



City of Kenora

Committee of the Whole Agenda

Tuesday, April 10, 2018

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 April 17, 2018 meeting:-

- Adopt the 2018 Solid Waste Utility Operating and 5 Year Capital Plan Budget
- Adopt the 2018 Water and Sewer Utility Operating and 5 Year Capital Plan Budget
- Intends to amend the Tariff of Fees and Charges bylaw to increase water and sewer rates by 5.5% effective January 1, 2019
- Amend its 2018 Capital Budget to withdraw funds from the City Hall Reserves in the amount of \$75,000 to offset the cost of City Hall interior renovations
- Amend the 2018 Capital Budget to withdraw funds from the Infrastructure Planning Reserve in the amount of \$80,652 offset the cost of wayfinding signage
- Intends to amend its Video Surveillance Policy #CS-1-3 to improve the best practices for managing the City's video surveillance program
- Amend the Election Signs bylaw
- Amend the Municipal Water Supply and the Provision of Sanitary Sewage Services bylaw pertaining to individual meters in buildings of four or more units
- Amend the 2018 Operating & Capital Budget to withdraw additional funds from the OCIF Formula Based Funding in the amount of \$1,149,904.63 to offset the cost of bridge rehabilitation work
- Intends to implement a four percent (4%) Municipal Accommodation Tax (MAT) on all fixed accommodations in the City of Kenora effective September 1, 2018

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 March 6 and Special Committee of the Whole meeting held March 20, 2018 be confirmed as written and filed.

D. Deputations/Presentations

- Deb LeMaistre, Kenora Rotary Club – Splash Park Update
- Kenora Recreation Centre Ice Twinning Presentation

E. Reports:

1. Finance & Administration

Item Subject

- 1.1. Strategic Plan Update
- 1.2. Community Foundation Support – Canada Day Committee
- 1.3. Community Foundation Support – Kenora Rowing Club
- 1.4. 2018 Solid Waste Utility Budget Approval
- 1.5. 2018 Water & Wastewater Utility Budget Approval
- 1.6. 2019 Water Rate Increase
- 1.7. Wayfinding Signage Budget Amendment
- 1.8. City Hall Interior Renovations
- 1.9. Video Surveillance Policy #CS-1-3 Amendment
- 1.10. Election Signs Bylaw
- 1.11. CUPE Local 191 Collective Agreement
- 1.12. Human Resources Management Update

2. Fire & Emergency Services

Item Subject

No Reports

3. Operations & Infrastructure

Item Subject

- 3.1 Multi-Unit Single Water Meter
- 3.2 Bunny Street Sewage Pumping Station Rehabilitation
- 3.3 LAS Service Line Warranty Agreement
- 3.4 Bridge Maintenance Repairs for the Bay Street Overpass, Norlen Bridge and Darlington Bay Bridge

4. Community & Development Services

Item Subject

- 4.1 Student Wages in Recreation Division
- 4.2 Accommodation Tax Proposal
- 4.3 Kenora Recreation Centre Ice Twinning

Other:

Public Zoning Bylaw Amendment Hearings – April 10, City Hall Council Chambers:

- 12:00 p.m. - D14-18-01 –166 Ritchie Road
- 12:30 p.m. - D14-18-02 – 1930 Highway 17 W

Next Committee of the Whole Meeting

- Tuesday, May 15, 2018

Motion - Adjourn to Closed Meeting:

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

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

- i) **Educating & Training Members of Council (1 item)**

Adjournment.



March 19, 2018

City Council Committee Report

To: Mayor and Council

Fr: Adam Smith, Special Projects and Research Officer

Re: 2017 Strategic Plan Progress Report

Recommendation:

That Council hereby accepts the 2017 Strategic Plan Progress Report to highlight the previous year's activities by City departments in accordance with the City of Kenora's Strategic Plan – Our Vision is 20/20.

Background:

As part of the implementation of the City's Strategic Plan – Kenora, Our Vision is 20/20, the CAO, together with senior staff are responsible for reporting progress back to City Council following the end of each year throughout 2015-2020.

The attached document, reports on key achievements and plans moving forward as identified by City staff in delivering on the goals and actions under the Strategic Plan. As a living document, it is important to track annual progress in order to assess challenges, adjust priorities and celebrate successes. The focus of the commentary is on those projects that were guided by identified corporate actions in the Plan and are reflective of the changes that have been made since the Plan has come into effect. Similar to last year's report, an update on implementation of the Organizational Review is provided and is current to March 2018.

This report not only serves as an important communication tool, but also as a means to help support the development of priorities for 2018.

Budget / Financial Implications:

The main impact is the staff time required to collect the information and subsequently condense into a single report on an annual basis.

Communication Plan/Notice By-law Requirements:

The 2017 Strategic Plan Progress Report will be communicated and made available to the public through the City website.

Risk Analysis:

As per the City's ERM Policy, this recommendation has been assessed as a minor risk to public trust and confidence and should be pursued. The 2016 Strategic Plan Progress Report is an example of the City's commitment to being transparent and accountable to the public.

Strategic Plan or other Guiding Document:

This report is guided by the implementation strategy articulated in the City of Kenora's Strategic Plan – Our Vision is 20/20.

2017 Progress Report

City of Kenora Strategic Plan: 2015 to 2020



"Our Vision is 20/20 – Getting There Together"

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Introduction

As part of the implementation of the City of Kenora's Strategic Plan – Kenora, Our Vision is 20/20, the CAO, together with senior staff are responsible for reporting progress back to City Council following the end of each year throughout 2015-2020.

This is the third progress report highlighting projects and actions by City departments in fulfilling the priorities under the Strategic Plan. Similar to the previous report, the 2017 Progress Report tracks annual progress in order to gauge success in implementing action areas within the Plan and identify areas of improvement.

The commentary underneath each action reflects the work of the departments and arms-length agencies governed by the City of Kenora. They include information on the various projects completed in 2017 as well as discussions on new developments that emerged last year. In the appendices, the scorecard offers an evaluation of corporate actions according to the degree of progress made in implementation for the previous year. In the same section, another update is provided on the Organizational Review that was undertaken in 2015. The recommendations discussed are those that were previously not started, on-going or determined to not be feasible.

Our Vision

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

Our Mission

To deliver quality, cost-effective Municipal services

Guiding Principles

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

This was the first year of the Lake of the Woods Development Commission's (LOWDC) Strategic Plan. The framework is intended to drive economic growth for 2017-2019. The LOWDC Strategic Plan has been developed in alignment with the City of Kenora's 2015-2020 Strategic Plan to meet goals and corporate actions set by the City. Leadership has also been exemplified at the regional level with representatives from economic development and the Northwest Business Centre (NWBC) coordinating a meeting of regional economic development officers in Dryden and serving as co-chairs for the regional group.

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

To foster stronger relations with the business community, the NWBC hosted an Etsy Essentials workshop and participated in the BizSmARTS workshop series through the Ontario Arts Council to assist arts and culture based businesses with expansion opportunities. In addition, the Northwestern Ontario Innovation Centre partnered with the NWBC to host a Developing Video Content workshop to assist business with their marketing efforts.

There was also a Doing Business with Government/Indigenous Procurement Forum for which staff from the City of Kenora created a presentation along with the Ontario Ministry of Government and Consumer Services, Public Services and Procurement Canada – Office of Small and Medium Enterprises, Ontario Ministry of Indigenous Relations and Reconciliation and Indigenous and Northern Affairs Canada.

During the summer, the LOWDC partnered with the Harbourtown BIZ to deliver Super Summer Sundays, a campaign which worked to collaborate and coordinate Sunday shopping and dining hours.

In October, the NWBC partnered with the Business Development Canada (BDC), Kenora and District Chamber of Commerce (KDCC), LOWBIC and Economic Development to host a series of Small Business Week events in Kenora. Eight events were hosted with over 240 people in attendance and 21 sponsoring organizations.

Throughout the year, staff in the Community and Development Services Department have met monthly with LOWBIC, KDCC and Harbourtown BIZ to discuss business needs in the community and turn the needs into projects and resources, including the new business welcomes, workshops and future planning for projects.

Finally, this guiding principle has not been confined just to matter of economic development, but also safety. The City of Kenora Fire and Emergency Services Department (CKFES) has continued to work with local businesses through its fire inspection and safety program. Training has been offered to surrounding fire departments and businesses which has created revenue for the City. The CKFES intends to continue delivering the fire extinguisher and fire safety programs to many businesses in the area moving forward.

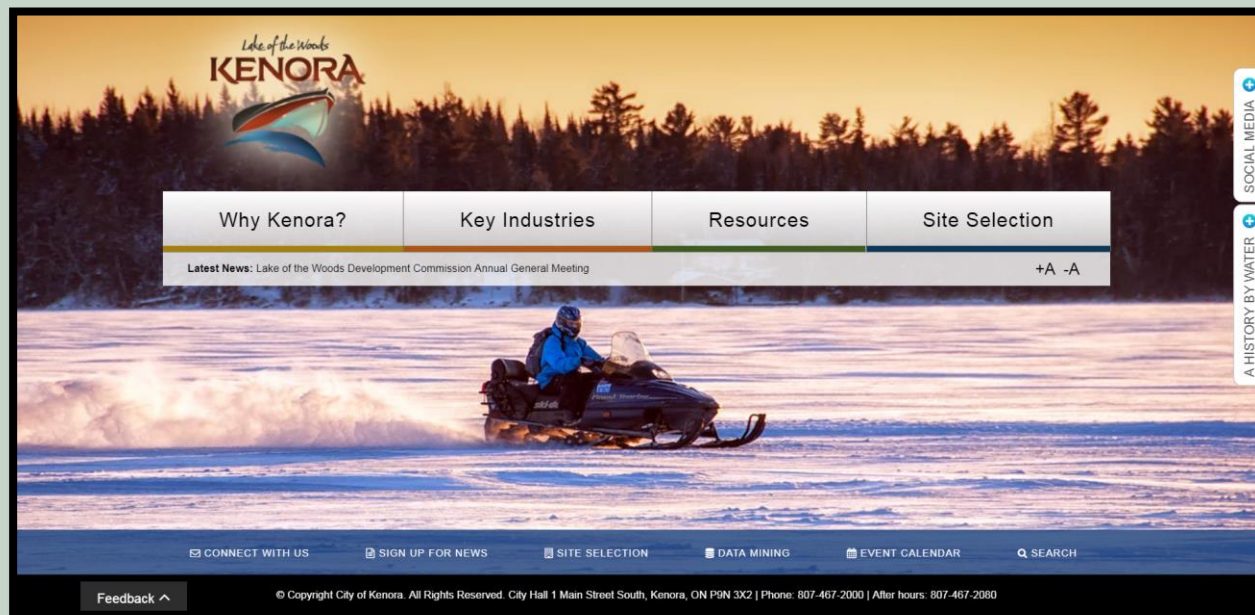
GP-3 The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs.

The NWBC continued to operate and deliver Starter Company which is the principle program in Kenora designed to foster entrepreneurial development among youth in the community. In 2017, the program was opened up to people 18 and older and re-named Starter Company Plus. It had 15 engaged people from Kenora, meaning that they are participating in business training and will have an opportunity to apply for a \$5,000 grant once the training is complete and the business is feasible. One grant was awarded in 2017 for a business expansion project. The Summer Company program also had one student from Kenora participate, purchase a Kenora business licence and operate the business over the summer.

GP-4 The City will promote Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification.

The LOWDC and City work with external investors on key sectors including health care, tourism, manufacturing, housing, value added forestry, and mining. The sector profiles continue to be a valuable source of information circulated to developers and investors and have all been completed.

In 2017, the overhaul of the 'Business' component of the City of Kenora website was completed. This redevelopment will allow for increased promotion of the key sector profiles and staff are committed to continually improve the site so as to maximize the amount of information available to investors.



Develop Our Economy

1-1 The City will work with the LOWDC to ensure that the LOWDC is actively working towards Council priorities and the related action items as per the City's strategic plan. This may include regular meetings between the LOWDC and Council.

In 2017, the LOWDC work plan was formulated and included activities under five key areas: Creating an Open for Business Culture, Collaborating on Housing Development, Advancing Kenora's Brand Promise, Pursuing Opportunities for Indigenous Engagement, and Encouraging Younger Generations to Live and Work in Kenora.

1-2 The City will ensure Kenora is recognized as being 'Open for Business' and facilitating development through streamlining application and approval processes, effectively eliminating any 'red tape'.

The City and LOWDC partnered on a funding application to undertake an investment readiness assessment project in 2017. A component of this project included a development approvals mapping process to identify potential efficiencies. An outcome of this exercise is the development of an investment readiness action plan and implementation strategy which will be further outlined in 2018.

1-3 The City will continue to lay the foundations for investment readiness within the mining sector, taking full advantage of anticipated development activity in the region, including the Ring-of-Fire. This work will include building partnerships with industry, Indigenous Peoples, provincial & federal governments

Investment readiness for the mining sector will be supported through the investment readiness assessment project and the implementation plan to be developed throughout 2018. The new design for the 'Business' website highlights mining as a key sector of opportunity. The mining sector profile will be updated as a priority project by the Economic Development Intern. The City and LOWDC are continuing to work with Avalon Advanced Materials as the company pursues its project.

1-4 The City will continue to support investment readiness within the forestry sector, taking advantage of new housing construction growth and improved conditions for wood fibre building materials. This work will include building partnerships with industry, Indigenous Peoples, provincial and federal governments.

The LOWDC and City completed the manufacturing sector profile in 2017. These profiles continue to be valuable tools in working with potential investors. Profiles are now completed for value added forestry, mining, tourism, boating and healthcare in addition to manufacturing. Updates to these documents are being prioritized to ensure profiles are current and are being undertaken by the Economic Development Intern.

All key sector profiles are uploaded to the newly designed website and highlighted as a component of this redevelopment. This sector will be supported through the investment readiness assessment and implementation plan in 2018. Forestry is included in the key sector profile on the 'Business' website. The City and LOWDC continue to build partnerships with Kenora Forest Products and Weyerhaeuser.

1-5 The City will document existing City land, identify new opportunities and future growth areas, and consider putting the appropriate zoning in place for potential future development. This may include land assembly for the purpose of developing business parks intended to clear the way for new industrial investment.

In December 2017, Staff developed a Land Disposition Policy to support this action area. Supporting the policy was reference to several other Municipal policies and presentations, and a recommendation by a well-recognized planning professional, who advised, that the policy should be straightforward to facilitate the sale of surplus land in an efficient manner. A consistent process can reduce the costs borne by developers and improve administrative efficiency.

1-6 The City will clearly communicate the importance of non-residential assessment and its impact on the tax base.

Although this action was not addressed in 2017, staff intend on proceeding with public consultation during the course of eliminating the vacancy rebate program as well as provide additional information on commercial versus residential taxation in tax slips.

1-7 The City will lobby senior government for additional supports for local industry and business in relation to ongoing workforce development

The City of Kenora received a grant from the Ministry of Advanced Skills and Education in 2017 to proceed with a plan to strengthen the local services sector. As part of this project, staff retained a consultant to acquire the necessary data from both employers and workers to identify gaps and actions to address barriers to employment and growth in the sector. The project was completed in November and a Memorandum of Understanding has been created among community partners to lead implementation.

1-8 The City will promote Kenora as a 365-day lifestyle destination.

The City of Kenora in partnership with the Kenora Hospitality Alliance, Harbourtown BIZ, Mount Evergreen and other community partners continue to deliver a robust marketing plan that focuses on the winter and shoulder season with campaigns like “Ski Kenora”, “Go North” and “Take a Hike.”

Kenora continued to host Winter Bites in 2017 with 10 restaurants participating. The success of this program is dependent on local restaurants commitment to see it grow. Tourism Kenora is actively seeking different programs and events they can help facilitate during the off season.

By hosting Scotiabank Hockey Day in Canada, Kenora showcased its rich hockey tradition, natural beauty and recreational amenities all of which was put on the national stage. It led to a surge in visitors for the duration of the event and will act as a catalyst for future growth in winter tourism.

1-9 The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbours

The City of Kenora worked with Sioux Narrows/Nestor Falls and Tourism Northern Ontario on projects in 2017 including the enhancement of trails, wayfinding signage and experiential travel training workshops for tourism operators.

1-10 The City will support Kenora’s “North America’s Premier Boating Destination” Brand implementation strategy

A Brand Leadership Team (BLT) committee was reformed consisting of members of the LOWDC and City Staff. The committee will be developing a two year work plan for the BLT funds.

The brand was further supported by the City’s continued work with the Canada Border Services Agency to move the boat check in when crossing the border to the Harbourfront docks. It is expected that the service will be up and running beginning May 2018.

All of the activities were in addition to the on-going work of Tourism Kenora in the recruiting of boating related events (boat shows, fishing tournaments, etc.) and supporting private investment to enhance and expand boating infrastructure.

1-11 The City will support, promote and expand the tourism industry. In recognition of the growing importance of tourism within the economy, Kenora will pursue the recruitment and facilitation of a new event(s) which celebrates Kenora as a thriving and dynamic year-round destination.

The City of Kenora had a busy event season that was kicked off by hosting Scotiabank Hockey Day in Canada in February and continued into the spring and summer season with the addition of a new market (Spring Fling) on May Long weekend and hosting the rowing portion of the Canada Summer Games in August. Kenora also saw the creation of new annual events including Harvest at the Hill and Intersession Crusade – Public Gospel.

In partnership with Green Adventures, the City was successful in receiving NOHFC funding to assist in the construction of a stage at Anicinabe Park. This is a significant enhancement to the park and has provided Kenora with an additional performance venue and the opportunity to attract more events to the area.

At the Kenora Recreation Centre (KRC), the City of Kenora hosted the Metis Nation of Ontario Annual General Meeting which brought in over 400 members to Kenora. The event took place August 16th – 22nd and was well received by the group.



Strengthen Our Foundations

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

In November 2017, the Operations and Infrastructure Department (O&I) completed a mobile sensing and data gathering project for the municipal road network. Doing so has improved the performance condition data underlying these assets and allowed for the utilization of software to act as a resource in budget requests. Asset data will be further enhanced through a sanitary sewer CCTV program for which the City received funding for in 2017.

Within the Department, both the Roads Division and Water and Wastewater Division utilized in-house staff and resources to maintain current infrastructure. In particular, road patching and sidewalk repairs are completed in-house. This eliminates the high cost of contractors and allows the City to be more responsive in addressing issues.

The CKFES Department has also been ensuring assets remain in a good state of repair with daily vehicle and equipment inspections to allow for efficient and effective emergency responses. Currently working with staff on any improvements to this process and inventorying maintenance issues in Station 2 and 3. In forecasting for an aging apparatus replacement, the decision was made at the end of 2017 to proceed with a refurbished aerial platform apparatus.

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.

Ensuring the City has identified the right capital priorities requires accurate data collection and analysis techniques. Significant funding from both the municipality and other levels of government were directed to supporting this area of need. Through FCM's Municipal Asset Management Network program, the City was able to use sensory based technology to assess the condition of paved roads and ensure that repairs are being addressed in a way that maximizes return on investment. The City also leveraged the federal Clean Water and Wastewater Fund to proceed with a CCTV inspection program for the sewer network.

The City fleet has been outfitted with GPS and cameras that will allow infield conditions to be recorded and mapped. This will provide staff with a better opportunity to be more proactive in addressing issues as they arise and in turn, provide better service to the public. This information will also improve asset management development, allowing the City to move from straight line linear asset assessments to actual real world condition reports. This information will assist O&I in ensuring work and resources are applied to areas where the greatest return on investment can be achieved. As part of the capital budget process, the O&I Department assesses current infrastructure for future purchases, replacement and repairs so that there is an allocation of sufficient resources moving forward.

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

In early 2017, the Clerks Department launched the Everbridge notification system and it has been successfully used to notify citizens of boil water advisories and important road closures. Subscribers are continually added and staff always look to improve response time by researching other sources and technology.

In the CKFES Department, an iPad has been linked with the GIS applications so that responding firefighters can access locations and seek best direction to the emergency. Currently testing 'Who's Responding' cellular notification systems to improve fire fighter notification and responses. Also exploring an iPad application for fire responses that can display inspection, fire safety plan and fire pre-planning information.

Lastly, the O&I Department has begun to investigate updating the communications systems in all fleet vehicles for 2018.

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

To support the effective use of the drone that the City purchased in 2016, the GIS Technician received certification to pilot the aerial device. This will allow the O&I Department to monitor beaver dams and mitigate the risk of road washouts during heavy rains. Implementation of GPS on all fleet vehicles was completed in 2017 so as to improve service to customers, reduce idle times and improve routing of vehicles.

Led by the Clerks Division, a full review of the city transit system with improved signage, timetables and information delivery was completed in 2017. This is intended to better promote the service and increase ridership.

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

In 2017, the Economic Development Officer commissioned a marketing piece that communicates the prioritization of housing development within the City of Kenora Strategic Plan. The postcards include information on the housing incentives contained within the three Community Improvement Plans.

Expansions to all three Community Improvement Plans were adopted by Council in March 2017. A component of the work included the incorporation of housing incentives in the Harbourn Centre and Former Mill Site

project area plans similar to those in place for Keewatin. Housing grants and incentives are available for both planning and implementation projects.

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

The City's Planning Division has approved four R3 rezoning applications to permit higher density development. While this does not suggest the land-use changes will immediately result in rental stock that can be affordable for a variety of demographics, it nonetheless presents an opportunity to do so.

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

The Finance Department is in the process of initiating the elimination of the vacancy rebate program and the vacant land sub-classes. The rebate program made rebates available for landlords if their premises were vacant at any point during the year. The vacant sub-classes were subject to either a 30% (commercial) or 35% (industrial) reduction in taxes if the land was vacant. By eliminating these programs the City is looking to promote active business and industry and to discourage vacant properties.

2-8 The City will, in partnership with Grand Council Treaty 3, Wauzhushk Onigum Nation, Ochiichagwe' Babigo' Ining First Nation, and Obashkaandagaang First Nation, continue to advance the Tunnel Island 'Common Ground' project in a manner that celebrates and respects the cultural, historic and environmental importance of the lands for all people

The City's trail committee consulted with the Common Ground working group on using the Ojibwe name on the trailhead sign at Tunnel Island. After being looked at by the Common Ground group, the decision was made that the City would also confirm, through the Common Ground group and the Elders of the communities, what the definition was of the name, so that information could also be included on the signage. Based on the research done by the members of the group in consultation with their Elders, the correct spelling of the name and a definition for the Tunnel Island trail system was determined. Final spelling and definition included on the sign is "Wasay-ga-bo" ("Man that is a shining beacon").

The group was used to review the City's trail guide to ensure they were happy with the information included on the Tunnel Island trail. A member of the group was also instrumental in obtaining translations for the Wayfinding Signage project, for various City facilities (Museum, City Hall, Library, KRC). In turn, this information was shared with the entire membership to both keep them informed and to provide them with the opportunity to comment on the translations.

Finally, the Common Ground working group was invited to participate in the historic flag raising ceremony wherein the City of Kenora, in partnership with Grand Council Treaty #3, raised the Treaty #3 Flag at Kenora City Hall to be flown in prominence alongside the Canada and City flags.

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

The KRC continued to implement new programs and look for other opportunities in 2017. This includes new BOGA classes as a result of funding from the Ontario Sport and Recreation Community Fund. By December, staff gained approval from Council to seek funding in the 2018 intake to offer sledge hockey in the community. It would build off the success of the sledge hockey demonstration during Scotiabank Hockey Day in Canada and create more inclusion at the KRC by being open to all ages and abilities.

Moreover, the facility itself was improved with the replacement of the pool deck and repairs to the lane pool and surge tank. At the Keewatin Memorial Arena, safety screens were added to metal railings which was made possible through a donation from a member of the community.

Lastly, the establishment of a new art centre in the community is being spearheaded by the Lake of the Woods Museum. Resource-gathering for the capital project was initiated with a public fundraising campaign and applications to both the provincial and federal governments. This project, beyond its cultural and quality of life values, will have a significant impact on economic development, supporting and expanding year-round tourism and providing strength to Kenora's claim as a tourist destination.

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

The Rabbit Lake / Rotary Way accessible loop and the rerouting of the Trans Canada Trail route with a 10 km waterfront trail was completed in 2017. This was viewed to be more appropriate from a tourism, cultural and recreational perspective. The City also partnered with the Rotary Club of Kenora to proceed with a grant application through the Ontario Trillium Fund to construct a splash pad at Norman Park.

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.

In March 2017, the City's Special Projects Research Officer and Economic Development Officer hosted a community climate change workshop to assess vulnerabilities and risks facing Kenora given projected climatic changes and impacts. The results of this workshop was compiled into a final report which will be used to inform plans and studies moving forward. In addition, the City received funding through FCM's Climate Asset Management Network to proceed with the integration of climate considerations into its Asset Management Plan. Doing so will allow for capital priorities to be informed by projected climate impacts and risks.

2-12 The City will lead and promote environmental sustainability through conservation, smart building design and, where feasible, retro-fit practices for city-owned facilities.

Through Kenora Hydro, the O&I Department has actively sought ways to reduce facility operating costs and tie these efforts to funding opportunities, wherever possible.

LED lighting conversions have extended beyond street lights to include the KRC and Keewatin Memorial Arena. At City Hall, window replacements were completed so as to improve energy efficiencies and add longevity to the building.

By the end of the 2017, staff had completed the stakeholder engagement phase of the Community Energy Plan project through workshops for both internal and external staff as well as a public house. The project scope also included energy audits which were carried out on all City facilities to identify potential retrofits and associated cost-savings as well as emission reductions.

2-13 The City will pursue operational procurement measures that seek to reduce fuel and energy consumption, where feasible, for city-owned vehicles and equipment.

As noted previously, the GPS being installed on all vehicles will monitor idle times and better allow the Department to ensure staff adhere to no idle policies already in place. Measures to reduce fuel and energy consumption will also be included as part of the Community Energy Plan.

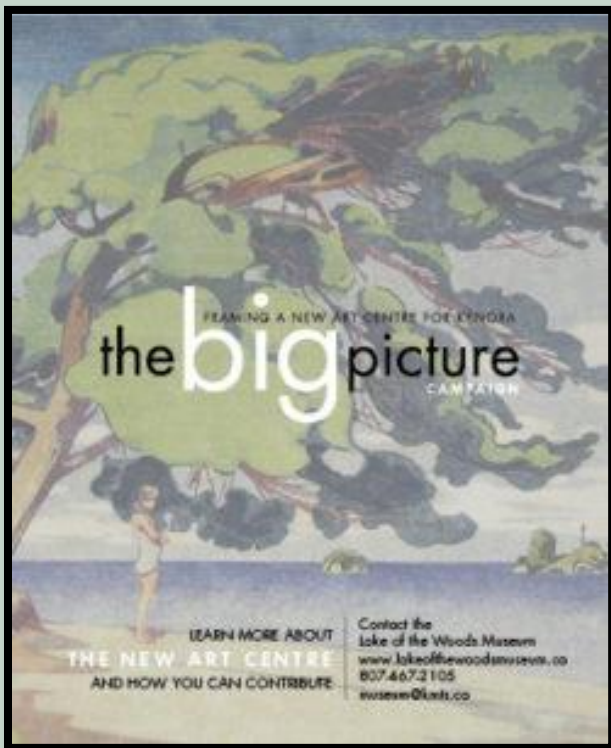
2-14 The City will continue to advance our leadership position as “Stewards of the Lake” and “Stewards of the Land” by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements.

