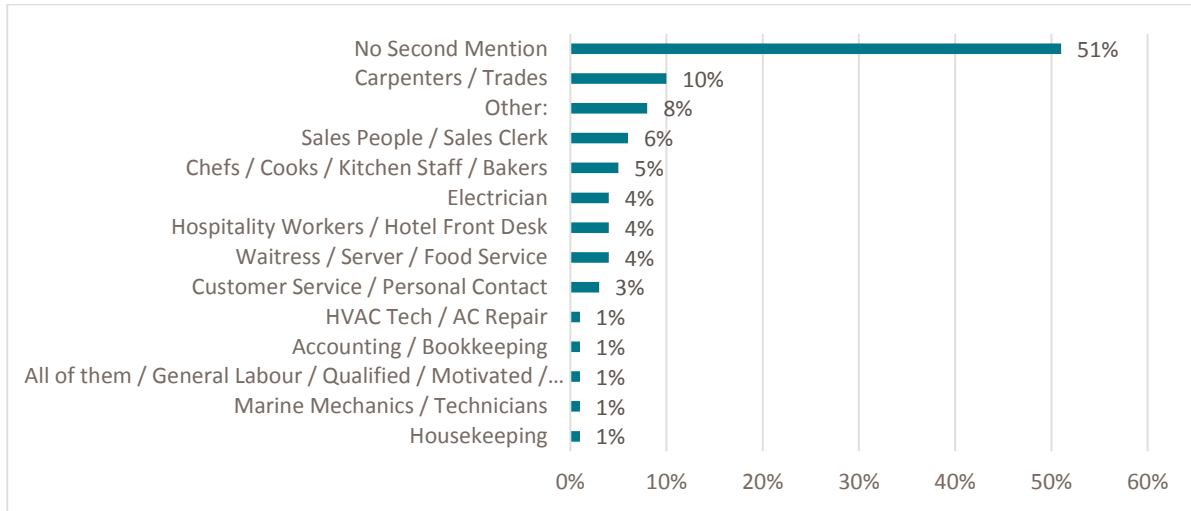
The top three occupations that were indicated as difficult to hire or retrain were:

- Chefs / Cooks / Kitchen Staff / Bakers 58%
- Hair Stylist / Hair Dresser and Customer Service / Personal Contact tied at 20% and
- All of them / General Labour / Qualified / Motivated at 14%

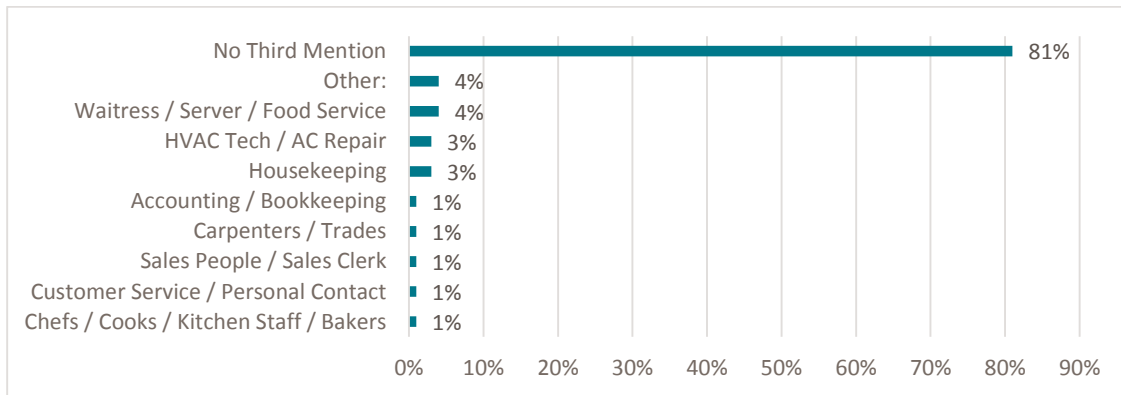




Are there any specific skills, trades, or occupations that you find difficult to hire or retain? Mention 2:

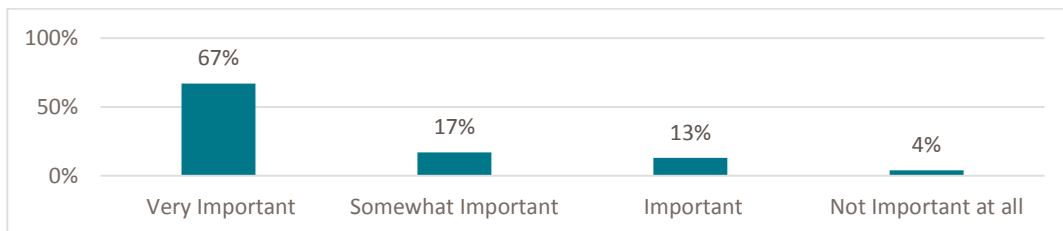


Are there any specific skills, trades, or occupations that you find difficult to hire or retain? Mention 3:



How important is a skilled workforce to the future growth of your operations? Would you say it is?

A high majority, 80% of respondents agree that a skilled workforce is “Important” or “Very Important” to their operations.



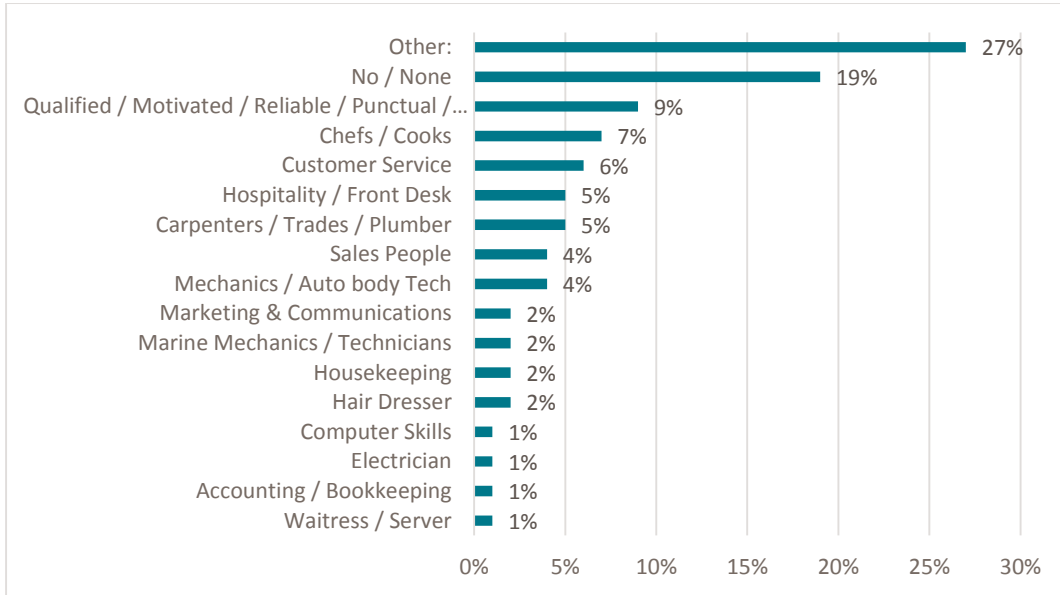
Are there any specific skills, trades, or occupations that you foresee difficulties in recruiting in the future? Mention 1:

Respondents indicated the top three occupations they foresee difficulties in recruiting were:

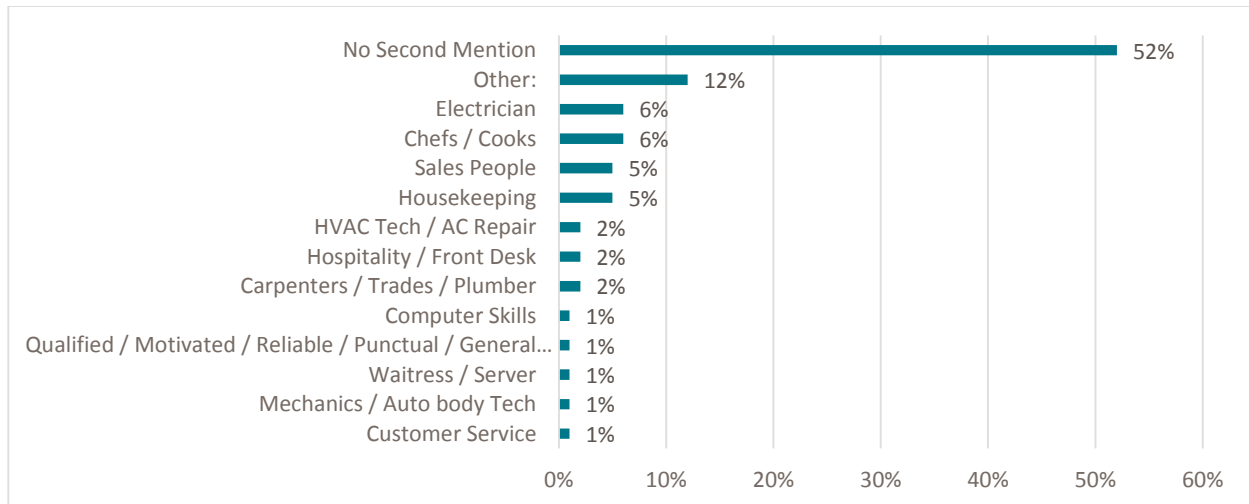


- Qualified and Motivated staff at 9%
- Chefs/Cooks at 7% and
- Customer Service at 6%.

19% of respondents answered no, which combined with the “Other” at 27% and “Qualified” sections indicate a more general need for workforce spread across the business community.

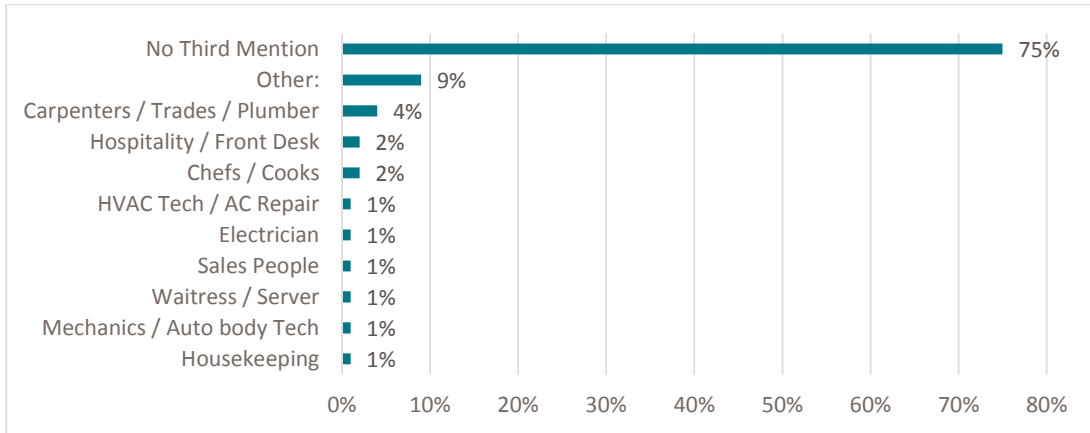


Are there any specific skills, trades, or occupations that you foresee difficulties in recruiting in the future? Mention 2:



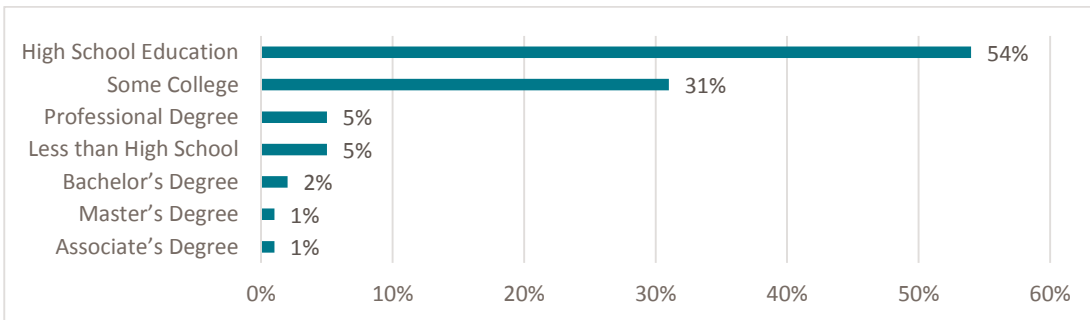


Are there any specific skills, trades, or occupations that you foresee difficulties in recruiting in the future? - Mention 3:



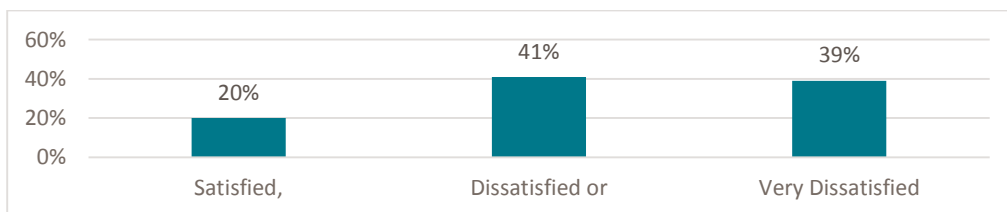
Which level of education is best suited to the needs and ultimate success of your business?

