



City of Kenora
Committee of the Whole Agenda
Tuesday, May 15, 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 May 22, 2018 meeting:-

- Formally adopt the 2018 Business Improvement Board Levy
- Amend the Tariff of Fees and Charges By-Law Number 'Schedule D' to adopt Multi-Unit Buildings single water meter charge
- Amend the Municipal Water Supply and Provision of Sanitary Sewage Services bylaw
- Amend the 2018 Capital Budget in the amount of \$51,000.25 to reflect the allocation of the Main Street Revitalization Initiative Funding for the Wayfinding Part II budget
- Amend the 2018 Capital Budget to increase the Coney Island Boardwalk rehabilitation project total cost to \$117,141.76, representing an increase in the budgeted cost of \$27,141.24
- Amend the Tariff of Fees and Charges By-Law Number 'Schedule B' to adopt Lake of the Woods Seniors Softball League rates
- Authorize a land swap with Waasegiizhig Nanaandawe'Iyewigamig in the area of Chipman Street and First Avenue South

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 April 10, 2018 be confirmed as written and filed.

D. Deputations/Presentations

- Rob Rheault – Request for Exemption from Accommodation Tax
- Ron Brown – Single water meter charge per multi unit
- Janice McDonald – Single water meter charge per multi unit
- Anneke Gillis, Kenora Health Care Recruiter – update on priorities for recruitment

E. Reports:

1. Finance & Administration

Item Subject

Pages

- 1.1. Q1 Investments
- 1.2. BIZ Levy Request
- 1.3. 2018 Q1 Contracts
- 1.4. Tax Appeal under Section 357
- 1.5. Enabling Accessibility Fund Grant Application
- 1.6. Strategic Asset Mgmt Policy & Climate Change Adaptation & Resilience Study
- 1.7. Human Resources Policy – Business Travel Seminar Conferences
- 1.8. Human Resources Policy – Exit Interview
- 1.9. Human Resources Policy – Non Union Overtime
- 1.10. Human Resources Policy – Learning & Development
- 1.11. Human Resources Policy – Anniversary, Retirement, Recognition
- 1.12. Human Resources Policy – Professional Affiliation Fees Reimbursement
- 1.13. Human Resources Policy – Recruitment
- 1.14. Human Resources Policy – Tuition Fees Reimbursement

2. Fire & Emergency Services

Item Subject	Pages
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- 2.1 No Reports

3. Operations & Infrastructure

Item Subject	Pages
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- 3.1 Multi-Unit Single Meter Charge – Tariff of Fees & Charges

4. Community & Development Services

Item Subject	Pages
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- 4.1 Enabling Affordable Housing Action Plan
- 4.2 Allocation of Main St Revitalization Initiative Funding to Wayfinding Pgm
- 4.3 Assumption of Roads/Lanes/Highways
- 4.4 Coney Island Boardwalk Budget Amendment
- 4.5 Kenora Rotary Club Request for Funds for Splash Park
- 4.6 Lake of the Woods Softball Field Rates

Other:

- 12:00 p.m. - Public Zoning Amendment Meeting – D14-18-04, 100 Kelly Rd
- 12:30 p.m. – Public Zoning Amendment Meeting – D14-18-03, 1731 Railway St

Proclamations:

- Nursing Week May 7-13
- Lyme Disease Awareness Month – May 2018
- Public Works Week – May 20-26

Next Meeting

- Tuesday, June 5, 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 (2 matters)
- ii) Personal Matter about an Identifiable Individual (2 matters)

Adjournment



May 1, 2018

City Council Committee Report

TO: Mayor and Council

FR: Charlotte Edie, Treasurer

**RE: Investment Report including Kenora Citizens' Prosperity Trust Fund –
Quarter 1**

Recommendation:

That Council of the City of Kenora hereby accepts the 2018 first quarter investment report that includes details of the Kenora Citizens' Prosperity Trust Fund and other City of Kenora investments.

Background Information:

Kenora Citizen's Prosperity Trust Fund (KCPTF):

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

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

The first KCPTF portfolio is with the ONE Public Sector Group of Funds and accounts for over 30% of the Trust Fund. The market value of this investment at March 31, 2018 is \$12,549,566.93. This portfolio is held in bond, universal corporate bond and equity funds that are all monitored to ensure that they remain within the Ontario Provincial legislation for municipal investments. The year to date actual return on these ONE fund investments for 2018 is -11.51%. This rate reflects the total return including market impact. The return on book value for year to date 2017 is .82%. Currently the universal bond fund is generating .03% and the equity fund is generating -17.37% on a cumulative basis (including market impact). Market values dropped significantly in the first quarter of 2018 but were showing a turnaround in March.

The second and largest KCPTF portfolio is managed by Manulife Asset Management with RBC Dexia Investor Services as custodians. The City receives quarterly reports and information. The March 31, 2018 report is attached. The market value of these investments is \$25,312,885 (\$91,399 lower than the value at the end of December 2017). Securities held in this portfolio are largely bank and federal and provincial government issues. The year to date return on these funds is .17%. The rate of return since inception is 2.49%. These returns also take the market impact into account.

In addition, the KCPTF holds \$8,169,071 in debt from the City of Kenora. The rate of return on this debt is 3%. New debt has been issued for the street lighting and Keewatin Arena roof projects at the end of 2017.

Other Investments:

The City of Kenora maintains investment portfolios separate from the Kenora Citizen's Prosperity Trust Fund. These investments are entirely held in the ONE Public Sector Group of Funds and the market value at March 31, 2018 is \$15,564,127. This portfolio is held in bond, universal corporate bond and equity funds that are all monitored to ensure that they remain within the Ontario Provincial legislation for municipal investments. The year to date return for this portfolio is -5.48%. The year to date return on book value is 1.58%.

Budget:

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

Risk analysis:

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

Communication Plan/Notice By-law Requirements:

For information only

Strategic Plan or other Guiding Document:

Report is required per policy CS 4-2.



24 April 2018

City Council Committee Report

To: Mayor and Council

Fr: Jon Ranger, Budget/Special Projects Officer

Re: BIZ Levy – 2018 Request

Recommendation:

That Council hereby approves the Harbourtown Centre Business Improvement Board budget request in the amount of \$47,313.62 for 2018; and further

That Council gives three readings to a bylaw to adopt the estimates for funds to be raised for 2018 on behalf of the Harbourtown Centre Business Improvement Board; and further

That in accordance with Public Notice Bylaw Number 144-2007, public notice is hereby given that Council intends to formally adopt the 2018 Business Improvement Board Levy at its May 22nd meeting.

Background:

In 2003, under By-Law #166-2003, the City of Kenora established an improvement area for the purposes of "the improvement, beautification and maintenance of municipally owned lands, buildings and structures in the area, beyond such improvement, beautification and maintenance as is provided at the expense of the municipality at large, and the promotion of the area as a business or shopping area". In this same By-Law, the City established a Board of Management, known as the "Harbourtown Centre Business Improvement Board", in accordance with Section 204 of the Municipal Act, 2001. This Board and area are often known as the "Kenora BIZ".

In accordance with the By-Law, the Kenora BIZ must provide to the City their annual report, as audited by the City's auditors, as well as a request for the current year levy. The BIZ 2017 audited financial statements are not yet available but will be forwarded to Council once they are made available. The BIZ has also submitted their 2018 levy request for Council approval and to be included on the City's 2018 final tax bills.

Historically, the annual BIZ levy has been roughly \$50,000. In early 2017, the City received minutes of settlement for the years 2013 through 2016 on the mall property. This resulted in a significant impact on the BIZ levy. There was a one-time adjustment for the years 2013 through 2016 totaling \$8,893.03. In addition, there was a corresponding reduction in the mall property assessment commencing in 2017, which further impacts the BIZ levy commencing in 2017 and moving forward on an annual basis. This reduction represents a combined reduction in assessed value of just over \$3.1 million between the shopping centre and commercial property classes.

The BIZ Executive determined that they would not increase their rates for 2018. For 2018, this represents a BIZ levy request of \$47,313.62. A copy of the BIZ 2018 Levy Request has also been attached for Council's review.

Budget / Financial Implications:

The BIZ levy is levied on the final tax bill directly from the applicable property owners within the BIZ area. This is done in accordance with the provisions from the enabling bylaw.

Communication Plan/Notice By-law Requirements:

Notice of the approval of the BIZ levy will be given in accordance with Notice By-law #144-2007. A bylaw approving the 2018 BIZ Levy and rate is required.

Strategic Plan or other Guiding Document:

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

ERM Assessment:

Minimal risk to the municipality. This is an annual levy as set by the BIZ in accordance with their enabling bylaw.



March 26th, 2018

Karen Brown
 CAO
 City of Kenora

Dear Karen

On behalf of the Harbourtown Biz I am writing you to request \$47,313.62 for our 2018 Levy.

Our Budget for 2018 is as follows:

2018 Levy

Contributions to various events including Winter Carnival & Canada Day	\$ 9,950
Advertising & Marketing	\$ 17,500
Banners	\$ 739
Green Up - Flowers etc.	\$ 10,000
Accounting	\$ 1,600
Treelighting	\$ 4,000
AGM	\$ 550
Black Friday - Scavenger Hunt	\$ 350
Office Supplies/Misc.	\$ 200
Website Maintenance	\$ 1,356
Spring Clean Up	\$ 500
Farmers Market Tables	\$ 900
Farmers Market Tables - Revenue	-\$ 831
BIZ Bucks	\$ 500
Total 2018 Levy	\$ 47,314

Previous Years' Funds

Banners	\$ 15,761
Shopping Bags - Revenue	-\$ 500

Total Proposed Budget for 2018	\$ 62,575
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If you have any questions or concerns please feel free to contact the undersigned.

Sincerely,

Carla Devlin-Scott
 Harbourtown Biz - Treasurer



May 7, 2018

City Council Committee Report

To: Mayor and Council

Fr: Jon Ranger, Budget/Special Projects Officer

Re: Contracts & Expenditures Approved January – March 2018

Recommendation:

That Council hereby accepts the 2018 January – March Contracts & Expenditures Approved report.

Background:

Per the Procurement Policy, the Budget/Special Projects Officer (Treasurer in the absence of the Budget/Special Projects Officer) may award a tender, contract or purchase for greater than \$30,000 provided that:

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

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

Budget:

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

Risk Analysis:

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

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

Strategic Plan or other Guiding Document:

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



Apr 18, 2018

City Council Committee Report

To: Mayor and Council

Fr: Michelle Saunders, Tax Collector

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

Recommendation:

That Council hereby approves Section 357 tax adjustments with potential refunds totaling \$1811.55.

Background:

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

Budget/Finance Implications:

The municipal share of the tax reduction relating to the Section 357 adjustment is \$1605.51.

Communication Plan/Notice By-law Requirements:

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

Strategic Plan or other Guiding Document:

Legislative requirement.



May 7, 2018

City Council Committee Report

To: Mayor and Council

Fr: Adam Smith, Special Projects and Research Officer

Re: Enabling Accessibility Fund – Mid-Sized Projects Grant Application

Recommendation:

That Council has directed administration and the SportsPlex volunteers to pursue funding opportunities for repurposing the viewing area space at the Kenora Sportsplex Facility; and further

That the SportsPlex Board and City administration have identified the Enabling Accessibility Fund – Mid-sized project stream as a potential funding opportunity wherein municipalities may access 35 percent of costs covered with a minimum request of \$350,000; and further

That Council directs staff to apply for funding under the Enabling Accessibility Fund – Mid-sized project stream.

Background:

The Government of Canada is currently accepting applications from eligible organizations interested in receiving contribution funding from the Enabling Accessibility Fund (EAF) for mid-sized projects. Funding will support the construction, renovation and retrofit of accessible facilities or venues in Canadian communities that offer or plan to offer programs and/or services that focus on a holistic approach in addressing the social and/or labour market integration needs of people with disabilities. More specifically, projects must be directly related to the offering of centralized programs and/or services for people with disabilities in their communities through, for example, the creation or expansion of existing centres or hubs.

By May 24th, the Government of Canada is seeking an overview of the proposed project. Staff have determined that the best fit under this program is the renovation of the viewing area space at the Kenora Sportsplex located on the second floor mezzanine. The EAF offers an opportunity to ensure that this development of a safe, unstructured place to play and be active for children is truly inclusive and accessible regardless of ability. It also allows for facility upgrades that extend beyond the viewing area to eliminate any barriers to those wishing to access the facility for uses beyond the play space on the second floor.

Administration feels this project is a perfect fit and will be appealing to the funders for the type of project meeting the extent of the criteria and the scope of the project.

Budget:

The 2018 Capital Budget contains an allocation of \$508,400 to repurpose the viewing area. The EAF would allow the City to off-set a portion of this cost and expand the scope of the retrofits to enhance accessibility.

Risk Analysis:

The recommendation carries a high financial risk, however, this is perceived to be an opportunity since the cost off-sets from being successful under the program are significant.

There is also a high positive risk to community well-being given the program allows for the play space and JM Sportsplex facility in general to incorporate accessible elements that could make it a recreational hub for children and adults of all abilities.

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

Strategic Plan or other Guiding Document:

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



May 8, 2018

City Council Committee Report

To: Mayor and Council

Fr: Adam Smith, Special Projects and Research Officer

Re: Updated Strategic Asset Management Policy and Climate Change Adaptation and Resilience Study

Recommendation:

That Council hereby approves the revised Strategic Asset Management Policy (SAMP) CS-6-2 as prepared by Public Sector Digest and City staff; and further

That Council hereby gives three readings to a bylaw to amend the Comprehensive Policy Manual for this purpose; and further

That Council hereby accepts the City of Kenora Climate Change Adaptation and Resilience Study.

Background:

On January 1, 2018, Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure came into effect. The regulation sets out requirements for municipal asset management planning to help municipalities better understand their infrastructure needs and inform infrastructure planning and investment decisions. Over the next 6 years, the following components will be phased-in including:

- a) July 1, 2019 – all municipal governments to have a finalized initial strategic asset management policy. Section 3 of the regulation sets out 12 matters that this policy must include and the policy must be reviewed every 5 years.
- b) July 1, 2021: all municipal governments to have an adopted asset management plan for core assets (roads, bridges and culverts, water, wastewater and stormwater management) that discusses current levels of service and the cost of maintaining those services. The regulation sets out both qualitative descriptions and technical metrics for each of the core assets.
- c) July 1, 2023: Municipal governments to an adopted asset management plan for all of its other municipal infrastructure assets, which also discusses current levels of service and the cost of maintaining those services. The municipality is to set the technical metrics and qualitative descriptions for its other assets (e.g., culture and recreation facilities).
- d) July 1, 2024: The asset management plans shall include a discussion of proposed levels of service, the assumptions related to the proposed levels of service, what activities will be required to meet proposed levels of service, and a strategy to fund the activities.

For both b) and c) above, there are some different requirements for municipal governments above and below 25,000 population as well as those within the Greater Golden Horseshoe growth plan area.

Public Sector Digest has drafted a new SAMP that staff have determined meet the legislated requirements. In revisiting the Policy governing asset management (AM) planning in Kenora, staff used the opportunity to create a Terms of Reference for an internal committee that could support creating AM awareness throughout the organization and co-ordinate AM activities across departmental lines.

Reg. 588/17 also mandates that asset management planning consider climate-related impacts. Through the Climate Asset Management Network (CAMN) program, City staff and Public Sector Digest have been focusing on embedding a climate lens to the perception of risk in the City's asset management planning. Different components of the SAMP are reflective of this on-going project.

Policy is informed by sound evidence and as such, included in this report is the City of Kenora's Climate Change Adaptation and Resilience Study. Drafted by PSD and reviewed by City staff, this report highlights projected climate impacts across the country, specific vulnerabilities in Kenora and what these vulnerabilities mean for different economic sectors. In addition to informing SAMP development, elements of the report have been integrated into the latest iteration of the City's Asset Management Plan which will be discussed next month.

Budget:

There are no budgetary considerations tied to this report.

Risk Analysis:

As per the City's ERM policy, there is an moderate operational risk. It is considered positive due to the SAMP enabling the inclusion of levels of service to better inform capital priorities and reinforcing implementation through an internal committee. The focus on climate change adaptation in both the attached Study and within the SAMP deepens corporate awareness around projected climate impacts for Kenora and their impact on asset classes. May also increase the likelihood of additional revenue through provincial funding programs that assess projects based on municipal climate readiness.

Communication Plan/Notice By-law Requirements:

The SAMP will be forwarded as required with any infrastructure funding applications made by the City of Kenora. The Climate Change Adaptation and Resilience Study will be published on the City's website.

Strategic Plan or other Guiding Document:

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

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

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.



City of Kenora Climate Change Adaptation and Resilience Study



Research

City of Kenora
PSD Research
04/06/2018

RESEARCH

CONSULTING

SOFTWARE

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3. **Discuss cases of extreme weather (and the costs to mitigate damage) in Kenora.**
4. **Impacts and Implications**
 - **Physical Impacts** – Impacts of climate change on Kenora’s core asset categories (roads, water, bridges, and facilities), as well as its green/natural asset categories
 - **Economic Impacts** – An overview of Kenora’s main industries, and the impact and implications of climate change for these industries and those reliant on their successes
 - **Social Impacts** – The consequences of climate change in the form of health complications, and disease
 - **Ecological Impacts** – biodiversity, effects of eco-assets under stress, soil, species distributions, etc.
5. **Calculating Vulnerability:**
 - Sensitivity to Climate Change-Related Events
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 - Analysis of risks identified by Kenora and relevant stakeholders.
8. **Setting Priorities**
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BACKGROUND

Definitions

Adaptation: Adaptation involves making adjustments in our decisions, activities, and thinking because of observed or expected changes in climate. Adaptation will help reduce harm or take advantage of new opportunities. Adaptation actions can anticipate or respond to the impacts of a changing climate. Examples of adaptation measures include the development of more stringent building standards for areas where heavier snowfall is expected, or limiting development in coastal areas where sea level is projected to rise.¹

Adaptive capacity: Ability of the sector to minimize adverse impacts and maximize positive ones.²

Bioclimatic envelopes: The temperature, humidity, and precipitation needs of a given species and groups of species.³

Biodiversity: Biodiversity is the variability among living organisms, including the diversity of ecosystems, within and between species. Biodiversity provides ecosystem services, which are the benefits people obtain from ecosystems. These include provisioning services such as food and water; regulating services such as flood and disease control; cultural services such as spiritual, recreational, and cultural benefits; and supporting services such as nutrient cycling that maintain the conditions for life on Earth.⁴

Climate: The historical record and description of average daily and in seasonal weather events that help describe a region. It differs from weather, which is concerned with short term or instantaneous variations in the state of the atmosphere at a specific time.⁵

Climate change: A change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods.⁶

Climate hazard: A climatic event with the potential to cause harm (e.g., floods, wildfires, hurricanes) or long-term changes in climate variables that have negative consequences over time (e.g., rising temperatures, changing rainfall patterns).⁷

Climate models: Numerical tools based on mathematical equations that aim to represent processes of the climate system. These equations are based on the physical laws governing fluid mechanics, such as the laws of conservation of mass, energy and momentum. They describe the behavior of, and interactions between, the atmosphere, lithosphere, hydrosphere, cryosphere, and biosphere, under external forces such as solar radiation and aerosols, as well as natural and anthropogenic greenhouse gas (GHG) emissions.⁸

Climate normals: Average of climate indices used to represent the recent past climate for a given area. The time period used for climate normal often corresponds with the time period used as a baseline or reference period in climate change calculation.⁹

Climate projections: Portions of a climate model simulation that forecast the future.¹⁰

Climate risk: Risks from climate variability and climate change.¹¹

Design life: The expected service life intended by the designer.¹²

Downscaling: A procedure in which information known at large scales is used to make predictions at local scales.¹³

Emissions: The release of a substance (usually a gas when referring to the subject of climate change) into the atmosphere.¹⁴

Engineering vulnerability: The shortfall in the ability of public infrastructure to absorb the negative effects, and benefit from the positive effects, of changes in the climate conditions used to design and operate infrastructure. Engineering Vulnerability is a function of:

- Character, magnitude and rate of change in the climatic conditions to which infrastructure predicted to be exposed;
- Sensitivities of infrastructure to the changes, in terms of positive or negative consequences of changes in applicable climatic conditions; and
- Built-in capacity of infrastructure to absorb any net negative consequences from the predicted changes in climatic conditions.¹⁵

Extreme weather event: A meteorological event that is rare at a place and time of year, such as an intense storm, tornado, hail storm, flood or heat wave, and is beyond the normal range of activity. An extreme weather event would normally occur very rarely or fall into the tenth percentile of probability.¹⁶

Global Climate Model (GCM): Models that cover the entire planet, with calculation grids (domains) at a horizontal resolution typically between 150 and 300 km. There are three main types of GCMs. The first generation of GCMs, known as Atmospheric General Circulation Models (AGCMs), included only the atmosphere and its interaction with continental land masses. The second generation, Atmosphere-Ocean General Circulation Models (AOGCMs), coupled the atmosphere and land with physical ocean models. The latest generation, known as Earth System Models (ESM), include biogeochemical interactions and cycles, as well as changes in land cover (such as vegetation types). Thus far, most ESMs implement the carbon cycle, and research is ongoing to include other cycles.¹⁷

Greenhouse Gas (GHG) Emissions: Greenhouse gases are those gaseous constituents of the atmosphere, both natural and anthropogenic, that absorb and emit radiation at specific wavelengths within the spectrum of thermal infrared radiation, emitted by the Earth's surface, the atmosphere itself, and by clouds. Water vapour (H₂O), carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), ozone (O₃), and chlorofluorocarbons (CFCs) are the six primary greenhouse gases in the Earth's atmosphere in order of abundance.¹⁸

Impact: The effects of existing or forecast changes in climate on built, natural, and human systems. One can distinguish between potential impacts (impacts that may occur given a

projected change in climate, without considering adaptation) and residual impacts (impacts of climate change that would occur after adaptation).¹⁹

Mitigation: An anthropogenic intervention to reduce the anthropogenic forcing of the climate system; it includes strategies and measures to reduce greenhouse gas sources and emissions and enhancing greenhouse gas sinks. Examples of mitigation measures are renewable energy technologies, waste minimization processes and public transport commuting practices, etc.²⁰

National Engineering Vulnerability Assessment: A process initiated in 2005 to gather information and apply engineering judgement on the vulnerability of Canadian public infrastructure to projected climate change. The assessment led to the preparation of this report and its recommendations.²¹

Regional Climate Models (RCM): Models covering only a portion of the planet, RCMs make it possible to solve equations at a relatively fine horizontal resolution (45 km or less) within a reasonable amount of time. To run an RCM, data from GCMs must be integrated at the RCM's boundaries. This can also be done using reanalyses, essentially a technique that uses computer models to combine historical data from various sources to recreate the past climate; this procedure is called driving an RGM.²²

Renewable energy: Renewable energy is energy derived from natural processes that are replenished at a rate that is equal to or faster than the rate at which they are consumed.²³

Resilience: The ability of a social or ecological system to absorb disturbances while retaining the same basic structure and ways of functioning, the capacity for self-organization, and the capacity to adapt to stress and change.²⁴

Service life: The period of time after installation during which an infrastructure or its component parts meet or exceed performance requirements.²⁵

Standardization: The processes used to formulate, issue and implement standards.²⁶

Vulnerability: Vulnerability is the degree to which a system is susceptible to, and unable to cope with, adverse effects of climate change, including climate variability and extremes. Vulnerability is a function of the character, magnitude, and rate of climate change and variation to which a system is exposed, its sensitivity, and its adaptive capacity.²⁷

Vulnerability of infrastructure systems: Vulnerability of infrastructure systems to climate events is understood as the susceptibility of those infrastructures to harm from climate hazards.

Weather: The day-to-day state of the atmosphere, and its short-term variation in minutes to weeks.²⁸

Climate Change: What is it and how is it affecting Canadian municipalities?

As climatic events have become more severe in the past several years due to climate change, the world's infrastructure has continually absorbed the impacts, leading to increased vulnerability and overall maintenance costs. Because of this, all levels of government have had to be innovative in the management of their infrastructure.

For the purposes of this project, climate change will be defined as:

"A change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods."²⁹

In 2014, Natural Resources Canada released a detailed report on the impacts of climate change on Canada's different sectors. The overwhelming consensus for each unique sector (i.e. food production, human health, infrastructure, etc.), was that climate change will bring increased risk to the integrity of assets within the sector and the natural environment, as well as greatly impact economic viability and overall health of citizens. Municipalities are tasked with mitigating these risks and maintaining a reliable level of service for their community, all while adapting to new circumstances that arise due to climate change. At the forefront of concern for several municipalities is the growing infrastructure deficit, mixed with the increased frequency of extreme weather events that further compromise the state of their physical assets. This report will focus on the impacts of climate change on infrastructure and how municipalities like the City of Kenora are able to work towards mitigating and adapting their practices to better prepare for future events.

Bringing together climate change and infrastructure

Climate change effects and infrastructure are inextricably linked. It is intuitive to parallel the physical state of assets and degradation caused by climatic events, however, effects on structure also translates to effects on the ability to deliver services, and impacts social, economic, and environmental aspects within society.

Disruption to physical infrastructure—this could be caused by extreme weather events such as wind, ice, rain and/or snow storm(s), or more consistent weather patterns caused by climate change (i.e. sea level rise, rising temperatures, thawing permafrost, etc.); directly impacts not only overall maintenance costs, ability to predict necessary lifecycle events, and integrity of the assets, but the ability to deliver consistent service levels, citizen access to basic transportation networks and health care facilities, and day-to-day economic activity. There has already been an increased frequency in extreme weather events, with the majority of affected municipalities being overwhelmingly underprepared. A large number of Canadian communities have already experienced extreme flooding, prolonged wildfire seasons, and high intensity storms. All of these events led to broader issues, felt throughout the entirety of the municipality.

For example, the flooding that took place in Toronto in 2005 had estimated damage costs of over \$500 million, and damaged water mains, gas mains, telephone, hydro, and cable service lines. The Alberta floods in 2013 led to the deaths of four people and displaced tens of thousands, with cleanup and repair bills estimated to be approximately \$6 billion, making it the costliest climatic event in Canadian history. The wildfires that took place in British Columbia in 2003, had estimated damage costs of over \$700 million, destroying several homes and businesses. Further, in 2014 the Northwest Territories experienced severe wildfires throughout the summer months, which led to decreased air quality and the closure of the main highway to Yellowknife several times.

While the above examples are more extreme events, there are effects that municipalities are having to deal with on a more consistent basis. As Canada has a diverse climate, each distinct region experiences different impacts from climate change. For example, Canada's North is experiencing some of the most extreme day-to-day impacts. Thawing permafrost has been one of the largest issues, as the soil sinks it impacts all structures above it, in many cases severely damaging building foundations, transportation networks, and pipelines. There have already been signs of significant asset failure in these regions, with some buildings being deemed uninhabitable and transportation networks closed for long periods of time.

Both the West and East coasts are at risk due to their proximity to the Atlantic and Pacific oceans. For example, the lower mainland of British Columbia has already experienced significant property, transportation, and wastewater treatment facility damage, due to rising sea levels and extreme storms. The Prairies, particularly Alberta and Saskatchewan, have already been experiencing extreme dry seasons, which has led to issues with water treatment and distribution systems, energy generation and transmission, and transportation networks.