In 2017, Council approved funds for further monitoring and reporting on Black Sturgeon Lake. Similar to past years, Kenora Resource Consultants was awarded the contract and has provided a comprehensive report. The report concludes that with the exception of copper, the 2017 water quality results are consistent with results of previous studies conducted on Lower Black Sturgeon Lake. This indicates that the health of the water body has remained consistent and is not deteriorating over time.

On July 31st the City was involved in a binational initiative to raise awareness of the Rainy-Lake of the Woods Watershed. As part of the International Watershed Coordination Program offered by the Lake of the Woods Water Sustainability Foundation, storm drains along the Kenora harbourfront were painted with stencil applied beside them, reading “A Healthy Lake Starts Here”. Approximately 40-50 storm drains were painted between Husky the Musky and Lakeside, with 25 children engaged.

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

The City of Kenora continued to lobby extensively on the infrastructure challenges facing the municipality in 2017. Staff and council held meetings with provincial ministries at conferences hosted by the Association of Municipalities of Ontario (AMO), Ontario Good Roads Association (OGRA) and Rural Ontario Municipal Association (ROMA). Discussions included eligibility under the Connecting Links funding program, funding formulas used as part of the Ontario Community Infrastructure Fund (OCIF) and the lack of affordable housing in the community.



Focus On Our People

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

The majority of the organizational review recommendations were implemented in 2016 as illustrated by the Organizational Review Update provided to Council in August of that year. As part of this report, progress made in implementing the remaining recommendations can be reviewed in the appendix.

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

A separate report outlining the progress made in implementing the HRM Strategy will be provided at a later date in 2018.

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

The O&I Department has made internal changes to improve responsiveness to the needs of citizens. Both the application of GPS on all equipment and use of a drone are two examples.

The Clerks Department also led initiatives to realize the City's commitment to customer service excellence. This includes a complete redesign of the City's website to provide better access to information by the public. A concentrated effort was made to increase the City's social media presence and communication to the public through various communication methods such as Everbridge emergency system, digital messaging, community outreach, Twitter, Instagram, Facebook, community newsletter (City Compass) and tender notices on the website.

The CKFES has been at the forefront of customer service through its prevention, inspection and public education program. In 2017, the fire extinguisher training was done through the new Bullex Fire Extinguisher Trainer (supplied by the Ministry of Natural Resources and Forestry And TransCanada). Vulnerable occupancy training for long term care homes and the Lake of the Woods District Hospital was also delivered. Other programs included: What's Cooking for Teens, the Arson Prevention Program for Children, Older and Wiser, Sparkies ABC's, Alarmed for Life, Rotary Fire Dept. Birthday Party. Finally, CKFES has collaborated with the Communications Officer to circulate fire messaging through media, City TV displays, social media and a new Facebook page.

The KRC adopted a citizens-first approach by offering an online survey on the topic of online registrations. Customers were asked if they would prefer online registration for swim registration, memberships, requesting rental space and fitness programs. The survey received 46 responses with 95.7% wanting online registration for the facility. As a result the Recreation Division has reviewed new systems to provide this service to customers. Two staff at the facility also acquired their Quest 2 with HIGH FIVE and were certified as HIGH FIVE Trainers. These courses are aimed to all individuals who work with children. The focus is on healthy child development and providing tools to create programs and activities that are inclusive to all children.

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

Staff have attended all HR sessions related to this goal and this is being reflected in the work completed. Examples include the Roads Division opting to repair road patches and sidewalks in-house as opposed to contracting out and the Water and Wastewater Division regularly making operational decisions on the plant.

3-5 The City will commit to preventing occupational illness and injury in the workplace.

All City departments regularly meet the obligation of having monthly health and safety meetings, with good incident reporting procedures in place. Managers continually seek to go beyond the minimum and actively look to change the culture of the workplace such that supervisors view all accidents as preventable and are focused on being proactive rather than reactive.

Monthly health and safety meetings are also performed at the CKFES and the recent establishment of Standard Operating Guidelines will help improve safe working practices.

3-6 The City will leverage the power of peer-to-peer knowledge transfer through mentoring to ensure the continuity of institutional skills and know-how

The new Succession Planning Policy has stressed the importance of working closely with those individuals that indicate and show an aptitude to grow within the City departments. This is used in conjunction with the performance management program to identify those who are interested in promotions and outline the required steps and education to make them successful.

Specific programming has been offered at the KRC which offered advanced courses in 2017 to improve qualifications and to promote more programs. Four staff took a course to become Lifesaving Society Instructors. Also, four advanced Water Safety Instructor Trainers recertified their certificates with the Red Cross. Pool staff have also implemented a plan to participate in weekly training, practice skills and help improve instructional programs.

3-7 The City will continue to build and strengthen our working relations with our Indigenous Partners, including Treaty 3 and the surrounding First Nations communities. Kenora is committed to ongoing outreach and building relationships, including joint meetings to identify issues of common concern and to discuss pathways for closer collaboration

On National Aboriginal Day this year, a traditional ceremony was held outside of City Hall culminating in the Treaty #3 flag being raised by Mayor David Canfield and Ogichidaa Francis Kavanaugh. The flag is to fly permanently alongside the City of Kenora, Ontario and Canada flags and symbolizes the reaffirmation of the treaty that was signed in 1873. In August, the 2015 to 2020 Strategic Plan was updated to ensure that all Indigenous peoples were included as part of the City's commitment to building partnerships and honoring the Truth and Reconciliation Committee (TRC) Calls to Action.

In leading the City's wayfinding strategy, the Community and Development Services Department collaborated with a number of Indigenous partners to identify the correct Ojibwe translations that will appear on new signage created.

The KRC has partnered with the Aboriginal Sports and Wellness Council of Ontario to run a full day workshop to indigenous youth participating in the North American Indigenous Games this summer in Toronto. The youth participated in youth condition, yoga, WaterFit and listened to keynote speakers at the KRC. In return, the Kenora Recreation Centre offered a 50% discount on youth drop in rate for those participating in order to help them train for their event. Aquatic staff have also worked with the OPP and offered Lifesaving Society Swim to Survive and Safe Guard Program in Pikangikum. This is the second year a staff member has gone to Pikangikum to help with water safety and training residences.

As part of the Fire Protection Agreement with Wauzhushk Onigum Nation, the CKFES has been working on the development of their Emergency Response Plan. The department has also continued to approach area First Nations for fire training and fire safety opportunities.

3-8 The City will review the Truth and Reconciliation Commission recommendations with the intent of identifying opportunities that will further strengthen relationships with our Indigenous Partners, including cultural sensitivity training

After providing cultural sensitivity training to council, managers and supervisors in 2016, all remaining staff attended the sessions in 2017.

The Lake of the Woods Museum also established an Indigenous Advisory Committee made up of members of the Anishinaabe and Métis communities. The Committee informs and advises on the Indigenous artifacts in the collection, exhibit and event ideas, partnerships, protocol, and guides the Museum as it determines its role in reconciliation in the community. Drawing on the knowledge, expertise and experience of Committee members, the hope is that the Museum's contribution to the process would be more meaningful, thoughtful, balanced and effective.

In September 2017, the City had completed the renaming of Colonization Road to Nash Drive so as to proceed along the path of reconciliation with Indigenous peoples.

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

During the course of developing policy briefs for meetings with provincial ministries, staff will often collaborate with the Kenora District Services Board (KDSB) to co-ordinate messaging and seek relevant data. In 2017, this was evidenced in the City's advocacy on affordable housing issues, policing costs and participation in Community Justice Centre forums.

Additional collaboration occurs in the O&I Department which will work with other municipalities in an effort to share information and pool work to reduce costs where possible. An example of this would be the ground penetrating radar work on the T-intersection where staff contacted communities in the area to see if anyone else had a need for this type of work in an effort to reduce costs.

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

A Clerk regional network has been developed with several regional shared services established through this network group. To accommodate the changes to the Municipal Act as a result of Bill 68 changes, a regional approach has been taken.

The CKFES Department has regularly attended the bi-annual Kenora Fire District Mutual Aid Association meetings. Given its role in the Municipal Emergency Management Committee, the CKFES Department has organized meetings with Kenora Central Ambulance and Fire Communications Centre, Kenora District Ambulance, ORNGE helicopters and OPP. The Fire Chief has instructed the Basic Emergency Management Course for Dryden staff and council and will also be instructing the Incident Management System 200 (Intermediate) course in Fort Francis in 2018.

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

All City-appointed committees are familiar with the Strategic Plan and emphasis has been placed on ensuring committee work links directly back to strategic priorities. One such example is the creation of the 2017 – 2019 LOWDC Strategic Plan which embodies the City's priority of 'Developing Our Economy.'

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

Major events such as Scotiabank Hockey Day in Canada and the rowing events for the Canada Summer Games depended on various community and government partners for funding support, sport programming and volunteers. While 2017 witnessed a number of event-specific partnerships emerge, the City also strengthened existing partnerships to address community challenges. This included a member of City staff joining the Board for the Kenora Substance Abuse and Mental Health Task Force (KSAMHTF) to support their efforts to implement the Community Safety and Well-Being Plan.

The City also remained committed to realizing the vision of the Age-Friendly Strategic Plan. It did so by applying and receiving the Seniors Community Grant to support the Age-Friendly Committee in organizing a Seniors Symposium. This event occurred in September and provided seniors with the opportunity to receive advice on financial and personal security.

Other collaborative undertakings for 2017 included the City's submission to the Ontario Trillium Fund Capital Grant on behalf of the Rotary Club of Kenora. As per the MOU that was signed in 2016, staff support was provided to collect the necessary information from the Club in doing the submission.

As a final example of community partnerships, the Building Pathways to Employment in Kenora's Services Sector project included an MOU among a variety of service providers and businesses to help implement the recommendations within the report. The group is intending to meet on a quarterly basis to co-ordinate efforts in addressing barriers affecting the local services sector.



Conclusion

In many respects, 2017 was a defining year for the City of Kenora, particularly when it comes to efforts to promote Kenora as a tourism destination. Both Scotiabank Hockey Day in Canada and the rowing events as part of the Canada Summer Games, showcased Kenora on the national stage emphasising its recreational and cultural assets.

Beyond making progress in attracting visitors to Kenora, the City undertook several initiatives designed to enhance engagement and inclusion among its own citizens. Among them include the website redesign and increased usage of social media channels for City communications. Moreover, the provision of cultural sensitivity training to all staff and raising of the Treaty #3 are representative of corporate efforts to be reflective of all members of the community.

The City also began work on action areas that had yet to be addressed since the Strategic Plan came into effect. A commitment to being regarded as 'Open for Business' and eliminating any 'red tape' started to be fulfilled by securing provincial funding and a consultant to carry out an investment readiness audit.

However, accompanying the successes of 2017 were a number of challenges that continue to act as barriers to achieving the City's vision. Despite the presence of new policies to enable affordable housing development, there remained limited activity in 2017. Adequate funding for infrastructure also remained a major concern as transfers from the federal and provincial government are limited and unpredictable, making long-term capital planning difficult.

2017 Strategic Plan Scorecard

Legend



Guiding Principle



Completed



In progress



Not Started

Guiding Principles

Corporate Action

Priority

Status

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

Ongoing



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

Ongoing



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






Ongoing









GP-4 The City will promote Kenora to external investment audiences in specific sectors that provide the most promise for job growth and economic diversification.







Immediate












Strategic Area #1: Develop Our Economy		
Corporate Action	Priority	Status
1-1 The City will work with the LOWDC to ensure that the LOWDC is actively working towards Council priorities and the related action items as per the City's strategic plan. This may include regular meetings between the LOWDC and Council	Ongoing	
1-2 The City will ensure Kenora is recognized as being 'Open for Business' and facilitating development through streamlining application and approval processes, effectively eliminating any 'red tape'	Immediate	
1-3 The City will lay the foundations for investment readiness within the mining sector, taking full advantage of anticipated development activity in the region, including the Ring-of-Fire. This work will include building partnerships with industry, First Nations, provincial & federal governments.	Immediate	
1-4 The City will continue to support investment readiness within the forestry sector, taking advantage of new housing construction growth and improved conditions for wood fibre building materials. This work will include building partnerships with industry, First Nations, provincial & federal governments.	Immediate	
1-5 The City will document existing City land, identify new opportunities and future growth areas, and consider putting the appropriate zoning in place for potential future development. This may include land assembly for the purpose of developing business parks intended to clear the way for new industrial investment.	Ongoing	





<p>1-6 The City will clearly communicate the importance of non-residential assessment and its impact on the tax base.</p>	<p>Immediate</p>	
<p>1-7 The City will lobby senior government for additional supports for local industry and business in relation to ongoing workforce development.</p>	<p>Ongoing</p>	
<p>1-8 The City will promote Kenora as a 365-day lifestyle destination.</p>	<p>Immediate</p>	
<p>1-9 The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism and to strengthen community ties with our regional neighbours.</p>	<p>Immediate</p>	
<p>1-10 The City will support Kenora's "North America's Premier Boating Destination" Brand.</p>	<p>Ongoing</p>	
<p>1-11 The City will support, promote and expand the tourism industry. In recognition of the growing importance of tourism within the economy, Kenora will pursue the recruitment and facilitation of a new event(s) which celebrates Kenora as a thriving and dynamic year-round destination.</p>	<p>Ongoing</p>	









Strategic Area #2: Strengthen Our Foundations

Corporate Action	Priority	Status
<p>2-1 The City will ensure that our municipal infrastructure assets are managed and maintained using available resources through a robust asset management plan and process, with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems</p>	Ongoing	
<p>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.</p>	Immediate+ Ongoing	
<p>2-3 The City will ensure prompt and immediate response times supported by resilient communications in the event of system outages and other emergencies.</p>	Ongoing	
<p>2-4 The City will act as the catalyst for continuous improvements to the public realm.</p>	Ongoing	
<p>2-5 The City will encourage new housing partnerships leveraging the skills and expertise of public sector, private sector and community-based agencies within Kenora and beyond.</p>	Immediate	
<p>2-6 The City will support the development of a diverse range of housing types with an emphasis on affordable options for families, seniors and individuals in need of transitional and emergency housing.</p>	Immediate	

<p>2-7 The City will encourage and support the development of vacant and transitional lands for uses that support our vision.</p>	Ongoing	
<p>2-8 The City will, in partnership with Grand Council Treaty 3, Wauzhushk Onigum Nation, Ochiichagwe'Babigo'Ining First Nation, and Obashkaandagaang First Nation, continue to advance the Tunnel Island 'Common Ground' project in a manner that celebrates and respects the cultural, historic and environmental importance of the lands for all people</p>	Ongoing	
<p>2-9 The City will support continuous improvements to recreation and leisure amenities, particularly those that support the quality of life</p>	Ongoing	
<p>2-10 The City will continue to explore opportunities to develop and improve our beaches, parks & trails.</p>	Ongoing	
<p>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.</p>	Ongoing	
<p>2-12 The City will lead and promote environmental sustainability through conservation, smart building design and, where feasible, retro-fit practices for city-owned facilities.</p>	Ongoing	
<p>2-13 The City will pursue operational procurement measures that seek to reduce fuel and energy consumption, where feasible, for city-owned vehicles and equipment.</p>	Ongoing	




2-14 The City will continue to advance our leadership position as “Stewards of the Lake” and “Stewards of the Land” by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements.	Ongoing	
2-15 The City will be an active and vocal champion for fair funding from provincial and federal governments, including gas tax and other transfer allocations. Priority will be given to initiatives that directly address the infrastructure and community development challenges of the City.	Ongoing	

Strategic Area #3: Focus On Our People		
Corporate Action	Priority	Status
3-1 The City will review and implement as appropriate the recommendations as contained within the City’s organizational review and approved by Council	Ongoing	
3-2 The City will implement the directions and actions as outlined within the Human Resource Management (HRM) Strategy	Ongoing	
3-3 The City will ensure that customer service excellence is understood and ingrained in the culture and fabric of our organization. The City will commit to a citizen-first approach to maintaining relations with the public. (This will be delivered to all Staff across the organization.)	Immediate	
3-4 The City will embrace the importance of empowering Staff to make decisions that consistently demonstrate our commitment to making prompt, efficient and courteous customer service to our residents.	Immediate	

3-5 The City will commit to preventing occupational illness and injury in the workplace.	Ongoing	
3-6 The City will leverage the power of peer-to-peer knowledge transfer through mentoring to ensure the continuity of institutional skills and know-how.	Immediate	
3-7 The City will continue to build and strengthen our working relations with our Indigenous Partners, including Treaty 3 and the surrounding First Nations communities. Kenora is committed to ongoing outreach and building relationships, including joint meetings to identify issues of common concern and to discuss pathways for closer collaboration	Ongoing	
3-8 The City will review the Truth and Reconciliation Commission recommendations with the intent of identifying opportunities that will further strengthen relationships with our Indigenous Partners, including cultural sensitivity training	Immediate	
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.	Ongoing	
3-10 The City will forge stronger relations with neighbouring communities and area municipalities by City staff, particularly those that help ensure tight co-ordination of emergency response situations, disaster relief efforts and clear communication protocols between the City of Kenora, the Ontario Provincial Police, and the neighbouring communities.	Ongoing	
3-11 The City will ensure that City appointed Boards and Committee Members are familiarized with the City's Strategic Plan, including the Mission, Vision and Values within that plan, together with the importance of their role as a Member of that Board / Committee	Ongoing	
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	Ongoing	

Appendix II: Organizational Review Update (March 2018)

Provided below is the latest update on the recommendations that have either been completed, nearing completion or the City determined not to pursue since the previous report. Given the new organizational structure since that time, the departmental assignments of the recommendations have changed accordingly.

Legend					
	Complete		Not Doing	Ongoing	

Department**Recommendation**

Clerks

As a priority, develop a communication strategy for emergency/severe winter weather

Status

Through the Emergency Operations Centre, the communications team have developed protocols and tools to be used in the event of an emergency. The Everbridge Emergency system has been an excellent tool that will reach people the City could not normally reach. Also, the increased presence of social media has improved contact with not only residents, but seasonal visitors as well.

Department**Recommendation**

Clerks

Review enforcement procedures for all by-laws (e.g. short form wording) to increase efficiencies.

Status



The Clerk’s Department has been actively working on many bylaw reviews from a variety of areas. The Department has increased the level of set fines attached to many bylaws including most recently zoning and building to allow enforcement in these areas by Part I fines.

Department Recommendation

Clerks	Develop a Complaints Tracking Protocol and Formal Escalation Process in By-law Enforcement—The City has not defined a formal escalation process with timeframes to resolve complaints nor does a complaint management system exist where information is logged and accessible for all staff. The current system does not allow the ability to mine data and trend across the City for continuous improvement opportunities.
Community and Development Services	Complaints Tracking—There is a need for a complaints tracking and resolution process to be integrated into the management process across the department. To this end, the additional management /supervisory staff will provide the resources necessary to develop and increase quality management processes to support this initiative. This will be further supported by the recommendation to review the process and technology for complaints tracking for the City under corporate wide recommendations.
Corporate-Wide	Improve the processes and technology to Track Customer Question, Complaints and Problem Resolution. This will require the investigation of the existing technology, with improved opportunities to analyze and summarize the data.

Status



The City underwent a transition to a new reporting system that would allow for tracking of complaints overall, not just by-law enforcement. As the transition occurred, staff were not satisfied with the delivery of the product and decided that there would not be any further investments and an alternate solution to provide this service would be sought. In the meantime, current priorities and efforts are focused on the 2018 municipal elections and the new system may not proceed in 2018.

Department Recommendation

Fire and Emergency Services

Create a plan with clear timeframe to maintain and update the Standard Operating Guidelines (SOGs).

Status



Current SOG's are updated and completed. They will continually evolve as additional programs or procedures are developed. New SOG's on Smoke Alarm Programs and Completing fire inspection are being developed for January 2018

Department	Recommendation
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Fire & Emergency Services	Identify all opportunities for training staff with consideration to having key staff sent on training sessions to train the other staff.
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Status



A plan has been developed for training requirements and over the past couple of years the CKFES Department has been working towards Fire Inspector and Fire Prevention Certifying for career staff.

Ontario has recently switch to the Nation Fire Protection Association standards for firefighter training and CKFES is working to update more staff to be able to train firefighters to these standards.

The 2018 focus is on completing Inspector Certification for career staff and obtaining NFPA Instructor 1 and 2 certification for more firefighters. This will enable current instructors to train new instructors on each module so that they can instruct students at future training events.

Department	Recommendation
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Fire & Emergency Services	Identify opportunities to utilize the City’s new fire hall for training remote communities as a revenue generating opportunity.
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Status



This recommendation has been expanded to simply generating revenue from training.

Training has been offered to surrounding departments during the annual recruit training and recently 15 Weyerhaeuser Timberstrand firefighters were trained to respond within the mill. Weyerhaeuser would like to make this an annual training program. Currently looking towards an agreement with Ontario Fire College to expand training opportunities for Kenora and surrounding area.

The Department has reached out to area First Nations but have not received any uptake on training to date.

Future considerations to expand KFES training abilities to surrounding departments and remote communities is to establish live burn training cells. In 2015 and 2016 surrounding departments were invited to Kenora for new recruit training and to date, 11 external fire fighters have been trained at a nominal fee.

The Department is currently seeking additional opportunities to train external fire services.

Department Recommendation

Community & Development Services

Develop "job function orientation kits" for each position outlining standards, forms, processes and role-related policies and procedures and an orientation to the department structure, mandate and values to enable efficient and effective transitions to new positions for staff who are replacing people on leave or retiring.

Status



The Recreation Division has developed training manuals for pool and desk staff in all positions.

Department

Recommendation

Community &
Development Services

Implement a policy that downtown merchants be responsible for the curb to the storefront to improve service and address resource issues.

Status



This recommendation was narrowed in scope to only winter maintenance being the responsibility of downtown merchants. After extensive review and public engagement it was determined that this policy should not pursued.

Department	Recommendation
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Community & Development Services	Foster a "Can Do" Culture in Planning that is "Open for Business" - Additional training and protocols are needed to focus on a positive approach to working with applicants to resolve issues and support planned growth in the community. This includes identifying issues, possible solutions and proactively following up with applicants.
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Status



The Investment Readiness Audit was completed in January 2018 and staff have developed a plan to address barriers and gaps that were identified as part of the audit.

Department	Recommendation
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Community & Development Services	To ensure that customers are satisfied with the services provided and to receive input, leading practices suggests that the City formally gather information to measure the effectiveness and efficiency of Planning and Building Services. As such, it is recommended that Community & Development Services implement a customer satisfaction survey strategy to regularly gauge the level of satisfaction with these services and to identify additional opportunities for improvements.
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Community & Development Services	Review and Refine Performance Standards for Planning and Building - While some service standards have been developed by Planning, they have not been consistently met and in some cases are not realistic. A focus on performance standards is required to support customer service excellence and to identify areas where improvement can be made.
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Status



Both of these recommendations have been influenced by the investment readiness audit. A survey of developers regarding their satisfaction with Planning and Building Services occurred as part of the project. Staff also understood following the completion of the audit that performance standards may need to be revisited.

Department

Recommendation

Community &
Development Services

Assess the need for continuance of the contracted janitorial services with the new Parks & Facilities Division. There may be opportunities to integrate the contracted work into the overall facility maintenance work load and save money by cancelling the contract. Standards for cleaning and facility maintenance should be developed for each department facility and work plans should be arranged and delegated accordingly.

Status



Standards for cleaning have been developed, still have yet to determine if contracted janitorial services are no longer required.

Department	Recommendation
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Operations & Infrastructure	Manage Council and public expectations for roads maintenance through improved communication with Council (see recommendation for Department as a whole). This includes undertaking public education regarding the levels of service that can be expected.
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Operations & Infrastructure	Develop and implement an enhanced public education and communication program to clarify existing services, promote new services and improve customer relations.
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Status



Regular communication on levels of service has been occurring via the City web portal and social media channels. This includes the provision of winter maintenance FAQs and displaying the street/sidewalk snow removal schedule on the web portal.

Department	Recommendation
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Operations & Infrastructure	Consider establishing an Automatic Vehicle Location (AVL)/GPS based program for tracking vehicle activity. This technology is used for many applications including dispatch for quick response, routes passed and time, e.g. plow routes, garbage routes, etc. This would help to optimize resources and provide staff with the information to respond to public questions regarding issues such as missed roads, missed garbage pick-ups, etc. One example is the Town of New Tecumseth uses the AVL/GPS program to allow residents to see up-to-date information and view in real time where plowing is taking place by checking online.
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Status



The AVL/GPS based program has been implemented and equipment has been installed on all vehicles.

Department

Operations &
Infrastructure

Recommendation

Change the by-law to make owners responsible for all future grinder pump costs. Approaches could include: simply making owners responsible; contracting out service to build private sector capacity in the City so that owners can go directly to the private sector in the future; charge back to home owners on a full cost recovery basis, i.e. they can pay into a maintenance system. The main advantages are: reducing costs to water and sewer ratepayers; more time for staff to allocate to 65 Sewage pumping stations.

Status



Based on Council discussions in April 2017, it was determined that grinder pumps will continue to be maintained by the City.

Department	Recommendation
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Operations & Infrastructure	Consider establishing an outsourcing contract for winter maintenance that would complement the internal staffing and route design. This may include having contractors (and their equipment) available in the more distant locations so that they can more quickly get to those locations. Outsourcing a portion of the winter maintenance is consistent with the principle of “managed competition” which allows for performance comparisons to be made in the interest of improving operating efficiencies and effectiveness.
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Status



Snow routes have been reviewed and optimized and will continue to be moving forward. There was an attempt to contract-out parkade cleaning, but had no response. The Department has adapted internal resources and worked across divisions to create an in-house solution.

Department	Recommendation
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Operations & Infrastructure	Consider preparing an annual maintenance work plan that is based on the approved available man hours, (i.e. after vacation, lieu time and sick leave are considered) and equipment. The man hours should be allocated to the highest priority activities to meet the MMS and levels of service and the potential gaps in service identified. It is important to note that with finite resources, trade-offs in activities would be required.
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Status



The annual maintenance work plan has been prepared and appears to be working well.