The survey indicated that 54% of respondents feel that a high school education is best suited to their requirements with 31% indicating some college is sufficient with a small minor 14% needing higher education.



Overall, how satisfied are you with the availability of qualified workers in Kenora? Would you say you are?

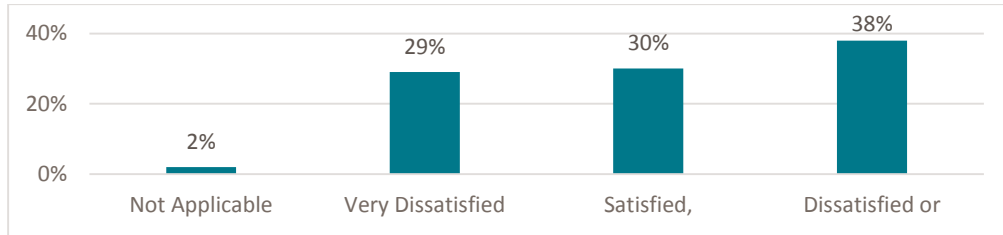
The survey indicates 80% of respondents were "Dissatisfied" or "Very Dissatisfied" with the availability of qualified workers with only 20% reporting as "Satisfied".



I'd like you to tell me how satisfied are you with the following: Availability of workers with the appropriate education?

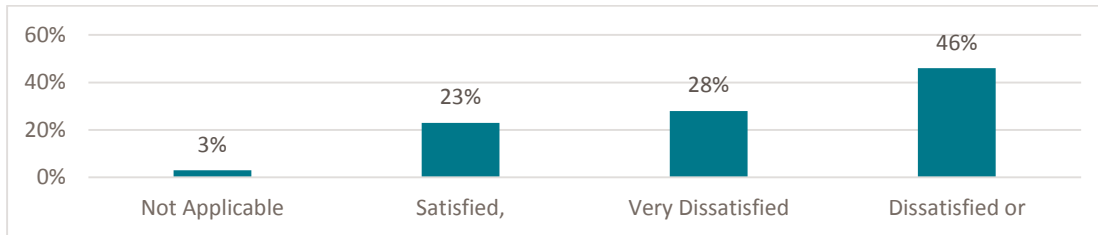


The survey indicates 67% of respondents were “Dissatisfied” or “Very Dissatisfied” with the availability of workers with the appropriate education with only 30% reporting as “Satisfied”.



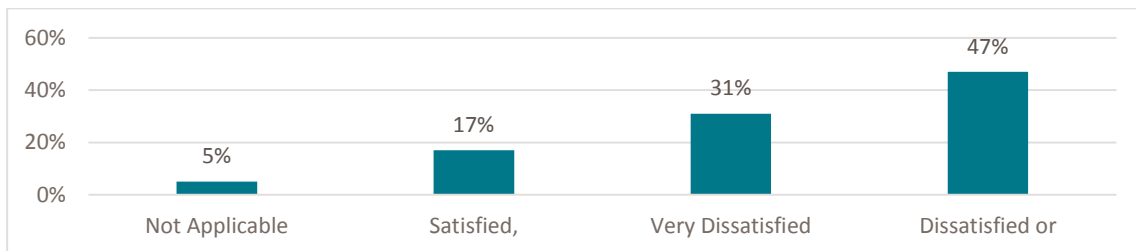
I’d like you to tell me how satisfied are you with the following: Availability of workers experience in your industry?

The survey indicates 74% of respondents were “Dissatisfied” or “Very Dissatisfied” with the availability of workers experience with only 23% reporting as “Satisfied”.



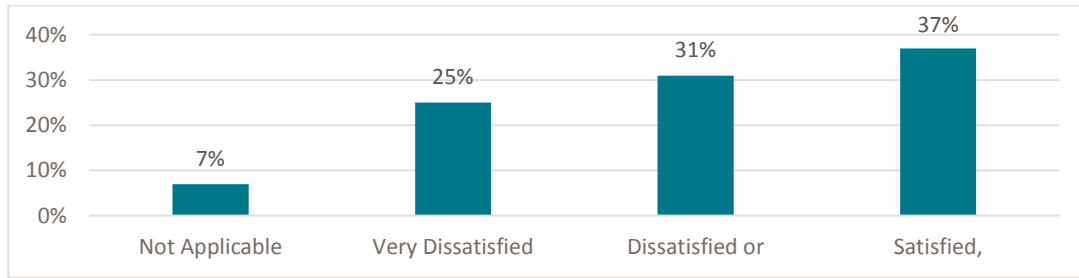
I’d like you to tell me how satisfied you are with the following: Availability of local skilled workers.

The survey indicates 78% of respondents were “Dissatisfied” or “Very Dissatisfied” with the availability of local skilled workers with only 17% reporting as “Satisfied”.



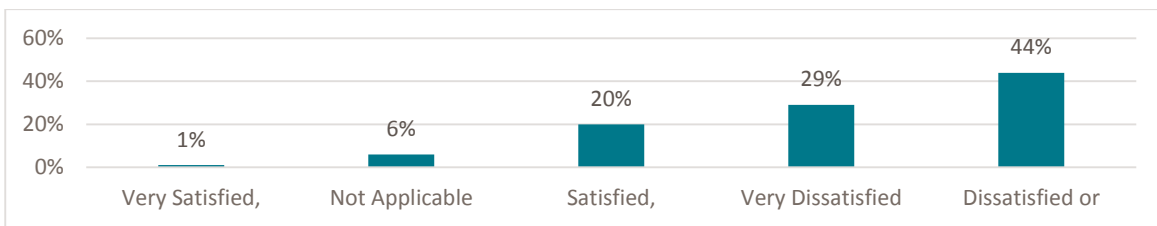
I’d like you to tell me how satisfied are you with the following: Availability of workers with the necessary soft skills?

The survey indicates 56% of respondents were “Dissatisfied” or “Very Dissatisfied” with the availability of workers with the necessary soft skills with 37% reporting as “Satisfied”.



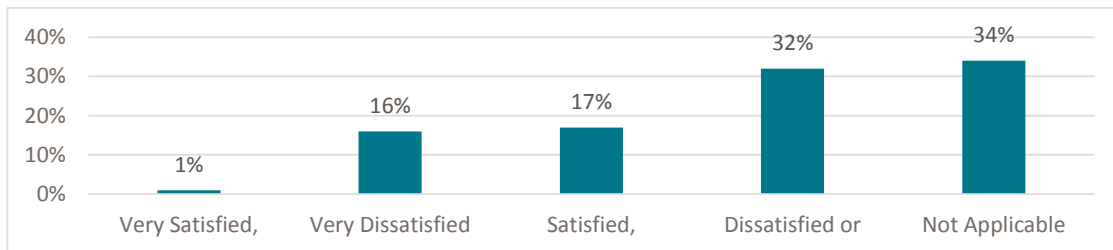
I'd like you to tell me how satisfied are you with the following: Availability of a diverse workforce to recruit from?

The survey indicates 75% of respondents were "Dissatisfied" or "Very Dissatisfied" with the availability of a diverse workforce with only 20% reporting as "Satisfied".



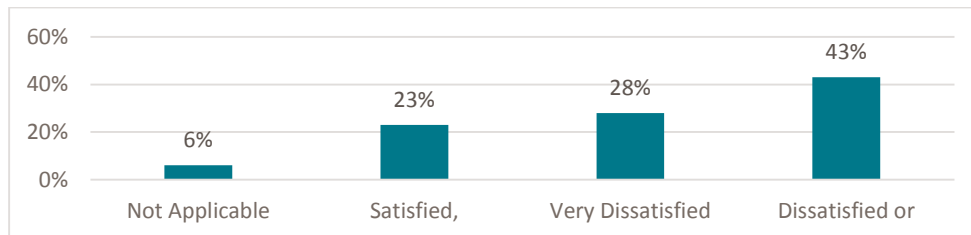
I'd like you to tell me how satisfied you are with the following: Support from Ontario Works.

The survey indicates 48% of respondents were "Dissatisfied" or "Very Dissatisfied" with the Support from Ontario Works with only 17% reporting as "Satisfied" and 1% a "Very Satisfied".



I'd like you to tell me how satisfied you are with the following: Availability/Productivity of a trained, local workforce.

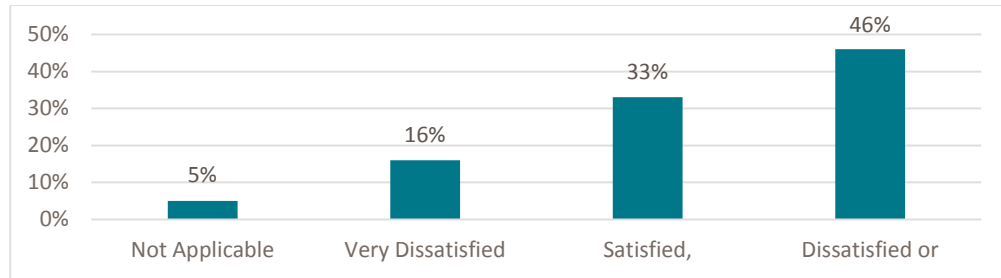
The survey indicates 71% of respondents were "Dissatisfied" or "Very Dissatisfied" with Availability/Productivity of a trained, local workforce with only 23% reporting as "Satisfied".





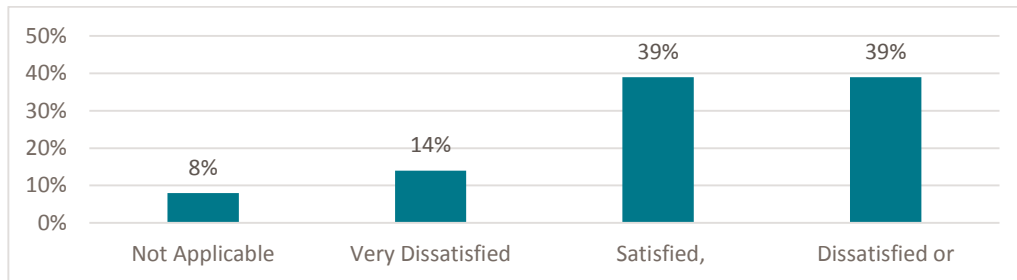
I'd like you to tell me how satisfied you are with the following: Workforce Skills and Education Levels.

The survey indicates 62% of respondents were "Dissatisfied" or "Very Dissatisfied" with Workforce Skills and Education with 33% reporting as "Satisfied".



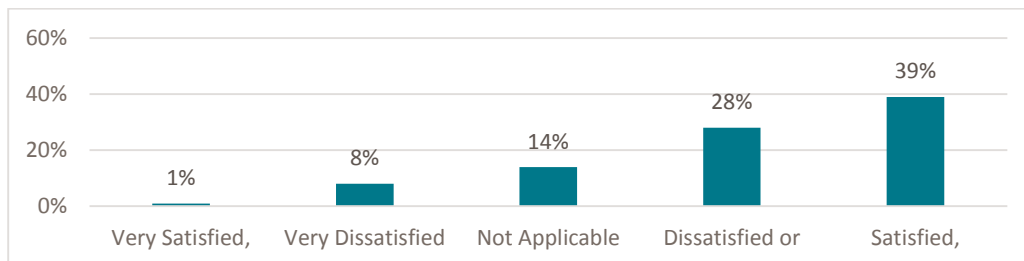
I'd like you to tell me how satisfied you are with the following: Diversity of Employment and Career Growth Opportunities.

The survey indicates 53% of respondents were "Dissatisfied" or "Very Dissatisfied" with Diversity of Employment and Career Growth Opportunities. with 39% reporting as "Satisfied".



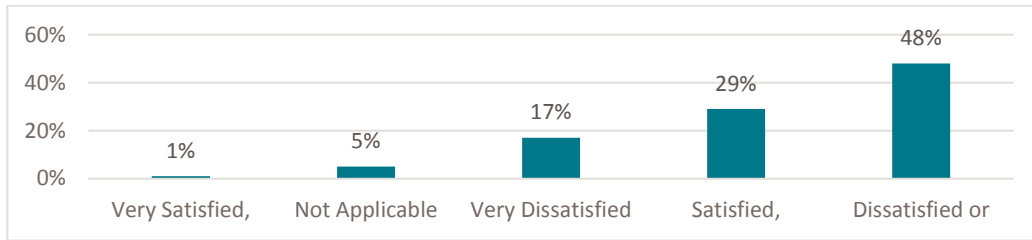
I'd like you to tell me how satisfied you are with the following: Educational Opportunities at all Levels.

The survey indicates 40% of respondents were "Satisfied" or "Very Satisfied" with Educational Opportunities at all Levels with 36% reporting as "Dissatisfied" or "Very Dissatisfied".



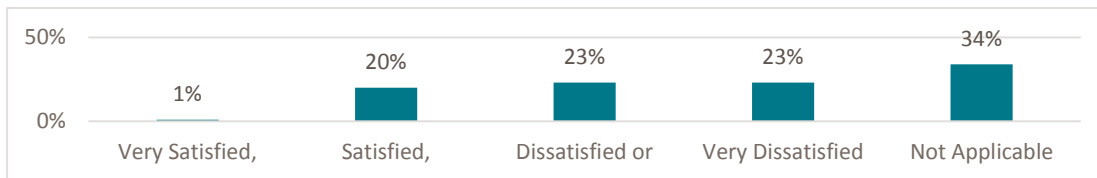
I'd like you to tell me how satisfied you are with the following: Population and Workforce Diversity

The survey indicates 65% of respondents were "Dissatisfied" or "Very Dissatisfied" with Population and Workforce Diversity with only 30% reporting as "Satisfied" or "Very Satisfied".



