



# City of Kenora

## Committee of the Whole Agenda

Tuesday, November 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 November 21, 2017 meeting:-

- Amend the 2017 Capital Budget in the amount of \$21,000 to integrate climate risks into the City's 2016 Asset Management Plan with funding coming from contingency reserves

### 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 October 10, 2017 be confirmed as written and filed.

### D. Deputations/Presentations

- Larry Patrick, Kenora Sports Hall of Fame
- John Seamchuk, Property Taxes & City Services

### E. Reports:

#### 1. Finance & Administration

Item Subject

- 1.1. Changes to Public Health System Support
- 1.2. Budget Amendment – Climate Asset Management Network
- 1.3. 2017 Capital & Unusual Spending
- 1.4. September 2017 Financial Statements
- 1.5. 2017 Q3 Investments
- 1.6. Q3 Contracts Awarded
- 1.7. Priority Capital Projects

- 1.8. Succession Planning Policy – HR-1-6
- 1.9. We Own it Campaign
- 1.10. December Committee of the Whole Meeting Date

## 2. Fire & Emergency Services

Item Subject

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- 2.1 Emergency Management Program
- 2.2 Support for Exemption to Bill 148

## 3. Operations & Infrastructure

Item Subject

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- 3.1 Panorama Ridge Condo Number 3 & 5 Water Meter Services

## 4. Community & Development Services

Item Subject

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- 4.1 Funding Applications – DTR IV
- 4.2 Funding Applications – Harbourfront Redevelopment
- 4.3 Garden & Shrub Beds Contract
- 4.4 NWBC Funding Agreements

### Proclamations:

- Louis Riel Day – November 16, 2017
- National Nurse Practitioner Week – November 12-18, 2017

### Other:

#### Next Meeting

- Tuesday, December 5, 2017

### Motion - Adjourn to Closed Meeting:

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

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

- i) Disposition of Land (1 matter)
- ii) Receiving of Advice that is subject to Solicitor-Client privilege

### Adjournment



November 7, 2017

## City Council Committee Report

**To: Mayor & Council**

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

**Re: MOHLTC Changes to Public Health System – Resolution**

### **Recommendation:**

That Council hereby supports the position of the Northwestern Health Unit and resolution by the Town of Atikokan that expresses opposition towards the recommendations of the Expert Panel Report “Public Health within an Integrated Health System”; and further

That Council approves the submission of a letter to the Minister of Health and Long-Term Care expressing the City of Kenora’s opposition towards the proposed changes.

### **Background:**

On July 20<sup>th</sup>, the Expert Panel on Public Health released its final report “Public Health within an Integrated Health System.” Among its recommendations included replacing the existing 36 local public health units with 14 regional entities. Municipalities and public health units across the Province have voiced opposition to the proposed changes. The City of Kenora has submitted a delegation request with the Minister of Health and Long-term Care at the 2018 Rural Ontario Municipal Association Conference to voice similar concerns. Staff have yet to receive confirmation from the Minister’s Office regarding the delegation request.

In the meantime, Councillor Smith has suggested that a formal letter reiterating the positions of the Northwestern Health Unit and other municipalities in the region, be submitted. As reference, this report is accompanied by a copy of the final report, a copy of the letter provided to municipalities from the Northwestern Health Unit Board and a letter from the Town of Atikokan.

**Budget:** N/A

### **Risk Analyses:**

As per the City’s ERM Policy, staff have identified a moderate risk to partnerships. The uncertainty is believed to be more of an opportunity as it could serve to strengthen the City’s relationship with partners in the area by supporting their messaging and creating a greater regional voice on the issue of public health.

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

Resolution and letter be submitted to the Minister of Health and Long-Term Care

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

### Strategic Plan:

3-9 The City will continue to build and strengthen our working relationships with area municipalities and other partners, such as the Kenora District Services Board

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

Mayor and Council  
The City of Kenora  
1 Main St. S.  
Kenora, ON P9N 3X2

October 26, 2017

Dear Mayor and Council,

The Ministry of Health and Long Term Care is currently seeking feedback on the Expert Panel Report “Public Health within an Integrated Health System” released on June 9, 2017 (attached). This report outlines a number of recommendations including a recommendation for boundary changes from 36 local boards of health to “14 regional public health entities that are consistent with LHIN boundaries and respect existing municipal boundaries”

For Northwestern Ontario, this would result in a regional Board of Health that would include the current catchment areas of Northwestern Health Unit and Thunder Bay District Health Unit and the centralization of some functions to a regional public health entity (map attached).

The Board of Health of Northwestern Health Unit has assessed that there are substantial risks associated with such a change, including:

- *Reduction in local representation* on the board of health; with a regional board covering more than twice the current geographic area, there will be less representation from local municipalities. The lack of local representation could lead to an organization that is less responsive to the unique local needs of communities.
- *Reduction in locally provided services and programming* if there is a shift to a model that is centralized in a large urban centre. Currently, Northwestern Health Unit has purposefully developed a decentralized model across 13 offices to allow services that are responsive to local needs, provided by staff who live in/near communities.
- *Substantial cost for planning and implementation* of the proposed recommendations. This cost includes (1) a significant financial cost, and (2) the cost of staff time, which would negatively affect service provision. The instability created by such a change can also lead to loss of staff, difficulty with recruitment, and reduced focus on the work of the health unit.
- *Increased cost of the future system.* Previous experience with amalgamation has demonstrated that it is not cost-saving, and can even lead to a more costly system due to considerations such as wage harmonization and collective agreements.

The Association of Municipalities of Ontario opposes the recommendations and the Association of Local

Public Health Agencies have expressed concerns similar to ours. Attached is a copy of the letter from Board of Health of Northwestern Health Unit detailing our concerns and recommending a comprehensive review of other options that can achieve the vision of Patients First.

We are urging municipalities to consider the report and attachments and to express your thoughts to the Ontario Minister of Health.

Respectfully,

A handwritten signature in black ink, appearing to read "Paul Ryan". The signature is fluid and cursive, with a long horizontal stroke extending to the left.

Paul Ryan  
Chair, Northwestern Health Unit Board of Health

C: Northwestern Health Unit Board of Health

Attachment 1: "Public Health within an Integrated Health System" – Report of the Minister's Expert Panel on Public Health

Attachment 2: map indicating the proposed new geographic boundaries

Attachment 3: AMO response

Attachment 4: alPHa response

Attachment 5: NWHU response

*Attachment 6: template for municipal response to the minister of health. (forthcoming)*



November 6, 2017

## City Council Committee Report

**To: Mayor & Council**

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

**Re: Budgetary Amendment – FCM Climate Asset Management Network**

### **Recommendation:**

That Council hereby approves participation in FCM's Climate Asset Management Network to integrate climate risks into the City's 2016 Asset Management Plan with a total project cost of \$105,00.00 and further;

That Council hereby approves \$21,000.00 to be allocated funding from contingency reserve with FCM funding the remaining 80 percent of total project costs and further;

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2017 Capital Budget at its November 21, 2017 meeting for this purpose; and further

That Council give three readings to a by-law to amend the 2017 Capital Budget for this purpose.

### **Background:**

At the May 9<sup>th</sup> Committee of a Whole meeting, staff received Council support to proceed with an application under FCM's Climate Asset Management Network (CAMN) program.

In Phase 1, all participants receive a grant to develop or refresh an asset management policy, strategy and governance framework. Furthermore, they will take part in training and learning opportunities with participants from other municipalities from across Canada and become part of a network of municipalities sharing knowledge about innovative asset management practices.

Under Phase 2 (optional) participants receive funding to strengthen specific aspects of asset management planning to better incorporate climate risks and environmental, social and economic sustainability considerations. Municipalities may choose a project that pertains to either level of service, risk assessment, or lifecycle management.

The City of Kenora is among 19 municipalities in Canada to successfully receive 80 percent funding from FCM to carry out its proposed project under the CAMN program. The objective of this project is to develop and implement a climate change risk

assessment framework that integrates climate risks and impacts with the City of Kenora's asset management practices. The goals of this project include:

- 1) Implementing a climate change risk assessment framework that aligns with the City's Enterprise Risk Management Framework. This will require an expansion of the AMP's risk methodology to determine the vulnerability and resiliency of City infrastructure in light of the imminent threat of climate change.
- 2) Obtaining data that provides a better understanding of how both individual assets and entire asset classes will be impacted by the effects of climate change, and to use that data to inform strategic decision-making related to asset management practices
- 3) Producing risk matrices across each asset class that classify the level of risk for individual assets to the impacts of climate change

The outcome of this project will be to reduce the City's vulnerability and increase the overall resiliency to the projected impacts of climate change on municipal assets. This outcome will be achieved by integrating the data produced by the climate change risk assessment framework with asset management practices. The data produced from the climate change risk assessment will inform every stage of the asset management process from strategy, to operations and service delivery.

**Budget:** Total project costs are anticipated to be approximately \$105,000.00 with FCM funding 80 percent of the project. The net cost to the municipality is \$21,000.00 which will be funded through contingency reserve.

**Risk Analyses:**

As per the City's ERM Policy, staff have identified a high Operational risk. Based on potential improvements to service delivery and infrastructure performance, enhancing the 2016 AMP with FCM funding support is an opportunity that should be pursued.