With these impacts, municipalities must consider how they are going to allocate funding to maintain and repair infrastructure that is in already poor condition and anticipate what will need to be funded based on future climatic events. Further, they will need to define an acceptable level of service, with possible impacts from climate change in mind. This will necessitate an increase in taxes for several municipalities, as aging infrastructure now needs additional maintenance, and needs to be made resilient to climatic events to ensure that essential services are not stalled in the event of an extreme weather event. In addition, this may lead to a decrease in service levels that municipalities are able to provide, as the cost to maintain certain infrastructure may become too high. All of this has a run-off effect for citizens and the municipality, as it may limit access to essential services and hinder economic activity.

There have been significant efforts made to better predict how climate change will impact weather patterns over the next several decades. It has been predicted that previous 1 in 100-year storms will now more likely be 1 in 50-years. Further, average temperatures are forecasted to continue to rise approximately 2-4 degrees Celsius over the next 50 years. In addition, it is expected that there will be an overall increase in precipitation and accelerated sea-level rise. It is necessary for municipalities to consider in what ways this will impact both their ability to deliver essential services and overall strategic planning for their assets.

Several municipalities are beginning to consider how to integrate fundamental asset management practices such as risk, lifecycle, and levels of service models, and strategic planning for climate change

mitigation and/or adaptation. The Government of Canada has made climate change a primary focus, allocating significant funding and resources. Municipalities from across the country have been taking advantage of federal programs and grant opportunities, using the funding for climate change adaptation/resiliency strategies, feasibility studies, and GHG reduction planning. As municipalities will have to continue to adapt to new circumstances from climate change, robust strategic planning will help to mitigate the effects on not only the physical state of infrastructure, but on the other societal effects to day-to-day economic activities and citizens access to essential services.

IMPACTS & IMPLICATIONS

Road Infrastructure

Classified as a core asset by every municipality, roads are used to facilitate access to natural resources and essential services, connect communities to each other, move goods to market, and move people to work. The reliance of all citizens and their governments on road infrastructure translates to an obligation by municipalities to guarantee a certain quality maintenance of the asset. Climate change related incidents pose a growing threat to the ability of municipalities to ensure their road networks are sufficiently functional to serve their intended purposes. The failure of a municipality’s road network translates to direct costs for all economic activity facilitated by road, rail, air and water transportation systems, as well as pipeline, energy, and communication networks.

Where paved roads are concerned, the following have been identified as climate-related elements and extreme events that increase the threat posed to road infrastructure: storm surges, high-speed winds, fog, heavy snowfalls, ice storms, and freeze-thaw cycles. Below is a table outlining the observed implications of climate change on Canada’s transportation infrastructure:

<p>Nation-Wide</p>	<ul style="list-style-type: none"> • Changes in fuel efficiency, payloads, serviceable routes, and travel efficiency; • Region-specific changes in the length and quality of construction seasons; • Increases in the quantity and severity of health and safety-related incidents caused by heat stress, service accessibility; • Decreases in the ability of municipal officials to predict the functionality, pressure thresholds, and lifecycles of infrastructure impacted by climate change; • Changes in demand for various forms of transportation, and in response, changes to the competition landscape; • Modifications to maintenance and design practices, and with those, increased demand for the necessary skill sets and resources to accommodate modifications.
<p>Northern Canada</p>	<ul style="list-style-type: none"> • Increased levels of transportation infrastructure required to facilitate and accommodate the increased traffic throughout the region, which is made possible by warmer temperatures (e.g. arctic shipping);

	<ul style="list-style-type: none"> Increases in the frequency and severity of infrastructure damage caused by permafrost degradation and re-occurring freeze-thaw cycles.
Southern Canada	<ul style="list-style-type: none"> Increases in the frequency and severity of flooding experienced by coastal infrastructure; Increases in the occurrence rate of landslide and avalanche activity, effectively reducing mobility options and increasing maintenance and replacement costs; Increases in the frequency and severity of flooding experienced by inland infrastructure; Changes in the nature and cost of winter maintenance requirements; Decrease in freeze-thaw cycle-related damage, as a result of fewer freeze-thaw cycles.

Looking at the impacts of climate change on the pavement used to maintain the serviceability of the vast majority of municipal road networks, below is an analysis of the impacts of various climate events on pavement:

Increase in Frequency and Severity of Hot Days	<ul style="list-style-type: none"> Changes in pavement construction and maintenance practices, that accommodate for climate-related extremes and new norms, including: heat stress, dust control, water supply, compact moisture content, and PCC curing; Increases in thermal stresses, and the expenses required to cover the cost of adapting to expansions, cracks, curls, blow-ups, etc.; Increase in susceptibility to softening and deformation of asphalt concrete with increased temperatures; Increase in susceptibility to oxidization, hardening, stiffening, and eventual cracking of asphalt concrete with increased temperatures.
Decreases in Frequency and Severity of Cold Days	<ul style="list-style-type: none"> Changes in pavement construction on maintenance practices, that accommodate for longer and less predictable construction seasons, less pothole repairs, and reduced thermal protection; Changes in the frequency and duration of freeze-thaw cycles; Premature deterioration of pavements as a result of highly frequent freeze-thaw cycles, especially where saturated, frost-susceptible, silty soil is involved; In Southern Regions, freeze-thaw cycles are slowly decreasing in frequency, amounting to less frost damage; In Northern Regions, municipalities experience milder winters with more freeze-thaw cycles, resulting in decreased service levels, accelerated deterioration, and increased maintenance costs for roads that rely on a frozen subgrade strength;

	<ul style="list-style-type: none"> • Reduced costs and use of anti-icing and de-icing materials related to snow and ice control.
<p>Increases in Annual Precipitation and Intense Precipitation Events</p>	<ul style="list-style-type: none"> • The timing, frequency, form and/or intensity of precipitation affects related natural processes such as debris flows, avalanches, landslides, mudslides and floods. • Increase in damage to pavement structures and embankments due to rainfall-induced landslides (ground movements). • Examples of these types of events include: Drastic increases in rainfall, increases in snowmelt-induced landslide frequency in alpine areas, increased precipitation-triggered instability of embankments and pavement structures underlain by clay-rich sediments (particularly common in Eastern Ontario and Southern Quebec). • New implications of heavy precipitation and storm water management for embankments, ditches, culverts, drains, street hardware, and pavements, especially in urban areas where land surface is comprised mostly of pavement.
<p>Coastal Issues Related to Sea Level Rise</p>	<ul style="list-style-type: none"> • Higher mean sea levels, particularly coupled with high tides and storm surges, are most likely to inundate and/or damage embankments, pavement structures and municipal infrastructure under roads.
<p>Far Northern Issues Related to Climate Warming</p> <p><i>*Permafrost (ground that remains at or below 0 degrees Celsius for at least two years) underlies almost half of Canada’s important structural support for infrastructure such as all-season road and airport pavements.</i></p>	<ul style="list-style-type: none"> • Degradation of permafrost as a result of climate warming (e.g. increased depth of seasonal thaw layer, melting of ice and warming of frozen zone, reducing its bearing capacity) makes paved roads and runways particularly more vulnerable as they readily absorb solar energy due to low albedos compared to snow and ice; • Shortened lifespan of ice roads by several weeks in a season can have significant (negative) impacts on the economy, impacting the amount of goods that can be transported across the north. • More attention and resources devoted to the safety of road construction and maintenance staff with increased freeze-thaw and slippery conditions.

Physical Infrastructure Impacts: Bridges

In a series of case studies included in the report *Adapting to Climate Change: Canada’s First National Engineering Vulnerability Assessment of Public Infrastructure*, Engineers Canada found that roads and bridges were generally resilient to discrete, one-time, climate events. However, cumulative climate events were more likely to lead to vulnerability, with ice accretion and freeze-thaw cycles creating significant vulnerabilities.

When attempting to better understand and mitigate vulnerability, it is critical that engineers and climate change experts understand that vulnerability can relate to a series of factors:

- The character, magnitude and rate of change in climate conditions;
- The sensitivities of infrastructure to the changes; and
- The built-in capacity of infrastructure to absorb predicted changes.³⁰

Additionally, the distinction between “vulnerability” and “engineering vulnerability” be clearly drawn. While the broad concept of vulnerability encompasses factors that impact resiliency, including engineering considerations, political decision-making, socio-economic factors, and risk tolerances of the affected populations, “the engineering vulnerability assessment focuses primarily on engineering considerations, and asks if the infrastructure analyzed would continue to perform its design function given the climate change stresses being considered.”³¹

At the national level, Canada is home to over 56,000 bridges, which when combined with the country’s road network, accounts for the largest public infrastructure asset class in the county. According the Engineers Canada, “bridges and associated structures, such as culverts and related drainage, typically are projected to last longer than road surface.”³² Although these asset classes are attached to and dependent on roads, roads have shorter life cycles, mitigating the need for adaptive measures in the near term. Bridges are more likely to require modification of design, construction and maintenance to account for flooding (particularly low-lying bridges), and are not as easy to repair as roads. Furthermore, “failures or catastrophic events involving bridges are likely to have longer-lasting impacts”³³ than those involving road infrastructure.

Below is a table included in the report, which outlines factors to be considered in bridge engineering vulnerability assessments.³⁴

Relevant Infrastructure Elements	Performance Response	Relevant Climate Events and other Environmental Factors
Operations & Maintenance	Structural Integrity	High Temperature
<ul style="list-style-type: none"> • Regular Maintenance Crew • Maintenance Equipment • Snow Removal Personnel • Snow Removal Equipment/Material 	Serviceability	Low Temperature
Deck	Functionality	Extreme Temperature Range
<ul style="list-style-type: none"> • Cast-in-place Concrete • Reinforcement • Wearing Surface • Water-proofing Membrane • De-icing System/Approach 	Operations & Maintenance	Precipitation as Rain
Expansion Joints	Emergency Response Risk	Precipitation as Snow
	Insurance Considerations	Wind
	Policies & Procedures	Ice Accretion
	Economics	Ice Force
	Public Healthy & Safety	Hail

<ul style="list-style-type: none"> • Finger Joint • Trough and Downspout System • Modular Joint • Seal <p>Bearings</p> <ul style="list-style-type: none"> • Elastomeric Bearing Pads <p>Girders</p> <ul style="list-style-type: none"> • Existing Pre-cast Girders • Exterior Post-Tension System • Fibre Wrap for Shear Reinforcement • NU Precast Girders <p>Abutments</p> <ul style="list-style-type: none"> • Concrete Bearing Seat, Walls • Approach Slab • Steel H-piles • Cast-in-place Concrete Bell Pile <p>Piers-Columns</p> <ul style="list-style-type: none"> • Concrete Pier Shafts • Concrete Spread Footings Set into Bedrock • Existing Post-Tensioned Concrete Pier Cap • New Exterior Post-Tensioned System <p>Drainage System</p> <ul style="list-style-type: none"> • Deck Drainage • Retention Pond • Storm Sceptor <p>Accessories</p> <ul style="list-style-type: none"> • Steel Railing (for Pedestrians) • Barriers • Lamp/Lamp Posts <p>River Banks</p>	<p>Environmental Effects</p>	<p>Freeze-Thaw Cycles</p> <p>Ground Water</p> <p>Flooding</p> <p>Fog</p> <p>Temperature + Relative Humidity</p> <p>Heavy Winter Snow + Early Spring + Heavy Rain = Major Flooding</p> <p>Snow/Ice + Freeze Temp = Heavy/Dense Snow</p>
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Common vulnerabilities of bridges across the country include inadequate operation, maintenance, and asset management. Without routine lifecycle and risk analyses, condition assessments, and asset maintenance, vulnerability is difficult to quantify and consequently, costs associated with delayed repairs are unnecessarily costly.

Physical Infrastructure Impacts: Water Infrastructure

Climate change predictions from the present through 2100 vary widely, even as scientists work to refine their estimates through collection of more data and development and testing of more robust scenarios. With the publication of the Intergovernmental Panel on Climate Change's Fifth Assessment Report (AR5) in 2014, the IPCC introduced four new emissions scenarios, called representative concentration pathways (RCPs) to replace the scenarios previously generated in the Fourth Assessment Report (AR4). The RCPs consider multiple climate driving forces (greenhouse gases, aerosols, land cover), some of which had not before been incorporated in scenario development, combined into one product described as Radiative Forcing (RF), measured in Watts per square metre. These four RCP scenarios can be summarized in the following way:

- RCP8.5 (W m⁻²): Very high emission scenario and a failure to curb warming by 2100. GHG emissions are up to seven times higher than preindustrial levels. Similar to the highest AR4 emission scenario.
- RCP6.0 (W m⁻²): A medium-high stabilization scenario where total RF stabilizes shortly after 2100 by the application of a range of technologies and strategies for reducing GHG emissions.
- RCP4.5 (W m⁻²): A medium stabilization scenario where RF stabilizes by 2100. Similar to the lowest emission scenario assessed in AR4.
- RCP2.6 (W m⁻²): Medium-low scenario with aggressive mitigation. Emissions peak early, and then fall due to active removal of atmospheric carbon dioxide. Requires all the main GHG emitters, including developing countries, to participate early on in climate change mitigation policy.

Identifying specific local climate change impacts by downscaling these models also remains challenging. The Ontario Ministry of Natural Resources and Forestry (MNRF), however, produced the Climate Change Research Report titled *Climate change projections for Ontario: An updated synthesis for policymakers and planners* in 2015, to assist organizations responsible for adaptation and mitigation planning better understand how climate change may affect them at the local level. MNRF staff used a thin-plate spline statistical downscaling method to produce 5 x 5 km grids for 35 climatic variables, summarizing and mapping temperature and precipitation data by climate scenario (RCPs 2.6, 4.5, and 8.5), time frame (2011-2040, 2041-2071, and 2071-2100), season (winter and summer), and primary Ontario watershed (Great Lakes, Hudson Bay, and Nelson River).

According to this work, projections suggest that province-wide warming is anticipated throughout the 21st century, with the greatest increases expected to occur in the Far North adjacent to the Hudson Bay coastline. Winter warming is predicted to be greater than summer warming, with greater increases in

the north than the south. Precipitation may increase overall throughout the province, but the Nelson River and Hudson Bay watersheds may see less precipitation than baseline levels (1971-2000) while the Great Lakes region may become increasingly wetter through the 2080s. Increases in precipitation are predicted for the winter, with decreases in historical precipitation volumes in summer.

Within the Nelson River watershed, where the City of Kenora is located, MNRF projections suggest that mean annual air temperatures could increase as much as 8.8°C by the 2080s, based on RCP 8.5, with only slight precipitation increases anticipated for the western portion of the watershed near the Manitoba border. As with the rest of the province, winter temperature increases are expected to be highest, with warming of 1.1 to 2.7°C (2011-2041), 3.2 to 5.6°C (2041-2070), and 3.6 to 9.3°C (2071-2100) depending on the RCP. Summer warming, though less, is still projected to range from 1.4 to 2.6°C (2011-2041), 2.7 to 4.6°C (2041-2071), and 2.9 to 7.8°C (2071-2100).

Total precipitation within the watershed is expected to change slightly, with an increasing gradient from the Manitoba border east toward the Nelson River/Great Lakes watershed boundary. Winter precipitation is anticipated to remain relatively constant, with slight average increases of 19 to 22 mm (2011-2040), 22 to 31 mm (2041-2070), and 22 to 40 mm (2071-2100) above baselines. Summer precipitation may be more variable, with average rainfall ranging from 60 mm less than to 20 mm more than baseline levels. Depending on the RCP, average precipitation may decrease by 19 to 21 mm (2011-2040), 7 to 27 mm (2041-2070), and 3 to 44 mm (2071-2100).

This data for the Nelson River watershed was used to analyze the exposure and vulnerability to climate change impacts of the City of Kenora’s water-related infrastructure, including potable water (supply, treatment, and distribution networks), wastewater (collection and treatment networks), and stormwater management infrastructure. Additional information about the state of local infrastructure was compiled with reference to the City of Kenora’s 2016 Asset Management Plan. Based on these sources, suggestions for adaptation and resiliency measures were developed for each service area and infrastructure category.

Potential Climate Change Impacts Based on AR5 and MNRF Data	
Lower water levels in Great Lakes	Stress on existing water supply, may require investment in extending plant intake pipes and/or lift stations; may require water use restrictions, which would reduce total \$ brought in as user rate revenue, leading to less \$ available for future investments.
Lowered water table	<i>See above</i> – may not impact municipal infrastructure as directly, but for members of the community with private wells, this could lead to water shortages.
Reduced GW recharge	Higher temperatures, accompanied with reduced precipitation, could result in reduced overall soil porosity. This would limit the volume of water absorbed through permeable areas, and create additional volumes of water flowing through major overland flow routes and minor systems (sewers, etc.)

	*Could also result in lowered water table (<i>see above</i>).
Increased flooding (decreased overall precipitation, but increased intense precipitation w/ potential to overwhelm capacity of existing storm infrastructure)	<ul style="list-style-type: none"> • Damage to public and private property; • Risks to H&S; • Potential sanitary sewer overflow; • Malfunction of electrical components of water and wastewater (and other municipal infrastructure) assets; • Potential legal risk for municipality; • Higher insurance rates for public and private; • May require changes in land-use planning/zoning and redevelopment of areas outside of major flood corridors.
More variable temperatures w/i seasons – freeze/thaw cycles, winter flooding	Pipe bursts, shifting infill leading to increased stress on subsurface infrastructure.
Lower water quality (increased temp., higher contaminant levels)	<ul style="list-style-type: none"> • Potential for increased water advisories; • Higher costs associated with water treatment; • H & S risks
Reduced performance of ecosystem services related to water quality and quantity control (reduced peak flow mitigation, reduced filtration)	
Extreme weather events	

Physical Infrastructure Impacts: Potable Water Infrastructure – Supply, Treatment, and Distribution Networks

The City of Kenora delivers potable drinking water to more 10,000 people, providing service to private residences as well as industrial, commercial, and institutional properties. According to the 2016 Asset Management Plan, the City owns and manages approximately 127 kilometers of watermain, in addition to a water treatment plant, 5 booster pumping stations, more than 500 hydrants, and thousands of appurtenances (valves, meters, etc.). This portfolio of assets has an estimated value of \$111 million, based on 2016 replacement costs. At \$77 million, watermains comprise nearly 70% of the value of the City’s potable water infrastructure, with valves (\$11 million), hydrants (\$8 million), water treatment plant (\$5 million), standpipes (\$4 million), and booster stations (\$3 million) representing much of the value of the rest of the inventory.

Exposure: What is the level of sensitivity/exposure to the impact? How would infrastructure and the responsible departments be affected if the impact were to occur today? Is the infrastructure/department already subjected to existing stress?

Water Assets in:

- Fair Condition – 33%
- Poor Condition – 8%
- Very Poor Condition – 24%
- Total (F, P, VP) – 65%
- Total (P, VP) – 32%, valued at approx. \$35M

Vulnerability refers to the susceptibility of a given City department to harm arising from climate change impacts. It is a function of a department’s sensitivity to climate change and its capacity to adapt to climate change impacts.

- Harm is likely:
 - Based on condition, existing water infrastructure is sensitive to potential climate change impacts;
 - No Master Plans (?) complete – based on available data, unclear if capacity (including redundancy measures) is sufficient or whether this represents another area of exposure to climate change impacts.
 - Financial affordability related to O&M of existing portfolio, as well as rehabilitation and replacement. Needs also represents an area of exposure.
- Limited capacity to adapt, if community maintains its business as usual approach.

Physical Infrastructure Impacts: Wastewater Infrastructure – Collection and Treatment Networks

The City of Kenora provides wastewater collection and treatment services to much of the community, including approximately 6,500 residences and businesses within the City limits. In order to deliver these services, the City owns and operates approximately 122 kilometers of sanitary sewer main, a sewage treatment plant, 64 pumping/lift stations, 3 transfer stations, and several hundred appurtenances (valves, maintenance holes, etc.). With an estimated value of \$96 million based on 2016 replacement costs, sewer mains are valued at approximately \$70 million, or 74% of the portfolio. The sewage treatment plant (\$4 million) and pumping/lift stations (\$4 million) represent much of the remaining large replacement value of the inventory.

Exposure:

Wastewater Services in:

- Fair Condition – 23%
- Poor Condition – 16%
- Very Poor Condition – 20%
- Total (F, P, VP) – 59%
- Total (P, VP) – 36%, valued at approx. \$35M

Vulnerability: See Water Infrastructure section.

Physical Infrastructure Impacts: Stormwater Management – Collection

The City of Kenora is responsible for providing stormwater management services within the City limits to minimize flooding, risks to public health and safety, and damage to both public and private property. To achieve this, the City owns and operates a network of approximately 27 kilometers of storm sewer main with an estimated replacement cost of \$22 million, as well as several hundred appurtenances including catch basins (\$5 million) and maintenance holes (\$9 million).

Exposure:

Wastewater Services in:

- Fair Condition – 33%
- Poor Condition – 22%
- Very Poor Condition – 31%
- Total (F, P, VP) – 86%
- Total (P, VP) – 53%, valued at approx. \$19M

Vulnerability: see Water Infrastructure section.

Ecological Impacts: Ecosystems and Natural Assets

As municipalities prepare to adapt public and privately-owned infrastructure to withstand the impacts of climate change, some have begun to realize the importance of tapping into the potential of local natural assets. Unlike man-made assets, ecological goods and services (EGSs) do not require the same kind of planning or maintenance and are therefore difficult to ascribe tangible value to. EGSs are typically broken into four categories:

1. Provisioning (food, organic matter, lumber, etc.) ← *Easy to value.*
2. Regulating
3. Supporting (pollinating, soil regulation, etc.)
4. Cultural Services (provide social and health-related benefits)

The equation developed by Natural Resources Canada to value these assets is as follows:

$$\text{Total Economic Value} = \text{Non-Use Value (Simply Existing)} + \text{Use Value (Direct Use + Indirect Use + Optional Use)}$$

One of the strategies often employed by urban municipalities, is the creating of an urban forest. Urban forests are considered widely successful, and provide ecological benefits including: reduction of stress- and heat-related illnesses; sequestration of CO2 emissions; absorption of stormwater and pollution; increase in biodiversity; employment opportunities; reduction of household heating and cooling costs; enhanced tourism and economic opportunity; reduced municipal grey infrastructure costs. Today, Toronto's urban forest(s) are valued at \$81.3 million/year, Montreal's at \$24.5 million/year, and Halifax's at \$31.4 million/year.³⁵

Just as it is important to value ecological assets that provide benefits for municipalities, it is equally important to understand that risks involved with non-resilient ecosystems. There are three factors that make an ecosystem resilient: (1) Functional Diversity (and the ability to measure functional traits – e.g. What different species do and how they respond to changes within their environment); (2) Redundancy; and (3) Strong Ecological Functional Links.

When a municipality is looking at the ability of its ecosystems to withstand threats and change, it is critical that staff and stakeholders be able to answer the following questions:

- How will changing temperatures and precipitation interact with species' bioclimatic envelopes? What is the approximate scale and sensitivity of these envelopes? Which envelopes will be able to adapt, and which will succumb to the stresses of climate change and/or alternate weather patterns?
- How is eco-diversity affected by urbanization and population density?
- How is the range of diversity affected by changes to the population and size of surrounding ecosystems?
- How susceptible are a community's eco assets to an epidemic or infestation? How has biodiversity been employed (and maximized) to prevent harm?
- Are the species that exist within ecosystems capable of responding to the anticipated impacts of climate change?
- How can the municipality ascribe value to ecosystems that provide a necessary service, on which residents rely on? (E.g. Quantification of ecosystem services sustained by trees, ponds, floodplains, etc.).

The province of Ontario has been exposed to a variety of climate impacts over the course of the past two decades, including those highlighted in ICLEI Canada's report Finding the Nexus: Exploring Climate Change Adaptation and Biodiversity:

- Increased vulnerability of wetlands to changes in water and nutrient levels, and stress from influxes of urban development.
- The spread of invasive species such as the Emerald Ash Borer, largely attributable to the lack of diversification in municipal tree planting initiatives.
- Persistent cases of West Nile virus amongst humans, as mosquitos pick up the virus more readily in higher temperatures. Studies have shown a direct correlation between virus outbreaks and above-average summer temperatures.
- Decreased cleanliness and reliability of water supplies as a result of reduced snowfall (and therefore snowmelt) and glacier runoff, further compounding water shortages.³⁶

An analysis of Kenora's wildlife and eco-assets indicated that Kenora has experienced the impacts of climate change in the form of the following changes:

1. Decline in the local moose population:

- Climate change results in a number of changes to environmental processes and ecosystems, which have been proven to cause loss of habitat, proliferation of disease,

infestation of parasites (e.g. winter does not kill off certain species as it once did), and a warming climate.

- The moose population in and around Kenora depends on the maintenance of existing habitats, an ability of the existing ecosystem to ward off disease and infestation, and the preservation of resources fundamental to survival. Climate change has had a direct impact on all of these necessities, and the moose population has declined as a result.

2. Algae blooms proliferate.

- Increased light and warmer temperatures create ideal conditions for algae growth. As seasonal temperatures increase, and warmer temperatures come sooner in the spring, toxic blue-green algae begins to grow earlier in the season and lasts later into the summer/fall. Wildlife in the region dependent on bodies of water plagued with blue-green algae are more likely to experience health complications, as they have increased and longer-term exposure to the poisonous growth. Recently, Kenora has seen a rise in the number of dog deaths and human poisonings specifically.

3. Fish struggle to survive.

- Increased levels of GHG emissions stemming from operations in Kenora and globally, create climate conditions that foster warmer lakes and algae blooms. As bodies of water gradually increase in temperature, cold water fish are left with fewer and fewer habitable areas, leading to a decrease in a variety of fish populations.

4. Altered wind patterns.

- Wind determines if a lake stratifies (separates into layers) or not. Under calm conditions, a boreal lake will settle into different temperature layers called a thermocline: warm at the surface and cold at the bottom. Put simply, the light-shading presence of undisturbed dissolved organic carbon (DOC) near the surface ensures deep water remains cold. Under windy conditions, water mixes more thoroughly, mixing in the DOC throughout the whole water column. With no surface DOC screen to filter light, sunlight penetrates more deeply, warming the whole lake while the wind also mechanically mixes water to a more uniform temperature.
- In the past, the Kenora area was predominantly under the influence of the Pacific air wedge. Now, the Pacific air wedge, the Tropical airstream, and the Arctic airstream converge directly over the Lake of the Woods, where together they create wild weather and strong, more frequent winds. This change in wind patterns has and continues to cause a physical mixing of water, which has and continues to cause a redistribution of nutrients.
- The ability/inability of water to mix has a significant impact on nutrient levels and distribution rates. Depending on how much or how little water is disturbed by events such as changing wind patterns, nutrients are more or less likely to be redistributed. The factors affecting the ways in which nutrient redistribution affects bodies of water are extensive and vary significantly. Examples of factors include: geographic location, environment and

ecosystems surrounding the body of water in question, size of the body of water in question, etc.

- One example of the impacts of nutrient redistribution involves elevated levels of nitrogen and phosphorus, often caused by agricultural run-off. Algal bloom is caused by the increased levels of these nutrients, which then stimulates bacterial growth that thrives on phytoplankton. The spread of algal bloom and bacteria ultimately consumes oxygen, leaving shorter supply available for oxygen-dependent species that exist within the body of water in question. The end result typically manifests itself in the form of excessive plant growth and (mass) death of fish.

Economic Impacts: Industry Overview

Below is an outline of the four major industries that Kenora’s economy relies on to thrive.

1. **Physical** – Infrastructure, green/natural assets, community assets, etc.
2. **Social** – Health, disease, violence, emotional stress, crime, looting, etc.
3. **Ecological*** – biodiversity, effects of eco-assets under stress, soil, species distributions, etc.
4. **Economic** – industry impact, recreation, production/price/demand of food, transportation, etc.