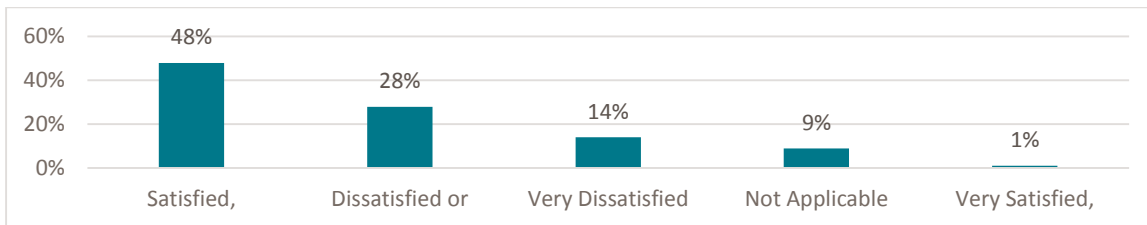
I'd like you to tell me how satisfied you are with the following: Impact and Opportunities of Foreign Immigration

The survey indicates 46% of respondents were "Dissatisfied" or "Very Dissatisfied" with Population and Workforce Diversity with only 21% reporting as "Satisfied" or "Very Satisfied".



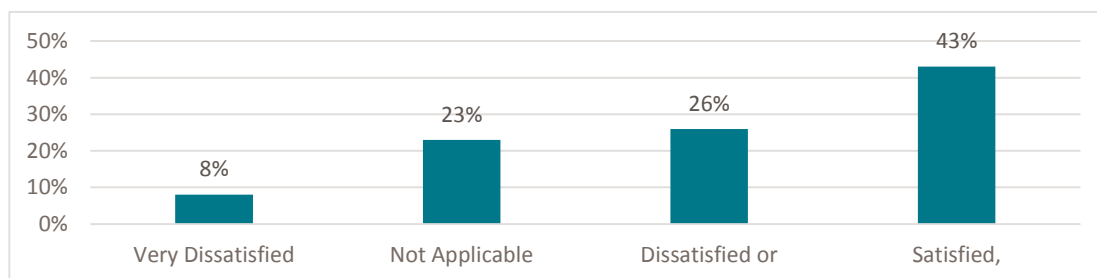
I'd like you to tell me how satisfied you are with the following: Government and non-profit/community support activities (i.e. Canada Summer Jobs)

The survey indicates 49% of respondents were "Satisfied" or "Very Satisfied" with Government and non-profit/community support activities with 42% reporting as "Dissatisfied" or "Very Dissatisfied". Indicating a possibly significant split in an otherwise fairly homogeneous set of opinions.



I'd like you to tell me how satisfied you are with the following: Incumbent Worker Issues and Opportunities.

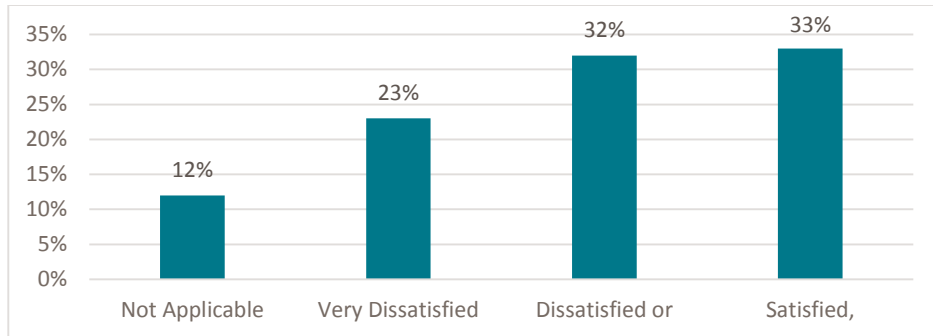
The survey indicates 43% of respondents were "Satisfied" with Incumbent Worker Issues and Opportunities with 49% reporting as "Dissatisfied" or "Very Dissatisfied".





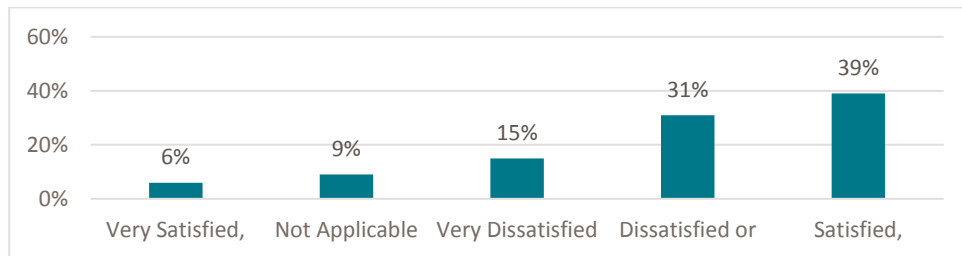
I'd like you to tell me how satisfied you are with the following: Transportation Costs and Accessibility.

The survey indicates 33% of respondents were "Satisfied" with Transportation Costs and Accessibility with 55% reporting as "Dissatisfied" or "Very Dissatisfied".



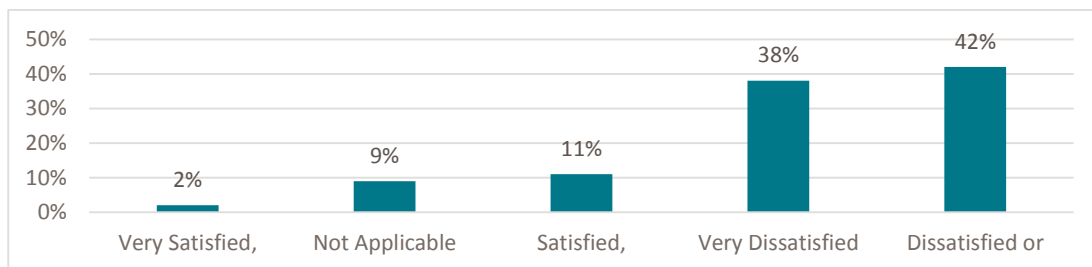
I'd like you to tell me how satisfied you are with the following: Marketing Efforts Describing the Overall Quality of Life and the Positive Characteristics That Distinguish the Region in the larger market place.

The survey indicates 45% of respondents were "Satisfied" or "Very Satisfied" Marketing Efforts Describing the Overall Quality of Life and the Positive Characteristics That Distinguish the Region in the larger market place 46% reporting as "Dissatisfied" or "Very Dissatisfied".



I'd like you to tell me how satisfied you are with the following: Drug and Alcohol issues

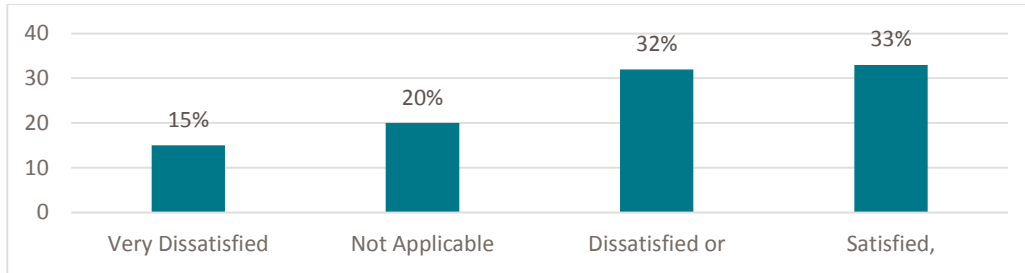
The survey indicates 80% of respondents were "Dissatisfied" or "Very Dissatisfied" with Drug and Alcohol issues with only 13% reporting as "Satisfied" or "Very Satisfied". Indicating a clear dissatisfaction rate related to this issue.



I'd like you to tell me how satisfied you are with the following: Workforce Age and Pending Retirements

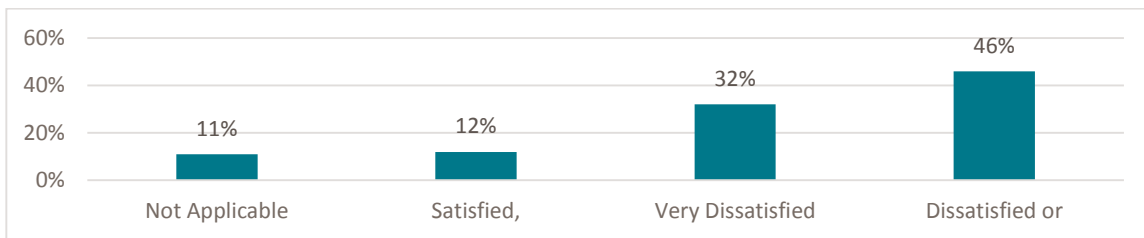


The survey indicates 47% of respondents were “Dissatisfied” or “Very Dissatisfied” with Workforce Age and Pending Retirements with 33% reporting as “Satisfied”.



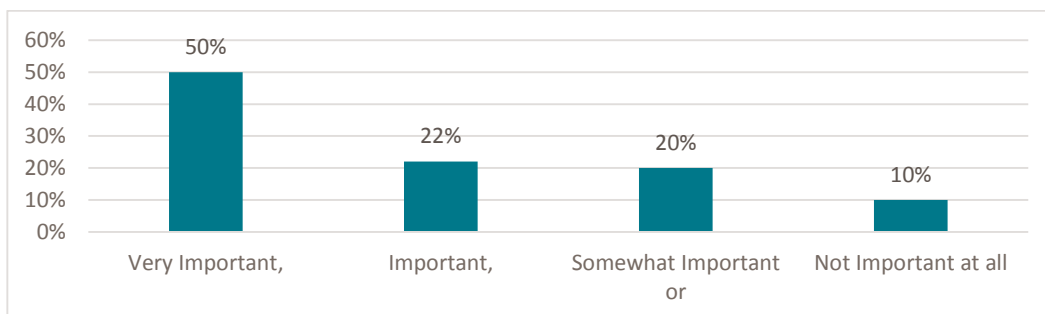
I’d like you to tell me how satisfied you are with the following: Housing availability for workers.

The survey indicates 78% of respondents were “Dissatisfied” or “Very Dissatisfied” with Housing availability for workers with only 12% reporting as “Satisfied” Indicating a clear dissatisfaction rate related to this issue.



How important was access to available skilled labour in Kenora to your decision to locate, expand, or remain in the area? Would you say it is?

The survey indicated 72% of respondents feel a skilled workforce is “Important” or “Very Important” in the decision to locate, expand, or remain in the area while only 10% rated this factor as “Not Important at All”.



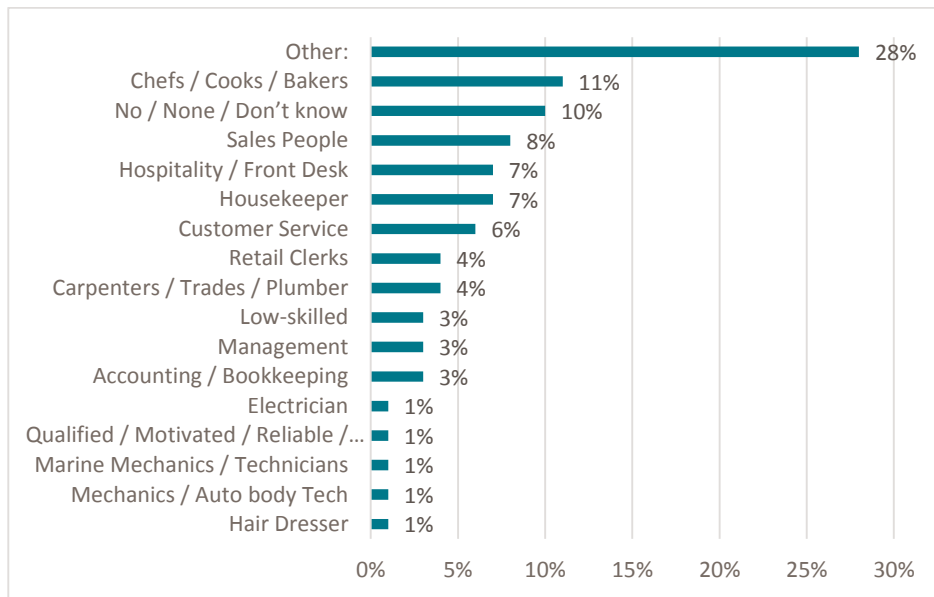
Which occupations have traditionally been the most critical to your operations in Kenora? - MENTION 1

The top three occupations listed as most critical to operations by respondents were:

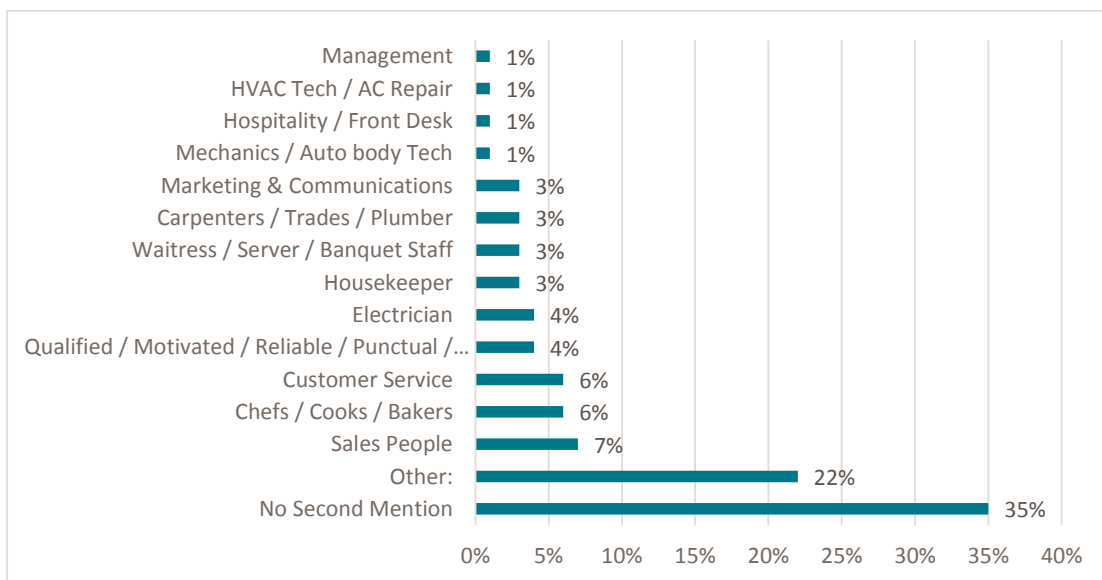


- Chefs / Cooks / Bakers at 11% and
- Sales People at 8%
- Hospitality / Front Desk and Housekeeper tied for 7%

No / None / or Don't know was 10% of the response, combined with "Other" at 28% this contributes to a trend of a widely dispersed workforce need not centered on a clear occupation, rather a collection of occupations.