There is also a moderate financial risk in proceeding with the AMP enhancement given the reasonable certainty that the project will cost the municipality approximately \$21,000.00. However, by leveraging funding from FCM the financial risk is minimal relative to the potential operational benefits given its alignment with strategic goals relating to climate change.

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

Notice required to be placed on Committee Agenda, Minutes and subsequent Council Agenda/Minutes.

**Strategic Plan or Other Guiding Document:**

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

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

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



Strategic Plan:

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

2-11 The City will consider the impacts of climate change in both rehabilitating existing and designing future infrastructure requirements, as well as work to mitigate the impacts of climate change in relation to City operations



November 6, 2017

## City Council Committee Report

**To: Mayor and Council**

**Fr: Jon Ranger, Budget/Special Projects Officer**

**Re: 2017 January to September Capital and Unusual Spending**

### **Recommendation:**

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

### **Background:**

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

### **Budget:**

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

### **Risk Analysis:**

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

### **Communication Plan/Notice By-Law Requirements:**

For information only.

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

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



November 6, 2017

## City Council Committee Report

To: Mayor and Council

Fr: Jon Ranger, Budget/Special Projects Officer

Re: September 2017 Financial Statements

### Recommendation:

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

### Background:

Attached for your information, please find the September 2017 summary expense and user fee statements for the City of Kenora and the Council department. At the end of September, the year is 75% complete, so not including any seasonal or timing differences, there should be 25% of the budget remaining.

### Overall:

- Expenses at the end of September 2017 were better than budget with 29% remaining to be spent.
- User fee revenues to the end of September 2017 are below budget with 30% left to collect. They are, however, \$270k above this time last year. Also as a comparison, at this time last year, we had 26% left to collect.

### Expenditures:

- **General Government** - The General Government expenses to date are below budget with 32% of the expense budget unspent.
  - **Human Resources** – Training under budget, however there are training expenses posted in October. Legal expenses also under budget.
  - **Building & Grounds Maintenance** - Repairs and maintenance budget has 50% remaining to be spent. City Hall brick repairs posted in October.
  - **Finance and Administration** - Audit expenses will not be set up until the end of the year.
- **Protection** – The Protection Department expenses to date are close to budget at 28% remaining to be spent.
  - **Police Building** – Repairs, Utilities and Cleaning expenses are under budget.
  - **Health and Safety Committee** – Training over budget, this has been offset by an appropriation from reserves.
- **Transportation** – The Transportation Department expenses to date are close to budget with 27% remaining to be spent.

- **Winter Control Maintenance** – Wages under budget, however this will increase moving into November and December.
  - **Streetlighting** – Repairs & Maintenance, utilities, and materials are all under budget. This can be expected with the new street lights.
  - **PW Barsky Facility** – Repairs & Maintenance and contracted services are below budget.
  - **Parking Rentals** – Over budget due to an insurance claim deductible.
  - **Paved Roads Maintenance** – Over budget due to wages allocation, more budget allocation may be required in this department.
  - **Loostop Road Maintenance** – Budget has been completely used for the year. This is expected as less work will be done on these roads in the last quarter of the year.
  - **Warehouse** – Utilities, maintenance and supplies all below budget at the end of September.
- **Environmental** – The Environmental Department expenditures are below budget with 36% remaining to be spent.
    - **Storm Sewers** – Department is under budget - Between 5% and 10% of roads maintenance employee time is budgeted to storm sewers. As of September 2017 actual wages are under budget for this department. This may require a budget allocation adjustment in the future. Also note that the materials and supplies budget has not been used to date.
    - **Hazardous Waste Day** – Note that contracted services are under budget with 63% still remaining to be spent for the year.
    - **Kenora Area Landfill** – Wages budgeted include 100% of employees time to Kenora area landfill, however wages are under budget as a portion of their time was spent on other departments. Adjustment to be made in the future budget.
    - **Garbage Collection** – Part time wages and materials are under budget.
- **Health Services** – Health expenditures are right on budget with 25% remaining to be spent.
- **Social and Family Services** – Social and Family Expenditures are over budget with only 14% remaining to be spent.
    - This is because Pinecrest Home for the Aged has now been paid for the full year.
- **Community Services** – Overall Community Services expenses are under budget with 31% remaining to be spent. This is in part due to the following:
    - **Keewatin Memorial Arena** – Wages, utilities and repairs and maintenance are below budget.
    - **MSFC Pool** expenses are under budget currently as repairs and maintenance are lower than budgeted, likely due to the significant capital work at the pool in 2017.
    - **KRC Complex** – Utilities are under budget with 44% remaining in the budget.
- **Planning & Development** – Planning & Development expenses are under budget with 37% remaining to be spent. This is in part due to the following:
    - The **Starter Company** program is under budget as no grants have been paid out as of yet.

- **Economic Development** wages under budget as the economic development intern was budgeted for the full year but only started part way through the year.

#### **User Fees:**

- Overall, user fees are less than budget projections with 30% of the budget still to be collected.
- **Protection to Persons and Property**  
Protection to Persons and Property is below budget with 50% still remaining to be collected.
  - **Provincial Offences** revenue is dependent on the fines assessed in this area. Two quarters have been posted in 2017, fine revenue is significantly down from the previous year.
  - **Building Inspection** – Currently exceeding budget with only 14% remaining to collect in 2017.
- **Transportation Services**  
Transportation user fees have exceeded budget with only 20% remaining to be collected. This should balance out by the end of year as metered parking and docks are seasonal.
  - **Metered Parking** user fees have exceeded budget expectations to date in both Police court fines and metered parking revenue.
  - **Docks** revenue is very close to meeting its yearly budget with only 4.76% remaining to be collected. Also note that **Wharfs** has exceeded its yearly budget.
  - **Conventional transit** – User fees are down this year from last year by approximately \$19,000 by the end of September.
  - **Garage and Shop** – Work order billings are below budget and below last year to date as work for OPG is down in the current year.
- **Environmental Services**  
Environmental services user fees are below budget with 30% remaining to be collected.
  - **Sewer and water** user fees are below budget at 33% remaining to be collected.
  - **Kenora Area Landfill** user fees has exceed its budget with only 10% remaining to be collected, likely due to timing as there is increased usage in the summer months.
  - **Transfer Facility & Garbage collection** – User fees are exceeding budget with only 23% remaining to be collected.
- **Community Services**  
Community Services user fees are slightly below budget with 30% remaining to be collected.
  - **Thistle Arena** is below budget, however we should see this increase coming into the October through December months.
  - **Keewatin Memorial Arena** is also below budget, and bookings should increase coming into the October through December months.

- **Planning and Development**

Planning and Development user fees have significantly exceeded budgets. This is due to the cash receipts received in September to pay for Harbourfest fireworks. The fireworks invoice was not paid until October. This will balance out in October.

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

**Strategic Plan or other Guiding Document:**

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

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



November 3, 2017

## City Council Committee Report

**TO: Mayor and Council**

**FR: Charlotte Edie, Treasurer**

**RE: Investment Report including Kenora Citizens' Prosperity Trust Fund –  
Quarter 3**

### **Recommendation:**

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

### **Background Information:**

Kenora Citizen's Prosperity Trust Fund (KCPTF):

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

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

Overall the equity portion of the portfolio has been stable over the last quarter. The bond returns have decreased due to the interest rate hikes in July and September. The market prices of bonds fluctuate in the opposite direction of interest rates. Bonds with a fixed yield that are held currently have a lower yield than a newly issued bonds so that when the currently held bonds are sold they will have to be sold at a discount in order to achieve a return that is equivalent to the newer bonds.

The first KCPTF portfolio is with the ONE Public Sector Group of Funds and accounts for over 30% of the Trust Fund. The market value of this investment at September 30, 2017 is \$15,128,334.62. (This is an increase of \$26,851 in market value from June 30, 2017.) This portfolio is held in bond, universal corporate bond and equity funds that are all monitored to ensure that they remain within the Ontario Provincial legislation for municipal investments. The year to date actual return on these ONE fund investments for 2017 is 3.54%. This rate reflects the total return including market impact. The return on book value for year to date 2017 is 1.19%. Currently the universal bond fund is generating .36% and the equity fund is generating 6.56% on a cumulative basis (including market impact).

The second and largest KCPTF portfolio is managed by Manulife Asset Management with RBC Dexia Investor Services as custodians. The City receives quarterly reports and information. The September 30, 2017 report is attached. The market value of these investments is \$25,210,865 (\$96,324 lower than the value at the end of June 2017).

Securities held in this portfolio are largely bank and federal and provincial government issues. The year to date return on these funds is -.59%. The rate of return since inception is 2.58%. These returns also take the market impact into account.

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

Other Investments:

The City of Kenora maintains investment portfolios separate from the Kenora Citizen's Prosperity Trust Fund. These investments are entirely held in the ONE Public Sector Group of Funds and the market value at September 30, 2017 is \$12,751,307. (This is a decrease of \$25,799 in market value from June 30, 2017.) This portfolio is held in bond, universal corporate bond and equity funds that are all monitored to ensure that they remain within the Ontario Provincial legislation for municipal investments. The year to date return for this portfolio is 2.43%. The year to date return on book value is 1.59%.

**Budget:**

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

**Risk analysis:**

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

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

For information only

**Strategic Plan or other Guiding Document:**

Report is required per policy CS 4-2.