Department

Recommendation

Operations & Infrastructure

Given the timeline for WWTP operator certification and allowing for the difficulty recruiting into Kenora, the retirement of WWTP operators should be addressed through succession. Encouraging at least one of the 2 electricians, (i.e. the new one and the one being transferred from Facilities) who will be dedicated to the WWTP, to also become Operators In Training in the short term and ultimately a Class 2 Operator within the next 4 years. Note that time spent doing electrical work at the WWTP can count towards the experience requirements for plant operator certification planning.

Status



The new Electrician has completed his OIT exam. The exam results are with the Risk Management and Loss Prevention Officer and ready to be processed for the OIT License.

Department**Recommendation**

Operations &
Infrastructure

Engineering should develop a 10-year replacement program for cast iron mains with priority locations to be done first (in coordination with road resurfacing, storm sewer and sanitary sewer replacement).

Status

All locations have been identified and have been forwarded to the Engineering Division as part of replacement program.

Department**Recommendation**

Operations &
Infrastructure

Prepare a preventative maintenance work plan and assign available staff hours based on the relative priority of each activity. This would assist in determining and monitoring gaps and trade-offs in service and provide support for changes to annual budgets on a go forward basis.

Status

A preventative maintenance plan for lift stations and a valve exercising program is currently under development.

Department	Recommendation
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Operations & Infrastructure	Consider undertaking a water loss study to identify areas where improvements can be made to reduce losses and improve efficiencies. Consider a similar study to assess the level of inflow and infiltration into the sewer system and impacts on plant capacity. These should be led by the Engineering Section with input from W&WW.
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Status



Accountable water loss locations have been identified. Bleeders are the major cause of water loss. Will be looking at improvements to water and wastewater flow measuring which is the first step in quantifying inflow and infiltration.

Department	Recommendation
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Operations & Infrastructure	Consider outsourcing maintenance of approximately 34 generators (in addition to the annual inspections already outsourced) as a single contract. This would facilitate adequate resources and proper preventative maintenance of the generators. The two (2) wastewater staff can focus on other maintenance activities at the sewage pumping stations. Fleet staff would also no longer be required to undertake reactive maintenance and be able to refocus on fleet maintenance.
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Status



Generators are being looked after by the Fleet Division with most work done in-house, but contracted out where appropriate.

Department	Recommendation
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Operations & Infrastructure	Investigate and consider implementing appropriate discrete alarms at select remote facilities for water/wastewater.
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Status



Staff have determined this is not an issue at the moment and will not proceed with implementation.

Department	Recommendation
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Operations & Infrastructure	Continue to be vigilant with the requirements of the DWQMS to maintain good track record. Monitor the staff time needed for compliance reporting and assess whether or not a dedicated staff person is required to serve as the Water and Wastewater Compliance Officer in the future. This position may also take on the responsibility for source water protection as required under the Clean Water Act.
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Status



Overall Responsible Operator is being reviewed with responsibility shifting to Division Lead.

Department

Operations &
Infrastructure

Recommendation

Consider outsourcing discrete welding jobs (including requirements of the Building Department) and reassess need for an internal welder after other recommended work realignments are implemented.

Status



This is currently being implemented. The mechanic recently hired has the capacity to undertake internal welding.

Department

Operations &
Infrastructure

Recommendation

Transfer responsibility to Engineering the development of specifications and management of standby generator replacement. Should still consult with Fleet Division Lead on specifications.

Status



This is jointly managed by the Fleet and Engineering Divisions. Engineering produces RFPs as required.

Department

Operations & Infrastructure

Recommendation

Outsource standby generator preventative maintenance (gain 0.1 FTE).

Status



Preventative maintenance will continue to be done internally.

Department

Operations & Infrastructure

Recommendation

Consider an integrated work order system that reduces input time required by the Division Lead in Fleet.

Status



RTA Fleet Management system was installed in December 2017.

Department

Operations &
Infrastructure

Recommendation

Review the current blue box program with a view to adding materials and optimizing participation and revenues including Stewardship Ontario/ WDO grants.

Status



Plastic bags and shrink wrap are sent to Cascade which is not collected in the blue box, but can be recycled. Glass and Styrofoam is not collected in the blue box because Cascade does not recycle them.

Department

Operations &
Infrastructure

Recommendation

Develop and implement an enhanced public education and communication program to clarify existing services, promote new services and improve customer relations.

Status



There is a weekly advertisement in the local paper re: City's recycle program. The City launched the Recycle App, to encourage the public to recycle more and it also provides information about the garbage and recycle program. The City website has more extensive information including the hazardous waste depot and composting program.

Department

Operations & Infrastructure

Recommendation

Correct the Occupational Health & Safety issues identified by staff. Consideration should be given to having a depot on Coney Island to avoid door to door collection by boat. In this case options for the management of bags without tags would need to be considered.

Status



Coney Island is run by summer students and staff do not believe a depot is the solution. The present system, collection of garbage by boat, is unique to Kenora and works well.

Department

Operations & Infrastructure

Recommendation

Develop a concise and risk based multi-year CCTV sewer inspection program to target priority segments of the sewer system based on operational experience and magnitude of potential impacts.

Status



The City has successfully received funding through the Clean Water and Wastewater Fund to proceed with this project. The program will be included the budget annually commencing in 2018.

Department

Operations &
Infrastructure

Recommendation

Consider implementing a by-law that requires residents to remove parked vehicles from the roadway during periods when the ploughs are working.

Status



No parking signs for snow removal during working hours are displayed so that the residents are aware of the time they are not allowed to park in front of their houses. Clerks Division is currently working with the OPP to strengthen enforcement of existing by-law.

Department**Recommendation**

Finance

That tax sales be outsourced. This will free up more time for existing staff and the cost of this service can be directly recovered from the property arrears.

Status

This was successfully achieved in 2017.

Department**Recommendation**

Finance

Undertake the required analysis of alternative financial systems to improve reporting, flexibility and analysis.

Status

Both Diamond and Questica financial systems were fully implemented in 2017.



March, 21, 2018

City Council Committee Report

To: Mayor and Council

Fr: Charlotte Edie, Treasurer

Re: Community Foundation Sponsorship - 2018 Canada Day

Recommendation:

That Council of the City of Kenora hereby supports the Canada Day Committee's request to name the City of Kenora as a sponsor in their application for funds through the Kenora & Lake of the Woods Regional Community Foundation for support of the 2018 Canada Day festivities.

Background:

Under prevailing income tax legislation the Kenora & Lake of the Woods Regional Community Foundation (aka Community Foundation) is restricted to providing grants to organizations that have charitable status. As a result The Canada Day Committee must have a sponsor to apply for grants through the Community Foundation since the committee does not have charitable status. The sponsorship passes the CRA test.

Morgan Seller: Special Events Coordinator for The City has provided the following synopsis of the application to the Community Foundation:

The request will be for \$1500 to support the daytime family events and activities for the 2018 Canada Day celebrations on the Kenora Harbourfront.

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

Communication Plan/Notice By-law Requirements:

Morgan Seller: Special Events Coordinator, is to be informed of Council's decision.

Risk Analysis: There is no risk involved with this request.

Strategic Plan or other Guiding Document:

1-9 The City will promote Kenora as a 365-day lifestyle destination.
2-4 - The City will act as the catalyst for continuous improvements to the public realm



March 28, 2018

City Council Committee Report

To: Mayor and Council

Fr: Charlotte Edie, Treasurer

**Re: Sponsorship of the Kenora Rowing Club Application to the
Community Foundation**

Recommendation:

That Council hereby supports the Kenora Rowing Club's (KRC) request to name the City of Kenora as a sponsor in their application for funds up to \$5,000 through the Kenora & Lake of the Woods Regional Community Foundation for the purchase of a storage trailer for the Canada Summer Games legacy regatta equipment.

Background:

Under prevailing income tax legislation the Kenora & Lake of the Woods Regional Community Foundation (aka Community Foundation) is restricted to providing grants to organizations that have charitable status. As a result, the KRC must have a sponsor to apply for grants through the Community Foundation since they do not have charitable status. Please see the attached email for the KRC's request.

The City has provided sponsorship to many such organizations in the past including the Kenora Tennis Club, the Kenora Pickleball Club and the Kenora Nordic Biathlon Club.

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

Risk Analysis: The risk associated with this report is a positive risk and it is low. The funding obtained by the KRC will be used to safely house the legacy regatta equipment from the Canada Summer Games.

Communication Plan/Notice By-law Requirements: Kenora Rowing Club

Strategic Plan or other Guiding Document: Administrative only.



March 30, 2018

City Council Committee Report

To: Mayor and Council

Fr: Jonathon Ranger, Budget & Special Projects Officer

Re: 2018 Solid Waste Utility Budget Approval

Recommendation:

That Council hereby approves the 2018 Solid Waste Utility Operating and 5 Year Capital Plan Budget; and further

That Council hereby authorizes City administration to proceed with the implementation of all budget related decisions in accordance with those reflected within the Solid Waste Budgets; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to formally adopt the 2018 Solid Waste Utility Operating and 5 Year Capital Plan Budget by bylaw at its April 17th Council Meeting; and further

That the appropriate bylaw be passed for this purpose.

Background:

The draft solid waste operating budget and five year capital plan were reviewed at a special budget meeting being held on March 20th, 2018. The budgets will be updated to reflect any Council direction for changes. The updated budgets will be brought forward to the April 17th Council meeting for formal Council approval. The changes made from this draft include a typo changed on Appendix 1 related to the 2018 Operations Projected Surplus.

It should be recognized that the draft budgets are based on maintaining existing service levels and reflect the existing approved rate structure. Following budget approval, a review of the City's tipping fee structure is recommended in order to ensure that the City is putting aside sufficient funds to address future landfill replacement costs in addition to the ongoing operating and capital requirements of these operations.

Communication Plan/Notice By-law Requirements:

The City needs to provide notice in accordance with Notice By-law Number 144-2007 that the City intends to adopt its 2018 solid waste utility operating and 5 Year Capital Plan budget.

Strategic Plan or other Guiding Document:

Our Mission: To deliver quality, cost-effective municipal services.

Core Value: Fiscal Responsibility

Strengthen our Foundation:

- Ensure municipal infrastructure is managed and maintained with available resources

- Work towards addressing the infrastructure deficit

ERM Assessment:

In theory, a critical risk to the City, however this is a positive risk and should be pursued. Enables the City to move forward with service provision and roughly \$1 million in capital spending on solid waste projects in 2018.



March 30, 2018

City Council Committee Report

To: Mayor and Council

Fr: Jonathon Ranger, Budget & Special Projects Officer

Re: 2018 Water & Sewer Utility Budget Approval

Recommendation:

That Council hereby approves the 2018 Water and Sewer Utility Operating and 5 Year Capital Plan Budget; and further

That Council hereby authorizes City administration to proceed with the implementation of all budget related decisions in accordance with those reflected within the Water & Sewer Budgets; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to formally adopt the 2018 Water and Sewer Utility Operating and 5 Year Capital Plan Budget by bylaw at its April 17th Council Meeting; and further

That the appropriate bylaw be passed for this purpose.

Background:

The draft water & sewer operating budget and five year capital plan were reviewed at a special budget meeting being held on March 20, 2018. The budgets were updated to reflect any Council direction for changes. The updated budgets will be brought forward to the April 17th Council meeting for formal Council approval. The changes made from this draft include an addition of the capital funding expected from CWWF in 2018 at approximately 0.6 million.

It should be recognized that the draft budgets are based on maintaining existing service levels and reflect the existing approved rate structure. In addition, the operating projections have incorporated the recommended increases to the water and sewer rates commencing in 2018 as recommended within the BMA long range financial plan.

Communication Plan/Notice By-law Requirements:

The City needs to provide notice in accordance with Notice By-law Number 144-2007 that the City intends to adopt its 2018 water & sewer utility budget.

Strategic Plan or other Guiding Document:

Our Mission: To deliver quality, cost-effective municipal services.

Core Value: Fiscal Responsibility

Strengthen our Foundation:

- Ensure municipal infrastructure is managed and maintained with available resources
- Work towards addressing the infrastructure deficit

ERM Assessment:

In theory, a critical risk to the City, however this is a positive risk and should be pursued. Enables the City to move forward with service provision and roughly \$5.5 million in capital spending on water & wastewater projects in 2018.



March 28, 2018

City Council Committee Report

TO: Mayor and Council

FR: Charlotte Edie, Treasurer

RE: 2019 Water and Sewer rate increases

Recommendation:

That as recommended by BMA Management Consulting Inc. in the Water and Wastewater Long Range Financial Plan Forecast approved by Council resolution on November 17, 2015, the 2019 water and sewer rates be increased by 5.5% over the 2018 rates; and further

That in accordance with Notice By-Law Number 144-2007, public notice is hereby given that Council intends to amend the Tariff of Fees and Charges bylaw to increase water and sewer rates by 5.5% in 2019; and further

That Council give three readings to a by-law for this purpose; and further

That bylaw number 125-2017 be hereby repealed; and further

That these rates shall take effect and come into force on January 1, 2019.

Background:

In accordance with the Safe Drinking Water Act (2002) Council approved the Water and Wastewater Long Range Financial Plan Forecast. One of the recommendations of the Financial Plan was to implement a 5.5% increase to water and sewer rates for 2019. The increase would support the ongoing replacement of existing assets, begin to address the infrastructure deficit, and improve revenue stability. The firm of BMA Management Consultants Inc. prepared the Financial Plan.

Budget:

The 5.5% increase is to be reflected in the 2019 sewer and water operating budget.

Communication Plan/Notice By-law Requirements:

Required under Schedule 'A' to Notice By-Law 144-2007: "before passing or amending a By-Law pertaining to fees and charges imposed by the City of Kenora, Council shall give public notice of its intension to pass a By-Law by placing it on the applicable agenda preceding the meeting and subsequently posted on the Portal."

Strategic Plan or other Guiding Document:

Goal #2 Strengthen Our Foundations

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

2-13 The City will continue to advance our leadership position as “Stewards of the Lake” and “Stewards of the Land” by safeguarding water quality on our lakes and optimizing waste diversion practices that reduce future landfill requirements.

WATER & SEWER RATE CHARGES

TABLE 2019 (i)

	Meter Size	Ratio	Fixed Cost per Month	Water Cost	Sewer Cost
5/8"	15	1.0	\$44.48	\$1.51	100% water cost
3/4"	18	1.1	\$48.94	\$1.51	100% water cost
1"	25	1.4	\$62.27	\$1.51	100% water cost
1 1/2"	40	1.8	\$80.04	\$1.51	100% water cost
2"	50	2.9	\$128.99	\$1.51	100% water cost
3"	75	11.0	\$489.18	\$1.51	100% water cost
4"	100	14.0	\$622.63	\$1.51	100% water cost
6"	150	21.0	\$933.90	\$1.51	100% water cost
8"	200	40.0	\$1,778.89	\$1.51	100% water cost

**** Customers with approved bleeders shall receive a discount of 50% on their volumetric water consumption for the approved bleeding period as directed by the water and sewer supervisor each year. This period will be no earlier than November 1st and ending no later than April 30th of the following year.**



April 6, 2018

City Council Committee Report

To: Mayor and Council

**Fr: Megan Dokuchie, Economic Development Officer
Melissa Shaw, Planning Assistant**

Re: Budget Amendment Request – Wayfinding Program

Recommendation:

That Council hereby approves an additional allocation of \$220,000 to be funded through FedNor, NOHFC and the Infrastructure Planning Reserve for the implementation of the wayfinding program; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2018 Capital Budget at its April 17, 2018 meeting to withdraw funds from the Infrastructure Planning Reserve in the amount of \$80,652 offset the cost of this purchase; and further

That Council give three readings to a by-law to amend the 2018 budget for this purpose.

Background:

The City of Kenora implemented the wayfinding program in 2017 and the project was in the 2017 capital budget. The work was completed by HTFC Planning and Design and Sierra Construction in February 2018.

The wayfinding program is a component of the Second Street downtown revitalization project. Funding for the project is confirmed from FedNor (30 percent) and NOHFC (33.34 percent) with the remainder allocated from the City of Kenora's infrastructure and planning reserve in the 2017 capital budget. The City of Kenora received amendments to the project end date from December 31, 2017 to February 28, 2018 and much of the work was completed in early 2018. The allocated 2017 budget was not carried over to 2018 and as such, this request is submitted to Council for approval.

Budget:

Total project spending in 2017 was approximately \$152,000. Unspent amounts were not carried over to 2018. Total estimated impact to 2018 budget is \$80,652 from City reserves with remaining amounts to be reimbursed by FedNor and NOHFC.

Risk Analysis:

As per the requirements of the City's ERM policy, there would be a moderate risk if the wayfinding project was not completed. This project is an example of a positive improvement to the public realm, supporting our downtown business community. Staff recommends a robust review of the Sign By-law. Staff recommends a Wayfinding Sign policy and sign maintenance program be considered in addition, budget dollars allotted to implement further wayfinding programs throughout the City of Kenora and to ensure existing signs are free from vandalism.

Communication Plan/Notice By-law Requirements:

Resolution and bylaw required. Distribution to C. Edie, J. Ranger.

Strategic Plan or Other Guiding Document:

- 1-2 The City will forge strong, dynamic working relationships with the Kenora business community;
- 2-4 The City will act as the catalyst for continuous improvements to the public realm;
- 3-4 The City will embrace the importance of empowering staff to make decisions that consistently demonstrate our commitment to making prompt, efficient and courteous customer service to our residents.



March 31, 2018

City Council Committee Report

To: Mayor and Council

Fr: Heather Kasprick, City Clerk

Re: City Hall Renovations Budget Amendment

Recommendation:

That Council hereby approves an additional allocation of \$75,000 to be funded through the City Hall Reserve for the interior renovations to City Hall first and second floor offices; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2018 Capital Budget at its April 17, 2018 meeting to withdraw funds from the City Hall Reserve in the amount of \$75,000 to offset the cost of these interior renovations; and further

That Council gives three readings to a by-law to amend the 2018 capital budget for this purpose.

Background:

City Hall continues to face challenges with adequate office space for all staff that work within City Hall. In addition to this challenge, we also received notice from the Ministry of Correctional Services and Ministry of Infrastructure that our lease will not be renewed at the end of 2018 at the Kenora Court House which leaves it necessary to hold our monthly POA court sessions in the Council Chambers of City Hall. With this change, we will now require a resting area for the Justice of the Peace that is located near the Council Chambers. As we do not have any extra space, this will displace a member of staff on the main floor which will need to be relocated to another floor of City Hall in order to accommodate this requirement for the operation of court.

At the same time, we will be relocating a key member of staff to the main floor for accessible purposes. The intent of this project is to complete it in two phases. Phase one will begin as soon as Council approves the budget amendment and our Facilities division can tender the works. It will include the construction of an additional office on the main floor, with relocation of a staff member to that office and the relocation of a staff member from the second floor to that vacated office. It will require additional furniture as well for the new offices.

Phase two of this project will begin in the late fall where we will construct an additional office on the second floor and relocate other staff who will be temporarily displaced during this construction phase. The works will be tendered together as one project with different timelines for each phase.

Budget: Our Facilities Division Lead has estimated the costs associated with this project. Phase one (main floor) of the project is estimated at \$28,000 and Phase two (second floor) of the project is estimated at \$47,000.

Risk Analysis: There is a low risk associated with this report. With required renovations to the building, the facilities department follows the City's policies on health and safety practices by contractors and ensures all the proper sign off's are completed prior to work starting. The renovations themselves have very low risk to the City.

Communication Plan/Notice By-law Requirements: Bylaw required with public notice

Strategic Plan or Other Guiding Document:
Administrative Only.



March 31, 2018

City Council Committee Report

To: Mayor and Council

Fr: Heather Kasprick, City Clerk

Re: Video Surveillance Policy #CS-1-3

Recommendation:

That Council gives three readings to a bylaw to amend the video surveillance policy #CS-1-3; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its Video Surveillance Policy #CS-1-3 at its April 17, 2018 to improve the best practices for managing the City's video surveillance program; and further

That bylaw number 80-2013 be hereby repealed.

Background:

The City of Kenora uses video surveillance to detect and assist in the investigation of criminal activity and increase the safety of individuals and the security of our assets. Because the City uses video surveillance, we are required to have policies and procedures in place with respect to the use, storage and release of video surveillance.

MFIPPA sets out the rules for the collection, use and disclosure of personal information by institutions. The application of these rules to video surveillance programs raises challenges on how to use the program and for what specific purposes. Since the video surveillance program was introduced, the City has focused on the sole purpose for law enforcement matters. More recently we have been receiving requests for video footage for other purposes and while reviewing the existing policy, it was realized that clearer definitions needed to be included within the policy outlining authority, disclosure, and lawful collection. The policy has been updated to capture key rules contained within MFIPPA and recommendations from the IPC.

Budget: n/a

Risk Analysis: There is a moderate risk to not having the policy updated to reflect the procedures as required under MFIPPA. Because the municipality captures personal information throughout the City 24/7 we must ensure adequate policies and procedures are in place for the safe and secure retention of these records and the destruction of same.

Communication Plan/Notice By-law Requirements: Public notice will be given for this policy amendment in order to provide the public notice that we are changing our policy around the capturing of personal information and a new bylaw is required.

Strategic Plan or other Guiding Document: Administrative only

Video Surveillance Policy



Section	Date	By-Law Number	Page	Of
Corporate Services	August 13, 2013 April 20, 2018	80-2013-2018	1	7
Subsection	Repeals By-Law Number		Policy Number	
Video Surveillance	80-2013		CS-1-3	

Policy Statement

It is the policy of The Corporation of the City of Kenora to utilize video surveillance on City properties and within City facilities to ensure the safety-security of individuals and the security of City, assets and property.

Purpose

Video security surveillance systems are a resource used by The Corporation of the City of Kenora at selected ~~sites~~ City sites within the jurisdiction of the Corporation. In the event of a reported or observed incident, the review of recorded information may be used to assist in the investigation of the incident.

The City of Kenora recognizes that video surveillance technology has a high potential for infringing upon an individual's right to privacy and although video surveillance technology may be required for legitimate operational purposes, its use must be in accordance with the provisions of the Municipal Freedom of Information and Protection of Privacy Act (the Act).

This policy will provide guidelines designed to assist City Departments that have identified an appropriate use for video surveillance technology, to manage records that may be created using this technology in a manner that complies with the Act and records management requirements.

Scope

These Guidelines do not apply to covert surveillance used for law enforcement purposes. In those circumstances, either a statutory authority exists and/or the authority for the surveillance is lawfully obtained through a search warrant.

Covert surveillance is conducted through the use of hidden devices. If covert surveillance is not implemented pursuant to the conditions in the preceding paragraph, extra diligence in considering the use of this technology is required. However, covert surveillance is beyond the scope of this policy.

Video Surveillance Policy

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CS-1-3	2	7

Definitions

The Act is with the privacy protection provisions of Ontario's Freedom of Information and Protection of Privacy Act (FIPPA) and Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

Personal Information is defined in Section 2(1) of ~~the FIPPA and MFIPPA Act~~, as recorded information about an identifiable individual, which includes, but is not limited to, information relating to an individual's race, colour, national or ethnic origin, religion, sex and age. If a video surveillance system displays these characteristics of an identifiable individual or the activities in which he or she is engaged, its contents will be considered "personal information" under the Act.

Consistent Purpose is defined in Section 33 of MFIPPA as a use of personal information that the individual to whom the information relates might reasonably have expected at the time of collection.

Record means any record of information, however recorded, whether in printed form, on film, by electronic means or otherwise, and includes: a photograph, a film, a microfilm, a videotape, a machine-readable record, and any record that is capable of being produced from a machine-readable record.

Video Surveillance System refers to a video, physical or other mechanical electronic or digital surveillance system or device that enables continuous or periodic video recording, observing or monitoring of personal information about individuals in open, public spaces (including streets, sidewalks, highways, parks, trails and outside City facilities).

Reception Equipment refers to the equipment or device used to receive or record the personal information collected through a video surveillance system, including a camera or video monitor or any other video, audio, physical or other mechanical, electronic or digital device that may be inside or outside City facilities.

Storage Device refers to a videotape, computer disk or drive, CD ROM, computer chip or other device used to store the recorded data or visual, audio or other images captured by a video surveillance system.

Guidelines

The following guidelines are applicable to all City Departments.

Video Surveillance Policy

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CS-1-3	3	7

1) Designated Responsibilities

The ~~Chief Administrative City Clerk Officer~~ is responsible for the overall Corporate Video Security Surveillance Program.

The Manager of each Department is responsible for ensuring the establishment of departmental procedures of video surveillance equipment, in accordance with this policy, and documenting the reason for implementation of a video surveillance system at a designated area.

The Division Manager, as assigned by the Chief Administrative Officer, is responsible for the life-cycle management of authorized video security surveillance systems [specifications, equipment standards, installation, maintenance, replacement, disposal and related requirements (e.g. signage)] including:

- (a) Maintaining a record of the locations of the reception equipment.
- (b) Maintaining a list of personnel who are authorized to access and operate the system(s).
- (c) Maintaining a record of the times when video surveillance will be in effect
- (d) Posting of a NOTICE OF COLLECTION OF PERSONAL INFORMATION (Refer to Section 4).
- (e) Assigning a person responsible for the day-to-day operation of the system in accordance with the policy, procedures and direction/guidance that may be issued from time-to-time.

City employees and service providers shall review and comply with the policy and the Act in performing their duties and functions related to the operation of the video surveillance system.

City employees may be subject to discipline if they knowingly or deliberately breach the policy or the provisions of the Act or other relevant statutes.

Where the City has a contract with a service provider, the contract shall provide that failure by the service provider to comply with the policy or the

Video Surveillance Policy

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CS-1-3	4	7

provisions of the *Act* is considered a breach of contract leading to penalties up to and including contract termination. Employees of institutions and employees of service providers should sign written agreements regarding their duties under the policy and the *Act*, including an undertaking of confidentiality.

2) Considerations

Prior to installation of video surveillance equipment, the City Department must consider the following:

- (a) The use of each video surveillance camera should be justified on the basis of verifiable, specific reports of incidents of crime or significant safety concerns or for crime prevention. Video cameras should only be installed in identified public areas where video surveillance is a necessary and viable detection or deterrence activity.
- (b) An assessment of the effects that the proposed video surveillance system may have on personal privacy should be conducted in an attempt to mitigate any adverse effects. Privacy intrusion should be minimized to that which is absolutely necessary to achieve its required, lawful goals.
- (c) A requirement that any agreements between the City and service providers state that the records dealt with or created while delivering a video surveillance program are under the City's control and subject to privacy legislation (MFIPPA).
- (d) A requirement that employees and service providers (in the written agreement) review and comply with the policy and the Act in performing their duties and functions related to the operation of the video surveillance system.

3) Installation and Placement

- (a) Video surveillance equipment should never monitor the inside of areas where the public and employees have a higher expectation of privacy such as change rooms and washrooms.
- (b) Equipment should be installed in a strictly controlled access area. Only controlling personnel should have access to the access area and the equipment.
- (c) Equipment should be installed in such a way that it only monitors those spaces that have been identified as requiring video surveillance.