An analysis of these categories will enable the City of Kenora to understand how the local economic sectors can adapt to, prepare for, and mitigate the impacts of climate change.

1. BOATING																							
Background	<p>Lake of the Woods, of which Kenora is a part of, covers 3,846 square kilometers and has over 105,000 km of shoreline. Boating is the top regional attraction for the 20,000+ cottagers in the region with 93% of cottagers participating in boating. Approximately 8,000 – 10,000 powerboats and large sailboats, plus hundreds of small vessels and paddle boats are on the lake each summer.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Indicator</th> <th style="text-align: center;">Key Statistics</th> </tr> </thead> <tbody> <tr> <td>LOWDPOA Membership</td> <td>Over 4,000</td> </tr> <tr> <td>Annual Spending (2003)</td> <td>\$85 million</td> </tr> <tr> <td>Average Cottage Size</td> <td>1,500 square feet</td> </tr> <tr> <td>Average Cottage Market Value</td> <td>\$200,000</td> </tr> <tr> <td>Max. Cottage Market Value</td> <td>\$2 million</td> </tr> <tr> <td>Average # of Days/Year Spent at Cottage</td> <td>79 days</td> </tr> <tr> <td>Percentage of Cottagers Boating</td> <td>93%</td> </tr> <tr> <td>Percentage of Cottagers Fishing</td> <td>83%</td> </tr> <tr> <td>Percentage of Cottagers Canoeing</td> <td>57%</td> </tr> <tr> <td>Percentage of Cottagers Sailing</td> <td>22%</td> </tr> </tbody> </table>	Indicator	Key Statistics	LOWDPOA Membership	Over 4,000	Annual Spending (2003)	\$85 million	Average Cottage Size	1,500 square feet	Average Cottage Market Value	\$200,000	Max. Cottage Market Value	\$2 million	Average # of Days/Year Spent at Cottage	79 days	Percentage of Cottagers Boating	93%	Percentage of Cottagers Fishing	83%	Percentage of Cottagers Canoeing	57%	Percentage of Cottagers Sailing	22%
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Key Opportunities for Growth	Docks and marinas, boat repair, boat dealers, boat rentals, shopping, dining, and events for boating visitors, boat and accessory manufacturing.																						

<p>Local Investment in the Industry</p>	<ul style="list-style-type: none"> • Construction of the Lake of the Woods Discovery Centre and docks; • Three-phase downtown revitalization plan for Kenora’s Harbourfront Centre; • Opening of Whitecap Pavilion – multi-purpose venue on the waterfront, gateway signage, and plans for development of Kenora’s five beaches; • Private sector investment worth over \$61 million. 		
<p>2. HEALTHCARE</p>			
<p>Background</p>	<p>Kenora is the 2nd largest healthcare center in Northwestern Ontario (after Thunder Bay), serving 30,000 people/year and employing 500 fulltime, part time, and casual workers. Kenora’s health care labour force is approximately 1,460 workers, of which 675 are health care professionals or technicians.</p>		
<p>Key Opportunities for Growth</p>	<ul style="list-style-type: none"> • A new hospital and health care campus; • Expanded primary care and an after-hours clinic; • Upgrades to senior services and long-term care facilities; • Better health for Aboriginal Peoples residing in and around Kenora. 		
<p>Local Investment in Industry</p>	<p>Health care is a major driver for Kenora’s economy, representing 14.6% of Kenora’s total economy of 2011 (compared to 6.9% of Ontario’s economy), and generating over \$80 million of Kenora’s GDP. <i>*See breakdown of sources of healthcare funding on page 10 – “Kenora Health Care Sector Profile, Lake of the Woods, Kenora”.</i></p>		
<p>3. MANUFACTURING</p>			
<p>Background</p>	<p>There are 4 manufacturing sectors in Kenora, and when combined, contribute a total of over \$43 million to the city’s GDP. The sectors consist of (1) forest products, (2) durable goods, (3) mineral products, and (4) consumer goods. Kenora’s highly skilled work force (aged 25 to 65 years) has a population of just over 8,500 workers.</p> <hr/> <p>See p.29: Figure 3 Kenora by Sector, 2011:</p> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ▪ Health Care – 15% ▪ Public Services – 14% ▪ Tourism & Cottagers – 6% ▪ Culture & Recreation – 1% ▪ Construction – 6% ▪ Value-Added Forestry – 2% ▪ Other Manufacturing – 6% ▪ Mining Services – 1% </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ▪ Retail & Wholesome Trade – 12% ▪ Finance & Insurance – 5% ▪ Education – 6% ▪ Real Estate – 4% ▪ Utilities – 3% ▪ Transportation & Warehousing – 3% ▪ Professional Services – 3% ▪ Other Industries – 11% </td> </tr> </table>	<ul style="list-style-type: none"> ▪ Health Care – 15% ▪ Public Services – 14% ▪ Tourism & Cottagers – 6% ▪ Culture & Recreation – 1% ▪ Construction – 6% ▪ Value-Added Forestry – 2% ▪ Other Manufacturing – 6% ▪ Mining Services – 1% 	<ul style="list-style-type: none"> ▪ Retail & Wholesome Trade – 12% ▪ Finance & Insurance – 5% ▪ Education – 6% ▪ Real Estate – 4% ▪ Utilities – 3% ▪ Transportation & Warehousing – 3% ▪ Professional Services – 3% ▪ Other Industries – 11%
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<p>Factors Supporting Growth in the Manufacturing Sector</p>	<ul style="list-style-type: none"> • <u>Abundant Natural Resources</u> – e.g. forests, water, minerals, fish and wildlife, and pristine natural environments; • A stable and supportive local government; • <u>Provincial and federal financial resources</u> - Programs such as: FedNor’s Target Manufacturing Initiative for Northern Ontario 		

	<p>(TMINO), Advanced Manufacturing Fund (AMF), Northern Ontario Heritage Fund Corporation (NOHFC);</p> <ul style="list-style-type: none"> • <u>High-Quality Infrastructure</u> – Kenora is located along the Trans-Canada Highway and is served by the CP Rail mainline and the Kenora Regional Airport. Winnipeg, Manitoba is also located in close proximity, and offers excellent transportation and distribution infrastructure to serve Western Canada. • <u>Value Added Opportunities in Mill Residuals</u> – Kenora offers value-added forestry companies many advantages, including access to a stable supply of wood fibre residuals from regional mills and crown timber from the region’s Boreal forest. Kenora’s mills produce residuals including sawdust, bark, wood chips, and planer shavings that can be used as feedstock for value-added wood fibre manufacturers. • The mills also offer opportunities to suppliers that produce inputs used in production and transport of mill products as well as opportunities for companies to reduce operating costs by co-locating in Kenora’s Stevenson Industrial Park. • <u>Transportation Infrastructure</u> <ul style="list-style-type: none"> ○ Highway 71 offers south-bend access to the US border. ○ Region offers access to both CP and CN Rail lines. ○ Three Canada-US border crossings are located within 500km of Kenora: (1) Fort Frances, ON – International Falls, MN; (2) Rainy River, ON – Baudette MN; (3) Thunder Bay, ON – Grand Portage MN.
4. MINING	
Background	<p>Ongoing mining activity in and around Kenora (both in Ontario and Manitoba):</p> <ul style="list-style-type: none"> • 9 active mines: several gold mines, 1 palladium mine, 1 cesium mine, and granite quarries; • 9 mature exploration projects → contain economic mineral reserves and are estimated to move from exploration to production by 2018; • 6 developed exploration projects → contain mineral resources and are developed beyond the prospecting stage but are not considered mature enough to move into production within the very near future.
Features of Kenora that Support the Mining Industry	<ul style="list-style-type: none"> • Available and skilled labour force; • Strong capacity for workforce training and development; • Transportation capacity (proximity to US border, Winnipeg International Airport, major highways, rail lines, and Kenora’s own 24/7 airport); • Transportation choices (access to both CN and CP lines); • Shovel-ready industrial parks and sites (prime land for mining firms);

	<ul style="list-style-type: none"> • Over 6,500 housing units; • Electricity power capacity (Kenora is located at a point in the Northwestern Ontario power system that has several advantages, including: nearby generation and transmission redundancy that reduces the risk of power outages).
<p>Other Kenora-based Industries Supported by the Mining Industry's Investment in Kenora</p>	<ul style="list-style-type: none"> • Civil engineering, construction services; • Engineering; • Structural steel and fabrication services; • Land development consulting services; • Industrial and commercial construction services; • ATV equipment rental; • Heavy equipment rentals; • Hotels; • Catering and food services; • First Nations land management services; • Transportation services (car, truck, and helicopter).

Interdependence of Infrastructure, Economic Development, and the Environment

As Kenora’s major industries begin to experience the impacts of climate change and weather-related events, stakeholders and residents will consult with staff, putting staff in a position to assume authority over the local climate change file. In order to prepare internally for what local expectations of municipal staff will be, staff must assemble an interdisciplinary body of experts capable of addressing different manifestations and consequences of climate change. This interdisciplinary expertise will require participation from engineering, climatology, operations, maintenance, management, and economic development.

The City of Kenora will need to consider the following when conducting an interdisciplinary assessment, in order to determine and prepare for the economic impacts of climate change on local industry:

- Identify relevant infrastructure: state and number of physical components, load and age of the assets, interdependence of surrounding systems on the assets (both public and private) in question, and economic/industrial consequences of failure;
- Determine location of infrastructure components studied, and how location might contribute to vulnerability;
- Consider technical vulnerabilities (e.g. construction material, regional importance, physical condition, etc.);
- Calculate, standardize, and cost operation and maintenance practices;
- Determine performance measures to operate and manage infrastructure (e.g. policies, guidelines, regulations, insurance, and legal considerations);
- Identify the best-suited source of climate data for the analyses to be performed on the region (e.g. flood plain mapping, region-specific climate modeling, local or regional data collected by the province or municipality, regional or local studies completed, etc.).

Once these steps have been taken, and a comprehensive understanding of the vulnerabilities of and relationships/dependencies between assets (both public and private) has been established, vulnerabilities, consequence(s) of failure, and risks can be ascribed to assets and the climate in which they operate.

In an analysis of “buildings” as its own asset category, Engineers Canada examined the vulnerabilities of public infrastructure systems (e.g. government, educational, health, cultural, recreation, etc.), para-public infrastructure (e.g. sports venues, transportation terminals, etc.), and privately-owned structures. While not all of these types of structures rely on public funds to operate, they are a part of a network of publicly owned assets that are necessary for access to fundamental services and utilities. Moreover, buildings themselves house many critical components, supporting public infrastructure and reducing asset vulnerabilities to climate change. Some of the factors that must be examined in order to determine current and future vulnerabilities of private assets reliant on public assets, include:

- Building materials, building envelopes and building stability;
- Accelerated physical weathering, due to changing atmospheric physical, chemical properties and biological – including wind-drive rain and abrasive materials, broad-spectrum solar and ultraviolet radiation; mould, mildew, rot and possible pest infestations;
- Effective functioning of air and vapor barriers;
- Impacts related to water levels – notably in flood plains, deltas and coastal areas;
- Changes in ground conditions – including receding permafrost or dry soil conditions;
- Shifting daytime and night-time heating patters;
- Wetter conditions (particularly in northern areas) leading to frost penetration, wetting and drying, moisture and penetration of doors, windows, and other areas;
- More freeze and thaw cycles – causing water damage from ice-damming on roofs, and break-up of bonded materials and facades;
- Maintenance challenges and, due to climate changes, widening of existing infrastructure deficits;
- Need to apply revised building codes and standards, as well as design values relating to expected changes in frequency of certain weather events;
- Resiliency, strength and durability of materials – including concrete, stone, masonry, and plaster – and how they are used;
- Structural integrity of walls and roofs in the face of stronger winds, and more frequent and intense precipitation, leading to changing snow patterns and packs; and
- Heating ventilation and cooling – including possible lessened reliance on fossil fuels (for heating) and more dependence on electrical power (for cooling).³⁷

Below is a table created as part of Engineers Canada’s PIEVC vulnerability assessment model which lays out the factors to be considered in buildings infrastructure engineering vulnerability assessments.³⁸

Relevant Infrastructure Elements	Performance Response	Relevant Climate Events and other Environmental Factors
Exterior Systems <ul style="list-style-type: none"> • Site Drainage • Site Drains 	Structural Integrity	Air Temperature

<ul style="list-style-type: none"> • Walls <ul style="list-style-type: none"> - Freestanding <ul style="list-style-type: none"> + Concrete + Masonry - Retaining <ul style="list-style-type: none"> + Concrete • Walkways <ul style="list-style-type: none"> - Asphalt - Concrete - Unit Pavers • Stairs <ul style="list-style-type: none"> - Concrete - Metal • Ramps • Metal Gutters • Loading Dock (concrete and enclosed areas) • Parking, Vehicle Areas <ul style="list-style-type: none"> - Asphalt - Concrete - Unit Pavers • Maintenance/Access Doors <p>Building Systems</p> <ul style="list-style-type: none"> • Foundations, Floor and Roofs <ul style="list-style-type: none"> - Footing – Concrete - Walls – Concrete - Slab on Grade – Concrete - Panel Roof • Envelope Systems <ul style="list-style-type: none"> - Precast Concrete - Glazed Curtain Wall - Masonry Wall - Stone Panels (including header and sills) - Metal Cladding • Windows/Doors <ul style="list-style-type: none"> - Aluminum Windows - Doors (Steel/Aluminum) • Flat Roof Systems <p>Mechanical Systems</p> <ul style="list-style-type: none"> • Heating System Adequacy • Cooling System Adequacy 	<p>Serviceability</p> <p>Functionality</p> <p>Operations & Maintenance</p> <p>Policies & Procedures</p> <p>Economics</p>	<p>Rain</p> <p>Snow and Wind</p> <p>Frost Season Length</p> <p>Heating Degree Days</p> <p>Humidity</p>
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<p>Electrical Systems</p> <ul style="list-style-type: none"> • Emergency Power Systems/Generators (including fuel supply) • Power Supply and Reliability 		
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As interdisciplinary teams work to prepare local stakeholders for the impacts of climate change, it will be critical to underscore just how interdependent infrastructure is on other forms of infrastructure, and the environment surrounding infrastructure. As this reality pertains to buildings specifically, Engineers Canada has developed the following recommendations:

- Update building codes and guidelines to reflect climate change;
- Conduct more studies of buildings infrastructure to better reflect the large number of buildings and differences in design across the country;
- Address wind loading more fully in future assessments;
- Address snow loading more fully in future assessments;
- Assess the vulnerability of buildings to climate change over the full service life of the facility;
- Conduct more monitoring of building foundations in Northern Canada;
- Make permafrost issues in the North an early and high priority focus of ongoing vulnerability assessments; and
- Encourage better understanding of how durability and weathering processes can affect structural resiliency.³⁹

Determining Risk

The Equation:

<p>Likelihood (of climate change occurring + of occurrence of associated impacts)</p>	x	<p>Consequence (look at potential/actual impacts, and for each, provide a social/economic/environmental consequence score + an overall consequence score)</p>
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In the process of adapting infrastructure and asset management practices to incorporate climate change-related considerations, plans must be designed to prioritize renewal. Risk reduction strategies must be integrated with resource management procedures, in order to maximize the capacity of an asset to withstand severe weather events. Moreover, climate vulnerability ratings of physical assets should be designed during the risk analysis step of asset management planning.

Moving forward, Kenora must update their asset management framework to facilitate the roll-in of climate change risk into the risk analysis portion of the document. Throughout this process, the following considerations must be addressed:

- Risk Identification: What constitutes a risk?
- Risk Assessment: Define what risks exist, what degree of information and data competencies are required?
- Risk Management: Decide what action needs to be taken to achieve “low regrets” situations and implement a strategy to adapt accordingly.

In determining risk and prioritizing response efforts, staff knowledge of physical infrastructure systems is critical. Not everything can be predicted or understood through climate models or trends, so familiarity with infrastructure and vulnerabilities is necessary to developing a plan. Additionally, risk assessments also must assess the magnitude and timing of the various potential climate change impacts and subsequent implications for both human-made infrastructure and natural assets. When looking at all risks, planners need to ask: “What threshold level of change in the combination of climate hydrologic and environmental parameters would constitute a significant challenge – an unacceptable failure risk – to existing or planned facilities and operations?”

Setting Priorities

Below is a list of climate change-related risks faced by Kenora’s physical infrastructure, identified by relevant stakeholders in Kenora’s Workshop Output Report. The risks are listed in order highest overall risk score to lowest overall risk score:

Changes in precipitation patterns (increased frequency of heavy rainfall) and faster snowmelt will alter river and lake ecosystems and biodiversity through increased runoff and erosion.
Drier conditions (changes in precipitation patterns and increased temperature) will increase risk of forest fires.
More frequent extreme weather events (e.g. storms, severe winds) will increase instances of damage to vegetation (e.g. turf, trees, shrubs, annuals, perennials).
Increase in the frequency and severity of winter storms and heavy rainfall may cause highway/road closures, which has the potential to isolate the community.
Increasing rainfall frequency and intensity, and faster snowmelt will reduce the capacity of stormwater management, thus leading to more frequent instances of flooding on private and public properties.
Heavier rainfall over a shorter time will increase stress on built infrastructure.
More frequent extreme weather events (e.g. storms, severe winds) will increase instances of damage to built assets on public and private property.
More frequent extreme weather events (e.g. storms, lightning, tornadoes) will increase instances of damage to utility lines resulting in prolonged power outages.
Increase in summer temperatures leading to an increase in algal and bacteria counts affecting the water quality of rivers and lakes.
More frequent freeze-thaw cycles which may increase instances of damage to roads and sidewalks.
Increased demand on energy due to increased cooling needs in summer.
Changes in seasonal temperature will lead to shifting eco-regions for flora and fauna communities and create favorable climatic conditions for more frequent and rapid spread of invasive species.
Increased surface runoff increasing erosion and landslide risk causing damage to infrastructure (e.g. wash-out of roads, shoulders, bridges).

More frequent extreme weather conditions causing damage to boats and marina infrastructure.
More frequent extreme weather events (e.g. snowstorms, freezing rain, severe winds) will lead to hazardous roads, sidewalks, and pathways conditions.
Increase in summer temperatures will increase the frequency of health and safety-related issues due to extreme heat.
Warmer winter temperatures can create contrast between the lake and land temperatures, causing fog, which may increase road and airport/heliport hazards.
Increased depth of frost penetration from extreme cold may lead to increased incidences of frozen pipe water mains and water pipes.
Increase in winter temperatures will negatively impact winter-based tourism (e.g. skiing, skating).
Increased incidences of flooding leading to exposure to illness and pathogens.

NEXT STEPS

Different Types of Adaptation

In the process of establishing priorities, there are several different approaches to adaptation that will be required, including:

- Improving building codes and infrastructure standards;
- Updating climatic design values;
- Changing disaster management planning to respond to changes in risks and vulnerabilities;
- Enhancing climate monitoring programs and weather warning systems;
- Engaging in more rigorous and environmentally-conscious land use planning and structural maintenance practices;
- Researching and investing in new structural materials;
- Changing insurance and adapting financial risk management;
- Relocating structures and replacing unreliable structures.
- Developing a Water Infrastructure Master Plan to assess the capability of existing infrastructure to meet future operational requirements, and providing a framework to guide long-term asset management planning.

Prioritization efforts must identify problems and areas of vulnerability that threaten networks that tie multiple asset classes together. For example, windstorm flooding and ice storm events tend to result in the most widespread, costly and direct impacts to infrastructure such as buildings, bridges, roads, communications, electricity generation and water systems. For this reason, all related priorities should be addressed immediately. This is where a hierarchy of adaptation priorities becomes important. At its simplest, a hierarchy of adaption priorities must accomplish the following in the specified order:

1. Address short-term no-regrets adaptation requirements, which include:
 - a. Enforcement of existing codes and standards;
 - b. Improved and regularly updated climatic design values;
 - c. Protection of the quality and length of climate data records and networks;

- d. Consistent forensic studies on climate-linked infrastructure failures;
- e. Regular maintenance of structures and community disaster management planning.
2. Develop adaptation and resilience metrics to decrease uncertainties around appropriate actions within the next decade.
3. Develop long-term priorities that will contribute to the resilience-capacity of future infrastructure (e.g. retrofits, new engineering, relocation of communities).

When looking at how best to prioritize adaptation initiatives, it is important to consider that identifying weathering processes, and understanding how different processes impact physical infrastructure, is one of the most important and challenging tasks. For example: Excessive precipitation can be more or less damaging than high-intensity precipitation, depending on the type of physical infrastructure (and its dependent assets) in question. Freeze-thaw cycles may be more or less taxing on certain roads, depending on the heat and UV damage previously experienced by the road(s) in question. These considerations in mind, it can be concluded that adaptation can come in the form of different formulation for materials (e.g. concrete or brick) or different engineering practices.

Biodiversity

- Understand the relationship between resilience building and biodiversity management.
- Develop public engagement initiatives to increase awareness of the value of biodiversity as a component of climate change response strategies.
- Determine the municipality's capacity to identify and evaluate the cost of the natural assets that:
 - Exist within the municipality;
 - Provide a tangible benefit to the municipality; and
 - Provide a valuable service to the municipality, who without that surface, would be forced to bear the cost of a replacement good or service (e.g. wetland, marsh, tree cover, natural filtration system, etc.).
- Take inventory of the region's ecosystems, and the services that those ecosystems provide. Examples include:
 - Forests – Absorb carbon, reduce pollution, and contribute to better overall air quality.
 - Wetlands – Provide storage and filtration services of water, act as a buffer during storm surges, and act as a place of refuge for extirpated species.
 - Insect and Animal-Driven Pollination – Provide the pollination necessary for local food and vegetation to thrive, maintain genetic diversity, and as a result, build resilience against climatic change.
 - Biodiversity – Acts as a defense mechanism against infestation, spread of disease, and widespread loss.
 - Greenspace – Naturally purifies water, mitigates run-off into waterways and lakes, and prevents contamination.
- Identify existing bioclimatic envelopes and analyze how changing temperatures and precipitation will interact with species, and impact – positively or negatively – the future evolution of the region.

Industry

- Initiate an education and outreach program to create opportunities for staff and stakeholder to become better informed and more equipped to anticipate, prepare for, adapt to, and build resilience against the impacts of climate change.
- Ensure that climate change informs infrastructure design and that the relevant risks are understood and incorporated in maintenance practices and operations procedures.
- Coordinate collaborative approaches to climate change adaptation and resilience strategies that include all departments, who are guided by common, standardized language.
- Consult with Kenora’s industry stakeholders to identify and address industry vulnerabilities to climate change:
 - **Boating**
 - Has there been an effort to inform industry stakeholders of the potential future impacts of climate change?
 - What steps can the municipality take to support this sector, and preserve the economic benefits that it brings to the community in the midst of unpredictable climate and weather-related events?
 - **Healthcare**
 - How much does the healthcare sector indirectly bring business to Kenora’s economy?
 - What is the current capacity of the healthcare system, and how is it expected to change?
 - How will climate change-related events impact the system? Can the healthcare system prepare for these impacts?
 - How dependent are surrounding communities on Kenora’s healthcare infrastructure? How does this dependency translate to a burdening/stress on Kenora’s physical infrastructure?
 - **Manufacturing**
 - What does the future of this industry look like in Kenora? Is it expected to decline as it has in most regions of the province, or are there opportunities for growth?
 - Will climate change inhibit the capacity of Kenora to pursue future growth opportunities? If so, how can these challenges be pre-emptively overcome?
 - **Mining**
 - Consult with neighbouring municipalities and Ring of Fire-area industries and determine how they have been affected by climate change and green investment.

Data Collection and Analysis

- Increase the practicality of data collected at weather and climate monitoring stations, so that it can satisfy the needs of both climate change experts and engineers.

- Determine the most suitable approach to and source(s) of climate data for the municipality, and ensure that data is collected efficiently, and available in a centralized location.
- Engage the provincial and federal government to discuss challenges facing engineers, and where the government(s) can play a role in:
 - Facilitating access to reliable data;
 - Forge an alignment between climate change specialists and engineers;
 - Develop standards in climate modeling, Quality Control methodologies, IDF curves, data confidence, and managing uncertainty;
 - Coordinate weather and data providers (e.g. ECCC’s Network of Networks).⁴⁰

Vision, Goals, and Actions

As part of the adaptation analysis, PSD has reviewed the City of Barrie’s Climate Change Adaption and Resilience Strategy and adapted their framework for incorporating a climate change lens into their governance and planning practices, to apply to Kenora.⁴¹ Throughout the implementation process, PSD will be providing recommendations on how best to apply the following considerations to Kenora’s existing plans, policies, and procedures.

Integrate climate change considerations into Kenora’s existing plans and policies (E.g. Affordable Housing Report, Asset Management Plan, Beaches Parks and Trails Plan, Black Sturgeon Water Quality Monitoring Report, Homelessness & Behavioral Issues Task for Work Plan, Landfill Reports, Strategic Plan Our Vision is 2020, Strategic Plan Progress Report, Water Reports, Age-Friendly Reports, Annual and Q Reports, Economic Development Reports, Kenora Sector Profiles, Trails Study, Downtown Revitalization Plan, Downtown Opportunities Studies, Tourism Strategies, Community Strategies, Culture Plans, Housing Studies, Employment Reports).
Develop organization and public education initiatives to familiarize city staff, the public, and businesses with climate change awareness and adaptation/resilience initiatives.
Improve communications to the public regarding transport conditions and safety during extreme climate-related events.
Support the continued implementation of any existing climate change-conscious/centric initiatives.
Require adherence to the Threshold Limit Values (TLVs) for Heat Stress and Heat Strain recommended by the Ministry of Labour (via safety talks, education and training of staff) to reduce heat stress and maintain productivity.
Partner with surrounding communities and aboriginal groups to address climate change considerations in food-security communications and programming.
Consider impacts and risks of increased disease vectors in design of storm water infrastructure (e.g. avoiding ponding/standing water).
Develop an education and incentive program to promote lot level storm water controls (e.g. rain barrels, rain gardens, down spout disconnections etc.,)
Evaluate and recommend opportunities for increased storm water management capacity when redesigning parks and recreational areas to reduce flooding.
Revisit building standards to reflect the community’s goals to mitigate climate and its impacts, and update by-laws, development guidelines, and zoning regulations accordingly.
Increase staff and/or resources to repair potholes.

