



City of Kenora
Committee of the Whole Agenda
Tuesday, February 14, 2017
9:00 a.m.
City Hall Council Chambers

A. Public Information Notices

As required under Notice By-law #144 -2007, the public is advised of Council's intention to adopt the following at its February 21, 2017 meeting:-

- Council will adopt new cemetery rates
- Council will approve an appropriation from the Tax Write off Reserve in the amount of \$203,657.89, to offset the cumulative reduction in municipal tax revenues as a result of these minutes of settlement, with any potential shortfall to be taken from the City's contingency reserve

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 January 10, 2017 and Special Committee of the Whole meeting held January 17, 2017 be confirmed as written and filed.

D. Deputations/Presentations

- Keric Funk, KACL – Enchanted Forest in Lakeside
- Lake of the Woods Museum Gallery Committee Presentation
 - City of Kenora Website Launch

E. Reports:

1. Corporate Services & Strategic Initiatives

Item Subject

Pages

- 1.1. Corporate Communications
- 1.2. By-law Enforcement Summer Student
- 1.3. December 2016 Financial Statements

- 1.4. Harbour Advisory Committee Completion
- 1.5. Kenora Baseball League Tax Receipt Request
- 1.6. Minutes of Settlement – Canadian Tire
- 1.7. 2016 Receivables Write Offs
- 1.8. Mayors Leading in Poverty Reduction Discussion

2. Fire & Emergency Services

Item Subject	Pages
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No Reports

3. Operations & Infrastructure

Item Subject	Pages
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- 3.1 Leonard Kropioski Memorial
- 3.2 James Road Rate of Speed Traffic Amendment
- 3.3 Water Street T-Intersection next steps

4. Community & Development Services

Item Subject	Pages
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- 4.1 State of Housing Report
- 4.2 Application for a variance to the sign license bylaw
- 4.3 Cemetery Rates and Fees
- 4.4 Community Club Grants
- 4.5 Keewatin Memorial Arena Ceiling and Tender Award
- 4.6 Museum Annex Project
- 4.7 Push for Change Event Support
- 4.8 Coney Island Music Festival Grant Application Support

Proclamations:

- Rotary Week – February 20-26, 2017

Other:

- 11:00 a.m. – D14-17-01 (7044 Coker Road) Zoning Bylaw amendment meeting
- 1:00 p.m. – Kenora Airport Authority Presentation

Next Meeting

- Tuesday, March 14, 2017

Motion - Adjourn to Closed Meeting:

That this meeting now be adjourned to a closed session at _____ a.m.; and further

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

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

Return to Open session with any reports from open.

Adjournment



DEPUTATION REQUEST FORM

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

How to Make a Deputation:

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

City Clerk's Contact Information:

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

Name: (person making deputation) Keric Funk / **Organization You Represent:** (if applicable) Kenora Association for Community Living
 (please print)

Mailing Address: 501 Bth Ave South Telephone Number: 407-5967
 Email Address: Keric.funk@kac1.ca Postal Code: P9N 3Z9

Other Persons Presenting with You on this topic? (on behalf of same organization) No Yes
 If yes, Other Names: _____

Topic – include brief statement of issue or purpose for Deputation:
 • Please see Protocol Notes on Page 2
Creating a food forest at Enchanted Forest in Lakeside.

I wish to appear before Council Committee of the Whole
 Other

On the Meeting date: Tuesday Feb 14th / 2017.

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

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

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

...2

Deputation Protocol

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

2.9 Cell phones/Blackberries/Smart Phones

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

9.7 No Deputant shall:

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

9.9 Expulsion

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

9.14 Appearance - previous - limitation - new information

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

 **Check below:**

I have never spoken on this issue before.

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

{Committee of the Whole/Property & Planning Meeting}

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

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

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

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

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

{Council Meetings}

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

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

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

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

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



February 7, 2017

City Council Committee Report

To: Mayor and Council

Fr: Heather Kasprick, City Clerk

Re: Corporate Communications

Recommendation:

That Council hereby accepts the new Corporate Communications Plan and Communication Strategy for the City of Kenora; and further

That Council gives three readings to a bylaw to amend the comprehensive City Policy manual to adopt a new Communications Policy #LS-10-1 and a new Social Media Policy # LS-10-2.

Background:

A communications plan has been part of the Communications Lead goals for the past several years and was near completion. The plan has been developed over several years of review, training sessions and observation of communications in the City. The plan will give us a direction/vision for communications in the City as well as a guide for staff to follow when developing new areas in their divisions as well as keeping communications in the forefront of the work they do for both public and internal.

With the organizational review, one of the recommendations was to add a new Communications Clerk position. This position has allowed us to take communications to a new level and make many changes and improvements already. These communication documents (plan, policies and strategy) simply puts the work we are doing into reference material for staff and the public to review.

The communication policy has been developed with the intent for staff to review and follow when it comes to not only new initiatives in their divisions, but regular work that is important to be communicated to staff and the public. Providing a clear definition of what roles each of us play in the delivery of communication in the City.

The social media policy is a policy that is intended to be a guideline and guiding principles for staff (including Mayor and Council) on the use of social media. The City is regularly mentioned in posts and 'rants' on social media about specific departments and even particular employees. Having guidelines as to how we respond to these types of social media posts and how employees post is important and a policy will now be in place for the use of social media.

The communication strategy is the last piece of the puzzle which captures all the recommendations from the Strategic plan as well as the organizational review and places it into a strategy for my communication team to work towards. It establishes goals for us and a direction for us to carry communication for the next several years.

The communication plan, strategy and policy and social media policy was launched today to tie into the launch of our new website. This website redesign has been over a year in the works and we feel we are presenting a solid, clear format for our citizens and visitors. Extensive work has gone into the redevelopment by our Communications Clerk, Kerri Holder, and the website will of course be, an ongoing project with day-to-day changes in information.

Over the past year, the communications department has worked diligently on the website project along with several other communications projects including:

- Launch of the internal and external digital messaging system
- Stronger presence on social media
- Launch of the new Recycle Coach app
- Partnership of the Kenora Live app
- Launch of our Instagram Page
- Launch of the Everbridge emergency notification system
- Launch of a new Site Improve website tool which scans and gives us continually reporting on our website inconsistency and ensures our site is meeting accessibility standards
- The last two months have been spent on Hockey Day in Canada solid advertising and marketing plans to ensure for a successful national event for Kenora

While the website project alone was a significant undertaking and required complete re-writes of many department information, we continued to work on all the other projects to improve communications throughout the City. We are currently working on the new My311 system which will add a further communication tool to the City allowing us to track call volumes, responding times and repetitive call types in every department throughout the City. This project started late 2016 but had to be put on hold until the Hockey Day in Canada event and the launch of the website could be completed. We will now focus our major project targets on the completion of this program along with several large campaigns such as the relaunch of the new bus routes along with the new parking at the Kenora Shoppers Mall.

Budget: Communication/Advertising budget established annually in operating budgets

Risk Analysis:

As per the requirements in the City's ERM Policy, staff have identified a moderate risk to public trust and confidence. This risk is considered an opportunity that should be pursued through development of these policies, plan and strategy.

Communication Plan/Notice By-law Requirements:

Media release, communication to all departments on the new policy, plan and strategy

Strategic Plan or other Guiding Document:

2-3 - The City will ensure prompt and immediate response times supported by resilient communications in the event of system outages and other emergencies

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

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

3-5 - The City will foster inter-departmental, cross-organizational communication to avoid duplication

3-6 - The City will conduct annual staff roundtable workshops to promote inter-departmental idea exchanges, employee engagement and knowledge transfer

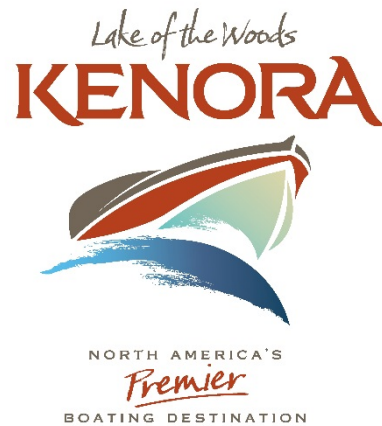
3-7 - The City will roll-out an annual, confidential employee engagement survey to Staff that will identify and support the resolution of work-place related issues and challenges impacting the health and sustainability of the organization

3-8 - The City will produce and distribute an internal quarterly e-newsletter that documents the activities, successes and staffing changes within the city

3-9 - The City will establish protocols for Staff orientation that provide the fundamental tools of customer service and organizational understanding

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

City of Kenora



Corporate Communications Plan

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Corporate Communications Plan

1.0 Corporate Communications

1.1 Introduction

The City's Corporate Communication Plan is intended to corporately establish the objectives, strategies and actions designed to improve internal and external communications for the City supporting the goals of the City's Strategic Plan.

As part of this strategic Plan, establishing a Communications Plan with overall targets and strategies will enable Council to measure the successes of these efforts. This plan is intended to outline our goals, objectives and be the guiding document to our Communication Strategy. We have recognized the growing demand for open and two-way communication, particularly as it pertains to listening to citizens, gathering feedback and the expanding influence of technology in accessing information through social media presence.

1.2 Plan Objective

The purpose of this Communications Plan is to ensure that communications across the City of Kenora are well coordinated, effectively managed and responsive to the information needs of Council, employees and the general public.

1.3 About this Plan

All City employees have a role to play to ensure the success of the Communications Plan. By working collaboratively across departments to ensure the City's communication efforts are well coordinated and responsive to the needs of stakeholders, we will achieve a more informed and engaged workforce, community and Council.

This is an evolving strategy for the entire organization. The plan will help build our communications capacity and allow us to develop trustworthy relationships and effective public policy.

1.4 Background

In 2014 the City of Kenora undertook the development of a strategic plan looking forward to 2020. This strategic plan entitled 'Our Vision is 2020', identified priorities and action items for the City to engage in to move forward. Respectful and inclusive communication was acknowledged as one of the characteristics defining success of this plan, applying to both external and internal communications.

The City's Strategic Plan called for an organizational review and this was conducted in the following year with results published in 2015. Extensive consultation with the public, staff and Council contributed to the recommendations that came from this review. Communication was identified as an area of focus, with internal communication and employee engagement being a priority.

Early in 2015, a communications team with staff from various Divisions within the City met with the purpose of communicating the strategic Plan internally. The group considered what staff would like to know and how this information could be relayed internally. The solution was to adopt digital signage messaging to share Strategic Plan messaging, as well as staffing news, events, accolades, council information.

Further to these initiatives, an internal staff survey conducted in July 2016 asked City staff about their interest and preference around internal communication. There were 49 surveys returned, with the majority showing support and offering constructive suggestions on our communication methods which are being incorporated into our plan.

2.0 Old Versus New

2.1 Traditional Communications

Refers to the sharing of information for any purpose via commonly used traditional tools such as media relations (media releases, advisories, interviews), print (brochures, posters, newspaper ads) or radio.

2.2 Online Communications

Refers to the communications of information through the use of the Internet for any purpose (ie: information sharing, marketing, engagement). There are several different general categories of online communications, including, but not limited to website (portal) media, social networking, online advertising and email marketing.

2.3 Social Media

Focuses on building online communities of people who share interests and or activities or who are interested in exploring the interests and activities of others through two-way communication (Facebook, Instagram & Twitter). Presence in these areas are a significant area of focus throughout our plan and driving key information to these areas of presence.

2.4 Emergency Notification System

Everbridge Notification system was launched in the City in October 2016. This communication tool allows us to reach citizens, who have registered for notifications, immediately with emergency messages (ie: City wide boil water advisory, extreme weather, major road closures).

2.5 Digital Signage Messaging

In December 2015 the City launched digital messaging for the staff in all departments. The internal televisions are changed regularly with current and important messages for staff to be aware of things happening in other departments. This tool allows quicker access to all staff and keeps everyone informed throughout the City. It reaches all employees, rather than only employees with email access or semi-monthly paper newsletters with outdated information. In summer of 2016, the digital messaging was expanded to busy public areas such as City Hall, Kenora and Keewatin Recreation centres, Kenora Public Library which allows us to reach out to the public through our digital messaging. We publish public notices, staff accolades, community events and other important information for the public.

2.6 MY 311

In April, 2017 the City will be launching a customer logging system whereas customer concerns will be logged and tracked for responses and response times. This will increase our communications internally as it allows staff to monitor concerns in target areas, concerns in target departments and responses to previous customer concerns. This tool will improve customer service and value to our customers and provide staff with vital information to customer history. Customers will be able to log their own concerns through our portal and My311 direct link which will provide the relevant staff with the logged customer concern and related staff will respond directly to the customer.

2.6 Synergies with the Website

With the re-launch of the City website, the Communications Plan incorporates the City's corporate website as a primary tool used to share information with its stakeholders online. The website focuses on the City's core business services and programs, with built in micro-sites featuring Kenora Recreation Centre, Tourism and Economic Development information, as well as connection to the museum and library independent sites. The depth of the website supports emerging technologies and social media tools that can also be used to effectively share information with stakeholders online.

2.7 Integration of Traditional and Online Communications

Although the latest trend for communications continues to lean towards a more complete online presence, there is still a population base that relies on a more

traditional approach. A balanced approach between the ongoing use of traditional and proven methods of communications which includes print, and radio, and the expansion of wide reaching social media tools including Facebook, Instagram, Twitter and You Tube.

A balanced approach will enable the City to reach as many stakeholders as possible both those with experience online as well as those who do not have access to a computer or who do not use social media sites. It will also ensure that residents will receive information from the City in a variety of ways that they are familiar with and in a variety of ways that they find convenient and expect it to be available in.

3.0 Commitment to the Plan

3.1 Council

Council supporting the overall plan for communications is the first step in the commitment to the plan. Once the plan is approved, it will be important that City Council and management fully support and understand the Plan, so informed decisions can be made to implement the various actions recommended in the Plan.

3.2 CAO

It is imperative that the CAO support the initiatives and strategies identified in the Communications Plan. Following the acceptance of the Communications Plan by Council and the CAO, City Senior Management should begin to work with their division leads and key staff in developing, implementing and monitoring various key components of the Plan.

3.3 City Management Commitment

The success of this Communications Plan will centre on Senior Management commitment to the plan. Improving communication skills related to such matters as conducting effective employee and public information exchange forums, working with the news media and providing superior customer service with support Senior Managers efforts to progressively apply and promote effective two way communication internally and externally.

It will be essential for Seniors Managers to understand their role in driving the Communications Plan and incorporating its content into each of their divisions to ensure continuity throughout the entire organization. This support will form the basis for a collaborative approach to sharing information through the processes established in the Communication Plan.

3.4 All Municipal Staff

The success of the day to day services that the City operates depends exclusively on the staff and their needs to be a buy-in from staff on the importance of communication and positive image. Although a strong senior management commitment to the plan is imperative, it is the front line staff who interact and engage with the public on a daily basis. Their ideas and positive messages are the key to our success.

The City of Kenora encourages all municipal employees to communicate openly with the public about policies, programs, services and initiatives in a positive manner.

Openness in municipal government promotes an employee base and citizenry that are more knowledgeable, trusting and contributing. It enables informed public participation in the development of policy, ensures fairness in decision making and enables the public to assess performance. Employees serve the public best by communicating openly and responsively about the policies, programs, services and initiatives they help to administer and by ensuring citizens have ready access to similar sources of information in other Divisions.

4.0 Internal Communications

4.1 Introduction

While technology has opened up endless new possibilities for communicating with staff, in practice, the best results are often achieved through a mix of traditional and contemporary media focusing on two-way communication. If internal communications are to be fully effective, management has to have a genuine commitment to creating dialogue with staff that involves, as well as informs them. Communication among senior managers, department leads and employees must be open, timely and collaborative to achieve municipal goals and to ensure quality communications services for the public.

Internal communication must be a two-way process. Inviting and listening to employee ideas, concerns and suggestions for achieving results, avoiding and resolving problems and improving service are important and proven management practices that can contribute to the maximization of staff performance and workplace satisfaction. Actively engaging employees in the processes of public communications and continuous improvement allows the City to tap into a vast pool of intelligence, knowledge and expertise. Positioned to contribute to the successful growth of the organization, employees can be valuable allies in the implementation of external communications initiatives.

To build and foster their practical knowledge, employee training, orientation and involvement in internal communications must encompass the entire process, from

issue/project identification to responsibility for plan implementation. The skills development process must also involve a working appreciation for a range of communication tools, including published materials, visual elements, computer-based applications, oral presentations, staff forums and educational events.

The City should provide its senior managers, division leads and employees at all levels with an orientation of the communications function and planning process, as well as of their associated role and responsibilities. Incoming employees should also be oriented on the City's communication function and informed about their roles and responsibilities.

All organizations aspire to create better workplaces with open employee communications, continuous learning and training opportunities along with high morale and retention rates.

The contribution that clear and effective channels of communications can make to the realization of such a positive work environment is substantial. Through effective communications, employees are better able to understand, appreciate, contribute to and support Council's goals and objectives and can be motivated to achieve maximum performance and provide superior, cost-effective service.

5.0 External Communication

5.1 Introduction

External communications are central to the success of the City of Kenora and the well-being of its citizens, seasonal residents and visitors. As a function of good government, open and proactive communications ensure that the public receives clear, relevant and timely information from the municipality regarding what must be known (e.g. By-Laws and regulations), what should be known (e.g. principal City Hall contacts, procedures for addressing Council) and what is nice to know (e.g. schedule for major community events).

At the same time, mechanisms must exist to invite, receive and integrate input and feedback from the public into the planning, management and evaluation of City policies, programs, services and initiatives. Through such a process, citizens can feel confident that their involvement in civic affairs is having a positive impact on the effectiveness of local government and the quality of community life.

External communications within the City is a shared responsibility involving the Mayor and Council as well as municipal employees at all levels. Effective policy and program development, organization and administration require co-operation and co-ordination throughout the City.

Co-operation and co-ordination between Departments are also necessary to better serve and inform the public. They ensure that municipal themes and priorities are clearly and consistently reflected in the information and messages communicated to the public.

5.2 Media Relations

Journalists, reporters and other media representatives play an important role in the communications process; providing the public with news and information about the municipality and reporting on the public's views and opinions of the municipality. The City should continue to cultivate proactive relations with information media outlets to ensure public safety and promote awareness and understanding of City policies, programs, services and initiatives.

The City needs to operate and respond effectively in a 24-hour media environment. The City should also be able, on short notice, to reach and inform the media on issues of importance to the public. The City engages the media using a variety of communication tools, including media attending Council and committee meetings, personal interviews and news releases, along with direct relations.

The Communications Lead responsible for media relations can ensure that media requests, particularly for interviews or technical information on specialized subjects, are directed to knowledgeable staff designated to speak as official representatives of the City. The Communication Lead should be kept informed on all media interactions on subject matters related to the municipality.

6.0 Guiding Communications Principles

6.1 Introduction

The following communications principles are recommended to guide the City in the development of a strong communications function.

6.2 Collaborative Communication between Divisions

All City Divisions should work collaboratively to achieve coherent and effective communications for the citizens and staff.

As a core activity and shared responsibility touching all aspects of policy and program administration, the communications function involves employees throughout the City working together. Co-ordination within, between and among City Divisions is imperative to ensure coherent and consistent communications City wide.

Delivering information services in the best interests of the community, meeting internal and external communication needs efficiently and effectively, is a cooperative endeavour.

6.3 Identify & Address Communications Needs

Specific internal and external communications objectives must be identified and met when planning, managing and reviewing policies, programs, services and initiatives. Each department lead and manager needs to establish the importance and level of communication required on each new initiative and report to Council. Council reports contain a “communication” section, which needs to be completed with guidance on the level of importance of the matter and communication needs for the item.

Communication enables the exchange of information that the public and the municipality rely upon for an effective partnership. Gathering and providing information of importance to the public requires strategic decision-making, professional tools and resources as well as effective and accountable management.

The municipality has a responsibility to explain its policies and decisions and to inform the public of its priorities for the community. Information is necessary for the public individually or through special interest groups to participate actively and meaningfully in the municipal decision making process. Information is also required for access to City sponsored programs and services.

6.4 Visible, Accessible and Accountable City Divisions

To be accessible and accountable, City Divisions must be visible and recognizable wherever they are present. Clear identification allows the public to see the municipality at work, to access its programs and services and to assess its activities. The City Human Resources division has implemented employee identification for all employees to be used when accessing the public outside the workplace. Our fleet department ensures City equipment is identifiable through City logos on all pieces of equipment. Further, corporate identity programs encompass: vehicles and equipment, employee uniforms (where appropriate), exhibits, signs, advertisements, correspondence and publications, business cards and letterhead.

Communicating through many channels including; phone (text, email, tweet, calendars), mail, print, broadcast media, social media, the Internet and World Wide Web; the City should identify itself in a distinct, consistent way the public can recognize in all circumstances. Considering the range of communication tools at our

disposal, to use the most appropriate to address the needs associated with each circumstance along with the target market.

Following the principles of the City's Customer Service Policy HR-02-23, employees are expected to respond to customers in accordance with this policy and uphold the standards it outlines.

6.5 Logo Use

In 2012, the City of Kenora adopted a new identity brand and logo as North America's Premier Boating Destination. When this logo was launched, a style guide was produced and this guide will be consulted in all use of the logo in all communications.

Certain specialized divisions such as the Recreation Centre, Museum and Library have adopted their own corporate logo that may be used as their visual identity and may be used in lieu of the corporate logo accordingly.