Video Surveillance Policy

Policy Number	Page	of
CS-1-3	5	7

(d) Adjustment of the camera position should be restricted, if possible, to ensure only designated areas are being monitored.

(e) Video surveillance should be restricted to periods when there is demonstrably a higher likelihood of crime being committed and detected in the area under surveillance, and may also be used to act as a deterrent to prevent further property loss.

~~(e)~~(f) Signs should be clear, language-neutral graphical depiction of the use of video surveillance and prominently displayed at the perimeter of the monitored areas and at key locations within the areas. The signs should include basic information to clarify that video surveillance is being used in the area.

4) Lawful Collection

Section 28(2) of MFIPPA establishes the conditions under which personal information may be collected. This section provide that no person shall collect personal information on behalf of an institution, unless the collection is:

- a) expressly authorized by statute
- b) used for the purposes of law enforcement or
- c) necessary to the proper administration of a lawfully authorized activity

The Corporation of the City of Kenora "Municipality" is lawfully authorized to operate municipal facilities and in doing so, are required to take steps to ensure the safety of the individuals who visit such facilities.

Section 31(1) of MFIPPA restricts how personal information may be used once it has been lawfully collected. As a general rule, the act prohibits the use of personal information unless the municipality obtains consent from the individual to whom the information relates or the personal information is used for the purpose for which it was obtained or compiled or for a consistent purpose.

The City of Kenora collects video surveillance for the purpose of the video surveillance program only or for a consistent purpose.

4) Notification

The public should be notified of the existence of video surveillance equipment by clearly written signs prominently displayed at the entrances, exterior walls, interior of buildings and/or perimeter of the video surveillance areas.

Signage must satisfy the notification requirements under section 29(2) of the *Act*, which include:

- informing individuals of the legal authority for the collection of personal information;
- the principal purpose(s) for which the personal information is intended to be used; and
- the title, business address and telephone number of someone who can answer questions about the collection;

The following is suggested wording for use in building signage, based on a minimum requirement of the [Information and Privacy Commissioner of Ontario](#):

"This area is monitored by video surveillance cameras. Please direct inquires to: *(title, business address and phone number of someone who can be contacted during business hours to answer questions about the collection of personal information)*"

5) Access, Use and Disclosure

[Section 3 of Regulation 823 of MFIPPA requires the municipality to define, document and put in place reasonable measures to prevent unauthorized access as well as inadvertent destruction or damage of records.](#) Information collected by way of video surveillance systems may only be used for the purposes of the stated rationale and objectives set out to

Video Surveillance Policy

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CS-1-3	6	7

protect public safety or to detect and deter criminal activity and vandalism. Information should not be retained or used for any other purposes.

- (a) All tapes or other storage devices that are not in use should be dated,

labeled and stored securely in a locked container located in a controlled access area.

(b) Access to the storage devices should only be by authorized personnel. Logs should be kept of all instances of access to, and use of, recorded material to enable a proper audit trail. The personal information recorded by video surveillance is subject to access and privacy legislation. An individual whose personal information has been collected by a video surveillance system has a right of access under Section 36 of the Municipal Freedom of Information and Protection of Privacy Act. Access will depend upon whether an exemption applies and if exempt information can be reasonably severed from the record.

c) Only the CAO, City Solicitor, General Manager, Division Manager or a delegated alternate, or law enforcement may review the information. Circumstances, which would warrant review, will normally be limited to an incident that has been reported/observed or to investigate a potential crime.

General access to City video surveillance for their own purpose is only permitted under general circumstances under section 4 of MFIPPA. Individuals may have access to their own personal information, however, another person's personal information may not be included unless consent is provided by that party. A Freedom of Information request must be filed with the Freedom of Information Officer to obtain this information and appropriate procedures and fees under that application followed.

7) Lawful Disclosure

MFIPPA prohibits the disclosure of personal information, except in the circumstances identified in section 32 of MFIPPA. Personal information may be lawfully disclosed in limited circumstances to appropriate authorities for limited purposes.

All general requests for disclosure must be placed by filing a Freedom of Information request (FOI) through the Freedom of Information Officer with the City of Kenora.

Requests from enforcement agencies for the sole purpose of a police investigation may be filed directly with the City's IT department and appropriate logs for such requests will be retained. These logs will include the name of officer, enforcement agency requesting and the general nature of the investigation.

6) Retention

The retention period for information that has not been viewed for law enforcement, public safety purposes, or security of public property shall be twenty-one-four (421) calendar days for digital systems. Once the retention period is met, all ~~tapes must recordings be erased and reused or securely disposed of (shredded, burned or degaussed)~~ are overridden by new video data.

When recorded information has been viewed for law enforcement or public safety purposes, the retention period shall be a minimum of one (1) year from the date of viewing. Unless involved in an active police investigation.

The City will store and retain storage devices required for evidentiary purposes according to standard procedures until the law enforcement authorities request them.

Video Surveillance Policy

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7) Training

Where applicable and appropriate, the policy and guidelines will be incorporated into training and orientation programs of the Corporation and service provider(s). Training programs addressing staff obligations under the Act shall be conducted as necessary.

Reference

The Municipal Freedom of Information and Protection of Privacy Act ([MFIPPA](#))

[Information and Privacy Commissioner of Ontario \(IPC\)](#) Guidelines for Using Video Security Surveillance Cameras in Public Spaces The Municipal Act



March 31, 2017

City Council Committee Report

To: Mayor and Council

Fr: Heather Kasprick, City Clerk

Re: Elections Sign Bylaw

Recommendation:

That Council gives three readings to a bylaw to adopt a new Elections Sign Bylaw; and further

That in accordance with Notice By-Law Number 144-2007, public notice is hereby given that Council intends to adopt a new Elections Sign bylaw; and further

That bylaw number 89-2014 be hereby repealed.

Background:

The Municipal Elections Act, 1996 regulates the conduct of municipal and school board elections in Ontario, and sets out roles for municipal clerks and councils.

One of the bigger changes to the Elections Act was Third Party Advertising and the rules around this advertising. The Municipal Elections Act now includes a framework for third party advertising which came into effect on April 1, 2018, so that the rules will be in place for the 2018 municipal election.

A third party advertisement is a message in any medium (billboard, newspaper, radio, etc.) that supports or opposes a candidate or a "yes" or "no" vote on a question on the ballot. Third party advertising does not include issues-based advertising so groups that do public outreach can continue their issued-based advocacy work throughout the municipal election period.

Advertising that does not cost money to post or broadcast, such as comments made on social media, will not be considered to be third party advertising.

Individuals, corporations and unions can register as third party advertisers and can also make contributions to third party advertisers. Third party advertisers will need to register with the municipality where they want to advertise. If they want to advertise in more than one municipality, they have to register in each municipality.

Registration allows a third party advertiser to promote or oppose any candidate that the electors in the municipality can vote for (local council, school board trustee positions and regional or county council offices).

Third party advertising must be done independently of candidates, who are not able to direct a third party advertiser. Candidates are not able to register as third party advertisers.

Most campaign finance rules that apply to candidates will also apply to third party advertisers. Third party advertisers will have spending limits and there will be contribution limits for those wishing to contribute to a third party advertiser. Corporations and unions will be permitted to make contributions to third party advertisers, but will not be permitted to make contributions to candidates.

Rules for determining whether two corporations should be considered as a single corporation are simplified, so that it should be easier for corporations and candidates to determine whether the contributions from two corporations should count towards the same contribution limit to third party advertisers.

Campaign provisions have been clarified to allow candidates to access apartment buildings, condominiums, non-profit housing co-ops or gated communities from 9 a.m. until 9 p.m. in order to campaign. Landlords and condominium corporations will not be allowed to prohibit tenants or owners from displaying campaign signs in their windows.

Candidates and third party advertisers are required to identify themselves on campaign advertisements and signs, so that it is clear who is responsible for each sign and advertisement that appears or is broadcast.

The new elections sign bylaw captures third party advertising requirements along with any changes in the Elections Act legislation pertaining to elections signage.

Budget: N/A

Risk Analysis: There is a low risk associated with the adoption of this bylaw as it is in accordance with the Municipal Elections Act.

Communication Plan/Notice By-law Requirements: bylaw adoption, inclusion in candidate information packages

Strategic Plan or other Guiding Document: Administrative only

The Corporation of the City of Kenora

By-law Number - 2018

A By-law to Regulate Election Signs in the City of Kenora

Whereas Section 8 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the Act; and

Whereas Section 9 of the Municipal Act, 2001 provides that Sections 8 and 11 shall be interpreted broadly so as to confer broad authority on municipalities to a) enable municipalities to govern their affairs as they consider appropriate and, b) enhance their ability to respond to municipal issues; and

Whereas Section 11 of the Municipal Act, 2001, provides that a single tier municipality may pass by-laws within the spheres of jurisdiction set out therein, such as structures, fences and signs; and

Whereas Section 99 of the Municipal Act, 2001 provides the rules which apply to a by-law of a municipality respecting advertising devices, including signs; and

Whereas in accordance with Notice By-law Number 144-2007, public notice of the intention to pass a by-law for this purpose was published;

Now Therefore the Council of the Corporation of the City of Kenora hereby enacts as follows:-

1. Definitions

1.1 In this By-law, the following terms shall have the meanings indicated:

- a) **“By-law Enforcement Officer”** means a person employed by the City of Kenora for the purpose of enforcing Municipal By-laws
- a) **“Campaign Office”** means a building or portion of a building which is used by a Candidate or an agent of a candidate as part of an election campaign and where a Candidate’s campaign staff is normally present and the public may enter to obtain information about the candidate.
- b) **“Candidate”** means a person who is running or has expressed an intention to run in a municipal, provincial or federal election and shall be deemed to include a person seeking to influence other persons to vote for or against any candidate or any question or by-law submitted to the electors under the Municipal Elections Act.
- c) **“City”** means the Corporation of the City of Kenora.
- d) **“Election Sign”** means any sign:
 - i) advertising or promoting a candidate in a municipal, provincial or federal election including an election of a local board or commission;
 - ii) intended to influence persons to vote for or against any candidate or any question or by-law submitted to the electors under the Municipal Elections Act.
- e) **“Highway”** means a common and public walkway, lane, street, avenue, parkway, driveway, square, place, bridge, viaduct or trestle, designed and intended for, or used by the general public for the passage of vehicles and pedestrians and includes the untraveled portion of a road allowance.

f) “median” means the portion of a highway that separates traffic travelling in one direction from traffic traveling in the opposite direction by means of a physical barrier or a paved or unpaved separation area that is not intended to allow crossing vehicular movement.

Page Two

- f) **“Official Sign”** means a sign placed by the City of control and regulate the movement of -vehicles and pedestrians, signs posted by the City under the provisions of the Sign By-law, including a sign approved by the Ministry of Transportation of Ontario, and signs described in the Highway Traffic Act.
- g) **“Permit”** means written permission issued by, and a fee paid to the City to locate, erect or display a sign or signs.
- h) **“Piece of Land”** means a lot or remnant of a lot on a plan of subdivision or land otherwise being capable of being conveyed pursuant to the provisions of the Planning Act.
- i) **“Public Property”** means property with or without a structure owned by or under the control of the City or any of its agencies, boards or commissions, including highways, boulevards and road allowances owned by or under the control of the City and shall also be deemed to include public utilities and facilities, regardless of whether the poles are owned by or under the control of the City and shall also be deemed to include buses, bus shelters, benches, municipal garbage containers or structures owned by the City. Property owned by the City and leased to another person or entity shall be deemed to be public property.
- j) **“Public Utility Facility”** means a pole, transformer box, service container, equipment or other such structure owned or controlled by an entity which provides a municipal or public utility service, including the City, Bell Canada, TBay Tel, Union Gas Limited, Kenora Hydro, Hydro One, and any subsidiaries thereof.
- k) **“Premises”** includes the parking lot, adjoining fences and road allowances.

l) “Registered Third Party” means an individual, corporation or trade union that is registered under Section 88.6 of the *Municipal Elections Act, 1996*.

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m) “Road Allowance” means the allowance for a public road and includes the traveled and untraveled portions of the road allowance, the road shoulders, ditches, boulevards and sidewalks.

l) “Sight Triangle” means the triangular space formed by the street lines of a corner lot and a line drawn from a point in one street line to a point in the other street line, each such point being 15 metres from the point of intersection of the street lines (measured along the street lines). Where the two street lines do not intersect at a point, the point of intersection of the street lines shall be deemed to be the intersection of the projection of the street lines or the intersection of the tangents to the street lines.

n) “Third Party Election Sign” means any Election Sign which has been erected or displayed without the authorization, direction or involvement of a Candidate;

l) “Vehicle” includes any means of transportation powered by any type of motor or human power.
means a motor vehicle, trailer, traction engine, farm tractor, machine used for road construction or maintenance, bicycle, and any other vehicle drawn, propelled, or driven by any kind of power, including muscular power;

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- m) **“Voting Place”** means the entire property and all the boundaries associated with it, when such voting place is located within public premises and shall mean all of the common elements when the voting place is located on private premises.

2. Title

This by-law may be cited as the “Election Sign By-law.”

3. General Prohibitions

3.1 No candidate or his/her agent or any other person shall affix, erect, post, place or otherwise display

an election sign within the limits of any road allowance within the limits of the City except as permitted by this By-law.

3.2 No person shall deface or willfully cause damage to a lawfully erected election sign.

3.3 No person shall place an election sign in such a position that such sign would contravene any other applicable legislation.

3.4 No person shall display on any election sign a logo, trademark or official mark, in whole or in part, owned or licensed by the City.

3.5 No more than two (2) election signs per candidate are permitted on any one piece of land zoned residential.

3.6 No more than three (3) election signs per candidate are permitted on any one piece of land zoned other than residential.

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3.7 No candidate or his/her agent or any other person shall affix, erect or otherwise display an election sign:-

a) On a tree

b) In a city park, including the Harbourfront/Greenbelt area

c) On any official sign or structure

d) On a utility pole or light standard

e) Within 10 ft. of any other existing sign, including an election sign

f) traffic control sign or signal

g) guardrail or other form of traffic safety structure or facility

h) any bridge or public fence

f) Within a sight triangle

g) On any centre median, centre boulevard or traffic island, and shall not interfere with, obstruct the view of, or mimic any traffic or pedestrian sign, signal or device

h) Within 5 ft. of a fire hydrant

- i) Within 5 ft. of a driveway
- j) Which constitutes a danger or hazard to the general public (pedestrian or vehicular)
- k) At any voting location/polling place, including on a vehicle parked within 100 ft. of such location.

l) on a public sidewalk or in such other location on, over or near a sidewalk so as to interfere with or obstruct normal pedestrian traffic

r) on the roof of any building

3.8 Notwithstanding Section 7, no person shall pull down or remove a lawfully erected election sign on any property without the consent of the candidate to whom the sign relates or the owner of the property on which the sign is placed.

3.9 No sign or advertising device shall be attached to or placed upon any building in such manner as to obstruct any fire escape or to interfere in any way with the work of the Fire Department in case of fire.

3.10 No sign or advertising device shall be erected so as to interfere with the sight triangle at intersecting streets

4. Size, Display of Signs, and Permits

- 4.1 The candidate to whom the election sign relates shall be responsible for the erection, maintenance and/or display of the sign and shall ensure that all requirements of this by-law are met.
- 4.2 Election signs shall be no larger than 4 ft. x 4 ft. (or 1.22 metres by 1.22 metres).
- 4.3 No election sign shall consist of an electronic display that incorporates in any manner, any flashing or moving illumination.
- 4.4 There shall be no fee required to be paid to the City for the display of election signs, except where a sign is to be displayed on a portable or mobile sign. The candidate or his/her agent shall purchase a permit from the City for such sign in accordance with the City's Comprehensive Sign By-law.

5. Election Signs on Public Property & Timing

- 5.1 Election signs are permitted to be erected or otherwise displayed on public vacant property in accordance with the regulations contained in this by-law.
- 5.2 In the case of a municipal election, no signs shall be erected, located or otherwise displayed until after 4:00 p.m. on the Monday following Nomination Day.

Page Four

5.3 In the case of a federal or provincial election, no person shall erect, locate or otherwise display an election sign or permit or cause an election sign to be erected or otherwise displayed on **public vacant property** prior to the issuance of writs for such election.

6. Election Signs on Private Property & Timing

6.1 For a municipal election, election signs are permitted to be affixed, erected or otherwise displayed on private property in accordance with this by-law, provided the

candidate has already filed his or her Nomination Paper with the Clerk's Office and paid the required election filing fee.

- 6.2 In the case of a federal or provincial election, no person shall erect, locate or otherwise display an election sign or permit or cause an election sign to be erected, affixed, or otherwise displayed on **private property** prior to the issuance of writs for such election.
- 6.3 Election signs on private property shall only be erected with the consent of the owner or tenant of the property.

Third Party Election Signs

In accordance with the Municipal Elections Act, registered 'third parties' may create campaign advertising in the municipal elections.

Third party advertisers shall be required to register with the City Clerk in order to advertise, distribute or display material related to the municipal elections.

The third party shall ensure all materials are produced in accordance with the Municipal Elections Act, 1996, as amended.

Third Parties shall contain the following in any campaign advertisement: valid and up-to-date contact information, including the name of the registered third party, the municipality where the third party is registered, and a telephone number, mailing address or email address at which the registered third party may be contacted, in order to identify at least one individual responsible for the display of the sign.

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Third Party Election Signs displayed by third party advertisers shall comply with the City's regulations respecting Election Signs.

7. Timing to Remove Signage & Removal of unlawful Election Signs

- 7.1 All signs erected or otherwise displayed are to be removed within seven (7) days of voting day. Failure to do so will result in a By-law Enforcement Officer removing the signs and destroying them without compensation to the candidate. Costs associated with the removal/disposal of the signs will be charged to the applicable candidate.
- 7.2 If an election sign is located, erected or displayed in violation of this by-law, a By-law Enforcement Officer shall cause the sign to be removed immediately without notice.

8. Penalties and Offences

- 8.1 Any person who contravenes any provision of this By-law is guilty of an offence and upon conviction is liable to a fine or penalty as provided for in the *Provincial Offences Act*.
- 8.2 When a person has been convicted of an offence under this by-law:
- a) The Ontario Court of Justice; or
 - b) Any court of competent jurisdiction thereafter, may,

in addition to any other penalty imposed on the person convicted issue an order prohibiting the continuation or repetition of the offence of the doing of any act or thing by the person convicted directed toward the continuation or repetition of the offence.

9. Liability

The provisions of this by-law shall not be construed as relieving or limiting the responsibility or liability of any person erecting or owning any sign for personal injury or property damage resulting from the placing of such signs or resulting from the negligence or willful acts of such person, or his or her agents or employees, in the construction, erection, maintenance, repair or removal of any such signs. Likewise, the provisions of this section shall not be construed as imposing on the City, its officers, employees, servants, agents and contractors any responsibility or liability (whatsoever) by reason of the removal of any sign.

10. Conflicts

In the event of a conflict between the provisions of this by-law and the provisions of another by-law of the City regulating signage, the provisions or the more restrictive enactment shall prevail.

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11. Other Laws

Nothing in this by-law relieves any person of the responsibility for adhering to other applicable laws which regulate signs or for obtaining the approval of the Federal and Provincial governments or agencies thereof as required, or for obtaining the approval of the property owner.

12. Validity

In the event any provision or part thereof of this by-law is found by a court of competent jurisdiction to be *ultra vires*, such provision, or part thereof, shall be deemed to be severed, and the remaining portion of such provision and all provisions of this by-law shall remain in full force and effect.

13. Repeal

Bylaw Number ~~60-201089-2014~~ is hereby repealed.

14. Force and Effect

This by-law shall come into force upon third and final reading thereof.

By-law read a First and Second Time this ~~220th~~²⁰ day of ~~April-June~~,
201~~84~~

By-law read a Third and Final Time this ~~204th~~²⁰ day of ~~June, 2014~~~~April~~,
~~2018~~

The Corporation of the City of Kenora:

.....David S. Canfield, Mayor

.....Heather ~~Lajeunesse, Deputy~~~~Kasprick~~,

City Clerk



April 2, 2018

City Council Committee Report

TO: Mayor and Council

FR: Sharen McDowall, Human Resources Strategist

RE: CUPE Local 191 – Collective Agreement

Recommendation:

That Council gives three readings to a by-law authorizing an agreement between the Corporation of the City of Kenora and the Canadian Union of Public Employees (CUPE) Local 191 for the term January 1, 2016 to December 31, 2019.

Background:

The Collective Agreement between the Corporation of the City of Kenora and the Canadian Union of Public Employees Local 191, term of January 1, 2016 to December 31, 2019 are attached to the report for Council's review. The Memorandum of Agreement was approved by resolution of Council March 21, 2017.

Budget: Amendments were made to the 2016 operating budget from the City's Contingency Reserve to fund the incremental costs for 2016. The 2017 budget was approved reflecting the wage adjustment for 2017. 2018 and 2019 budget will reflect the approved increases for those years.

Communication Plan/Notice By-law Requirements: Collective Agreements will be circulated to Supervisors.

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 moderate operational, financial and legal impact



March 29, 2018

**City Council
Committee Report**

To: Mayor and Council

Fr: Sharen McDowall, Human Resources Strategist

Re: Update Report on the Human Resources Management Strategy

Recommendation:

That Council hereby accepts the Human Resources Management Strategy Progress Report dated March 2018 to highlight the activities by the Human Resources department in accordance with the City of Kenora's Human Resources Management Strategy.

Background:

The first progress report for the HRM was accepted by Council December 20, 2016. This report provides Council with a summary of actions taken in implementing the HRM Strategy and the results achieved during this past year 2017, along with a refresher of what was completed in the previous report.

The implementation of the new HRIS system, Info:HR, consumed the majority of time in HR in 2017. Education and training are useful tools to help users make the most effective use of a new HRIS system. It was imperative that we ensured employees received adequate training to use the first module of the new HRIS system. An extensive training program was developed when the Employee Self Service module was first rolled out. Implementing a new HRIS is not easy, but it is vital to get everyone on board. Our goal was to have employees that support the change and understand what the advantages were for them from this new system. We wanted to guarantee them that their information was correct, secure and we were open to making changes if required to the system or training to ensure it was user friendly.

Budget/Financial Impact: N/A

Communication Plan/Notice By-law Requirements:

The update report will be shared with City staff and posted on the intranet.

Strategic Plan or other Guiding Document:

The implementation of an HR Strategy / Strategic Plan is in line with the actions and objectives of the goal "Focus on our People" within the strategic plan.

The implementation of an HR Strategy / Strategic Plan is integral to the recommendations included within the City's organizational review.

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.



March 28, 2018

City Council Committee Report

To: Mayor and Council

Fr: Jeff Hawley, Operations & Infrastructure Manager

Re: Multi Unit Buildings with Single Water Meter – Sewer and Water Charges

Recommendation:

That Council hereby authorizes that currently existing apartments consisting of four (4) or more units, condominiums, life leases, 55 plus and similar usage buildings, where the building is serviced by a single water meter, be charged based on the number of units within the building and each unit charged the sewer and water rate for individual homes, as per the General Tariff of Fees and Charges By-law; and further

That all future buildings of the type and use described herein shall have individually metered units; and further

That these charges be phased in over Five (5) years in equal increments; and further

That By-law 78-2017, a By-law to regulate the Municipal Water Supply and the Provision of Sanitary Sewage Services in the City of Kenora, be amended to reflect these changes; and further

That in accordance with Notice By-Law Number 144-2007, public notice is hereby given that Council intends to amend the Municipal Water Supply and the Provision of Sanitary Sewage Services bylaw pertaining to individual meters in buildings of four or more units; and further

That three readings be given to a bylaw for this purpose.

Background:

The current lack of uniformity arises in part because of past policy and practice differences between the former separate municipalities. As such, some buildings were allowed to install only a single large water meter to service the entire building. Unfortunately these large meters are not accurate at low flows, often undercharging for use. Further, these buildings until now have only paid a single sewer and water fee, despite having many units within the building. As the intent of the utility is to measure and charge for individual water consumption, these buildings do not comply and represent an unfair advantage to the building owners and tenants when compared to other residences within the city.

It would be impractical to expect these buildings to convert to individual metering. However, as the sewer and water rate is intended to address the cost of operating the Water Treatment Plant, the Wastewater Treatment Plant and maintenance of the Distribution and Collection System, a reasonable and practical alternative is to charge each building based on the number of living units within the building, at the sewer and water rate for individual customers, as per the schedule of fees and charges.

Example:

A building with ten (10) living units and a single water meter is currently charged based on its meter size, as per the General Tariff of Fees and Charges fee structure. This means such a building could be charged as little as:

Water Meter Rate	\$39.04 x 1 meter	=	\$39.04
X100% for sewer rate	\$39.04 x 100% sewer	=	<u>\$39.04</u>
			\$78.08/mo

The same building under the proposed recommendation would be charged:

Water Meter Rate	\$39.04 x 10 units	=	\$390.40
X 100% for sewer rate	\$39.04 x 10 units	=	<u>\$390.40</u>
			\$780.80/mo

Based on a Five (5) Year phase in this would result in the following charges to the building owner:

Year	20% Annual Increase (to Building Owner)	Increase per Unit per Month If the Building Owner opts to pass these fees on to each individual living unit, the fees would be as follows:
2019	\$780.80 x 20% = \$156.16	\$15.62
2020	\$780.80 x 40% = \$312.32	\$31.23
2021	\$780.80 x 60% = \$468.48	\$46.85
2022	\$780.80 x 80% = \$624.64	\$62.46
2023	\$780.80 x 100% = \$780.80	\$78.08

Many apartments, condominiums and similar buildings within the City currently have single meters serving their buildings. 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. As previously noted, the savings being achieved by buildings with only one meter is the result of two factors. 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, individual consumption is not being tracked and charged and large single meters have an increased potential for inaccuracy when low flows occur.

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.

While there is no practical way to address the individual water consumption in pre-existing buildings with single meters, we can address the issue of only a single charge for water and sewer service when the building consists of multiple living units. Specifically, we can begin charging buildings based on the Residential Service Rate, as per the General Tariff of Fees and Charges, multiplied by the number of living units in the building.

By approving this recommendation a significant improvement can be achieved by ensuring consistency throughout the sewer and water rate payers whereby each dwelling unit, be it an Apartment unit, individual Condominium unit, or any derivation thereof, is charged the same sewer and water service fees as a residential home.

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 apartments, condominiums, life leases, 55 plus and similar building

usages, continue to pay only one user fee, instead of a user fee for each unit within the building. The City would avoid this moderate operational risk by charging each building the Residential Service Rate, as per the General Tariff of Fees and Charges, multiplied by the number of living units in the building.

Communication Plan/Notice By-law Requirements: 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.