Increase natural/forested areas within sub watersheds with high surcharge and runoff.
Increase low impact development technologies and/or natural capital asset management practices throughout Kenora, and update engineering policies and standards as necessary.
Develop and implement a plan to regularly update the design Intensity-Duration-Frequency (IDF) curve to reflect the geographic areas of the municipality and changing climate parameters.
Update the inflow and infiltration reduction program as required.
Develop and implement a comprehensive maintenance and inspection program and manual for storm water works.
Enforce the site alteration by-law including erosion and siltation requirements.
Conduct storm water drainage area inspections to identify areas of potential risk for debris blockage and dams.
Develop inspection policy for high risk infrastructure to identify any damage from events.
Investigate and apply methods of incorporating climate change considerations into infrastructure (grey, green, and urban forests) asset management. (PSD)
Develop a policy for regularly updating infrastructure design standards and repairs to reflect new climate change projections and green infrastructure technologies.
Investigate and explore opportunities to collect and recycle water and storm water for further use in future buildings and developments.
Update policies and standards to consider new and emerging green technologies to manage storm water in new developments.
Upsize storm water infrastructure as part of renewal (where possible).
Improve communications to local businesses on their role in the maintenance of sidewalks and appropriate application rates or best management practices (outlined in the Smart About Salt Program) during freezing rain or snow events.
Assess new opportunities for different forms of tourism as a result of a changing climate.
Provide guidance to local business on how to maintain business continuity (e.g. supply chain) during extreme weather events.
Establish a local best practice network (e.g. business continuity, green business practices, adaptation measures) for businesses.
Collect data on the urban canopy to develop baseline information and direction for a future Urban Forest Management Plan or Natural Capital Asset Management Plan.
Develop municipal by-laws, standards, and permitting processes to advocate, enhance, and/or incentivize green space, green roofs, and tree canopy on private and public properties.
Develop an Urban Forest Management Plan with specific greening strategies for areas of the City where tree canopy/greenspace is low. Work with surrounding communities to maintain natural assets – look into working out an agreement, where other communities monitor and care for assets, in exchange for using Kenora’s municipal services and infrastructure.
Support the identification and mapping of invasive species as part of the Urban Forest Strategy. Incorporate information from FCM Trees presentation – tracking disease, planting to minimize damage of invasive species.
Joining TreeCanada’s Canadian Urban Forest Network.
Develop partnerships and funding strategies to control non-native invasive species.
Increase education and communication to public about invasive species (e.g. dog strangling vine, garlic mustard, round goby, zebra mussels, and quagga mussels), and the impact of climate change on invasive species.

Promote the planting of native vegetation along lakes, creeks and ravines to reduce erosion risk, maintenance needs, and enhance local biodiversity.
Develop a communication tool (e.g. an app) which tells residents the plowing/sanding/salting status of roads in order to better plan routes for driving in hazardous conditions.
Continue to implement winter control measures (snow removal and de-icing) on waterfront park and community park pathways and parking lots.
Ensure communication plans are in place between divisions (e.g. Environmental Operations, Roads, Parks, and Fleet, Facilities) to provide efficient clean-up after an extreme weather event.
Assess areas vulnerable to high/strong winds and develop strategies to reduce wind pressure (e.g. tree planting, pedestrian sheltering, etc.). Better understand Kenora’s wind patterns, strengths, vulnerabilities, etc.
Increase preventative maintenance and inspection of trees on public property (e.g. tree pruning, removal of diseased/hazardous trees, proactive planting) in order to reduce damage to the urban forest caused by extreme weather events.
Determine whether or not Kenora has a road weather monitoring system, and how data gathered does/could enhance maintenance practices and capabilities.
Develop outreach program to teach residents what they can do to reduce snowmelt flooding on their property (e.g. removing snow from around their foundations, clearing debris from catch basins, etc.).
Encourage and incentivize residents to plant gardens with native species that provide habitat and enhance local biodiversity.
Encourage natural and constructed shade, cooling structures and spaces (e.g. recreational/sprinkler community water parks) on public and private property.
Develop communications campaign with messaging to residents on lot-level resiliency actions (e.g. green roofs, shade structures, rain gardens, etc.).

CASE STUDY: THE ENGINEERING PERSPECTIVE

In a report produce by Philippe Roy, Élyse Fournier, and David Huard from Ouranos, in collaboration with the Standard Council of Canada, the *Standardization Guide for Weather Data, Climate Information and Climate Change Projections* examines the collection, management, and use of weather and climate data across Canada. As Canadian municipalities begin to invest in climate change adaptation, mitigation, and resilience-building efforts, many staff find themselves forced to confront climate change with a trial-by-fire approach, with municipal engineers shouldering much of the burden. This section will review the findings of Ouranos’ report and discuss what the future will look like for Canadian municipal engineers, as they plan for building, maintaining, and adapting infrastructure to withstand the impacts of climate change.

To begin, the underlying theme of the Ouranos report, is that the availability of useable weather and climate data is severely limited, and that where data does exist, it is often compromised. There is no standardized or recognized methodology used in the collection, analysis, or application of the data in question. This has led to wide-spread distrust in the climate data available to municipalities. With government at all levels lacking the capacity to deploy the resources that would be required to provide communities with municipality or region-specific data, the climate change adaptation and resilience-

building file, and the responsibilities that come with it, are left ownerless. Beyond that, there are currently no formalized, multi-disciplinary education opportunities for municipal staff to partake in.

According to the report, “bridging the gap between climate change information scales and the needs of engineers is an ongoing challenge; the tools and methods currently used by climate scientists do not always align with the practical needs of engineers.”⁴² This lack of alignment poses fundamental challenges to any municipality looking to invest in adapting and building resilience capacity to the impacts of climate change. Where this is most evident, is in the frequency of interactions between infrastructure and the natural environment, as well as the interdependency of both public and private infrastructure and facilities.

Comparing and Contrasting Climate Models

Climate models are configured at multiple levels, with some more scalable than others. Global climate models simulate the entire planet’s climate system by examining the system’s five components: atmosphere, hydrosphere, cryosphere, lithosphere, and biosphere. From an engineering perspective, this model lacks the precision needed for municipal application purposes.

At the regional level, finer-scale models are created using two types of downscaling: dynamical and statistical:

- **Dynamical Downscaling** uses information from a Global Climate Model (low resolution, horizontal resolutions of 150 to 300 km) or model reanalysis, and relies on Regional Climate Models (high resolution between 20 km and 50 km), which are few and far between. While higher resolution offers a more accurate picture for engineers (includes small-scale features such as local topography, lakes, vegetation, and land-sea temperature contrasts), the resources to produce them are scarce, and consequently more difficult to assemble.
- **Statistical Downscaling** assumes that statistical relationships established for the recent past will remain constant in the future, and that local and regional characteristics of observed climate can be extracted from large-scale climate variables. While this approach is less expensive and quicker to perform than dynamical downscaling, it provides less precision and accuracy.⁴³

Qualifying Knowledge Gaps

The report points out that uncertainty with climate projections is typically associated with three factors: future anthropogenic emissions, variety in model formulation, and natural climate variability.⁴⁴ The following table included in the report illustrates how the areas of uncertainty impact different stages of planning.

Planning Horizon	Relative Importance of Sources of Uncertainty			Main Sources to Consider for Decision-Making
	Natural Variability	Emissions Scenario	Climate Model	
Short Term (< 30 years)	***	*	**	Natural variability
Medium Term (30-50 years)	*	**	**	Emissions scenarios and climate model

Long Term (> 50 years)	*	***	**	Emissions scenarios
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There are two primary purposes of climate and weather data collection:

1. **Climate Characterization:** to determine climate norms, climate scenarios, and IDF curves.
2. **Operational Optimization:** to inform the building and management of municipal infrastructure, guide construction operations, and provide context for environmental information gathering.⁴⁵

Where data collection for the purpose of operational optimization is concerned, urban weather networks are a primary source of weather data and are spatially dense, as the heterogeneous nature of the urban landscape significantly modifies weather fields.⁴⁶ These urban weather networks have been developed to provide answers to operational questions, so they do not comply with standards or collecting processes of weather and climate data collectors. This leaves a lot of incomplete or insufficient data.

Quality Control (QC)

Quality control measures vary across organizations and municipalities and can be competitive differentiators. The Ouarnos report cites the Oklahoma Mesoscale weather network as a model for best QC best practices. Below is an overview of the Main Steps in the Quality Control Protocol of Weather Data, based on the Oklahoma model.⁴⁷

CATEGORY	MODULES	EXISTING STANDARDS	CONSIDERATIONS
General QC Considerations	Proper station siting; Proper site maintenance; Proper calibration of sensors; Archival of the original data; Use of standard time and observation units; Use of similar instruments and configurations for sites; Use of redundant sensors.	WMO	Strategic and tactical choices
General Automated QC Tests	Range tests; Temporal checks; Spatial checks; Like-instrument and internal consistency tests; Adjustment tests; Decision-maker for final automated QC flag.	None	Location specific

Variable-Specific Tests and Considerations	Air temperature; Air pressure; Relative humidity and dew point temperature; Soil moisture; Soil temperature; Rainfall; Snowfall and snow depth; Radiation; Winds.	None	Each variable has different constraints that need to be checked and are location-specific
Manual QC	After completion of automated-QC variable-specific tests, technician will check erroneous data.	None Expert Judgement	Counter-verification of flagged data through comparison with nearby stations or through human observation

DATA PORTALS

- Environment and Climate Change Canada (ECCC)** – provides access to data through Datamart and the Environment and Natural Resources.
- Climate Simulations** – Modeling-centre portals and unified-project portals including: CMIP5, North American Regional Climate Change Assessment Program (NARCCAP), CORDEX, and ESGF.
- Other Data Portals** – Pacific Climate Impacts Consortium (PCIC) provides access to BC Station Data, High-Resolution Climatology and Downscaled Climate Scenarios; Ontario Climate Change Data Portal (CCDP) provides climate data for the province; Climate Change Hazards Information Portal (CCHIP) is a web-based tool developed by Risk Sciences International to integrate climate change impacts into the planning process.
- Network of Networks** – currently under development, this ECCC-led project would include multiple weather data sources: airport data (NAV Canada); National Defence (mostly northern stations); Alberta’s agricultural network; federal and provincial forestry ministries; Pan-Am Games weather stations; Réseau météorologique coopératif du Québec (RMCQ); and Community Collaborative Rain, Hail and Snow Network (CoCoRaHS).

Data Used by Engineers

- Observed Data:** According the Ouarnos’ findings, “most engineers use observed data and climate indicators derived from observed data, for the design of infrastructure” while the use of specialized products like “homogenized data, radar data, hindcast data, reanalyses data, and climate projects remain marginal.”⁴⁸ Most of the observed data use comes from ECCC, with less using provincial/territorial data. While most of ECCC’s data is considered reliable by most engineers, there is one exception: IDF curves. Engineers typically calculate IDF curves themselves, using data from nearby weather stations as opposed to relying on pre-computed IDF curves provided by ECCC.

Additionally, confidence in data is a major problem faced throughout the engineering industry, as the lack of a standardized approach to collection and quality control undermines credibility. Below is a breakdown of the data currently used by engineers, and the primary sources of the data points.

Types of Data	Variables/Indicators	Climate Service Providers and/or Specific Products
Observations	Precipitation	ECCC In-house
	Wind	ECCC
	Evapotranspiration	In-house: Generated with other variables
	Snow cover/snow water equivalent	Public database In-house
	River flow	ECCC Provincial/territorial entities In-house
	Ocean level	Fisheries and Oceans Canada
Homogenized Data	Temperature	ECCC
	Precipitation	ECCC
Observation Derivatives	IDF curves	ECCC University of Western Ontario University of Waterloo In-house
	Snow loads	United States: US Army Corps of Engineers United States: State entities Canada: ECCC/Building Code
	Wind Loads	ECCC/Building code/CSA Standards
	Precipitation Loads	ECCC/Building code/CSA Standards
	Ice loads on structures (towers, transmission lines, overhead systems)	ECCC/CSA Standards
	Ice loads in river (thickness and density)	Building code
	Solar radiation intensity, diffuse and direct, level of cloud cover, wind speeds, wind direction, outdoor dry-bulb temperature and relative humidity.	Canadian Weather Energy and Engineering Data Sets (CWEEDS files) Typical Meteorological Year (TMY files)
	Waves	Numerical models run in-house such as Mike21
	Peak discharge	Numerical models run in-house such as PCSWMM In-house statistical analysis
Radar Data	Precipitation data	ECCC Private firm

Hindcast Data	Multiple variables coming from climate models	UK: Private firm (OceanWeather) & Met Office
	Winds and waves for the Atlantic Basin	ECCC (MSC50)
Climate Projections	Precipitation	CMIP5 project
	Wind	CMIP3 project
Climate Project Derivatives	Temperature	NARCCAP project
	Sea ice	Regional Climate Models
Climate Project Derivatives	Water levels	Large ensemble
	IDF curves	University of Western Ontario
Climate Project Derivatives	Sea-Level Rise	Fisheries and Oceans Canada Global Sea Level Observing System (GLSS) Intergovernmental Oceanographic Commission (IOC)
	Precipitation	In-house: Clausius-Clapeyron equation
Climate Project Derivatives	Temperature and precipitation indices	PCIC Ouranos Private firms: RSI, Amec Foster Wheeler
	Solar radiation intensity, diffuse and direct, level of cloud cover, wind speeds, wind direction, outdoor dry bulb temperature and relative humidity.	University of Southampton: Climate Change World Weather File Generator for World-Wide Weather Data

- Climate Change Data:** There was no consensus amongst engineers around confidence in climate-data projection, in part because many engineers claim to be overwhelmed by the amount of data and publications available on climate change. When it comes to specific data points, Engineers Canada found that “confidence in temperature data is highest, while confidence in data about precipitation, wind, freezing rain and sea-level rise is lower.”⁴⁹ Stakeholders consulted for the Ouranos study stated that “lower levels of confidence are tolerated in risk-assessment reports or when data are used to compare two options.” On the other hand, “higher confidence levels are needed when data are used for design purposes, especially when security and cost matter.”⁵⁰

Application of Data and Analyses to Infrastructure Planning: Buildings and Bridges

When designing a building, “design parameters such as wind, snow and rain loads are considered for the structural resistance of a building,” and factored into equations for basic designs or into a structural numerical model for more complex designs.⁵¹ Additionally, “building codes prescribe the loads that these structural elements must meet.” When engineers factor in heating, ventilation, and air conditioning (HVAC), “design parameters such as diffuse and direct solar-radiation intensity, level of cloud cover, wind speeds, wind direction, outdoor dry-bulb air temperature and relative humidity are also prescribed in the building code and vary by location.”⁵²

When designing bridges, engineers require information on a river’s peak discharge, which is used in a hydraulic model “to generate information about water levels and velocities at the bridge site, in order

to design the freeboard about the river and the width between pillars.” Additionally, in order to compute the load, engineers require information about the strength and thickness of ice that pressures bridge pillars.⁵³

Knowledge Gaps

In assessing the need for climate change education of engineering departments, Ouranos states that “engineering experts highlight that climate change knowledge in engineering department was almost non-existent,” and that “Engineers Canada could foster climate change courses in the curriculum of engineering programs.”⁵⁴ One of the major barriers to the successful employment of multi-disciplinary strategies to respond to climate change, is the lack of a common language used by scientists, engineers, and stakeholders. While the same words are often used by different experts and departments, their intended meaning and the consequence of miscommunications is significant. The Ouranos study recommends communities develop a formal, interdisciplinary glossary, as part of a grander strategy to acknowledge and mitigate any inter-departmental ambiguities and/or potential misunderstandings.

While access to data remains a challenge to engineers responsible for conducting design and risk analysis, it is important that municipalities acknowledge that “Canada’s size makes it impractical to densify the weather network enough to meet engineering standards” as it would be “too expensive to install and maintain such a large number of weather stations.” Therefore, it is critical that municipalities be realistic about what they can and cannot access and accomplish, and the steps necessary to take. A national analysis of the needs of engineers participating in design and risk analysis of infrastructure projects concludes that engineers are currently faced with problems around: the type of indicator, the robustness of methodology to compute relevant data, graphic representation, spatial and temporal resolutions, missing metadata and guidelines, and broadly scattered sources of data.

Finally, one of the most presenting and prohibitive challenges facing engineers, is the issue of liability. According to Ouranos’ report:

Interviewees expressed concern about liability. Scientists develop multiple methods to understand weather data, climate information and climate change projections, with varied results. Engineers try to apply this research in a diligent manner that enables them to defend their choices in court, if necessary. Interviewees explained that it can be easy to find experts who will contradict other experts in court and create reasonable doubt in the minds of a judge or jury.⁵⁵

To conclude, much of what is required of engineers expected to design climate change adaptation, mitigation, and resilience-building strategies is something that can only be provided by provincial and federal levels of government. Without standardization, designated experts, and insufficient communication and collaboration between climate scientists, engineers, and governments, climate adaptive/resilient infrastructure is challenging to plan, and very difficult to justify. Moreover, because the impacts of climate change are not readily evident, many communities find themselves prioritizing projects that yield minimal benefits, despite the fact that “the cost of adapting to climate change, given the baseline level of infrastructure provision, is no more than one to two percent of the total cost of providing that infrastructure.”

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Asset Management Plan Steering Committee

Terms of Reference

1.0 Background:

Based on the current Asset Management Plan (AMP), the City's infrastructure portfolio comprises ten distinct infrastructure categories: road network, bridges & culverts, buildings, storm, water, waste water, solid waste, land improvements, fleet, and machinery & equipment. They all have a total valuation of \$528 million, of which the water system comprises 21%, followed by bridges & culverts at 20 percent. Effective asset management aims to manage assets in a way that balances levels of service, risk, and cost effectiveness throughout the entire asset lifecycle. Ultimately, adopting effective and comprehensive asset management strategies across the organization will support the long term sustainability of infrastructure in the most fiscally responsible manner.

As part of the new AMP requirements under O. Reg 588/2017 and the City's commitment to continuing to improve its asset management practices, the City has amended its Strategic Asset Management Policy (SAMP) to allow for the adoption of an Asset Management Steering Committee. This body will ensure that asset management planning is viewed to be a corporate responsibility that is not confined to one department. Additional details regarding the role and responsibilities of the committee are found below.

2.0 Committee Goals:

The goals of the Asset Management Steering Committee (“Steering Committee”) are:

1. To achieve a corporate approach to asset management by ensuring that a representative from each department has the opportunity to review and contribute to all aspects of the City’s Asset Management Plan (AMP) and Strategic Asset Management Policy (SAMP)
2. To ensure the City’s AMP and SAMP, are coordinated with, the City’s corporate objectives, plans and documents.
3. To ensure that all departments support, communicate, and can implement the agreed upon Asset Management policies, practices, plans and strategies.

3.0 Role

The role of the Asset Management Steering Committee (“Steering Committee”) is to:

- Provide corporate support for asset management;
- Coordinate financial, strategic planning, information technology and asset management activity;
- Establish policies and practices that ensure uniformity of approach across the organization;
- Encourage information sharing and collaboration across departments;
- Champion the asset management process within the respective department;
- Ensure that adequate resources are available to implement and maintain core AM practices

4.0 Responsibilities

The responsibilities of the Steering Committee are:

- Disseminate Steering Committee information within their department where necessary;
- Establish and peer review asset management policies, practices, plans, and other related documents;
- Lead the effective implementation of corporate asset management initiatives in the department.
- Identify funding opportunities to improve the data and information underlying assets and strategies found within the AMP.
- Monitor levels of service and asset risk profiles in light of fiscal circumstances and projected climate impacts.
- Track, analyze and report on asset management program progress and results

Members

At least one representative from each department should participate in the Steering Committee. The initial list of committee members is provided in the table below.

Note: If you are unable to be in attendance or subject of discussion does not apply to your division, please do not hesitate to contact the Special Projects and Research Officer at extension 2192.

Name	Position	Participation Type	
		Meeting Attendance	Communications*
	Manager, Operations & Infrastructure	Yes	Yes
	Municipal Engineer, Engineering Division	Yes	Yes
	Fleet Team Lead, Fleet Division	Yes	Yes
	Roads Division Lead, Roads Division	Yes	Yes
	W&WW Division Lead, W&WW Division	Yes	Yes
	Solid Waste Division Lead, Solid Waste	Yes	Yes
	Facilities Division Lead, Facilities Division	Yes	Yes
	Deputy Treasurer, Finance Department	Yes	Yes
	Budget/Special Projects Officer, Finance Department	Yes	Yes
	Special Projects & Research Officer, CAO's Office	Yes	Yes
	GIS Technician, Engineering Division	Yes	Yes
	Manager, Community & Development Services	No	Yes
	Treasurer, Finance Department	No	Yes
	Fire Chief, Fire & Emergency Department	No	Yes

*Communications will include Steering Committee emails, meeting minutes, and asset management related documents.

Term of Membership

Participation on the Steering Committee is optional; however a representative from each department should be present at each meeting if possible. Members included within **Table 1** will be included in meeting invitations and communications until they opt-out or change their participation type by contacting the Steering Committee Chair, or are no longer in a position that necessitates their participation (for example leaving the organization, or moving to a position not related to asset management).

Frequency of Meetings

At a minimum, meetings will be held quarterly at the call of the Steering Committee Chair.

Governance

The chair of the committee shall make every attempt to ensure that all parties with an interest in agenda topics are made aware of the meeting time and location.

Minutes are recorded and circulated to all committee meetings including the date, time, and location of the meeting, a list of attendees, the intended agenda, a brief summary of discussion topics, and the outcome of proposals.

Where required, decisions are to be made by simple majority vote (for a decision to be called majority, it must receive more than half of the votes).

However, the Committee shall endeavor to make its decisions via a consensus process. For a decision to be called a consensus, it must receive two-thirds (67%) majority support. While determining if consensus is being reached, a variety of techniques may be used informally to assess the position of the group, including but not limited to polling, seeking response to a hypothetical opposing view, and polling each participant to voice their position on the issue.



Strategic Asset Management Policy

1.0 Purpose:

The purpose of this policy is to provide leadership in and commitment to the development and implementation of the Municipality's asset management program. It is intended to guide the consistent use of **asset management** across the organization, to facilitate logical and evidence-based decision-making for the management of **municipal infrastructure assets** and to support the delivery of sustainable community services now and in the future.

By using sound asset management practices, the Municipality will work to ensure that all municipal infrastructure assets meet expected performance levels and continue to provide desired service levels in the most efficient and effective manner. Linking service outcomes to infrastructure investment decisions will assist the Municipality in focusing on service, rather than budget, driven asset management approaches.

This policy demonstrates an organization-wide commitment to the good stewardship of municipal infrastructure assets, and to improved accountability and transparency to the community through the adoption of best practices regarding asset management planning.

2.0 Background:

The Municipality is responsible for providing a range of essential services to the community, including transportation networks, community parks & facilities, water, sanitary, and stormwater management. To deliver these services, it owns and manages a diverse municipal infrastructure asset portfolio of roads, bridges, culverts, machinery, equipment, land, water, sanitary and stormwater assets. As the social, economic, and environmental wellbeing of the community depends on the reliable performance of these municipal infrastructure assets it is critical to implement a systemic, sustainable approach to their management.

Asset management is such an approach, and refers to the set of policies, practices and procedures that allow an organization to realize maximum value from its municipal infrastructure assets. An asset management approach allows organizations to make

informed decisions regarding the planning, building, operating, maintaining, renewing, replacing and disposing of municipal infrastructure assets through a wide range of **lifecycle activities**. Furthermore, it is an organization-wide process that involves the coordination of activities across multiple departments and service areas. As such, it is useful to adopt a structured and coordinated approach to outlining the activities, roles and responsibilities required of organizational actors, as well as the key principles that should guide all asset management decision-making.

A comprehensive and holistic asset management approach will support efficient and effective delivery of expected **levels of service** and ensure that due regard and process are applied to the long-term management and stewardship of all municipal infrastructure assets. In addition, it will align the Municipality with provincial and national standards and regulations such as the Infrastructure for Jobs and Prosperity Act, 2015 and Ontario Regulation 588/17, enabling the organization to take full advantage of available grant funding opportunities.

In prioritizing capital investments, the Municipality must employ effective **risk management** practices that include continually cataloguing and maintaining an inventory of risks that may prevent the achievement of desired levels of service. Risk analysis is based on the process of calculating both the probability and consequence of asset failure. However, as a result of climate change, the Municipality must also consider the exposure, vulnerability, resiliency and adaptability of infrastructure classes to associated impacts.

The approval of this policy is an important step towards integrating the Municipality's strategic mission, vision and goals with its asset management program, and ensuring that critical municipal infrastructure assets and vital services are maintained and provided to the community in a reliable, sustainable manner.

3.0 Alignment with the City of Kenora's Official Plan (2015).

The following passages outline key strategic priorities listed within the Official Plan that the development of an asset management program will support:

1. **Vision:** The City of Kenora shall be an inclusive, sustainable, healthy, four-season lifestyle community with a healthy economy that welcomes and respects the Aboriginal peoples and traditions so that generations can thrive, prosper, and contribute to meaningful lives.
2. **Principle 1 – Sustainable Development:** Kenora shall promote sustainable development to enhance the quality of life for present and future generations
3. **Principle 2 – Natural Environment:** Kenora shall support the protection and integrity of the natural environment, as valued by the community

4. **Municipal Services:** Municipal services and infrastructure, which includes sanitary sewage, water, and stormwater systems, should be provided in a coordinated manner to promote conservation and efficiency, integral to land use planning, and be phased in an appropriate manner.

3.1 Alignment with the City of Kenora's Strategic Plan: 2015 to 2020

The following passages outline key strategic priorities listed within the Strategic Plan that the development of an asset management program will support:

1. **Vision:** Kenora is a City of choice, renowned as a sustainable, lifestyle community supported by a Municipality committed to excellence
2. **Goal:** Strengthen Our Foundations
3. **Corporate Action 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
4. **Corporate Action 2-2** – 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
5. **Corporate Action 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

4.0 Policy Statement:

To guide the Municipality, the following policy statements have been developed:

1. The Municipality will implement an enterprise-wide asset management program through all departments. The program will promote lifecycle and risk management of all municipal infrastructure assets, with the goal of achieving the lowest total cost of ownership while meeting desired levels of service.
2. The Municipality will implement continuous improvement protocols and adopt best practices regarding asset management planning, including:
 - i. Complete and Accurate Asset Data
 - ii. Condition Assessment Protocols
 - iii. Risk and Criticality Models

- iv. Lifecycle Management
 - v. Financial Strategy Development
 - vi. Level of Service Framework
 - vii. Considering the Effects of Climate Change
3. The Municipality will develop and maintain an asset inventory of all municipal infrastructure assets which includes unique ID, description, location information, value (both historical and replacement), performance characteristics and/or condition, estimated remaining life and estimated repair, rehabilitation or replacement date; and estimated cost repair, rehabilitation or replacement costs.
 4. The Municipality will develop an **asset management plan** that incorporates all infrastructure categories and municipal infrastructure assets that meet the **capitalization threshold** outlined in the organization's Tangible Capital Asset Policy CS-6-1. It will be updated regularly according to the dates outlined in O. Reg. 588/17 until July 1, 2024, after which it will be updated at least every five years.
 5. The Municipality will integrate asset management plans and practices with its long-term financial planning and budgeting strategies. This includes the development of financial plans that determine the level of funding required to achieve short-term operating and maintenance needs, in addition to long-term funding needs to replace and/or renew municipal infrastructure assets based on full lifecycle costing.
 6. The Municipality will explore innovative funding and service delivery opportunities, including but not limited to grant programs, public-private partnerships (P3), alternative financing and procurement (AFP) approaches, and shared provision of services, as appropriate.
 7. The Municipality will develop meaningful performance metrics and reporting tools to transparently communicate and display the current state of asset management practice to Council and the community.
 8. The Municipality will consider the risks and vulnerabilities of municipal infrastructure assets to climate change and the actions that may be required including, but not limited to, anticipated costs that could arise from these impacts, adaptation opportunities, mitigation approaches, disaster planning and contingency funding. Impacts may include matters relating to operations, levels of service and lifecycle management.
 9. The Municipality will ensure that all asset management planning is aligned with any of the following financial plans:

- i. Financial plans related to the municipality's water assets including any financial plans prepared under the Safe Drinking Water Act, 2002.
 - ii. Financial plans related to the Municipality's wastewater assets.
10. The Municipality will align all asset management planning with the Province of Ontario's land-use planning framework, including any relevant policy statements issued under section 3(1) of the *Planning Act*, shall conform with the provincial plans that are in effect on that date; and, shall be consistent with all municipal official plans.
11. The Municipality will coordinate planning for interrelated municipal infrastructure assets with separate ownership structures by pursuing collaborative opportunities with neighbouring municipalities and jointly-owned municipal bodies wherever viable and beneficial.
12. The Municipality will develop processes and provide opportunities for municipal residents and other interested parties to offer input into asset management planning wherever and whenever possible.