6.6 Communication Tools

City information must be broadly accessible throughout the community. The needs of all members of the community, whose perceptual or physical abilities and language skills are diverse, should be recognized and accommodated where feasible. Information should meet Provincial Accessibility Standards to allow for all citizens to access the information.

Information must be accessible so citizens may be aware of, understand, respond to and influence the development and implementation of policies, programs, services and initiatives. A wide variety of communications, ranging from traditional methods to new technologies, should be used to reach and communicate with the community.

People today are extremely busy, however, the public still want to be more informed to what is "going on". Depending on the type of information and the level of importance of the topic there may be a variety of ways to communicate the information to the public. Some may include (but not limited to):

- ✓ Portal/website
- ✓ Media releases
- ✓ Traditional newspaper advertisements
- ✓ "Municipal Memo"
- ✓ Traditional radio, including two local radio stations, in addition to CBC
- ✓ Social media including Facebook, Instagram, Twitter

- ✓ You Tube
- ✓ Email updates
- ✓ Emergency notifications – Kenora Alerts
- ✓ Digital signage messaging
- ✓ MY 311
- ✓ Direct mailing through Canada Post
- ✓ Utility bill inserts
- ✓ Recycle Coach app
- ✓ Mail Chimp
- ✓ Blitz bathroom boards
- ✓ KenoraLive app and Kenora online banner

6.7 Engaging the Public

Seeking input and feedback from citizens is an important function of an effective and responsible municipal government. The City must apply appropriate methods to research and evaluate public needs, expectations and opinions of its services, programs, projects and initiatives as an integral part of its ongoing management practices. As such, a dialogue between the municipality and its citizens must be a continuous process.

When establishing priorities, developing policies and planning programs and services there is nothing more valuable than the input of the citizens who may use the service or program and who may have experienced a certain circumstance who could provide invaluable input. It is imperative that we ask the question and in most instances, the public is happy to provide feedback.

Our efforts in public engagement will be supported by the following values:

- based on the belief that those who are affected by a decision have a right be involved in the decision-making process;
- includes the promise that the public’s contribution will influence the decision;
- promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers;
- seeks out and facilitates the involvement of those potentially affected by or interested in a decision;
- seeks input from participants in designing how they participate;
- provides participants with the information they need to participate in a meaningful way; and
- communicate to participants on how their input affected the decision.

6.8 Media Relations

Journalists, reporters and other media representatives play an important role in the communication process; providing the public with news and information about the municipality and reporting on the public's views and opinions of the municipality. The City should continue to cultivate proactive relations with information media outlets to ensure public safety and promote awareness and understanding of City policies, programs, services and initiatives.

The City needs to operate and respond effectively in a 24-hour media environment. The City should also be able, on short notice, to reach and inform the media on issues of importance to the public. The City engages the media using a variety of communication tools, including media attending Council and committee meetings, personal interviews and news releases.

The Communications Lead responsible for media relations can ensure that media requests, particularly for interviews or technical information on specialized subjects, are directed to knowledgeable staff designated to speak as official representatives of the City.

6.9 Timely Information

Delivering prompt, courteous and responsive service that fulfils the needs and concerns of the public is the City's main goal within this plan. Information services should be managed in a citizen-centered and client-focused manner that achieves results for the community. Timely and convenient access to municipal information and services should be available to the public. Access to information and privacy rights should also be respected at all times.

6.10 Respect to Privacy

In our Communications it is our goal to respect the rights of employees and citizens to information and privacy.

An open municipal government implies that all employees must respect privacy rights, Council confidences and Department responsibility while treating sensitive information with the discretion it requires. Employees must be properly trained to know the extent and limits in each area. Employee access to information and privacy rights should also be respected at all times.

7.0 Key Policy Areas

The following key policy areas have been identified and a series of communications objectives and activities associated with these policy areas are recommended for consideration.

7.1 Management and Coordination

The City should integrate communications into corporate management processes and procedures. Communications are a shared responsibility that must be coordinated with other areas of management and applied vertically and horizontally across the organization.

Senior managers and department leads must commit to communicate with employees openly, frequently and, except in exceptional circumstances, before the public.

Training in communications must be available to senior managers and department leads to help ensure they are effective communicators and process managers.

Clear working links must be maintained at all times between communications and other core functions: policy and program management, service delivery, human resources management, information management and the management of information technology. Given the broad sphere of influence of the communications function and its potential impact on the City's ability to successfully meet its objectives, the Communications Lead for the City should be consulted when delivering any communication message.

The Lead can guide and assist with the development and implementation of associated program activities. In the event a City department has regular communication initiatives such as Recreation, the staff person who completes that communication can work with the Communication Lead on projects and regular programs.

It is recommended that the City:

- Ensure the communications function, as outlined in this Plan, has the management support and resources needed to fulfill the requirements of this Plan;
- Ensure that staff at all levels receives appropriate orientation and training to carry out their unique role in, and shared responsibilities for, delivering and improving municipal communications;
- Examine ways to increase efficiency in responding to communication issues, and adjust and simplify approval processes as necessary;
- Ensure the coherence and consistency of information and messages across all channels of communication, from in-person service to telephone and mail, portal and social media such as Facebook, Twitter and Instagram;
- Integrate corporate communication planning with the annual budgeting process; and

- Integrate all communication activities, including internet applications, advertising, and media relations to promote consistent and well-coordinated communications with the public.

7.2 Informing the Public

The City must provide the public with open access to information about policies, programs, services and initiatives. Information for public use should be distributed or made readily available using a variety of appropriate media.

To assure quality information that meets the information needs of the community, it is recommended the municipality ensure that:

- Municipal staff is trained on policies, programs, services, and initiatives within their division;
- Informing the public of changes or new developments of the municipality is kept at the forefront of priority and ensuring the information is released in a timely manner;
- A variety of new and traditional methods of communication are used to accommodate the needs of the public;
- Published information is available, upon request, in multiple formats to accommodate persons with disabilities where practical;
- Information requests or inquiries from the public are responded to promptly;
- Prompt and clear explanations are provided when information requested by the public is unavailable;
- Information is available on the standard of service the City provides to the public, including timelines for responding to inquiries and complaints;
- Opportunities are available for the public to provide feedback on major policies, programs, services and initiatives and that such feedback is carefully considered in reviews or evaluations to help make improvements;
- Public trust and confidence in the integrity of the City are upheld during all communications to the public;
- Useful, timely, accurate, clear, consistent and complete information is provided to the public;
- Open communications are maintained with the public and proactive strategies are developed for assessing and addressing public concerns; and

- Communications programs and activities be evaluated against planned objectives and adjustments or improvements are made as needed.

7.3 Clear, Basic Expression of Communication Accessibility Standards

The City's responsibility to inform the public includes the obligation to communicate effectively. Information about policies, programs, services and initiatives must be easy to understand, relevant, consistent and useful.

The City is committed to meeting the AODA accessible standards and will go beyond wherever possible to meet the needs of persons with accessibility needs. Guidelines contained within the AODA compliance standards are kept at the forefront of our communications and a Site Improve program ensures our website is complaint including options for increased font size.

7.4 Training and Professional Development

The City will provide its senior managers, department leads and employees at all levels with an orientation of the communications function and planning process, as well as of their associated role and responsibilities. Incoming employees will also be oriented on the City's communication function and informed about their roles and responsibilities.

This will include educating staff on the City's communications policies and strategies along with social media polices, and internal communication policies.

7.5 City's Communications Policies and Strategies

Along with the Corporate Communications Plan, the City of Kenora will adhere to the Communications Policy, Social Media Policy, Customer Service Standards Policy, Accessibility Standards Policy and other communications related policies which may directly affect this Plan.

Conclusion

Communications is an integral part of the municipality and should be a priority in the development and planning of programs and services in each division of the City. Communication resources and efforts should be considered in each part of activity planning to guarantee the success of the delivery of our messages.

This plan was developed with the City's Strategic Plan at the forefront addressing the vision and goals of the plan to meet the needs of our citizens and our employees.

This Corporate Communications Plan is intended to be a living document and will be review as needed and kept up-to-date by the Communications Lead.

Communications Policy



Section	Date	Bylaw Number	Page	Of
Legislative Services	February 21, 2017	—	1	8
Subsection	Repeals By-Law Number		Policy Number	
	N/A		LS-10-1	

Purpose

The purpose of this communication policy is to ensure efficient, effective, timely, consistent and comprehensive communications to stakeholders of the City of Kenora through a variety of methods and means.

Effective communications and quality service delivery are key priorities for the City of Kenora.

Communication should be a priority in the development and planning of programs and services and is necessary to the successful completion and implementation of these activities. Communication resources and efforts should be considered in each part of activity planning to guarantee the success and quality of City customer service.

1.0 Municipal Identity

- i. All departments will use the City of Kenora official logo as the identifying symbol of the organization on all communication pieces. In the event a City department has their own departmental logo (ie: Kenora Fire & Emergency Services, Lake of the Woods Museum, Kenora Recreation Centre), wherever possible, use both logos to identify official communication from the department, as well as the City.
- ii. Staff will apply alternative forms of identification when the use of the City of Kenora logo is not possible, as with text-only applications or where layout space is constricted, such as with small digital screens.
- iii. Displaying the official symbols prominently, free from other visual elements and visually conflicting backgrounds is the preferred method to consistent municipal identity.

2.0 Consistency & Standards

To ensure clarity and consistency of information, plain language and proper grammar must be used in all communications with the public. This principle also applies to internal communications, as well as to information prepared for Council.

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The following guidelines are recommended:

- a) Use a Standard Typestyle. A uniform "Verdana" is the preferred serif typeface and "Arial" is the preferred san serif typeface. (Use at least a Font of 11 or larger whenever possible)
- b) Limit the use of bold text and do not use italics
- c) Do not underline
- d) Have adequate "white space" – ample margins and fairly short paragraphs
- e) Use graphics to accompany text whenever possible
- f) Avoid frequent changes in type style and style of graphics
- g) Directions often seem simpler if instructions are given in point-form in a vertical list and in the order they are to be carried out.
- h) Avoid writing too far above a grade six level (a grade nine level is the maximum recommended).
- i) Use short sentences
- j) Use simple words where feasible. If a technical term is truly necessary, use it several times so that it becomes familiar
- k) Instructions should be positive rather than negative
- l) Writing should be in the active voice, not the passive voice
- m) Writing should seem personal and direct, not impersonal and remote (avoid the third person)
- n) Limit the use of acronyms, but if necessary, extend the description of the acronym and use the acronym throughout the rest of the document consistently
- o) Use relevant and interesting examples.
- p) Present ideas clearly in a logical sequence.
- q) Use simplified, economical style, rather than padded or long-winded style.

Consultation with the Communications Lead on messaging is always recommended. Where possible and practical, have a member of the intended audience review and comment on a draft version of the information to be released.

3.0 Informing the Public

- i. Determining the best means of reaching the target audience for specific programs and messages will be determined by the staff person responsible for that objective.
- ii. Using digital media and platforms will be the primary means to connect and interact with the public while continuing to use multiple communications channels to meet the diverse information needs of the public.
- iii. Staff need to work with the Communications Lead on any new initiatives or specific messaging coming from their department/area

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- iv. Staff will identify their communication needs on Council reports that will best reach the target audience they are needing to reach.
- v. Staff need to ensure that communications products and activities are:
 - Aligned with the City's priorities, themes and objectives;
 - Objective and non-partisan;
 - Clear, timely, accurate, accessible and written in plain language;
 - Responsive to the specific needs and interests of the citizens, summer residents and visitors; and
 - Cost-effective

4.0 Methods of Communication

A. Municipal Portal (Website)

A primary source of official information for anyone seeking information regarding the City of Kenora is the municipal website (www.kenora.ca). The website is utilized to access information written by our administration and it is a resource for searchable reference material on the Municipality.

The website will maintain up-to-date user-friendly information to assist citizens in their business with the municipality. The site will be informative and inter-active to facilitate communication between the public, Councillors and staff. A calendar of municipal meetings and events open to the public will be kept up to date on the municipal website along with recent news and new programs along with consistent regular departmental information.

The website will contain several main categories that are identified as the top search priorities for visitors to the site and will provide clear, concise information that visitors may be searching for.

The website is not a forum for commenting on municipal issues and services. The website shall contain links to easily enable e-mails to municipal staff for assistance or concerns.

The Internet and other electronic communication are important tools, which allow 24-hour access to information and support two-way communication. Departments must:

- a) Make publications of interest to citizens that are widely distributed and make available on the website as soon as possible after distribution to the public.
- b) Ongoing updates and regular reviews of departmental pages and sub-sites so that information on policies, programs, services, initiatives and related third-party links is accurate and easy to understand.
- c) Ensure up to date information is posted immediately on department area for ease of public accuracy.
- d) Follow the standards for the look and feel of the City's website.

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B. Social Media

Social media has been proven to be a valuable tool in communicating important information to citizens, businesses and other stakeholders, either through direct interaction or by directing users to web content. Social media can also be used for collaboration and crowdsourcing to support policy development and service delivery, and to facilitate public engagement.

The City will engage in social media posts regularly to continually build a following of diverse groups of users. Social media, such as Facebook and Twitter, provide a platform to quickly share City events, service updates, Council information, job opportunities and other good news stories.

The City will maintain the following social media platforms:

1. Facebook
2. Instagram
3. Twitter
4. You Tube

Guidelines are established by the Communications Lead for frequency and content of social media posts for the City's main City account. Other department Lead's that have their own social media outlets, should:

- a) consult with the Communications Lead to advise that a separate social media account will exist, and in what means, for their specific department area;
- b) adhere to the same standards as established by this policy for publications and postings

Social media needs to be monitored closely and managed with the utmost professionalism. Posts need to be directly related to the municipality or have a significant impact to the municipality. Staff who manage secondary social media accounts (ie: Tourism, Recreation, Library, Fire) need to ensure the posts are polite, professional and positive and related directly to the City.

The City will not respond or engage in slanderous comments and will reserve the right to remove comments from their social media accounts that are derogatory in nature.

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C. Media Releases

Media releases will be issued regarding municipal issues and activities. They shall be coordinated through the Communications Lead who will distribute all Media Releases for the Corporation. They are issued by the Communications Lead/Communications Clerk and the CAO and Council is made aware of all media releases prior to the release.

D. Traditional Newspaper Advertisements / Municipal Memo

The Municipality shall place advertisements in any print medium deemed appropriate to inform residents about their rights, responsibilities, municipal policies, programs, services, initiatives, upcoming public meetings, dangers or risks to public safety. All ads shall be coordinated through the office of the Communications Clerk.

The Municipality does not purchase ads for general promotion of the municipality.

E. Traditional Radio

The municipality shall maintain a strong relationship with the local radio media partners and keep the radio stations informed of up to date information that is relevant to the general public. Public Service Announcements are vital to the day to day communications of the City and working with the radio stations will ensure the public keeps informed of last minute changes. Traditional radio ads are also an effective source of advertising for the municipality in certain circumstances.

F. Email updates

Citizens can register to receive email updates on the preferences they register for. When updates to that particular department are available, they will receive a personalized email.

G. Emergency notifications – Kenora Alerts

Everbridge Emergency System is a new mass notification service. We will use this tool to contact the public during emergency events and testing. In some cases, enrolled citizens will receive a combination of email, voice, SMS and push notifications. Each message will have an introduction, main content and a confirmation component. When the message is received by the receiver, they confirm receipt of the message, or the system will attempt to reach them again.

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This system shall be used for emergency purposes only such as forest fires, floods, city wide boil water advisories and any other emergency that effects the population as a whole.

H. Digital signage messaging

Internal televisions throughout City departments are updated regularly with current and important messages for staff to be aware of things happening in other departments. This tool allows quicker access to all staff and keeps everyone informed throughout the City. It reaches all employees, rather than only employees with email access or semi-monthly paper newsletters with outdated information. Digital messaging is extended to busy public areas which allow us to reach out to the public through our digital messaging.

I. MY 311

In April, 2017 the City will be launching a customer logging system whereas customer concerns will be logged and tracked for responses and response times. This will increase our communications internally as it allows staff to monitor concerns in target areas, concerns in target departments and responses to previous customer concerns. This tool will improve customer service and value to our customers and provide staff with vital information to customer history. Customers will be able to log their own concerns through our portal and My311 direct link which will provide the relevant staff with the logged customer concern and related staff will respond directly to the customer.

There are other forms of miscellaneous advertising that the City may use from time to time depending on the level of the program or service we are communicating.

5.0 Procedures & Protocol

The City Clerk/Communication Lead is responsible for managing, coordinating and approving communications plans, strategies and products and to work with departmental staff tasked with these responsibilities in their departments.

In partnership with Human Resources, the City Clerk/Communications Lead shall lead facilitating open and collaborative communications among all employees in their department through internal communication strategies.

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Through collaboration with other departments on priority initiatives that require input from multiple departments, communication efforts will be recognized as a joint effort within the communication team on single projects, or on-going long term communication needs in a department.

5.1 Programs/Deliverables

City Employees shall adhere to the following procedures and protocols when communicating programs through their areas:

Printed Products - Print communications products may be coordinated through the City Clerk's office if requested. A copy of any print material shall be provided to the Clerk's office for record.

Public Consultations and Engagement – The Communications Lead/Communications Clerk will be copied on all public consultations, open houses, and public engagement campaigns, meetings, surveys conducted throughout the municipality. Support will be provided through communications advice, support and guidance at all stages of consultations and public engagement initiatives for all departments as requested. Contact should be made with the communications department prior to final details of the plans. Staff must ensure that information about external consultations and public engagement initiatives are posted on the City of Kenora's web presence.

Public Events and Announcements – Staff need to ensure that their department does not participate in, or lend support to, partisan events organized for political purposes. Political announcements such as Federal or Provincial funding announcements for programs that may fall within their department, the department senior manager along with Division Lead should attend such announcements.

Private events where the City is asked to speak on a particular City related function or responsibility, should be discussed with the senior manager of the division, which will seek support from communications at their discretion.

Work with other department leads on advertising or publishing requirements along with communication plans for projects or specific activities;

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Social Media and Web – The Communications Clerk is responsible for overseeing the department's web and social media presence, including approving its social media strategy and official social media accounts. While we have other City departments with departmental social media accounts, any social media presence should be approved by both the senior manager of the division and the Communications Lead. Working together on large projects and sharing commonalities across the municipality is important in on-line presence for the municipality. Using the City of Kenora's social media analytics and official web analytics tool to evaluate and optimize the effectiveness of digital content.

Departments are to be part of the main www.kenora.ca portal (website) and no department shall have a separate web presence unless authorized by the department senior manager and the Communications Lead.

Sponsorships Arrangements – Any sponsorship of events, special programs or partnerships that govern partnering and sponsorship arrangements need to clearly outline communications roles and responsibilities of all parties and include corporate identity requirements. Using the official corporate logo in prominence of all publications is key and should be coordinated through the Communications department.

5.2 Official Spokespersons

The Mayor or Deputy Mayor is the head of Council and acts as the official spokesperson for the City. Each Councillor may also speak to any media requests they wish to respond to, or they may refer them to the Mayor or Deputy Mayor.

The City Clerk is the Lead for Communications and, when requested, will speak to official City programs, events, decisions of Council and initiatives of the City.

Each department manager may also be appointed as a media spokesperson for their respective department areas when requested.

Official spokespersons for the City who communicate with the media in an official capacity on behalf of the department shall:

- Receive training in media relations;
- Identify themselves by name and position;
- Speak on the record for public attribution;
- Confine their remarks to facts concerning policies, programs, services initiatives or a specific event;

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- Respect privacy rights, security needs, matters before the courts, City policies;
- Ensure comments are in a positive nature and reflect positively on the City; and
- Work proactively with the media to promote public awareness and understanding of municipal policies, programs, services and initiatives.

Notice shall be given to the Clerk's office when a department manager or lead speaks to the media and/or any printed material is provided to the media a copy shall be sent to the Clerk's office for record.

Information provided to the media should reflect City management's interpretation of City Council policy and not the employee's personal views. Employees should not guess or speculate about City policy or programs, and need to have facts prior to speaking to the media.

5.3 Emergency Communications

In the event of a major crisis or incident, the Emergency Operations Centre (EOC) may be called and the communications officer for the EOC would handle all media relations. In this circumstance, and in the absence or addition of the EOC, the CAO, Communications Lead, City senior manager, or Manager of Fire & Emergency Services Manager are designed as City spokespersons. The EOC plan would be in effect and operate under that plan.

All information regarding the crisis is to be immediately communicated to the team along with Council. No statements will be made to the media until the information is available to Council. The Mayor should obtain regular briefings from the Communications Lead or CAO and it is recommended that any statements made to the media come only through the designated spokesperson.

Social Media Policy



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Legislative Services	February 21, 2017		1	5
Subsection	Repeals By-Law Number		Policy Number	
	N/A		LS-10-2	

Purpose

Every day, people discuss and debate municipal services and issues in online conversations. The City of Kenora recognizes the vital importance of engaging in these online conversations and is committed to engage in online social media the right way.

This policy is being developed to help empower the corporation to participate in this widely-used communications channel.

Guiding Principles for Online Social Media

The following principles guide how our employees (including the Mayor and Council) must represent the Municipality in an online, official capacity when they are speaking.