November 6, 2017

## City Council Committee Report

**To: Mayor and Council**

**Fr: Jon Ranger, Budget/Special Project Officer**

**Re: Contracts & Expenditures Approved July – September 2017**

### **Recommendation:**

That Council hereby receives this information report of Jon Ranger, Budget/Special Projects Officer with respect to contracts awarded within the Manager's approved limits for July to September 2017.

### **Background Information:**

Per the Procurement Policy, the Budget/Special Projects Officer (Treasurer in the absence of the Budget/Special Projects Officer) may award a tender, contract or purchase for greater than \$20,000 provided that:

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

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

### **Budget:**

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

### **Risk Analysis:**

Although this is a housekeeping item the risk associated with this report is low. Internal controls have been established to ensure that these payments are legitimate and conform to the City's procurement policy.

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

**Strategic Plan or Other Guiding Document:**

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



3 November 2017

## City Council Committee Report

**To: Mayor and Council**

**Fr: Karen Brown, CAO**

**Re: Priority Capital Projects List**

### **Recommendation:**

That Council hereby approves the Priority Capital Projects List as attached to the CAO's report dated November 3, 2017; and further

That Council hereby directs administration to aggressively pursue funding opportunities for these priority capital works; and further

That a separate discussion takes place with regards to twinning of the Kenora Recreation Centre once City staff have brought forward additional information in relation to this project.

### **Background:**

In mid-2016, based on Council direction, City administration brought forward a list of priority capital projects for Council consideration. The intent was to have a ready list of significant City projects identified for consideration when significant funding programs were made available. This list was approved by Council and direction was given to administration to aggressively pursue funding opportunities for those priority capital projects.

Based on a request made by a Member of Council, this list has been reviewed and updated for Council consideration. As with the original list, it was recognized that the listing could easily be made up of strictly the rehabilitation of existing infrastructure. It must be recognized, however, that funding programs will cater to specific and different types of capital works. As a result, administration worked to ensure that a rounded list of capital works, representing top priorities for the City, be developed.

Both Municipal and Water and Sewer Projects have been identified, with the utility projects separated onto a second list to recognize that these are not intended to be funded through tax dollars. Preliminary cost estimates have been identified, together with linkage back to the City's current strategic plan.

The projects are not listed in order of priority, as selection of any project for application for funding will be subject to the type of funding program available. Individual projects and funding applications will be brought back on a case by case basis for Council approval.

Upon Council approval, the updated list will be incorporated into the 2018 Capital Five Year Plans, and will be reviewed as part of the annual budget deliberations on a forward basis.

### **Priority Project Discussion:**

While it is not the intent of this report to provide a detailed analysis on each project contained within the attached list, there were changes made to the prior list that are important for Council to be aware of while reviewing the attached:

#### **Projects Removed:**

- Seventh Avenue Bridge – while this project has not been done and remains a City priority, the City has been approved for almost \$1.1M in funding towards this project, and is currently working on the related funding agreements with the Province. The balance is being funded through the Federal Gas Tax program.
- Trails – while still considered a City priority as outlined within the City's Beaches, Parks and Trails Plan, with the proposed works to be done by the Rotary (Splash Park), it is recommended that focus be placed on Norman Park and the proposed enhancements included within the Beaches, Parks and Trails Plan. Norman Park was included on the prior listing, so is not noted as a substitution or addition below.
- Museum Annex / Art Gallery – while not complete, this project is actively ongoing, with an active fundraising campaign. The City will continue to work with the related committee to identify potential funding opportunities, with the most recent being whether or not this project would be a good fit for funding under the Municipal GHG (Green House Gas) Challenge Fund. It is, however, recognized that this project is very much ongoing with regards to the pursuit of funding. Council will need to consider if the removal of this item from the City's priority listing is considered premature at this time.
- Landfill Peripheral Road / Fire Break / Retention Basis (Solid Waste) – this project has now been identified as a longer term project based on anticipated timelines for the required approvals. In addition, new and preliminary cost estimates indicate that this project should be less than \$100K.

#### **Project Substitutions / Changes:**

- Harbourfront Revitalization has replaced the T-Intersection project based on prior Council direction to include the thought of realigning the intersection with the larger vision for the South Harbourfront.
- First Street Alignment has replaced the Downtown Revitalization Next Phase (Chipman) as a result of the purchase of the former Mall property.
- Darlington Road project has been upgraded to reflect paving rather than surface treatment.
- Quad / Four Plex Baseball Fields has been upgraded to reflect an increased cost estimate.
- Pine Portage Road Water Main Looping (Water & Sewer) has been updated to reflect a reduced cost estimate.

#### **Projects Added:**

- Sportsplex – added based on 2017 Council direction to include in City's capital budget. Unfortunately, costs are significantly higher than first anticipated, so being added to this list as a priority item for potential funding options.
- Coker / Bailey Bridge – with the works planned and funded for the Seventh Avenue Bridge, the Coker / Bailey Bridge represents the bridge most at risk. Council recently approved a weight restriction for this bridge.
- Railway Street Water Main Looping (Water & Sewer)

**Projects Identified, Currently Under Council Consideration:**

- o Kenora Recreation Centre Arena Twinning / Expansion – Overall, the Senior Leadership Team has agreed that, if Council is proceeding with this project, the twinning should be included on the City's priority capital listing. The challenge remains that Council has been in discussions on this project, and no final decision has been made as to whether or not the City will be proceeding with this expansion. Council has directed staff to continue to look at a proposed twin option for the KRC. Staff have been engaged in discussions with Stantec and have done some preliminary review of construction related options, together with investigating potential funding sources. The intent is for staff to bring back the additional information to Council to assist Council with a decision on this matter. The challenge with including this project in the priority listing today is that it shifts the discussion from the City's priority projects to whether or not Council is approving a Twin Expansion to the Kenora Recreation Centre. Given the ongoing work being done by staff, a decision on the twinning of the arena may be considered premature at this time. That being said, if Council does provide direction to staff that the City is proceeding with the Twin, this project would be placed on the priority capital project listing for pursuing funding. As such, it has been identified separately on the priority listing, and the recommendation to Council includes a reference that a separate discussion is to take place with regards to the twinning once staff have brought forward additional information.

**Budget / Financial Implications:**

Individual projects would need to be brought forward as funding sources are identified for Council approval. Budget consideration would be in conjunction with that approval.

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

Approved priority listing will be shared with City staff, and direction given to aggressively pursue funding opportunities for these projects.

**Strategic Plan or other Guiding Document:**

Each project has its own identified link to the strategic plan. These have been identified in the attached listings.

**ERM Assessment:**

Financial risk has been assessed as high as a result of the potential for funding and the size of some of the proposed projects. Operational risk is also assessed as high for projects related to existing infrastructure and the resulting rehabilitations. These are both considered positive risks and should be pursued.

**Capital Projects Priority Listing**  
**Top Capital Priorities**

Project	Description	High Level Estimate	Funding Comments	Strategic Plan Reference
1	Harbourfront Revitalization	\$ 3,300,000	Actively pursuing design funding.	Guiding Principles - Economy - Clear and Decisive Leadership Continuous improvements to the public realm
2	First Street Alignment	\$ 5,500,000	Actively pursuing construction funding.	Guiding Principles - Economy - Clear and Decisive Leadership Continuous improvements to the public realm
3	Darlington Road	\$ 2,500,000		Ensure our Municipal infrastructure is maintained
4	Dock Rehabilitation	\$ 276,550		Ensure our Municipal infrastructure is maintained North America's Premier boating destination
5	Quad / Four Plex - Baseball Fields	\$ 2,000,000		Continuous improvements to the public realm Continuous improvements to recreation and leisure amenities
6	Railway Street	\$ 2,600,000		Ensure our Municipal infrastructure is maintained
7	Norman Park Accessibility	\$ 2,474,550		Continuous improvements to the public realm Continuous improvements to recreation and leisure amenities
8	SportsPlex	\$ 605,000		Continuous improvements to the public realm Continuous improvements to recreation and leisure amenities
9	Coker/Bailey Bridge	\$ 2,500,000		Ensure our Municipal infrastructure is maintained
10	Arena Twinning/Expansion	\$15,000,000		Continuous improvements to the public realm Continuous improvements to recreation and leisure amenities

Should also note that cost is from the report from other discussions may be low for actual work required. Per discussion, in some cases it makes more sense to replace the entire dock than to replace billets, as the whole dock has to be removed from the water to replace billets.

Should note that this would go with the Railway water main project on the Water & Wastewater capital priority list.

**Capital Projects Priority Listing**  
**Top Capital Priorities - Water & Sewer**

	<b>Project</b>	<b>Description</b>	<b>High Level Estimate</b>	<b>Funding Comments</b>	<b>Strategic Plan Reference</b>
1	Pine Portage Road Water Main	Looping dead-end water main. Facilitate future development	\$ 1,500,000	Utility Funded - Water & Wastewater	Guiding Principles - Economy - Clear and Decisive Leadership. Continuous Improvements to the public realm
2	Railway Water Main	Looping dead-end water main. Facilitate future development	\$ 1,500,000	Utility Funded - Water & Wastewater	Guiding Principles - Economy - Clear and Decisive Leadership. Continuous Improvements to the public realm



November 06, 2017

## City Council Committee Report

**TO: Mayor and Council**

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

**RE: Succession Planning Policy – HR 1-6**

### **Recommendation:**

That Council hereby approves the amended City of Kenora Succession Planning Policy #HR-1-6; and further

That Council gives three readings to a by-law to amend the Comprehensive Policy Manual for this purpose; and further

That bylaw number 174-2008 be hereby repealed.