March 21, 2018

City Council Committee Report

To: Mayor and Council

**Fr: Jeff Hawley, Operations and Infrastructure Manager
Biman Paudel, Water and Wastewater Division Lead**

Re: Bunny Street Sewage Pumping Station Rehabilitation

Recommendation:

That Council hereby approves the sole bid received from Manshield Construction, Thunder Bay, in the amount \$438,900, (plus HST) for the rehabilitation of the Bunny Street Sewage Pumping Station in the amount of \$509,900 (plus HST), which includes the cost for Contract Administration and Inspection provided by LBE Group Inc, in the amount of \$11,000 with a \$60,000 project contingency.

Background:

The Bunny Street Sewage Pumping Station, located on Rabbit Lake Road, is just 45 m away from Rabbit Lake. This station, which collects the sewage from both the low pressure and gravity mains, is the second most critical pumping station next to the Crawford Lift Station located in the former Township of Jaffray Mellick.

Most of the corroded mechanical and electrical components in this station are either obsolete or are in very poor condition. As such, the Division needs to undertake this work in order to prevent a sudden failure of this lift station. An additional and significant consideration is the proximity of the station to Rabbit Lake. A failure of the lift station could result in the discharge of untreated effluent into the waterway. We therefore feel there is an urgent need for the rehabilitation of this station by replacing and repairing all obsolete and worn out components, to ensure the station's ongoing and reliable operation.

Tenders were publicly invited from the eligible contractors for rehabilitation work on this station. The work mainly consists of supply and commissioning for the rehabilitation of identified mechanical and electrical works. The project also includes bypass pumping to avoid any possible sewer spill during the work. Only one contractor Manshield Construction, 955 Cobalt St, Thunder Bay, submitted a bid for this work. The Contractor's initial bid amount was \$519,900, plus applicable taxes. After discussion on possible ways to lower the price, the Contractor agreed to an adjusted price of \$438,900, plus applicable taxes. This cost is within 10% of the pre-bid construction cost estimate of \$469,069. Due to the urgency of the work it is recommended that Council approve the only bid received, from Manshield Construction, with the following budget arrangement.

Total budget requirement for this project:

Contractor's bid amount -	\$438,900 + HST
LBE Group Inc. Contract Admin and Inspection	\$11,000 + HST
Contingency for some other unforeseen work	\$60,000 + HST

Total: \$509,900 + HST

Budget:

Pending approval of the 2018 Approved Water and Wastewater Capital Program – Upgrading Rabbit Lake Station – \$520,000

Risk Analysis:

Due to potential for unforeseen circumstances there is always a risk of a sewage spill causing environmental hazards with this type of work and project. The contractor has to submit a temporary bypass plan while working on the station to avoid any sewage spill. The contractor is responsible for spills that are related to the contractor's willful misconduct, carelessness or negligence. The Water and Waste Water Division will follow its normal sewage spill response protocol if the need arises. Also the project will replace some of the original equipment that is now obsolete ensuring better reliability of the station over the long term.

Communication Plan/Notice By-law Requirements:

Resolution required.

Distribution: J. Hawley, M. Vogrig, B. Paudel, C. Edie

Strategic Plan or Other Guiding Document:

Goal #2 Strengthen Our Foundations

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



March 22, 2018

City Council Committee Report

To: Mayor and Council

Fr: Jeff Hawley, Operations & Infrastructure Manager

Re: LAS Service Line Warranty

Recommendation:

That Council endorses the Service Line Warranty Canada (SLWC) program as proposed by the Local Authority Services (LAS); and further

That three readings be given to a bylaw authorizing the City of Kenora to enter into a Marketing License Agreement with Service Line Warranty Canada (SLWC).

Background:

Service Line Warranties Canada (SLWC) is an insurance company that works with the Local Authority Services (LAS), which was created by the Association of Municipalities of Ontario (AMO). They have been providing service line protection to residents across Canada since before 1996. The intent of the three (3) types of insurance they provide is to protect homeowners against the high cost of repairs to their sewer and water system.

One plan covers the water line from the property line into the home, another offers protection for the sewer line from the property line into the home and the third instrument offers protection against issues arising with the plumbing in the home. Further, SLWC provides a 5% return to the Municipality at the end of the year, based on the number of residents that sign up for the program.

Residents are under no obligation to register for the program.

The rates, currently on a three (3) year agreement, are very reasonable in relation to the potential cost of repairs, as per the following which includes the scope of warranty. It should also be noted that there is no deductible on these instruments.

Plan	Maximum Claim	Per Month	Scope of Coverage
External sewer line warranty	\$8,000	\$8.00 per month	i. Scope is from the property line until line daylights inside home, which includes the service line under the concrete floor. *Covers grinder pump repairs, including canisters.
External water line warranty	\$5,000	\$5.75 per month	i. Scope is from the property line until line daylights inside home, which includes the service line under the concrete floor. ii. Covers thawing of frozen external water lines.

In-home plumbing warranty	\$3,000	\$6.50 per month	i. Scope covers residential in-home water supply lines and in-home sewer lines and all drain lines connected to the main sewer stack that are broken or leaking inside the home after the point of entry. Coverage includes broken or leaking water, sewer, or drain lines that may be embedded under the slab or basement floor. Coverage also includes repair of clogged toilets.
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*One of the exciting inclusions of the program is the repair of grinder pumps and the canister system that pumps into the City's low pressure sanitary system under the same rate, see attached email from SLWC Sales Manager, Elise Dostal.

So for just over \$20.00 per month residents can have protection for these systems, should a problem arise. SLWC advises they have never turned down a claim. We can exit the agreement with 90 days written notice.

Based on these factors we are recommending that Council endorses the SLWC program as proposed by LAS and that approval be granted for the City of Kenora to enter into a Marketing License Agreement with Service Line Warranties of Canada, Inc, see attached draft.

Budget: 5% of the revenue for Warranty Products collected from Residential Property Owners during the year, shall be paid annually to the Municipality.

Risk Analysis: There would be a minor gain of revenue (\$25k-\$100k) annually for grinder pump maintenance that we currently provide, as the SLWC program covers the repair for grinder pumps and canisters. There would be a minor risk for the City to partner with SLWC and endorse the warranty program for residents. The risk is mitigated by the full endorsement of LAS, and the City of Hamilton who has just completed a three (3) year partnership, with a 97% homeowner satisfaction rate.

Communication Plan/Notice By-law Requirements: public notice

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.

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



Service Line Warranty Program Welcome and Next Steps

Service Line Warranties of Canada (SLWC) and Local Authority Services (LAS) welcome your municipality to the service line warranty program. We look forward to partnering with your municipality to bring this valuable program to your residents. After 12 years of successful marketing campaigns, results have demonstrated the most successful outreach methods are direct mail campaigns held in the spring and fall. Direct-mail marketing is best able to effectively communicate the benefits of the warranty program and the support of the municipality, which helps ensure maximum homeowner participation and minimizes calls to the municipality from residents.

Two campaigns per year - one in the spring and one in the fall – inform homeowners of warranty program availability with an initial letter followed by one reminder letter. Homeowners receive a maximum of four letters per year. Focusing efforts on only two campaigns per year eliminates resident fatigue from too many mailings and reduces calls to the municipality while maximizing response rates. SLWC will only market three products (pending on prior approval of each product by the municipality): external water line, sewer lateral and interior plumbing and drainage warranties that are aligned with the participating municipality's important public policy issues - infrastructure maintenance and homeowner education.

Campaign letters sent to homeowners reference a partnership with the municipality, but are explicit in communicating that program participation is optional and voluntary and clearly identify Service Line Warranties of Canada as the program administrator.

Prior to the launch of each campaign, SLWC highly recommends the city issue a press release to local media outlets notifying homeowners of the availability of the Service Line Warranty Program. Announcements prior to campaign start will reduce calls from residents to the City and direct them instead to the program call center.

Next Steps for program launch:

1. Schedule a brief on-boarding teleconference with SLWC to discuss items necessary for inclusion into the upcoming campaign (press release, customized marketing materials, contractor recruitment, etc.)
2. SLWC will customize marketing materials for municipal partner review
3. Municipality approval required of marketing material (SLWC does not solicit municipal residents without prior materials approval from the partner)
4. SLWC will schedule mail drop date
5. Direct mail campaign will commence, residents can enroll in the service line warranty programs of their choice
6. Coverage begins

The timeline for the above process is typically around 30 days for the initial campaign. All future campaigns merely require approvals and mail drop dates as the rest of the program administration remains in place.

April 6, 2018



City Council Committee Report

To: Mayor and Council

Fr: Marco Vogrig, Municipal Engineer

Re: Bridge Maintenance Repairs for the Bay Street Overpass, Norlen Bridge and Darlington Bay Bridge 2018

Recommendation:

That Council hereby approves an additional allocation of \$1,149,904.63 to be funded through the OCIF Formula Based Funding for the repairs to the Bay Street Overpass, Darlington Bay Bridge and the Norlen Bridge; and

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2018 Operating & Capital Budget at its April 17, 2018 meeting to withdraw additional funds from the OCIF Formula Based Funding in the amount of \$1,149,904.63 to offset the cost of this work; and further

That Council give three readings to a by-law to amend the 2018 budget for this purpose; and further

That the tender submitted by Moncrief Construction Ltd, in the amount \$1,687,590.19 (plus HST) related to Option 2 of the 2018 Bridge Maintenance Repairs for Bay Street Overpass, Norlen Bridge and Darlington Bay Bridge repair works be hereby accepted.

Background:

The City's Consultants for this project, Stantec Consulting Ltd, issued a tender for the maintenance repairs of the Bay Street Overpass, the Norlen Bridge, and the Darlington Bay Bridge. This tender included 2 options for pricing for repairs on the Bay Street Overpass; Option 1 was to repair the existing barrier wall, and Option 2 was to replace it entirely. The tender closed on March 29, 2018, and 3 bids were received.

Summary of the bids received is as follows (HST extra):

	Moncrief	Landform	Vector
Bay St. (Option 1 – Partial Barrier)	\$182,340.61	\$211,470.00	\$284,413.57
Bay St. (Option 2 – Full Barrier)	\$184,905.36	\$217,160.00	\$356,260.16
Darlington	\$1,215,887.83	\$1,062,650.00	\$1,596,200.60
Norlen	\$286,797.00	\$466,585.00	\$710,880.14
TOTAL Option 1	\$1,685,025.44	\$1,740,705.00	\$2,591,494.31
TOTAL Option 2	\$1,687,590.19	\$1,746,395.00	\$2,663,340.90

Bay Street Option 2 was chosen due to the nominal extra cost of replacement over repairs for the barrier wall scope of work related to this structure. The repair work for these bridges is based on previous biennial inspection recommendations.

The budget for this work will need to be increased to accommodate the full scope of work that has been identified in previous biennial inspections. This repair work has been delayed due to a lack of timely upper level of government funding and also related to the priority

of the recent bridge rehabilitation program focusing on larger singular rehabilitation and replacement bridge projects being the Winnipeg River West Branch, Keewatin Channel and Seventh Ave structures. It is now time to commence efforts on maintaining the remaining structures prior to deterioration progressing to a stage where major rehabilitation or replacement is required. The 2018 budget figure for these works was based upon biennial inspection reports that are now dated, and the extent of repairs for this proposed set of three bridges has increased over time due to its delay while focusing on those rehabilitation and replacement projects as previously identified that have occurred over the last few years. The funding for this work will rely on committing the 2018, 2019 and a portion of the 2020 OCIF Formula Based Funding the City has been provided, and will be receiving from the Provincial Government.

Budget:

OCIF Formula Based funding from 2018, 2019 and portion of 2020 allocations

Risk Analysis:

As per the requirements of the ERM policy, there would be a moderate operational risk if the repairs were not completed. This risk will be mitigated through the proactive approach of completing the repairs in a timely manner, therefore extending the life of these bridges and avoiding further degradation. This will also offset the need for full replacement of these bridges by providing preventative maintenance.

Communication Plan/Notice By-law Requirements: Resolution required.
Distribution: J. Hawley, M. Vogrig

Strategic Plan or Other Guiding Document:

Goal #2 Strengthen Our Foundations

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



March 23, 2018

City Council Committee Report

TO: Mayor and Council

FR: Matthew Norburn – Recreation Services Division Lead

RE: Student Minimum Wages

Recommendation:

That Council of the City of Kenora authorizes the increase for the student staff in the Recreation department as outlined; and further

That the change takes effect January 1, 2018; and further

That on a forward basis administration be authorized to set the wage schedule as adjustments are made to minimum wage

Background:

Recently the Government of Ontario passed legislation to increase Ontario's general minimum wage, including student rates. The Recreation Centre employs many students who will be impacted by the new minimum wage.

The new student minimum wage rate applies to students under the age of 18 who work 28 hours a week or less when school is in session, or work during a school break or summer holidays.

These students include:

- Pool Attendant – Bronze Medallion and Emergency First Aid (14 years old, min)
- Assistant Guard – Bronze Cross and Standard First Aid (16 years old, min)
- Instructor – Red Cross Water Safety Instructor (15 years old, min)
- Lifeguard – National Lifeguard (16 years old)
- Skate Patrol and Rink Attendant
- Desk Attendant

Proposed New Salary Schedule for Recreation Division:

Description	Rate
Pool Attendant	Minimum wage (\$13.15)
Assistant Guard	\$13.45
Lifeguard	\$13.95
Instructor	\$13.95
Instructor/Guard	\$14.45 After one year & acceptable performance \$14.85

Skate Patrol	Minimum wage (\$13.15)
Rink Attendant	Minimum wage (\$13.15)
Desk Attendant	Minimum wage (\$13.15)

Budget:

The incremental costs for student wage increase rates for 2018 will be reflected in the 2018 operating budget submitted to Council for consideration.

Risk Analysis:

As per the requirements of the City's ERM Policy, staff have identified a moderate financial risk to the city.

Communication Plan/Notice By-law Requirements:

Mayor and Clerks Office; Recreation Services Division Lead; Finance; Human Resources

Strategic Plan or other Guiding Document: Administrative only



March 16th, 2018

City Council Committee Report

To: Mayor & Council

**Fr: Josh Nelson, Tourism Development Officer
Matt Boscariol, Manager of Community and Development Services**

Re: Municipal Accommodation Tax

Recommendation:

That the Council of the City of Kenora implement a four percent Municipal Accommodation Tax (MAT) on all fixed accommodations effective September 1, 2018; and further

That all excess revenue garnered from the MAT after remittances to the Kenora Hospitality Alliance be allocated to tourism and economic development projects through establishment of a reserve fund; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to implement a four percent Municipal Accommodation Tax (MAT) on all fixed accommodations effective September 1, 2018; and further

That three readings be given to a bylaw to establish this Municipal Accommodation Tax (MAT) on all fixed accommodations effective September 1, 2018

Background:

On November 24, 2017, the City of Kenora received a letter from Minister Mauro of Municipal Affairs outlining the opportunity to implement a tax on transient accommodation. Under this new legislation, the City of Kenora has the opportunity to implement and the flexibility to determine the design of the tax, including its rate(s), administration, collection and the scope of application. A MAT is not a requirement.

As outlined in the letter, if a Destination Marketing Program existed in the municipality prior to the imposition of a MAT, the municipality would be required to remit the total amount of Destination Marketing Fee revenues collected by the Destination Marketing Program from accommodations in the municipality in the fiscal year prior to the tax coming into effect (2017). In Kenora, a DMP exists as the Kenora Hospitality Alliance (KHA).

Best Practices:

City of Kenora staff have been actively researching what other communities in Ontario are proposing. Below is a list of all projected accommodation taxes that are being recommended:

City/Province	Tax Rate	City/Province	Tax Rate
Manitoba	5%	Markham	4%
Thunder Bay	4%	Waterloo	4%
Sudbury	4%	Mississauga	4%
Kingston	4%	Cornwall	4%
London	4%	Ottawa	4%

Brockville

4% Toronto

4%

The research indicates that the majority of those municipalities implementing an accommodations tax are levying four percent and that the excess funds are being used to support tourism and economic development projects. Examples have included an additional ice surface at a Recreation Centre, construction of an arts facility, and development of a trail system.

Consultation:

As a component of the due diligence process, City staff also met with the KHA in early 2018 to discuss the MAT opportunity and implications for implementation. The KHA is supportive of the implementation and has provided comment in the attached letter.

Recommendation and Implementation:

The recommendation is to implement a four percent MAT on all fixed accommodations including hotels, motels, bed and breakfasts and Airbnb/VRBO while the planning department evaluates short-term rental policies concurrently. Further a separate reserve fund be established for excess funds collected from the MAT and be allocated for tourism and economic development projects only.

All fixed accommodations will be subject to the MAT except the following:

- Accommodations that are rented by the month
- Lodgings provided to students by a university, college or post-secondary while the student is registered at and attending the institution.
- Every hospital referred to in the list of hospitals and their grades and classifications maintained by the minister of Health and Long-Term Care under the *Public Hospitals Act* and every private hospital operated under the authority of a license issued under the *Private Hospitals Act*
- Every long-term care home as defined in subsection 2(1) of the *Long-Term Care Homes Act, 2007*, retirement home and hospices
- Treatment centres that receive provincial aid under the Ministry of Community and Social Services Act
- Every house of refuge, or lodging for the reformation of offenders
- Every charitable, non-profit philanthropic corporation organized as shelters for the relief of the poor or for emergency
- Every tent or trailer sites supplied by a campground, tourist camp or trailer park
- Every accommodation supplied by employers to their employees in premises operated by the employer
- Every hospitality room in an establishment that does not contain a bed and is used for displaying merchandise, holding meetings, or entertaining.

The Municipal Accommodation Tax is only applicable to the room portion of the costs associated to overnight accommodations. All other revenues generated from the accommodation services; whether sold individually or included in a room package; are excluded from the Municipal Accommodation Tax, including but not limited to, meeting room rental, food and beverage, room service, laundry services, internet access, parking etc.

The City of Kenora finance department will be responsible for collecting the tax and administering the proper portion back to the KHA. The remittance process will include a monthly remittance form which will be made available to the affected businesses and payments will be made through EMT or by cheque. Submissions and payment will be due within 30 days of the previous month. For smaller establishments a request can be made to finance to remit quarterly. Finance will select properties for audit if required. The

verification process will include a 3rd party auditor assigned by, and paid for by the City of Kenora.

Furthermore, the recommendation is to implement this tax effective September 1st, 2018 to allow for communication of the pending tax to the public.

Allocation of Funds:

The excess funds beyond those remitted to the KHA will be allocated to a reserve for tourism and economic development projects. The Lake of the Woods Development Commission (LOWDC) will be undertaking a new strategic planning session in 2019. The MAT reserve funds will be utilized for tourism and economic development priorities as established through the planning process. In consultation with the KHA, it was expressed that the group would like to have input on the direction of the accrued funds. In order to allow input, members of the KHA would be invited to the LOWDC planning session and the LOWDC will review its terms of reference to look at allocating one spot on the board for a designated KHA member to ensure inclusion.

Budget: Potential increase to tourism and economic development budgets dependent on number of accommodations booked. Total increase is unknown. Future spending allocations from the MAT reserve fund will be presented during the budget presentations as a component of the annual municipal budget process.

Communication Plan/Notice By-law Requirements: By-law required prior to September 1, 2018 implementation. Notice of Council decision to be circulated to Kenora Hospitality Alliance, Lake of the Woods Development Commission, Tourism Kenora, and Corporate Services. Public notice is recommended.

Risk Analysis: There is a high, positive financial risk to implementing the MAT. Additional funds will be utilized to support tourism and economic development initiatives and will be managed through strong strategic planning to establish project priorities. There is also a high governance risk to implementing the MAT in that it is a priority to continue to foster the positive working relationship with the KHA. This will be mitigated through continued consultation and engagement with the KHA and consideration to allow for increased representation on the LOWDC.

Strategic Plan or other Guiding Document:

Guiding Principles

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

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

Corporate Actions

1-8 The City will promote Kenora as a 365-day lifestyle destination

1-11 The City will support, promote and expand the tourism industry. In recognition of the growing importance of tourism within the economy, Kenora will pursue the recruitment

and facilitation of a new event(s) which celebrates Kenora as a thriving and dynamic year-round destination

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

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



Attention: City of Kenora Tourism & Economic Development
Josh Nelson
Megan Dokuchie

March 27, 2018
RE: Municipal Accommodations Tax

Good day,

Thank you for taking the time to address Kenora Hospitality Alliance at last weeks monthly steering meeting. KHA is heavily invested in the new Municipal Accommodations tax and as such has prepared our response to you in writing for consideration and comment. It is our understanding that Tourism and Economic Development are in the process of making recommendations to City Council regarding implementation of the tax this week. Please keep in mind that KHA has been instrumental in funding the City Of Kenora's Tourism initiatives throughout our existence.

KHA Collected DMF Kenora;	Directly to Tourism:
2015 - \$128,206.86	2015 - \$47,500.00
2016 - \$134,133.03	2016 - \$41,000.00
2017 - \$140,308.84	2017 - \$37,500.00

The KHA sponsors KBI , Harbourfest, LOWAC, and many other smaller local events annually. As well last year we gave \$15,000.00 to the Speedway and \$10,000.00 to the Splash Park.

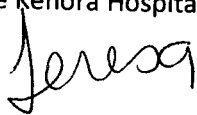
It is of the KHA's opinion the following should apply/be bound by with regarding to implementation of a Municipal Accommodations Tax:

- 4% across the board: tax should apply to all hotels, motels, Bed n Breakfasts and AirB&B's and all other roofed accommodation types in City limits;
- We agree with an implementation date of Sept 18/2018; KHA would like input on crafting the message for communication of the pending Tax to the public/our customer base;

- 100 % of monies collected must find its way back to tourism related (for example advertising activities through cross media platforms) expenditures, and/or tourism based economic development projects (for example supplemental funding source for twinning ice surfaces/arenas, summer bike paths, funding of new City run shoulder season events). Further, the mandate of these funds should be for allocation and spending, the nature of these funds should not be to sit in a reserve for 'a rainy day' (KHA spends 100% of its DMF allocation annually);
- Municipal Accommodations Tax NOT to be utilized for wages (KHA is a volunteer run Alliance), or infrastructure maintenance/upkeep (i.e. roads);
- KHA to have permanent seats on Tourism and Economic Development Board(s). KHA is requesting two (2) seats on said boards; subject to existing governance.
- according to regulation, an agreement is to be drafted between the Municipality and KHA that deals with reasonable financial accountability matters to ensure that amounts paid into the MAT and utilized are for the exclusive purpose of promoting tourism. KHA believes the City to be responsible for any/all legal fees regarding such.

Please acknowledge receipt of this correspondence, thank you in advance for your consideration.

On behalf of the Kenora Hospitality Alliance,
Teresa Gallik
Chair-KHA





March 28, 2018

**City Council
Committee Report**

To: Mayor and Council

Fr: Matt Boscariol, Manager of Community and Development Services

Re: Kenora Recreation Centre Twinning

Recommendation:

That Council of the City of Kenora approves an application to the Northern Ontario Heritage Fund Corporation (NOHFC) in the amount of \$500,000 (2/3 funding) to undertake a detailed design process and prepare tender ready drawings that will support an expansion to the Kenora Recreation Center; and further

That Council confirms its financial commitment of up to \$250,000 (1/3 funding) for the detailed design process and preparation of tender ready drawings for the Kenora Recreation Centre expansion in the form of debt financing from the Citizen's Prosperity Fund; and further

That in the event that the City of Kenora is unsuccessful in receiving NOHFC funding, it authorizes staff to undertake the detailed design process and preparation of tender ready drawings for the Kenora Recreation Centre expansion; and further

That Council authorizes staff to continue to solicit funding opportunities for the detailed design process and preparation of tender ready drawings for the expansion project; and further

That Council authorizes staff to continue to solicit funding opportunities for the expansion of the Kenora Recreation Centre; and further

That Council hereby approves any cost overruns associated with the detailed design process and preparation of tender ready drawings for the Kenora Recreation Centre expansion; and further

That Council approve the expenditure of \$10,034.40 to be extracted from the Hockey Day in Canada Fund and be paid to Stantec Consulting for the preliminary drawings assembled in December of 2017 for options; and further

That Council support the staff recommendation to proceed with the half-bowl design option.

Background

In September 2012, Kenora City Council approved the establishment of an Event Centre Committee, a special committee of Council, to investigate the feasibility of the development of an event centre directly linked to the Kenora Recreation Centre.

Members of this Committee were appointed by Council, along with key City staff, inaugurated in December 2012 to begin actions in steering the development of a business plan for the centre.

A key component and mandate of this Committee was to ensure there was significant public consultation in determining the feasibility of an event centre in Kenora. It was essential to the success of the project to understand the needs of the community which in the end would be the users of the facility. The Committee started the consultation with the basis of a second ice surface and sought community input as to what else this multi-functioning building should accommodate.

A facilitated public meeting and information session was hosted by the Event Centre Committee on May 22, 2013 in which all members of the public were invited to participate and help answer the four following questions:

1. What components does the Event Centre need to have in order for you to provide your support?
2. What benefits do you see for the community by having this Event Centre?
3. How do you measure the success of the Event Centre?
4. How do you believe the Event Centre should be funded?

The public meeting was well attended with approximately 100 people present. A follow up survey then went out to the public requesting further information from anyone who could not attend the meeting and wished to share their ideas for an event centre and what it should hold, which resulted in 400 online survey responses. A further consultation process was held with targeted current and future user groups to ask specific questions from the results of the public and online consultations. Key City staff were also included to ensure that the opinions of staff in the recreation area were captured. These targeted groups helped to shape the results that would be provided to the consultants for development plans.

Data from all of these public consultations were then summarized by City staff and compiled and prepared for the design concept preparation.

The Committee was then faced with the challenge of having enough dollars to move to the next step of design development. In the summer of 2013, the Committee put together a very successful fundraising event (Just Add Ice) hosted in early September to raise a portion of the funding required for the architectural design and comprehensible feasibility study. Along with support from NOHFC, funding was in place to proceed to the RFP process.

The architectural design and comprehensible feasibility study RFP for design concept was created from the data gathered from the public and staff and the RFP released with a closing date of October 2013. The Committee selected Stantec Sports Studio and Nelson Architecture Inc. for the Architectural Design and Feasibility Study. The Committee then moved forward with the Event Centre initiative to include the following:

- Higher level of architectural and engineering design;
- A detailed estimate of costs based on design drawings;
- A business case based on discussions with a number of possible anchor tenants and private public partnerships; and
- A financing strategy identifying significant funding sources in conjunction with a contribution from the City of Kenora.

In early 2014, the group presented the design concept, which was developed from the public consultation process, to Council including cost estimates. The Committee fulfilled its mandate by providing a proposal and business case created on the information and wishes of the community. This presentation also included statistics on ice usage, and the importance of recreation to a healthy community as well as recreational tourism opportunities.

The decision of whether or not to proceed with the event centre expansion rested with Council.