- Follow our corporation's policies: As an employee and a representative of the Municipality, you must act with honesty and integrity in all matters. This commitment is true for all forms of social media. These principles are to guide your actions at work and are also applicable to your personal activities online.
- You are responsible for your actions: Anything you post that can potentially tarnish the Municipality's image will ultimately be your responsibility. We do encourage you to participate in the online social media space, but urge you to do so properly, exercising sound judgment and common sense. (See Liability for more information)
- Be a "scout" for compliments and criticism: Even if you are not an official online spokesperson for the Municipality, you are one of our most vital assets for monitoring the social media landscape. If you come across positive or negative remarks about the Municipality or its brands online that you believe are important, consider sharing them by forwarding them to the City Clerk's office.

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- Let the subject matter experts respond to negative posts. You may come across negative or disparaging posts about the Municipality or its activities, or see third parties trying to spark negative conversations. Unless you are an official spokesperson for the City, avoid the temptation to react yourself. Pass the post(s) along to the City Clerk who is trained to address such comments.
- Be conscious when mixing your work and personal lives. Online, your personal and business personas are likely to intersect. The Corporation respects the free speech rights of all of its employees, but you must remember that citizens, colleagues, supervisors, managers and members of Council often have access to the online content you post. Keep this in mind when publishing information online that can be seen by more than friends and family, and be aware that information originally intended just for friends and family can be forwarded on.

Remember: NEVER to disclose non-public information about the Corporation (including confidential information), and be aware that taking public positions online that are counter to the Corporation or political interests might cause conflict.

Employee Use of Social Media

- Employees and committee/board members must ensure that privacy, confidentiality, copyright and data protection laws are adhered to, and must not make comments that are considered defamatory or libelous;
- As a representative of the City of Kenora, it is expected that any time a public statement is made regarding the City (including on personal social media accounts), that the individual making the statement would be held to the same standards of professionalism that they would be at work.
- Employees who are deemed to be in violation of this policy will be subject to discipline as per the applicable Human Resource Policies, including the *Code of Conduct* and the *Internet and E-mail* policies, but also:
 - Proper Use of E-Mail and Internet Access
 - Employee Confidentiality
 - Protection of Personal Information
 - Behaviour and Conduct in the Workplace

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- Discrimination and Harassment-Free Workplace
- Progressive Discipline

Enforcement of these policies will be as per the process outlined in each policy.

Liability

Various kinds of conduct can expose a person or an employer to civil liability. The employer's liability will be triggered when a public service employee or authorized individual performs the activity. The following is a non-exhaustive list of examples of torts from which liability may stem from activity on City of Kenora electronic networks or devices:

- **Disclosing or collecting sensitive data**—Revealing or obtaining such information without authorization. In addition to the statutory provisions mentioned above, an unauthorized disclosure or collection of personal information can result, in some circumstances, in a civil action for invasion of privacy, nuisance or trespass under common law, and similar actions, for breach of contract and for breach of trust or breach of confidence (e.g., if confidential information is disclosed).
- **Defamation**—Spreading false allegations or rumors that would harm a person's reputation. In addition to criminal libel, publishing defamatory statements without a lawful defense can result in a civil action.
- **Inaccurate information**—Posting inaccurate information, whether negligently or intentionally. This can lead to civil lawsuits for negligent misrepresentation.

Note: The above is a non-exhaustive list of unacceptable use. Other activities could be deemed unacceptable at the discretion of the CAO.

Helpful Guidelines

1. Know and follow The City of Kenora's Employee Code of Conduct.
2. Employees are personally responsible for the content they publish on-line, whether in a blog, social computing site or any other form of user-generated media. Be mindful that what you publish will be public for a long time. Protect your privacy and take care to understand a site's terms of service.

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3. When you identify yourself, keep in mind your name and role within the City of Kenora may be easily identified to you. When you discuss City related matters such as products, services, programs or events, you must make it clear that you are speaking for yourself and not on behalf of the City.
4. If you publish content online relevant to the City of Kenora in your personal capacity it is best to use a disclaimer such as this: "The postings on this site are my own and don't necessarily represent The City of Kenora's positions, strategies or opinions."
5. Respect copyright, fair use and financial disclosure laws.
6. Don't provide the City's or a client's, partner's or suppliers' confidential or other proprietary information and never discuss municipal business performance or other sensitive matters about business results or plans publicly.
7. Don't cite or reference clients, partners or suppliers on business related matters without their approval. When you do make a reference, link back to the source and do not publish content that might allow inferences to be drawn which could damage a client relationship with the City.
8. Respect your audience. Don't use ethnic slurs, discriminatory remarks, personal insults, obscenity, or engage in any similar conduct that would not be appropriate or acceptable in the City's workplace. You should also show proper consideration for others' privacy.
9. Be aware of your association with the City of Kenora in online social networks. If you identify yourself as a City employee, ensure your profile and related content is consistent with how you wish to present yourself with colleagues and clients.
10. Spirited and passionate discussions and debates are fine, but you should be respectful of others and their opinions. Be the first to correct your own mistakes.
11. Try to add value. Provide worthwhile information and perspective. The City of Kenora is best represented by its people and what you publish may reflect on the municipality itself.
12. Don't misuse City of Kenora logos or trademarks and only use them if you have the authority to do so. For example, you shouldn't use the City of Kenora in your screen name or other social media ID.

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This policy has been reviewed with me. I understand the policy and agree to abide by it.

Date

Employee Signature

Print Name

Lake of the Woods

KENORA



City of Kenora

*Communication
Strategy*



Goal One

Increase capacity to communicate with citizens in meaningful ways

Objective 1.1

- Enhance the City's Website in terms of content, layout, navigation and consistency through the development of an internet strategy

Actions:

1.1.1 Current Web Content

- Assign personnel in each Department to ensure that Internet-published information on policies, programs, services and initiatives is regularly updated, accurate, easy to understand and accessible in multiple formats for persons with disabilities
- Ensure that printed material for public distribution is published concurrently on the Internet City's website

1.1.2 On-Line Public Feedback

- Incorporate mechanisms into on-line services for receiving and acknowledging public feedback

Goal One continued

Increase capacity to communicate with citizens in meaningful ways

1.1.3 Social Media Tools

- Activate Twitter account for City
- Promotion of City division operations through the development of various You Tube clips of City work, staff roles

1.1.4 Direct Public Contact

- Activate email sign up on website for e-news
- Create an e-news section to report current news
- Establish regular fact-finding and information-sharing meetings with external labour and business representatives and special interest groups

1.1.5 Regular Social Media & Web Monitoring

- Monitor social media numbers and website visits

1.1.6 Regular Public Surveys

- Increase Survey Monkey use for direct, regular customer surveys

Goal Two

Improve Internal Communications

Objective 2.1

- Expand mechanisms to encourage employee input and feedback

Actions:

2.1.1 Ensuring all employees are informed

- Develop an inventory of those in the corporation who do not have access to computers so that other communication tools can be identified to communicate more effectively with these staff
- Provide a variety of ways that staff can access information
- Establish standard protocols for the release of information to employees
- Ensure that directions, decisions and initiatives are communicated to all City staff
- Improve information exchange between Departments Divisions on a regular basis

Goal Two continued

Improve Internal Communications


2.1.2 Departmental Buy-In

- Department Divisions conduct regular staff meetings and ensure the senior manager attends one meeting at least quarterly
- Incorporate departmental strategies to improve two-way communication between staff and management by providing an open forum or allowing one-on-one time, employees can express concerns, ideas and provide input on how to improve the efficiency and effectiveness of the services and programs
- Provide annual Department Divisions reports to the CAO and City Council
- Support an open, co-operative and consultative culture throughout the workplace, which includes being open to the views and concerns of employees regarding workplace issues
- Support an open, co-operative and consultative culture throughout the workplace, which includes being open to the views and concerns of employees regarding workplace issues

Goal Two continued

Improve Internal Communications

2.1.3 Training

- Plan for employee communication training requirements outlining City policy on our communications
 - Facilitate communications training for employees and senior managers, particularly those responsible for program and service delivery who work directly with the public, to assist them in developing the skills needed to be effective communicators for their Department
 - Provide training on such topics as media relations, e-writing skills, business writing skills, etc. and to provide other tools and templates to assist in the City's communication efforts
 - Ensure processes and procedures are in place to assist appropriate employees in responding to media calls
- 

Goal Two continued

Improve Internal Communications

2.1.4 Communications Committee

- Establish a Communications Committee with a varied cross section of representatives from all divisions
- Complete an audit of the corporate communications to include messaging, and develop an inventory of what is currently being done
- Develop and implement a plan to communicate the Corporate Communications Plan findings and recommendations to all City staff
- Identify corporate responsibility for keeping information current through review and/or development of standards that will address consistency, format and style
- The CAO and Department Division Leads develop and maintain an issues management plan for the strategic management of emerging, ongoing issues of importance to the City

Goal Two *continued*

Improve Internal Communications

2.1.5 Communications Committee *continued*

- Continue to refine its understanding of the views, priorities, needs and expectations of its citizens and special interest groups through various formal and informal input and feedback mechanisms, including surveys, special meetings, news media coverage analysis, one-on-one interviews, focus groups and web based tools and social media
- Establish program standards and practices for fostering public input and feedback, in order to enhance public access to, as well as awareness, use and value of municipal policies, programs, services and initiatives
- Under the lead of Human Resources, continue with employee newsletters, roundtable workshops, employee engagement programs and staff surveys

Goal Two continued

Improve Internal Communications

2.1.6 Human Resources and Communications

- Under the lead of Human Resources, continue with employee newsletters, roundtable workshops, employee engagement programs and staff surveys
- Formalize a staff suggestion program, with responses being provided within corporate approved standards
- Based on the feedback from staff throughout the process, management should identify areas within the corporation that require team building support to improve morale
- Look at feature weeks, months, seasons to promote City services and staff to the public

Goal Three

Develop Relationships that Bridge Differences

Objective 3.1

- Improve dialogue with staff and citizens by boosting Council and staff awareness about what is taking place across the organization

Actions:

3.1.1 Ensuring our Staff understand their Roles

- Continue to build on customer service training that builds a relationship culture
- Conduct surveys regularly on communications and service levels

3.1.2 Information Availability to the Public

- Audit of department information available for the public – increasing availability, ensuring accessibility formats, displaying consistency throughout departments
- Improve experience for builders, businesses when needing City services – an experience strategy

Goal Three continued

Develop Relationships that Bridge Differences

3.1.3 Engaging the Public in City Business

- Develop a public engagement strategy

3.1.4 Raise awareness of Department Activities

- Develop communication plans for major City projects, progress & completion
- Communicate capital projects annually to the public including paving schedules and any major road works
- Incorporate communication needs into every staff report to ensure communications are captured
- Work with Division Leads and Managers to identify annual communication priorities for the coming year

3.1.5 Ensure staff understand the importance of communications

- Train staff on the role of Communications Lead and Communication Clerk

Goal Three continued

Develop Relationships that Bridge Differences

3.1.6 Ensure our Media Partners Feel Valued

- Continue to build and maintain effective relations with reporters, journalists and other communicators
- Continue to effectively facilitate information or interview requests from the media, and manage plans and strategies for communicating with the media
- Engage the media to seek input into their opinions on City services and gaps in communication
- Consistently identify newsworthy stories and present them in a way that is compelling and informative for the media
- Ensure inquiries from the media are given a high priority and responded to as quickly and efficiently as possible

Goal Four

Connect Citizens, Council and Staff

Objective 4.1

- Strengthen the City's ability to anticipate issues or public interest and prepare timely information

Actions:

4.1.1 Circulate Important and Timely Issues

- Ensure Council decisions that would be of key public interest are communicated following the Council meeting
- Immediate response to day-to-day operational changes are communicated to the public (ie: temporary road closures) and follow up to details of work are available to staff and the public

4.1.2 Information Availability to the Public

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

Goal Four continued

Connect Citizens, Council and Staff

4.1.3 Make Departmental Information Available

- Create question and answer tips and resources for key departments that the public regularly seek information from
- The City will foster inter-departmental, cross-organizational communication to avoid duplication

4.1.4 Building on Important Relationships

- The City will continue to build and strengthen our working relations with other neighbouring municipalities and our Treaty 3 First Nations partners. Kenora Council and senior leadership are committed to annual meetings with our First Nations partners to identify issues of common concern and to discuss pathways for closer collaboration
- The City will forge stronger relations with neighbouring communities and area municipalities by City staff, particularly those that help ensure tight co-ordination of emergency response situations, disaster relief efforts and clear communication protocols between the City of Kenora, the Ontario Provincial Police, and the neighbouring communities

This strategy was created from recommendations from the Strategic Plan Our Vision is 20/20 and recommendations from the Organizational Review.



February 7, 2017

City Council Committee Report

To: Mayor and Council

Fr: Heather Kasprick, City Clerk

Re: Bylaw Enforcement Summer Student

Recommendation:

That Council approves one additional summer student for 2017 summer employment as a bylaw enforcement officer to assist in enforcement; and further

That the 2017 operating budget reflect this additional student.

Background:

The organizational review eliminated one bylaw enforcement officer to the department compliment which can leave us short during peak seasons such as summer. During the summer months the officers have increased workload and call volume pertaining to tidy yard and property standards calls. These calls are not quick response type calls and require extensive review, research and preparation for orders and work to be done. Some investigations can be quick and we will reach self compliance with the resident, and other times it can be quite time consuming. In 2016 we saw a small reduction in ticket volume which can be attributed to the one less full time staff person who previously was primarily dedicated to parking enforcement with coverage in other areas when needed. Comparators to 2015-2016 in parking ticket revenue include \$75,799 in 2015 compared to 2016 which was \$74,806 for a net difference of \$993. With a summer student in enforcement it will ensure we have regular patrols of enforcement and assistance from the student on collection day rather than pulling another full time officer for assistance in the busy summer months.

While the officers are allocated to the immediate needs which are bylaw enforcement calls including enforcement calls such as tidy yard and property standards, there is also a higher volume of animal calls in the summer months, along with a steady period of summer vacations. This leaves our parking meter patrols short often. A summer student would give us an additional person in the department to do regular street patrol and issue parking infractions.

Budget: Addition of one summer student would be an additional \$9,844 to the 2017 operating budet for bylaw enforcement.

Risk Analysis:

As per the requirements in the City's ERM Policy, staff have identified a moderate risk to public trust and confidence. This risk is considered an opportunity that should be pursued.

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



February 4, 2017

City Council Committee Report

To: Mayor and Council

Fr: Charlotte Edie, Treasurer

Re: December 2016 Monthly Financial Statements

Recommendation:

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

Background:

Attached for your information, please find the December 2016 summary expense and user fee statements for the City of Kenora and the Council department. At the end of December, the year is complete, so not including any seasonality or timing, there should be no budget remaining. Please note that the December activity will be updated as we accrue 2016 invoices and make adjustments as part of our year end process.

Overall:

- Expenses at the end of December 2016 were slightly better than budget with 3% remaining to be spent.
- User fee revenues to the end of December 2016 were right around budget. They are \$510k above this time last year. The major differences are in Environmental Services and Provincial Offences.

Expenditures:

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

Council travel is under budget with \$636 remaining for the year.

The **City Clerk** department is over budget in legal fees due to unforeseen legal issues and Freedom of Information requests.

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

Finance bank charges are over budget as a result of increased credit card service charges and US exchange costs. The audit accrual has yet to be made which will increase actual expenses. Also, year end write off journal entries will be made once the write offs have been approved. Wages are under budget as the result of the manager leaving during the year.

IT is under budget despite the purchase of a 3-year license for cameras when the budget only anticipated a 1-year license. The 3-year license was more economical in the long run. Also, there is an unanticipated surveillance camera at the request of the OPP. The department is under budget due to less than anticipated maintenance costs.

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

- **Protection** – The Protection Department expenses to date are slightly over budget.
Fire Department wages are over budget by over \$250K due to the pay out of retro pay in September. Repairs are over the annual budget due to door, A/C and exhaust fan repairs.
Facilities are under budget for the year largely due to 100% of the Parks & Facilities Lead being charged to Parks. This has been changed for 2017.
Facility Vehicles show a net recovery. Recoveries were either not budgeted or had small budgets.
- **Transportation** – The Transportation Department expenses to date are under budget with 12% remaining in the budget.
Roads expenses appear low so far this year. Last year \$76,000 was spent on insurance claims relating to the roads dept as compared to \$15,000 this year. In 2016 benefits follow the wage to the dept that the wage is charged to e.g. paved roads Dept 313. In 2015 each employee had a home account where all benefits were charged to the home dept of 311 even though the actual wage costs were recorded in another department. Benefits to December 2016 were \$255,933 under budget. These 2 differences alone would add approximately \$317,000 to actual.
Loosetop Road expenditures are over budget for the year. Rental of own equipment is over budget for ditching, patching & washouts and resurfacing. Patching & washouts and ditching materials & supplies are over budget by \$71,000. Benefits not budgeted for (as explained above) total \$31,393.
Winter control expenses are \$4,605 over budget.
Streetlighting utilities expense and repairs and maintenance is under budget. This is the result of the new energy efficient installations.
Barsky Facility expenses are over budget due to internal charges for wages as employees completed projects on the building. Benefits now follow allocated pay and were not budgeted for in 2016. Also rental of own equipment is over budget.
Garage and shop expenses are over budget however almost \$39,000 in vehicle licences have yet to be reclassified.
Engineering is under budget due to a vacancy in the department during the year.
- **Environmental** – The Environmental Department expenditures are overall better than budget with 6% of the budget remaining in 2016.
Sanitary System expenses are under budget in benefits since these are now following the allocated pay charges as opposed to remaining in this department. Also insurance is under budget due to a lack of claims during the year.
Sewer Lift Station expenses are over budget due to an emergency pump purchase for the 8th Ave S and Laursen Creek station. This will be offset by a release from reserves at year end. Also there were extensive repairs at the Sultana and Gov't Road locations. An additional submersible pump was purchased in September. Building lift station at Preston St. location was also over budget.
Storm Sewer expenditures are over budget. Benefits now follow allocated pay and were not budgeted for in 2016. Rental of own equipment used in repairs is also over budget. In October several culverts were reconstructed resulting in an \$8,800 charge from stores.
Household hazardous waste day contracted services are over budget due to the popularity of the electronic waste depot.
Jones Road Landfill expenses are under budget due to lower monitoring costs and lower wage costs.

Cemetery actuals are under budget because November and December allocation entries are still to be made.

- **Recreation & Cultural** – Overall Recreation & Cultural expenses are slightly better than budget with 2% remaining to be spent.
Parks are over budget for the year largely due to 100% of the Parks & Facilities Lead being charged to Parks. This has been changed for 2017.
Harbourfront expenses are over budget for the year as a result of an overage in wages and benefits. Part time wages had not been budgeted in 2016.
KRC Complex wages are under budget due to the manager's position being vacant for part of the year as well as benefits following allocated pay. The final utility billing for December has not been entered however utilities will be under budget this year as will contracted services.
Keewatin Arena expense are over budget due to benefits now following allocated pay. As a result KRC benefits are under budget. Also R&M are over budget due to the purchase of a white puckboard for \$8.5k, repairs to the ice plant and condenser and the demolition of stairs and landing. Utilities are also over budget by \$15,000.
Teams and Clubs expenses are over budget as a result of By-law #113-2016 approving materials for the improvements to the Rideout Community Club.
- **Planning & Development** – Planning & Development expenses are on budget at year end.
A portion of the overage is in **planning operations** and is due to a retirement.
Economic development is under budget in the wage department as the officer's position was vacation for half the year.

User Fees:

- Overall, user fees are right around budget projections.
- **Rentals** are under budget because the Keewatin public works building was not rented for the entire year.
- **Protection to Persons and Property**
Fire revenues are more than budget for dispatch fees and fire protection agreements.
Provincial Offences revenue is dependent on the fines assessed in this area. November & December reports have not been received as yet. Revenue is anticipated to be well over budget in 2016 due to several large Ministry of Labour fines.
Building inspection revenue reflects more activity in 2016.
- **Transportation**
Metered Parking revenue is under budget however the budget was increased by \$60K from 2015. The 2015 revenue was \$350,486.
Barsky Facility budget is overstated because it includes work order billings that are going through Garage & Shop. This is a new line item in 2016.
Garage & Shop revenues are under budget due to a lag in billings.
- **Environmental Services**
Sanitary system & waterworks revenue is under budget for now. The year end accruals have yet to be entered. Last year they were around \$600,000.
Transfer Facility revenues are under budget however actuals are the same as 2015.
Jones Road Landfill user fees are better than budget. The budget has already been surpassed. This increase is due to additional demolition material and the change in charging for hog fuel.

Recycling facility revenues are under budget. One month of WDO funding for \$44,500 has not yet been received. The WDO funding will be \$12,000 under budget in 2016. This funding varies from year to year. Dryden hauling revenue is \$24,000 under budget due to the fact that Red Lake no longer takes their recyclables to Dryden for transport.

- **Recreation & Cultural**

Thistle Arena revenues are less than 2015 because ice was rented out a month early because of the closure of the KMA. The 2016 budget was based on the 2015 actuals which would have been an extraordinary year.

KMA revenues do not yet reflect the billing to the Keewatin Curling Club for their share or expenses per the agreement.