### **Background:**

It is critical to facilitate a seamless transition for key positions within the City of Kenora. Proactive succession planning efforts reduce the risk of hiring and promotion mistakes, loss of municipal knowledge and the negative impact to turnover in key roles. Successful transitions result from being intentional and proactive in identifying and developing talent to supply the organization with leaders.

The Succession Planning Policy has been updated to reflect the responsibilities of the Senior Leadership Team and the CAO as it relates to the development of identified key positions and individuals. The amended plan provides the CAO the authority to access succession planning and /or contingency funds to offset the cost related to individual development plans. These funds will be utilized to develop internal candidates to be considered for key positions that are at risk of being vacated due to eligibility retirements, internal transfer/promotions, or unexpected departures.

**Budget:** Based on the current balance of reserves, it is expected to be able to provide funding based on departmental requests related to job overlap, job shadowing and development plans as identified in the succession plan. The City has started to put in an annual allocation into the Succession Plan Reserves. Any amount over and above the reserve balance would have to be approved by Council.

**Communication Plan/Notice By-law Requirements:** The revised Succession Planning Policy will be circulated to the Senior Leadership Team.

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

Core value of Fiscal Responsibility  
Focus on our People



**ERA Assessment:** As per the requirements in the City's ERM policy, there is a potential of minor to moderate financial impact, and/or moderate to high people impact. Failure to execute a proper succession management strategy would jeopardize the Corporation's ability to pro-actively deal with the kinds of changes that are certain to come at an ever-growing pace.

## Succession Planning Policy



<b>SECTION</b>	<b>DATE</b>	<b>Approved by By-law Number:</b>	<b>PAGE</b>	<b>OF</b>
Human Resources			<b>1</b>	<b>3</b>
<b>SUBSECTION</b>	<b>Supersedes By-law Number:</b>		<b>POLICY NO.</b>	
General	174-2008		HR-1-6	

### **Purpose**

Recognizing that change in management are inevitable, the City of Kenora has established a succession plan to provide continuity in leadership and avoid extended and costly vacancies in key positions. The City of Kenora's succession plan is designed to identify and prepare candidates for high-level management positions that become vacant due to retirement, resignation etc. The succession plan is also designed to identify key individuals within the organization that have potential to move within the City to key positions for which early exposure to the nature of the business would be beneficial. A well thought out succession plan allows for the preservation and transfer of knowledge and expertise, and permits the sharing of experiences and lessons learned on the job with the next generation of employees.

### **Policy**

It is the policy of the City of Kenora to assess the leadership needs of the City to ensure the selection of qualified leaders that are diverse and a good fit for the City's mission, vision and goals. Leaders that have the necessary skills for the organization. Further, having in place a process which can provide a framework for anticipating future staffing needs in the short term, mid and long term, and provide the methodology for meeting those staffing needs

### **Procedure**

Undertaking a succession planning program can offer a number of benefits to the city. In addition to the development of a pool of skilled workers, it can provide a coordinated strategy for identifying key personnel who can be helped to maximize their potential by means of a well thought out career planning process.

## Succession Planning Policy

<b>POLICY NO.</b>	<b>PAGE</b>	<b>OF</b>
HR-1-6	2	3

It also encourages current employees and potential employees that there is the opportunity to progress within the municipality. It is an initiative that has added benefits of keeping valuable, skilled, ambitious and career orientated individuals by providing growth and advancement. It provides empowering and rewarding career possibilities and an opportunity to develop the skills and qualifications they might need to develop and allow them to move into more senior administration positions.

In many cases potential candidates may not have all the necessary skills or training to fill in for supervisors, or to assume vacancies in senior management. With a well thought out career development plan, including mentoring, support and encouragement from more senior personnel, we can nurture these people to eventually play a more senior role.

The Human Resources Strategist is responsible for the City of Kenora's Succession Plan. The Succession Plan will be discussed and reviewed annually with the HR Committee.

- 1) Each January a meeting will take place, wherein members of the Senior Leadership team will:
  - a. Identify key positions and incumbents targeted for succession planning. This should include an analysis of planned retirements, potential turnover etc.
  - b. Identify individuals who show the potential needed for progression into the targeted positions and leadership within the City. Once these individuals have been identified, they may be placed in an acting role, as appropriate.
  - c. Outline the actions taken in the previous six months to prepare identified individuals to assume a greater role of responsibility and any future or potential cross training that may be available.
- 2) By the end of February each year, the HR Committee will approve targeted candidates.
- 3) By the end of March each year, the HR Committee will approve an outline of actions that will be taken in the following six months to

## Succession Planning Policy

POLICY NO.	PAGE	OF
HR-1-6	3	3

- 4) prepare individual to assume a greater role of responsibility in the future. Along with a skills and development plan.
- 5) The Chief Administrative Officer will periodically request updates from the Senior Leadership Team on the development process of each targeted candidate.
- 6) The Chief Administrative Officer will have the authority to access succession planning and/or contingency funds to offset the cost related to individual development plans, as well as the costs of horizontal or vertical training of employees or during a transition period while a vacating employee is preparing for departure.

The HR Committee establishes a succession plan that identifies critical management positions, forecasts future vacancies in those positions and identifies potential managers who would fill vacancies. Vacancies may be filled from within or filled through an external recruitment process.

### **Accountability**

#### **Municipal Council**

Corporate governance role to ensure leadership continuity for at least the CAO and Senior Leadership Team.

#### **CAO, Senior Leadership Team**

To identify and groom one or more successors for his/her position.

To ensure that there is designated replacement for all key management, professional, technical/operational and administrative support positions

#### **Potential candidates for Internal Promotion**

Responsible for taking the required steps to prepare him/herself for advancement when vacancies occur.



4 November 2017

## City Council Committee Report

**To: Mayor and Council**

**Fr: Karen Brown, CAO**

**Re: We Own It Resolution Request**

### **Recommendation:**

Whereas Kenora City Council was approached by the 'We Own It' campaign and requested Kenora City Council to pass a resolution related to contracting out City services; and

Whereas the City, under the Direction of this Council, has worked diligently to review its services, and has sought to bring services in house where the City can provide the same or an improved service level for the same or lesser cost; and

Whereas one of the City's overarching strategic goals is to Focus on our People, which includes ensuring customer service excellence and empowering City staff to make decisions that demonstrate the City's commitment to customer service;

Now therefore, let it be resolved that the City of Kenora continues to look at its existing services and identify opportunities where those services can be brought in house, while ensuring improved service levels without negative impacts to service costs.

### **Background:**

The "We Own It" campaign provided Kenora City Council with a deputation earlier this year, requesting that City Council consider passing a resolution wherein Council would place a "moratorium on privatizing or outsourcing any of its public services without first undertaking a rigorous, credible and fully public and transparent review of the privatization or outsourcing proposal". The proposed resolution is included at the back of this report for Council's information. A copy of the We Own It literature received has been included as an attachment to this report for Council's reference.

Kenora Council and Staff have worked hard to look at its municipal services, look at what the services our City Team provide, and those that are provided to us by the private sector. This includes thought as to what can we do effectively, and if so can we bring those services in house without any negative impact to the City (either through service levels or budget). Where can we as a City do things better? The 2014 / 2015 organizational review looked at City services and made a number of related recommendations. The City Team has been working to implement many of the recommendations from that review since it was approved by this Council. Examples of changes do not stop with the recommendations from the organizational review. Recent examples include bringing roads related services in house, specifically sidewalk repairs, lowering manholes and pavement patching now done by City crews. Existing budgets were used to hire staff and provide enhanced service levels to our public.

It is recommended that Kenora Council pass a resolution that is specific to Kenora, and builds on and supports the ongoing actions and commitment already in place by the City Team under the direction of this Council.

**Budget / Financial Implications:**

There are no budget or financial implications related to passing this resolution.

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

The resolution passed by Council will be shared with the group making the delegation to Council earlier this year.

**Strategic Plan or other Guiding Document:**

Corporate Values: Trust & Respect, Communication, Commitment, Innovation, Fiscal Responsibility

Strategic Goal #2 – Strengthen our Foundations

- Ensure municipal infrastructure managed and maintained with available resources.
- Act as the catalyst for continuous improvements to the public realm.

Strategic Goal #3 – Focus on our People

- Ensure customer service excellence
- Empower staff to make decisions that demonstrate City commitment to customer service.

**ERM Assessment:**

Low risk. Resolution reinforces ongoing City approach to our services and our staff.

## **We Own It - Original Request for Resolution**

Whereas public services are, by their very definition, open to all members of the public and therefore of benefit to all members of the public;

And whereas the management and oversight of privatized services are, by their very definition, private and therefore of benefit primarily to investors;

And whereas there is ample evidence that privatized public services provide lower quality services to fewer members of the public;

And whereas there is also ample evidence that privatized public services cost more because of their need to generate profit for wealthy investors

And whereas proposals to privatize public services have a consistent track record of breaking promises to maintain or even improve quality while reducing costs;

And whereas a growing number of communities around the world are reaping significant benefit by insourcing services that had been previously privatized or outsourced;

Be it resolved that the City of Kenora recognizes that the public delivery of public services ensures more transparency and accountability to the public, democratic oversight and control of public service delivery by our community's elected representatives, and avoids the diversion of public funds into profits for private corporations.