5.0 Roles and Responsibilities:

The development and continuous support of the Municipality's asset management program requires a wide range of duties and responsibilities. The following passages outline the persons responsible for these tasks:

1. Council

- i. Approve the AM policy and direction of the AM program
- ii. Maintain adequate organizational capacity to support the core practices of the AM program
- iii. Prioritize effective stewardship of assets in adoption and ongoing review of policy and budgets
- iv. Ensure that adequate resources are available to implement and maintain core AM practices
- v. Monitor levels of service

2. Senior Management Team

- i. Directing/facilitating the review of this Policy at a minimum of every five (5) years, or as often as necessary.
- ii. Implementation of this AM Policy and supporting AM program, including the provision of appropriate and timely advice regarding its effectiveness in the supporting achievement of Council's strategic priorities.

- iii. Appointing cross-functional representatives from relevant Divisions to serve on the Steering Committee as well as Chair for the Steering Committee.

3. Asset Management Steering Committee

- i. Development of policy and policy updates
- ii. Provide corporate oversight to goals and directions and ensure the AM program aligns with the Municipality's strategic plan
- iii. Ensure that adequate resources are available to implement and maintain core AM practices
- iv. Provide departmental staff coordination
- v. Establish and monitor levels of service
- vi. Track, analyze and report on AM program progress and results

4. Executive Lead (Deputy Treasurer)

- i. Development of policy and policy updates
- ii. Provide organization-wide leadership in AM practices and concepts
- iii. Provide departmental staff coordination
- iv. Establish and monitor levels of service
- v. Coordinate and track AM program implementation and progress

5. Departmental Staff

- i. Utilize the new business processes and technology tools developed as part of the AM program
- ii. Participate in implementation task teams to carry-out AM activities
- iii. Establish and monitor levels of service
- iv. Provide support and direction for AM practices within their department
- v. Track, analyze and report on AM program progress and results

6.0 Key Principles:

The Municipality shall consider the following principles as outlined in section 3 of the *Infrastructure for Jobs and Prosperity Act, 2015*, when making decisions regarding asset management:

1. Infrastructure planning and investment should take a long-term view, and decision-makers should take into account the needs of citizens by being mindful of, among other things, demographic and economic trends.
2. Infrastructure planning and investment should take into account any applicable budgets or fiscal plans.
3. Infrastructure priorities should be clearly identified in order to better inform investment decisions respecting infrastructure.

4. Infrastructure planning and investment should ensure the continued provision of core public services, such as health care and education.
5. Infrastructure planning and investment should promote economic competitiveness, productivity, job creation and training opportunities.
6. Infrastructure planning and investment should ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.
7. Infrastructure planning and investment should foster innovation by creating opportunities to make use of innovative technologies, services and practices, particularly where doing so would utilize technology, techniques and practices developed in Ontario.
8. Infrastructure planning and investment should be evidence based and transparent, and, subject to any restrictions or prohibitions under an Act or otherwise by law on the collection, use or disclosure of information,
 - i. investment decisions respecting infrastructure should be made on the basis of information that is either publicly available or is made available to the public, and
 - ii. information with implications for infrastructure planning should be shared between the Municipality and broader public sector entities, and should factor into investment decisions respecting infrastructure.
9. Where provincial or municipal plans or strategies have been established in Ontario, under an Act or otherwise, but do not bind or apply to the Municipality, as the case may be, the Municipality should nevertheless be mindful of those plans and strategies and make investment decisions respecting infrastructure that support them, to the extent that they are relevant.
10. Infrastructure planning and investment should promote accessibility for persons with disabilities.
11. Infrastructure planning and investment should minimize the impact of infrastructure on the environment and respect and help maintain ecological and biological diversity, and infrastructure should be designed to be resilient to the effects of climate change.
12. Infrastructure planning and investment should endeavour to make use of acceptable recycled aggregates.

13. Infrastructure planning and investment should promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of a community affected by the project, such as local job creation and training opportunities, improvement of public space within the community, and any specific benefits identified by the community.

7.0 Definitions

Unless otherwise noted, the definitions provided in this document align with those outlined in Ontario Regulation 588/17 (O. Reg. 588/17), Asset Management Planning for Municipal Infrastructure, under the *Infrastructure for Jobs and Prosperity Act, 2015*.

1. **Asset management (AM)** – the coordinated activity of an organization to realize value from assets. It considers all asset types, and includes all activities involved in the asset’s life cycle from planning and acquisition/creation; to operational and maintenance activities, rehabilitation, and renewal; to replacement or disposal and any remaining liabilities. Asset management is holistic and normally involves balancing costs, risks, opportunities and performance benefits to achieve the total lowest lifecycle cost for each asset (ISO 55000).
2. **Asset management plan (AMP)** – Documented information that specifies the activities, resources, and timescales required for an individual asset, or a grouping of assets, to achieve the organization’s asset management objectives (ISO 55000). Under O. Reg. 588/17, by 2023 AMPs for core municipal infrastructure assets will be required to include the current levels of service being provided; the current performance of each asset category; a summary of assets in each asset category, their replacement cost, average age, condition information, and condition assessment protocols; lifecycle activities required to maintain current levels of service; discussion of population and economic forecasts; and documentation of processes to make inventory- and condition-related background information available to the public.
3. **Capitalization threshold** – the value of a municipal infrastructure asset at or above which a municipality will capitalize the value of it and below which it will expense the value of it.
4. **Climate Change** – a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods.
5. **Green infrastructure asset** – an infrastructure asset consisting of natural or human-made elements that provide ecological and hydrological functions and

processes and includes natural heritage features and systems, parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces and green roofs.

6. **Level of service** – parameters, or combination of parameters, which reflect social, political, environmental and economic outcomes that the organization delivers. Parameters can include, but are not necessarily limited to, safety, customer satisfaction, quality, quantity, capacity, reliability, responsiveness, environmental acceptability, cost, and availability (ISO 55000).
7. **Lifecycle activities** – activities undertaken with respect to a municipal infrastructure asset over its service life, including constructing, maintaining, renewing, operating and decommissioning, and all engineering and design work associated with those activities.
8. **Municipal infrastructure asset** – an infrastructure asset, including a green infrastructure asset, directly owned by a municipality or included on the consolidated financial statements of a municipality, but does not include an infrastructure asset that is managed by a joint municipal water board.
9. **Risk management** – a coordinated set of activities and methods that is used to direct an organization and to control the many risks that can affect its ability to achieve objectives; also refers to the architecture that is used to manage risk, including risk management principles, a risk management framework, and a risk management process (ISO 31000).



May 5, 2018

City Council Committee Report

To: Mayor and Council

Fr: Sharen McDowall, Human Resources Strategist

Re: City of Kenora Business Travel, Seminars & Conferences Policy HR-2-7-2

Recommendation:

That Council hereby approves a new Business Travel, Seminars & Conferences Staff Policy HR-2-7-2; and further

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

Background:

This is a new policy that governs the reimbursement of travel, hospitality and other business expenses incurred during the conduct of approved City of Kenora business. This policy identifies what expenditures are allowable and covered by the City while traveling for business, seminar or conferences.

The travel per diems have not been reviewed for many years and the cost of travel has increased. There are minimal places you can travel and eat for less than \$50 per day. It is the recommendation of the Senior Leadership Team to increase the meal allowance from the current total of \$50.00/day to \$65.00/day. Previously the allowance was \$10 breakfast, \$15 lunch and \$25 dinner. The new meal allowance would be \$15 breakfast, \$20 lunch and \$30 dinner. The mileage rate of \$0.47 was not reviewed for change.

Budget: N/A

Communication Plan/Notice By-law Requirements:

Policy amendments will be communicated to Senior Leadership Members and Supervisors

Strategic Plan or other Guiding Document:

Human Resource Management Strategy

Strategic Plan: 2015-2020 – Focus on our People

Risk Analysis: As per the requirements in the City's ERM policy, there is a potential of minor operational impact to the operations.

City of Kenora Policy for Business Travel, Seminars & Conferences



Section Human Resources	Date May 22, 2018	Resolution Number	Page 1	Of 9
Subsection Employee Conduct	Repeals By-Law Number		Policy Number HR-2-7-2	

Policy

This policy governs the reimbursement of travel, hospitality and other business expenses incurred during the conduct of approved City of Kenora business. It is the City of Kenora's policy to reimburse employees for ordinary, necessary and reasonable expenses when directly related to the transaction of approved City of Kenora business.

Directly related expenses are those in which there is the expectation of deriving some current or future benefit for the City of Kenora, the employee is actively engaged in a business meeting or activity necessary to the performance of the employee's job duties, or, in the case of hospitality, there is a clear business purpose.

Reimbursement for expenses that are not in compliance with this Policy requires the prior written approval of the Senior Leadership Member.

Scope

This policy applies to all employees of the City of Kenora.

Where any provision of this policy conflicts with the terms of the collective agreement, the collective agreement will prevail.

This policy also applies to all facets of performing their duties and responsibilities for the City, including but not limited to duties which are performed;

- In the workplace;
- During work-related travel;
- At restaurants, hotels or meeting facilities that are being used for business purposes;
- In company owned or leased facilities;
- During telephone, email or other communications; and,
- At any company-organized social event.

All members of Council will follow and uphold the requirements of this policy.

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Authorization and Regulations

Requests for reimbursement of business expenses must be approved and submitted using the following documentation and regulations.

SECTION 1 – Business Travel for Conferences, Seminars, Special Events

This section provides the guidelines for travel for attendance at Conferences, Seminars and Special Events. A Travel Expenses Form must be completed and authorized.

1. Attendance Authorization

Employee travel to attend conferences, seminars or other business travel requires the following approvals:

- a) Travel within Ontario and Manitoba must be approved by the immediate supervisor and the Senior Leadership Member.
- b) Travel outside of Ontario and Manitoba but within Canada must be approved by the Senior Leadership Member or above.
- c) Travel outside of Canada must be approved by the Senior Leadership Team Member and the CAO and or designate. The CAO travel outside of Canada must be approved by the Mayor.

Note: Page 1 of the *Travel Request/Evaluation Form* must be completed and approved for all Employee travel to attend conferences, seminars or other business travel that requires an overnight stay. Approval is required prior to incurring costs.

The immediate Supervisor and or Senior Leadership Member is responsible to communicate what is authorize acceptable costs prior to travel. Supervisor is responsible to ensure the expenditures are within approved budgets.

2. Guidelines

- a) A Travel Expense Form must be submitted for approval, as outlined in Section 1, prior to any travel expenses being incurred or committed to. Payment for travel expenses incurred or committed to prior to obtaining documented approval will be the sole financial responsibility of the employee if the travel request is denied.
Note: A Travel Request/Evaluation form must also be completed for all travel that requires an overnight stay.

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- b) Supporting documentation must be attached to the Travel Expense Form and must clearly identify the event attended, date of the event and purpose of the event. A copy of the conference, seminar or event agenda is required providing information on cost, location, dates and meals. Printed estimates for airfare, airport transportation and other costs must be provided.
- c) An approved Travel Expense Form, with the supporting documentation, must be submitted to Accounts Payable with any request for payment of a travel advance, registration fee or other travel expenses in advance of the trip.
- d) Travel advances will not be made for less than \$100. If the estimated cost of out of pocket expenses is less than \$100, the employee will be reimbursed upon submission of the final Travel Expense Form. Requests for cash advances are not mandatory and discretion should be used when determining the requirement for each trip.
- e) Application for travel advances will be signed by the claimant indicating authority for the City to recover through the Payroll system any advances unaccounted for.
- f) All fees paid prior to the conference, referred to as prepaid expenses, must be reflected on the Travel Expense Form that is submitted for reimbursement. All costs related to the travel must be included on the form so the approver is aware of the final costs for the employee's attendance.
- g) In exceptional circumstances, the CAO may approve staff expenses over or outside the limits of this policy.

3. Transportation

The most economical and efficient mode of transportation must be used as follows:

- a) Economy airfare including all applicable taxes, surcharges and cancellation insurance:
 - The cost of basic seat selection will be reimbursed.

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HR-2-7-2	4	9

- Expenses incurred to change travel plans are allowable provided the changes are a result of City Business. Only charges relating to the employee are reimbursable.

Reasonable exceptions may be made based on approval by Human Resources

- Luggage cost charged by airlines is reimbursable.
- The cost of passports **will not be** reimbursed.

- b) Train/bus fare when applicable.
- c) Transfer fees to and from transportation terminals at points of departure and arrival must be the most economically feasible method available as circumstances warrant. Parking expenses must be included in this cost decision. Parking shall be only reimbursed for standard parking rates.
- d) Car rental, including fuel purchases, instead of public transportation may be claimed providing it is more economical or if required under certain circumstances. A reputable rental company must be used to ensure adequate insurance coverage is secured. A national rental chain is considered to be a reputable company as opposed to a local operation. First option should always be taking a corporate vehicle.
- e) Where an individual uses his/her own car for business travel to attend Conferences, Seminars or Special Events, mileage from home to the event or from their regular place of work to the event, whichever is less may be claimed. Employees are responsible for ensuring that they have adequate insurance coverage. The current applicable mileage rate for the use of personal automobiles on City business will be reimbursed. This rate is determined by the current corporate rate. While operating a personal automobile on City business, the individual is responsible for all vehicular costs, for example, repairs, fines, fuel insurance, deductibles, etc. Use of a City vehicle shall be the first option when traveling.
- f) Unless exceptional circumstances apply (see note below), the charges for the use of a personal automobile shall not exceed the equivalent cost of economy airfare, plus airport parking and transfers.
- g) Handling charges for bulky items such as exhibits are permissible provided they are indicated separately on the advance form and pre-approved. Receipts should be obtained where at all possible;

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however, expenses without receipts will be reimbursed if they were pre-approved and are reasonable (in the opinion of the Senior Leadership Member) and equal to or less than the pre-approved amount.

- h) Use of personal automobile may be appropriate when traveling with bulky displays or traveling in groups. Written justification (supported cost comparison) for use of personal automobile when air or train travel appears to be the most appropriate means of transportation must be obtained at the time of initial authorization to attend.
- i) Shared transportation is encouraged when appropriate.
- j) All time spent traveling to and from meetings and training request by the Employer shall be paid for at the employee's regular straight time rate of pay. Traveling time shall be considered to include traveling from point A to point B, any time including overnight delays accrued as a result of delayed flights are not compensated. At the request to of the employer, travel arrangements will be scheduled in the most effective manner. If require to use own vehicle reimbursement will be in accordance with this policy.
- k) The current mileage allowance rate payable to employees who use their vehicle is \$.47 per km.

4. Accommodation

Reasonable accommodation expenses where overnight accommodation is required are allowable as follows:

- a) The accommodation chosen must be the most economical and advantageous to the conduct of City business.
- b) The actual cost of a single room will be allowed provided such cost does not exceed the "Government Rate" when available.
- c) Receipts are required in support of all such expenses and must show the place, date and number of days or part days and the rate per day for single occupancy.
- d) Internet charges for business use on hotel bills will be reimbursed. Other incidental expenses detailed on the hotel bill such as movies

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HR-2-7-2	6	9

or meals **will not be** reimbursed because they are covered by the per diem reimbursement.

5. Meal Allowance/Telephone Allowance

A meal allowance represents the maximum that will be paid without receipts. The meal allowance covers the cost of meals and gratuities. Personal telephone charges for calls to family at home which is not to exceed one per day. If an employee has an issued City cellular phone they are to use that phone was calling home and not charge to hotels.

- a) Where some meals are provided by either the event registration or the airline, the per diem **will** be reduced by the applicable meal allowance as follows:

(CDN) \$15 breakfast, \$20 lunch, \$30 dinner

Breakfast may only be claimed if departure is before 8:00 am and dinner may not be claimed on the day of return unless return is after 5:00 pm.

Itemized receipts, not debit or visa receipts, should show the name of the other persons for whom a meal was purchased.

- b) Staff traveling under this policy may be reimbursed for meals upon submission of receipts even if the meal is supplied by the conference. In this circumstance, there must be a valid reason for the person not being able to attend the meal as supplied by the conference.
- c) When overnight accommodation is **not** required, reasonable meal expenses, that are not included with registrations, will be reimbursed based upon submitted receipts.
- d) When it is necessary to entertain clients while traveling, detailed receipts must be submitted indicating what was purchased, who was entertained and the reason. The applicable meal allowance will be deducted from the per diem for the employee meal claimed as part of this hospitality receipt.

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HR-2-7-2	7	9

- e) While this policy addresses the maximum that the City will pay for travel, the individual may choose to upgrade at his/her own expense. If paid directly by the City, reimbursement must be received at time of claim submission.

Examples include additional accommodation expenses for an accompanying spouse or extended stays.

6. Extended Stays

- a) Sometimes employees pay for extended stays themselves. This is allowable as long as it can be proved ahead of time that there is no cost to the City for this extended stay, and the employee uses their vacation, overtime bank or lieu day entitlement time.
- b) If a stay has been extended due to uncontrollable circumstances, such as delayed/cancelled flights due to bad weather, the employee will be reimbursed for reasonable meal and hotel costs. Receipts are required.

8. Items Not Allowable

Claims for reimbursement will **not** be allowed for:

- a) Personal Effects and Services – Claims for loss of personal effects, for medical and hospital treatment, for purchase of trunks, hand luggage, clothing and other personal equipment, or for personal services such as, shoe shines, valet services and other personal expenses.
- b) Items not substantiated by receipts, except for per diem claims, will not be reimbursed.
- c) Gratuities are covered by the per diem. They are to be excluded from reimbursement unless justifiable circumstances.
- d) Long distance phone calls are covered by the per diem. They are to be excluded from reimbursement as appropriate **unless** these calls were made for City business and in consideration of being out-of-town on City business, one call per day to family at home will be allowed. These must be properly identified on the hotel and/or cell bill.

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HR-2-7-2	8	9

9. Reporting

- a) All expense claims/reimbursements must be submitted to the Payables in the Finance Department within 30 working days of the event. Claims without travel advances are subject to the same deadlines. Receipts for the refund of unused advanced funds must be attached to the final Travel Expense form that is submitted to Accounts Payable.
- b) If an employee's expense claim "actual" is overdue under this policy, the individual will be notified in writing with a copy to the Senior Leadership Member. Additional expense claims/advance requests including mileage claims and all other reimbursements will not be processed until the past due and has been received.
- c) Expenses unsubstantiated by proper receipts are not allowable. Travel expenses which have been submitted without receipts will automatically be processed in Accounts Payable by deducting the unsubstantiated amount. If this action causes the advance to exceed the adjusted claim, the employee will be notified and required to pay the difference. Should the payment not be made within a reasonable time period, the city reserves the right to deduct the amount owing to the City from the employee's pay.
- d) Completed Travel Request/Evaluation forms are required for all travel that requires an overnight stay.
 1. Page 1 must be completed and approved for all conferences, seminars or trips that required overnight accommodation prior to registration/booking.
 2. Page 2 must be completed upon employees return.
 3. Completed forms are retained within the Finance Department and will be accessible for future review if required.

Business Meeting/Entertainment

- (a) Entertainment expenses will only be allowed for the CAO and Senior Leadership Team or designate when deemed to be in the best interest of the City.
- (b) Entertainment charges incurred for legitimate purposes will be permitted. The expense must be supported by an itemized receipt. The reimbursement documentation shall indicate the names,

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- position, and organization of individuals being entertained as well as the purpose of the entertainment.
- (c) Personal expenditures for hospitality will be considered entertainment in nature when incurred:
 - (i) upon completion of the regular business activity; and
 - (ii) for meals, beverages, refreshments, receptions, shows and/or performances and other related costs.
 - (iii) Any claim for entertainment expenses up to and including \$200.00 must be approved by the department Senior Leadership Member.
 - (iv) any claim for entertainment expenses in excess of \$200.00 must be approved by the CAO.
 - (d) Expense accounts shall be submitted to the appropriate authority within ten (10) days of the last expense incurred.

SECTION 2 - Mileage and Other Expenses

This section provides guidelines for reimbursement of expenses incurred while an employee is attending meetings or performing activities necessary to the performance of the employee's job duties. Some examples are, site inspections and training. A Mileage and Other Expenses form must be completed and authorized.



May 5, 2018

City Council Committee Report

To: Mayor and Council

Fr: Sharen McDowall, Human Resources Strategist

Re: New Exit Interview Policy HR-1-5

Recommendation:

That Council hereby approves the new Exit Interview Policy HR-1-5; and further

That Council give three readings to a by-law to amend the Comprehensive Policy Manual for this purpose.

Background:

This new policy has been prepared as per the recommendations in the HRM Strategy.

The process identifies that exit interviews are voluntary sessions conducted with departing employees just before they leave. The primary goal of such interviews is to generate constructive feedback that can present organizational improvement efforts. A secondary objective of these interviews is to provide some closure for the departing employee. He or she may appreciate the opportunity to offer advice, clear the air, or discuss issues that lead to the exit. This interview is also an opportunity to let the employee know that although the working relationship didn't work out, the organization appreciated his or her contributions and wishes the employee the best.

Along with the policy the City does have an Exit Handbook for the supervisors to follow when an employee exits employment with the City. Regardless of the reason for exit, we need a consistent process to follow during employee exit time. Specifically a comprehensive exit process to ensure that the organization;

- a) Protects its corporate reputation
- b) Protects the employee's reputation
- c) Protects the corporate assets

Budget: N/A

Communication Plan/Notice By-law Requirements:

Policy amendments will be communicated to Senior Leadership Members and Supervisors

Strategic Plan or other Guiding Document:

Human Resource Management Strategy

Strategic Plan: 2015-2020 – Focus on our People

Risk Analysis: As per the requirements in the City's ERM policy, there is a potential of moderate to minor People Impact.

Exit Interview Policy



Section	Date	By-Law Number	Page	Of
Human Resources			1	2
Subsection	Repeals By-Law Number		Policy Number	
Recruitment/ Retention			HR-1-5	

Purpose

The purpose of this policy is to identify workplace, organizational or human resources factors that have contributed to an employee's decision to leave employment; to enable the City to identify any trends requiring attention or any opportunities for improving the City's ability to respond to employee issues; and to allow the City to improve and continue to develop recruitment and retention strategies aimed at addressing these issues.

This policy covers the procedures to be adopted when an employee leaves the City of Kenora for whatever reason.

Scope

This policy applies to all employees including employees taking early retirement and voluntary severance. Exceptions include temporary, contract employees, Volunteer Fire Fighters and employees discharged for cause.

Procedure

(For face-to-face exit interviews)

The designated Human Resources representative will contact the employee in writing, inviting him/her to attend an exit interview at a mutually convenient time. The exit interview should take place prior to the last day of work. The interview questionnaire can be given to the employee prior to the meeting for them to complete for discussion at the exit interview.

The employee will be asked a standard set of questions and given a chance to discuss any concerns or information they feel would be beneficial for the City to know about their employment experience with the City.

Exit Interview Policy

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HR- 1-5	2	2

If an employee chooses not to participate in an exit interview, he/she will be encouraged to complete an Exit Interview Questionnaire. In the event this employee chooses this, HR will to note the reason for not completing if provided.

Voluntary Participation and Confidentiality:

Employees are responsible for participating in the exit interview process on a voluntary basis. If an employee chooses to participate in an exit interview, he/she will be encouraged to be honest, candid, and constructive in their responses.

The information received through the exit interviews will be confidential. No specific information that could possibly be traced back to an ex-employee will be disseminated or discussed.

Reporting:

The information will be analysed regularly by Human Resources to identify areas or determine trends that may need to be addressed. Periodically, human resources will share their analysis and recommendations with designated members of the staff and/or Senior Leadership Team. The Human Resources Strategist will keep the CAO abreast on any issue that may be of a more serious concern.

The analysis and review will include

- appropriate statistical information regarding the number and distribution of employee departures during the preceding year and his/her reasons for leaving;
- an analysis and discussion on any trends or common themes which are suggested by the exit interview feedback;
- a summary of any actions or interventions taken during the year on the basis of exit interview information; and
- any actions the Department feels are required in order to address any concerns or opportunities which are identified through exit interview feedback.



May 7, 2018

City Council Committee Report

To: Mayor and Council

Fr: Sharen McDowall, Human Resources Strategist

Re: City of Kenora Hours of Work Policy – Overtime (Non-Union) HR-3-5

Recommendation:

That Council hereby approves the amended City of Kenora Non-Union–HR-3-5; and further
That Council gives three readings to a by-law to amend the Comprehensive Policy Manual for this purpose; and further
That bylaw number 125-2012 is hereby repealed.

Background:

As per the HRM Strategy, it was recommend that a re-organization and review of HR policies be undertaken. As per this recommendation, changes were made to reflect current practices for existing non-union overtime.

Please find attached the amended Hours of Work Policy – Overtime (Non-Union) policy which has been reviewed by the HR department and Senior Leadership Team.

Budget:

N/A

Communication Plan/Notice By-law Requirements:

Policy amendments will be communicated to Senior Leadership Members and Supervisors

Strategic Plan or other Guiding Document:

Human Resource Management Strategy

Strategic Plan: 2015-2020 – Focus on our People

Risk Analysis: As per the requirements in the City's ERM policy, there is a potential of minor to moderate people impact.

City of Kenora Hours of Work Policy ~~==~~ Overtime (Non-Union)



Section	Date	By-Law Number	Page	Of
Human Resources	December 17, 2012	125 - 2012	1	3
Subsection	Repeals By-Law Number		Policy Number	
<u>Non-Union Wages & Benefits</u>			HR-3-5	

Policy Statement

The Corporation recognizes that circumstances arise where overtime is warranted. In such cases and with the proper authorization, overtime pay and/or lieu time shall be granted in accordance with applicable legislation and Corporation policy.

The Corporation will endeavor to minimize the practice of overtime to ensure an appropriate work/life style balance for its employees and to maintain the cost effectiveness of the Corporation's operation.

This policy respects the rules and regulations pertaining to overtime as outlined in the Ontario Employment Standards Act,

Purpose

Overtime may be required when work in a department cannot be completed during the regularly scheduled work period or if unusual conditions arise. In these situations, a ~~Manager-Senior Leadership Member~~ or Supervisor may ask an employee to work extra time or an employee may voluntarily initiate additional time due to workload. Employee initiated time shall not be on a regular ongoing basis, but rather only be occasional. If employee overtime is regular in the position the position should be reviewed.

It is recognized that ~~Managers-Senior Leadership Member~~ and Supervisory/Non-Supervisory personnel are paid a premium salary and that in such positions the working of some overtime will be considered part of the employees normal responsibility in the performance of his/her duties.

Employees and their ~~manager-Supervisor~~ should seek flexible arrangements to deal with extra work hours that may be required from time to time to meet operational needs. When alternate work arrangements cannot be made, this policy describes ways of compensating eligible employees who have to work extra hours.

Scope

All non-union employees

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Procedures

1. Approval of Overtime

Overtime is defined as work that has been authorized by a member of management, which requires the employees to work in excess of the number of hours of their defined workweek. Overtime shall not be recognized for less than a half hour of work.