Strategic Plan or other Guiding Document:

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



4 February 2017

City Council Committee Report

To: Mayor and Council

Fr: Karen Brown

Re: Harbour Advisory Committee – Completion of Work

Recommendation:

Whereas the Harbour Safety Committee provided Council with an update report in March 2016, providing Council with a number of recommendations for implementation as a result of the work done by that committee; and

Whereas the City has implemented the recommendations of the Harbour Advisory Committee as previously approved by Council; and

Whereas the City will continue in its ongoing communication efforts focused on ensuring the safety of the waterways within the City;

Now therefore let it be resolved that that Council hereby disbands the Harbour Advisory Committee; and further

That Council hereby thanks the Harbour Safety Committee Members and all non-voting participants for their contribution and work on this committee to help ensure the safety of the waterways within the City.

Background:

The City established the Harbour Advisory Committee in 2014 to “identify and make recommendations on the safe use of waterways within City boundaries” (taken directly from the terms of reference for that committee). The Harbour Advisory Committee was active from their establishment through to early 2016, at which time an update report was provided to Council (attached for your reference).

While there had been some discussion with regards to the potential of a Vehicle Operator Restriction Regulation (VORR) being requested for certain areas on the waterway, the recommendations of the committee made to Council in March 2016 were as follows:

1. Continue with the public education process.
2. Install appropriate signage, including the Boaters Code.
3. Monitor the 2016 boating season through the OPP statistics at the end of summer.
4. Develop a mail out to the people of Coney Island and Golf Course Bay residents suggesting further safety for the waterway.

As approved by Council, the City continued with a public education process, which included, but was not necessarily limited to:

- Installation of the Boat Launch signage in the spring of 2016
- Distribution of "Rules of the Road" for the water, and the Boaters Code (2015)
- Ongoing Public Service Announcements, in partnership with the OPP and 89.5 The Lake

Follow up with the OPP on the statistics related to the 2016 boating season indicates that there wasn't anything notable in reference to the area of concern. The OPP did, however, note that they "appreciate all the hard work that was done by this committee to ensure the continued efforts in providing a safe waterway for everyone to use".

Based on the ongoing communication and the observations resulting from the 2016 boating season, it does not appear that there would be sufficient justification to pursue a VORR at this time. Rather, it is recommended that the Harbour Advisory Committee be disbanded. In doing so, it should be noted that this, or a similar committee, can be created by Council should further issues or concerns arise.

Budget / Financial Implications: N/A

Communication Plan/Notice By-law Requirements:

Committee Members and Non-Voting Participants will be advised of the disbandment of this committee, and thanked for their participation and work on this ad hoc committee to help ensure the safety of the waterways within the City.

Strategic Plan or other Guiding Document:

Values – Preparedness, Environmental Stewards

Goals

- Support Kenora's "North America's Premier Boating Destination" brand.
- "Stewards of the Lake" and "Stewards of the Land"

ERM Assessment:

Low at worst - this is simply for the disbandment of an ad hoc committee that has completed their work.

The City will continue with their communication efforts on this matter.

Should any issues arise, the City can recreate a comparable committee to follow up on any related matters as appropriate.



11 March 2016

City Council Committee Report

To: Mayor and Council

Fr: Karen Brown, on behalf of the Harbour Advisory Committee

Re: Harbour Advisory Committee Update

Recommendation:

That Council hereby accepts the update report from the Harbour Advisory Committee; and further

That Council hereby directs City Administration to proceed with ongoing public education, together with monitoring the Cameron Narrows area in accordance with the recommendations made by the Harbour Advisory Committee at its October 5, 2015 meeting.

Background:

In 2013, both the City and the OPP received correspondence from some residents in the Cameron Narrows area requesting a 9 kilometer per hour speed limit on the water from the north east corner of Coney Island to 100 meters south of the green buoy in Cameron Narrows. In addition, the request included consideration of a greater police presence in this area for education and enforcement of other boating related matters. Safety concerns related to traversing the Narrows were cited as part of the reason for the request. Detachment Commander (D/C) Dave Lucas from the OPP provided Council with some comments in relation to the request identifying that this was a high risk area and providing clarification as to what the OPP could or could not do for enforcement based on the existing legislation. A small group was formed to look at the situation and see if there was some way to help mitigate the traffic issues. As a result, two higher volume users (camp related traffic) were contacted with a request to consider an alternate route. While these groups were unable to take an alternate route for pick up and drop off of children due to rough waters, there was some redirection of other trips, including garbage drop off and pick up of supplies.

In 2014, the City was again approached by various members of the public with a request to approve a "speed limit zone" or "no wake zone" for the Cameron Narrows area, similar to what was in place in Keewatin Bay, Laurenson's Creek and Golf Course Bay. Residents again expressed concerns related to boat traffic, and particularly speed in this area. D/C Dave Lucas provided further follow up to Council, which included an explanation of the OPP resources available for policing of the lake, including the size of the lake area policed. Ultimately, it was felt that in order to reach a solution, everyone needed to be involved and part of that solution. As a result, in July 2014 Kenora Council established a Port Authority Advisory Committee, subsequently renamed the Harbour Advisory Committee. A number of OPP and City staff resources were made available to this committee, both when established, and added as required. For example, the Risk Management and Loss

Prevention Officer from the City was added as a resource as a result of concerns related to potential risk and determining whether or not (and if so what) mitigation was needed.

This Committee actively engaged in discussions with Transport Canada on understanding the process and the requirements to move forward with a Vehicle Operation Restriction Regulation (VORR), similar to the other three areas already in place. During this time, a significant amount of public feedback was received, both positive and negative with regards to a potential speed limit in the Cameron Narrows area. Four separate public education sessions were held, with Wayne Atkins, Transport Canada Boating Safety Officer, providing information to the public and answering any questions. Information provided included (but was not limited to):

- What a VORR is and what the reasons are for putting a VORR in place;
- The existing VORR's in Kenora;
- The VORR application process;
- Transport Canada's preference to educate before legislate; and
- The 10/30 rule.

The session included numerous questions from the public, for which having the Transport Canada Boating Safety Officer present to be able to answer those questions ensured that the public received correct and independent information as part of the City's education process.

These sessions were held two on 31 March 2015 and the following two on 30 July 2015, although the last evening session was cancelled due to no public attendance. These sessions were timed to maximize the opportunity for both the year round residents, together with summer visitors and residents, to attend a session of their choice.

This committee was also active in developing a communication strategy with the public, which included the development of a Boaters Code – Respectful Boating Guidelines on our Waterways, a copy of which is attached for Council's reference. This code was distributed to the public in 2015 as part of the public education campaign. The City is currently finalizing signage for boat launch areas, which will include the Boaters Code, together with other related messaging as appropriate for each area. This signage is anticipated to be installed for the May 2016 long weekend.

Also of note is that some of the existing VORR signage was incorrect. The committee worked with Transport Canada to ensure the correct signage was brought in and installed in the proper locations.

After the public education sessions and the work on the communication plan, together with extended committee discussions, the Committee met on 5 October 2015 to recommend next steps to Council. The following have been recommended for moving forward:

1. Continue with the public education process.
2. Install appropriate signage, including the Boaters Code.
3. Monitor the 2016 boating season through the OPP statistics at the end of summer.
4. Develop a mail out to the people of Coney Island and Golf Course Bay residents suggesting further safety for the waterway.

Ultimately, the City may wish to proceed with the implementation of a VORR for this area. The committee and City staff were diligent in ensuring all comments and feedback received, including the public information sessions, were fully documented. This will be required should the City chose in the future to pursue a VORR application to put a limit in the Cameron Narrows area. In considering the potential for application of a VORR, Transport Canada has advised that there are three reasons to pursue a VORR application: safety, environment or public interest. Ultimately, if a VORR is pursued, the City would

have to first determine that it was being done for one of those reasons. In addition, it is important to note that documentation of incidents / accidents in the area would be an important consideration for Transport Canada in reviewing any request for a VORR application. During the Harbour Safety Committee Meetings, it was noted by the OPP that there were few to no documented accidents / incidents in this area.

Today, it is the recommendation of the Harbour Advisory Committee that a VORR application would be preliminary at best, and that further education and monitoring should occur during the 2016 boating season.

Budget / Financial Implications:

The boating signage has been built into the 2016 budget. Ongoing education and monitoring will be managed within the City's 2016 operating budget.

Communication Plan/Notice By-law Requirements:

Ensuring the signage is put in place for the 2016 boating season is an important first step. Developing the mail out to the people of Coney Island and Golf Course Bay residents, together with ensuring that the Boaters Code continues to be communicated with the public, will also be priorities for 2016.

Strategic Plan or other Guiding Document:

1-11 – The City will support Kenora's "North America's Premier Boating Destination" Brand implementation strategy.



January 23, 2017

City Council Committee Report

TO: Mayor and Council

FR: Charlotte Edie, Treasurer

RE: Kenora Baseball League Tax Receipt Request

Recommendation:

That Council of the City of Kenora hereby authorizes the issuance of tax receipts for any donation of \$75 or greater made to the City of Kenora on behalf of the Kenora Baseball League (KBL) until December 31, 2017 to be used specifically towards the improvements to the Jaffray Mellick Ball Fields.

Background:

In 2016 the KBL participated in the Project Play competition sponsored by Kraft/Heinz and TSN. Even though the League was not successful in winning the grand prize of \$250,000 they did receive \$20,000 from the program to assist in improving the Jaffray Mellick Ball Fields.

Since it is anticipated that the improvements will cost more than the \$20,000 and since the improvements are to City property, the KBL has requested that charitable receipts be provided for donations made for this project.

Budget:

There is no budget impact anticipated from this report.

Communication Plan/Notice By-law Requirements:

Finance Department, Kenora Baseball League

Strategic Plan or other Guiding Document:

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

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

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



21 January 2017

City Council Committee Report

To: Mayor and Council

Fr: Karen Brown, CAO

Re: Minutes of Settlement – Canadian Tire Real Estate LI

Recommendation:

That Council hereby authorizes the CAO to sign the minutes of settlement for assessments made under Section 40 of the Assessment Act for the years 2009 through 2016 between Canadian Tire Real Estate LI, Municipal Property Assessment Corporation and the City of Kenora; and

That Council hereby approves an appropriation from the Tax Write off Reserve in the amount of \$203,657.89, to offset the cumulative reduction in municipal tax revenues as a result of these minutes of settlement, with any potential shortfall to be taken from the City's contingency reserve; and

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2016 Operating & Capital Budget at its February 21, 2017 meeting to withdraw funds from the Tax Write off and Contingency Reserves; and further

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

Background:

The City has received the Minutes of Settlement for Assessments Made under Section 40 of the Assessment Act related to an assessment appeal made by Canadian Tire Real Estate LI with regards to the Canadian Tire property.

The company appealed both the 2008 and 2012 CVA (Current Value Assessment). Minutes of settlement relate to both the 2008 and 2012 CVA, which covers the taxation years 2009 through 2016.

The impacts to the 2008 and 2012 CVA's as per the minutes of settlement are summarized in the following table:

	Original CVA	Revised CVA	% Impact
2008 - Commercial (CT)	6,121,000	5,501,000	-10.1%
2012 - Commercial (CT)	7,677,000	5,555,000	-27.6%

Kenora is one of many municipalities that was impacted by the appeals made by the Canadian Tire Corporation Limited on their various properties. The City's Planning Assistant participated on a Municipal Tax Advisory Group (MTAG) that worked with the Canadian Tire Corporation Limited, the Municipal Property Assessment Corporation (MPAC), together with a number of Ontario municipalities on determining a fair valuation of these standalone box stores. This occurred over a period of roughly 12 months. It was the conclusion of this group that the results from this exercise are largely fair and accurate. As such, it is administration's recommendation that Council authorize the CAO to sign off on the related minutes of settlement.

Budget / Financial Implications:

The municipal portion of the property taxes to be adjusted as a result of the minutes of settlement would be offset through an appropriation from City reserves. The education portion will flow through to the appropriate School Boards.

The City currently has a tax write off reserve, held for this purpose. The balance of this reserve as at the end of December 31, 2016 was \$759,186.93. In January 2017, Council approved the appropriation from this reserve in an amount of \$592,840.16 less any resulting recovery related to municipal vacancy rebates for this same period. In theory, this leaves a minimum potential balance in this reserve of \$166,346.77. With a municipal tax write off of \$203,657.89, there could be, in theory, as much as \$37,311.12 for a shortfall in this reserve to take the entire municipal tax write off for the Canadian Tire building. It is anticipated that the vacancy rebate recovery on the mall property will be greater than this amount. It is, however, being recommended that any shortfall be taken from the City's contingency reserve to ensure the entire write off is covered off in the bylaw to amend the 2016 municipal budget.

The following is a summary of the tax adjustment required as a result of these minutes of settlement:

Year:	Municipal	Education	Total
2009	4,111.28	2,731.86	6,843.14
2010	8,314.92	4,433.00	12,747.92
2011	12,673.64	6,184.50	18,858.14
2012	17,067.16	7,812.00	24,879.16
2013	27,129.76	12,543.30	39,673.06
2014	36,399.47	16,726.20	53,125.67
2015	44,902.15	20,783.35	65,685.50
2016	53,059.51	25,039.60	78,099.11
Total	203,657.89	96,253.81	299,911.70

Communication Plan/Notice By-law Requirements:

Notice required for a budget amendment in accordance with the provisions of the Notice Bylaw.

Signed Minutes of Settlement to be returned to MPAC.

Strategic Plan or other Guiding Document:

n/a – despite the significance of the adjustment, this report is housekeeping in nature.

ERM Assessment:**Financial**

2016:

Moderate Impact (3) – with municipal loss between \$100K - \$250K

Almost Certain Likelihood (5) – with the signed minutes of settlement having been delivered to the City, pending Council's approval.

Combined financial risk assessment is High, although will be mitigated through the use of existing reserves (tax write off and potentially contingency)

Future Years:

Minor Impact (2) – based on 2016 loss for that year only of \$53,059.51, or the range between \$25K - \$100K

Almost Certain Likelihood (5) – with the revised assessment already factored into the 2017 Collectors Roll

Combined financial risk assessment is High, and will need to be factored into the 2017 municipal operating budget process

Additional potential future year impacts related to other potential appeals on similar facilities. Combined financial risk assessment unable to be accurately determined at this time.



Date: February 14, 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 \$46,547.04 in 2013 and \$34,841.45 in 2014 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 2013 and 2014 calendar years. The last write off of City receivables was performed in August 2014, and related to 2012 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 2014 write offs are in line with the previous year. The 2013 write offs did contain 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 did contain 7 Bankruptcies that accounted for \$10,179.63 of the total, leaving the balance of write-offs at \$24,661.82.

2013 and 2014 write off balances are 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.

City Receivables Write Off History:

	2007 Write-Offs in 2009	2008 Write-Offs in 2010	2009 Write-Offs in 2011	2010 Write-Offs in 2012	2011 Write-Offs in 2013	2012 Write-offs in 2014	2013 Write-offs in 2016	2014 Write-offs in 2016
Department:								
Daycare	1,555.00	584.00	367.36	1,538.74	2,471.71	334.20	-	-
Recreation Centre	66.80	-	-	869.90	42.38	4,953.10	-	1,049.35
ARS Sundry	634.01	1,912.02	2,970.11	5,478.58	-	3,071.02	214.70	991.13
Emergency Services	-	-	-	-	-	-	-	-
Parking	-	-	73.27	20.54	347.43	114.26	396.08	386.32
Cemetery *	3,448.61	8,370.84	3,366.75	1,145.50	5,030.90	2,090.67	-	1,718.73
Transfer Station	314.20	-	5,500.30	339.40	-	25.82	1,907.60	449.15
Hydro	16,742.70	14,559.70	17,607.13	43,104.48	13,763.83	13,620.35	42,635.15	26,323.20
Water / Wastewater	5,300.89	5,045.27	2,125.83	3,230.37	1,110.46	1,102.70	1,393.51	3,923.57
	<u>28,062.21</u>	<u>30,471.83</u>	<u>32,010.75</u>	<u>55,727.51</u>	<u>22,766.71</u>	<u>25,312.12</u>	<u>46,547.04</u>	<u>34,841.45</u>

* Cemetery accounts were first written off by the City since amalgamation occurred on January 1, 2000 in 2008. For the 2010 write offs, the City continues to play a bit of catch up. Some of these accounts are old accounts that the City continued to receive payments on, but payments were discontinued in 2008.



February 1, 2017

City Council Committee Report

To: Mayor and Council

Fr: Jeff Hawley, Operations & Infrastructure Manager

Re: Leonard "Kroppy" Kropioski - Memorial

Recommendation:

That item #9 from the January 17, 2017 Council meeting to defer the street name change from McQuillan Street to Kroppy's Lane be hereby withdrawn; and further

That Council support the placement of a commemorative plaque in the Kenora Recreation Centre to honour Mr. Len Kropioski and his passion for hockey and recreation.

Background:

A Council Resolution, approving a street name change to Kroppy Lane, was tabled at the January 17, 2017 Council meeting in order to allow additional time for Council, staff and Mr. Kropioski's family to find the most appropriate way to honour his memory. With more time for thought, it has been decided that the most appropriate memorial would be a plaque recognizing "Kroppy's" many hours of coaching and his positive impact on youth in sports, to be located at a sports complex, such as the Kenora Recreation Centre.

Budget: Costs associated with this change will be the cost of plaque installation and staff time to install.

Risk Analysis: As per the requirements in the City's ERM policy, there is a low financial risk for the cost of the plaque, which could be mitigated through community donations.

Communication Plan/Notice By-law Requirements:

Distribution: J. Hawley, J. Tkachyk

Strategic Plan or other Guiding Document:

Goal #3: Focus on Our People

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



January 31, 2017

City Council Committee Report

To: Mayor and Council

Fr: Jeff Hawley, Operations & Infrastructure Manager

Re: Traffic Amendment – Rate of Speed – James Road

Recommendation:

That Council authorizes an amendment to the City of Kenora Traffic Regulation By-law Number 180-2015 to remove the identified 60 kilometers Per Hour Zone for the entire length of the James Road, northwesterly from Highway 658 (Reddit Road) from Schedule "T" – Rate of Speed; and further

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

Background Information:

On November 15th, 2016 a Deputation to Council was made by a resident of the James Road requesting that the speed limit on the James Road be reduced from the present 60 kms per hour to 50 kms per hour to make the road safer for walkers with children and pets. Also requested was the designation of a "Community Safety Zone" to extend from the hill before #503 James Road to the start of the sub-division. Comments were received from the respective Divisions within the Operations & Infrastructure Department and the O.P.P. who were in support of lowering the speed limit to 50 kms per hour. By removing the 60 km per hour signage the James Road will revert to the 50 km per hour City of Kenora rate of speed. Signage is only required for speeds outside of the 50 km per hour, as per the Highway Traffic Act, but to heighten awareness the City will erect a 50 km per hour sign at the start of the James Road. It will now be necessary to amend Schedule "T" Rate of Speed of Traffic Regulation By-law No. 180-2015 to remove the James Road from the section - 60 Kilometre Per Hour Zone, as follows: -

60 Kilometres Per Hour Zone

<u>Column 1</u> STREET	<u>Column 2</u> LOCATION	<u>Column 3</u> MAXIMUM SPEED Kilometers per Hour
<u>Delete:</u> James Rd	From Redditt Rd, northwesterly for 3.2 km	60

With regards to designating a section of roadway a "Community Safety Zone", which is typical for schools and playgrounds, the decision is to monitor the activity at the reduced 50 km per hour rate of speed and revisit this request if there continues to be a problem.

Budget: N/A

Risk Analysis: It is the intention to create an incident free environment by reducing the travel speed on the James Road to 50 kms per hour. This is in compliance with ERM goals of the City of Kenora to mitigate risk.

Communication Plan/Notice By-law Requirements:

J. Hawley, K. Koralalage, H. Kasprick, H. Lajeunesse, O.P.P.

Strategic Plan or other Guiding Document:

Goal #2: Strengthen Our Foundations

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

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

February 8, 2017

City Council Committee Report

To: Mayor and Council

Fr: Jeff Hawley, Manager of Operations and Infrastructure

Re: Water Street T-Intersection Update and Next Steps

Recommendation

That Council hereby approves the T-Intersection works to proceed in 2017 based on a total budget allocation of \$3,632,900 for the scope of works as outlined in the February 8, 2017 report from Jeff Hawley, Manager of Operations and Infrastructure; and further

That Council hereby directs staff to include this project in the City's 2017 municipal capital budget.

Background

This report is in follow up to Council's direction to refine the Water Street T-Intersection project for scope and associated cost reduction. This report is provided on the findings of the requested review.

The consultant was directed to scale the project back to better fit the intended budget of \$3.3 million while including the provision to accommodate traffic in and out of Water Street through the construction zone. The focus of the cost savings from the original concept was on the deletion of improvements and changes on the west sides of Bernier Drive and Water Street related to parking and retaining walls. The other scope of work that has been included in the current scaled down version is the removal of the existing fuel tanks used by the float plane companies. The fuel tank removal is an advised scope of work due to the fact these tanks are likely reaching the end of their useful life as they are estimated to be originally installed in the early 1990's. The fuel tank removal would be a proactive measure at this time before the threat of potential leak and possible contamination of land and the close by water body of Lake of the Woods. If the Water Street T Intersection project does not proceed it is still recommended to pursue the fuel tank removal as a standalone project either in 2017 or 2018 in conjunction with the float plane companies. This is being recommended due to the associated liability and risk related to these tanks. The scaled down version of the T Intersection project also includes the rehabilitation of the failing brick pavers in the Second and Main Street intersection. This scope of work would also have to become a standalone project should the T Intersection not proceed.