Be it further resolved that the City of Kenora call a moratorium on privatizing or outsourcing any of its public services without first undertaking a rigorous, credible and fully public and transparent review of the privatization or outsourcing proposal.

We Own It

**WHAT HAPPENS TO**

**PUBLIC SERVICES**

**WHEN THEY ARE**

**PRIVATIZED?**





# WHAT'S WRONG WITH THESE SCENARIOS?

- 
01. A private company installed a sign upside-down on Hwy. 401 — at the public's expense.

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  02. Public schools developed by private contractors in Alberta were built with no shades on west- or south-facing windows.

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  03. Ottawa privatized most of its garbage collection, even though private waste companies receive 50% more complaints than public collectors do.

---

**When public services are privatized,  
quality of service goes down —  
and we all pay the price.**



## Bringing Back Better

A growing number of communities across Ontario – and around the world – are standing up against privatization. Many of these communities are even taking back vital public assets and services from private companies. Here's why:

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# PUBLIC SERVICES DELIVER HIGHER QUALITY

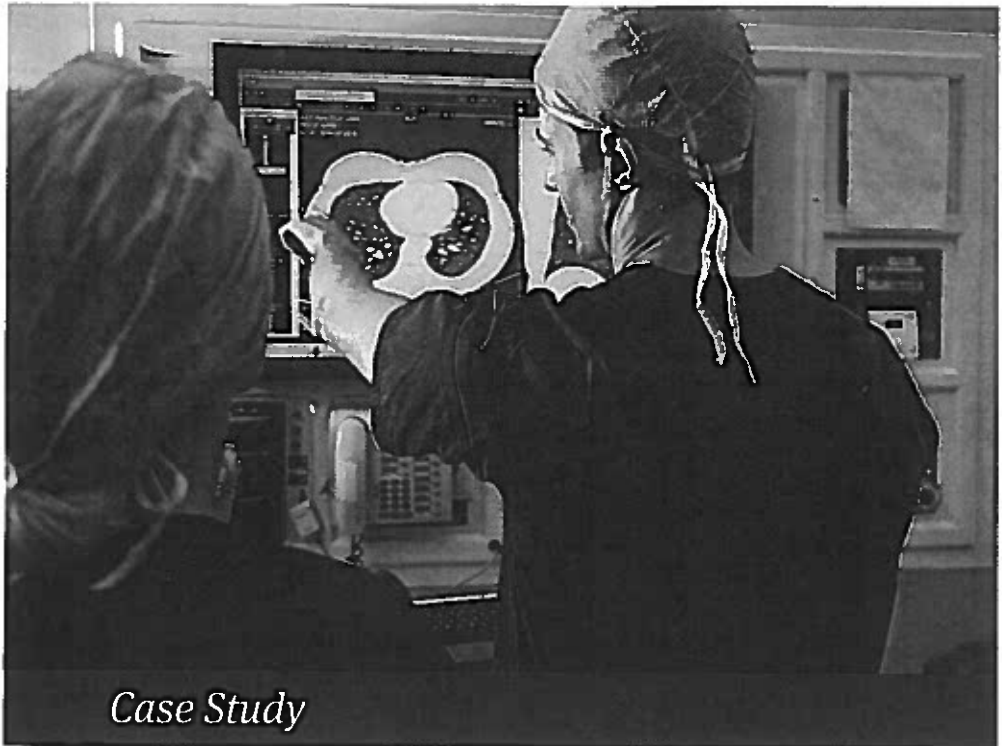
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When public services like health care, education, and senior care remain public, the focus is on delivering high quality services to communities. When these services are privatized, private contractors focus on making a profit; this means they often sacrifice quality in order to cut costs. In a U.S.-based survey of local governments that have brought privatized services back in house, 61 per cent said inadequate quality of service was the reason.

## PRIVATE: 50% MORE COMPLAINTS

Private waste collection in Ottawa received **50% more complaints** than public collection.

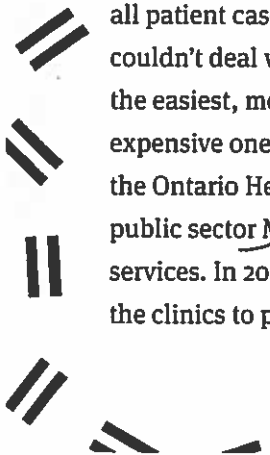




## Case Study

### Ontario's unsuccessful experiment with private clinics

In 2002, the Ontario government allowed seven private MRI/CT clinics to open across the province. But concerns about access and quality of service quickly arose. The for-profit clinics closed small, unprofitable locations in smaller communities, forcing rural patients to travel farther to access services. But the large urban clinics wouldn't handle all patient cases. Staff, equipment, and facilities at the private clinics couldn't deal with complex cases or medical emergencies. They took the easiest, most profitable cases, and left the most challenging and expensive ones for public hospitals to handle. A research report from the Ontario Health Coalition showed it was less expensive to expand public sector MRI services than to pay for-profit clinics to initiate new services. In 2007, the Ontario government announced plans to return the clinics to public ownership.



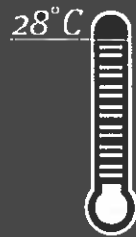
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# PRIVATE COMPANIES CUT CORNERS

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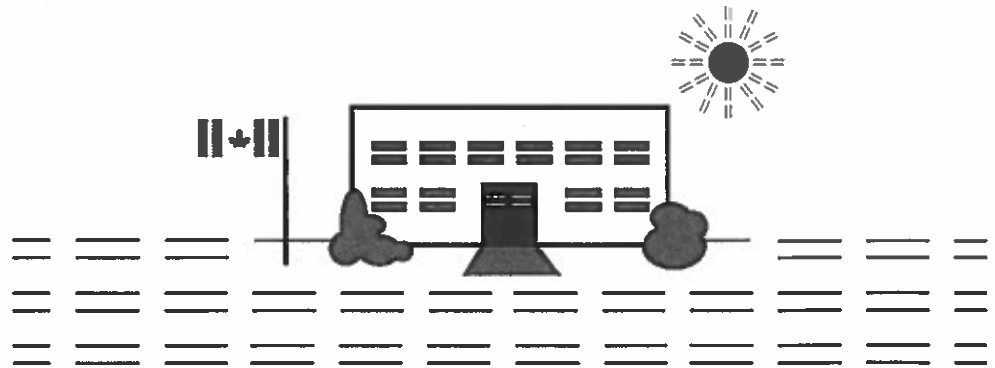
Even though private companies charge a premium, they often deliver lower quality.

Following a string of disastrous school construction contracts, Alberta's government is putting a halt to new public-private partnerships, also known as P3s (deals that use private companies to build, finance, and sometimes operate public assets). Here are just some of the problems they faced with P3s:



Temperatures in one school soared over 28°C because the builder had cut costs by not installing awnings or shades on the south- or west-facing parts of the building.

- One school was told it would take up to six weeks for a private maintenance company to repair a loose light in a ceiling.
- Local school boards ended up paying twice for repairs in cases where the private contractor's work failed inspection.



## Is upside down good enough?

In one of many examples of shoddy work identified recently by Ontario's Auditor General, a private contractor installed a steel support cage for an overhead sign on Highway 401 upside down. The private company's engineer signed off on the safety of the work.

If left unfixed, the sign could have crashed down onto car traffic below.



## At private nursing homes: no baths, rationed supplies

Cost-cutting measures at private long-term care facilities, such as staff cuts and rationing of essential supplies, prevent seniors from receiving the care they deserve.


One private nursing home chain in Ontario enforced such strict rationing on diapers that staff was forced to wrap residents in towels and plastic garbage bags to keep beds dry. At another private nursing home in Brantford, weekly baths were often skipped.


# WHAT'S

# WE OWN IT?

We Own It is a grassroots movement of Ontarians who care about keeping public services public. With the help of allies like community groups, unions, student unions, equity-seeking groups, and families and individuals who care about building a future for all in Ontario, we want to share the facts about problems with privatization and the benefits of public services. Through public engagement and education, We Own It aims to keep building province-wide support for public services.

Get the facts at  
[WeOwnIt.ca](http://WeOwnIt.ca)

 @WeOwnItCA

 weownitCanada

**Northern  
communities  
stronger  
together.**

**PUBLIC  
=  
BETTER**

The public sector.  
We built it. We paid for it.

**We Own It**

[www.weownit.ca](http://www.weownit.ca)  
[www.facebook.com/weownitcanada](http://www.facebook.com/weownitcanada) | [@weownitca](https://twitter.com/weownitca)

## **The costs of privatization VS. the benefits of public services**

Quality public services help keep your communities healthy, safe, and prosperous. But mounting evidence shows that privatized public services provide lower quality for a higher price. Just a few of many examples:

- **Privatized snow clearing has left highways snow-packed and dangerous for twice as long (four hours instead of two). Also, 75 per cent of privatized highway maintenance providers charge more than public crews cost.**
- **Privatized hydro rates are more than 300% higher than public rates had been. Also, privatized hydro costs the province \$500 million in lost revenue. Every year. Forever.**
- **Privatized medical lab tests are slower than public tests. Privatized tests are also 50% more expensive, costing us an extra \$200 million extra a year.**

The good news is that communities across Ontario and Canada are reaping significant benefits by fighting for services that the government wanted to cut or privatize.