At the time, the total cost presented to Council was approximately \$30M and Council was not prepared to move forward with a development of this size. The Committee's mandate was now complete and the next steps would lie with staff on how to move this project forward.

Staff Revisit

City of Kenora Community and Development Services staff took the initiative in June of 2017 to revisit the opportunity to expand the Kenora Recreation Centre. In doing so, staff examined the original proposal that was submitted to City of Kenora Administration and Council for consideration in 2014. Originally, there were two primary components that comprised the entire submission, which underwent significant design and public consultation. The two components were:

1. A multi-purpose event facility (gymnasium space that would serve as a functional event centre), and;
2. A second ice surface with 2,000+ seating that would enhance programming and potentially house a Junior Ice Hockey team.

Through significant review internally, and several Council discussions, it was determined by staff, and directed by Council, that staff narrow the scope of the project and undertake a review to resubmit a proposal that would benefit the City's lack of ice availability only, reducing the overall scope and overall expense while still delivering on a quality facility that would enhance the user and visitor experience.

Scale and cost were the two primary drivers of the revisit; the original submission was slated at a cost of \$30M (plus), and the two primary components combined (multi-purpose event facility as well as the second ice surface) were determined to be too excessive for Kenora's overall needs. By removing the multi-purpose event facility, and focusing on a secondary ice surface as both a recreational space and a multi-functional space, staff and Council believe that this space can serve Kenora resident's needs.

After the determination was made to reduce the overall project scope and cost, staff reached out to the original consultants, Stantec and Nelson Architecture, to initiate discussions on providing a revised deliverable to work with a fit of Council's vision of a new facility. In addition, the Recreation Service Division Lead sought out potential grant opportunities that would significantly reduce the cost to the City of Kenora's bottom line.

Both staff and the consultants focused on integrating a new ice surface facility with the existing Kenora Recreation Centre features (i.e., dressing rooms, bathrooms, upper level space etc.) in order to minimize cost and footprint (seating, additional space), while maximizing value for money.

Consultant Work

The recent proposal contains two distinct options with various components that are able to meet Kenora's needs; however, they both have two very different functions. When City of Kenora staff and the consultant team revisited the project, providing two different options to Council was a priority in order to exacerbate all options and functionality for a future expanded facility.

It is important to note that staff have presented to Council on multiple occasions the options that were being explored. It was stressed by staff that the recommended option would need to highlight our existing municipal asset, to ensure that it is getting its full use, and could complement the expansion fulsomely in order to save cost, but to also utilize the current facility to its maximum. Staff recognize that the City of Kenora currently owns a facility that has exceptional features, and the benefit of an expansion that improves what it already owns by creating something new would be beneficial for the organization and for the public.

Building Options

Stantec and Nelson Architecture have put forth two twinning options for the City to consider. The main difference between the two options is a full bowl seating option versus a half bowl seating option. There is significant price difference between both options. A full bowl arena will cost \$17,581,250, while the half bowl option will cost \$15,180,200. Both new designs address the issues of accessibility that the City currently has within the existing arena.

Below highlights some of the major differences between the two proposals.

- 1/2 Bowl
 - Area
 - Lower - 37,630 sq. ft.
 - Upper - 14,330 sq. ft.
 - Seating = 539
 - Standing Room = 94
 - Storage Space = 2,100 sq. ft.
- Full Bowl
 - Area
 - Lower - 46,300 sq. ft.
 - Upper - 18,000 sq. ft.
 - Seating = 1,427
 - Standing Room = 252
 - Storage Space = 5,900 sq. ft.

The timeline from planning to completion of the project is as follows.

- Construction Documentation Architectural and Engineering Plans and Specifications - 5-6 months
- Tender to General Contractors - 1 month
- Construction - 18 months
- Commissioning - 1 month
- Occupancy - immediate

Parking requirements will be impacted by either design depending on the footprint of the building. Further consideration towards the relocation of baseball diamonds should be examined in the full design process. Staff will be considering parking with the design of the facility along with other possible private investment opportunities.

Both design plans include additional space that can be used for fitness. The option to use that space for high performance training or group activities allows the recreation facility to offer further programming that will increase revenue. A high performance training centre would be of added value to a Junior A team and any other elite athletes that can perform on a wider stage representing the City of Kenora.

User Group Endorsement

Previously the City had solicited endorsements from user groups towards the twinning of the arena. Those endorsements are attached at the end of this report. City staff had also met with user groups in 2017 to discuss their needs regarding ice usage. All user groups identified a desire for more ice time. Groups identified other municipalities that had access to more ice time, hence players developed quicker and to a better standard. The twinning was identified as an opportunity to provide more ice time for development of both youth and adult programs.

Thistle Arena has seen a growth in usage over the past seven (7) years. This is in large due to the growth of the High School Hockey Academies along with other school programming. From 2012, to present, there has been continued growth of these successful programs.

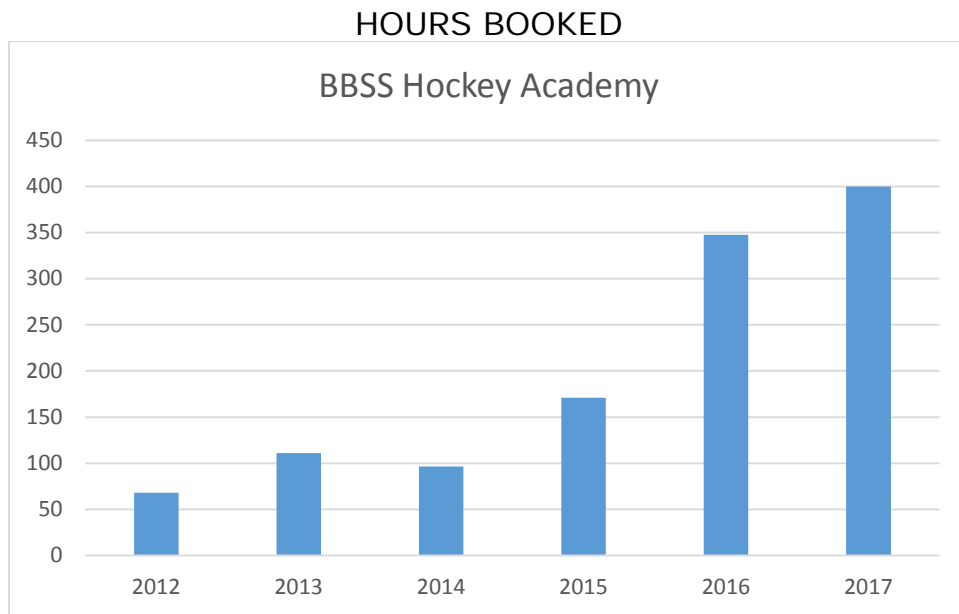


Figure 1: Beaver Brae Hockey Academy Hours Booked.

HOURS BOOKED

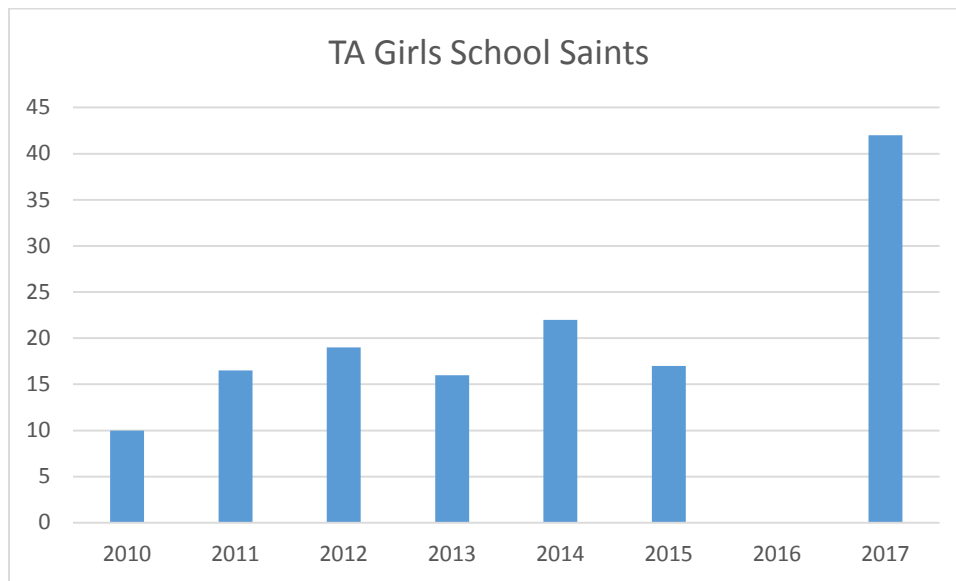


Figure 2 TA Girls Hockey Hours

*TA combined boys/Girls hockey under TA & TA Athletics when booking ice this in 2016

Over time total hours booked at the Thistle Arena have been increasing. In 2015, the arena had an increased ice usage due primarily to work being done on the Keewatin Memorial Arena. Figure 3 shows the increase in hours booked from 2011 through 2017.

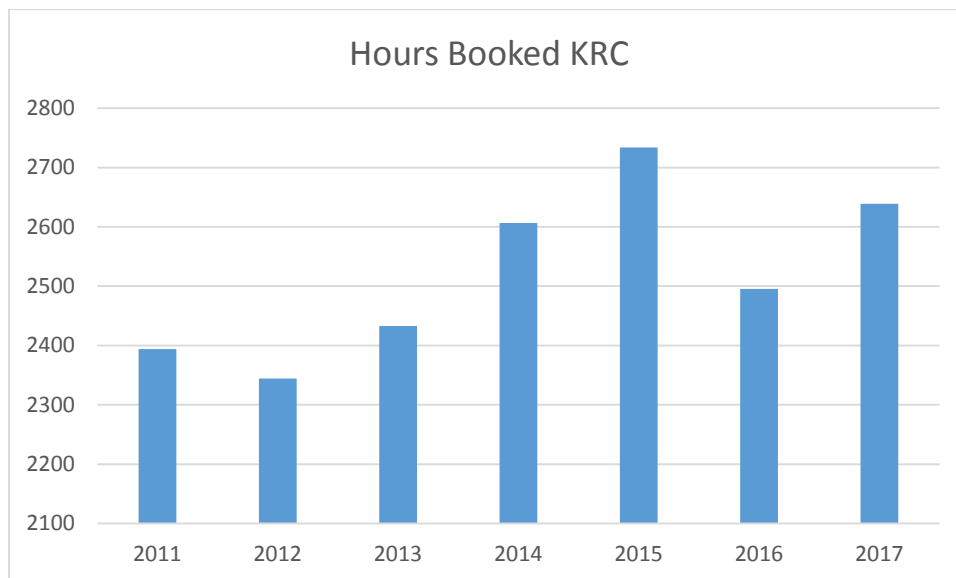


Figure 3: Overall hours booked for ice usage at the Kenora Recreation Centre

Previously during the day, bookings had been primarily open skates and similar activities, which had lower attendance. Currently, that same time is more actively used by high school groups. As such, revenue and cost recovery has been increasing over this time period.

Cost Recovery

City staff would run programs on the expanded surface and would address the program with coaching or instructors as needed. This is similar to what is currently done for 4 on 4 hockey camp in the summer, as an example. An increase in rentals/bookings while being able to host larger events would take place with the addition of a second ice surface. Staff believe there is potential for increased usage of the facility for non-

sporting events, such as wedding receptions, conferences, meetings, etc. Staff would have to ensure the facility is promoted as a multi-use facility. Current City staff would lead this by recruiting new events, groups, and assisting in new activities. There is no expectation that the City would need to hire additional staff but would budget to recruit specialized professionals to run programming as needed. Cost recovery would be achieved through the registration of participants and rentals.

Table 1 highlights cost recovery of the Kenora Recreation Centre Thistle Arena from 2012 through 2016.

Table 1: Cost recovery information for the Kenora Recreation Centre

	Thistle Arena				
	2012	2013	2014	2015	2016
Revenue	\$ 197,786	\$ 210,008	\$ 225,507	\$ 266,380	\$ 231,245
Expenses	\$ 100,069	\$ 113,606	\$ 80,797	\$ 140,054	\$ 87,559
Utilities	\$ 257,037	\$ 268,151	\$ 246,576	\$ 284,070	\$ 311,043
Salaries	\$ 575,372	\$ 608,764	\$ 619,828	\$ 644,026	\$ 612,841
Thistle Cost Recovery %	21%	21%	24%	25%	23%

Target rates that have been used historically are as follows:

- 65% cost recovery on adult programs
- 55% cost recovery on youth programs

It should be noted that the Thistle Arena is not achieving the target recovery rate between 55% and 65% as stated in the 2010 Kenora Major Recreation Facility Strategy. However, some support staff and supervisors are being allocated to the Thistle Arena and it is likely that this time is not being appropriately allocated to the Keewatin facility. Secondly, in review of budgets from 2006-2008, insurance and salary allocation has increased significantly from that time. It should also be noted that these rates rely heavily on an estimated allocation of utilities and salaries, and if these allocation percentages change it could significantly affect cost recovery percentages.

The following factors shall be considered when setting user fees and cost recovery levels, community-wide versus individual benefits and the capacity of the user to pay. The fee charged for services can significantly impact demand. All these comparisons should be made by staff before the implementation of any new programming or services offered by the City.

COST RECOVERY

1. Accessibility

The City of Kenora will optimize community participation regarding public recreation facilities and services in order to encourage improved community health and wellness.

2. Inclusivity

Twinning will help the City of Kenora reduce barriers that restrict segments of the community from participating in or accessing public recreation facilities and services.

3. Affordability

The City of Kenora will ensure that fees for facilities and services are fair and competitive to encourage maximum participation of the community.

4. Fiscal Responsibility

The City of Kenora will understand all of the capital and operational costs associated with individual facilities and services. We will ensure that facilities, services and related fees are provided in a manner that is sustainable and are provided in an effective and efficient manner.

5. Rate discount for target demographics

The City of Kenora will provide various levels of discounted rates to specific demographics to ensure that fees are not a barrier to participation.

6. Service and Facility Marketing

The City of Kenora will maximize marketing opportunities in order to increase user participation and revenue potential and reduce the amount of tax supported subsidy required for the provision of recreation facilities and services. The guiding principle in setting user fees is that those who receive the benefits should pay. Where full cost recovery is not the appropriate pricing strategy, city staff will undertake a review to determine the appropriate fees to be charged.

Table 2: Delta for demand from 2011-2017, rental hours, Kenora Recreation Centre.

Usage Comparison for Rental Hours: 2011-2017				
	Private Rental Hours	In-House Rental Hours	High School Rental Hours	Total Hours Booked
2011	144	469	200	813
2017	61	275	586	922

Table 2 highlights the changing demand for use at Thistle Arena. There has been a significant increase in high school usage between 2011 and 2017. In correlation, in house bookings (public skates, open skates) have declined along with private rental hours as there is no ice time available for these uses.

*Table 3 details a breakdown of the last 5 years of **hourly usage**, broken out by specific leagues that use the Kenora Recreation Centre Arena.*

User Group	2017	2016	2015	2014	2013
Atom AA Thistles	73	71	57.5	67	57.25
Bantam AA	127.5	116.5	116	97	112
Beaver Brae Girls	73	83.5	78.5	83.5	104
Beaver Brae Boys	89.83	82	88	108	85
BBSS 7/8 Hockey Academy	0	0	19.5	57	19.5
BBSS Hockey Academy	400	374	191	96.5	117.75
Kenora AAA Thistles	160.5	171	160.5	170.5	165.5
LOW Girls Hockey	668.17	691	692.25	749	710
LOW Girls Atom	0	0	16.5	12	10.5
LOW Girls Bantam	0	0	4.5	5	12.5
LOW Girls Pee Wee	0	1.5	2.5	9.5	17.5
LOWMH	1093.33	1028.5	1016	1057	1127
Pee Wee AA	114	115	116.5	110	105
TA	1.5	22.75	0	5	22
TA Athletic	184.5	378.5	155.75	17.5	14
TA Boys	42	0	26.5	116	91
TA Course Ice	0	0	21	54	39
TA Girls	40.75	1	31.75	69.75	75.5
Kenora Figure Skating	572	483.75	423.5	480.75	391.17
TOTAL	3640.08	3620	3217.75	3365	3276.17

In summary, 2013 to 2017 (5 years) have seen an increase in user group usage of 393.91 hours booked or 11% increase over that time period (refer to Table 3).

Programming

City staff have highlighted several programs and activities that will benefit from the twinning of the arena. These benefits include more access to the facilities for games, practice sessions, tournaments and other recreational activities. Minor sports, developing activities and those with special requirements will all benefit from increased access to facility usage. More often, with limited time available, these activities do not get the opportunity to grow and develop. Being able to offer a more diverse range of activities while also allowing larger groups to continue to grow and develop will provide a better service delivery for the residents of Kenora, giving them greater access to recreational activities and amenity space.

Potential Programming

Potential new programs in addition to potential revenues that could be accommodated with the secondary ice surface are outlined below:

- Sledge hockey (camps/practice)- \$87.98 per hour
- Hockey camps for all ages - \$87.98 or summer \$164.60 per hour
- Junior A hockey team - \$87.98 for practice, \$92.93 games
- Figure Skating Competitions - \$92.93 per hour
- More public skates and open hockey (men, women's and coed)- \$3 public skates, drop in rate for open hockey \$5.66
- Increase ice for women's hockey – tournaments - \$107.10 per hour
- Curling events/camps - \$550.00 per day
- Power skating - \$87.98 per hour

Non Ice

- Intramural sports - \$25.00 per hour
- Concerts - \$800.00/event
- Increase in banquets/weddings - \$800/event
- Inclusive activities for people of all abilities (wheelchair basketball) - \$25.00 per hour
- Climbing wall – drop in rate
- Day camp area - \$35.00 per day, \$140.00/week
- Youth sports – Example, Kids Fitness \$5.75 drop in rate, 10 pass \$47.25, 25 pass for \$98.45
- Dance club - \$25.00 per hour
- Birthday parties (bouncy castle) \$25.00 per hour or drop in rate
- Fitness programs – Group fitness drop-in \$9.26, 10 pass \$83.34, 25 pass \$173.63
- Seminars - \$550.00

“An age-friendly community encourages the social participation of older adults within all community settings” (Kenora Age-Friendly Strategic Plan, 2016.) Current programming for seniors at the Kenora Recreation Centre is well-subscribed. For example, the fitness class which runs three times a week and is targeted to age 50 plus participants is attended by minimum 25 participants per session. In addition, there is seniors’ hockey programming which operates three times weekly on a drop in basis and attracts an average of 47 players per week.

There are new recreation opportunities for seniors emerging in the community such as the Kenora Pickle Ball Club, which is working to convert an existing City of Kenora facility (Garrow Park tennis courts) to permanent pickle ball courts. Pickle Ball is a fast growing sport, both in Canada and internationally. It has a high participation rate by people over 55. The local pickle ball club has increased in size from 15 people to approximately 100 people in 5 years.

In addition, City Council supported a funding application to the Ontario Sport and Recreation Communities Fund in December 2017 that would allow for the purchase of equipment for a new sledge hockey program. This application builds off the success of the sledge hockey demonstration that was conducted during Scotiabank Hockey Day in Canada. Sledge hockey allows for individuals with mobility challenges to participate in games with the same rules as ice hockey utilizing specialized equipment. Sledge hockey is an inclusionary sport that promotes accessibility and is an exciting opportunity for the community to add additional programming that is inclusionary to all. An additional ice surface will be an important factor to developing and expanding this new programming.

Staffing Requirements

It is assumed that there will be a need for increase in staff members to operate a twinning of the facility and to maintain standards in other areas of the Recreation Centre. Currently, staff are split between both Keewatin Memorial Arena and Kenora Recreation Centre, commuting back and forth daily which results in high daily commute times. The additional staff will allow for a higher level of service between the expanded Kenora Recreation Centre and Keewatin Memorial Arena because the compliment provides a more robust staff allocation split between the two facilities, resulting in reduced time spent commuting, and ease in scheduling.

Currently the maintenance compliment is highlighted in Table 3.

Table 3: Maintenance Staff compliment, to-date.

Table 3	
Position	# of Employees
Facilities Team Lead	1
Full Time M.O.	8
Part Time M.O.	5
Janitor	1

Changes to programming and use of Keewatin Memorial Arena and the twinning of Kenora Recreation Centre would have an impact to staffing and contracted services. Contracted cleaning would have a larger area to maintain so some increase in those contracts can be expected. Staffing requirements would need to be adjusted. Staff would be efficient in the twinned facility, and efficiencies would be found in maintain the Keewatin Memorial Arena staffing. Maintenance staff would have 3 arenas, 1 pool, and 2 recreation buildings to maintain. Staff are committed to minimizing the impact on the budget and the residents of Kenora. Staff are proposing the following staffing model highlighted in Table 4 for maintaining a larger facility.

Table 4: Recreation expansion maintenance staff compliment.

Table 4	
Position	# of Employees
Facilities Team Lead	1
Sub Foreman	1
Full Time M.O.	8
Part Time M.O.	8
Janitor	1

This new compliment includes the addition of 1 (one) full time Facilities Sub Foreman along with 3 additional part time Maintenance Operators. The addition of staff will ensure the existing buildings and new building are maintained to a high standard.

Planning and Development

a) Laurenson’s Creek

The property subject to development is located abutting Laurenson’s Creek, which is part of a designated Provincially Significant Wetland Complex. Section 4.10.1 (c) of the Official Plan directs that where development or site alteration is proposed within 120 m adjacent to the boundaries of the Laurenson’s Lake/Creek wetland complex, the proponent shall provide the City with an Environmental Impact Statement (EIS), prepared by a qualified professional and in accordance with the Environmental Impact Statements section of the Plan which demonstrates that there will be no negative

impacts on the wetland or its ecological function. Where warranted by site and species-specific factors, development proposals further than 120 m from significant portions of the Laurenson's Lake/Creek wetland complex, may also require an Environmental Impact Statement.

In addition, the property abuts a portion of the creek designated as Fish Spawning Habitat. Section 5.1.4 (e) of the Official Plan directs that where development or site alteration is proposed within 120 m of a Fish Spawning and Nursery Area, the development should be designed to ensure that there are no negative impacts to adjacent watercourses and waterbodies. Submission of a Fisheries Assessment and an Environmental Impact Statement (EIS) prepared in accordance with the Environmental Impact Statements section of the Plan is required to be submitted with any development application. The EIS must be completed by a qualified professional. The report shall identify the features of the Fish Spawning and Nursery Area, the nature of the proposed development, the potential impacts that the development may have on the Fish Spawning and Nursery Area, and the mitigation measures required to prevent adverse impacts on the Fish Spawning and Nursery Area.

A request for proposals can be prepared and the studies can be completed as one report. It is anticipated that mitigation measures for the construction period would be recommended and that the management of additional surface drainage from roofs and paved areas would be contemplated.

b) Parking

The Zoning By-law provides regulations for required parking spaces where development is proposed. It is structured according to the minimum number required for specified uses. An 'Arena' is not listed, so it is recommended that the City reviews comparable uses and existing ratios to determine a reasonable provision for parking. The chart below is an extract from Table 4 of Section 3.23 of the Zoning By-law.

Figure 4: Basic parking site plan, Kenora Recreation Centre.



Table 5: Zoning By-Law requirements for parking.

Use	Minimum Number of Parking Spaces Required
Cinema	1 per 4 fixed seats
Community centre	4 per 100 m ² of gross floor area
Place of assembly	10 per 100 m ² of gross floor area
Recreational facility	4 per game surface plus 10 per 100 m ² of gross floor area used for dining assembly or common area

Currently the property is developed with paved and unpaved parking areas, and provides parking for a myriad of uses. Parking areas are located all around the existing arena, and there is opportunity for further spaces to be developed.

Arena access is currently provided on the south side of the building, however this area also supplies parking for other recreational uses on the property. Lots 1, 2, 3 and 4 are dedicated to the Recreation Centre. Focusing on the winter season, recreational uses on the property using these spaces, are located indoors and include aquatics, weight room, multipurpose areas, instructional rooms for classes, the existing arena, and the Kenora Physio and Sports Injury Clinic, and the New Horizons Senior Centre. There is a total of 134 standard parking spaces and approximately 5 barrier-free spaces. Refer to the parking lot locations sketch below.

The current arena has a total accommodation of 1,300 seats and 500 standing. The proposed arena has 539 seats and 94 standing. Using the criteria for required parking associated with a cinema, there would be a total of 134 parking spaces required for 539 seats.

However, the status quo provision is considerably less than this, whereas the existing arena is twice the size and provides less than 1/4 of the required spaces if using the cinema example. Use of the Recreation Centre and Arena has not caused demand in beyond the supply as currently provided, therefore it can be assumed that a similar ratio may be supplied for an added use.

Using the actual demand to inform the development of additional spaces, it is recommended that the City monitors the use of the existing parking lot area during low, moderate, and high occupancy periods, so that a reasonable requirement for the additional ice surface can be determined (which staff are currently exercising).

Based on aerial imagery, it appears that the existing parking lot could be expanded and 40 to 50 additional parking spaces could be easily accommodated on the south and east side of the new building.

c) Previous Use

The property previously accommodated a landfill, as a result, landfill waste and debris are still buried onsite. As expected, methane is present and has been investigated by the City, described as follows.

In 2011 the City commissioned Consulting Engineers, KGS Group to complete site investigations and report on findings. The scope of work included a testhole drilling and methane gas assessment program upon property adjacent to the existing Kenora Recreation Centre for the uses proposed at the time including arena, warming shelter, outdoor rink, and basketball court.

The findings at the area of the proposed arena included historical landfill waste, as well as high water table with saturated water producing zones that could be problematic in the course of development.

Methane gas was found within each of the testholes at a depth of 1.5 m. Methane were concluded to be high across the site, typically well above the lower explosion limit, and highly explosive. Volatile organic vapour concentrations were also measured within each testhole and found to be low. Similar testing was completed elsewhere on the property with variable results.

The report provided by Stantec and Nelson Architecture builds upon these recommendations, and proposes a management plan for methane as well as the water, described as follows:

Due to the presence of high levels of methane gas, the foundation must be vented or the methane must be vented and /or flared off prior to construction commencing.

Saturated water producing zones occurred at various depths and locations throughout the proposed footprint and subsequently dewatering during foundation construction and excavation is expected to be necessary.

The CHP was initially investigated as part of the methane mitigation or utilization program. However with the volume and quality of methane insufficient to justify usage in a CHP scenario, the CHP may still be feasible utilizing natural gas supplied by the local utility already servicing the site, without the methane component.

d) Drainage

Upon submission of a detailed Site Plan, the Site Plan Review Team will review existing and proposed lot grades, and anticipated surface drainage. A Stormwater Management Report may be required, and would also be supplied to a qualified professional who undertakes the Environmental Impact Study to assess the Laurensen's Creek Wetland and spawning habitat.

e) The Official Plan

The provision of recreation facilities is deliberated as part of the Ontario Planning Act as well as the City's Official Plan.