The added cost of this version of the project related to accommodating traffic through the construction area is estimated to add \$326,000 to the cost of the project. It is further projected to add an extra month of construction time due to the staging of work required to maintain traffic active in the construction zone. The cost for the updated scaled down version of the project has now been estimated at \$3.63 million which is itemized as per the following table.

Construction	\$2,880,000
15% Contingency	\$432,000
Engineering Contract Admin & Inspection	\$257,900
1.76% HST	\$63,000
Total Estimated Project Cost	\$3,632,900

The current scaled down version of the project does have specific impacts related to the float plane operations. These issues have been brought to the attention of River Air, whom have indicated are open to working with the City on this project. There are four impacts that have been identified that affect the float plane operations. Deliveries to the docks can no longer be made with any type of tractor trailer vehicle as access to the docks will be limited through the south parking lot. The River Air leased parking lot off of the high point of Water Street will be lost. Access to the docks will be limited to a barricaded corridor through the south parking lot during special events. Finally, the removal of the fuel tanks, which the float plane companies will have to make arrangements for a replacement fuel system.

The funding available for the project from FedNor is just under \$1 million. The current cost estimate leaves the City to fund this project in the neighbourhood of \$2.63 million. This represents a 72.5% City share of the construction costs. This is in addition to the \$210,000 consulting engineering cost for the design and tender creation, which was always to be funded 100% by the City. The scaled down project does address the safety and hazardous condition of the existing intersection and project has secured and approved funding that is required to be used by the end of 2017. It does, however, result in some less than desirable impacts for the float plane operations. In addition, it results in a less than optimal configuration of the south parking lot when compared to the higher cost original option.

This makes the recommendation to proceed with the project as a scaled down scope of work a difficult one. There are three options available going forward, with those being to:

- advance a scaled down project with the available funding in 2017;
- defer the project to a later date based on the original full scope project;
- or defer the project to a later date based on the scaled down version of the project.

The latter two options may or may not have future upper level of government funding available which is the risk taken should the decision be made to defer the

project. Regardless, the project will have a shovel ready tender that needs direction for it to be tailored for either the full scope or reduced scope of works.

A decision as to whether or not to proceed with the project is required as soon as possible as the utility companies have indicated that time is of the essence to ensure delivery of their required equipment in time for the 2017 construction season. Also, it is suggested that the sooner the tender can be put out for bid, when contractors are looking to fill their 2017 work schedule early in the year, the better the likelihood of more competitive tenders that may be received and the better the potential there is for bids to be within the current estimate. Therefore it is critical for a decision on whether to proceed or not with the project be made as swiftly as possible, and should the project be deferred, if the tender should be developed as the full original version or the scaled down option.

With the scaled down version of the Water Street T Intersection still being able address the safety concern related to this particular intersection in addition to improving traffic flow, and now that a portion of the project has committed and approved funding that will be lost if it is not used for this specific project by the end of 2017, it is recommended that the project to proceed in 2017, as per the revised scaled down version of the project.

Budget / Financial Implications:

The City currently has funding of just under \$1M to use towards this project from FedNor for the actual construction. The current design works are not eligible. Should Council not wish to pursue the construction phase of this project at this time, this FedNor funding will no longer be available. In effect, it will be lost, with the exception of the possibility of the brick paver rehabilitation of the Main and Second Street intersection, which would need to be further discussed and confirmed with FedNor.

If approved by Council the T Intersection project would be built into the 2017 draft capital budget, with funding sources from FedNor and Federal Gas Tax, representing 50% of the proposed project. The balance of the funding would need to be funded through debt financing, payments for which could be funded through future OCIF funding allocations.

Communication Plan/Notice By-law Requirements:

The City will either continue with the communications strategy to move forward with this project, or it will advise the parties that it no longer intends to pursue this project at this time. The completion of the engineering and tender works already awarded and underway would ensure that the project is shovel ready for future consideration.

Strategic Plan or other Guiding Document:

Guiding Principles:

- Provide clear and decisive leadership on all matters of economic growth
- Forge strong dynamic working relationships with the Kenora business community
- Promote Kenora to external investment audiences

Actions:

- Act as the catalyst for continuous improvements to the public realm



February 14, 2017

City Council Committee Report

To: Mayor and Council

Fr: Adam Smith, Special Projects and Research Officer

Re: 2017 State of Housing Report

Recommendation:

That Council hereby accepts the 2017 State of Housing Report as a needs assessment for housing in Kenora; and further

That Council hereby directs staff to proceed with a Housing Action Plan to support the housing market through the use of policy tools available to municipalities.

Background:

Since November 2016, a working group that includes the City Planner, Economic Development Officer, Special Projects and Research Officer and a representative from the Lake of the Woods Development Commission, have held discussions on the feasibility of a housing strategy for the City of Kenora.

Among the first steps in commencing with this project has been to collect and analyze the data on the housing market in the City as well as solicit feedback from developers on potential barriers to progress. The 2017 State of Housing Report is a product of this research and builds off of the Affordable Housing Study completed in 2014. While they are complementary to each other, the 2017 State of Housing Report also serves as the platform to launching an action plan to target the specific problems identified in the Report.

Healthy communities are built on having a diverse range of housing options to suit the needs of all. Expanding these options require collaboration and partnership between community agencies. City staff recognize this reality and consulted with members of the Age-Friendly Committee and Kenora Substance Abuse and Mental Health Task Force in developing the 2016 State of Housing Report.

Over the coming months, staff will continue to collaborate with housing stakeholders and use the feedback gathered from developers to identify policy tools that can support the housing market while respecting jurisdictional responsibilities.

Budget:

There are no budgetary implications with this report. Staff time will be used to facilitate the creation of a Housing Action Plan.

Risk Analysis:

As per the requirements in the City's ERM Policy, staff have identified a moderate risk to public trust and confidence. This risk is considered an opportunity that should be pursued.

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

Strategic Plan or other Guiding Document:

Strategic Plan:

2-5 The City will encourage new housing partnerships leveraging the skills and expertise of public sector, private sector and community-based agencies within Kenora and beyond

2-6 The City will support the development of a diverse range of housing types with an emphasis on affordable options for families, seniors and individuals in need of transitional and emergency housing

2-7 The City will encourage and support the development of vacant and transitional lands for uses that support our vision



2017 State of Housing Report

February 14, 2017

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Introduction

Housing is widely recognized as foundational to a person’s ability to lead a healthy and productive life. Benefits to the health of individuals and families produce positive outcomes for the broader community as evidence suggests that communities with a range of housing choices for all income earners, are more liveable, economically competitive and resilient. Using the latest available data for Ontario, the Mowat Centre estimates that for each \$1 increase in residential construction investment generates an increase in overall GDP by \$1.52 as the investment continues to cycle through the economy.¹ However, when you scale down the economic effects to an individual level they become even more significant. Since housing is a major barrier to employment, individuals with a core housing need in Ontario could conceivably earn an additional \$9500 in income.² If education is used as a measure, affordable housing for those children in need could lead to 48 percent of them achieving better performance in school.³ Finally, there are significant cost savings for the justice system as housing reduces recidivism and as a result even a small reduction of one correctional stay can save the government an average of \$9500.⁴

Despite the positive outcomes from building affordable housing stock, municipalities across Ontario are faced with immense challenges in facilitating these developments. This is particularly true in Northern Ontario with the climate shortening the construction season and increasing the cost of utilities and transporting goods in and out of the region.⁵ Furthermore, unlike in Southern Ontario where municipalities act as Service Managers and provide social housing for their respective areas, District Social Services Administration Boards (DSSABs) have this responsibility in the North. DSSABs were originally created to administer social services in northern communities before the administration and delivery of housing services were downloaded to the local level. DSSABs do not have powers or resources fully equivalent to municipalities and are particularly disadvantaged due to limitations on their ability to raise funds through debentures to create or improve social housing. They can only raise funds based on the borrowing ability of individual municipalities within their service areas. As most

¹ Noah Zon, Melissa Molson and Matthias Oschinski, “Building Blocks: The Case for Federal Investment in Social and Affordable Housing in Ontario” *Mowat Centre* (2014) pg. 27

² *Ibid*, pg. 33

³ *Ibid*, pg. 35

⁴ *Ibid*, pg. 37

⁵ Greg Suttor, “Affordable Housing as Economic Development: New Housing Can Spark Growth in Northern and Southwestern Ontario” *Ontario Non-Profit Housing Association* (2016) pg. 11

municipalities in DSSAB service areas are small in terms of volume of debentures, even with a good credit rating rates for debt may be higher.⁶

However, the far more significant barrier has been the downloading of social housing stock without any accompanying financial reserves. In Kenora, the majority of this stock was transferred to the Kenora District Services Board (KDSB). The remainder was transferred to various Indigenous Housing providers or left with the Ministry of Health and Long Term Care and other Ministries but operated by various health service providers in the City. The KDSB vis-à-vis the District of Kenora, became responsible for a housing stock that had been constructed between the 1960s and 1990s without any financial means to plan for their replacement. In some cases, at the time of the transfer, the housing assets were nearing the halfway point in their overall useful life and were transferred with no accompanying replacement reserves.

Further, the operational funding provided to the KDSB for the housing stock in its direct portfolios and that of the Non-Profit Housing Providers has been indexed to a methodology scale that is nearly 20 years old. This has translated to the local communities carrying an ever increasing responsibility for the costs of operating the existing housing stock while the Federal and Provincial government responsibilities decreased.⁷

Under this reality, the City of Kenora is confronted with the challenge of addressing the gap in housing for a variety of demographics and income earners, while at the same time, doing so within its legislated authority. The *2017 State of Housing Report* builds off of the gap analysis completed in the *2014 Affordable Housing Study* by providing the latest information surrounding affordability and the current potential in the community. It also serves as an introductory report to a City of Kenora *Housing Action Plan* that will be created to act as a strategic toolkit to addressing barriers in the housing market.

This report presents a compilation of available demographic, socio-economic and housing market data about Kenora. The primary sources of data for this report include: Canada Mortgage and Housing Corporation (CMHC), City of Kenora, Kenora District Services Board (KDSB), Government of Ontario, Municipal Property Assessment Corporation (MPAC), and Statistics Canada's Census of the Population and National Household Survey (NHS).

It is important to note that data from the 2011 NHS is of lower quality than the mandatory long-form Census it replaced, and is used when higher quality data is not available. In some cases, it was only possible to use District-level data to assess trends.

⁶ Focus ON, "Local Housing and Homelessness Plans" *Ontario Non-Profit Housing Association* (2012) pg. 15

⁷ Kenora District Services Board, "e-mail to author on 2017 State of Housing Report," December 5, 2016

Kenora’s Housing Action Plan

Background

The City of Kenora’s *Housing Action Plan* will be positioned to affect change in the affordable housing market for low and moderate income earners principally through advocacy, policies and procedures, regulation, financial incentives and communication and education. The Plan will recognize and respect roles and responsibilities as it pertains to the administration and delivery of housing types in the community (Figure 1).⁸

Figure 1: MMAH Municipal Tools for Affordable Housing

Province	Service Managers (Housing Role)	Municipalities (Land Use Planning Role)
<ul style="list-style-type: none"> • Establish legislative and policy framework • Set out provincial interests for housing • Partner with Service Managers to ensure financial accountability through service agreements • Provide annual reports on province-wide progress • Contribute to funding for affordable housing and homelessness programs • Engage the federal government to establish a long-term national housing strategy including sustainable funding for affordable housing 	<ul style="list-style-type: none"> • Engage the local community in determining housing needs, establish a housing vision and determine priorities for helping people in need • Develop and implement local housing and homelessness plans that address provincial interests and are consistent with Ontario’s Housing Policy Statement • Contribute to, coordinate and administer housing funding • Monitor and report on progress 	<ul style="list-style-type: none"> • Use local housing and homelessness plans as the basis for housing needs assessment to guide development of municipal planning policies and approaches • Identify range of planning and financial tools that are available and create enabling frameworks for their use • Develop and implement official plan policies and zoning to direct development and promote the availability of a full range of housing types to meet range of identified needs. This includes implementing policies to permit second units, as well as enabling policies needed to use planning and financial tools

It will serve to complement the KDSB’s *Ten Year Housing and Homelessness Plan* by bridging in the private market to create an integrated and systemic approach to supporting affordable housing needs within Kenora (Figure 2).⁹ To be effective, the City of Kenora, KDSB and community partners will have to co-ordinate efforts in leveraging funding and developing policy.

⁸ Ministry of Municipal Affairs and Housing, “Municipal Tools for Affordable Housing” Government of Ontario (2011) pg. 4

⁹ Kenora District Services Board, “City of Kenora: Emergency Shelter,” *Open House Presentation April 14, 2016*

Figure 2: Housing Spectrum

Kenora District Services Board				City of Kenora		
Emergency Shelter	Transitional Housing	Social Housing	Non-Market Rental	Market Rental	High Market Rental Ownership	Market Home Ownership
<ul style="list-style-type: none"> •Overnight shelters •EWP mats •Safe Houses 	<ul style="list-style-type: none"> •Low-barrier Housing •Housing with Supports •Transition Houses 	<ul style="list-style-type: none"> •Subsidized Rental Housing for seniors, people with disabilities and families 	<ul style="list-style-type: none"> •Rental Assistance Program (RAP) •Rent Supplements •Affordable Rental 	<ul style="list-style-type: none"> •Rental Housing at Market Prices •Secondary Suites 	<ul style="list-style-type: none"> •Rental Condos •Small Unit Ownership 	<ul style="list-style-type: none"> •Single Detached Homes •Semi-Detached Homes •Row Houses

Despite the pivotal role of the KDSB as a service manager for housing between the Emergency Shelter to Non-Market Rental Housing side of the spectrum, it should be noted that it is not the only housing provider. If the City is to be successful in enhancing the housing market for all residents, collaboration should not be limited to the KDSB but include a wide range of agencies such as:

- Amikkowiish Non-Profit Housing
- Canadian Mental Health Association – Kenora
- Changes Recovery Homes
- District of Kenora Home for the Aged
- Keewatin Non-Profit Housing Corp.
- Kenora Association for Community Living
- Kenora Fellowship Centre (Transitional Housing)
- Kenora Non-Profit Housing Corp.
- Lake of the Woods District Hospital – Morning Star Detox Centre
- Northlands
- Ontario Aboriginal Housing Services
- Women’s Shelter Saakaate House

Economic and Demographic Factors Influencing Housing Demand

The *2015 Official Plan* establishes a land use policy framework in which the City has committed to supporting “the location of affordable housing in an integrated manner within new or existing development” and further, that it will “provide a mix and range of housing types that shall meet the physical and financial needs of all current and future residents.”¹⁰ Under its General Development Policies, the City can use a range of different planning measures and direct supports to incentivize affordable housing. They include but are not limited to density bonusing, deferral or waiving of fees and charges, alternative development standards, land, and more flexible zoning. Secondary suites are also encouraged while priority is given to development applications for affordable housing from non-profit housing corporations and housing cooperatives.

Importantly, the *2015 Official Plan* defines affordable housing as not spending more than 30 percent of gross income on shelter. Alongside the broad guidelines, this definition will lay the foundation by which Kenora’s *Housing Action Plan* can implement tools that are specific, measurable, actionable, realistic and timely.¹¹

The economic and demographic disposition of a community are among the most important factors in driving the housing market. This section of the report helps understand past trends and their impact on present conditions. Along with future forecasts, this information can help determine policies to move forward. To illustrate these factors, the data used includes population size, growth and composition; employment and working conditions; and household income levels.

Population Size, Growth and Composition

Based on the latest census data, the population of Kenora is estimated to be at 15,096 which represents a decrease of 1.6 percent since 2011.¹² The fastest-growing demographic is people 65 years old and older. Currently, 20% of Kenora’s population is within this age group. In comparison, the provincial average is 16 percent. While both of these figures are in an upward trend, the gap between the two will continue to grow over the next fifteen years because nearly one quarter (24%) of Kenora’s population is between the ages of 50 and 64. As the

¹⁰ City of Kenora “Official Plan” (2015) pg. 2-2

¹¹ Ibid, pg. 3-1

¹² Statistics Canada “Census Profile, 2016 Census: Kenora,” *Government of Canada* (2017)

population ages, there is an increasing desire among seniors to “age in place”. The increase in the proportion of seniors in the community will increase the demand for adaptable and accessible, multiple-unit housing. Affordability for seniors living on fixed incomes will also be a factor.¹³

Indigenous people, including First Nations and Metis, make up a significant percentage of Kenora’s population. According to the 2011 NHS, 18% of Kenora’s population, is either Metis (1,185 people) or First Nations (1,460 people). This represented an increase of 2% since the 2006 census and outpaced growth in the community as a whole.¹⁴

The 2011 NHS also provides information for Kenora’s census division, which includes all of the land between Kenora and Hudson’s Bay. In this area, 19,985 out of 54,915 people identify as aboriginal, the majority of whom are First Nations (16,835 people).¹⁵ While outside of city limits, many people in this catchment area use Kenora as a service hub and require access to housing supports.

Kenora’s changing demographics are also reflected in the characteristics of households. For example, it is estimated that the Total Lone-Parent Family Households are going to increase by 45% between 2011 and 2020 in the District of Kenora; 73% of this growth is coming from Female Lone-Parent Households who are proportionally much younger than the provincial average. Therefore, in creating affordable housing, there will need to be a combination of increasing supply and supporting families with education and other supports in order for them to make their own housing situation affordable.

Employment and Working Conditions

Kenora has an unemployment rate of 6.6% which is the same as the provincial average. The chart below provides an occupational breakdown of Kenora’s labour market (Figure 3). Similar to trends across Ontario, sales and services is the largest employment sector. The community differs from the rest of the province in respect to the large share of employment being in trades, transport and equipment operators and related occupations. Both the services and trade/transport sectors are characterized by low wages relative to the other occupational groups and help explain the comparatively low median income level in Kenora.^{16 17}

¹³ Age-Friendly Committee “Kenora’s Age-Friendly Strategic Plan” (2016), pg. 11

¹⁴ Ibid

¹⁵ Ibid

¹⁶ Statistics Canada “Average hourly wages of employees by selected characteristics and occupation, unadjusted data, by province” *Government of Canada* (2016)

¹⁷ City of Kenora “Demographics & Income” (2016)

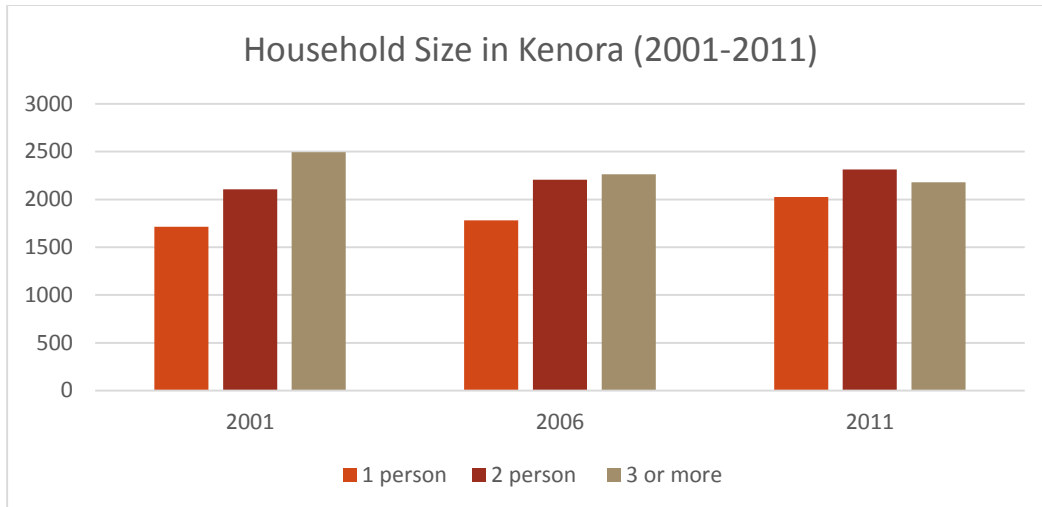
Figure 3: Labour market comparison between Kenora and the rest of Ontario

Occupation	% of Jobs		Average Hourly Wage Per Job (2016)
	Kenora	Ontario	
Management occupations	8	7	\$43.70
Business, finance and administration occupations	11	17	\$26.02
Natural and applied sciences and related occupations	4	8	\$36.11
Health-Care	8	7	\$29.48
Education, law and social, community and government services	18	13	\$34.02
Art, culture, recreation and sport	2	2	\$23.90
Sales and service occupations	25	26	\$16.18
Trades, transport and equipment operators and related occupations	18	13	\$24.84
Natural resources, agriculture and related production occupations	2	1	\$18.38
Manufacturing and utilities	2	2	\$21.06

Household Size

In 2011, the average number of residents per dwelling was 2.3 with 67% of households consisting of 1-2 residents. The growing prevalence of smaller households is not a new occurrence. Between 2001 and 2011, the number of 1 person and 2 person dwellings has increased by 4% and 2% respectively. Conversely, the number of dwellings with 3 or more persons decreased by 6 percent. This trend is expected to continue in the future given Kenora's ageing population and increasingly prevalent lone-parent households.¹⁸

¹⁸ Statistics Canada "2001, 2006 and 2011 Census Data: Household Type and Household Size," *Government of Canada* (2016)



Household Income Levels

According to the Provincial Policy Statement, 2014, households are considered to have low and moderate incomes when their total household income falls at or below the 60th income percentile for the regional market area. Approximately 28% of households in Kenora fall below this threshold with the median income of all households being \$73,676.¹⁹ While the number of low and moderate income households aligns with the provincial average, the median income in Kenora is lower than the provincial median of \$78,790. Kenora performs slightly better than the rest of the province when using the Low-Income Measure (LIM) which is the most commonly used low-income measure. It is a fixed percentage (50%) of median adjusted household income, where "adjusted" indicates that household needs are taken into account.²⁰ Using this measure, the prevalence of low-income dwellings is 15.7% compared to 16% for the rest of the province.²¹ Overall, Kenora does not appear as an outlier in relation to income distribution in Ontario. But as the subsequent section will demonstrate, there is a lack of multi-residential stock that creates a challenge in improving the standard of living for those with low to moderate incomes and adapting to demographic trends.²²

¹⁹ City of Kenora "Demographics & Income" (2016)

²⁰ Statistics Canada "Low income measures," *Government of Canada* (2015)

²¹ Statistics Canada "Household Income in 2010, Household Type and Selected Household Characteristics for Private Households of Canada, Provinces, Territories, Census Metropolitan Areas and Census Agglomerations," *Government of Canada* (2016)

²² Statistics Canada "Median total income, by family type, by province and territory," *Government of Canada* (2016)

Housing Affordability, Adequacy and Suitability

There are numerous indicators that are often used to measure community well-being but among the most important is that of core housing need. A household is said to be in core housing need if its housing falls below at least one of the adequacy, affordability or suitability standards and would have to spend 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (meets all three housing standards). Suitable housing has enough bedrooms for the size and make-up of resident households, according to National Occupancy Standard (NOS) requirements. Affordable dwellings costs less than 30% of total before-tax household income and adequate housing is reported as not requiring any major repairs.²³

In measuring core housing need in Kenora, there existed significant gaps in data that affected the housing portrait. That being said, if a household falls below just one of the standards that defines this indicator, core housing need is evident. Even with existing gaps, the available data on suitability, affordability and adequacy illustrates that a significant share of Kenora's population qualifies as being in core housing need.