- **In Atikokan, Ignace, and Terrace Bay, citizens rallied against the proposed closing of their local ServiceOntario centres, saving residents the expense, inconvenience, and danger of having to travel hundreds of kilometres just to renew their health cards or driver's licences.**
- **In Hearst, residents worked together to stop the government from closing Fushimi Lake Provincial Park.**

**Your community can reap the benefits  
of in-sourcing and keeping its  
public services public!  
We can help.**

[www.weownit.ca](http://www.weownit.ca) | [www.facebook.com/weownitcanada](https://www.facebook.com/weownitcanada) | [@weownitca](https://twitter.com/weownitca)





October 20, 2017

## City Council Committee Report

**TO: Mayor and Council**

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

**RE: By-Law to Amend an Emergency Management Program**

### **Recommendation:**

That Council gives three readings to a bylaw for the development, implementation, maintenance, testing and review of an Emergency Management Program in accordance with the standards published by the Office of the Fire Marshal and Emergency Management for the City of Kenora; and further

That Council authorizes the Community Emergency Management Coordinator, or his or her alternate, to make administrative changes to the Emergency Response Plan including personnel changes, organizational changes, contact information, phone numbers and other administrative matters as required; and further

That bylaw number 100-2009 be hereby repealed.

### **Background:**

The City of Kenora Emergency Management Control Group and Program Committee have been providing services to the City of Kenora and surrounding fire departments since amalgamation of municipalities in 2000.

In 2017, the Fire and Emergency Services Manager along with the Northwest Region, Field Advisor from the Ontario Fire Marshal and Emergency Management office reviewed the current bylaws and the City's Emergency Response Plan and recommends that the 2004 Emergency Management Program Bylaw be updated to reflect the current requirements.

The Province of Ontario has passed the Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9, as amended. Section 2.1(1) of the Act requires that every municipality shall develop and implement an Emergency Management Program and the Council of the municipality shall, by by-law, adopt the Emergency Management Program.

Section 3(1) of the Act requires that every municipality shall formulate an Emergency Response Plan, outlining the provision of necessary services during an emergency, the procedures related thereto, and the manner in which employees of the municipality and other persons will respond to the emergency, and the Council of the municipality shall by by-law adopt the Emergency Response Plan.

Section 4(1) of the Act makes provision for the Head of Council of a municipality to declare that an emergency exists in the municipality, or any part thereof, and may take such action and make such orders as he or she considers necessary, and are not contrary

to law, to implement the Emergency Response Plan of the municipality in order to protect the property, health, safety and welfare of the inhabitants of the emergency area.

Section 9(c) of the Act provides for the designation of one or more members of Council who may exercise the powers and perform the duties of the Head of Council under this Act during the absence of the Head of Council or during his or her inability to act.

The development, implementation, maintenance, testing and review of an Emergency Management Program in accordance with the standards published by the Office of the Fire Marshal and Emergency Management, and such program shall include:

- a) An Emergency Response Plan:
- b) An Emergency Management Control Group, which shall be chaired by the Fire and Emergency Services Manager and shall include:
  - i. Community Emergency Management Coordinator (Fire and Emergency Services Manager)
  - ii. Operations Officer (City Clerk)
  - iii. Alternate Community Emergency Management Coordinators (Risk Management and Loss Prevention Officer and member of Kenora Fire)
  - iv. Alternate Operations Officer (Deputy City Clerk)
  - v. Ontario Provincial Police (Operations Manager)
- c) An Emergency Management Program Committee, which shall be chaired by the Community Emergency Management Coordinator or Alternate and shall include:
  - i. Mayor (Head of Council)
  - ii. Community Emergency Management Coordinator and Alternates,
  - iii. Operations Officer
  - iv. Northwest EMS Manager
  - v. Medical Officer of Health
  - vi. Fire Chief
  - vii. Ontario Provincial Police
  - viii. Public Information Officer
  - ix. Transportation Manager
  - x. Social Services Manager
- d) Training programs and exercises for employees of the municipality and other persons with respect to the provisions of necessary services and procedures to be followed;
- e) Ongoing public education on the risks to public safety with an emphasis on emergency preparedness;
- f) The completion of a Hazardous Identification Risk Assessment (HIRA) and an annual review thereof;
- g) Completion of a Critical Infrastructure Listing, noting key infrastructure required to maintain a continuity of operations within the municipality, and an annual review thereof;
- h) An emergency operations centre, to be used by the municipal emergency control group in an emergency;
- i) Designation of an Emergency Information Officer who shall act as the primary media and public contact for the municipality in an emergency;
- j) Annual review, maintenance and enhancement of the Emergency Management Program and updating of all resource and contact listings;
- k) Other activities as required by the Office of the Fire Marshal and Emergency Management to meet the requirements of the Act, and any regulations, policies and procedures related thereto.

Where required by law, and for personal privacy and protection, certain personal information and resources identified in the Emergency Response Plan are not to be made public.

**Budget:** 2017/2018 Operating Budget

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

**Risk Analysis:**

As per the City's ERM Policy, there is high operational risk and liability risk based on municipalities are regulated through the "*Emergency Management and Civil Protection Act*" to establish an Emergency Management Program, develop an Emergency Management Plan and establish an Emergency Operations Centre (EOC) through the adoption of a bylaw.

There is a low financial risk, as finances are budgeted within the annual operations budget for the maintenance and materials for the EOC and training of designated staff.

**Strategic Plan or other Guiding Document:**

Aligns with the City of Kenora's Values contained within Strategic Plan 2015-2020, specifically, "we strive for continuous service improvements through innovation, leadership and best practices; we consider community, public and workplace safety in every decision we make; we manage the municipal finances in a responsible, prudent and transparent manner; and we are committed stewards of the land and lakes that enrich our lives."

Aligns with the City of Kenora's Goals and Corporate Actions:

**Infrastructure**

#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. Adoption of this bylaw will ensure that the City is properly protected through a maintained Emergency Management Plan and properly trained staff to initiate the plan during emergency situations.

Customer Service, #2-3, The City will ensure prompt and immediate response times supported by resilient communications in the event of a system outage or other emergencies. This bylaw will allow City emergency managers to act on emergencies promptly and effectively.

Learning and Development # 3-11 The City will forge strong relationships with neighbouring communities and area municipalities by City staff, particular 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 neighbouring communities. This bylaw will further enhance the relationship between the City and our surrounding municipalities.



November 8, 2017

## City Council Committee Report

**To: Mayor and Council**

**Fr: Heather Kasprick, City Clerk**

**Re: On Call Provisions of Bill 148**

### **Recommendation:**

That Council of the City of Kenora supports and endorses the Township of Montague resolution #104-2017 dated September 19, 2017 regarding the on-call provisions of Bill 148, Fair Workplaces, Better Jobs Act, 2017; and further

That this resolution be forwarded to Premier Wynne, MPP Sarah Campbell (Kenora-Rainy River) and all Ontario municipalities.

### **Background:**

The Township of Montague distributed a resolution on October 2, 2017 to all municipalities calling for the Government of Ontario to provide an exemption from article s. 21.4 for all municipal employees who are required to be on-call to provide statutorily mandated public safety services.

The City is concerned with the affect the on-call provisions of Bill 148, Fair Workplaces, Better Jobs Act, 2017 will have on Municipal budgets. Of particular concern is how the proposed changes will impact the cost of providing emergency services, including firefighting and fire prevention services, as the City does rely on volunteer fire fighters to compliment our full time force during fire related events. Changing to a 3-hour at regular time on-call regime will prove to be cost prohibitive.

I have received numerous other letters/resolutions of support which clearly support this exemption being considered and is before Council for consideration of same.

**Budget:** N/A at this time

**Risk Analysis:** There is a low risk associated with this resolution, however, a high risk associated with not advocating for this issue as it will significantly impact municipal budgets and how we can cost effectively deliver services.

**Communication Plan/Notice By-law Requirements:** Premier Wynne, all Ontario municipalities

### **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

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

THE CORPORATION OF THE  
**TOWNSHIP OF MONTAGUE**



6547 ROGER STEVENS DRIVE  
P.O. BOX 755  
SMITHS FALLS, ON K7A 4W6  
TEL: (613) 283-7478  
FAX: (613) 283-3112  
[www.township.montague.on.ca](http://www.township.montague.on.ca)

October 2<sup>nd</sup>, 2017

Honourable Kathleen Wynne, Premier of Ontario  
Legislative Building - Room 281  
Queen's Park  
Toronto Ontario, M7A 1A1  
Via Email

Dear Premier Wynne,

Please be advised the Council of the Township of Montague passed the following resolution at its meeting of Committee of the Whole of September 19<sup>th</sup>, 2017:

MOVED BY: K. Van Der Meer  
SECONDED BY: I. Streight

RESOLUTION NO: 104-2017  
DATE: September 19, 2017

WHEREAS The Township of Montague maintains a motivated and well-functioning volunteer fire department;

AND WHEREAS changes proposed to on-call provisions in the Employment Standards Act by Bill 148 will result in exorbitant tax increases to maintain fire prevention services in a rural municipality;

AND WHEREAS many Ontario municipalities will be unable to maintain fire services if this change is enacted;

AND WHEREAS the Association of Municipalities of Ontario has submitted a position paper to the Ontario government specifically requesting the exemption of all municipal volunteer firefighters;

NOW THEREFORE The Township of Montague requests that all municipal employees be specifically exempted from the on-call changes proposed by Bill 148;

AND That the Township of Montague request that the government of Ontario conduct a full economic impact study of Bill 148 to study the effect of the Bill on businesses and municipalities across Ontario;

AND That this resolution be circulated to Premier Kathleen Wynne, Minister of Labour Kevin Daniel Flynn, the Association of Municipalities of Ontario and all Ontario municipalities.