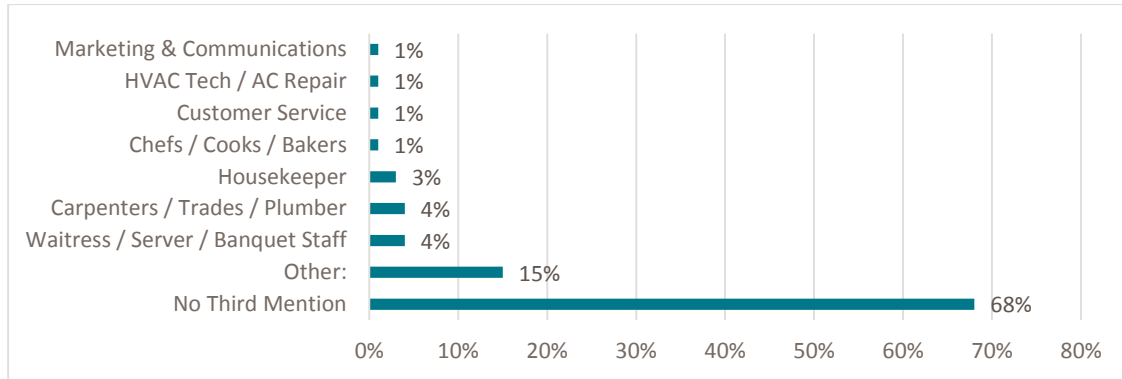


Which occupations have traditionally been the most critical to your operations in Kenora? - MENTION 2



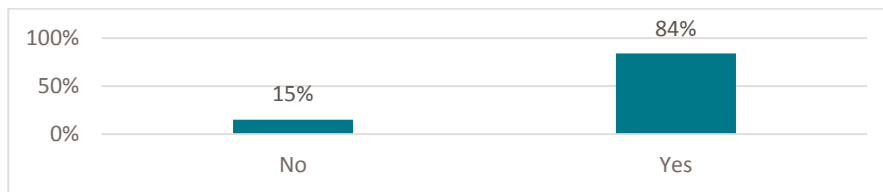


Which occupations have traditionally been the most critical to your operations in Kenora? - MENTION 3



Has your business experienced any past challenges in recruiting or retaining talent for specific occupations?

The survey clearly indicates that 84% of the respondents are having difficulty recruiting or retaining talent for specific occupations.

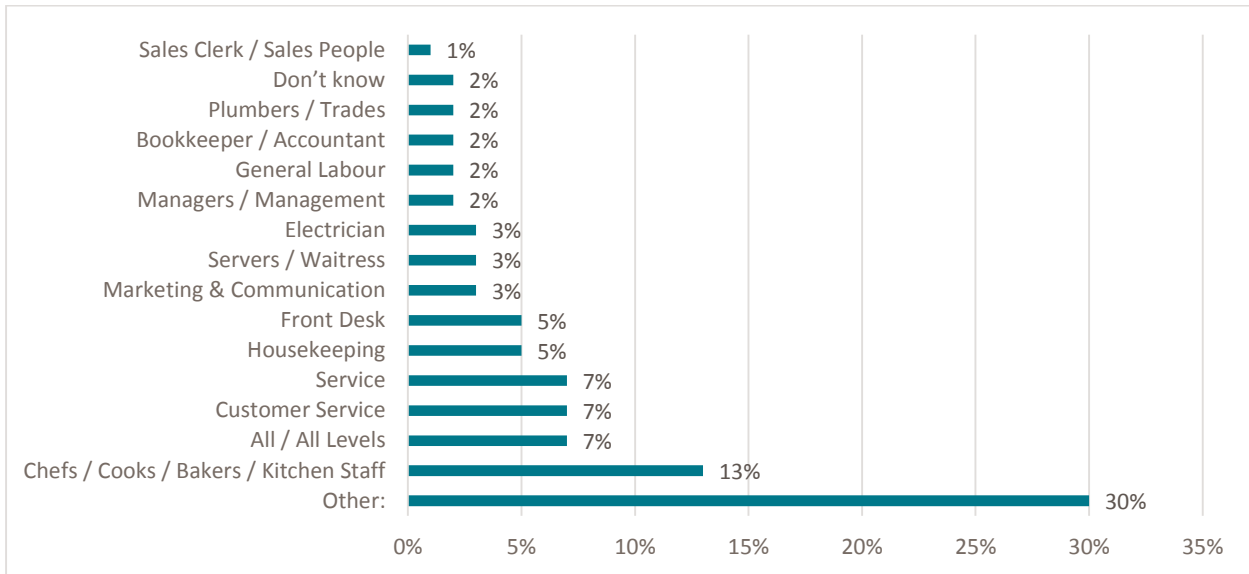


Which occupations have been the most difficult to fill or retain?

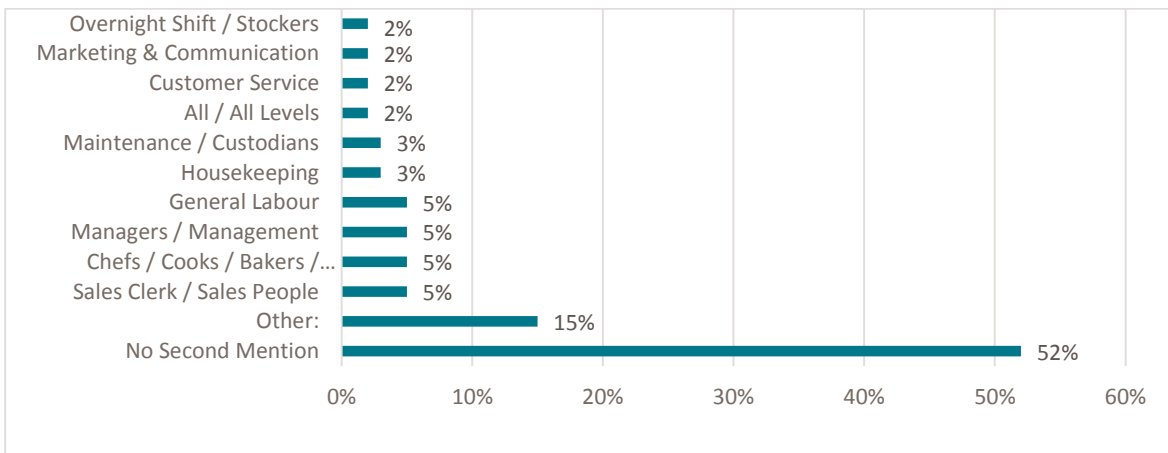
The top three occupations listed as the most difficult to fill or retain were:

- Chefs / Cooks / Bakers / Kitchen Staff 13%
- Service, Customer Service and All Levels tied at 7% and
- Housekeeping and Front Desk tied at 5%.

These responses continue a trend of a service sector wide workforce issue, not focused on highly specific occupations, however the majority of these occupations are lower skilled and correspond to the levels of education and experience respondents are looking for.

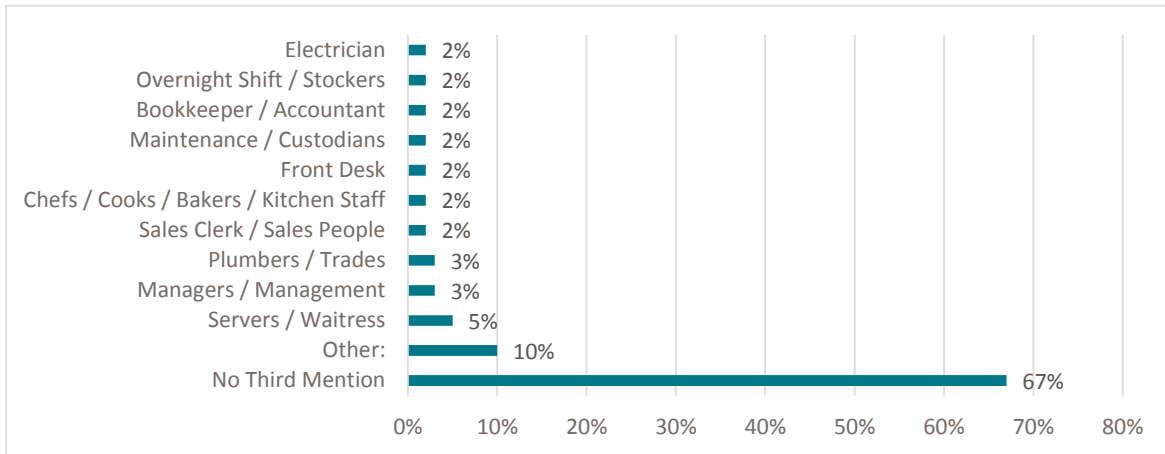


Which occupations have been the most difficult to fill or retain?





Which occupations have been the most difficult to fill or retain?

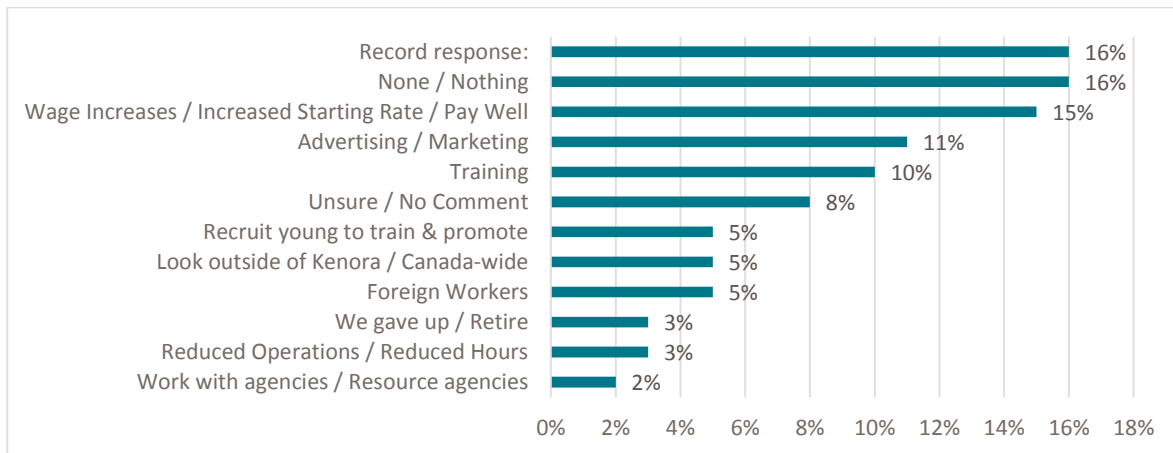


What solutions has your business created or identified to overcome recruitment and retention barriers?

In this section respondents had a wide range of responses the most common were:

- Nothing 16%
- Wage Increases 16% and
- Advertising 15%

The responses indicate an industry with similar problems, but no clearly identified solutions, with very scattered approaches.



What solutions has your business created or identified to overcome recruitment and retention barriers?