Suitability

The NOS outlines the minimum number of bedrooms that a household requires based on its size and composition. For example, a one person household requires as a minimum a bachelor unit (zero bedrooms), a couple requires a one bedroom unit, a couple or lone parent with one child requires a two bedroom unit etc. Despite many households preferring to rent/own a unit with more bedrooms than the NOS, low and moderate income households do not typically have the financial means to do so.²⁴ This reality is what makes smaller unit sizes crucial to a community's housing mix and part of the solution to addressing core housing need.

Recognizing that housing construction is cyclical in nature and will not be consistent from year-to-year, the chart below illustrates the trend since previous housing study in 2014. Based on the assumption that Kenora will need 460 additional occupied dwelling units by 2031 to support an estimated population of 16,051, production appears to be aligning with projected

²³ City of Guelph "Affordable Housing Strategy: The Current State of Housing in the City of Guelph," (2015) pg. 83

²⁴ Ibid, pg. 55

growth.²⁵ The market however, is dominated by single-detached dwellings despite decreasing household sizes and housing prices outpacing average incomes. (see Figure 4)²⁶

Using a suitability perspective, these numbers characterize the market as supplying housing that is unaffordable for many low to moderate income earners and unresponsive to demographic trends. With limited activity in the construction of new rental stock, Kenora's vacancy rate has declined substantially. The benchmark for a balanced and healthy rental market is a vacancy rate of 3 percent. Among privately initiated apartments of three units or more, the vacancy rate declined from 3.6% in October 2014 to 1.7% the following year.²⁷ When row apartments are included, this measure improves slightly but still represents a significant decrease from the previous year. In October 2014 the vacancy rate was at 3.9% but a year later declined to 2.4 percent.²⁸ Thus, even if a household has sufficient income to pay market rents, they may not be able to find an available unit to lease, particularly households seeking small unit sizes. Increasing demand for bachelor, 1 bedroom and 2 bedroom units as well as the lack of new apartment builds could potentially depress the vacancy rate further and put additional pressure on rental rates.

²⁵ City of Kenora "Official Plan," (2015) pg. 1-4

²⁶ Canada Mortgage and Housing Corporation, "housing starts, under construction and completions in census agglomerations of 10,000 to 49,999, quarterly (units)," *Statistics Canada* (2016)

²⁷ Canada Mortgage and Housing Corporation "Rental Market Statistics," *Government of Canada* (2016) pg. 17

²⁸ *Ibid*, pg. 35

Figure 4: Current Housing Developments in Kenora (2014-2016 Q2)						
Housing estimates	Type of unit	2014	2015	2016*	Total	Average Production Per Year
Housing starts	Total units	32	31	22	85	34
	Single-detached units	32	31	22	85	34
	Semi-detached units	0	0	0	0	0
	Row units	0	0	0	0	0
	Apartment and other units	0	0	0	0	0
Housing under construction	Total units	18	24	7		
	Single-detached units	11	17	7		
	Semi-detached units	0	0	0		
	Row units	0	0	0		
	Apartment and other units	7	7	0		
Housing completions	Total units	21	25	39	85	34
	Single-detached units	21	25	32	78	31.2
	Semi-detached units	0	0	0	0	0
	Row units	0	0	0	0	0
	Apartment and other units	0	0	7	7	2.8

*: CMHC provides statistics up to the second quarter of 2016.

Affordability

Data from the 2011 NHS indicates that 20.7% of households in Kenora were spending more than the 30% threshold of income on shelter costs. This threshold of households spending more than 30% breaks down to the amount of home owners at 11.7% and the amount of rental tenants at 43.4 percent.²⁹

²⁹ City of Kenora "Affordable Housing Study," (2014) pg. 6

Residential property values in Kenora have increased by 5% per year since 2012 with an average assessment of \$187,000 in 2016. When compared to the rest of Ontario, Kenora's assessment values have outpaced the provincial average by 0.5 percent.³⁰

An increasing assessment base can have many positive benefits for a community but it can also create several challenges. In terms of benefits, it allows people to build equity in their homes and is a source of revenue generation for the municipality as property taxation is based on a percentage of assessment. But rising valuation also makes it increasingly prohibitive for low to moderate income earners to afford a home and for those that already own a home, the heavier tax burden limits their financial flexibility.

As previously mentioned, Kenora's rental market is characterized by a very low vacancy rate which leads to higher rental prices. Between 2012 and 2015, average rent for a one bedroom unit had increased by 3% to \$681/per month. For a two bedroom apartment, the rent increased by 7% to \$859/per month.³¹ In general, low income tenant households, with annual incomes at or below the 30th income percentile have very limited housing options in the private market. But based on the current average rental rate, even those residents in the 40th income percentile will have difficulty in finding affordable options.

In Kenora, there are approximately 742 households at or below the 30th income percentile (some of whom would be residing in social housing). These households would be unable to afford a one bedroom unit with an average market rental rate of \$681 per month. Some of these residents may already be in social housing, but for those who are not and need to make the transition, major barriers exist. The KDSB reported that between 2014 and 2015, the waiting list for rent-geared-to-income housing in the District surged by 121 percent.³²

In 2016, the KDSB reported that the waiting list in the City of Kenora for rent-geared-to-income housing was largely shaped by those seeking single non-elderly units (40%) and family units (22%). Individuals seeking seniors housing represented 22% of the waiting list.³³ The combination of high rental rates in private developments and a long waiting list for social housing, creates a risk of homelessness for low income households.

³⁰ Municipal Property Assessment Corporation "Kenora Residential Property Values on Average Have Increased Five Per Cent Per Year Since 2012," (2016)

³¹ Canada Mortgage and Housing Corporation, "average rents for areas with a population of 10,000 and over, annual (dollars)," *Statistics Canada* (2016)

³² Ontario Non-Profit Housing Association "2016 Waiting Lists Survey Report," (2016) pg. 28

³³ Kenora District Services Board, "e-mail to author on rent-geared-to-income housing waiting List," January 30, 2017

Challenges also extend to those households with incomes between the 30th and 60th income percentiles. While they may be able to afford to rent units in the private market, they most likely do not have the financial means to rent a “suitable” unit (i.e. a unit that has enough bedrooms for the size and make-up of the household).

Figure 6 illustrates the issue of affordability depending on the type of household and income percentile. It indicates that a significant share of households are paying above which is affordable given the current prices in the housing market.^{34 35}

Figure 6: MMA Affordability Price/Rates versus City of Kenora Household Income (2016)

Income Percentile	Number of Households	Affordable House Price	Income Percentile	Number of Households	Affordable Rental Rate
Total	6,520				
NA			10 th Percentile (\$14,400)	575	\$360
20 th Percentile (\$29,800)	680	\$111,000	20 th Percentile (\$20,000)	540	\$500
30 th Percentile (\$41,500)	525	\$155,000	30 th Percentile (\$24,000)		\$600
40 th Percentile (\$52,700)	455	\$196,500	40 th Percentile (\$30,500)	1095	\$760
50 th Percentile (\$65,200)	1045	\$243,000	50 th Percentile (\$38,000)		\$950
60 th Percentile and above (\$79,600)	2495	\$297,000	60 th Percentile and above (\$46,800)	3995	\$1,170

Adequacy

Based on the current supply of housing stock in Kenora, there has been 1180 dwelling units constructed since 1988. With an estimated household count of 6,520, this suggests that only 18% of the total stock is under 28 years old. Furthermore, since that time only 22% of new builds consisted of row and apartment units.³⁶ There are two major challenges with having an

³⁴ Ministry of Municipal Affairs and Housing “Provincial Policy Statement: Housing Table,” *Government of Ontario* (2015)

³⁵ Statistics Canada “NHS Profile: Kenora, Ontario, 2011,” *Government of Canada* (2015)

³⁶ Canada Mortgage and Housing Corporation “housing starts, under construction and completions in census agglomerations of 10,000 to 49,999,” *Statistics Canada* (2016)

ageing housing stock. First, older dwellings are relatively drafty and lightly insulated, and this can result in higher heat losses and energy bills — even in those built more recently such as in the 1980s. These dwellings likely use at least 25% more space heating energy than houses built after 2010. In Canada, space heating accounts for over 60% of residential energy use and, therefore, makes up a good proportion of the overall energy bill.³⁷ For many, a high energy bill can be the difference in meeting the criteria for core housing need.

Second, the older a dwelling becomes the more maintenance is required to ensure it remains adequate for the resident. Between 2006 and 2011, the number of dwellings that required major repairs increased by 2.4 percent. Figures 7 and 8 illustrate that while those dwellings built before 1946 required the most major repairs, since 2006, it has been dwellings built after 1961 that are driving the overall increase. Adequacy is a key measure in determining core housing need and although current data on dwelling conditions is lacking, there are few signs of improvements. CMHC shows that since 2011, only 115 new dwellings have been added to the City's stock which amounts to only 2% of the total. ³⁸

³⁷ Canada Mortgage and Housing Corporation “Energy Efficiency Building Envelope Retrofits for Your House,” (2012)

³⁸ Canada Mortgage and Housing Corporation “Historical Period of Construction and Condition of Dwelling,” (2012)

FIGURE 7: HISTORICAL PERIOD OF CONSTRUCTION AND NEED FOR MAJOR REPAIRS (2006)

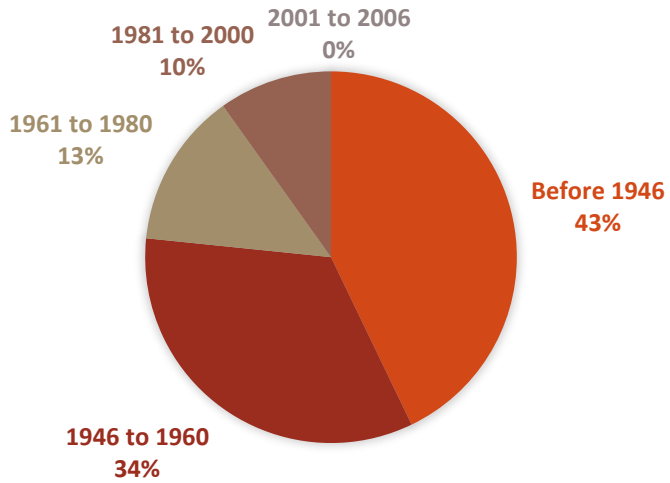
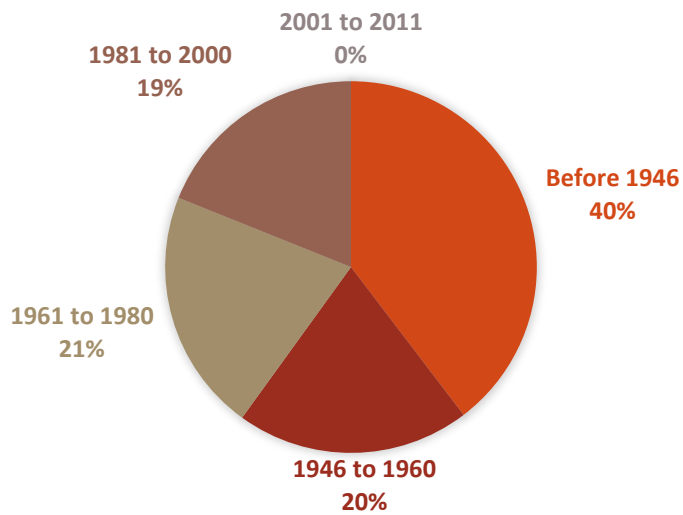


FIGURE 8: HISTORICAL PERIOD OF CONSTRUCTION AND NEED FOR MAJOR REPAIRS (2011)



Findings

The intent behind the *2017 State of Housing Report* is to provide an update on Kenora's housing market since the *2014 Affordable Housing Study* and complement it by assessing gaps through a variety of different measures. In summary, there are three primary problem statements that can be formulated based on an analysis of the data.

Problem Statement #1:

There is a lack of multi-residential stock that creates a challenge in improving the standard of living for those with low to moderate incomes and adapting to the growing prevalence of lone-parent households and ageing demographics.

With the fastest-growing demographic in Kenora being people 65 years old and older and the increasing predominance of households with 1-2 people, multi-residential stock will be crucial in accommodating these interrelated trends. Thus far, housing production has failed to keep up with existing demand, particularly in regards to apartment units which tend to be more affordable for those with low to moderate incomes.

Problem Statement #2:

The combination of high rental rates and housing prices in private developments and a long waiting list for subsidized housing, creates a risk of homelessness for low income households.

Both rental rates and housing values have outpaced growth in the rest of Ontario making home ownership and rental units increasingly unaffordable for many households in Kenora. In response, people are forced to either apply for subsidized housing or reside in dwellings that don't meet the National Occupancy Standard. For those wishing to obtain subsidized housing, they will be joining a waiting list of approximately 382 people.

Problem Statement #3:

Kenora's existing housing stock is ageing resulting in higher energy costs and repairs that affect affordability.

As energy costs increase and the community continues to rely on an ageing housing stock, low to moderate income earners will find it difficult to stay below the 30% income threshold for housing. Dwellings built prior to 2010 can spend 25% more on space heating and with only 2% of new stock added since 2011, the need for major repairs will surely increase.

Future Potential

Thus far, the narrative of this report has focused on what has shaped housing demand in Kenora and identifying the problems within the market through the lens of suitability, affordability and adequacy. Future economic and demographic projections in combination with present needs, portray formidable obstacles to creating a sufficient housing mix for residents in the community. However, by utilizing a variety of policy levers at the City's disposal and collaborating with service providers and other orders of government, these obstacles can be overcome.

Effective leadership not only requires the recognition of a problem but the acceptance of responsibility in affecting change. The City of Kenora will be assuming a leadership role in enhancing the supply in the housing market. Prior to moving forward with a comprehensive plan that embodies a long-term approach to addressing core housing need, it is important to assess what is immediately available.

The *2015 Official Plan* is not only the basis for planning future housing development but for making development related decisions in the present. The City's Planning Division administers development applications according to its guidelines and the specific requirements under Zoning By-law 101-2015. Although development must conform to this legislation, they are intended to be living documents subject to review and amendments can proceed upon request.

As a growth strategy, the *2015 Official Plan* noted that in both the Established Area and Residential Development Area, there is "sufficient land to accommodate the projected housing unit demand to the year 2031, while leaving some additional supply if demand increases as a result of new economic development."³⁹ Consisting of both private and municipal holdings, the availability of these vacant lands is the first step in closing Kenora's housing gap. Most of the vacant lands the City owns are parks, held for infrastructure (sewer, water, roads, and old garbage dump) or steep and rock piles. That being said, there are a number of viable properties that could be made available for either affordable housing or housing project development.

³⁹ City of Kenora "Official Plan," (2015) pg. 1-4

Next Steps

The completion of the *2017 State of Housing Report* is essential to identifying the problems in Kenora's housing market, illustrating development potential and informing the creation of effective solutions. The next phase of the project will build on the data and preliminary housing issues presented in this report. Staff will begin by identifying available tools and drafting directions. Examples of tools available to the City of Kenora include:

- Regulatory responses (e.g. Zoning Amendment)
- Policies and procedures (e.g. development approvals process)
- Financial (e.g. Community Improvement Plan grants)
- Communication and Education (e.g. resource pamphlets)
- Advocacy (e.g. engagement with federal and provincial governments)

Community stakeholders will be consulted about the tools generated by staff and how they could be best used to address the issues around housing suitability, affordability and adequacy.





February 3, 2017

City Council Committee Report

TO: Mayor and Council

**FR: Devon McCloskey, City Planner
Melissa Shaw, Planning Assistant**

RE: Application for Variance to Sign By-law 115-2010 – Les Livingston

Recommendation:

That Council denies an application for a variance to the sign by-law 115-2010 seeking approval to advertise on an existing billboard sign located on municipal property on Highway 17 E.

Background:

The applicant, Mr. Les Livingston is seeking approval for a variance to the sign by-law 115-2010 under the provisions of section 4.1(e) which states that any person shall not locate, display or cause to be located a sign, which is located on public property, as well, the applicant is seeking variance from Section 4.1 (h) which prohibits the location of signs that do not relate to any use or uses of the premises located on the same property;

The subject sign is an existing ground sign, more commonly known as a billboard sign, located on City right-of-way, on Highway 17 E. Please see the attached schedule A for detailed mapping. The sign was previously displayed with Boston Pizza (BP) advertising, the Manager of BP has asked to relinquish the sign. There is no existing agreement on file between the Corporation of the City of Kenora and BP for the use of the ground sign, likely a previous agreement between BP and the Ministry of Transportation which did not translate to the City of Kenora when highway 17E maintenance was downloaded to the Municipality.

City staff has identified this surplus billboard sign as an asset for City branding where staff will determine the best use of the sign in collaboration with the consultants commissioned on the Harbourtown Centre Wayfinding Project.

In addition, as a result of internal circulation, concerns have identified the need for a robust review of the Sign By-law, which shall include public consultation with business and community stakeholders. Staff recommendation to Council is refusal of the variance application, until a review of the sign by-law is complete and process established for their administration and enforcement.

Budget: N/A

Risk Analysis:

There is moderate risk to service delivery in this recommendation given the potential for the surplus billboard sign to support the City's branding efforts. Staff have concluded that this risk is an opportunity and should be pursued.

There is a moderate risk to partnerships in this recommendation as a result of the refusal to grant a variance to allow private use of the public billboard. Staff intend on mitigating this risk through a robust review of the Sign By-law which will include consultation with business.

Communication Plan/Notice By-law Requirements:

Les Livingston, Sign Commissioner, Planning, Chief Building Official, and City Clerk

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

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

Schedule A

Request for variance to the Sign By-law 115-2010, Sign Location Highway 17 E





January 5, 2017

City Council Committee Report

To: Mayor and Council

Fr: James Tkachyk, Parks and Facilities Team Lead

Re: Cemetery Rate Increases

Recommendation:

That Council gives three readings to a new comprehensive Schedule of Rates to be used in connection with the Lake of the Woods Cemetery; and further

That By-law Number 34-2009 be hereby repealed; 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 cemetery rate increase at its February 21, 2017 meeting; and further

That this by-Law shall come into force and be in effect upon approval of the Bereavement Authority of Ontario.

Background:

In January 2017 a report to council for the inclusion of Private Columbarium's for the Lake of the Woods cemetery was put forward. As a result of the new item the applicable rates are required to be included in the Schedule of Rates for the Cemetery. A review of the current Schedule of Rates for the Cemetery was conducted at the same time to determine if other current rates required any adjustments.

During the review, rates from neighbouring community were compared to the current Lake of the Woods Cemetery rates and a few additional rates were found to be low. Since the schedule of rates require an addition for private columbarium it is now a good time to increase the following existing rates.

A ten dollar (\$10.00) increase to the purchase of plots and columbarium fees.

The removal of the Interment License Fee

Saturday extra Rate for full burial increased from \$350.00 to \$500.00.

Saturday extra Rate for Cremation increased from \$150.00 to \$250.00

Saturday Rates require an increase to cover the City costs for overtime labour rates of staff and equipment charges.

Budget: As outlined above. Increased fees would provide additional revenues to cover the City of Kenora expenses.

Communication Plan/Notice By-law Requirements: City Clerk, Accounts Receivables, Cemeterian, public notice via renewal notices, Bereavement Authority of Ontario.

Strategic Plan or other Guiding Document:

This is a housekeeping matter administrative in nature to update our Schedule of Rates for the Cemetery.