**CARRIED**

THE CORPORATION OF THE  
**TOWNSHIP OF MONTAGUE**



6547 ROGER STEVENS DRIVE  
P.O. BOX 755  
SMITHS FALLS, ON K7A 4W6  
TEL: (613) 283-7478  
FAX: (613) 283-3112  
[www.township.montague.on.ca](http://www.township.montague.on.ca)

Please contact me if you have any additional questions.

Thank you,

A handwritten signature in blue ink, appearing to read "Jasmin Ralph".

Jasmin Ralph  
Clerk

Cc: Minister of Labour Kevin Daniel Flynn;  
Association of Municipalities of Ontario (AMO)  
All Ontario Municipalities



November 20, 2017

## City Council Committee Report

**To: Mayor and Council**

**Fr: Jeff Hawley, Operations & Infrastructure Manager**

**Re: Panorama Ridge Condominium Unit No.3 and Unit No. 5 – Water Meters**

### **Recommendation:**

That Council hereby authorizes that the current individual water metering system, utilized by the Kenora Condominium Corporation No. 3 and Kenora Condominium Corporation No. 5 buildings, be upheld.

### **Background:**

On June 27<sup>th</sup>, 2017 the Operations and Infrastructure Department received a request on behalf of the Board of Directors for the Kenora Condominium Corporation No. 3 and Kenora Condominium Corporation No. 5, commonly known as Panorama Ridge Phase 1 (12 Units) and Panorama Ridge Phase 2 (13 Units), to convert from their current system of metering each individually owned condo unit to one single larger meter for each building.

As large water meters are less accurate at low flows, and as the intent of the utility is to measure and charge for individual water consumption, the department denied the request in writing on July 17<sup>th</sup>, 2017, as attached.

In subsequent communication and during a deputation to Council on October 10<sup>th</sup>, 2017, the representatives for Panorama Ridge Phase 1 and Phase 2 pointed out that many condominiums and larger buildings within the City currently have single meters serving their buildings, and that there is an economic savings to these buildings and their occupants as they only pay one user fee, despite having multiple users within the buildings. The representatives for Panorama Ridge Phase 1 and Phase 2 are correct in this assertion. As previously noted, the savings being achieved by buildings with only one meter is the result of two factors. First, instead of each individually owned unit (essentially each home) within the building paying a user fee, only one user fee is charged for the single meter, despite servicing many units/homes. Secondly, a savings arises through the use of a single meter for an entire building when that building, due to its occupant demographics experiences less consistent water usage during the day. These two methods of achieving savings are in direct contrast to the intent of the City's user pay system for water consumption.

The City of Kenora Water and Wastewater Utility is based on a user pay system. Individually metered water consumption for single family dwellings is the fairest and most accurate way to measure usage.

Larger single water meters, servicing an apartment complex where people rent but do not own their individual spaces, can be an acceptable use of a large water meter. Generally speaking, when the majority of the tenants of such apartment building work during the day, it will result in large water consumption just before and shortly after the work day

ends. These large flows result in relatively accurate readings of water consumption. By contrast, condominiums and life leases tend to be occupied in our community by a mixture of owners who may or may not be retired. As such, the result is a more sporadic usage of water throughout the day. So instead of very large flows during peak times of the day, the condominiums and life leases see low flows spread across a wider portion of the day. In such situations large meters do not accurately measure the flow and result in under billing for water consumption.

Both in our correspondence of July 17<sup>th</sup> and in subsequent conversations with the representatives for Panorama Ridge Phase 1 and Phase 2, we have noted that on a go forward basis large buildings with individually owned or life leased units, are to have each individually owned unit within the building, metered for water consumption. It has also been pointed out that while the currently existing single meter buildings will be grandfathered in, grandfathering does not apply in the instance of Panorama Ridge Phase 1 and Phase 2, as they already have individually metered units.

**Budget:** Loss of revenue would impact the user pay system. If agree to convert from individual meters to one meter it will open the door to more requests and more impact to the user pay system.

**Risk Analysis:** There would be a loss of a moderate source of additional revenue for the user pay system, if the Condominium Corporations were permitted to convert to one water meter for each building. The City would avoid this moderate operational risk by continuing with the current system of metering each individually owned condo unit.

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

Resolution required. Distribution: J. Hawley, B. Paudel

**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 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.





November 6, 2017

## City Council Committee Report

**To: Mayor and Council**

**Fr: Matt Boscariol, Manager of Community & Development Services  
Megan Dokuchie, Economic Development Officer**

**Re: NOHFC and FedNor Funding Applications – DTR Phase IV**

### **Recommendation:**

That Council of the City of Kenora approves an application to the Northern Ontario Heritage Fund Corporation (NOHFC) in the amount of \$1 million for the delivery of the Chipman Street and First Street capital project; and further

That Council of the City of Kenora approves an application to the Federal Economic Development Initiative for Northern Ontario (FedNor) in the amount of \$1 million for the delivery of the Chipman Street and First Street capital project; and further

That Council confirms its financial commitment of up to \$3.5 million for the project; and further

That Council hereby approves any cost overruns associated with the project.

### **Background:**

In 2004, the City of Kenora adopted its Downtown Revitalization Plan. The purpose of the plan was to revitalize the Harbourtown BIZ area, or downtown core, and create a pedestrian friendly shopping, dining and business services area. At that time, it was estimated that the Plan would cost \$25 Million to complete and would be done in phases.

Phase I Downtown Revitalization was completed in 2008. The area included the roundabout and Main Street to the corner of Main and Second Streets. Project works included the creation of the roundabout to provide a four way intersection, underground sewer and water works, bumpouts, heritage lamps, landscaping and benches. Total cost of Phase I was \$9.5 Million. External funding was accessed from COMRIF (Canada-Ontario Municipal Rural Infrastructure Fund), FedNor and NOHFC.

Phase II Downtown Revitalization (Harbourfront) \$6.6 M was completed in 2010/11. Project works included public wharfs upgrades at Matheson, Main and Harbourfront, Lake of the Woods Plaza, which connects the Harbourfront to the works on Main Street, and the WhiteCap Pavillion Harbourfront Tent. External funding was accessed through NOHFC and FedNor, Rural Economic Development program (RED), Harbourtown BIZ and Bruce Krawicki.

Phase III Design was completed in 2012/2013 and included the detailed design for Second Street from Main – 5<sup>th</sup> Avenue; and Chipman and Matheson Streets.

In 2014, the City of Kenora accessed external funding from NOHFC and FedNor to initiate the \$6 Million Phase III – Second Street project. Project works included sewer and water and beautification elements to match the works on Main Street.

Phase IV will include Chipman Street and First Street. Improvements will provide modern, reliable and efficient infrastructure and beautification to make the area more attractive for business investment and development.

Phases I and II Downtown Revitalization created 261 jobs in 59 of 85 restaurant and retail businesses in the Harbourn town BIZ area in just 5 years. Original project estimates were 110 jobs in 10 years. In addition to new jobs and businesses in the downtown core, Downtown Revitalization has been cited by private sector investors in other areas of the community, bringing an estimated \$61 M in external investment into the community. Finally, these public sector investments have encouraged private sector businesses to proceed with exterior façade improvements worth over \$1.6 Million, accessing \$690,000 in funding from the City of Kenora's Community Improvement Plans.

City of Kenora Community and Development Services, Corporate Services and Operations and Infrastructure staff met with the funding agencies to discuss this project opportunity on October 6, 2017. Applications for funding to support the next phase of capital work must be submitted as soon as possible in order to meet the timing for funding approvals, tendering and award for the 2018 building season.

**Budget:** The City of Kenora \$3.5 million contribution will be approved through the capital budget process. Project assistance is estimated at 36 percent of total cost.

**Risk Analysis:** There is a critical financial risk given the magnitude of the project. Risk can be mitigated through enhanced communications on project status. This project will require significant budget commitment.

**Communication Plan/Notice By-law Requirements:** By-law required when funding agreement is received from NOHFC and FedNor.

**Strategic Plan or other Guiding Document:**

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



October 31, 2017

## City Council Committee Report

**To: Mayor and Council**

**Fr: Matt Boscariol, Manager of Community and Development Services  
Megan Dokuchie, Economic Development Officer**

**Re: NOHFC and FedNor Funding Applications – Harbourfront Business  
Development Plan**

### **Recommendation:**

That Council of the City of Kenora approves an application to the Northern Ontario Heritage Fund Corporation (NOHFC) in the amount of \$33,333 for the delivery of a Harbourfront Business Development Plan; and further

That Council of the City of Kenora approves an application to the Federal Economic Development Initiative for Northern Ontario (FedNor) in the amount of \$33,333 for the delivery of a Harbourfront Business Development Plan; and further

That Council confirms its financial commitment of up to \$33,334 for the project; and further

That Council hereby approves any cost overruns associated with the project.