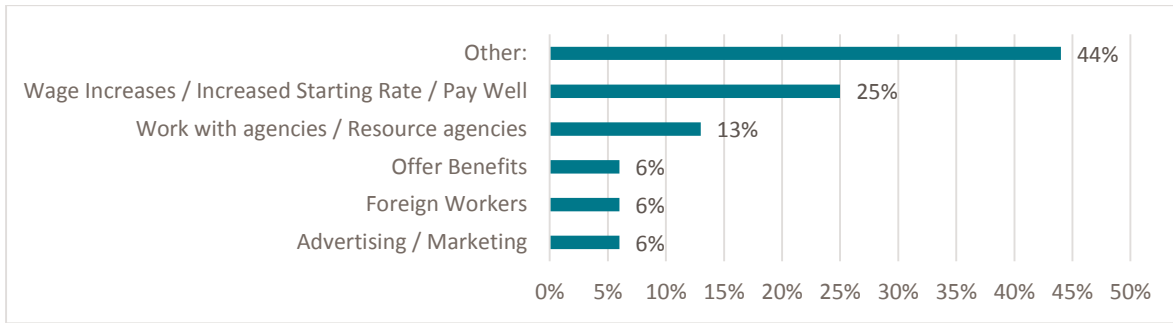
In this section respondents had a wide range of responses the most common were:

- Wage Increases 25%



- Working with agencies 13% and
- Offer Benefits 16%

The responses indicate an industry with similar problems, but with the most clearly identified solution being higher wages; this may be problematic for many, and does not address the broader issues.

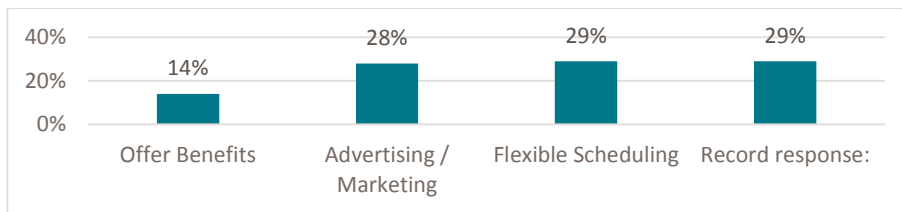


What solutions has your business created or identified to overcome recruitment and retention barriers?

In this section respondents had a wide range of responses the most common were:

- Flexible Scheduling 29%
- Advertising / Marketing, 28% and
- Offer Benefits 14%

The responses indicate an industry with similar problems, with the most clearly identified solution being Flexible Scheduling and Advertising and marketing.



What solutions has your business created or identified to overcome recruitment and retention barriers?



Are there any educational or certification programs or training opportunities that you believe are missing that would allow your business to expand in Kenora?



Respondents indicated a split response on training opportunities they believe are missing in the community, with 56% selecting opportunities are missing with 44% selecting there are no missing training opportunities.

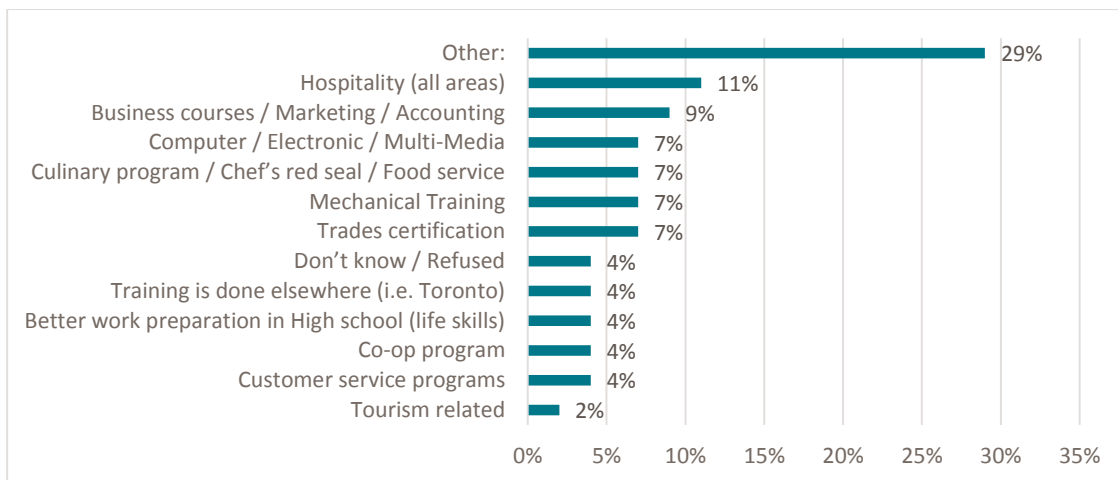


What specific educational or certification programs or training would you like to see be made available in the Kenora to support future growth of your business?

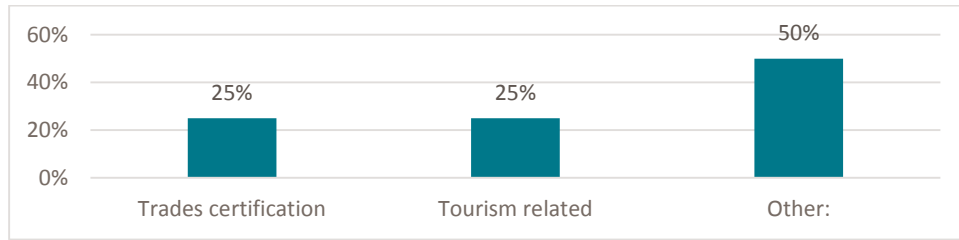
Respondents varied greatly in their responses to this question, with the most chosen options being:

- Hospitality (All areas) 11%
- Business Courses/ Marketing / Accounting 9% and
- Computer / Electronic / Multi-Media, Mechanical Training, Culinary program / Chef’s Red Seal / Food service and Trades Certification at 7%.

These wide variations indicate a diverse set of needs that make addressing these training requirements extremely difficult.

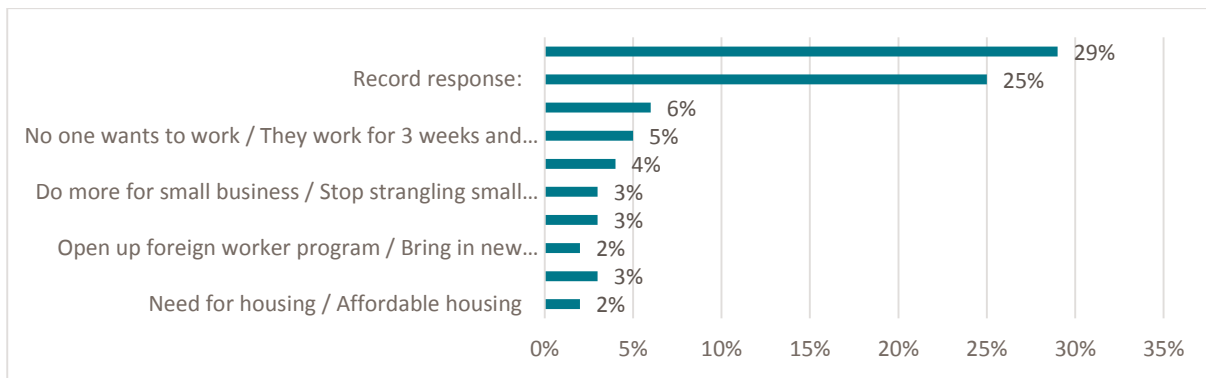


What specific education or certification programs or training would you like to see be made available in the Kenora to support future growth of your business?

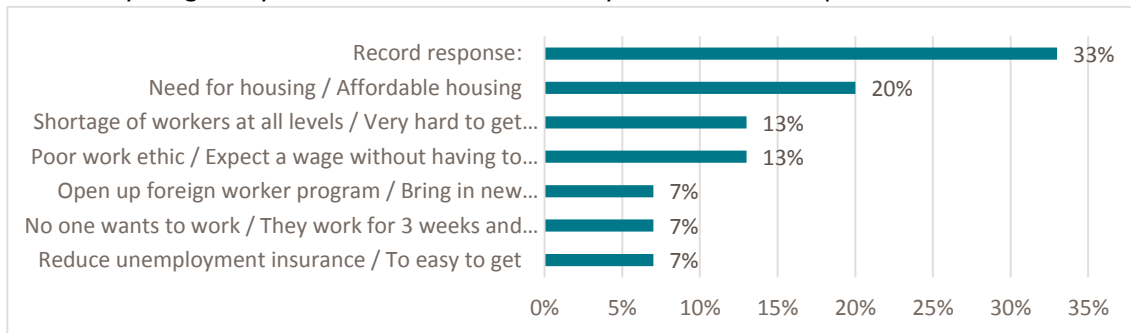


Is there anything else you would like to tell us that you feel would help?

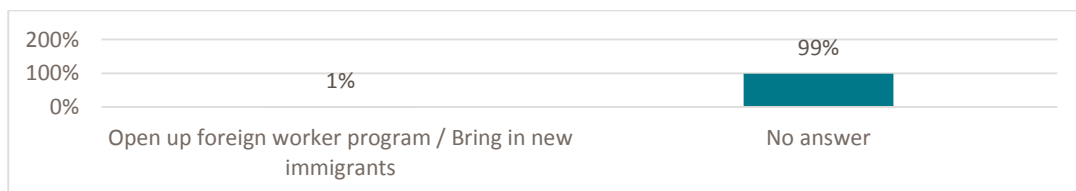
The last section also had widely dispersed responses with the highest level of response “Shortage of workers at all levels” being 6%, continuing a trend of disparate responses indicating a wide variety of businesses and needs in the community.



Is there anything else you would like to tell us that you feel would help?



Is there anything else you would like to tell us that you feel would help?



MEMORANDUM OF UNDERSTANDING

Dated the 12th day of December, 2017

AMONGST

Corporation of the City of Kenora
Lake of the Woods Development Commission
Lake of the Woods Employment Action Project
Lake of the Woods Business Incentive Corporation
Seven Generations Education Institute
Shooniyaa Wa-Biitong
Kenora and District Chamber of Commerce
Kenora Hospitality Alliance
Lake of the Woods Brewing Company
Harbourtown BIZ
Northwest Training and Adjustment Board
Kenora District Services Board
Northwest Business Centre
Ne-Chee Friendship Centre
Confederation College

(Herinafter called the "Partners")

REGARDING IMPLEMENTATION OF THE

Pathways to Employment in Kenora's Services Sector Report

(Herinafter called the "Report")

1.0 Background

In August 2017, the City of Kenora received funding from the Ministry of Advanced Skills and Education to proceed with data collection, strategy development and a partnership agreement to address the needs and barriers affecting the local services sector. The scope of the analysis centred on the retail-trade, hospitality and other tourism-based industries. The project involved engaging a number of businesses, service providers and educational institutions in order to better understand what barriers exist and generate consensus on how to overcome them. The *Pathways to Employment in Kenora's Services Sector Report* is the culmination of this engagement and contains a number of strategic actions to address identified gaps.

2.0 Purpose

The purpose of this agreement is to establish a Memorandum of Understanding (MOU) amongst the Partners to implement the strategic actions found within the Report. This agreement will outline the responsibilities of the Partners identified and the final report completed by MDB Insight titled "Building Pathways to Employment in Kenora's Services Sector" forms part of this MOU for reference and direction of the partners.

On behalf of Confederation College:-

Campus Director

Date

On behalf of the Lake of the Woods Business Incentive Corporation:-

Executive Director

Date



November 30, 2017

City Council Committee Report

To: Mayor and Council

**Fr: Adam Smith, Special Projects and Research Officer
Casey Pyykka, Community Program Liaison
Matt Boscarol, Community and Development Services Manager**

**Re: Project Selection for Ontario Sport and Recreation Communities
Fund**

Recommendation:

That Council hereby approves an application under the Ontario Sport and Recreation Communities Fund (OSRCF) for sledge hockey programming at the Kenora Recreation Centre; and further

That staff are directed to complete the application process for this funding opportunity.

Background:

The Ontario Sport and Recreation Communities Fund (OSRCF) is a grant program that supports a vision of getting and keeping Ontarians active in community sport, recreation and physical activity. The goals of the program include:

- Increasing opportunities for physical activity in sport and recreation by developing new programs or increasing access to existing programs to encourage individuals to become more active and keep those who are, engaged throughout their lives.
- To embed physical literacy as a foundation for lifelong physical activity among individuals enabling them to make healthier activity choices
- Strengthen the community sport and recreation sector by providing training in areas such as coaching, youth development, and volunteer development to provide enhanced service and quality programming.

Through the support of projects that deliver high-quality programs and policies, the OSRCF provides Ontarians with more opportunities to become physically active, including groups who experience barriers to participating and those who are traditionally less active.

The OSRCF offers 80 percent funding for successful projects with a minimum 10 percent cash contribution from the applicant.

The application deadline is January 16, 2018.

Sledge Hockey

Building off the success of the sledge hockey demonstration during Hockey Day in Canada, City staff would like to seek funding from the OSRCF to make it part of regular programming at the Kenora Recreation Centre. Sledge Hockey is an exciting sport for

people with mobility challenges. The same rules are followed as in ice hockey, with six players on the ice, including a goalie. Players sit on a sledge, which is a narrow platform with skate blades attached to the bottom, and propel themselves using two specially constructed hockey sticks that have picks on the end. Players wear full hockey gear and are strapped onto the sledges. The sledges can be adapted to meet the individual needs of each player.

There are two key inclusionary elements of sledge hockey. First, the equipment is accessible to many individuals living with disabilities in the community. Second, the nature of the game helps address barriers in the built environment at the Recreation Centre. With the players' benches being inaccessible, players sit on the ice along the boards in front of the benches between the blue line and red line. For penalties, the players sit in the semi-circle in front of the penalty box.