2. Eligibility of Overtime versus lieu time

a. Bands ~~4615~~ and lower:

All employees at and below Band ~~4615~~ are eligible for overtime. Employees, eligible for overtime pay, have the option of receiving either lieu time off or payment of overtime. Lieu time earned is banked at a rate equivalent to overtime pay.

b. Band ~~4716~~ and above:

It is understood that the work employees at Band ~~47-16~~ and above is supervisory and/or managerial in nature. Employees in these grades are paid according to the job done rather than hours worked and as such are not eligible for overtime pay.

3. Overtime and lieu time entitlements

a. Bands ~~4615~~ and lower:

Employees in these grades are entitled for overtime at straight time for all hours up to forty-four (44) weekly. Overtime beyond 44 hours is paid at a rate of time and one-half or as otherwise indicated by the *Ontario Employment Standards Act*. If the employee requests to work extra time as self initiated additional time this time is compensated as lieu time at hour for hour.

b. Bands ~~4716~~ and above

Employees in Bands ~~47-16~~ and above shall be granted (5) additional days off annually in lieu of overtime worked. The additional days must be taken by December 31st of each year. There will be no ~~payout~~ pay out or carry forward if time has not been utilized. No bonus days are accrued on the additional days in lieu of overtime. Supervisory lieu days will be prorated for new employees.

- c. Bands ~~7~~16 and above

If requested by Management to perform emergency work which is not supervisory or managerial in nature, compensation will be in accordance with the Ontario Standards Act.

City of Kenora Hours of Work Policy -- Overtime (Non-Union)

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4. Administration of Lieu Time and Lieu Time Banks

- a. Lieu time earned in a calendar year must be taken within the year it was earned.
- b. Unused lieu time remaining at the end of the calendar year for Bands ~~4~~6-15 and below may be carried over to the following year upon approval by the employees' supervisor to a maximum of 10 days provided that such lieu time is taken no later than June 30th of the following year. Any unused lieu time from the previous year taken by this date shall be forfeited.
- c. Lieu time remaining in an employee's lieu bank for Bands ~~4~~6-15 and below is not paid out at termination.

Flex-Time -

An employee can within a one week pay period (Sunday – Saturday) due to workload, flex their week. For example, an afterhours meeting is for two hours, an employee can adjust their hours by two hours during that same week. Flex Time is not used to create extra time off or leave early at the end of the week. Approval from the Senior Leadership Member or Supervisor to flex time within a week is required.

As approved by the Senior Leadership Member, a supervisor that is **required to work on a statutory holiday has up to three months to use the stored statutory holiday.**

Staggered Work Hours –

e- Is a work arrangement where an employee, with the approval of his or her Senior Leadership Member or supervisor, regularly arrives and leaves at times other than the working hours of the normal working hours of their department? These alternate starting and leaving times can vary from 15 minutes to 1 hour.

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Accountability

Supervisors are accountable to ensure adherence to this policy as outlined.

Administration

| Human Resources ~~and Finance and Administration~~



May 5, 2018

City Council Committee Report

To: Mayor and Council

Fr: Sharen McDowall, Human Resources Strategist

Re: City of Kenora Learning and Development Policy HR-2-7

Recommendation:

That Council hereby approves a new City of Kenora Learning and Development Policy HR-2-7; and further

That Council hereby removes the Training and Continuing Education Policy HR-2-7; and further

That Council give three readings to a by-law to amend the Comprehensive Policy Manual for this purpose.

Background:

In response to recommendation 3.3. Training and Development in the HRM Strategy it made reference to establish a new set of workplace standards regarding training. The City needs to prepare for the loss of knowledge and leadership that will result from retirements and attrition, it must develop leadership skills, knowledge and abilities at all levels of the organization.

The new Learning and Development Policy is intended to outline a learning and development city-wide framework for employees all job levels and division. In order to keep pace with the rapidly changing environment of technology, legislative requirements and best practices, it is imperative that staff are equipped with the knowledge and tools to achieve optimum results for the City of Kenora.

This new policy provides a framework that emphasizes that learning, development and knowledge sharing is a responsibility of all employees.

Budget: N/A

Communication Plan/Notice By-law Requirements:

Policy amendments will be communicated to Senior Leadership Members and Supervisors

Strategic Plan or other Guiding Document:

Human Resource Management Strategy

Strategic Plan: 2015-2020 – Focus on our People

Risk Analysis: As per the requirements in the City's ERM policy, there is a potential of moderate to minor operational impact to the operations if the City does not invest in the development of their employees.

City of Kenora Learning and Development Policy



Section Human Resources	Date May 22, 2018	Resolution Number	Page 1	Of 9
Subsection General	Repeals By-Law Number		Policy Number HR-2-7	

Purpose

Learning and development is closely tied to the City of Kenora's Human Resources Management Strategy and Strategic Plan. This document is intended to outline a learning and development city-wide framework for employees at all job levels and divisions. To be successful at an individual, team or corporate level, employees need the right knowledge, skills, attitudes and competencies that support the City's strategic priorities and goals. Training alone is not development, but rather one component of a complete development plan. This framework emphasizes that learning, development and knowledge sharing is a responsibility of all employees.

The City recognizes the benefits of investing in employee development in order to:

- Build a competent, diverse, and professional workforce;
- Increase employee engagement and job satisfaction;
- Maintain public confidence in the quality of the City's service delivery;
- Position the City as an attractive employer in the job market;
- Create a skilled and versatile workforce that can adapt to changing needs;
- Reduce risk and exposure to liability due to non-compliance of legislated training;
- Foster employee career growth, high performance, and innovation;
- Act as an important input to workforce planning including succession planning.

For details on what learning and development activities qualify for reimbursement, refer to the Tuition Fees Reimbursement and Professional Affiliation Fees Reimbursement policies.

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Definitions

Learning & Development: happens everywhere and encompasses a wide range of activities designed to improve the capabilities of people. While the definitions of what encompasses learning and development vary from one expert to another, they share four dimensions key to building a learning organization: legislated, corporate, team, and individual. These include not only the technical skills and knowledge, but also an employee's attributes, attitudes and behaviours. Learning and development activities can be designed to deliver specific skills in a short period of time to meet an immediate need, or designed to achieve broader requirements over a longer period.

Learning and development includes on-the-job training such as manager coaching, special projects, acting transfers, mentoring, and job-shadowing. It also may include more formal learning opportunities such as conferences, e-learning, webinars, and formal classroom training.

There are four main categories of learning & development opportunities as follows:

- 1. Legislated:** refers to required legislated training for employees. Examples include health and safety, accessibility standards, legislated certifications and licenses, violence in the workplace, and emergency management.
- 2. Corporate:** refers to development activities linked to the corporate strategic plan and applicable to employees across the entire City. Examples include corporate new employee orientation, respectful workplace training, continuous improvement, and change management.
- 3. Team:** refers to development of team capabilities and competencies. Examples include team building, leadership development, knowledge sharing, management coaching, mentoring, job shadowing, trust building, and other team related competencies.
- 4. Individual:** refers to enhancing individual capabilities and competencies to improve on-the-job performance and for career development. Examples include lunch & learn sessions, acting transfers, e-learning, webinars, volunteering, job-specific training, taking on new responsibilities, conferences, workshops, special projects, on-boarding, and professional & technical training.

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Learning & Development Plan: is completed by an employee together with his or her Supervisor, during the *Performance Review and Development Form* and *Job Planning and Review* process. It outlines what competencies require improvement or further development, what action needs to be taken, and the target completion date. The Learning & Development Plan is prepared for those looking to develop for future roles aligned with career goals.

Learning & Development: Key Principles

Principle One: Make Learning & Development a Strategic Priority for the City

The City is committed to provide learning and development opportunities to help employees work flexibly to meet the constant changes of day-to-day operations. In order to create a skilled, innovative, and respectful organization, it is critical that learning and development continue to be a strategic priority for the City. This means continuing to invest time and budget to support employee learning and development. Over time, the City will instill a learning culture where employees are motivated and rewarded for developing new skills and provided opportunities to do so. This involves providing development assignments horizontal and vertical loading to give employees a chance to develop and apply new competencies. A learning culture has been shown to be a critical part of developing a high performing workforce.

Principle Two: Align Learning with the Business Needs

Learning activities need to support the City of Kenora's strategic objectives. This can be done by creating a departmental organizational learning and development plan in alignment with the City of Kenora's Business Lines as found in the Strategic Plan. Adult learning theory and practice indicate that learning is most effective when the activity is directly related to needs and is immediately relevant. Timely access for immediate needs is critical for effective business outcomes as are longer-term development strategies.

Principle Three: Provide Appropriate Learning Options

There are a variety of learning options that may be considered as part of an employee's learning and development plan. On the job learning may include project based opportunities, acting transfers, lateral career moves, vertical or promotion career moves, taking on additional

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responsibilities; or more traditional training opportunities such as courses, certificates, webinars, conferences, degrees, seminars, and literature review.

An effective learning and development plan follows the **70/20/10 Learning Model**, according to Princeton University Learning Process. This is a business resource management model that creates innovation, by having its employees utilize their time as follows:

- 70% of Learning Time Dedicated to Experience. This occurs from on-the-job learning, real-life experiences, tasks, and problem solving. The real learning from a skill occurs on the job when the skill or feedback is applied and transferred to a real situation.
- 20% of Learning Time Dedicated to Learning From Others. This refers to coaching and mentoring, observing and working with role models, and peer-based learning.
- 10% of Learning Time Dedicated to Individual Development. This refers to formal training courses, seminars, and conferences as well as other activities outlined under individual development. This often involves self-directed learning and development such as reading industry and association published journals and newsletters.

Principle Four: Provide Learning & Development Opportunities to All Employees

Employees at all job levels, job functions, and divisions need to have access to learning and development opportunities to develop in their existing role, and grow into their next position. While it is acknowledged that not all employees may have a desire to move into a Senior Leadership position or supervisor role, continuous learning and development is important to stay current with changing trends and technology in an employee's existing role. Learning and development opportunities need to be offered to all staff in a fair and equitable manner.

Principle Five: Share Knowledge With Other Staff

As part of instilling a learning and development culture, an organization needs to make knowledge sharing a common practice. This means that when an employee attends a seminar, training or conference they need to share the content with their peer group. For example, the employee may choose to provide copies of the course materials to others who did not attend; or during a team meeting the employee may present the key lessons learned.

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Knowledge sharing goes beyond that gained in a formal institutionalized program of study. An organization must also ensure that knowledge and experience is shared between staff on an ongoing basis through management making time for the mentoring and coaching of high potential staff. This is particularly important to successful succession planning to retain corporate knowledge and develop future leaders.

Principle Six: Create Customized Employee Learning & Development Plans

Individual Learning & Development Plans need to be designed to reflect the employee's individual needs and the operational needs of the section. Learning and development plans need to be customized based on the attributes, career aspirations, and performance assessment of the individual employee. The plan needs to further develop the employee's strengths as well as improve upon their weaknesses. When an employee goes through the performance review process, a learning & development plan needs to be created as part of that process. The learning & development plan will serve as a roadmap for the employee and their Senior Leadership Member regarding what competencies the employee needs to focus on during the upcoming performance year; and how to move towards meeting the employee's individual career development goals.

Principle Seven: Evaluate Learning & Development

Evaluation of learning and development serves two important purposes. It indicates whether money has been spent wisely, and tracks organizational adoption of this framework. It is important that evaluation is programmed in from the start. Proper consideration should be given to what to evaluate, when and how. For example, health and safety training such as WHMIS training must be tracked to ensure compliance with this required training. When assessing training options, it is recommended that multiple training options be looked at and the return on investment be considered to ensure value for money spent. For certain types of training like soft skills training it may not be possible to calculate the ROI of training.

Learning & Development Key Success Metrics

It is important that the City evaluate its progress towards implementing this framework and building a learning & development culture. Below are learning & development success metrics that the City currently has access to for tracking its progress towards adopting this framework.

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The success of rolling out learning and development is dependent on the adoption rate of performance management across the City.

In addition, the Conference Board of Canada training and development report will be used to benchmark the City's progress on implementing this framework.

- **% of Employees With Learning & Development Plans:** indicates the percentage of employees who have created a learning and development plan = a/b
 - a = the number of employees who have created a learning and development plan
 - b = the total number of City permanent employees
- **Number of Departments with Learning & Development Plans:** this indicates the number of departments that create annual learning and development plans

Roles & Responsibilities

Senior Leadership Team

- Identify key learning priorities that will assist the organization in meeting its business objectives based on the existing City strategic plan;
- Identify which corporate training is mandatory and optional
- Identify and make budget and resources available to meet the learning and development needs of the workforce;
- Communicate the importance of key Corporate learning priorities each year such as leadership development training;
- Create targeted learning and development opportunities that are aligned with business needs to prepare employees for future roles and opportunities;
- Hold senior leadership members and supervisors accountable for creating quality learning and development plans with their employees as part of the performance management process.

Department Leadership Team

- Create a departmental learning and development plan each calendar year to align with corporate and development key learning priorities. This plan needs to outline legislated, corporate, team, and individual learning activities at a department level.

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- Implement the departmental learning and development plan; and communicate to staff the importance of these activities and why.
- Perform maintenance of training materials developed as part of selected departmental training offered
- Provide information, instruction and training to protect the health and safety of departmental employees. The health & safety curriculum must be managed with input from Human Resources
- Has the discretion whether to offer Departmental New Employee Orientation (NEO). The best practice is to offer this once per quarter.
- Include adequate learning and development activities in annual plans and budgets.

Division Leads

- Create a divisional learning and development plan each calendar year to align with Department Management Team's key learning priorities. This plan needs to outline legislated, corporate, team, and individual learning activities.
- Implement the divisional learning and development plan; and communicate to staff the importance of these activities and why.
- Support employees in obtaining training when assuming a new management or supervisory position. Some form of mentoring is also encouraged during the early months of an employee's new role as a supervisor or senior leadership member to provide support and ensure a successful transition.
- Identify team specific competencies and existing gaps in current staff skill-set based on compiled employee performance reviews. For jobs with the same competencies, these need to be included in a divisional learning and development plan.
- Include adequate learning and development activities in annual plans and budgets.

Direct Supervisor

- Provide day-to-day coaching and feedback to employees to help facilitate high on-the-job performance and to provide learning and development for direct reports.
- Initiate discussions with direct report employees to create and implement an employee level learning & development plans as part of performance management process (PMP)

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- Partner with direct report employees to identify existing skills, knowledge gaps and strengths; and support the employee in finding the most cost effective way to close those gaps and maximize their strengths.
- Support direct report employees in his or her career development planning. This is intended to prepare the employee for more highly skilled positions, promotion opportunities, or lateral moves.

Employee

- Participate in a Learning & Development Plan discussion with manager or supervisor on an annual basis as part of the Performance Management Process. This is a two-way discussion of career interests, aspirations, and learning goals; and creating a learning & development plan. This plan needs to benefit both the employee and the department.
- Gain agreement with supervisor and senior leadership member on their learning and development plan. It is important that the employee commit to the actions identified in the plan, and that the employee follow through to accomplish the objectives and actions outlined in the plan.
- Participate actively to maximize benefits of all learning opportunities and satisfactorily complete all requirements to successfully complete the learning event;
- Apply the new skills and knowledge gained to their day-to-day job responsibilities; and communicate to immediate manager or supervisor where further support is needed.
- Share the skills and abilities with others within the organization to enhance the performance of the organization as a whole.

Senior Leadership Member

- Responsible to ensure consistency of framework adopted across all Divisions;
- Approves tuition reimbursement and professional fees requests from employees in accordance with policies.

Human Resources

- Execute corporate objectives and provide career development guidance and leadership to all employees.

City of Kenora Training and Continuing Education Policy

Policy Number	Page	Of
HR-2-7	9	9

- Communicate to all staff a summary of the learning and development framework and the associated Tuition Reimbursement Policy and Professional Affiliation Fees Policy;
- Provide coaching to supervisors and employees on creating and implementing a learning and development plan; this includes providing learning pathways for various roles that are competency based.
- Provide coaching, as requested, on creating departmental and divisional learning and development plans;
- Evaluate the City's progress towards implementing this framework through the learning & development success metrics listed in this document;
- Review this framework on a regular basis, and recommend updates as required.

Compliance

Failure to comply with this Policy will result in the appropriate disciplinary measure as assessed on a case-by-case basis.

Related Documents

1. *Professional Affiliation Fees Reimbursement Policy*
2. *Tuition Fees Reimbursement Policy*
3. *Business Travel / Conference Attendance Policy*



May 5, 2018

City Council Committee Report

To: Mayor and Council

Fr: Sharen McDowall, Human Resources Strategist

Re: Municipal Anniversary, Retirement and Resignation Policy – HR-1-2

Recommendation:

That Council hereby approves the amended Municipal, Anniversary Retirement and Resignation Policy HR-1-2; and further

That Council hereby remove Municipal Anniversary, Retirement and Termination Policy HR-2-15

That Council give three readings to a by-law to amend the Comprehensive Policy Manual for this purpose.

Background:

At the City Annual Recognition BBQ, service awards are presented to employees to recognize an employee for their tenure with the municipality. This demonstrates the municipality is a great place to work and employees are recognized for their loyalty and longevity. Additionally, employees are recognized when they retire with a departure cake party and a retirement gift.

The policy has been updated to reflect the present practices to celebrate and acknowledge the dedication and commitment of our employees.

Budget:

N/A

Communication Plan/Notice By-law Requirements:

Policy amendments will be communicated to Managers and Supervisors

Strategic Plan or other Guiding Document:

Human Resource Management Strategy

Strategic Plan: 2015-2020 – Focus on our People

Risk Analysis: There is a potential of minor people impact to staff morale if staff are not recognized. Recognition for commitment and dedication of our employees is important as an employer of choice.

Municipal Anniversary, Retirement and Resignation Policy



Section	Date	Resolution Number	Page	Of
Human Resources	June 26, 2006	6	1	4
Subsection	Repeals By-Law Number	Policy Number		
General			HR-21-152	

Policy Statement

The City of Kenora is dedicated to acknowledging and appreciating the work of all employees for their service to the City. The City's Leadership, on behalf of the entire workforce, wishes to recognize employees on the occasions of their anniversary hire dates and of their retirement from the City of Kenora.

The intent of this policy is to ensure that all full-time and regular part-time employees are honored and recognized for their years as they retire and celebrate their continued employment with the City of Kenora.

~~At the annual City of Kenora Staff Recognition BBQ, Council will acknowledge employees who have attained 5, 10, 15, 20, 25, 30, 35, 40 and 45 years of service with the City of Kenora.~~

~~Retiring employees will be recognized on their last day of employment during an afternoon cake party. Those Managers who have retiring employees in their department shall make every effort to attend or send a designate to make presentations to the employees~~

Council will make every effort to attend the annual City of Kenora BBQ and make every effort to attend retirement cake parties to make presentations to the employees.

Purpose

The City of Kenora values its most important resources – its employees. To ensure that the talents and skills they bring to the workplace are recognized and rewarded, an Anniversary/Retirement program has been established.

This policy will outline the process for corporately recognizing employee anniversaries and retirements

~~The program is administered by Human Resources who are responsible for the purchasing and supplying of awards and the maintenance of records. The Annual BBQ will be organized and administered by Human Resources with the assistance from available resources.~~

Scope

This policy applies to all full-time and regular part-time employees who are retiring from employment with the City of Kenora and celebrating an anniversary.

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The corporation retirement tribute is not offered to staff who are considered to be casual/on call, temporary, or volunteers with the City.

Responsibilities

The program is administered by Human Resources who are responsible for the purchasing and supplying of awards and the maintenance of records. The Annual BBQ will be organized and administered by Human Resources with the assistance from available resources.

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Supervisors/Senior Leadership Member will notify Human Resources with the request for corporate retirement tribute and provide specific information, including:

- Confirmation of an employee's intention to retire,
- Confirmation of the selected date of retirement,
- Confirmation if the employee wishes to have the corporate tribute to their retirement. Supervisors are encouraged to respect the different ways that employees feel comfortable receiving public recognition and endeavor to give the corporate tribute in a way most appropriate for the retiree. Supervisors can consult with Human Resources as needed.

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Supervisors will send notification to Communications of the upcoming retirement of an employee in their department for announcement to the entire City.

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It is the responsibility of the Supervisor/Senior Leadership Member of the department of the retiree to make arrangements for the cake party, which includes ordering the cake. The cost of the cake party comes from that department budget.

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In Memory of Deceased Employees

~~The Mayor or a Member of Council attending the Awards Presentation will, if applicable, and prior to the conclusion of the event, recognize any current or former employee of the City of Kenora who has passed away over the last~~

~~year. A Moment's Silence shall be observed in memory of these employees, but specific names will not be announced.~~

Anniversary, Retirement and Resignation Recognitions

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Anniversary Recognition

At the annual City of Kenora Staff Recognition BBQ, Council will acknowledge employees who have attained 5, 10, 15, 20, 25, 30, 35, 40 and 45 years of service with the City of Kenora.

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Application Anniversaries

5 Years

All employees who have attained five (5) years with the City of Kenora will be invited to the annual BBQ and shall be presented with a gift valued at \$50.00.

10 Years

All employees who have attained ten (10) years with the City of Kenora will be invited to the annual BBQ and shall be presented with a gift valued at \$100.00 of their choice.

15 Years

All employees who have attained fifteen (15) years with the City of Kenora will be invited to the annual BBQ and shall be presented with a gift valued at 150.00 of their choice.

20 Years

All employees who have attained twenty (20) years with the City of Kenora will be invited to the annual BBQ and shall be presented with a gift valued at \$200.00 of their choice.

25 Years

All employees who have attained twenty-five (25) years with the City of Kenora will be invited to the annual BBQ and shall be presented with a gift valued at \$250.00 of their choice.

30 Years

All employees who have attained thirty (30) years with the City of Kenora will be invited to the annual BBQ and shall be presented with a gift valued at

\$300.00 of their choice.

Anniversary, Retirement and Resignation Recognitions

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HR- 21 -15 <u>2</u>	3	4

35 Years

All employees who have attained thirty-five (35) years with the City of Kenora will be invited to the annual BBQ and shall be presented with a gift valued at \$350.00 of their choice.

40 Years

All employees who have attained forty (40) years with the City of Kenora will be invited to the annual BBQ and shall be presented with a gift valued at \$400.00 of their choice.

45 Years

All employees who have attained forty-five (45) years with the City of Kenora will be invited to the annual BBQ and shall be presented with a gift valued at \$450.00 of their choice.

Anniversaries

Part-Time

~~All part time employees regardless of their increment receive a gift in the \$35.00 to \$45.00 range.~~

~~The above values include taxes.~~

~~All part time will be recognized for their service at the cumulative~~

~~All part-time employees will be recognized for their service at the year of service when their cumulative hours reach each threshold.~~

Retirements Full Time

Definition of a retiring employee is an employee who is terminating their active employment and is eligible for an immediate pension through OMERS (Ontario Municipal Employee's Retirement System)

Retiring employees will be recognized ~~on their~~ prior to thier last day of employment during an afternoon cake party. Those ~~Managers~~ Senior Leadership Member who have retiring employees in their department shall make every effort to attend or send a designate to make presentations to the employees. Their families and friends are invited to this presentation. The cake party will be organized and advertised by the Department in which the employee retiring.

A retirement gift shall be presented to all employees that have worked for the City of Kenora for a minimum of 10 continuous years. The gift shall be at a value of \$350.00. The gift will not be a gift certificate it shall be something that the employee can keep for many years as a memento of their year's service.

~~If an employee retires on their anniversary year they will only be entitled to the retirement gift.~~

~~Cake on Last Work Day~~

~~All retiring City of Kenora employees shall be presented with a cake on their last day of work. At this time is when their retirement gift is presented to the retiring employee by Council. Their families and friends are invited to this presentation. The cake party will be organized and advertised by the Department in which the employee retiring.~~

Anniversary, Retirement and Resignation Recognitions

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~~Part Time~~

~~Shall receive a gift determined on the basis of 50% of the gift value for their years of service. The gift will be presented to the retiree during the cake party by Council. The cake party will be organized and advertised by the Department in which the employee retiring~~

Resignation- Full Time

Employees with continuous service of at least five years with the City of Kenora shall be presented with a token of appreciation from Council at the time of their resignation of employment with the City of Kenora and taken out for lunch by staff.

Value Limitations

Value limitations are to be reviewed by Council every five (5) years and amended as deemed necessary by resolution.

Kenora Hydro, Police, KMTS and Library

Staff employed under the jurisdiction of Kenora Hydro, Kenora Police services, KMTS and the Library will be recognized at the Annual City of Kenora upon approval of the respective Board or Commission. Payment for recognition will be the responsibility of that respective Board or Commission.



May 5, 2018

City Council Committee Report

To: Mayor and Council

Fr: Sharen McDowall, Human Resources Strategist

**Re: City of Kenora Professional Affiliation Fees Reimbursement Policy
HR-2-7-1**

Recommendation:

That Council hereby approves the new Professional Affiliation Fees Reimbursement Policy HR-2-7-1; and further

That Council give three readings to a by-law to amend the Comprehensive Policy Manual for this purpose.

Background:

This is a new policy that outlines the importance of professional affiliations and provides a clear criteria of what Professional Dues and Industry Association Fees qualify for reimbursement. The policy will ensure a consistent approval process for the reimbursement of these expenses.

Budget: N/A

Communication Plan/Notice By-law Requirements:

Policy amendments will be communicated to Senior Leadership Members and Supervisors

Strategic Plan or other Guiding Document:

Human Resource Management Strategy

Strategic Plan: 2015-2020 – Focus on our People

Risk Analysis: As per the requirements in the City's ERM policy, there is a potential of minor operational impact to the operations.

City of Kenora Professional Affiliation Fees Reimbursement Policy



Section Human Resources	Date May 22, 2018	Resolution Number	Page 1	Of 3
Subsection Professional Fees	Repeals By-Law Number		Policy Number HR-2-7-1	

Policy Statement

The City of Kenora (“the City”) recognizes the importance of job related professional affiliations, especially where it is a statutory job requirement, to facilitate relationship development, and to access corporate best practices.

Purpose

The purpose of this Policy is to provide clear criteria of what Professional Dues and Industry Association Fees qualify for reimbursement. The end goal is to enable consistent approval and reimbursement of these expenses across the City.

Scope

This policy applies to all permanent full-time and part-time employees who have passed the probationary period unless otherwise approved by the CAO. Probationary employees or those on leaves of absence without pay are ineligible.

In order to qualify for professional affiliation fees, an employee must be pre-approved prior to payment.

All funds come from Departmental and Divisional budgets.

Where applicable the governing collective agreement addressing professional fees for unionized employees and contractual agreements with non-unionized employees will prevail.

Excludes business travel, seminars, and conferences expenses. See Business Travel / Conference Attendance Policy.

Definitions

Legislative / Statutory Professional License – The official or legal permission granted to practice one's occupational duties. Licenses are usually issued by a professional body or licensing board and is required by law in order to regulate some activity that is deemed to be dangerous or a threat to the person or the public or which involves a high level of specialized skill. Examples of regulated occupations include Professional Engineers.

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Professional Dues – Required fees for membership to a professional association (also called a professional body, professional organization, or professional society). This is usually a non-profit organization seeking to further a particular profession, the interests of individuals engaged in that profession, and the public interest.

Industry Association Fees – Fees paid to an association or organization that licenses, provides services, materials and/or information for a specific industry group

Terms & Conditions

City may at its sole discretion reimburse professional fees as outlined below, **subject to fund availability in the department or division budget and manager or designate approval.**

1. Legislative/Statutory Professional Designations

- Payment of fees for professional designations may be made by the City of Kenora only when the designation is a legislated/statutory requirement and is a mandatory requirement of the position. These are included in the job posting as a term of condition for hire, and typically need to be renewed on an annual basis. It includes designations such as professional bodies like Human Resources Professional Association, Institute of Chartered Professional Accountants of Ontario and Professional Engineers of Ontario.
- Payment of such professional designations may be transferable with the incumbent to other positions subject to CAO approval. Exceptions may also be made by the City of Kenora where the membership is considered in the corporate interest.