LAKE OF THE WOODS CEMETERY- SCHEDULE OF RATES

INTERMENT RIGHTS:

Single Grave	\$ 535.00
Double Plot	\$ 1,070.00
Cremated Remains Plot	\$ 310.00
Columbarium:	
- Bottom 2 rows	\$ 795.00
- Middle 3 rows	\$ 970.00
- Top 3 rows	\$ 1,190.00
Private Columbarium	\$ 550.00
New Plots with concrete foundation surcharge	\$ 225.00

OPENING & CLOSING COSTS:

Full Burial	\$ 710.00
Double Full Burial	\$ 1,065.00
Cremated Remains	\$ 315.00
Double Cremated Remains	\$ 472.50
Columbarium	\$ 150.00
Double Columbarium	\$ 225.00
Private Columbarium	\$ 150.00
Late Working Charge	\$ 125.00 /hr
Saturday Opening & Closing costs:	
Full Burial (Interment Fee +)	\$ 500.00 (extra)
Cremation (Interment Fee +)	\$ 250.00 (extra)

DISINTERMENT FEES:

200% of Opening and Closing Costs

INSCRIPTION FEE:

For Columbariums Only \$ 599.00

MARKER CARE & MAINTENANCE:

Flat Marker	\$ 50.00
Upright Monument (To 4 ft in height or width)	\$ 100.00
Upright Monument (Over 4 ft in height or width)	\$ 200.00

FOUNDATION PREPARATION:

Flat Marker	\$ 75.00
Upright Monument (To 4 ft in height or width)	\$ 100.00
Upright Monument (Over 4 ft in height or width)	\$ 200.00
Bench	\$ 100.00

HEADSTONE INSTALLATION (by City Staff):

Flat Marker	\$ 50.00
Upright Monument (To 4 ft in height or width)	\$ 100.00
Upright Monument (Over 4 ft in height or width)	\$ 150.00

NAME SEARCHES:

Individual Names	\$ 10.00 per name
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MISCELLANEOUS RATES:

Temporary Metal Grave Marker	\$ 10.00
Rough Box – Handling Fee	\$ 100.00
Vault – Handling Fee	\$ 200.00
Administration Fee (per contract)	\$ 25.00

CEMETERY TOURS:

Regular Day Tours	\$ 3.00 /person
Night Tours	\$ 5.00 /person
School Tours	No charge

TOURS ON REQUEST:

Regular Working Hours	\$ 50.00 + \$3.00 per person
Saturday or Evening Hours	\$ 100.00 + 5.00 per person

** All fees are subject to H.S.T. where applicable.

	Kenora	Thunder Bay	Sioux Lookout	Fort Frances	Dryden
Plot Purchase - Adult Single - Resident	\$525.00	\$900.00	\$750.00	\$514.81	\$575.00
Plot Purchase - Adult Single - Non-resident					\$800.00
Plot Purchase - Adult Double - Resident	\$1,050.00	\$1,850.00		\$776.96	
Plot Purchase - Adult Double - Non-resident					
Cremated Remains Plot - Resident	\$300.00	\$620.00	\$400.00	\$229.43	\$310.00
Cremated Remains Plot - Non Resident					\$400.00
Plot Purchase - Child		\$280.00	\$335.00	\$255.94	
New Plots with Concrete Foundation Surcharge	\$225.00				
Interment License Fee	\$12.00	\$12.00	\$12.00		\$10.00

	Kenora	Thunder Bay	Sioux Lookout	Fort Frances	Dryden
Columbarium - Top	\$1,180.00	\$2,325.00		\$1,355.28	\$1390-1100
Columbarium - Middle	\$960.00	\$2080-2130		\$1,671.28	
Columbarium - Bottom	\$795.00	\$2,030.00		\$1,118.27	\$1280-990

	Kenora	Thunder Bay	Sioux Lookout (Summer)	Sioux Lookout (Winter)	Fort Frances (Summer)	Fort Frances (Winter)	Dryden (Summer)	Dryden (Winter)
Open and Close - Full Burial (Citizen/Ratepayer)	\$710.00	\$825.00	\$895.00	\$1,170.00	\$753.57	\$912.44	\$700.00	\$900.00
Open and Close - Full Burial (Other/Nonresident)		\$980.00	\$1,790.00	\$2,340.00				
Open and Close - Double Depth Full Burial					\$838.34	\$1,086.38	\$800.00	\$1,000.00
Open and Close - Double Full Burial	\$1,065.00							
Open and Close - Child/Baby (Citizen)		\$330.00	\$275.00	\$505.00	\$303.42	\$435.83	\$300.00	\$400.00
Open and Close - Child/Baby (Other)		\$500.00						
Open and Close - Cremated (Citizen/Ratepayer)	\$315.00	\$355.00	\$260.00	\$475.00	\$276.96		\$250.00	\$300.00
Open and Close - Cremated (Other/Nonresident)		\$430.00						
Open and Close - Double Cremated	\$472.00	\$215.00						
Open and Close - Columbarium	\$150.00	\$215.00						
Open and Close - Double Columbarium	\$225.00							
Late Working Fee	\$125/hr			\$150/hr	\$123.68		\$150/hr	
Late Working Fee - Columbarium							\$75/hr	
Saturday - Full Burial	\$350.00	\$500.00	\$1,790.00	\$2,340.00	\$509.65	\$509.65	\$450.00	
Saturday - Cremation	\$150.00		\$260.00	\$475.00			\$300.00	
Saturday - Columbarium							\$100.00	

	Kenora	Thunder Bay	Sioux Lookout (Summer)	Fort Frances (Summer)	Dryden (Summer)
Inscription (Columbarium)	\$599.00				
Flat Marker Maintenance	\$50.00		\$50.00	\$50.00	\$50.00
Upright Monument Maintenance - up to 4ft	\$100.00		\$100.00	\$100.00	\$100.00
Upright Monument Maintenance - over 4ft	\$200.00		\$200.00	\$200.00	\$200.00
Foundation Preparation - Flat/Small Marker	\$75.00		\$50.00	.27 per square inch	\$50.00
Foundation Preparation - Upright up to 4ft	\$100.00		\$75.00	.29 per square inch	
Foundation Preparation - Upright over 4ft	\$200.00		\$100.00		
Foundation Preparation - Bench	\$100.00				
Headstone Installation - Flat	\$50.00				
Headstone Installation - Upright up to 4ft	\$100.00				
Headstone Installation - Upright over 4ft	\$150.00				

	Kenora	Thunder Bay	Sioux Lookout (Summer)	Fort Frances (Summer)	Dryden (Summer)
Single Lot Full Burial Total	\$1,235.00	\$1,725.00	\$1,645.00	\$1,268.38	\$1,275.00
Single Lot Cremation Total	\$840.00	\$1,255.00	\$1,010.00	\$791.77	\$825.00
Cremated Lot and Cremated Interment	\$615.00	\$975.00	\$660.00	\$704.43	\$586.96



Date February 3, 2017

City Council Committee Report

To: Mayor & Council

Fr: James Tkachyk, Parks and Facilities Division Lead

Re: 2017 Community Club Grants

Recommendation:

That Council of the City of Kenora receives the recommendation from the Parks and Facilities Division Lead approving the grant amount of \$8,000.00 each to Rideout, Central and Evergreen Community Clubs.

Background:

Rideout, Central and Evergreen Community Club's Community Club Grant Applications have been received and reviewed. It has been determined that the three Community Clubs have met the criteria for funding for the amount of \$8,000.00 per club.

Budget:

Included in the proposed 2017 Teams and Clubs Operating Budget

Communication Plan/Notice By-law Requirements:

Corporate Services & Community Clubs

Strategic Plan:

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

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



February 6th, 2017

City Council Committee Report

TO: Mayor and Council

FR: James Tkachyk, Parks and Facilities Division Lead

RE: KMA Facility Lighting and Astrofoil Ceiling Tender Award

Recommendation:

That the City of Kenora accept the bid price submitted by Chris Poate's Finishing Touch, in the amount of \$144,900.00, plus applicable taxes, and further that the City of Kenora approve Chris Poate's Finishing Touch to proceed with the Keewatin Memorial Arena Facility Lighting and Astrofoil Ceiling project.

Background:

The Tender was issued, with 3 proponents submitting bids. Tenders closed on February 2nd, 2017 with bids submitted as follows:

Chris Poate's Finishing Touch	144,900.00
LMD Contracting	146,700.00
Sierra Construction	147,839.00

The bids were reviewed, and it is recommended that we accept the low bid by Chris Poate's Finishing Touch.

Budget/Finance Implications

This project is currently included in the draft 2017 capital plan in the amount of \$150,000. The project is to be fully funded through an internal debt issue, which will be paid off through the combined annual savings from the various LED programs the City is implementing, including the LED street lighting initiative.

With the 2017 capital budget not yet approved by Council, this project requires specific Council approval to proceed. The window to complete the work involved is between ice out (end of April) and summer ice in (end of June). Materials must be ordered and ready to be installed in May.

The Community Consultation Document regarding the City of Kenora Strategic Plan clearly identifies the condition of the Keewatin Arena as an area that the City of Kenora needs to improve.

Communication Plan/Notice By-law Requirements:

Resolution required.

Distribution: Finance

Strategic Plan or other Guiding Document:

1.9 The City will promote Kenora as a 365-day lifestyle destination

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

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

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

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

2.11 The City will lead and promote environmental sustainability through conservation, smart building design and, where feasible, retro-fit practices for city-owned facilities.



February 6, 2017

City Council Committee Report

To: Mayor and Council

Fr: Lori Nelson, Museum Director

Re: Art Gallery Project

Recommendation:

That Council hereby approves an application to Canada Cultural Spaces Fund for the renovation of the Museum Annex and the construction of an addition to the Museum Annex as an art gallery to house the W.J. Phillips collection; and

That Council hereby supports the establishment of a Capital Campaign by the Lake of the Woods Museum to raise funds for the art gallery building project; and further

That Council hereby recommends to the incoming Council of 2018 to commit to the on-going annual provision of operating dollars for the art gallery in a percentage amount commensurate with their current funding to the Lake of the Woods Museum in the amount of 60% of total operating costs, based on the projected total annual operating budget for the new art gallery of \$236,755.

Background:

Discussions on this project began in March 2016 and the following progress has been made:

- Public meeting held with the arts community to gauge their interest, support, concerns and ideas. There were 20 people in attendance, all expressing their excitement about and their support of the prospect of a public art gallery. This Museum project has subsequently received the support of the executive of the Lake of the Woods Arts Community.
- Continued conversations with the donors of the W.J. Phillips art collection and two visits in the summer of 2016 by Councillors and Museum Board members to view the collection.
- The loan of a portion of the art collection to the Lake of the Woods Museum for exhibit in the spring of 2017.
- Application to the Ontario Trillium Foundation for a seed grant to assist with the funding of a Feasibility/Technical Study of the identified space. This application was successful and funding of \$30,200 was received. (Please note that at this time, Lori Nelson removed herself from the preparation and issuance of the RFP and the subsequent selection process. This was conducted by the Gallery Committee with staff member Lynn Halley.) Six proposals were received and Nelson Architecture was awarded the job.
- Final Report of the Feasibility Study completed and presented in December 2016.

FEASIBILITY STUDY

The purpose of the Feasibility Study was to provide an understanding of the ability of the identified space, the Museum Annex, to meet the operational needs of the proposed gallery. The operational needs can be classified broadly into three categories:

- spacial needs (quantity of space)
- qualitative functional needs (suitability of space for an art gallery)
- technical needs (building envelope or systems performance according to the required standards of an art gallery).

The Technical Analysis yielded the following conclusions:

- Some amount of site work is required to address landscaping, accessibility and drainage.
- Extensive work is required to make this building barrier free accessible.
- Major upgrades to the mechanical and electrical systems are required to meet the stringent environmental requirements (lighting, temperature, and humidity) to potentially house the art collection. To assist in meeting these requirements, upgrades to the building's thermal performance (windows and insulation) will be required.
- Given its condition, age and building materials, to bring the Annex to the required environmental standards for these works would be tremendously expensive, would compromise the building envelope, and lighting would be difficult. That said, given the programming in the Museum, the public desire for more studio programs, lectures and film screenings, we would recommend that the Annex be restored as the home for the Museum and Gallery public programs, and that a new building be developed and connected to the Annex, to house and present the W.J. Phillips collection and related materials.

Taking these issues into consideration the Museum Board requested that two options be considered:

Option 1 - A refit of the existing Museum Annex. The program for the building is the minimal accommodation of the collection in its current state with no opportunity for expanded program elements such as travelling exhibits, educational programming and studio activities. A significant portion of the project costs in this scheme are allocated to address the rigorous environmental controls required for a gallery space which would include a sophisticated HVAC system, new perimeter radiation, humidification and an interior insulated and pressurized wall system. Accessibility would be addressed through a small 358 sq. ft. addition to serve as the main entry to the gallery. The hard building costs for this option are \$768,000.

Option 2 - An addition to the Museum Annex of approximately 5,100 sq. ft. housing a ground floor gallery, second floor gallery, lobby and lounge space. The basement area would consist of a catering kitchen, accessible washrooms and climate controlled storage. This option proposes that all spaces requiring climate control (gallery and storage) are accommodated within the new addition. The Museum Annex would be utilized for studio, programming and administrative functions, and would remain largely in its current state. The hard building costs for this option are \$1.9 million with total project costs being in the neighbourhood of \$2.2 million.

Important to this discussion is that Arts Consultant, Pat Bovey, has suggested that the W.J. Phillips collection is of national cultural importance. A designation of the collection as such has implications for the donor, but also has implications for the building in

which it can be displayed and stored. The building must meet certain environmental standards, hence the importance of a purpose-built gallery/storage space. If it receives this designation it opens doors to show other art collections from notable galleries.

Nelson Architecture, with HTFC Planning and Design, examined each option from a design, capital costs, programming, and operating costs perspective, the results of which were presented in the final report.

Decision

Assessing the cost/benefits of each option, taking into consideration the growth of the collection, the dynamics of the space, exhibit and programming opportunities, potential revenue generation, and its impact on cultural tourism, the Museum Board and the art donors have agreed that Option 2, a purpose-built addition to the Museum Annex, would best suit the needs of the collection and the community. It is this option that they wish to pursue and for which they seek Council's approval to continue to seek funding and to develop a capital campaign.

Capital Funding

The Museum Board has identified the following sources for capital funding:

- Canada Cultural Spaces Fund - a federal government program through Canadian Heritage which contributes to the construction and/or renovation of arts and heritage facilities for the improvement of arts and heritage related creation, presentation, preservation and exhibition and to increase and improve access to a variety of art forms and museum collections. The program will finance up to 50% of eligible project expenses. Recently the fund has received an injection of \$168 million over the next two years. They do not have a limit on the funding they will provide. The Museum Director has been in consultation with the Arts and Heritage Consultant with the program for the last eight months to discuss this project. The applicant for this fund would have to be the City of Kenora.
- Ontario Trillium Foundation - Capital Projects. This program supports infrastructure improvements which are required for communities to thrive and includes renovations/repairs and new builds. Up to \$150,000 per project available in this fund which opens for application in the fall of 2017. The applicant for this fund can be the Lake of the Woods Museum.
- Capital Campaign - The Gallery Committee (a sub-committee of the Museum Board) is developing a capital campaign strategy to raise the money needed from the private sector and is ready to move forward with that pending the decision of Council on this project.
- The City of Kenora - **The Museum is not asking the City for any financial contribution to the capital project costs.** The gallery would be considered an extension of the Lake of the Woods Museum's offerings which would operate under the existing governance and management. To that end, the Museum is committed to raise, through government funding, private donations, and a fundraising campaign, all capital costs that are required for the building of the gallery, without the financial assistance of the City of Kenora.

Operational Funding

The Museum's request to Council is for their commitment to the operating sustainability of this significant cultural asset by extending their current support to the Lake of the Woods Museum, at 60% of their operating budget, to include this expansion. Traditionally the City has taken care of the salary and benefit costs and in the gallery operating model, there would be two full-time staff – a curator and a programmer. Salary and benefit costs would be \$124,000, 52% of the total operating budget of \$236,755. This would be for the initial year.

The Gallery Committee has also been discussing the eventual establishment of an Operating Endowment Fund which would contribute to operating revenue on a sustained and regular basis. Assuming that all other revenue streams have been accurately determined, the endowment monies could offset the City's annual contribution.

Timeline

Establishment of Capital Campaign Committee - early Spring 2017

Appeal to major donors - Summer 2017

Launch of public capital campaign - Fall 2017

Application to government funds - Summer/Fall 2017

Construction - Spring to late fall 2018

Official Opening - early 2019

Addendum

Please refer to the attached Summary Document which highlights pertinent information from the Feasibility Study.

Budget: Approximately \$2.2 million dollar capital costs to be raised by the Lake of the Woods Museum.

Operating costs of approximately \$124,000 that the Museum would be requesting from the City of Kenora in the initial year, with annual on-going operating dollars with potential for growth or reduction according to the availability of other operating funding sources.

Risk Analysis:

There is potentially a high financial risk to the City's capital budget, however, the Museum intends on avoiding this by funding the construction of the facility solely through external sources.

There is a high risk to the City's operating budget due to the need to hire additional staff to run the facility. Staff intend on mitigating this risk by eventually establishing an Operating Endowment Fund to offset a portion of the City's contribution.

There is a high risk to public trust and confidence due to the proposed W.J. Phillips art collection being potentially of national significance and the facility being able to attract other notable collections. This risk is considered an opportunity and should be pursued.

Communication Plan/Notice By-law Requirements: Media Release following Council decision.

Strategic Plan or other Guiding Document:

Strategic Goal #1 – Promote Kenora as a 365 day lifestyle destination. Promote and leverage recreation and leisure amenities. Support, promote and expand the tourism industry and pursue recruitment of new events.

Strategic Goal #2 – Support continuous improvements to recreation and leisure amenities.

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

Municipal Cultural Plan of Kenora – The City of Kenora recognizes that culture is a pillar of community sustainability. Cultural vibrancy makes Kenora a better place to live, work, do business and a more desirable destination for visitors.

Tourism Kenora's 5-Year Strategy – Cultural tourism is one of the keystones of the strategy.

Economic Development Commissions' Strategic Plan – three of the five key areas of focus include: Grow tourism and special events; create and lifestyle and destination community; promote and develop Kenora's brand promise.



January 30th, 2017

City Council Committee Report

To: Mayor & Council

Fr: Josh Nelson, Tourism Development Officer

Re: Push for Change Event Sponsorship

Recommendation:

That Council hereby supports the 'Push for Change' fundraising event by waiving the Discovery Center rental charge in the amount of \$197.75 for the luncheon event being held at the Discovery Centre in conclusion of the events in Kenora.

Background:

The Kenora OPP is hosting a luncheon for 'Push for Change' (Youth Homelessness) on April 8th, 2017 at the Lake of the Woods Discovery Center.

The group has secured the Lake of the Woods Discovery Center for this event due to the nature of the location of the Discovery Centre, on Highway 17 W, it is significant for the official hand off between provinces. This is the final "Push for Change" event in Ontario and is being used as farewell luncheon to send off Joe Roberts to Manitoba. OPP commissioners from across the province and high ranking employees are expected to be in attendance. Joe will speak to community partners. While there are many 'walks' that come through Kenora, this event focuses on homelessness and youth, two initiatives that Council is allocating significant resources to address in our community. As with many of these types of event, there are no budget dollars and the intent of the event is to raise funds for youth homelessness and are therefore requesting Council's support to have the fees waived.

This will be a ticketed event available through community partners to cover the cost of the lunch, however remaining space will be open to the public.

About Joe Roberts:

A former homeless youth and heroin addict from Vancouver, Joe turned his life around, got clean and rebuilt himself. After pursuing a career in sales and marketing, Joe worked his way to become the CEO of successful multimedia company – Mindware Design Communications – where he was able to increase business by 800 per cent. Realizing he was one of the lucky ones and understanding the difficult cycle of poverty, he decided to make a difference by creating the "Push For Change" and advocating for the Canadian youth living on the streets.

Joe was considering ending his life and an OPP officer intervened and saved his life. As such the OPP has taken this initiative and are organizing a level one event in Kenora to send Joe west to the RCMP who has also taken up this initiative. Joe Roberts knows what it is like to be a teenager, fighting addiction, with nowhere to call home but a space under a bridge.

After many difficult years, Joe was able to persevere and forge a career as a successful businessman. Realizing he was one of the lucky ones, he was not content sitting by, doing nothing, as youth homelessness remains a growing concern across Canada. Instead, he helped create The Push for Change; a 9,000-kilometre, 517-day trek across the country to raise awareness and funds, and advocate for the 35,000 Canadian youth who are still living on the streets.

"I'm inspired by Canadians like Rick Hansen and Terry Fox and the proud Canadian legacy of bringing an important message directly to local communities with a cross-country adventure," says Joe, Founder of The Push for Change. "I am blown away by the support I've received so far. It's incredible to see people come together to help."

Pushing a shopping cart as symbol of homelessness, he began his journey in St. John's, Nfld., on May 1st, and will roll into Ontario on Sept. 22nd. With his first stop in Hawkesbury, he will also visit Ottawa, Toronto, Hamilton and London, among others. For a full schedule and planned route, see www.thepushforchange.com.

With the creation of The Push for Change, one of Joe's largest supporters has been The United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry (UA Canada), who helped get his project off the ground. Active within many charity initiatives, UA Canada hopes to see Joe fulfill this walk, while helping Canadians in need.