Budget:

The program will require the purchase of sledges, sticks and equipment. Sledges and sticks are estimated to cost at least \$7,700. However, to help off-set costs related to sticks and equipment, staff will seek to partner with other organizations.

Communication Plan/Notice By-law Requirements: NA

Risk Analysis:

There is a moderate financial risk in proceeding with the project since the municipality must have a cash contribution of 10 percent. Staff are seeking to minimize this cost by partnering with other agencies to contribute equipment and/or sticks.

Another high risk pertains to service delivery. However, this risk is likely to result in positive outcomes as this new program will serve to align with the strategic goals of the municipality as identified below.

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 neighbors

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



November 22, 2017

City Council Committee Report

TO: Mayor and Council

**FR: Melissa Shaw, Planning Assistant
Matt Boscariol, Manager of Community and Development Services**

RE: Sale Of lands legally described as Part 1, Plan 23R-14558 to Owen Green

Recommendation:

That Council of the City of Kenora authorizes an agreement with Owen Green for the sale of unopened road allowance legally described as Part 1 on Plan 23R-14558; and further

That the City of Kenora agrees to sell Owen Green the property described above, at a fee established per the tariff of fees by-law 125-2017; and further

That all associated legal and survey fees be the responsibility of Owen Green; and further

That Council gives three readings to a bylaw to execute an agreement of purchase and sale between the Corporation of the City of Kenora and Owen Green.

Background:

On Tuesday February 16, 2016, Council adopted resolution 15, declaring a portion of the land abutting plan M63 Lots 53 and 54 remainder of Parcel 4270, as surplus to the needs of the municipality. The subject lands are approximately 0.015 ha and are a portion of an unused lane that runs parallel to the street locally known as River Drive. The applicant has made formal application, including the prescribed fee, to the City of Kenora to purchase the lands. The Applicant has a survey completed which is attached for your review.

Notice of the intention to sell surplus lands was advertised in the Municipal Memo on Thursday November 23rd, 2017 and Thursday November 30th, 2017, as per the Notice By-law, amended by by-law15-2011.

As per the tariff of fees by-law 125-2017, an application to purchase municipal property shall be transferred at a minimum of \$1000.00 or fair market value. The subject lands are 0.015 ha in size, located at the end of an unopened road allowance, with moderately steep terrain. The applicant, Owen Green is the registered owner on all abutting lands to the north, south and east of the subject property. Due to the very limited size of the subject property, the location and terrain, the recommendation is a fee of one-thousand dollars (\$1000.00) plus HST for the sale of the lands.

Budget: No impact to the City, since fees are collected in accordance with the Tariff of Fees By-law for application processing and purchase price, legal and professional surveyor fees are the applicant's responsibility

Risk Analysis:

As per the requirements in the City's ERM Policy, there is perceived low risk, however mitigated through public notice and communication of the sale of land within the Municipal Memo and on the Kenora.ca website.

Communication Plan/Notice By-law Requirements:

Finance, Community and Development Services, Filing

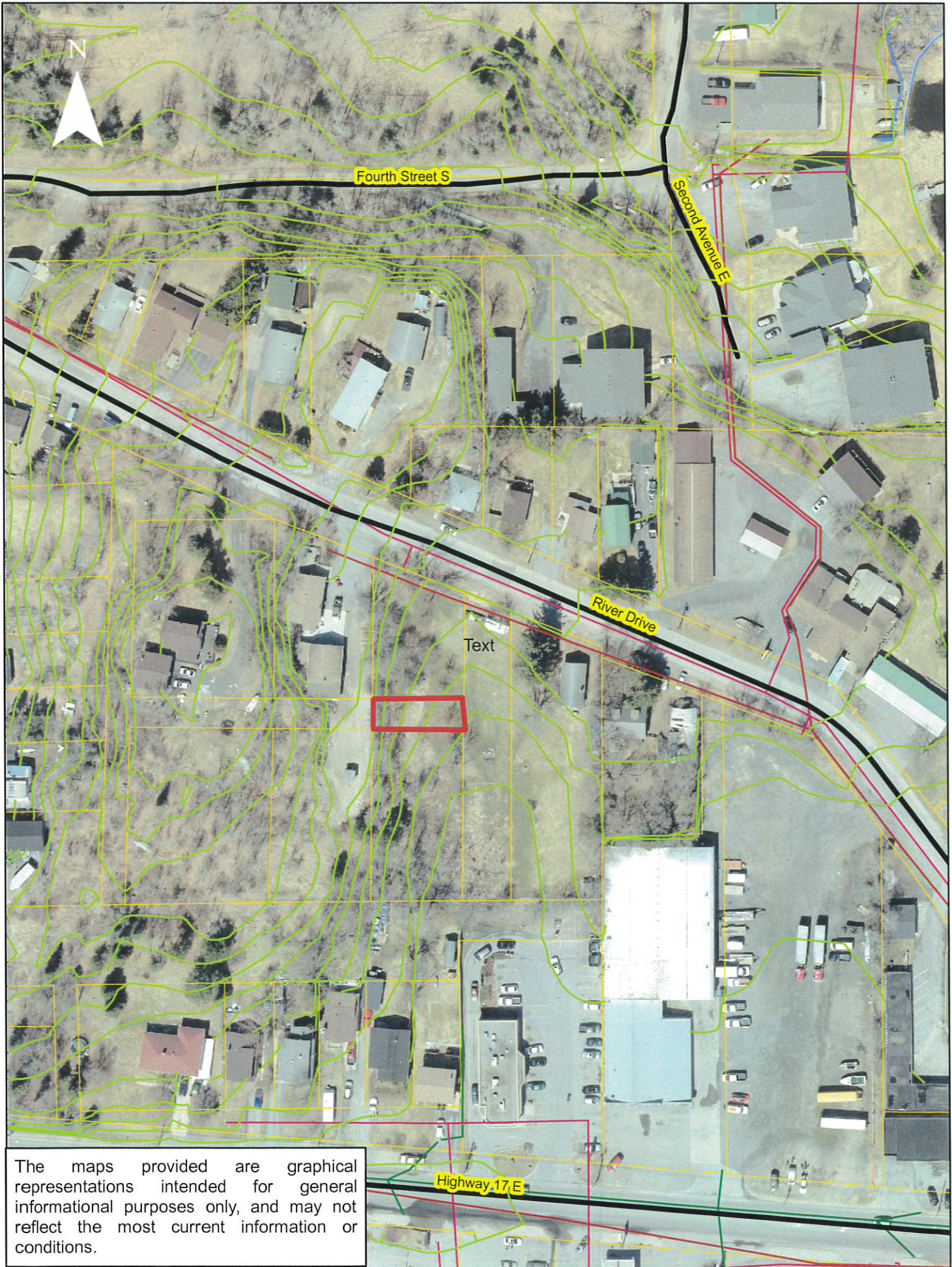
Strategic Plan or other Guiding Documents:

This project supports the City of Kenora's Vision 20/20 Strategic Plan's priority to Build Our Foundations and further supports potential future development. In particular, this project aligns with the following:

1.1 – The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district;

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

2.4 The City will act as the catalyst for continuous improvements to the public realm;



The maps provided are graphical representations intended for general informational purposes only, and may not reflect the most current information or conditions.

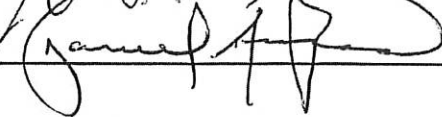
The Corporation of the City of Kenora Council Resolution