The City of Kenora, in fulfilling its responsibilities under the Ontario Planning Act, R.S.O. 1990, ch. 13, shall have regard to, among other matters, matters of provincial interest such as the:

j) Adequate provision and distribution of educational, health, social, cultural and recreational facilities;

Section 2.1 provides the vision statement and guiding principles for the City projecting to the year 2031, noting it is a synthesis of collective aspirations and reflections from

past initiatives and from community and Indigenous engagement. It also emphasizes the desire to promote Kenora as a four-season lifestyle community.

Within the Guiding Principles and Objectives of the Official Plan, described within section 2.2, it is noted that:

Growth and development should be directed to locations where it makes financial sense by using existing and planned infrastructure. New development should be designed to use land efficiently, be responsible to the natural environment and be compatible with existing land uses.

Section 2.2.6 Principle 6 – Complete Communities, states that Kenora shall encourage a mix of uses for new development. It is noted that improved access to recreational facilities would enhance the quality of life for existing and future residents.

The existing recreation centre is located in the core of the City, where active transportation networks are thriving. The property is supplied with transportation infrastructure including individual parking spaces and a bus route. It is located in close proximity to other provisions including grocery, schools, residential and hotel accommodations.

Intensification of the subject property for existing arena use will add to the supply of winter sport recreational opportunities for active groups of all ages, which is consistent with the guiding principles and objectives of the Official Plan.

Junior Hockey Interest

The Superior International Junior Hockey League (SIJHL) is in its 17th season and currently has six teams in Dryden, Red Lake, Thunder Bay, Fort Frances, Hoite Lakes (MN) and Thief River Falls (MN). The SIJHL is looking to expand to nine teams by 2019 and has expressed interest in hosting a team in Kenora. The team would be operated by a local ownership group which is currently in place and waiting confirmation of the expansion to Kenora. The vision of the Kenora team is to be a respected example among Canadian Junior Hockey Peers for promoting integrity, leadership and service on and off the ice. The Kenora ownership group strives to provide the mentorship, opportunities and challenges need to develop individuals of passion and integrity.

There are multiple benefits to having a league presence in Kenora including ice rental revenue and office space lease. Estimates provided in 2015 by the proposed ownership group include 90 hours per year of ice time required for games and 85 hours per season required for practice time. Additional revenue opportunities include dressing room and office space rental fees and advertising. The proposed ownership group for a Junior Hockey Team in Kenora noted that a dedicated dressing room, as well as both office and storage space would be requested.

Attendance at games varies across the league. Average attendance in Dryden and Fort Frances ranges around 400-600 fans at regular season games to 800-1,000 attendees at playoff time. As a component of the programming for Scotiabank Hockey Day in Canada, Kenora played host to a game between the English River Miners and Fort Frances Huskies team, which drew sell out attendance at the Kenora Recreation Centre. The economic spinoffs of this event were anecdotally reported by local business owners to have had a positive impact on revenue. The SIJHL reports regular economic impacts of league presence in a community in terms of hotel, meal, retail and gas receipts. A Junior Team in Kenora is also projected to lead to the creation of 2-3 jobs.

Further data provided by the Commissioner of the SIJHL which was developed by a host community in a similar Junior A league (Northern Ontario Hockey League) indicates that the economic impact of the team in a municipality with a population of 5,500 is approximately \$750,000 to \$1,000,000 per year.

a. Agreements, Requirements, and Fees

Staff reached out to other communities within the league to see what accommodations are offered to Junior A teams. The following are highlights from those conversations:

- Teams pay regular rental ice fees
- Discounts or no fees charged for utilities
- Discounts on fitness memberships
- Municipal Staff do not provide ticket sales or security

b. Staffing and Revenue Models

In consultation with other municipalities, it was identified that no municipal staff take part in the running or organization of the Junior A teams located there. A Junior A team would have minimal impact on staffing, related to cleaning the facility and preparing ice for games.

The City can increase revenues with the addition of a Junior A team through increased ice usage (see Table 6).

Table 6: Revenue, Junior Ice Hockey team.

PROPOSED JUNIOR A TEAM USAGE		
Game Ice	\$114/hr @ 3 hrs/30games	\$10,260
Practice Ice	\$108/hr X 85 practices	\$9,180
TOTAL		\$19,440

Staff would enter into negotiations with the group interested in bringing the Junior A team to Kenora to determine the best opportunity for both parties.

Expansion Energy Efficiency Potential

Energy efficiencies –

The current Kenora Recreation Centre energy costs and usage are mainly in electrical consumption historically using 2,204,818 kw (2016) annually at a cost of approx. \$369,266.00. It also has natural gas costs of 29,147 and water costs of \$19,136.48 (2016).

Keewatin arena 2016 costs were \$105,847.00 electrical, \$16,185.37 gas, and \$8,215.18 for water.

Electrical consumption is by far the largest cost for the recreational facilities. Usage in KW is declining but electrical costs have gone up by 20 percent since 2014.

A new facility could incorporate smart metering showing the public of the daily usage and costs for different portions of the building or even different times of the day. Technologies to be utilized in a new design could include solar panels, (either FIT program based or reverse metering), hydro generation by natural gas fueled turbine

and by reuse of waste heat from refrigeration. The savings will offset rising costs of both electricity and natural gas rates allowing the facility to operate at the lowest possible costs.

There are two funding programs available that address green energy. The GHG Municipal Challenge Fund and the Green Municipal Fund are both available for application. The Green Municipal Fund could cover 50 percent of energy costs. The GHG Municipal Fund Challenge is tied to Ontario’s Cap and Trade program which may face uncertainty if a new provincial government comes to power in 2018 with different funding allocation priorities. In addition, IESO offers incentives for energy systems in new capital projects and that the application process can be managed through ClearResult which works on behalf of Kenora Hydro in realizing conservation targets.

Demographics

The population of the City of Kenora is 15,096 (2016 Census.) The 2015 City of Kenora Official Plan projects that the population of the community could increase by 4.58 percent by 2031. This change in population is based on data from the 2011 census and represents a total of 16,051 individuals. The methodology is based on extrapolating growth between the 2006 and 2011 Census across the horizon timeline (2015 City of Kenora Official Plan.) Kenora’s fastest growing demographic is people 65 years and older with almost 20 percent of the current population within this age group. This population will continue to grow over the next fifteen years as nearly one quarter (24 percent) of Kenora’s population is between the ages of 50 and 64. Projections for the Kenora District indicate a stabilized population for the next 25 years.

a) Age Demographics

Kenora’s population has seen a slight decrease from the 2011 to 2016 census data according to Table 7 (see below). It is important to note that, as mentioned in the Age Friendly study, the millennial and boomer generations prefer to live around amenities such as recreational offerings that are seamless and accessible. Table 7 clearly demonstrates that the vast majority of our population (both male and female) are clustered within the abovementioned age cohorts. Staff have worked closely with user groups and individuals over a number of years, and have heard that the common denominator with Kenora’s recreational offerings is that our facility is at capacity.

Table 7: Kenora Population Breakdown, 2016. Source: Statistics Canada

Kenora Population Breakdown						
Characteristics	Note	Total	Flag_Total	Male	Flag_Male	Female
Population; 2016	1	15096			...	
Population; 2011	1	15348			...	
Population percentage change; 2011 to 2016		-1.6			...	
Total private dwellings	2	7376			...	
Private dwellings occupied by usual residents	3	6475			...	
Population density per square kilometre		71.3			...	
Land area in square kilometres		211.59			...	

Total - Age groups and average age of the population - 100% data	4	15095		7380		7715
0 to 14 years		2420		1205		1215
0 to 4 years		755		380		375
5 to 9 years		870		440		430
10 to 14 years		795		380		410
15 to 64 years		9750		4825		4925
15 to 19 years		820		430		385
20 to 24 years		920		465		450
25 to 29 years		895		465		430
30 to 34 years		825		410		410
35 to 39 years		840		400		435
40 to 44 years		850		420		430
45 to 49 years		925		450		470
50 to 54 years		1240		585		660
55 to 59 years		1320		650		675
60 to 64 years		1125		550		575
65 years and over		2930		1355		1575
65 to 69 years		1010		530		485
70 to 74 years		615		300		310
75 to 79 years		470		210		260
80 to 84 years		395		170		225
85 years and over		440		145		295
85 to 89 years		265		100		165
90 to 94 years		135		35		105
95 to 99 years		30		10		20
100 years and over		10		0		5
Total - Distribution (%) of the population by broad age groups - 100% data		100		100		100
0 to 14 years		16		16.3		15.7
15 to 64 years		64.6		65.4		63.8
65 years and over		19.4		18.4		20.4
85 years and over		2.9		2		3.8
Average age of the population		43		42.1		43.8
Median age of the population		44.9		43.9		46

One of the fastest growing population segments in Canada is the Indigenous population (Statistics Canada, 2018). Over the last 25 years, the urban Indigenous population has more than doubled, and this can be attributed to a number of common demographic factors, such as fertility, mobility, and migration. Another major component is “ethnic mobility”, i.e., an increasing tendency for more people to identify themselves as Indigenous, who may not have done so in previous censuses.

It’s important to note that the urban Indigenous population is very young. Canada's urban Indigenous population is also very mobile. One in four urban Indigenous people

were living in a different residence one year prior to the 2006 Census, by moving within the same city or moving from a different community, like a First Nation Reserve or another urban or rural area. This high rate of mobility creates some challenges for accessing and providing services, particularly services like education, employment training and housing.

In 2006, more Indigenous women than men resided in urban areas, while the reverse was true on First Nation Reserves. Women tend to leave the reserves for family-related and housing reasons. Many are single parents moving with their children. Nearly one in four families are lone-parent families. Too often, these families are living in difficult conditions. While the percentage of urban Indigenous children in low income families declined between 2001 and 2006, the percentage of such children was still more than twice that of Non-Indigenous children in low income families.

Socio-economic indicators such as school attendance, post-secondary completion and employment are improving for Canada's urban Indigenous population (Statistics Canada, 2017). Figure 5 demonstrates the clear correlation between Indigenous and Non-Indigenous populations (although taken from the 2006 census dataset), this can clearly cross-pollinate this Table 7's recent dataset that explains the bulk of the population is between the ages of 15-50.

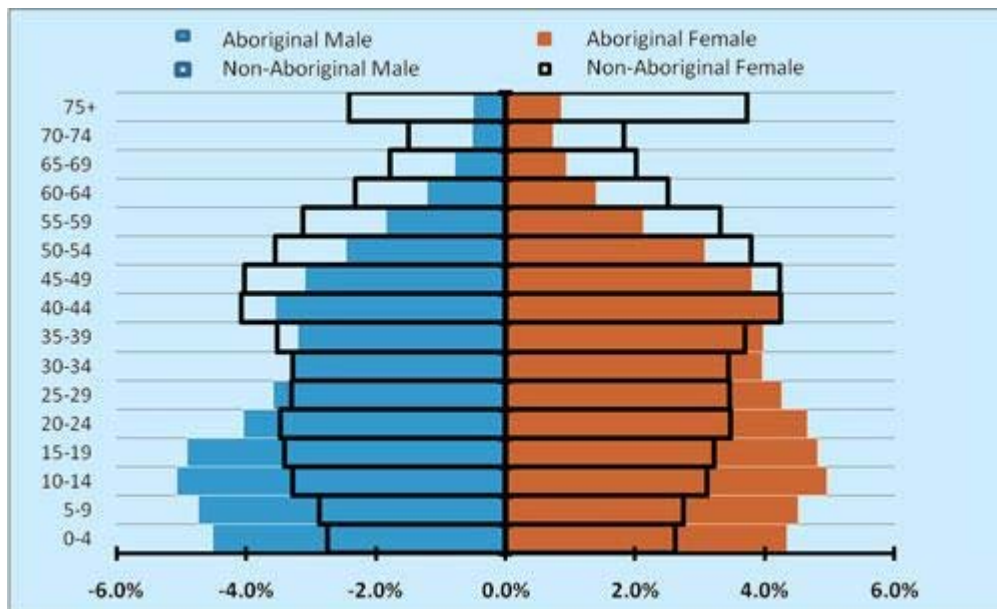


Figure 5: Age and gender distributions of Urban Indigenous and Non-Indigenous Populations, Canada, 2006.

In Kenora, the Indigenous population reflects the percentage across Ontario and Canada quite closely, as per Table 8's dataset (below). It is important to note that, as per the City's Official Plan, the fastest growing demographic will be the aging population; however, overall, the population that (considering Kenora's geographic position) will be more noteworthy will be those who identify as Indigenous. Kenora is known for the North American First Nation Tournament (NAFN), which sees approximately 640 participants (32 teams capped because Kenora only has two ice surfaces – Keewatin Memorial not being regulation size) come to Kenora over Easter weekend, as well as parents, family members, and friends accompanying; creating a spin-off impact that is demonstrable with hotel room bookings, restaurant visits, and shopping excursions. As per the one of the tournament organizers, the tournament could be significantly larger; however, Kenora does not have sufficient capacity to hold larger tournaments. In addition, NAFN organizers indicated that more tournaments could come to Kenora but there is not enough booking allocation time (i.e., a First

Nations women's/girls tournament) that staff can offer to organizers with Kenora's existing offerings.

Table 8: Kenora Profile: Indigenous identification. Source, Statistics Canada, 2016.

Characteristic	Kenora, City (CSD)	Ontario	Canada
Selected Population Characteristics by Indigenous Identity:			
Total population in private households	14,790	13,242,160	34,460,065
Indigenous identity	3,150	374,395	1,673,785
First Nations (North American Indian) only	1,610	236,680	977,235
Métis only	1,495	120,585	587,545
Inuk (Inuit) only	10	3,850	65,030
Multiple Indigenous identities	25	5,730	21,310
Indigenous identities not included elsewhere	25	7,540	22,670
Non-Indigenous identity	11,640	12,867,765	32,786,280

User Groups

City staff have met on numerous occasions with user groups to discuss their concerns and ambitions. The most pressing items identified are ice availability and storage. Ice availability impacts many groups, from the academy, minor hockey, women's hockey, NAFN, men's hockey and large national/provincial events. The availability of prime time ice is limited and this often leads to user groups only having access to ice at inconvenient times. These times result in a decrease in participation and puts some groups in jeopardy of ceasing. Other groups are growing in size and demand to host tournaments. With the City's current policy of no new special events/tournament user groups are having to restrict growth and decline opportunities. As mentioned, one of the biggest tournaments the city hosts, the NAFN, is now oversubscribed and the event organizers have to turn away teams. Twinning would allow all these organizations to grow and develop events along with the ability to host bigger events which will have a positive economic impact on the City.

Implications on other amenities for expansion on site

An additional ice surface will impact existing recreation facilities. In particular, the current baseball fields at the Kenora Recreation Centre will no longer be in use as the land will be required to accommodate the new arena. In 2010, the City of Kenora identified the opportunity for an upgraded baseball fourplex complex in the community. There have been other discussions regarding the opportunity to relocate other baseball fields in Kenora to repurpose the land for development. In 2016, Community and Development Services staff identified a possible location for a new fourplex on municipal owned land. Upon further examination, high level costs estimates were developed and site preparation costs were determined to be prohibitive.

Further engagement has taken place to explore a possible partnership with the Kenora Chiefs Advisory in terms of developing a new baseball fourplex. The outcomes of these discussions have been positive and are moving forward to determine how a partnership could be negotiated.

Considerations

The 2010 Kenora Major Recreation Facility Strategy recommends a service standard of 1 arena per 7,500 residents or 2 arenas for the City of Kenora. This strategy was developed during the period where the City of Kenora had three operational arenas – Thistle Arena, Keewatin Arena and Jaffray Melick Arena. Since publication, the Jaffray Melick Arena is no longer operating as an ice surface, but rather as the Kenora Sportsplex – an indoor soccer and recreational facility. Adding a twin surface at the Kenora Recreation Centre would represent a surplus according to this recommendation. However, recent consultation with the Ontario Recreation Facilities Association has indicated that currently, service level standards are no longer dictated by population, but rather, determined by demand. It is not recommended to evaluate service standards on a per capita basis.

Economic Impact of Tournament Events:

The economic impact of recreation infrastructure investment in Kenora is noted through receipts at restaurants, hotels, gas and retail. The ability of the City of Kenora to retain its current complement of hosted tournaments plus the opportunity to attract new events is vital to support local business throughout the winter months. One local business has provided a letter of support noting: “From our experience, revenues increase some weekends by as much as 50% gross. The accommodations go from 15-20% occupancy to 100% on these weekends.”

Using the Tourism Regional Economic Impact Model (TREIM) provided by the Ministry of Tourism, Culture and Sport and data obtained from local volunteers, it is possible to estimate the impact of one hockey tournament.

Example #1 – Lake of the Woods Boys Minor Hockey Tournament

Data provided:

Each team has 15 players plus families – total out of town estimated guests are 540/tournament

Tournaments are Friday to Sunday – two overnight stays

Using the TREIM model and removing non-applicable metrics, the economic impact of this one tournament is estimated at \$119,004. It is worth noting that the Lake of the Woods Minor Hockey hosts four of these tournaments per season, and so the impact of one league’s event is significant (\$420,160.) It is also notable that the model does not take into account any spending by local residents as a result of the event, only that from out of town visitors.

Example #2 – Lake of the Woods Girls Minor Hockey

Data provided:

24 total teams – estimated that 18 teams are from out of town – each team has 12 players – each player brings 2 extra people - 8 of these teams are from Manitoba
Tournaments are Friday to Sunday – two overnight stays. Lake of the Woods Girls Minor Hockey hosts 2-3 of these per season.

Using the TREIM model and removing non-applicable metrics, the economic impact is \$144,507.

In July 2017, City of Kenora Council placed a moratorium on new tournaments. This limits the ability of the City to attract new events and larger events as tournament ice time is maximized over winter weekends. Any new event will displace an existing event.

Private Sector Development:

The Kenora Event Centre Schematic Design and Business Case identified that “by establishing a compatible private sector partnership through a land sale, or preferably a long term lease, the City of Kenora could seize a revenue generating opportunity to support the costs of development.” There has been significant private sector interest

shown in the Kenora Recreation Centre property for future development in recent years. This is a potential opportunity moving forward parallel to the arena twin.

User groups: demand, scheduling

Twinning the recreational facility will have an impact on the surrounding area of the current facility. This will lead to a need for more organized parking and the relocation of one of the baseball fields. In 2017, there was a total of over 2,000 hours booked on the City’s softball fields. Over the past five years total hours used on baseball fields has been increasing, so the demand will continue to get stronger. The loss of one of these fields would have a detrimental impact on these user groups.

The reorganization of parking to accommodate the twinning could also impact events like the annual fair and the boat docking area. Considerations for both these and any future events will have to be considered in the final design.

Arena Revenues

Revenues will be generated from the rental of the existing arena and the twinned arena. With the opportunity to offer year round ice in Kenora, this allows for increased revenues. During the off season for hockey only one arena will maintain ice while the other arena will be available for a variety of City planned uses and external user group rentals. A dry pad will allow non-ice programs to continue to run and develop while ice user groups can also develop more programs for users.

Potential Advertising Revenues

Table 9: Potential Advertising Revenues with expansion.

PRODUCT	QUANTITY	DURATION	UNIT PRICE
Dasher Board	50 full 25 half	1 Year	\$400
Wall Banners	14	1 Year	\$200
Walkway Banners	20	1 Year	\$100
Hallway Windows	10	1 Year	\$100
Upper Level Framed Posters	2	1 Year	\$250
Stairway Step Banners	8	1 Year	\$100
Parking Lot Pole Banners	5	1 Year	\$1,000
Scoreboard	1	1 Year	\$2,500
Press Box Banner	5	1 Year	\$500
Jumbo Tron Advertising	TBD		
In Ice Logo	TBD	1 Year	\$1,500
Rink Sponsor	TBD	TBD	TBD

Potential Usage Revenues

Currently the Kenora Recreation Centre Thistle Arena has over 5,000 hours of programming each year. Many user groups often find that there is limited supply of available ice time during the prime hours between 4 pm and 9 pm. Table 10 shows the total hours booked over 2017 for both prime and non-prime hours.

Table 10: Prime and non-prime hour ice bookings at the Kenora Recreation Centre

	Total Hours	Hours/Day	Percentage of ice time
Non-Prime (outside 4-9 p.m.)	3,427	12.5	66%
Prime Time (4-9 p.m.)	1,179.25	5	34%

The majority of time booked is non-prime hours. Prime hours are limited in availability which leads to user groups not receiving as much time as they wish in order to develop players and programs. Several groups have identified this as an issue in that other areas they compete against have more ice time than those groups in Kenora. The twinning of the arena will allow for more flexibility of programming and greater access to all user groups within the city.

Table 11 shows the 2017 revenues generated from arena usage at Kenora Recreation Centre.

Table 11: Revenues generated from arena usage, 2017

Rental Rates	Cost	Hours Booked	Revenue
Resident			
Minor Recreation	\$87.98	2072	\$ 181,746.89
Minor Game/Special Event	\$92.93		
Adult Recreation	\$107.10	347	\$ 37,173.23
Adult Game	\$113.45		
Special Event Day with Liquor	\$904.00	49.25	\$ 7,607.16
Special Event Day without Liquor	\$621.50		
TOTAL			\$ 226,527.28
Other Revenues			\$ 14,718.96
Grand Total			\$ 241,246.24

Other Revenues

Other revenues can be generated by offering community events and non-ice based events. These can be conferences, receptions, group activities and recreational activities. Current special event rates are highlighted below.

Table 12: Ancillary special event rates

Rental Rates	Cost
Special Event Day with Liquor	\$ 904.00
Special Event Day without Liquor	\$ 621.50

The addition of a new area for fitness will be an additional source of revenue. This can be developed for Elite Athlete training or multi-functional group and family fitness activities. Both would offer another revenue stream the facility from membership sales, programming and drop in sales.

Considerations: Disadvantaged user groups

User groups are growing in Kenora and becoming more diversified. New groups are forming to accommodate users at different ages, genders and abilities. Trends show

that facilities need to be able to accommodate a more diverse citizenry. The twinning of the facility will allow staff to be more creative in both programming and scheduling giving opportunities to groups that have limited opportunity right now.

For example, the Girls Hockey group has been hovering around a visible average over the last six seasons, and staff are aware that there is a minor decrease, which is due to diminishing ice availability. In addition, staff are aware that the league is looking to expand its "Rep" league, and additional ice would generate higher membership numbers; sufficient enough to produce a Rep (A, AA caliber) team. Table 13 shows the membership number totals. Girls are moving to boys leagues with the intent of seeking additional ice time, resulting in a loss in membership numbers for girl's hockey. As a result, boy's hockey is receiving more ice time options and availability due to higher numbers.

Table 13: Girls hockey membership numbers

Year	Membership number
2013-2014	226
2014-2015	227
2015-2016	223
2016-2017	221
2017-2018	217

Another example is the Kenora Skating Club. A consistent challenge for the club is ice availability. The club understands that there is an excess of user groups in Kenora; however, weekly ice time has dropped from 23.5 hours per week (a few decades ago), to 14.5 hours of ice time per week. A coach for the club indicated to staff that many of the skaters could be more competitive and represent Kenora on a national scale; however, the ice time restrictions are essentially limiting skill progression and further limiting the training environment required for skill and an adequate training regimen. An additional restriction for the club is the lack of ice availability 12 months of the year. The club invited an Olympic and World Figure Skating Pairs bronze medalist to Kenora from Red Lake to receive more training hours, and had to recommend that he move to Winnipeg to receive year-round training due to the fact that ice was not accessible year-round. The Kenora Skating Club is a member of Skate Canada which has the number one Learn to Skate program in the country and it would like to be able to offer more of this program to a wider range of people in the community. The club has wanted to start an Adult program for years but unfortunately there is no prime time ice available. Each year, the club has been approached regarding this potential program, but cannot provide the time needed for this group. The Kenora Skating Club would also like to start a synchro skating team again, but there is no ice available to start a community synchro skating team. The club noted that participant numbers would increase if the ice time was available, and the ability for members to improve their skill and represent Kenora on a broader scale would undoubtedly be a spin-off effect.

Table 14: Age and total membership for the Kenora Skating Club

Year	Age	Skaters
------	-----	---------

	Range	
2015-16	3 to 7	127
2015-16	7 to 18	30
2016-17	3 to 7	116
2016-17	7 to 18	39
2017-18	3 to 7	120
2017-18	7 to 18	38

Letters of support are provided in the attachment that expands on the need for the second ice surface. It is important to note that this expansion would improve service level standards for patrons and visitors. These letters of support are from the original requests to the groups with some additions to current.

Considerations: Efficiencies

Facility staffing levels will increase due to the additional floor space of a twin surface, equipment and activities. Operating costs will increase between 15 and 20 percent in staffing levels, janitorial costs, and maintenance to achieve same level of service currently provided. A forecasted requirement for this type of expansion is the addition of 1 full time staff person (Sub Forman), and 3 part time operators. The current budget for staff facility staff (2016) is approx. \$1.1M.

Considerations: AODA/Asset Management

Keewatin Memorial Arena will require several upgrades in the next six years to comply with provincial accessibility requirements. The building currently has no elevating device to the second floor and door widths and washrooms will require upgrades. The exterior should have a new visible entrance ramp. These upgrades could total \$650,000.00. The building also requires additional repairs to the fire alarm system, air handling unit, and construction of a female dressing room with a price tag of an additional \$300,000.00. Keewatin Memorial Arena does have features in good condition such as the roof, refrigeration plant, chiller, and boilers. It is important to note that Keewatin Memorial Arena is not regulation size, so hosting tournaments is almost impossible at this point in terms of expanding the revenue generating model that has been outlined in the above report.

The new development would be fully accessible and would meet the accessible needs that our other two ice surface buildings do not.

Considerations: Budget

Funding Options

An initial upfront cost of \$750,000 will be needed to complete the detailed design and tender ready documents which will allow for the project to be fully ready for public tender. The Gas Tax was not considered an option for funding this as it is already required for other Operations and Infrastructure projects. An option is to acquire funds in the form of debt financing from the Prosperity Trust Fund. This had previously been used for the projects outlined below, with the dates showing when the debenture will be paid off:

- Fire Hall, expected repayment 2027
- Discovery Centre, expected repayment 2025

- Whitecap Pavilion, expected repayment 2025
- Highway 17 east and west, expected repayment 2030
- Marine Water Line, expected repayment 2020

Staff are pursuing grant applications for the cost of the twinning project which would look to cover 66 percent of the total cost.