The Push for Change walk will include more than 400 community events in all 10 provinces and three territories. It is slated to wrap up in Vancouver on Sept. 30th, 2017.

Budget: This request would come from Council discretionary sponsorships and the Discovery Center would be \$175 plus HST totaling \$197.75.

Communication Plan/Notice By-law Requirements: Tourism Kenora, Special Events

Risk Analysis:

There is low financial risk for council regarding this event. The event will have a positive impact on the community and bring awareness about youth homelessness and how to combat it.

Strategic Plan or other Guiding Document:

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



February 3rd, 2017

City Council Committee Report

To: Mayor and Council

Fr: Josh Nelson, Tourism Development Officer

Re: Sponsorship of Coney Island Music Festival

Recommendation:

That Council of the City of Kenora hereby supports the Coney Island Music Festival's request to name the City of Kenora as a sponsor in their application for funds through the Kenora & Lake of the Woods Regional Community Foundation for support of the 2017 festival.

Background:

Under prevailing income tax legislation the Kenora & Lake of the Woods Regional Community Foundation (aka Community Foundation) is restricted to providing grants to organizations that have charitable status. As a result The Coney Island Music Festival must have a sponsor to apply for grants through the Community Foundation since the Festival does not have charitable status.

The City has provided sponsorship to many such organizations in the past.

Ferg Devins, Co-Chair of the Coney Island Music Festival provided the following synopsis of the application to the Community Foundation:

The request will be for \$2500 from the Dream Fund to provide support for overall expenses for the 2017 9th Maybe Annual Coney Island Music Festival.

Budget:

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

Communication Plan/Notice By-law Requirements:

Ferg Devins, The Coney Island Music Festival, is to be informed of Council's decision.

Risk Analysis:

There is no risk involved with this request.

Strategic Plan or other Guiding Document:

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

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

February 7, 2017

City Council Committee Report

To: Mayor & Council

Fr: Devon McCloskey, City Planner

Re: Application for Zoning By-law Amendment – 7044 Coker Road

File No.: D14-17-01

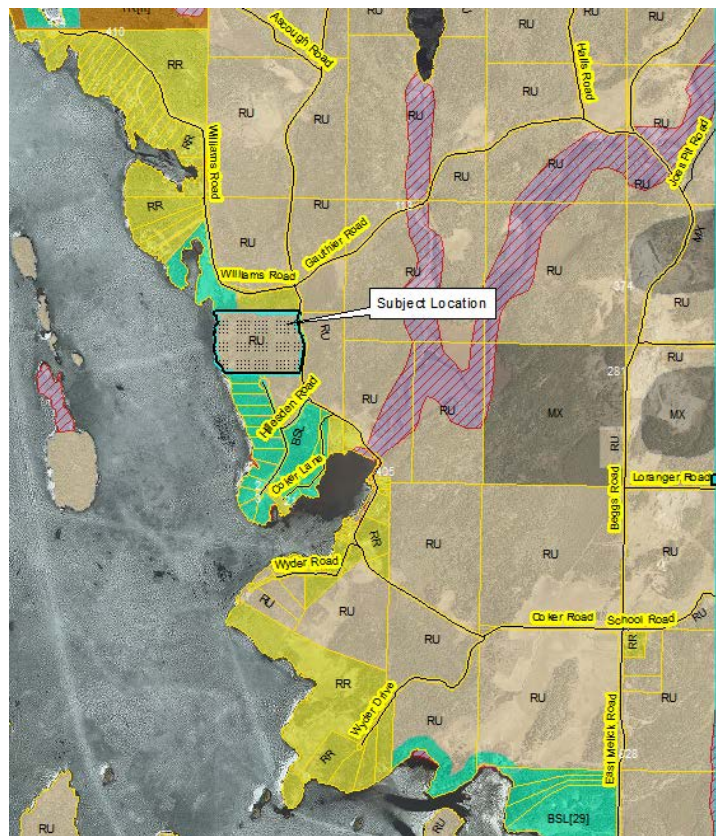
Applicant: Cody Brown

Agent: Alex Clark of Lake Land Consulting Services and A.M. Clark Natural Resources Consulting

1. Introduction

An application for zoning by-law amendment is proposed to change to zoning of the subject property from Rural ('RU') to Black Sturgeon Lake (Restricted Development Area) Zone ('BSL'), and to except the property from Section 3.13.5, to increase the 'frontage to depth ratio' from 1:5 to an average of 1:7. Approval of the amendment would enable consideration of an application for consent to sever, having the effect of creating 4 new lots, and 1 retained.

Figure 1 – Aerial sketch displaying zone boundaries



2. Description of Proposal

To enable property specifically indicated on the sketch in page 1 to be rezoned for residential use.

Since the zone provisions of the Black Sturgeon Lake Restricted Development Zone are different, and in most cases lesser than the Rural zone; a reduction in the required lot frontage from 90 metres to 61 metres, and increase in the frontage to depth ratio, would enable the property to be further divided, creating additional lots, zoned BSL.

The property is located in the Area of Lower Black Sturgeon Lake being 7044 Coker Road, described as CON 3 MEL Part of Lot 7; Part 1 of Plan 23R5651; PCL 34299.

3. Existing Conditions

The property is fronting on Black Sturgeon Lake and abutting Coker Road. It is undeveloped, vacant and forested. Driveway access into the lot is not yet provided. The property is proposed to be serviced privately with surface or well water, and sewage waste will be managed with private septic fields established upon locations given prior approval by the Northwestern Health Unit.

Dimensions of the property are as follows:

Frontage: 350 metres
Depth: 460 metres
Area: 17.6 hectares

The property in its current capacity is conforming with the zoning by-law.

The property abuts lots along the lake zoned for Rural Residential ('RR') use and Black Sturgeon Restricted Development Zone ('BSL'). Property to the east across Coker Road is zoned Rural ('RU'). There is a small area at the southern property boundary zoned Environmental Protection (EP), for the preservation of fish habitat.

There are two significant ridges running North-South and this causes some undulation where water collects and drains slowly in valley areas. There are intermittent streams, rock outcrops and shallow soils, which limit the ability for corridor development for roads and services, as well as septic fields.

4. Other Applications

As part of the proposal for Zoning By-law Amendment to change the use from RU to BSL, and reduce the ratio of frontage to depth, the application is also noting that access to future lots is proposed to be provided via shared driveway, in a subsequent application for Consent to sever.

Each of the lots to be proposed would abut a year-round maintained municipal road, however due to driveway development challenges and the terrain, a single driveway access is proposed. Each of the lots would have legal access to the driveway and over it and be used for recreational use.

The shared driveway would encompass the rear side of the centre lot, where further driveways would lead off north and south, providing access to individual lots. The lots would then be developed for residential use on the western side, closer the lake.

For a depiction of the future proposed lot layout, refer to Figure 2 of the application submission document entitled 'Site Assessment and Analysis'.

5. Supporting Documents

Species at Risk Assessment

During the spring and summer of 2015, Kenora Resource Consultants ('KRC') was retained to produce a Species at Risk Site Assessment. The subject property was surveyed for potential species at risk, twelve observation points were established, and these are described in detail within the methodology of the report.

In the summary/ recommendations of the report, KRC explained that there was potential spawning habitat for lake sturgeon found during the 2015 shoreline field work, and the fish habitat assessment prepared for the subject property should be referenced for the location of identified high potential spawning habitat and proposed mitigation measures.

Potential habitat for Eastern whip-poor-will was found during the 2015 general site assessment, but there was no presence identified, and it was concluded that development may occur at the proposed property without adversely impacting upon whip-poor-will breeding habitat.

It was further concluded that a severance would not adversely impact species at risk.

Fish Habitat Assessment

In 2015 KRC was retained to undertake a Fish Habitat Assessment "...to take an intensive look at both the shoreline and substrate beneath the water and propose appropriate shoreline development locations to minimize any impact on potential critical fish spawning habitat."

The report concludes with several recommendations and mitigation methods to prevent adverse impact to potential habitat of walleye, sucker, lake whitefish, and lake sturgeon. The report provides detailed analysis and mapping of sites that are particularly vulnerable, and would recommend no shoreline development, development activity, removal of vegetation in the riparian area 20 metres back from the high water mark to prevent soil erosion and deposition, within areas of high potential spawning habitat.

In addition, it is noted that there is a small ephemeral stream outlet, and in order to ensure no adverse impacts from sediment erosion and transport along the stream, it is recommended that there is no development activities or removal of riparian vegetation 10 metres on either side of the stream for a minimum distance of 50 metres inland from the outlet. Any water crossings upstream should follow best management practices.

Archaeological Assessment

The applicant has explained that a Licensed Archaeologist was retained to complete fieldwork and reporting, and that once complete, the document will be submitted to the Ministry of Culture, Tourism and Sport, for acknowledgement. It is anticipated that this report will be complete in time for review of the application for consent to sever (March or April, 2017).

6. Site Visit

A site visit was conducted on October 17th, 2016, where I attended the property with the applicant and agent. We walked into the lot from Coker Road on the eastside, along a route that is proposed to be transected for development of a shared driveway.



Photo 1 – Showing the view of the property in toward from the road.

A few metres in from the road, is a steep ridge that passes over the rearside of each of the proposed lots.

This photo displays the difference in grade from the road to the ridge.



Photo 2 – Showing the South side lot line abutting the Cul de Sac at the end of North Marston Drive.

This photo also depicts the grade of the property sloping down towards the water from the ridge.

Photo 3 – View of the shoreline and lake toward the Southwest corner of the lot



Photo 4 – View of the shoreline toward the Northwest corner of the lot



7. Consistency with Legislated Policy and City Directives

a) Provincial Policy Statement (2014)

The applicant has identified that the application is consistent with several policies, and following are noteworthy:

Policy 1.1.1.5.2 on rural lands located in municipalities, permitted uses are: b) resource-based recreational uses (including recreational dwellings); c) limited residential development.

Policy 1.1.4 Rural areas in Municipalities by: a) building upon rural character, and leveraging rural amenities and assets.

Policy 1.1.5.4. Development that is compatible with the rural landscape and can be sustained by rural services should be promoted.

Policy 1.1.5.3 Recreational, tourism and other economic opportunities should be promoted.

b) City of Kenora Official Plan (2015)

The Land Use Designation of the property is Rural (RU):

Policy 3.15 directs that the present character and land use of the immediate area are maintained.

Policy 4.8 directs that rural areas include a variety of uses, including residential and recreational;

Policy 4.8.1 b) states permitted uses include residential development although it shall be limited; g) includes the following statement: Notwithstanding any policies in this Official Plan, land that is designated Rural Area on Schedule "A" of this Official Plan and fronts onto Black Sturgeon Lake, shall be subject to the appropriate policies regarding Black Sturgeon Lake, Black Sturgeon Lake Restricted Development Areas Special Policy Overlay, and other policies in this

Official Plan and shall be zoned appropriately in the Zoning By-law.

4.8.3 Residential Development in the Rural Area

a) Residential development shall be restricted to single-detached dwellings on relatively large lots serviced by private water and sewage;

b) Development proposals shall be limited in scale and shall not detract from the planned role and function of the settlement area; and

c) Development shall preserve rural character and the scenic quality of the rural landscape and shall avoid densities more appropriately found in the settlement area.

Section 5 provides special policy overlays for restricted development of Black Sturgeon Lake:

In particular, Policy 5.3.1 provides specific direction for the protection of water quality, and methods to ensure and promote protection such as requiring increased setbacks along shorelines, and naturalized shorelines.

Policy 5.3.2 c) states that City's Zoning By-law shall implement the Official Plan policies through appropriate zones, lists the permitted uses, and directs that the By-law shall establish the appropriate lot sizes and densities, which is the purpose of the subject application.

Part e) states: As lots are created, the City will monitor lot creation. Residential uses shall be permitted but not more than 142 new residential lots shall be created during the life of this Plan. Developments of more than 5 lots should be consistent with MOECC's Procedure

D-5-4 Technical Guidelines for Individual On-Site Sewage Systems: Water Quality Impact Risk Assessment.

5.3.4 Shoreline Naturalization, Preservation and Wetlands

a) The City of Kenora shall restrict shoreline disturbance for any property on Black Sturgeon Lake to a maximum of 25% of the lot frontage. This applies to, but is not limited to, all structures, removal of vegetation, pathways, decks and docks.

Policy 8.11.4 Creation of New Lots

h) Lot creation shall only be approved when:

- the newly created lot, as well as the lot to be retained, has permanent frontage, with reasonable access, to an existing public road which is currently maintained for year-round traffic. If the road is not owned by the City, a road transfer shall be made to the City.

Since the purpose of this application is to enable lot creation, it is worthwhile to note this section. Each of the lots as proposed will abut a year-round maintained municipal road, however since the terrain has many driveway development challenges, a single driveway access is to be proposed in a subsequent application. Each of the lots would have legal access to the driveway and over it. The lots are proposed for recreational use.

c) Zoning By-law No. 101-2015

While the property currently complies with the zoning by-law, this application is proposing to change the regulated land use from RU to BSL to allow for residential use.

Permitted uses and lot dimensions within the BSL zone are different from the RU, in that the minimum frontage requirement is 61 metres rather than 90 metres, the required lot area is 1 hectare rather than 2 hectares.

In consideration of the reduced lot sizes, the variety of permitted uses in RU is not available to lots in the BSL Zone, including Marina, retirement home, equestrian establishment, contractor service, kennel, non-commercial farm, and food-processing plant.

The gross floor area minimum for lots in the RU is 90 m², whereas BSL is 80 m², meanwhile the maximum lot coverage is 10% for both.

Section 3.13.5 of the Zoning By-law states: Notwithstanding any other provisions of this By-law, no lot created after the effective date of this Bylaw shall have a lot depth that is more than five (5) times the frontage of the lot.

This regulation is intended to regulate the efficient use of land and prevent lots from being created with an inevitable resurgence of land division applications to sever the unused portions. This rationale was reviewed further by Northwest Michigan townships, which produced a guidebook for growth development. Key concepts are provided in the paragraphs to follow.

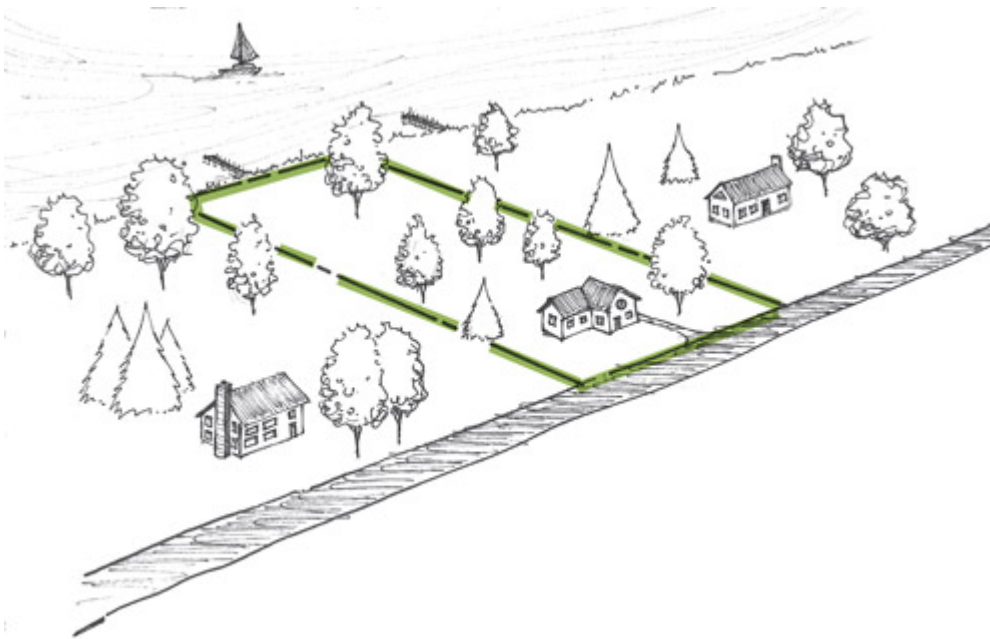
In Michigan's document entitled "*New Designs for Growth Development Guidebook*", it is explained:

"...local jurisdictions can minimize the impact of land division by promoting zoning ordinances to establish width-to-depth ratios, which promote better utilization of land while maintaining the rural character. The perception is that this would reduce

sprawling, and fragmented development that can result from the division of large parcels of land.”

Furthermore it is described that a minimum lot width-to-depth ratio prevents the creation of long and narrow lots, as well as the crowding of buildings along access roads while leaving the land behind buildings vacant and unserviceable. Except in critical areas (*e.g. parcels with steep slopes, shorelines with a high risk of erosion, sensitive natural ecosystems*) lots should not exceed a 1:4 ratio.¹

Figure 2: Image displaying a lot width-to-depth ratio of 1:2



8. Results of Interdepartmental and Agency Circulation

Departments and Agencies Circulated	Comments Received
Municipal Engineer	No comments received
Building Department	No comments received
Roads Department	Roads department has no concern at this stage. – January 26/17
Water & Wastewater Department	No concerns – January 24/17
Kenora Hydro	No concerns – January 24/17
Kenora Fire & Emergency Services	Kenora Fire has no issue with this Zoning By-Law change – January 24/17

¹ *New Designs for Growth Development Guidebook*. Website: “New Designs for Growth”, NDFG@nwm.coq.mi.us. January 27, 2017

Northwestern Health Unit	The Northwestern Health Unit is good with the proposed lot creation and the future easements as proposed. Alex and I walked the site together yesterday after I had gone out earlier without the aid of electronic location positioning. There are suitable septic field areas on each lot that are not affected by the location of the driveways and roadway as proposed - August 25/16
Ministry of Natural Resources	The Kenora District of the Ministry of Natural Resources and Forestry has reviewed the package provided. The Ministry understands that this application will not in itself increase the impact to natural heritage values in the area. We would request the opportunity to review the Application for Consent to sever the property once it is submitted – January 30/17

9. Public Comments

A public meeting is scheduled to be held by Council on February 14th, 2017. Notice of the application was given in accordance with Section 34 of the Planning Act, whereby it was circulated on January 24th to property owners within 120 metres, published in the Municipal Memo of the Newspaper on January 19th, and circulated to persons and public bodies as legislated. Together with staff, Council will have the opportunity to evaluate the proposal in lieu of public comments.

No written public comments have been received as of the date of this report. A representative of the Black Sturgeon Lake Property Owner's Association, did contact the city to seek clarification of the proposal, but no comments have been received.

As of the date of this report no public comments have been received.

10. Planning Advisory Committee Recommendation

The notice of complete application and statutory public meeting, also stated that the Planning Advisory Committee would have the opportunity to consider recommendation of the application to Council at their meeting on February 1st, 2017.

The PAC resolved to recommend that Council approve the application, please refer to their resolution and minutes of the meeting attached to this report. The staff report provided to the PAC is also attached, however it is very similar to this report provided to Council, only improved and updated to reflect the outcome of the PAC meeting.

A property owner was in attendance at the PAC meeting to observe, but did not provide comments.

11. Evaluation

The agent for the applicant has explained that it is not advantageous for the property owner, or in keeping with sustainable development concepts to maintain the RU zone, because there are no zone restrictions along the shoreline fronting the subject property (i.e. limits of shoreline disturbance). Given the topography, terrain and existing drainage, the property is faced with many development challenges and cannot sustain a higher density of development than proposed.

In 2007, The Council of The City of Kenora approved the development of a lake capacity and management study for Black Sturgeon Lakes. One of its key recommendations was

that the City develop a comprehensive monitoring program to assess patterns in lake productivity (including total phosphorus and chlorophyll), during open water season. As recommended, the City has retained consultants annually, to conduct Water Quality and Monitoring. The 2016 report summarizes that the water quality results are consistent with results of previous studies conducted on Lower Black Sturgeon Lake, and indicates that the health of the water body has remained consistent and is not deteriorating over time.

Recent development in the area includes the Coker Plan of Subdivision, where lots were zoned for BSL to enable further regulation beyond those set out for the Rural and Rural Residential Zones.

In order to ensure that significant aquatic and terrestrial habitats are protected, the City may require submission of an application for site plan approval and agreement prior to the issuance of a building permit; to reflect the recommendations and mitigation methods provided within studies that accompanied the application, including Fish Assessment and Species at Risk Assessment. The city may also include site plan approval as a condition of provisional consent.

12. Recommendation

As the Planner for the City of Kenora, it is my recommendation that following a Public Meeting to hear submissions and public comments in regard to the Application for Zoning By-law Amendment, File No. D14-17-01 for property described as civic address 7044 Coker Road;

That Council accepts the recommendation of the Kenora Planning Advisory Committee, and further;

That Council in lieu of public comments, gives three readings to a by-law to authorize approval of the amendment to change the zoning from Rural (RU) the Black Sturgeon Lake Restricted Development Zone (BSL), and exception to Section 3.13.5, to allow for a lot frontage to depth ratio of 1:7.



Devon McCloskey, RPP, MCIP
City Planner

Attachments

- Application for Zoning By-law Amendment
- Notice of Application and Public Meeting
- Planning Rationale
- Plan of Survey
- Site Assessment and Analysis of Physical limitations
- Species at Risk Site Assessment (Spring/ Summer 2015)
- Fisheries Assessment Report (2015)
- Proof of Ownership
- Subsurface Rights
- Location Overview Map
- Topographic Layout Map
- PAC Resolution to Council
- Report provided to PAC dated January 30th, 2017
- Draft PAC Meeting Minutes