City of the North
KENORA



Resolution No. 15

Moved by 

Seconded by 

February 16, 2016

~~~~~

That the Council of the City of Kenora hereby declares a portion of a lane abutting Plan M63 Lots 53 and 54 remainder Parcel 4270, as surplus to the needs of the municipality; and further

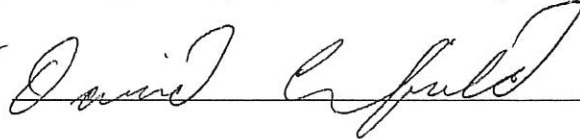
That the purchaser must make formal application to purchase the lands; and further

That it will be the responsibility of the applicant's solicitor to ensure that the legal description is valid and can be used to convey the lands; and that if a survey is required, the City of Kenora will issue instructions; and further

That in accordance with the Notice By-law arrangements be made to advertise the sale of the subject lands for a two week period; and further

That once the advertising process has been completed, Council give three readings to a by-law to authorize the sale of land to Owen Cleve Green, being the property owner, as a lot addition (consolidation via merger agreement) for a sum of \$1,000 or market value (established by Century 21 - Reynard Real Estate), whichever is more, plus survey and all other associated costs; and further

That if required in order to consolidate the entire subject property, a deeming by-law, to deem Lots 63 and 64 on Plan M63, to no longer be lots within the subdivision; all costs associated with the By-law to be borne by the Applicant.

Defeated \_\_\_ Carried   Mayor  
or A/Mayor

| Recorded Vote       | AYE | NAY | Dec. of Interest | Absent |
|---------------------|-----|-----|------------------|--------|
| Councillor Goss     |     |     |                  |        |
| Councillor McMillan |     |     |                  |        |
| Councillor Reynard  |     |     |                  |        |
| Councillor Roussin  |     |     |                  |        |
| Councillor Smith    |     |     |                  |        |
| Councillor Wasacase |     |     |                  |        |
| Mayor Canfield      |     |     |                  |        |

**DISTRIBUTION:** \_\_\_\_\_

\_\_\_\_\_

RECEIVED AND DEPOSITED  
2017 06 03  
"KEVIN DIKONEN"  
REPRESENTATIVE FOR LAND REGISTRAR FOR THE LAND TITLES DIVISION OF KENORA

I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE  
LAND TITLES ACT.  
2017 09 25  
ERIC RODY

| PART | LOT                                                              | PIN/PARCEL INST./CROWN | AREA (ha) | REGISTERED OWNER |
|------|------------------------------------------------------------------|------------------------|-----------|------------------|
| 1    | PART OF LANE BETWEEN LOTS 53 AND 64 AND LOTS 54 AND 63 PLAN M-63 | PART OF 42168-0185(LT) | 0.015     |                  |

**PLAN OF SURVEY OF**

PART OF  
THE LANE BETWEEN LOTS 53 AND 64  
AND LOTS 54 AND 63  
PLAN M-63  
CITY OF KENORA  
DISTRICT OF KENORA  
ERIC RODY, OLS  
SCALE 1 : 350



METRIC: DISTANCES SHOWN HEREON ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

**BEARING NOTE**

BEARINGS ARE UTM GRID, DERIVED FROM STATIC GPS OBSERVATIONS PROCESSED USING NATURAL RESOURCES CANADA PRECISE POINT POSITIONING ON MONUMENTS 1 AND 13 TO YIELD A GRID BEARING OF S 57°41' E, NAD 83 CSRS AND ARE REFERRED TO THE CENTRAL MERIDIAN OF UTM ZONE 15 (93° W LONGITUDE) (1997.0).

**ROTATION NOTE**

FOR BEARING COMPARISONS, A ROTATION OF 0°01'00" (CLOCKWISE) WAS APPLIED TO BEARINGS ON P1 AND P2 TO CONVERT TO UTM BEARINGS.

**SCALE FACTOR NOTE**

DISTANCES ARE GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.999689.

**LEGEND**

- DENOTES - SURVEY MONUMENT FOUND
- DENOTES - SURVEY MONUMENT PLANTED
- RB DENOTES - ROCK BAR
- RBOLT DENOTES - ROCK BOLT
- IB DENOTES - IRON BAR
- WIT DENOTES - WITNESS MONUMENT
- 764 DENOTES - J. C. KIRKUP, O.L.S.
- 1262 DENOTES - R. M. JOHNSON, O.L.S.
- 1307 DENOTES - R. A. WOODS, O.L.S.
- EB DENOTES - E. D. SEWELL, O.L.S.
- PROP DENOTES - PROPORTIONED PLAN INFORMATION
- OU DENOTES - ORIGIN UNKNOWN
- P DENOTES - PLAN 23R-9894
- P1 DENOTES - PLAN M-63
- P2 DENOTES - PLAN BY E. SEWELL, O.L.S. DATED JANUARY 8, 1954 ATTACHED TO LT49795

**SURVEYOR'S CERTIFICATE**

- I CERTIFY THAT:
- THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT AND THE LAND TITLES ACT, AND THE REGULATIONS MADE UNDER THEM.
  - THE SURVEY WAS COMPLETED ON 2017 06 05

KENORA, ONTARIO  
2017 09 25

ERIC RODY  
ONTARIO LAND SURVEYOR

**INTEGRATION COORDINATE TABLE**

OBSERVED REFERENCE POINTS (ORP<sub>s</sub>) DERIVED FROM GPS OBSERVATIONS USING THE PRECISE POINT POSITIONING (PPP) SERVICE, UTM ZONE 15, NAD 83 CSRS (1997.0).

COORDINATES TO URBAN ACCURACY PER SEC. 14 (2) OF O.REG. 216/10.

| POINT NO. | NORTHING   | EASTING   |
|-----------|------------|-----------|
| 1(ORP)    | 5513147.36 | 394142.12 |
| 13(ORP)   | 5513096.07 | 394223.21 |

COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.

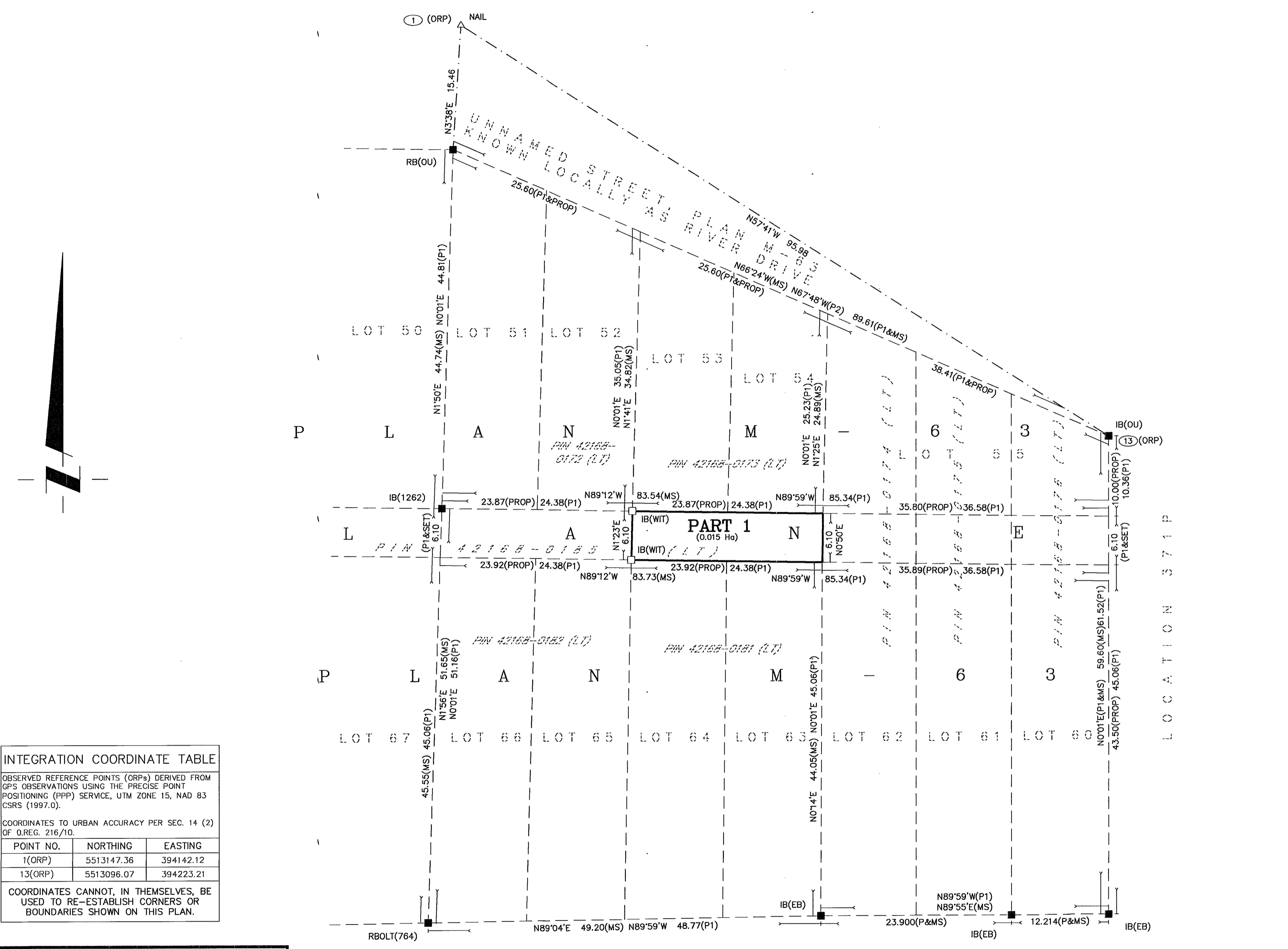
**RUGGED GEOMATICS INC.**

WWW.RUGGEDGEOMATICS.COM  
ERIC.RODY@RUGGEDGEOMATICS.COM  
(807) 468-8516

138 MAIN STREET SOUTH  
KENORA, ONTARIO, P9N 1S9  
CANADA

ONTARIO LAND SURVEYORS  
CANADA LANDS SURVEYORS

|                                       |
|---------------------------------------|
| PARTY CHIEF: KYLE CRESWICKE           |
| CHECKED BY: ERIC RODY, O.L.S., C.L.S. |
| FILE: SK17046                         |
| DRAWN BY: JOSEPH HANSTEAD             |



FIFTH STREET SOUTH, PLAN M-63 (NOT OPEN)(FORMERLY McRAE STREET)  
(NAME CHANGED BY BY-LAW No. 460, INSTRUMENT No. 785)

PART 1, PLAN 23R-9894



November 30<sup>th</sup>, 2017

## City Council Committee Report

**To: Mayor and Council**

**Fr: Devon McCloskey, City Planner  
Matt Boscariol, Manager of Community & Development Services**

**Re: Sale and Other Disposition of Land Policy PP-4-1**

### **Recommendation:**

That Council hereby approves a new Sale and Other Disposition of Land Policy #PP-4-1; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to give three readings to a new Sale and Other Disposition of Land Policy at its December 12, 2017 meeting which outlines the municipalities policies for disposing of municipal properties; and further

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

That bylaw number 138-2000 be hereby repealed.

### **Background:**

Staff have undertaken to review the City's current By-law No. 138-2000 "Establishing Procedures, Including the Giving of Notice, Governing the Sale of Real Property", which was brought into effect in 2000.

The By-law was brought into effect after amalgamation but previous to the enactment of the current *Municipal Act, 2001*.

In accordance with Section 270 of the current Municipal Act, Municipalities are entitled to determine their own policies and procedures for the sale of land, and the content of the policies is left to the discretion of individual councils; however policies must be adopted by by-law.

In developing a policy that is up to date and meets the present needs of the City of Kenora, Staff referenced several other Municipal policies and presentations, and received a recommendation by a well recognized planning professional, who advised, that the policy should be straightforward to facilitate the sale of surplus land in an expeditious manner.

The proposed policy will enable City Staff to take a lead role in processing applications, including various administrative tasks, such as drafting and circulating notices. The expeditious evaluation of individual applications will be completed by the Planning Department in accordance with the policy. The Department is well suited since it is proficient in dealing with planning and property matters, and knowledgeable of legislation, by-laws and policies that apply to public and private property.

The draft policy was circulated internally to City Departments including Clerks, Building, Fire & Emergency Services, Operations & Infrastructure, Engineering, Economic Development, and Facilities.

The policy was amended to reflect comments, remaining noteworthy concerns include the following:

- Policy is very broad, may not be legible to the general public, may include additional schedules including surplus land listing, suggestion that when roads are sold, half (1/2) is offered to the abutting land owner.
- Questioned if it should be denoted that appraisals should be “arms length”
- Questioned the specific methods of disposition, and if they should be defined

The policy is intended to be uncomplicated and may be updated as needed, this will include the incorporation of additional schedules as needed. Proposals for purchase of City property will be evaluated for their intended development and use. Proposals that would enable a property to become more compliant with City Planning Policy and Regulations should be given priority over lot additions that may not achieve overall benefit. Flexibility in this regard is needed when reviewing any application for disposition. Once a surplus land listing is developed, it will be made available and continuously updated outside of this policy.

**Budget:**

No impact, applicants to incur all costs associated with application and transfer of land. All land disposition will occur as per the Tariff of Fees and as per the requirements of the proposed policy.

**Risk Analysis:**

As per the requirements in the City’s ERM policy, there is a potential of moderate to high people impact. Failure to execute a transparent policy may cause the Corporation difficulty in managing the various proposals received to acquire City property. In the absence of an up-to-date policy, City Staff are not able to process applications in a straightforward manner, so that we may expeditiously assist property owners and developers with proposals, toward the growth and improvement of the City of Kenora.

**Communication Plan/Notice By-law Requirements:** Public disclosure provided by Minutes of the Committee of a Whole and Council Regular Meetings, and Agendas. Circulation to all commenting Departments, and positions involved with land disposition including Community and Development Services, Operations and Infrastructure, and the Clerk’s Department. Incorporation to the Property and Planning Policy Manual.

**Strategic Plan or other Guiding Document:**

- Municipal Act, 2001, S. 270
- Strategic Plan
  - 1-2 The City will forge strong, dynamic working relationships with the Kenora business community
  - 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’

# Sale and Other Disposition of Land Policy



|                                                            |                                              |                                             |                  |                 |
|------------------------------------------------------------|----------------------------------------------|---------------------------------------------|------------------|-----------------|
| <b>Section</b><br>Community &<br>Development Services      | <b>DATE</b><br>November 7,<br>2017           | <b>Approved by</b><br><b>By-law Number:</b> | <b>PAGE</b><br>1 | <b>OF</b><br>12 |
| <b>Subsection</b><br>Sale and Other<br>Disposition of Land | <b>Supersedes By-law Number:</b><br>138-2000 | <b>Policy Number</b><br>PP-4-1              |                  |                 |

## 1.0 Purpose

- 1.1 To provide a procedure for governing the sale and other disposition of land in the ownership of The Corporation of The City of Kenora.

## 2.0 Policy

- 2.1 The Council of The Corporation of the City of Kenora will consider at its sole and absolute discretion, the sale and other disposition of land in the ownership of The Corporation of The City of Kenora.
- 2.2 The Council of The Corporation of the City of Kenora will also consider, as part of its disposition of land policy, the closure and conveyance of roads owned by the Corporation of The City of Kenora.

## 3.0 Definitions

- 3.1 In this policy:
  - 3.1.1 **Act** means *Municipal Act, 2001*, S.O 2001, Chapter 25, as amended;
  - 3.1.2 **Appraisal** means an opinion as to the fair market value of the Land given by an individual with training and experience in valuing real estate acceptable to the City;
  - 3.1.3 **City** means the City of Kenora



3.1.4 **Clerk's Department** means the Staff and Office of the City Clerk;

**Sale and Other Disposition of Land Policy**

| <b>Policy Number</b> | <b>Page</b> | <b>Of</b> |
|----------------------|-------------|-----------|
| PP-4-1               | 2           | 12        |

3.1.5 **City Solicitor** means the Solicitor and firm as designated;

3.1.6 **City Staff** means the Chief Administrative Officer, Manager of Community and Development Services, City Planner, or designate;

3.1.7 **Council** means the elected municipal City Council for The Corporation of The City of Kenora;

3.1.8 **Reference Plan** means a deposited plan of survey of the portion of land to be declared surplus;

3.1.9 **Land** includes any lands owned by The Corporation of the City of Kenora or its interest in land;

3.1.10 **Road**, where used in this policy, shall have the meaning ascribed to it as more broadly defined in Schedule "D"

3.1.11 **Sale** includes a lease of 2 years or longer, but does not include a quit claim for the purpose of confirmation of title ownership;

3.1.12 **Tariff of Fees and Charges By-Law** means the "Tariff of Fees By-Law", as amended or replaced from time to time, of The Corporation of the City of Kenora.

#### **4.0 Exclusions**

4.1 This policy shall not apply to:

4.1.1 The sale of Land under Part XI (Sale of Land for Tax Arrears) of the Act and any related Ontario Regulation made by the Minister;

- 4.1.2 Land 0.3 metres or less in width acquired in connection with an approval or decision under the *Planning Act*;

### Sale and Other Disposition of Land Policy

| Policy Number | Page | Of |
|---------------|------|----|
| PP-4-1        | 3    | 12 |

- 4.1.3 The sale of Land under Section 110 (Agreements for Municipal Capital Facilities) of the *Municipal Act*;
- 4.1.4 Land transferred to the City for security or for temporary roads or other works in connection with any agreement to which the City is a part under the *Planning Act*;
- 4.1.5 Land transferred to, or vested in, the City which neither the City nor the true owner intended to vest or be transferred;
- 4.1.6 The sale of Land to be used for the establishment and carrying on of industrial operation and incidental uses;
- 4.1.7 Cemetery plots owned by the City; or
- 4.1.8 Lake access points owned by the City.

## 5.0 Standards

- 5.1 The specific policy relating to the closure and sale of any road or portion thereof owned by the City is more particularly described in Schedule "A" to this policy.
- 5.2 Prior to selling any Land, Council shall pass a resolution, consistent or similar to the forms attached to this policy, declaring the Land to be surplus.
- 5.3 A new Reference Plan may be required, at the sole and absolute discretion of the City Planner or designate.

- 5.4 Notwithstanding Section 5.2 of this policy, where the laws of the Province of Ontario specify a particular method of disposition, those laws shall govern.

## Sale and Other Disposition of Land Policy

| Policy Number | Page | Of |
|---------------|------|----|
| PP-4-1        | 4    | 12 |

- 5.5 All costs associated with the disposition of Land, including Land transferred at nominal consideration, shall be borne by the part or parties acquiring the Land, unless otherwise directed by Council.
- 5.6 In order to avoid potential conflict of interest issues, before Council considers the disposition of Land, any employee of the City considering the acquisition of any parcel of Land from the City shall have first advised the City Planner (or designate, where the City Planner may have an interest) of his/her interest. The City Planner shall determine what, if any, steps are necessary to remove the employee from the decision-making and administrative processes related to the disposition of the Land and said process shall be disclosed to Council if requested.