2. Other Professional Designations

- Payment of the annual fee for other professional designations may be made by the City of Kenora when professional designations are considered in the corporate interest.
- Payment of these professional designations will be based on the position requirements and not the profession of the incumbent in the position. Examples of these type of designations include Project Management Professional, Registered Professional Planner, etc.

City of Kenora Professional Affiliation Fees Reimbursement Policy

Policy Number	Page	Of
HR-2-7-1	3	3

- 3. Corporate Memberships in Municipal/Provincial Associations or Local Community Groups** which do not provide a designation but whose objectives are of interest may be made by City. Individual Memberships in these associations convey significant information and strengthen professional contacts to the benefit of the City of Kenora. For example, Association of Municipal Managers, Clerks and Treasurers of Ontario.
- 4.** Tax treatment for direct payment or reimbursement of professional associations/memberships will be governed by the guidelines of the Canada Revenue Agency.
- 5.** If a corporate membership is required, only one membership will be paid for by the Department under the name of the CAO or Department Senior Leadership Member and associated information publications shall be circulated and shared with other Department/Division staff members.
- 6.** Only one professional membership will be paid for per employee by the Department, except where memberships are mandatory for job function. Where an exception is requested, this must be approved by the Senior Leadership Member and the CAO.

Compliance

Failure to comply with this Policy will result in the appropriate disciplinary measure as assessed on a case-by-case basis.

Related Documents

- 1. Learning & Development Framework*
- 2. Tuition Fees Reimbursement Policy*
- 3. Business Travel / Conference Attendance Policy*



May 7, 2018

City Council Committee Report

To: Mayor and Council

Fr: Sharen McDowall, Human Resources Strategist

Re: Recruitment Policy – HR-1-1

Recommendation:

That Council hereby approves the amended City of Kenora Recruitment Policy HR-1-1; and further

That Council hereby removes Lake of the Woods Museum Hiring Policy HR-1-5 from the Comprehensive Policy Manual; and further

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

Background:

As per the HRM Strategy, reference was made to a re-organization of some policies. One recommendation was to remove HR-1-5 Lake of the Woods Museum Hiring Policy and transfer the content to the HR-1-1 Recruitment Policy. The policy has been amended to reflect that change, which identifies the participation of a Museum Board Member in the recruitment process for the Museum Director position.

It was further recommended that the City review the current moving allowance of \$2,500. This amount has not be reviewed or increased for many years. To encourage potential candidates to relocate to Kenora, it is imperative that the City increase that allowance. The recommendation is to increase the current \$2,500.00 to \$5,000.00, with a recovery mechanism in the event the employee departs the employment of the City within 24 months.

There were additional changes made to the criminal record check process that reflect current practice.

Budget: N/A

Communication Plan/Notice By-law Requirements:

Policy amendments will be communicated to Senior Leadership Members and Supervisors

Strategic Plan or other Guiding Document:

Human Resource Management Strategy

Strategic Plan: 2015-2020 – Focus on our People

Risk Analysis: As per the requirements in the City's ERM policy, there is a potential of moderate to minor people impact if the City is not successful in relocating potential candidates to the City.

City of Kenora Recruitment Policy



Section	Date	Approved by By-Law Number	Page	of
Human Resources Policy	December 15, 2015	176-2015	1	8
Subsection	Repeals By-Law Number:		Policy Number	
Hiring	67-2015		HR-1-1	

Purpose

The City of Kenora attracts and retains a high performing staff to achieve its strategic goals and who are aligned to the Cities values and goals. The City achieves the alignment of City staff utilizing principles outlined in the recruitment policy.

The Policy will ensure that the City meets all legislative obligations and its commitment to the City of Kenora mission and vision statement, in the provision of a well-managed operation, a performance culture and a workforce mix and profile appropriate to City needs.

Policy Guidelines

The Corporation is an equal opportunity employer and does not discriminate in the hiring process on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, age, martial status, family status or disability

The Corporation's objective is always to hire the best-qualified applicant. The selection process will be based on qualifications, skills, training, and the ability to perform the work.

This policy does not supersede practices agreed to within the collective agreements in existence between the City of Kenora and the Canadian Union of Public Employees, Local 191; The International Brotherhood of Electrical Workers, local 559 and The Kenora Professional Fire Fighters' Association.

Responsibilities

The Human Resources Strategist is responsible to ensure that the guidelines set out in this Policy are implemented and adhered to.

All departments, ~~managers-senior leadership members~~ and supervisors are responsible for following the guidelines contained in this policy.

Staff Vacancies

All and any vacancies created, (e.g. retirement, termination, transfer, injury) are to be thoroughly reviewed by the ~~Department Manager-Senior Leadership Team Member~~ and Human Resources Strategist.

City of Kenora Recruitment Policy

Policy Number HR-1-1	Page 2	of 8
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Such reviews to include:

- i) Redistribution of duties to accommodate, if possible staff reduction
- ii) Departmental restructuring to fill vacancies from existing employees
- iii) Duties and services re-justified for the position
- iv) Confirmation of financial resources available (e.g. budgets, wages, benefits, materials, equipment, etc.)
- v) Legislature and contractual obligations

Hiring of Summer Students

It is the practice of the City of Kenora to hire students for the summer to cover off vacations or to meet peak seasonal demands. Once approved ManagersSenior Leadership Member/Supervisors can request the same student each summer for a maximum of five (5) years or until that student graduates whichever comes first. The City benefits on our summer student investment when these students are offered and accept permanent jobs with the City.

A returning student is a student who has held a summer student position in the previous summer and has received a favourable re-hire status at the end of season on their performance appraisal. This would include a clean health & Safety and use of vehicle/equipment status. If a summer student is requesting to be hired in a different summer student position within another department, they are required to apply according to the posting.

Hiring ManagersSenior Leadership Member/Supervisors are requested, once approved, to send their employee request for summer students to Human Resources. They should specify the name of the student he/she had the previous year and would be willing to rehire if the student chose to apply for a summer job with the City. Human Resources will make contact with the student for recall.

New Positions

Newly created positions will be first reviewed and discussed with the Human Resources Strategist and then presented to the Chief Administrative Officer for review. Such presentation will include the Department-Manager'sSenior Leadership Member's rationale, a detailed job description, along with any other pertinent information substantiating the need for the position and budget approval.

The job description will be developed by the Department-Manager-Senior Leadership Member in conjunction with the Human Resources Strategist, setting out the purpose of the position, responsibilities and duties, reporting relationships, qualifications required, and working conditions. The Human Resources Strategist will make the determination of a provisional wage or salary rate.

City of Kenora Recruitment Policy

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The ~~department manager~~[senior leadership member](#) will provide a report to the Chief Administrative Officer, which will be forwarded to Council for approval

Upon approval of the new position and after six months to one year of experience, the incumbent employee and their immediate supervisor may complete a Job Questionnaire and submit same for re-evaluation in accordance with established procedures for such reconsideration.

Replacement Positions

Vacant positions approved in the current budget [shall be reviewed when vacated, and](#) may be determined by the appropriate ~~department manager~~[senior leadership member](#) as to the ongoing need to refill such positions.

Positions which become vacant and are deemed by the ~~department manager~~[senior leadership member](#) and supported by the Human Resources Strategist to be vital to the department's operation will first present such rationale, and when necessary an updated job description to the Chief Administrative Officer for review and approval.

The ~~department manager~~[senior leadership member](#) in conjunction with the Human Resources Strategist will provide notice to Council of all non-union refilled positions for information purposes.

[Positions created through a department or division restructuring resulting from an opportunity created by a vacancy and accommodated within the existing budget shall be considered under this section, and are not considered to be new positions.](#)

Temporary Increase of Core compliment

~~Managers-Senior Leadership Members~~ may from time to time require additional human resources in their departments during vacations, leaves of absences, illnesses or special projects.

Temporary requests for additional human resources shall be made at least two weeks prior to the need for the placement. Approval must be obtained from the CAO and Human Resources Strategist prior to hiring. Temporary core complement increases will not be longer than three (3) months, [unless they are for the duration of the absence, and have been approved through the budget process.-](#)

Advertising

Advertising and Outreach: External advertising for open positions is coordinated through Human Resources. This includes, but is not limited to, advertising on websites, targeted recruitment sites, newspapers, professional organizations, and trade journals.

When advertising externally, full advantage will be made of listings and rate structure where applicable. The Human Resources Strategist can advertise with other venues as determined appropriate such as Facebook.

City of Kenora Recruitment Policy

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Recruitment Agency (Executive Search Firm)

In certain circumstances it may be more effective to use a recruitment agency. This should be discussed and agreed with the HR Strategist and Chief Administrative Officer. Any external agencies or consultants who assist in the process must act in accordance with this policy and with respect to our equal opportunities requirements. The Chief Administrative Officer will have the authority to access contingency funds to offset the cost of using a recruitment agency.

Application Screening

All applications received will be reviewed by the Human Resources Department or if required Strategist, ~~Department Manager~~ Senior Leadership Team Member and/or Supervisor, who will provide a list of qualified applicants for the Interview team to interview.

Any member of the Interview Team who has a conflict with any of the applicants due to any real or perceived relationship shall excuse himself/herself from the interview process.

Interviewing

The Human Resources Strategist or designate will advise applicants selected for an interview by telephone or email of the date, time and place of the interview and confirmed by letter where required.

For all hiring's an Interview Team will be established with a minimum of 3 members, except for student positions. Human Resources Strategist can approve an interview team less than three.

Union,	Supervisor from Hiring Department, Human Resources Strategist and Supervisor from another department or another Human Resources Staff person
non-union positions	Department Manager <u>Senior Leadership Team Member</u> or Supervisor of hiring department, Human Resources Strategist, Supervisor from another department or another Human Resources Staff.

Supervisory positions below the level of Department Manager <u>Senior Leadership Members</u>	Department Manager <u>Senior Leadership Team Member</u> from Hiring Department, Department Manager <u>CAO or Senior Leadership Team Member</u> from another Department and Human Resources Strategist. <u>Lake of the Woods Musuem Director recruitment – Senior Leadership Team Member, HR Strategist and a member of the LOW Museum Board for the recruitment of LOW Director.</u>
Department Manager <u>Senior Leadership Members</u>	CAO, Human Resources Strategist and an external third party(ies) as deemed appropriate by the CAO
CAO	Committee of Council
Student Positions	Supervisor and Human Resources Strategist or designate

City of Kenora Recruitment Policy

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The Human Resources Strategist and ~~Department Manager~~Senior Leadership Team Member will be responsible for the establishment of a standard questionnaire relevant to the position to be filled for review and approval by the Interview Team. The same questions and evaluation of responses will be used for each applicant. Interview Committee members must be in attendance for all interviews.

A rating and evaluation form will be developed to coincide with the questionnaire. The final selection must be by consensus of the interview committee. If a consensus cannot be made, then the Human Resources Strategist will bring forward the interview process to the Chief Administrative Officer for a final decision. It may be determined that second interviews are required.

Following a determination of the Interview team as to the successful applicant human resources will determine the medical documentation required for the position and accepted as satisfactory by the employer. ~~Unless, it is determined by the~~The Human Resources Strategist may determine that a physical examination is not required. An offer of employment setting out the terms and conditions applicable to the position will then be made in the following manner:

All union positions, all non-union positions excluding Managers and student positions	Offer will be made verbally by telephone by the Human Resources Strategist <u>Department</u> and confirmed in writing if the applicant accepts the position
All Department Manager <u>Senior</u>	Offer will be made verbally by telephone by the

<u>Leadership Team Member</u> positions	Human Resources Strategist, <u>or recruiter where appropriate</u> , and confirmed in writing if the applicant accepts the position
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~~Council will be advised of the successful candidate by email.—Council will be advised of successful senior management position candidates by email.~~

The appropriate Supervisor and Human Resources Department shall conduct an Orientation sessions for each new employee. The City On-Boarding manuals shall be used immediately following the acceptance of an offer being made. The Employee Orientation form along with the check of list for on-boarding is—are to be completed and returned to ~~the~~ Human Resources ~~Strategist~~. Specific workplace orientations will be completed by the Supervisor or ~~Manager—Senior Leadership Member~~ of that department.

~~Department Managers~~Senior Leadership Team Members will ensure proper evaluations are provided for employees as required. Supervisors will ensure that proper probationary reviews are completed in accordance with guidelines.

Reference Checks

Reference checks are conducted to obtain additional or substantiating information concerning an applicant.

City of Kenora Recruitment Policy

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Personal and professional reference checks are undertaken on all prospective employees by the Human Resources Strategist or designate prior to any offer of employment (verbal or written). Unless the Human Resources Strategist deems it is not necessary.

A reference check is not conducted without first obtaining approval of the applicant.

Criminal Record Checks

After a verbal offer of employment is made but before a written offer of employment is made, all prospective employees are required to obtain ~~an~~ acceptable criminal record check/police record check from the police force responsible for the jurisdiction of their current place of residence. The new recruit will not start employment until the criminal record check process is complete and the approval is made by HR that the new recruit is approved to start employment with the City.

Any costs associates with obtaining a criminal record check/police record check are the sole responsibility of the prospective employee. Human Resources will determine the immediacy of a criminal record check and if required will utilize a third party organization to complete the criminal record check at the employers cost.

The written offer of employment ~~is conditional upon successful~~ is not prepared until the completion of a criminal record check/police record check.

The Human Resources Strategist will determine if a criminal record check is required for students. If an employee returns to work within a year of a previous position the Human Resources Strategist can determine if a Criminal Record Check is required or signing of a Statement of Truth form swearing there has been no changes in their criminal standing.

Moving Expenses

On recommendation of the Interview team, new recruits may be eligible for moving expense assistance if they reside outside of the City of Kenora; subject to the approval of the CAO up to a maximum of \$5,000.

~~Up to three credible quotes from moving companies must be submitted and reimbursement is limited to 50% of the lowest of the three quotes to a maximum of \$2,500.00; the quote must reflect the individual's, and/or individual's immediate family's personal and household effects only.~~

Moving expenses will be allowed for moving of personal and household effects, travel related expenses such as gas, food and hotels, or airline tickets related to relocation. The Employee shall provide receipts proving any such expenses to the satisfaction of the City Treasurer.

In the event the employee leaves the employ of the City, the City will recover the amount expended for moving expenses on a pro-rata basis:

- Within your first 18 months 100% of the above allowance shall be fully refunded
- After 18 months 50% of the above allowance shall be fully refunded
- After 24 months 0%

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The Chief Administrative Officer will have the authority to access contingency funds to offset the cost related to relocation of a new recruit and increase the maximum if required.

Any variation to this policy is referred to the Chief Administrative Officer for consideration.

Claims are submitted through the ~~Department Manager~~ Senior Leadership Member who forwards the claims, with appropriate comments, to Finance for processing.

Employment First Three Months

Acceptance or rejection of all offers of employment will be confirmed in writing for all positions, in accordance with any Collective Agreements. Should the initial applicant decline

City of Kenora Recruitment Policy

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the offer of employment, the Interview Team shall meet to decide if an offer is to be made to the next best applicant or if a new competition for the position should be conducted.

If the same position becomes vacant during the first ~~three~~ six months of the placement of the successful candidate, the interview Team shall meet to decide if an offer is to be made to the next best applicant or if a new competition for the position should be conducted. If it is longer than ~~three~~ six months a new competition for the position shall be conducted.

Non-Discrimination

All applicant's or employee's race, creed, colour, sex, marital status, nationality, ancestry, place of origin, citizenship, sexual orientation, age, family status, or disability shall not be considered as factors when hiring, assigning, upgrading, or promoting the employee. Accommodation will be made available for all parts of the recruitment process, if requested by an applicant in advance.

The employment practices of the City of Kenora shall be in accordance with The Ontario Human Rights Code, The Canadian Charter of Rights & Freedom and the The Pay Equity Act 1987.

Whenever possible, recruitment and promotion shall be from within the Corporation's workforce, providing that the employee meets the necessary qualifications and is identified as being the best candidate for the position. This policy will improve employee moral, give incentive to employees and promote loyalty to the Corporation.

Corporation not the Employer

The City of Kenora is not the employer of Library Board employees, ~~LOWBIC employees~~, ~~Hydro Department employees~~, or Handi-Transit and any other group not listed. Although Council may be able to exert some influence over these organizations, it is not the employer for purposes of Collective Bargaining, hiring, firing, etc., and the policy set out herein does not necessarily apply to these groups.

Employee Definitions

Full-time Employee

Is any employee who is regularly scheduled to work more than 24 ~~or more~~ hours per week, 52 weeks per year.

Part-time Employee

Is any employee who is regularly scheduled or required to work on a continuous basis, ~~less than 35~~ 24 hours per week or less, or may be determined by the Collective Agreement.

City of Kenora Recruitment Policy

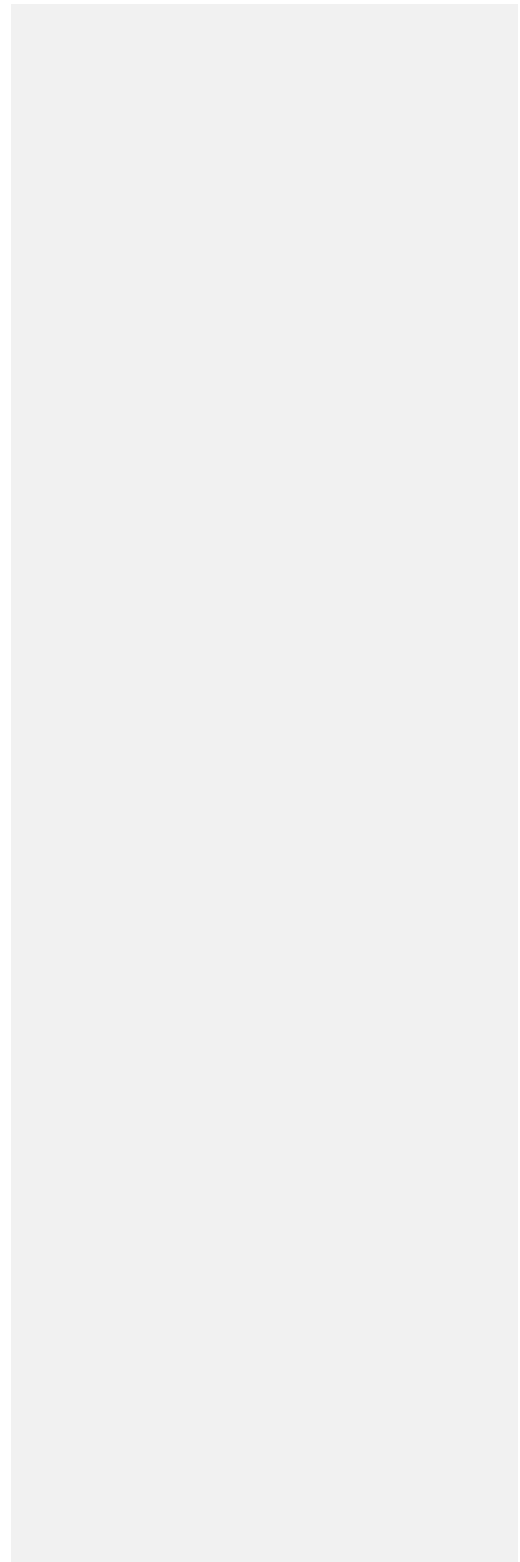
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Contract Employee

Is any employee with whom the City enters into a contract of service for a specific term, with specific terms of employment on a project basis outside of a current classification.

Student Employee

Is any employee who attends school on a regular full-time basis and who is generally employed on weekends, evenings, and during school holidays.





May 5, 2018

City Council Committee Report

To: Mayor and Council

Fr: Sharen McDowall, Human Resources Strategist

Re: City of Kenora Tuition Fees Reimbursement Policy HR-2-7-3

Recommendation:

That Council hereby approves the new Tuition Fees Reimbursement Policy HR-2-7-3; and further

That Council give three readings to a by-law to amend the Comprehensive Policy Manual for this purpose.

Background:

This is a new policy that recognizes the importance of investing in the learning and development of its workforce to increase employee engagement, career growth, high performance, and innovation.

Budget: N/A

Communication Plan/Notice By-law Requirements:

Policy amendments will be communicated to Senior Leadership Members and Supervisors

Strategic Plan or other Guiding Document:

Human Resource Management Strategy

Strategic Plan: 2015-2020 – Focus on our People

Risk Analysis: As per the requirements in the City's ERM policy, there is a potential of minor operational impact to the operations.

City of Kenora Tuition Fees Reimbursement Policy



Section Human Resources	Date May 22, 2018	Resolution Number	Page 1	Of 4
Subsection General	Repeals By-Law Number		Policy Number HR-2-7-3	

Policy Statement

The City of Kenora (“the City”) recognizes the importance of investing in the learning and development of its workforce to increase employee engagement, career growth, high performance, and innovation. The City supports learning and development of its staff with levels of financial support which vary depending on the relevancy of the Training opportunity.

Purpose

The purpose of this Policy is to provide clear criteria of what employee Tuition Fees qualify for reimbursement to enable consistent approval and reimbursement across the City.

Scope

This policy applies to all permanent full-time and part-time employees.

Employees on leaves of absence without pay are ineligible. In order to qualify for reimbursement, an employee must be pre-approved prior to enrolment.

All funds come from Departmental and Divisional budgets.

Where applicable, the governing collective agreement for unionized employees or the employment or the employment contract for non-unionized employees addressing learning and development will prevail.

Excludes business travel, seminars, and conferences expenses. (See Business Travel / Conference Attendance Policy)

Definitions

Training – Includes an individual course, or a “formal program of study” involving more than one course leading to a degree, graduate degree, diploma, certificate, or professional designation; or an internet course when offered by an accredited educational institution.

City of Kenora Tuition Fees Reimbursement Policy

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Tuition Fees – Required fees for completing a credit course at an accredited educational institution.

Non-Tuition Ancillary Fees – A compulsory ancillary fee that is imposed or administered by a given institution, or one of its constituent parts or its federated or affiliated institutions, in addition to regular Tuition fees, which a student is required to pay in order to enroll in, or successfully complete any credit course (defined by the *Ministry of Training, Colleges, and Universities*.)

Terms & Conditions

The City may at its sole discretion, reimburse Tuition Fees for the following Training subject to available funds in the divisional/departmental budget.

For non-mandatory Training, an annual learning and development plan is required to be completed first, prior to submitting reimbursement requests.

The employee must obtain the appropriate approval signatures' prior to registration in the course or program by filling out a "Tuition Advance Form". This form can be obtained through Human Resources.

1. Mandatory Training is paid for by the City, and the employee is not required to incur the cost of any Tuition Fees.
2. Tuition Fees for reimbursement are directly related to the employee's current job and/or division/department function. These may be:
 - (a) individual courses taken independently of enrolment in a degree, certificate or diploma program; or
 - (b) courses leading to a college diploma, university bachelor's degree, masters or doctorate degree, professional certificate, diploma or designation.

*For term & condition, #2: with the appropriate approvals, 100% reimbursed upon successful course completion (as evidenced through such things as a credit earned, certificate completed, a pass/fail, or a passing final grade). You must pass to be reimbursed. Limit to one course per semester. If tuition or any costs are paid up front and the employee fails they are required to reimburse the City the full amount.

3. Tuition Fees that are related to the organization's function but not directly related to the employee's current job or division / department function. These may be:
 - (a) individual courses taken independently of enrolment in a degree, certificate or diploma program; or courses leading to a college

City of Kenora Tuition Fees Reimbursement Policy

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diploma, university bachelor's degree, or a professional certificate, diploma or designation.

*For term & condition #3, with appropriate approvals, 50% will be reimbursed upon successful course completion. Limit to one course towards a degree, diploma or professional certificate per semester. If tuition or any costs are paid up front and the employee fails they are required to reimburse the City the full amount

- All university/college degrees require the approval of the employee's Senior Leadership Member (or designate) in consultation with Human Resource Strategist (or designate). A business case must be provided that outlines how the university/college degree is directly connected to the City of Kenora's business needs.
- A written contract must be signed prior to the employee commencing the degree program whereby the employee agrees to reimburse the City as per this Policy if he or she voluntarily resigns within three years of the degree program completion date.
- Departments must determine the availability of in-house courses before approving reimbursement for outside Training;
- Where the employee voluntarily resigns from the City of Kenora, the employee agrees to reimburse the City for Tuition Fees paid by the City within three years of the Training completion date. The City is authorized to recover funds by means of a payroll deduction from the employee's final pay(s). All exceptions need to be submitted and approved by the Human Resources Strategist (or designate).

Repayment is prorated:

- 100% if the employee leaves before 18 months less a day;
 - 75% if the employee leaves from 18-24 months less a day;
 - 50% if the employee leaves from 24-30 months less a day;
 - 25% if the employee leaves from 30-36 months less a day;
 - 0% if the employee leaves after 36 months
- The employee needs to reimburse the City if he or she does not satisfactorily complete the Training by the expected completion date. If the employee does not immediately reimburse the City upon becoming ineligible for the advance, the City is authorized to recover the funds by means of a one-time payroll deduction from the employee's net pay.

City of Kenora Tuition Fees Reimbursement Policy

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*An exception is made for Training expenses that equals or exceeds 20% of net pay. In this case, the City will recover the funds over two or more payroll deductions.

9. Non-tuition related fees are ineligible for reimbursement. These fees include, but are not limited to the following examples:
- (a) Deferred or Late payment
 - (b) Parking fees
 - (c) Course credit transfer fees
 - (d) Student medical insurance
 - (e) Capital projects
 - (f) Hours spent in class or traveling to class
 - (g) Miscellaneous supplies

Compliance

Failure to comply with this Policy will result in the appropriate discipline measure as assessed on a case-by-case basis, up to and including dismissal from employment.

Related Documents

1. *Business Travel / Conference Attendance Policy*
2. *Professional Fees Reimbursement Policy*
3. *Learning & Development Framework*



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 (5/8" service line), 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 monthly charges be phased in over five (5) years in equal increments and be reflected in a new Tariff of Fees and Charges bylaw; 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 as well as the Tariff of Fees and Charges bylaw to reflect these phased in charges; and further

That three readings be given to two bylaws 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:

$$\begin{array}{rcl}
 \text{Water Meter Rate} & \$42.16 \times 1 \text{ meter} & = \$42.16 \\
 \text{X100\% for sewer rate} & \$42.16 \times 100\% \text{ sewer} & = \underline{\$42.16} \\
 & & \text{\$84.32/mo}
 \end{array}$$

The same building under the proposed recommendation would be charged:

$$\begin{array}{rcl}
 \text{Water Meter Rate} & \$42.16 \times 10 \text{ units} & = \$421.60 \\
 \text{X 100\% for sewer rate} & \$42.16 \times 10 \text{ units} & = \underline{\$421.60} \\
 & & \text{\$843.20/mo}
 \end{array}$$

Based on a Five (5) Year phase in, and the current General Tariff of Fees and Charges, 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	\$843.20 x 20% = \$168.64	\$16.86
2020	\$843.20 x 40% = \$337.28	\$33.73
2021	\$843.20 x 60% = \$505.92	\$50.59
2022	\$843.20 x 80% = \$674.56	\$67.46
2023	\$843.20 x 100% = \$843.20	\$84.32

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.