There are best practices that Council can look at to consider the expansion for Kenora. It is important to note that staff will consider the options outlined below for Kenora's model if it is directed to move forward with this project:

- Town of Dorchester, ON recently twinned its arena, naming rights were sold \$250,000 for 5 years. Town population 9,329;
- Municipality of Lambton Shores, fundraising team raised \$3.6 million (over and above the RED grant they received) in 2005-2006 for The Shores Recreation Centre in Forest population 11,000 but like Kenora has tourist and seasonal component;
- Another fundraising group in Thedford, ON raised \$400,000 in 2010 for The Legacy Centre (multipurpose centre with Library, Nursery School, Large hall with kitchen, dressing rooms, etc) although latter was with significant stimulus dollars, a well-planned fundraising program with expert advice and with a volunteer campaign cabinet can do wonders; and
- Company that assisted with those 2 projects and a Beach Enhancement project in Grand Bend (raised \$1.5 million for that one again with naming rights) was called DVA Navion and now may have changed name to Inspire Inc.

Debt financing the 1/3 portion of the \$750,000.00 is therefore the recommendation from Administration, with an application to be submitted to NOHFC for the balance of the dollar figure.

Communication Plan/Notice By-law Requirements: public notice of the project

Strategic Plan or other Guiding Document:

Twinning aligns with the City Goals and Corporate Actions as follows:

1-8 The City will promote Kenora as a 365-day lifestyle destination

1-9 The City will promote and leverage its recreation and leisure amenities as a means to support local economic activity, tourism, and to strengthen community ties with our regional neighbours

1-11 The City will support, promote and expand the tourism industry. In recognition of the growing importance of tourism within the economy, Kenora will pursue the recruitment and facilitation of a new event(s) which celebrates Kenora as a thriving dynamic year-round destination

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 improvement to the public realm

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

2-11 The City will lead and promote environmental sustainability through conservation, smart building design and where feasible, retro-fit practices for city-owned facilities.

Risk Analysis:

As per the City's ERM Policy, this recommendation has been assessed as a high risk to public trust and confidence as a commitment from Council has not been confirmed for the proposed development. Approving the undertaking of the detailed design process and preparation of tender ready drawings without a final commitment to the project by Council can result in a high risk to the municipality on the expenditure of this nature.



January 4, 2018

City of Kenora
1 Main Street South
Kenora, ON
P9N 3X2

RE: Support for the Expansion of the Kenora Recreation Centre to Include a Second Ice Surface

The Kenora Hospitality Alliance is pleased to provide this letter of support for the City of Kenora's expansion of the Kenora Recreation Centre to include a second ice surface. As owner/operators of multiple independent as well as franchise Hotels, Motels, Inn's and Bed and Breakfast in and around Kenora, we recognize the importance of continuing to strengthen the brand of Kenora and Lake of the Woods area as a destination centre for tourism and recreational activities. Essential to this is the expansion of the Kenora Recreation Centre to include a second ice surface.

This development would address the needs of the community and various groups to strengthen initiatives by providing the capacity to host new and larger sporting events in our community. The proposed project would allow Kenora to attract tourists and further increase visitors to our community. Sporting events directly impact our economy in Kenora and are integral to our small – mid sized enterprises including accommodation providers, restaurants and merchants. A second ice surface would be beneficial for us to grow our shoulder season, we feel this would be a great asset to our 4 season marketing plans.

The Kenora Hospitality Alliance supports the City of Kenora in their efforts to expand the Kenora Recreation Centre to include a second ice surface.

Sincerely,

Teresa Gallik, Chair KHA



LOCAL, FRESH, HANDCRAFTED BEER.

Lake of the Woods Brewing Company Letter of Support

Re: Kenora Recreational Center – Proposed Twinning of Ice Surface

January 18, 2018

To Whom It May Concern,

Attn: Northern Ontario Heritage Fund Committee and Board Members and Staff:

I am writing this letter on behalf of my wife and myself and our companies in support the City of Kenora's application to the Northern Ontario Heritage Fund for funding for our proposed twinning of ice surface of the Kenora Recreational Center.

Audrey; my wife; grew up in Kenora and while living away expressed a desire to move back home to raise our family amongst family. As a relative newcomer to the Kenora area, I quickly saw the area's potential - perhaps even better than some of the long-time businesses in the community. Over the past several years, we have purchased and expanded several businesses as well as created others from scratch, including a boutique style Inn & Bistro (Brewers Inn & Broken Paddle Coffee Roastery & Kitchen), a lifestyle yoga studio and eatery (since sold), as well as a full-service convenience store/gas bar. Our most recent business venture is in the downtown core, and is the Lake of the Woods Brewing Company. My wife Audrey and I have a few partners who also are longtime residents of Kenora and established business people with other companies operating in and around the region. Lake of the Woods Brewing Company has been operating since June of 2013.

Being involved in both the Hospitality & Accommodation sectors within Tourism and operating in Kenora, I feel we have unique perspective on this proposed project and development. Since moving to Kenora sixteen years ago, we have observed all too well the ebb and flow of the 'summer rush' (seasonal influx of travelers, vacationers, camp owners and non-residents) and its economic impact on our local community; especially when it is over. This push is all too short – approximately 11 weeks through June, July and August. Conversely, our shoulder seasons and winter are on the long side – making economic viability (let alone prosperity) more than a challenge for businesses over the remaining nine months of the year in our town of 15000 residents. One needs to Embrace our wonderful Canadian Winter season is paramount; winter sports and outdoor activities are a mainstay for health and activity through non-summer months.



LOCAL, FRESH, HANDCRAFTED BEER.

Tournaments such as skating and hockey, as well as curling bonspiels bring competitors and their families to town and are critical through the winter months for a healthy local economy and our Tourism sector. Kenora is currently limited with the type of and size of competitions that we can host due to the limited ice space we have available.

There is a tremendous and measurable economic benefit to increasing the ice surface as part of the Kenora Recreational Center, the spin offs reach nearly all business sectors in town. Hotels, motels and Inns; restaurants and bars; grocery and convenience; service providers – from gas stations to spas and salons to retail and specialty retail – all see an increase in business levels from ice event weekends. From our experience, revenues at Lake of the Woods Brewing Company increase some weekends by as much as 50% gross. The accommodations at Brewers Inn & Broken Paddle go from 15-20% occupancy to 100% on these weekends. Our organization is growth oriented and is driven by the people who work for us – they are not small ‘ma and pa’ type shops that are run by a small family for example. Our organization employs 85 people in the off season, and blossoms to 140 in the summer. Through having additional resources available in the winter and attracting larger ice events these employment numbers would increase significantly. Expanding ice surface availability creates a positive multiplier effect on our local economy for all who live and work and play in Kenora.

The proposed twinning of the ice surface at the Kenora Recreational Centre is an integral piece of our municipal economic mosaic that fully supports and further entrenches City of Kenora’s Economic Development Plan. As we have seen with our ongoing Downtown Revitalization Projects (Phase I-III have been instrumental in spurring private economic investment and development in our downtown core), the only way to grow is through investment. Investment coupled with a solid plan and effective resource management will secure Kenora’s future as a healthy and vibrant Northern Ontario community.

Please feel free to contact either Audrey or myself if you have any questions about this letter of support or our personal commitment to Kenora’s economic development.

Warmest Regards,

Taras and Audrey Manzie
Kenora, Ontario



April 6, 2018

City of Kenora Mayor and Council
1 Main Street South
Kenora ON P9N 3X2

Dear City of Kenora Council:

RE: Support for Kenora Recreation Centre Expansion

I am pleased to provide this letter on behalf of the Lake of the Woods Development Commission (LOWDC) in support of the proposed expansion to the Kenora Recreation Centre.

In its 2017-2019 Strategic Plan, the LOWDC identified Encouraging Younger Generations to Live and Work in Kenora as one of its five key priorities. To deliver on this objective the LOWDC partnered with the Lake of the Woods Business Incentive Corporation, Kenora Young Professionals Network, Northwest Business Centre, Kenora and District Chamber of Commerce and Harbourtown BIZ to deliver a youth retention and attraction campaign called Choose Kenora in 2018. The project and its materials highlighted quality of life amenities in the community. A proposed expansion to the Kenora Recreation Centre would further develop a community asset and create opportunity for additional events and activities which supports the work of this project.

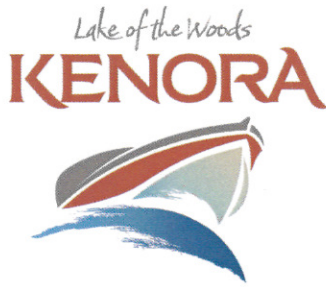
In addition, adding a second ice surface to the facility would increase visitors and visitor spending realized through the addition of new events and tournaments. These economic impacts are recognized by small business in the community and are vital to support local business throughout the winter months.

The LOWDC supports the Kenora Recreation Centre expansion and efforts to deliver on this project.

Sincerely,

A handwritten signature in blue ink, appearing to read "Graham Chaze", with a long horizontal flourish extending to the right.

Graham Chaze
Chair



Lake of the Woods Development Commission

931 Lakeview Drive
Kenora ON P9N 3P8
Ph: 807-467-2164
Fax: 807-467-2045

July 25, 2014

City of Kenora
1 Main Street South
Kenora, ON P9N 3X2

Dear Event Centre Committee:

RE: Support for the Event Centre Expansion Project

The Lake of the Woods Development Commission is pleased to provide this letter of support for the City of Kenora's funding application for assistance with the development of a business case for an Event Centre for Kenora.

The Lake of the Woods Development Commission's mandate is to implement Kenora's Economic Development Plan, which outlines Kenora's transition into a premier destination community. The Strategic Business Plan (2014) of the Lake of the Woods Development Commission contains a premier destination initiative of marketing Kenora as a four season destination offering special events and activities for its citizens and visitors. We value establishing active community partnerships towards increasing the City's venue infrastructure to expand year round activities and events.

This development would address the needs of the community and various groups to strengthen initiatives and the capacity to access new or expanding events in our community. The Event Centre would allow Kenora to further increase the visitors to our community and offer events that the City currently does not have the capacity to accommodate. Large events are direct impacts to our economy in Kenora and are realized by our small businesses including hotels, restaurants and merchants. The possibilities are endless for such a development and the impacts to private and public sectors significant.

The Lake of the Woods Development Commission supports the City of Kenora Event Centre Committee in their efforts to secure funding for a business case development.

Sincerely,

A handwritten signature in blue ink, appearing to read "Don Denver".

Don Denver
Chair, Lake of the Woods Development Commission

DD: kh



KENORA CONSTRUCTION ASSOCIATION

P. O. Box 1710
Kenora, Ontario
P9N 3X8

Phone: (807) 468-7997
Fax: (807) 468-4760

July 29, 2014

City of Kenora
1 Main Street South
Kenora, ON P9N 3X2

Dear Events Centre Committee:

RE: Support for the Events Centre Expansion Project

On behalf of the Kenora Construction Association, I would like to express our overwhelming support for the City of Kenora's funding application for assistance with the development of a business case for an Events Centre for Kenora.

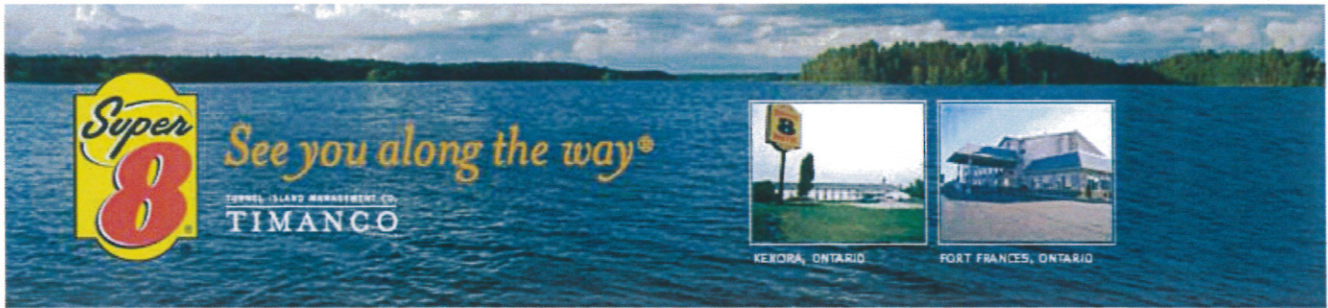
We recognize this development will undoubtedly prove an economic benefit for both member businesses and the entire City of Kenora. This expansion will allow the capacity for access to new or expanding events in our community. This is critical - especially now in light of the City of Kenora's recent branding strategy as "North America's Premier Boating Destination" and in our ability to offer the exceptional level of service required in all aspects of business. The Events Centre would allow Kenora to continue increasing the visitor population and offer events that the City currently cannot hold due to not having the capacity to accommodate individuals. Large events directly impact Kenora's economy and are recognized by our local businesses including hotels, restaurants and merchants. The potential for this development will greatly impact our community in a positive way.

The Kenora Construction Association supports the City of Kenora Events Centre Committee in their efforts to secure funding for the development of a business case.

Sincerely,

A handwritten signature in blue ink, appearing to read 'R Moore'.

Rick Moore
President,
Kenora Construction Association



July 23, 2014

City of Kenora
1 Main Street South
Kenora, ON P9N 3X2

Dear Events Centre Committee:

RE: Support for the Events Centre Expansion Project

Super 8, Kenora is pleased to provide this letter of support for the City of Kenora's funding application for assistance with the development of a business case for an Events Centre for Kenora.

This development would address the needs of the community and various groups to strengthen initiatives and the capacity to access new or expanding events in our community. The Events Centre would allow Kenora to further increase the visitors to our community and offer events that the City currently does not have the capacity to accommodate. Large events are direct impacts to our economy in Kenora and are realized by our small businesses including hotels, restaurants and merchants. The possibilities are endless for such a development and the impacts to private and public sectors significant.

Super 8, Kenora supports the City of Kenora Events Centre Committee in their efforts to secure funding for a business case development.

Sincerely,

Leah and Kevin O'Flaherty

July 28, 2014

City of Kenora
1 Main Street South
Kenora, ON
P9N 3X2

RE: Support for the Events Centre Expansion Project

The Kenora Hospitality Alliance is pleased to provide this letter of support for the City of Kenora's funding application for assistance with the development of a business case for an Events Centre for Kenora. As owner/operators of multiple independent as well as franchise Hotels, Motels, Inn's and Bed and Breakfast in and around Kenora, we recognize the importance of continuing to strengthen the brand of Kenora and Lake of the Woods area as a destination centre for tourism, recreational and artistic activities. An essential component for this is a purpose built multi-use events centre.

This development would address the needs of the community and various groups to strengthen initiatives and the capacity to access new or expanding events in our community. The proposed Events Centre would allow Kenora to attract tourists, further increase the visitors to our community, and offer events that the City currently does not have the capacity to accommodate. Large events are direct impacts to our economy in Kenora and are realized by our small – mid sized enterprises (SME's) including accommodation providers, restaurants and merchants.

Paramount to this proposal is the engagement of the City and its commitment to add to the infrastructure of Kenora's cultural landscape while not competing with the SME's committed to doing business within it. The twinning of Kenora's Recreational Centre ice and developing the site into more of a public event centre is a project that would not normally be undertaken by the private sector in a small City such as Kenora – the possibilities are endless for such a development and the positive spin-offs for the impacts to private and public sectors significant. This kind of municipal improvement of a non-competitive development initiative will undoubtedly result in positive spin-offs for the private sector and the community, bolstering our economic climate on an exponential scale.

The Kenora Hospitality Alliance supports the City of Kenora Events Centre Committee in their efforts to secure funding for a business case development.

Sincerely,
Teresa Gallik, Chair KHA



July 28, 2014

City of Kenora
1 Main Street South
Kenora, ON
P9N 3X2

RE: Support for the Events Centre Expansion Project

The Timberline Urban Lodge is pleased to provide this letter of support for the City of Kenora's funding application for assistance with the development of a business case for an Events Centre for Kenora. As owner/operators of a full-service dining room, bar and Inn, we recognize the importance of continuing to strengthen the brand of Kenora and Lake of the Woods area as a destination centre for tourism, recreational and artistic activities. An essential component for this is a purpose built multi-use events centre.

This development would address the needs of the community and various groups to strengthen initiatives and the capacity to access new or expanding events in our community. The proposed Events Centre would allow Kenora to attract tourists, further increase the visitors to our community, and offer events that the City currently does not have the capacity to accommodate. Large events are direct impacts to our economy in Kenora and are realized by our small - mid sized enterprises (SME's) including hotels, restaurants and merchants.

Paramount to this proposal is the engagement of the City and its commitment to add to the infrastructure of Kenora's cultural landscape while not competing with the SME's committed to doing business within it. The twinning of Kenora's Recreational Centre ice and developing the site into more of a public event centre is a project that would not normally be undertaken by the private sector in a small City such as Kenora - the possibilities are endless for such a development and the positive spin-offs for the impacts to private and public sectors significant. This kind of municipal improvement of a non-competitive development initiative will undoubtedly result in positive spin-offs for the private sector and the community, bolstering our economic climate on an exponential scale.

A Division of 1708754 Ontario Inc. www.timberlineurbanlodge.com
805 St. Claire Street Keewatin Ontario Box 640 P0X 1C0



TIMBERLINE

URBAN LODGE

Timberline Urban Lodge supports the City of Kenora Events Centre Committee in their efforts to secure funding for a business case development.

Sincerely,

A handwritten signature in black ink, appearing to read 'T. Manzi', written over the printed name.

Taras Manzi
Co-Proprietor



July 25, 2014

City of Kenora
1 Main Street South
Kenora, ON P9N 3X2

Dear Events Centre Committee:

RE: Support for the Events Centre Expansion Project

On behalf of the Kenora & District Chamber of Commerce, I would like to express our overwhelming support for the City of Kenora's funding application for assistance with the development of a business case for an Events Centre for Kenora.

We recognize this development will undoubtedly prove an economic benefit for both member businesses and the entire City of Kenora. This expansion will allow the capacity for access to new or expanding events in our community. This is critical - especially now in light of the City of Kenora's recent branding strategy as "North America's Premier Boating Destination" and in our ability to offer the exceptional level of service required in all aspects of business. The Events Centre would allow Kenora to continue increasing the visitor population and offer events that the City currently cannot hold due to not having the capacity to accommodate individuals. Large events directly impact Kenora's economy and are recognized by our local businesses including hotels, restaurants and merchants. The potential for this development will greatly impact our community in a positive way.

The Kenora & District Chamber of Commerce supports the City of Kenora Events Centre Committee in their efforts to secure funding for a business case development.

Our mission is to promote a thriving business climate for the growth and prosperity of our members. This initiative will definitely "promote a thriving business climate", and therefore thank you for your efforts and wish you success with your proposal.

Sincerely,

A handwritten signature in blue ink, appearing to read "Wes Romaniuk", is written over a light blue background.

Wes Romaniuk
President

LAKE OF THE WOODS MINOR HOCKEY ASSOCIATION
Suite 204, 428 2nd Street South
KENORA, ON
P9N 1G6

July 23, 2014

City of Kenora
1 Main Street South
Kenora, ON P9N 3X2

Dear Events Centre Committee:

RE: Support for the Events Centre Expansion Project

The Lake of the Woods Minor Hockey Association is pleased to provide this letter of support for the City of Kenora's funding application for assistance with the development of a business case for an Events Centre for Kenora.

This development would address the needs of the community and various groups to strengthen initiatives and the capacity to access new or expanding events in our community. The Events Centre would allow Kenora to further increase the visitors to our community and offer events that the City currently does not have the capacity to accommodate. Large events are direct impacts to our economy in Kenora and are realized by our small businesses including hotels, restaurants and merchants. The possibilities are endless for such a development and the impacts to private and public sectors significant.

Lake of the Woods Minor Hockey Association supports the City of Kenora Events Centre Committee in their efforts to secure funding for a business case development.

Sincerely,



Brenda Zilinski
President
LWMHA



LOCAL, FRESH, HANDCRAFTED BEER.

July 28, 2014

City of Kenora
1 Main Street South
Kenora, ON P9N 3X2

RE: Support for the Events Centre Expansion Project


Lake of the Woods Brewing Company is an advocate for and strong supporter of the City of Kenora's funding application for assistance with the development of a business case for an Events Centre for Kenora. As an emerging craft brewing company with strong ties to the local and regional community, Lake of the Woods Brewing Company is keenly aware of the demonstrated need for an Events Centre that will act as a lynchpin for tourism, recreational activities, artistic and cultural events. This development would address the needs of the community and various groups to strengthen initiatives and the capacity to access new or expanding events in our community.

The proposed Events Centre would allow Kenora to attract tourists, further increase the visitors to our community, and offer events that the City currently does not have the capacity to accommodate. A multi-use Events Centre is uniquely suited to serve a variety of user groups and this in turn will strengthen and build community capacity, especially as it relates to the hospitality and tourism sector. Imagine if you will, an Events Centre that hosts small, medium and large events, throughout the year, engaging residents, summer residents and tourists.

Paramount to this proposal is the engagement of the City and its commitment to add to the infrastructure of Kenora's cultural landscape while not competing with the SME's committed to doing business within it. The twinning of Kenora's Recreational Centre ice and developing the site into more of a public event centre is a project that would not normally be undertaken by the private sector in a small City such as Kenora – the possibilities are endless for such a development and the positive spin-offs for the impacts to private and public sectors significant.

On behalf of the Board of Directors of Lake of the Woods Brewing Company, I am pleased to extend our support to the City of Kenora Events Centre Committee in their efforts to secure funding for a business case development.

Sincerely,


Taras Manzie | President and CEO



Lake of the Woods Girls Hockey

P.O. Box 12, Kenora, ON P9N 3X1

July 28, 2014

City of Kenora
1 Main Street South
Kenora, ON P9N 3X2

Dear Events Centre Committee:

RE: Support for the Events Centre Expansion Project

Lake of the Woods Girls Hockey is pleased to provide this letter of support for the City of Kenora's funding application for assistance with the development of a business case for an Events Centre for Kenora.

This development would address the needs of the community and various groups to strengthen initiatives and the capacity to access new or expanding events in our community. The Events Centre would allow Kenora to further increase the visitors to our community and offer events that the City currently does not have the capacity to accommodate. Large events are direct impacts to our economy in Kenora and are realized by our small businesses including hotels, restaurants and merchants. The possibilities are endless for such a development and the impacts to private and public sectors significant. For our organization it would mean hosting events that we cannot currently serve the large group of attendees.

Lake of the Woods Girls Hockey supports the City of Kenora Events Centre Committee in their efforts to secure funding for a business case development.

Sincerely,

Heather Kasprick
President



July 23, 2014

City of Kenora
1 Main Street South
Kenora, ON P9N 3X2

Dear Events Centre Committee:

RE: Support for the Events Centre Expansion Project

Casey's, Kenora is pleased to provide this letter of support for the City of Kenora's funding application for assistance with the development of a business case for an Events Centre for Kenora.

This development would address the needs of the community and various groups to strengthen initiatives and the capacity to access new or expanding events in our community. The Events Centre would allow Kenora to further increase the visitors to our community and offer events that the City currently does not have the capacity to accommodate. Large events are direct impacts to our economy in Kenora and are realized by our small businesses including hotels, restaurants and merchants. The possibilities are endless for such a development and the impacts to private and public sectors significant.

Casey's, Kenora supports the City of Kenora Events Centre Committee in their efforts to secure funding for a business case development.

Sincerely,

Leah and Kevin O'Flaherty



City of Kenora
1 Main Street South
Kenora, ON P9N 3X2

Dear Events Centre Committee:

RE: Support for the Events Centre Expansion Project

Keewatin Curling Club is pleased to provide this letter of support for the City of Kenora's funding application for assistance with the development of a business case for an Events Centre for Kenora.

This development would address the needs of the community and various groups to strengthen initiatives and the capacity to access new or expanding events in our community. The Events Centre would allow Kenora to further increase the visitors to our community and offer events that the City currently does not have the capacity to accommodate. Large events are direct impacts to our economy in Kenora and are realized by our small businesses including hotels, restaurants and merchants. The possibilities are endless for such a development and the impacts to private and public sectors significant.

The Keewatin Curling Club is partnering with the City of Kenora Recreation Centre to host a provincial curling event in February 2015. We would like to use this event as a template to host further provincial and national curling events in the future. The development of the Kenora Events Centre would be a strong selling feature in our pursuit of host bids for these types of high profile curling events. The economic benefits to the City of hosting events of this nature during the traditionally slow winter months would be enormous and would help to market Kenora as a multi-season tourist destination.

Keewatin Curling Club, Kenora supports the City of Kenora Events Centre Committee in their efforts to secure funding for a business case development.

Sincerely,

Hayley Smith
Board Chair
Keewatin Curling Club

July 28, 2014

City of Kenora
1 Main Street South
Kenora, ON
P9N 3X2



RE: Support for the Events Centre Expansion Project

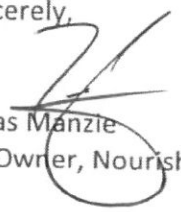
Nourish is pleased to provide this letter of support for the City of Kenora's funding application for assistance with the development of a business case for an Events Centre for Kenora. As the business owner of a specialty shoppe, coffee house, Yoga studio, and integrated catering company – the endless potential of the positive spin-offs from an Events Centre is both compelling and intrinsically linked to our community's growth and development. A purpose built Events Centre will help ensure that Kenora continues to **evolve** and not **devolve**.

This development would address the needs of the community and various groups to strengthen initiatives and the capacity to access new or expanding events in our community. The proposed Events Centre would allow Kenora to attract tourists, further increase the visitors to our community, and offer events that the City currently does not have the capacity to accommodate. A multi-use Events Centre is uniquely suited to serve a variety of user groups and this in turn will strengthen and build community capacity, especially as it relates to the hospitality and tourism sector. Nourish is committed to the ideals of healthy living and we see the connections between a multi-use Events Centre and the well-being of our community.

Paramount to this proposal is the engagement of the City and its commitment to add to the infrastructure of Kenora's cultural landscape while not competing with the SME's committed to doing business within it. The twinning of Kenora's Recreational Centre ice and developing the site into more of a public event centre is a project that would not normally be undertaken by the private sector in a small City such as Kenora – the possibilities are endless for such a development and the positive spin-offs for the impacts to private and public sectors significant. This kind of municipal improvement of a non-competitive development initiative will undoubtedly result in positive spin-offs for the private sector and the community, bolstering our economic climate on an exponential scale.

On behalf of Audrey Manzie, co-owner of Nourish, I am pleased to lend our support to the City of Kenora Events Centre Committee in their efforts to secure funding for a business case development.

Sincerely,


Taras Manzie
Co-Owner, Nourish

Kenora Junior A Hockey

City of Kenora

We would like to bring to the attention to the City of Kenora that a group of hockey enthusiasts are looking at developing a Junior A hockey franchise in the community and believe that having the new arena would be a great asset in developing young athletes in the entire region. A facility like this would allow us to run hockey camps and showcase tournaments that would result in a big economic boost for our city and put us on the map with Hockey Canada as an ideal location for the Dudley Hewitt Cup (Ontario Championship) and Royal Bank Cup (National Championship). The benefits are endless as we look forward to introducing exciting Junior A hockey to Kenora.

Thank you,

Kevin McCallum
(807) 630-7532