- 5.7 The Applicant shall submit an application to the City for consideration. The application shall be in standard form as determined by the City Planner from time to time.
- 5.8 The Application will be evaluated for its consistency with all applicable legislation, City By-laws and policy.

### 6.0 Appraisals

- 6.1 Subject to Section 6.2, prior to selling any Land, at least one (1) Appraisal of the fair market value of the Land shall be obtained.
- 6.2 Section 6.1 of this policy shall not apply to the sale of the following types of Land:
- 6.2.1 Closed highways if sold to an owner of land abutting the closed highway;

- 6.2.2 Land that does not have direct access to a highway if sold to the owner of land abutting that Land;
- 6.2.3 Land repurchased by an owner in accordance with Section 42 of the *Expropriations Act*, as amended;

**Sale and Other Disposition of Land Policy**

| <b>Policy Number</b> | <b>Page</b> | <b>Of</b> |
|----------------------|-------------|-----------|
| PP-4-1               | 5           | 12        |

- 6.2.4 Land sold under Sections 107, 108, and 109 of the Act;
  - 6.2.5 Easements granted to public utilities, telephone companies or other like agencies; or
  - 6.2.6 Land sold to a municipality, a local board, conservation authority, the Crown or other similar agencies.
- 6.3 Any Appraisals obtained shall be used solely as a guide and shall not be determinative of the terms or price upon which Council may agree to sell any particular piece of Land. Without limiting the generality of the foregoing, other factors, including but not limited to, the history of the Land or related lands may be determinative.

**7.0 Notice**

- 7.1 Notice shall be given to abutting property owners and owners within 60 metres, of the receipt of an application to purchase and/or the City's intent to declare land surplus.
- 7.2 Notice shall be given to a proposed sale at minimum, as per this policy and the City's Notice By-law, including posting in the newspaper for two consecutive weeks, and the City's website.
- 7.3 Sections 7.1 and 7.2 of this policy does not apply to the sale or granting of easements to public utilities, telephone companies, or other like agencies.

**8.0 Affidavit of the City Planner**

- 8.1 The City Planner or designate is authorized, directed and empowered to sign an affidavit, in a form substantially similar to

that attached to this policy as proof that this policy has been complied with.

## Sale and Other Disposition of Land Policy

| Policy Number | Page | Of |
|---------------|------|----|
| PP-4-1        | 6    | 12 |

### 9.0 General

- 9.1 The provisions of this policy shall only apply to land owned by the city and shall not extend to or apply to any personal property of the city.
- 9.2 The manner in which the city carries out the sale of its land, if consistent with this policy, is not open to review by any court if the city may lawfully sell the land, the purchaser may lawfully buy the land and the city acted in good faith.

### 10.0 Administration

This policy shall come into force and take effect under by-law

### 11.0 Schedules

Schedule "A": Policy relating only to the closure and sale of roads

## Sale and Other Disposition of Land Policy

| Policy Number | Page | Of |
|---------------|------|----|
| PP-4-1        | 7    | 12 |

### Schedule A

#### Policy and Procedure for the Closure and Conveyance of Roads

## 1. Definitions Specific to This Schedule

**1.1** In addition to the definitions outlined above, in this Schedule:

(a) **Applicant** means the owner of the abutting land to the Road applying to the City for the road to be stopped up, closed and transferred;

(b) **Draft Reference Plan** means a draft plan of survey of the portion of Road to be stopped up, closed and transferred as prepared by an Ontario Land Surveyor and submitted by the Applicant to the City for approval;

(c) **Letter of Authorization** means a letter from the Applicant appointing a representative to act as their agent in this process. The appointed agent shall receive all communication from the City throughout the process as defined herein; and

(d) **Road** means all original road allowances, road allowances, streets, highways, laneways, access roads, colonization roads or any other road or highway as defined by the Act or other relevant legislation that is owned by the City.

## 2. General Provisions

**2.1** The Applicant is responsible for paying the application fee, legal services where required and tracked by City Staff, surveying, appraisal, advertising and land conveyancing costs involved in the Road closing and conveyance of surplus land by the city. In the event that an Applicant fails to pay the costs incurred within one (1) year of Council passing the applicable by-law, all outstanding costs will be added to the tax roll and collected in the same manner as taxes pursuant to Section 398 of the Act.

**2.2** The required by-law to approve the closure and conveyance of the Road will not be passed until the current realty taxes on the Applicant's property are paid and the account is up to date.

**2.3** The land disposition costs are calculated on the square footage of the Road to be closed and conveyed as determined by the Reference Plan and subject to the fees set out in the City's Tariff of Fees By-law if applicable, through an appraisal, or at Council's discretion.

**2.4** Applications will be considered **terminated** if inactive for a period of **one (1) year**.

**2.5** Applicant **must** own the property directly abutting the Road.

**2.6** Applications will not be approved if the closure of the road would deprive other land owners of their sole access to their properties.

**2.7** Generally, the portion of Road to be closed and conveyed will be determined by straight lot line projections. However, in some instances deviations from straight extension of existing lot lines may be considered and may be required by the City in determining the description of the portion of the Road to be closed and conveyed.

### **3. Procedure**

**3.1** The Applicant shall submit an application to the City for consideration. The application shall be in a standard form as determined by the City Planner from time to time. The initial application fee shall include:

- (a) Review of the application and creation of new file;
- (b) Circulations to various departments;
- (c) Correspondence with Applicant regarding pre-approval;
- (d) Site visit to the subject land(s);
- (e) Written notice to abutting neighbour(s) regarding the potential Road closure;
- (f) Preparation of preliminary approval report to Council, if required;
- (g) Review of Draft Reference Plan;
- (h) Preparation of final surplus report and resolutions;
- (i) Presentation of by-law to Council and public meeting;
- (j) Passing of by-law by Council; and

(k) Registration of By-law on title.

### **3.2 Application**

The application shall be submitted to the city accompanied by:

(a) Application fee, as per the City Tariff of Fees By-law;

(b) Seasonal (summer) pictures of the Road;

(c) A detailed sketch or site plan "to scale" which clearly shows the following:

(i) the location and measurements of **all** existing buildings/structures (including accessory buildings and septics) on the **Applicant's property**;

(ii) the location and measurements of **all** existing structures on the **City's property**;

(iii) the distance from the structures to the abutting lot lines;

(iv) vegetation, driveways and paths; and

(d) Letter of Authorization, if the Applicant has engaged the services of an agent to act on their behalf.

**3.3** Applications shall be circulated to City Departments including Planning, Roads, Water, Waste Water and Building for their comment and consideration. Applications may be granted subject to conditions of such departments (e.g. deeming by-law, site plan agreement or development permit, etc.) in the sole and absolute discretion of City Staff and/or Council as outlined in this policy.

**3.4** Once preliminary approval is granted, the City will provide a letter notifying the Applicant or their named agent that preliminary approval has been granted.

**3.5** The Applicant will engage the services of an Ontario Land Surveyor familiar with Road closings to prepare a Draft Reference Plan of the subject Road that must include:

(a) City Staff or Council pre-approved property lot line extensions; and

(b) All structures on the Applicant's property, if advised by City Staff; and

(c) All structures on the Road.



**Note:** the structures may be removed from the Draft Reference Plan once the City has reviewed and approved the plan. The Draft Reference Plan **must not** be deposited in the local registry office until final approval is received from the City.

### **3.6 City Staff Responsibilities**

(a) Contact the Applicant or their named agent/solicitor in writing, requesting the name of their surveyor, establish costs relating to the legal fees and advertising and advise of the requirement for appraisal or purchase price for the Road;

(b) Upon receipt of the Draft Reference Plan and following its approval by the City, advise surveyor to proceed to deposit the Draft Reference Plan. Advise surveyor to provide City with two (2) copies of the Reference Plan (including an electronic version);

(c) Perform sub-search of title to confirm the Applicant is the owner of the property abutting the subject Road;

(d) Provide notice of the application to the following agencies as applicable:

- (i) Kenora Hydro or Hydro One as applicable;
- (ii) Bell Alliant;
- (iii) Shaw Cable;
- (iv) Union Gas;
- (v) Ministry of Natural Resources and Forestry;
- (vi) Ontario Power Generation
- (vii) Lake of the Woods Control Board
- (viii) Other agencies with an interest in the road.

(e) If agencies listed above have an interest in the Road, City Staff shall facilitate the registration of such interest against title to the Road after the closing thereof and prior to the transfer of the land to the Applicant;

(f) Request a public meeting date from Clerk's Department;

(g) Prepare the public notice which shall include the property description of the portion of Road to be stopped up and closed and the Council date when the matter will come before Council for consideration;

(h) Post the public notice on the City's website for two (2) consecutive weeks and advertise in a local newspaper for the same period; and

(i) Prepare the by-law, report and any attachments for the Clerk's Department for the Council meeting.

**3.7** At the scheduled public meeting, Council is required to give consideration to written comments that may be provided to the City Planner.

**3.8** If Council is in agreement, the resolution declaring the land surplus and the by-law are then passed consecutively in that order by Council at the scheduled public meeting.

**3.9** The Clerk's Department will forward the resolution and executed by-law(s) to the City Planner or City Solicitor for preparation of the necessary documents for registration.

**3.10** City Staff, the City Solicitor or the Applicant's Solicitor, shall then:

(a) Prepare:

(i) If necessary, the application for the City to be entered as owner; and

(ii) The application to register the road closing by-law;

(b) Register a certified copy of the road closing by-law in accordance Section 34(1) of the Act;

(c) Prepare the affidavit of City Planner, acknowledgements and directions, transfer/deed and land transfer tax affidavit. The name of the transferee and manner in which title is to be taken shall be identical to the registered ownership of the Applicant's abutting lands;

(d) Prepare interim reports to the Applicant, or their named agent or solicitor. The interim reports shall include copies of the registered applications, the acknowledgement and direction to which is attached a draft transfer/deed for execution and the request for the land acquisition fees from the Applicant;

(e) Upon receipt of executed documents from Clerk's Department and the Applicant together with all applicable fees and funds payable relating to the file, confirm that all municipal taxes relating to the Applicant's land are current;

(f) Register the required easements (if any);

(g) Register transfer/deed;

(h) Complete a Merger Agreement and consolidation of the PIN Parcel Registers of the Land and existing Applicant land(s);

(i) Prepare and forward a final report to the Applicant, or their named agent or solicitor attaching the registered documents.



Nov 24, 2017

## City Council Committee Report

**TO: Mayor and Council**

**FR: Matthew Norburn – Recreation Services Division Lead**

**RE: Kenora Sports Hall of Fame Display**

### **Recommendation:**

That Council recognizes the Kenora Sports Hall of Fame Program to Kenora honouring local athletes for their significant achievement to sport; and further

That Council authorizes display cabinets to be located within the Kenora Recreation Centre to display the inductees' plaques into the Kenora Sports Hall of Fame; and further

That Council hereby directs administration to include the request for a one-time donation of up to \$5,000 towards this project as part of the 2018 municipal operating budget deliberations for Council consideration.

### **Background:**

The Kenora Sports Hall of Fame - established in 2017/2018 – has the primary intent to "preserve the record of Kenora athletes" sports achievements and, "to promote a greater awareness of Kenora's rich heritage of sports." Inductees will receive framed certificates to keep and all inductees have plaques placed in the Kenora Sports Hall of Fame cabinet at the KRC. Categories for the Sports Hall of Fame will include athletes, builders, and teams.

The Committee's objective is to create a Kenora Sports Hall of Fame in Kenora, which is a branch of the Northwestern Ontario Sports Hall of Fame which recognizes local athletes' significant accomplishments. In order for these athletes to continue to be publicly recognized once inducted into this Hall of Fame, they require a location for a display cabinet within the Kenora Recreation Centre (KRC) for visitors to see the inductees' plaques. Staff have located a space for two oak display cabinets with the dimensions of 8' x 4' x 1' to be located in the Kenora Recreation Centre. These may be slightly adjusted to conform to the space provided.

After meeting with Recreation Staff and discussing the best possible location for these display cabinets it was decided to place them in a highly visible area. Discussions took place with a representative from the Hall of Fame Committee, City Staff and the Sharks Swim Club. The preferred location is to place the cabinets on the wall by the concession, currently occupied by the swim club display. The swim club display would then be relocated closer to the entrance to the pool. All groups involved are in favour of these actions.

### **Budget:**

The Hall of Fame Committee would be looking for the city to make a contribution of \$5,000 towards the project.

Project costs include;

1. Plaques \$3,500
2. 2 oak display cabinets \$3,000

It is suggested that Council support a one-time donation of \$5,000 towards the project to be taken from the 7307400 - KRC Complex Materials & Supplies and included in the 2018 operating budget to establish the program into Kenora.

**Risk Analysis:**

As per the requirements of the City's ERM Policy, staff have identified a moderate risk financial risk in contributing towards this project.

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

Mayor and Clerks Office; Manager of Community and Development Services; Recreation Services Division Lead; Finance and Administration; Kenora Hall of Fame Committee

**Strategic Plan or other Guiding Document:**

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

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