### **Background:**

In 2016, the City of Kenora proposed to undertake a capital project that would see the realignment of Second Street South, Water Street and Bernier Drive. The project was intended to enable the City of Kenora to address current traffic congestion in this section of the downtown core.

The City of Kenora engaged KGS to to deliver engineering, detailed design, project management and tendering work. During this process, the developed costs were much greater than originally estimated and the City of Kenora was presented with a scaled down project scope. Ultimately, Council decided not to proceed with capital construction.

As a component of the discussion and during review of the proposed designs, Council expressed interest in developing a plan for the entire Harbourfront area that would examine an area beyond the scope of the intersection. This planning project would align with capital work previously completed as a part of the Downtown Revitalization Phase II completed in 2010/2011. Alongside these considerations, the purchase of the property adjacent to the Kenora Shoppers Mall could allow for the City of Kenora to examine the opportunity to remove some parking in the south Harbourfront lot as an element of potential redevelopment.

Further, there are opportunities related to the expansion of the existing Mاتیowski Farmers Market and potential commercialization for the private sector.

The proposed Harbourfront Business Development Plan would include the following project activities:

- examination of current parking inventory and analysis to determine capacity to remove Harbourfront parking;
- development of conceptual Harbourfront designs through internal and external stakeholder engagement;
- identification of implementation costs for capital phase.

Community and Development Services staff have vetted draft Phase One applications to both FedNor and NOHFC and the applications are now ready to be submitted.

**Budget:** The City of Kenora \$33,334 contribution will be approved through the capital budget process. Project assistance is estimated at 66.66 percent of total cost.

**Risk Analysis:** There is low financial risk which can be mitigated through routine procedures.

**Communication Plan/Notice By-law Requirements:** By-law required when funding agreements are received from NOHFC and FedNor.

**Strategic Plan or other Guiding Document:**

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

October 23, 2017



## City Council Committee Report

**To: Mayor & Council**

**Fr: Matt Boscaroli, Community & Development Services Manager  
James Tkachyk, Parks and Facilities Division Lead**

**Re: Garden & Shrub Bed Maintenance Contract**

### **Recommendation:**

That Council hereby accepts the tender submission from Debbie's Greenhouse in the amount of \$170,800.00 + HST for 2018, \$173,380.00 + HST for 2019 and \$175,815.00 + HST for 2020 for the 2018-2020 Garden & Shrub Bed Maintenance Contract; and further

That the Mayor and Clerk be hereby authorized to enter into an agreement with Debbie's Greenhouse, in which the quote will form the basis of the agreement; and further

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

### **Background:**

The following bids were received for the supply and planting of 2,000 dozen bedding plants, as well as the maintenance of the City of Kenora shrub beds and gardens for a period of three years (2018, 2019 & 2020):

Debbie's Greenhouse	\$170,800.00 + Tax	2018
	\$173,380.00 + Tax	2019
	\$175,815.00 + Tax	2020

The Bedding Contract is a three (3) year contract encompassing 2018, 2019 & 2020.

This contract includes the supply and planting of 2,000 bedding plants (including perennials), watering, weeding, fertilizing, garden maintenance, as well as all shrub bed maintenance, including weed removal. The contracted areas include: Harbourfront Park, Green Belt, McLeod Park, Lake of the Woods Plaza, Beatty Park, Museum & Memorial Park, Kenora Recreation Centre, Discovery Centre, Planters, Keewatin Medical Centre, Kenora Library, City Hall, Anicinabe Park, Jaffray Melick Lookout, Jack Robinson Park, Airport Triangle, Operations Building, Keewatin sign, Lake of the Woods Cemetery, Airport Triangle and various hanging baskets and portable planters.

Debbie's Greenhouse continues to be the only bidder since 2015. The Price is approximately 14% higher due to cost of living and new wage rates.

**Budget:** Operational Budget

**Risk Analysis:**

As per the requirements in the City's ERM Policy, there are service delivery and governance risks identified with the award of the tender that should be considered medium. If the City does not accept the tender, the ability to deliver services would become difficult to arrange and the the goal of beautifying the City would drop.

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

Charlotte Edie, Finance

Heather Kasprick, City Clerk

James Tkachyk, Parks and Facilities Division Lead

Dwayne German, Parks Technician



October 25, 2017

## City Council Committee Report

**To: Mayor and Council**

**Fr: Matt Boscariol, Manager of Community & Development Services  
Allyson Pele, NWBC Manager**

**Re: NWBC Funding Agreements**

### **Recommendation:**

That Council gives three readings to a bylaw to execute the agreement between the City of Kenora and the Ministry of Northern Development and Mines for the purposes of the Northwest Business Centre's operating components for funding up to March 31, 2019; and further

That Council gives three readings to a bylaw to execute the agreement between the City of Kenora and the Ministry of Economic Development and Growth for the purposes of the Northwest Business Centre Starter Company Plus Program specific to operating funding up to March 31, 2019 and expenses submitted up until May 31, 2019; and further

That Council gives three readings to a bylaw to execute the agreement between the City of Kenora and the Ministry of Economic Development and Growth for the purposes of the Northwest Business Centre's Summer Company Program specific to operating funding up to September 30, 2017.

### **Background:**

The Northwest Business Centre is funded through various Ministry's: Economic Development and Growth, Northern Development and Mines, and the City of Kenora holds the contracts with each of these respective Ministry's. These are the standard three contracts that aid in operating the Northwest Business Centre.

The Core Funding Agreement was originally outlined in 2014, and has now been extended until 2019. The Starter Company Plus is an extension of the original Starter Company Program, and new funding dollars have been earmarked. The Summer Company has been delivered for over 14 years through the Northwest Business Centre, and these are the dollars that are allocated specifically for the program delivery and youth grants.

### **Budget:**

Summer Company: working with Ministry to determine appropriate amount – Maximum amount is \$23,000.00 Core Funding: \$80,000.00 per year plus event funding of \$8000.00 per year.

Starter Company Plus: \$180,183.00 (operating, delivery, and grants).

**Risk Analysis:**

There is Moderate Risk associated with the approval of these agreements as per the City of Kenora's Risk Management Matrix as the Manager of the NWBC interacts with the Senior Management Team for signing authority and annual review and monitoring.

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

Yes, By-Law required.

**Strategic Plan or other Guiding Document:**

Strengthen our Economy

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

1-3: The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs.





**PROCLAMATION**

By Virtue of Authority

Vested in me

I hereby proclaim

Thursday, November 16th, 2017

As **“Louis Riel Day”**

in and for the City of Kenora and request its observance as such by  
our citizens.

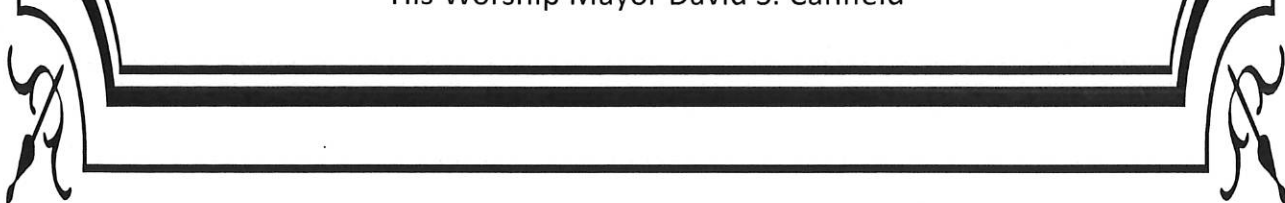
Proclaimed at the City of Kenora

this 14th day of November, 2017

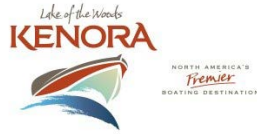
*David Canfield*

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His Worship Mayor David S. Canfield



# P R O C L A M A T I O N



## **National Nurse Practitioner Week November 12-18, 2017**

Whereas nurse practitioners (NPs) are registered nurses with advanced education and training that prepares them for a broad scope of practice and maximum functionality within the health care system; and

Whereas there are more than 4500 licensed NPs throughout Canadian provinces and territories providing primary, acute and specialty care to patients of all ages and walks of life; and

Whereas NPs diagnose, treat and prescribe medications and other treatments to patients through a caring, patient-centred, holistic model of care; and

Whereas Canadian citizens have great trust in the high-quality care nurse practitioners provide, with over 3 million Canadians receiving care from a NP; and

Whereas decades of research demonstrate the high quality of care provided by nurse practitioners; and

Whereas provinces continue to work towards ensuring that all NPs are practicing at full scope and barriers to NP care delivery are addressed and removed; and

Whereas better utilization of nurse practitioners will continue to evolve through modernization of legislation and improved system policies that aim to create a more accessible, efficient, cost-effective and higher quality health care system; and

Whereas governmental and policy entities recognize the benefits of having NPs practicing at maximum scope within the health care system and vote to support changes to legislation that allow NPs to practice to their full capacity; and

Whereas Canada is proud to recognize and honour the service of NPs to our country;

Therefore Be It Resolved that I, David S. Canfield, hereby declare November 12 – 18, 2017, and every third week of November thereafter as National Nurse Practitioner Week in recognition of the numerous contributions that NPs have made over the past half century and will continue to make to the health and well-being of Canadians.

Proclaimed at the City of Kenora this 14th day of November, 2017

A handwritten signature in black ink that reads "David Canfield". The signature is written in a cursive style with a large, prominent initial 'D'.

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**Mayor David S. Canfield**