May 8, 2018

City Council Committee Report

To: Mayor and Council

Fr: Adam Smith, Special Projects and Research Officer
Megan Dokuchie, Economic Development Officer
Devon McCloskey, City Planner
Melissa Shaw, Planning Assistant

Re: Enabling Affordable Housing Action Plan

Recommendation:

That Council hereby accepts the Strategic Directions for a Housing Action Plan report as an assessment of available tools for the City of Kenora to pursue in support of housing development; and further

That Council hereby accepts the recommendations made to be included as part of an Enabling Affordable Housing Action Plan.

Background:

The City of Kenora's Official Plan and Strategic Plan: 2015 to 2020, have made affordable housing a key principle and priority in guiding community development into the future. Both of the strategic documents speak to the City supporting housing in an integrated manner within new or existing development. They also reflect on a mix and range of housing types that meets the physical and financial needs of all current and future residents.

To help inform these commitments, City staff have completed multiple studies including the 2014 Affordable Housing Study and the State of Housing Report. Through the latter, core housing need in the community was determined and a series of problem statements in Kenora's housing market were formulated. These statements have been used as part of the assessment process for policy tools to be included as part of an *Enabling Housing Action Plan*.

Attached as an appendix to this report is a comprehensive listing of available tools to the municipality based on local context. For instance, reduced development charges and affordable housing target-setting could be applicable in larger urban environments but not in Kenora. Also, not all the actions identified in the appendix are recommended to proceed as part of this report. Alongside being attributable to making an impact on the problem statements indicated in the State of Housing Report, a number of other criteria were used as part of the assessment.

They include the ease of implementation and degree of City control. The first is based on the combination of staff time, capacity and cost to proceed with a specific tool. The second refers to whether the action can be directly led by the municipality and not be dependent on or overlap with another order of government.

To reiterate the State of Housing Report, the action plan serves to complement KDSB's Ten-year Housing and Homelessness Plan with its homelessness and assisted non-market housing focus. The action plan is not meant to duplicate the roles and/or responses from the KDSB/non-profit housing providers, rather it serves to make some changes to inform, influence and assist the market with meeting community's housing needs.

Provided below is a list of recommended actions to be pursued over the next 5 years. They are ranked according to the timing for which they can be realistically achieved:

Immediate: Within 1 year
Short-term: 1 – 2 years
Medium-term: 2 – 5 years

They were developed in consultation with staff from the Community and Development Services and Finance departments. Additional information on the stated outcomes and rationale for each recommendation can be found in the appendix of the report.

Action #1: Incent new rental housing construction by maintaining a “New Multi-Residential” tax rate for Residential properties.

While mandated by the Ontario Government, a rate has yet to be set for the ‘New Multi-Residential’ tax class as there does not exist any properties that would qualify. Establishing a rate prior to the tax class being evident in the assessment roll could serve to support multi-residential development in conjunction with the tax incentives available in the Community Improvement Plan (CIP) project areas.

Priority: Immediate

Lead: Finance Department

Action #2: Initiate or support a housing forum in which projects and available incentives are showcased alongside networking opportunities among stakeholders.

Approved in the 2018 budget, a housing forum is perceived to be an effective means to garner interest among developers while spreading awareness of variables affecting housing supply and demand in the Kenora market amongst the general public. Lessons learned from 2016 Seniors Housing Forum could be applied as well as from other municipalities that have hosted similar events.

Priority: Immediate

Lead: Community and Development Services Department/CAO's Office

Action #3: Incorporate issues related to affordable housing into corporate advocacy efforts.

This has been applied previously, however, not on a consistent basis. Collaboration with the KDSB as the Service Manager, is key to success in this action. That being said, there also remain impediments to market-based housing for which the City could assume a lead in advocating for additional support from other levels of government.

Priority: Immediate

Lead: CAO's Office

Action #4: Complete a Comprehensive Review – Vacant Land and Growth Analysis

Funding has been allocated over the next two years to facilitate this review and acquire the necessary information and data to support land-use planning and housing moving forward. Additional information on the potential scope of work for the project can be found in the appendix of this report.

Priority: Short-term

Lead: Community and Development Services Department

Action #5: Establish a policy to increase the utilization of municipal lands for affordable housing where appropriate and make housing providers aware of lands being disposed of by the City.

Currently, the City's Sale and Other Disposition of Land Policy does not contain any special provisions for prioritizing the sale of surplus land for affordable housing development. This policy could be modified to have a housing lens to ensure that those properties going to tax sale or acquired/held by the City are effectively communicated out to prospective developers.

Priority: Short-term

Lead: Community and Development Services Department

Action #6: Establish a Local Improvement Charge (LIC) procedure to potentially support developers that seek to address housing needs in the community.

Currently, requests from homeowners and developers on the use of LICs to extend municipal servicing occur on an ad-hoc basis without a guiding procedure or policy to help facilitate their practice. The presence of a policy/procedure would still make their use at the discretion of the municipality but could include a 'test' in assessing 'community benefit' to reduce uncertainty by Council, staff and developers.

Priority: Short-term

Lead: Operations and Infrastructure Department/CAO's Office

Action #7: Review regulations and by-laws to identify unnecessary barriers/disincentives to the creation of affordable housing, in particular small units (e.g. tiny houses, bachelor, one bedroom units) and primary rental housing units and make recommendations for changes to policy and regulations.

Similar to action #4, funding has been allocated over the next two years to facilitate a review. Issues that have been highlighted by staff and could be addressed during a review include parking requirements in Harbourtown Centre and regulations concerning tiny home development. Additional information on the potential scope of work for the project can be found in the appendix of this report.

Priority: Short-term

Lead: Community and Development Services Department

Action #8: Create arrangements to provide affordable housing through Municipal Housing Capital Facilities Agreements

These agreements have been used in the past but not for the purpose of affordable housing. Other municipalities have done so particularly in regards to providing tax incentives for housing. Provisions around making the rent affordable are built into the agreement between the municipality and the provider.

Priority: Short-term

Lead: Community and Development Services Department

Action #9: Work with partners such as the KDSB and LOWBIC on the development of an incentive toolkit and promote any affordable housing programs provided by all levels of government

A single portal for housing related information through a City webpage could support objectives of multiple organizations involved in providing housing support. Potential for a toolkit that offers assistance to both landlords and renters.

Priority: Medium-term

Lead: Community and Development Services Department/CAO's Office

Action #10: Research innovative housing with partners to create a resource document that could be used with other tools to support the development of affordable housing

Innovative housing options, particularly, secondary dwellings could be showcased alongside relevant provisions in the Official Plan and Zoning By-law that govern their usage.

Priority: Medium-term

Lead: Community and Development Services Department/CAO's Office

Action #11: Enhance financial incentives available for affordable housing and energy efficiency in the City's Community Improvement Plans (CIPs).

With all three CIPs updated in 2016, there should be some time allowed to properly review the effectiveness of grant programs available. Once completed, new or enhanced features could be explored to ensure that CIPs are helping to meet identified community needs.

Priority: Medium-term

Lead: Community and Development Services Department

Action #12: Develop/acquire affordable housing using a Municipal Service Corporation, i.e. Lake of the Woods Development Commission

This is an option that would require the identification of a funding source to make such as investment. Could be facilitated through a Municipal Capital Facilities Agreement as described in action #8 to ensure the service provider for the facility keeps it affordable.

Priority: Medium-term

Lead: Lake of the Woods Development Commission

Action #14: Create a Development Permit System (DPS) to streamline applications to minimize cost and time for potential housing developers and staff.

The feasibility of this action would be further examined as part of action #7.

Priority: Medium-term

Lead: Community and Development Services Department

Budget:

A number of actions identified have already been allocated funding as a part of the 2018 budget. Staff will explore grant opportunities for both studies and capital costs that may entail in proceeding with the plan.

Risk Analysis:

Actions 8, 11 and 12 all carry potential high financial risks due to either foregone tax revenue or costs incurred for subsidizing an affordable housing project. To mitigate the financial risks involved as part of enhancing CIPs or the development of housing project, staff will assess available revenue sources so as to prevent the diversion of funding from other City programs. For example, the new National Housing Co-Investment Fund is a federal program that can potentially cover 30% of capital costs related to an affordable housing project.

Actions 2,3,9 and 10 all carry high positive risks since they represent opportunities to strengthen partnerships particularly with the KDSB when it comes to enabling affordable housing. Despite the staff time involved in creating such resources, the target timelines allow for collaboration to occur and should be pursued.

Communication Plan/Notice By-law Requirements:

Following approval, the recommendations will be formalized into an Enabling Affordable Housing Action Plan document and published on-line.

Strategic Plan or other Guiding Document:

Strategic Plan:

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

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

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

2015 Official Plan

Principle 3: Kenora shall support the location of affordable housing in an integrated manner within new or existing development.

Draft Strategic Directions for a Housing Action Plan

Direction	Responds to Issue			Other Municipalities	Potential	Source	Anticipated Outcomes and Rationale
	1	2	3				
Financial Incentives							
<p>1.1 Incent new rental housing construction by maintaining a “New Multi-Residential” tax rate for Residential properties.</p> <p>Under the Municipal Act, municipalities may create a property tax class for new multi-residential properties (7 or more units under single ownership).</p> <p>Typically rates for a “Multi-residential” property class are higher than the “Residential” property class, creating an operating cost disincentive. The “New Multi-residential” property tax class allows for a separate tax rate to be set for new rental multi-residential development. Properties would be classified within this “New Multi-residential” property class for a set period of time before being reclassified as a “Multi-residential” property.</p> <p>Under Ontario’s Fair Housing Plan, the Ontario Government is mandating that municipalities apply a tax rate for the “New Multi-residential” property tax class at a similar rate to the “Residential” property tax class. Over time the City could move towards a more equalized tax rate between Residential and Multi-residential property tax classes removing the long term need/benefit of a “New-residential” property tax class.</p>	x	x		All Municipalities	Medium	Halton Region Research Report on Multi-Residential Tax Policies	<p>Outcome:</p> <p>The action directly targets the lack of multi-residential stock and the aging supply of existing housing. However, it is unclear whether this would be a sufficient incentive for new construction and/or make the housing affordable.</p> <p>Rationale for Assessment:</p> <p>Rental apartment buildings are one of the most affordable forms of accommodation, yet these buildings are taxed at a higher rate than condominiums and single-family dwellings. Renters indirectly bear a higher burden of the property taxes than owners.</p> <p>This tax class has become mandatory across the province, but it will likely be some time before it appears on assessment notices. For a property to qualify for this class a building permit must be issued after April 20, 2017 and the units must be completed. Even if Kenora decided to implement the tax class earlier than required, experience managing the tax reduction programs in the CIP project areas suggest it may not be a sufficient incentive to proceed with a housing project.</p>

<p>Linkages:</p> <p>Could complement action item 1.3 since developers are eligible to receive the Property Tax Increment Grant in CIP project areas.</p>						
<p>1.2 Create arrangements to provide affordable housing through Municipal Housing Capital Facilities Agreements</p> <p>In Ontario, all municipalities can enter into Municipal Housing Capital Facilities Agreements with any person and provide financial incentives to facilitate the creation of affordable municipal housing facilities.</p> <p>Municipalities can create arrangements with property owners, other municipalities or organizations to develop and maintain affordable municipal rental housing through these agreements. Municipalities and property owners can agree to engage in specific actions such as building, operating or maintaining affordable housing facilities. For example, the municipality may enter into an agreement with the owner of a specific property where municipal housing capital facilities are located, and in addition to payments, the municipality could provide full or partial property tax exemptions on certain conditions. The property owner might agree to build, maintain and operate the property as affordable housing for the municipality for a defined time period, and follow the municipality's policies regarding tenant eligibility.</p> <p>Other municipal incentives for municipal housing capital facilities may take the form of providing the</p>	x	x		<p>South Huron North Bay Mattawa Sudbury</p>	Medium	<p>Municipal Guide for Facilitating Affordable Housing</p> <p>Outcome:</p> <p>By entering into a Municipal Housing Capital Facilities Agreement, the municipality could potentially become directly involved in the delivery of housing. But there is a broad spectrum that exists for the degree of support in the agreements. Typically, they have been used to support affordable housing delivered by Service Managers (DSSABs) through tax incentives.</p> <p>Rationale for Assessment:</p> <p>This approach would allow the City to have flexibility in developing and/or supporting affordable housing that is focused around meeting identified community needs.</p> <p>The approach shows medium potential. In 2008, a municipal capital facilities agreement was used to provide a tax exemption to the Paterson Health Clinic. In terms of housing, other municipalities have also adopted a similar approach in using these agreements to provide tax exemptions or reductions to support partners (CMHC, DSSAB, etc.) in offsetting costs related to affordable housing. Municipalities that are also Service Managers tend to utilize agreements to include financing related to capital and operating costs. Taking this approach would</p>

<p>following at no cost or less than market rates: giving or lending money; giving, lending, leasing or selling property; guaranteeing borrowing; and providing the services of employees of the municipality to help operate the facility.</p> <p>Prior to entering into Municipal Housing Capital Facilities Agreements with property owners, the municipality must pass a municipal housing capital facilities by-law. This by-law must contain a definition of “affordable housing”, policies regarding public eligibility for the housing units, and a summary of the provisions that the municipal housing capital facilities agreements must contain</p> <p>Linkages:</p> <p>These agreements have been typically implemented as a tax incentive making them complementary to actions 1.3 and 1.1. The potential for this to also include capital grants make the creation of a housing reserve as part of action item 2.3 useful.</p>							<p>need to consider the City’s role and potential overlap with the DSSAB as the Service Manager.</p>
<p>1.3 Enhance financial incentives available for affordable housing and energy efficiency in the City’s Community Improvement Plans (CIPs).</p> <p>Kenora’s CIPs currently have four grants that are specifically geared towards supporting affordable housing development. They include the Affordable Living Grant, Mixed Use Development Grant, Affordable Housing Tax-Increment Grant and the Seniors Housing Study Grant.</p>	x	x	x	Peterborough Waterloo Timmins	Medium	<p>City of Peterborough Affordable Housing Community Improvement Plan (2012)</p> <p>City of Timmins Community Improvement Grants</p>	<p>Outcome:</p> <p>The tax exemption program would go further than the Tax-Increment Grant in off-setting costs for developers in proceeding with an affordable housing project. Moreover, an Energy Efficiency Grant assist in the longevity and costs associated with existing stock. If successful, could address all three identified problems statements. However, current experience with tax reduction programs offered through the CIPs does create uncertainty regarding uptake.</p>

<p>Based on review of other CIPs, the incentives are either on-par or exceed what many communities offer. However, in the case of one municipality, there exists a Municipal Housing Facilities Property Tax Exemption. Under the program, property taxes will be exempt in the amount of up to 100% for a period of up to 10 years. In order to be eligible, the housing must be rented at or below 90% of average market rent (note: Kenora’s CIPs define affordability at or below 80% of average market rent). The affordable housing project will also need to be designated as a municipal capital facility through a project-specific bylaw. Another option includes offering a residential conversion or construction grant in the Keewatin CIP.</p> <p>An Energy Efficiency Grant is available in other municipalities and is focused less on new housing but enhancing the existing stock. Eligible criteria could include Window and Door Improvements, Insulation, Energy Efficient Lighting and Heating and Ventilation and Air Conditioning Improvements.</p> <p>Linkages:</p> <p>Would complement similar tax incentives discussed previously. Also, action item 1.2 would be required in order to proceed with a Municipal Housing Facilities Property Tax Exemption.</p>						<p>Rationale for Assessment:</p> <p>Similar to previous action, enhancing Kenora’s CIPs with the addition of a Municipal Housing Facilities Property Tax Exemption and an Energy Efficiency Grant shows medium potential.</p> <p>Municipal Capital Facilities can include a number of different financial supports, the action identified here is focused on providing a tax exemption to potential affordable housing developers in all CIP project areas. Depending on program demand, implementation could be difficult given staffing and financial cost could be steep in terms of foregone revenue from taxation.</p> <p>The existence of a residential conversion or construction grant in two of the three CIPs has the potential to be accessed and extend the longevity of existing stock. Expansion of these programs into Keewatin and the creation of an Energy Efficiency Grant program would target problem statement #3.</p>
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<i>Policies and Procedures</i>							
<p>2.1 Develop/acquire and operate affordable housing using a Municipal Service Corporation, i.e. Lake of the Woods Development Commission</p> <p>Under the Municipal Act, the City could take a direct role in the development and/or operation of housing or use a Municipal Service Corporation.</p> <p>The housing assets could be directed specifically to the rental market and offer a specific unit size and type. This approach would bring the needed resources to develop/acquire and or operate affordable housing, along with City oversight of the assets through the LOWDC</p> <p>Linkages:</p> <p>Action item 2.3 could help support the capitalization of a new corporation and action 2.4 would help with securing available to land to proceed with a suitable housing development.</p>	x	x		Banff Housing Corporation	Medium	Banff	<p>Outcome:</p> <p>The City would become directly involved in the delivery of affordable housing that is based on identified community needs. May serve to duplicate the mandate of the DSSAB as the Service Manager for housing in the community.</p> <p>Rationale for Assessment:</p> <p>The approach shows medium potential. The approach would allow the City to directly target household types in need as well as be a transparent means of addressing affordable housing needs. Other municipalities are taking this approach, however they tend to be Service Managers. Further review is needed to understand the resources needed and other options available. The approach would require significant financial and staff resources, especially if financial support is not available from senior levels of government.</p>
<p>2.2 Complete a Comprehensive Review – Vacant Land and Growth Analysis</p> <p>Section 1.1.3.8 of the Provincial Policy Statement allows for the identification of a settlement area or expansion of existing area following a comprehensive review.</p> <p>In the case of Kenora, such a review would focus on addressing land needs and include population and employment growth projections for a twenty-year</p>	x	x		Red Lake	High	Red Lake Comprehensive Review (July 2011)	<p>Outcome:</p> <p>Conducting this study would address a major impediment to preparing and promoting growth; the lack of data and information. Currently, the City of Kenora’s Official Plan contains only a brief reference to projected housing requirements for a 20-year planning horizon. Other sources of data related to population projections are based on census divisions. For instance, the Ministry of Finance’s Ontario Population Projections Update, 2016 – 2041 only makes District-level assumptions in its projections.</p>

<p>planning horizon. The following steps would consist of the analysis:</p> <ol style="list-style-type: none"> 1) Calculating potential employment, population and household projections (high and low growth scenarios) 2) Identifying vacant land and estimating development potential on each parcel 3) Comparing growth potential to projected growth 4) Policy analysis for settlement area expansions <p>Linkages:</p> <p>Could support action 4.2 in terms of highlighting demand and supply issues and the need for a diverse range of housing to fit community characteristics.</p>							<p>Rationale for Assessment:</p> <p>The potential of this study is rated as high. Through the use of a consultant and previous staff experience in leading a similar project, implementation would be time-consuming yet not as difficult as previous items. Following completion, the study could also serve to complement the existing suite of resources that the City maintains to support developers in conducting market studies and site selection.</p> <p>A challenge moving forward is the anticipated cost of the study. However, this is not expected to be high based on feedback from the Red Lake project and off-sets may be found through grant programs.</p>
<p>2.3 Create an Affordable Housing Reserve to set aside and accrue funds for various affordable housing initiatives.</p> <p>The Municipal Act provides municipalities with discretion in establishing housing reserves as well as their setup and use affordable housing funds. For example, some municipalities may create one affordable housing reserve fund for new affordable housing and one for existing affordable housing. Municipalities can also leverage their reserve or other funds by creating partnerships with other organizations to develop or redevelop affordable housing.</p> <p>In certain circumstances, they can use affordable housing funds to lend to non-commercial housing</p>	x	x	x	Guelph Ottawa	Medium	Municipal Guide for Facilitating Affordable Housing	<p>Outcome:</p> <p>Would address all three identified housing issues but likely require significant base funding diverted from municipal revenue to support the necessary loans and/or grants required to proceed with an affordable housing development.</p> <p>Rationale for Assessment:</p> <p>Currently, there are dollars dedicated to affordable housing through the various CIP project areas. That being said, they are relatively small and focused around studies and tax incentives; not construction costs and loans. Further research is required on the 'financial tipping point' in which a City financial incentive will impact the affordability of new housing. Difficult to determine ease of</p>

<p>providers to help them repair their existing housing stock.</p> <p>Elements would need to be addressed include:</p> <ul style="list-style-type: none"> -The collection of contributions -Intended uses of the fund -How council or a delegated authority will approve uses of the fund <p>Linkages:</p> <p>As stated previously, direct involvement in affordable housing will require a source of equity for which an affordable housing reserve could be used. Any land purchases as highlighted in action 2.4 could also be supported by this action.</p>							<p>implementation and effectiveness of supplemental housing incentives without this information.</p>
<p>2.4 The City could develop a program to acquire suitable sites for affordable housing.</p> <p>This could include City owned sites and properties acquired through a potential Affordable Housing Reserve fund.</p> <p>Linkages:</p> <p>Connection with action item 2.3 to have available financing for land purchase. Action item 2.2 would be a resource in guiding decision-making on suitable land purchase.</p>	x	x		Guelph	Low	N/A	<p>Outcome:</p> <p>A land banking program would lead to suitable sites being held by the City and made available for the development of affordable housing. Land costs are a significant portion of the cost of housing and having lands available could potentially reduce the costs of housing.</p> <p>Rationale for Assessment:</p> <p>This approach shows low potential. Land availability and cost is a significant factor in the provision of affordable housing. Subsequently, this could also be</p>

							a costly program for the City to pursue. Further, the City currently owns a number of properties that have yet to be sold suggesting that land availability is not the major impediment to market development.
<p>2.5 Establish a policy to increase the utilization of municipal lands for affordable housing where appropriate and make housing providers aware of lands being disposed of by the City.</p> <p>Properties that are in tax arrears for three years can be tendered or put to auction by the City to dispose of with a minimum bid set to cover all municipal costs. The City never retains ownership of the property through the process. Although the City cannot give an advantage to any potential land purchaser, the City could make affordable housing providers aware of properties being tendered or auctioned.</p> <p>The City's Sale and Other Disposition of Land Policy could be modified to ensure that an affordable housing lens is included in some circumstances as part of the procedure in providing notice. Surplus lands may not be suitable for affordable housing for reasons such as size, configuration and/or location.</p> <p>The City also owns a number of vacant lots and land for its own facilities, e.g. parks and recreational facilities. There might be potential for a portion of City lands to be used for affordable housing purposes provided they are not necessary to meet other needs and would be suitable for housing.</p>	x	x		Guelph Ottawa	Medium	<p>Sale of Land and Other Disposition Policy</p> <p>City of Ottawa Real Property Acquisition Policy</p>	<p>Outcome:</p> <p>Actively communicating the disposition of land to housing developers has some potential to produce affordable housing units on previously City-owned land. But there are only a few properties that go to tax sale on an annual basis.</p> <p>Rationale for Assessment:</p> <p>This option has medium potential given the relative ease of implementation and minimal costs associated with the policy. Would be most effective following the results of a Comprehensive Review – Vacant Land and Growth Analysis.</p>

<p>Linkages:</p> <p>Would be complementary to action items 2.2 and 2.4. A vacant land and growth analysis would help determine suitable land. A land banking program would encompass City-owned vacant lots and there would need to be a policy in place to earmark the land bank for housing.</p>							
<p>2.6 Establish a Local Improvement Charge (LIC) procedure to potentially support developers that seek to address housing needs in the community</p> <p>Local improvements are owner-initiated requests for municipal services administered pursuant to the Municipal Act, 2001.</p> <p>The Act defines the role of municipal government in administering requests by property owners for municipal services. Property owners may pay their share of the project cost through local property taxes or in a lump sum payment upon completion of the works.</p> <p>Linkages:</p> <p>Could be used in combination with various financial incentives offered above.</p>	x	x		Windsor Peel Region	Medium	City of Windsor Local Improvement Procedure Peel Region Information for Owner-Initiated Local Improvements	<p>Outcome:</p> <p>The presence of a LIC procedure or policy would likely generate significant interest among property owners for the extension of services to offset costs related to development. Any policy or procedure would set the parameters for which an LIC may be considered and even so, it would remain at the discretion of the Municipality.</p> <p>Rationale for Assessment:</p> <p>This action shows medium potential given the high degree of City control in choosing LICs and its ability to act as a major capital incentive for housing development. There does exist challenges in implementation given the amount of risk absorbed by the Municipality if it elects to have costs recouped from property owners through the tax roll. The City would also have to cover a portion of costs related to road, sewer and water expansion.</p>

Regulatory Responses							
<p>3.1 Review regulations and by-laws to identify unnecessary barriers/disincentives to the creation of affordable housing, in particular small units (e.g. tiny houses, bachelor, one bedroom units) and primary rental housing units and make recommendations for changes to policy and regulations.</p> <p>Reviewing the City’s regulations and by-laws, with an affordable housing lens, may identify barriers to the creation of smaller units and primary rental housing units. Overcoming these barriers could lead to the creation of a greater range of housing types. Section 3.2 of the Official Plan (OP) already enables the City to encourage and promote the development of affordable housing through incentives and direct supports such as density bonusing, deferral or waiving of fees and charges, alternative development standards, land and more flexible zoning.</p> <p>Section 3.23.7 of the City’s Zoning By-law could be potentially amended. Currently, it allows for parking to remain the same when a new use commences in an existing building located in Harbourtown Centre, provided that the building’s gross floor area is not increased. However, if the building’s gross floor area is increased, the parking requirements in Table 4 of Section 3.23.1 are applied. With this regulation in place, it is prohibitive from a cost and land perspective, for many property owners in Harbourtown Centre to convert vacant space into residential units.</p>	x	x	x	Kenora Guelph Ottawa	High	Kenora Zoning By-law City of Ottawa Zoning By-law City of Guelph Zoning By-law	<p>Outcome:</p> <p>Revised regulations that reduce/remove barriers/disincentives for the development of affordable housing. Reduced development standards could also lead to reduced land costs that would impact housing development costs. Could help with any one or combination of issues depending on the nature of the restrictions identified for change.</p> <p>Rationale for Assessment:</p> <p>This approach shows high potential. The City has a high level of control with this direction and staff have identified a few barriers that still exist and could be reduced or eliminated. There already exists an enabling framework in the OP.</p>

<p>The City could also create a tiny homes zone that could make a potential zoning amendment easier for a developer or resident to pursue.</p>							
<p>3.2 Develop height and density bonusing guidelines that would prioritize affordable housing as a community benefit, where appropriate, in exchange for additional height and/or density.</p> <p>Density bonusing is an option identified in the City's OP to foster the development of affordable housing in the community. However, there currently doesn't exist any guidelines on when and how to prioritize affordable housing as a community benefit. The development of guidelines would help streamline the development approval process and address uncertainty by developers when seeking to proceed with housing that may not conform to zoning requirements.</p>	x	x	x	Newmarket Barrie, Kingston,	Low	Newmarket Implementation Guidelines for Section 37 of the Planning Act in Urban Centres	<p>Outcome:</p> <p>Would provide guidance to the City and the development industry when considering a request for additional height and density adding clarity to the process. Might also reduce development and application processing costs. Would also ensure equity and level of transparency when dealing with requests. The amount and nature of the benefit and bonusing would be site specific.</p> <p>Rationale for Assessment:</p> <p>This approach shows low potential. Although the City has a high level of control on this direction given enabling OP policies, the impact is limited to areas where a developer wants to increase height and density beyond zoning regulations.</p>
<p>3.3 Create a Development Permit System (DPS) to streamline application to minimize cost and time for potential housing developers and staff.</p> <p>The DPS streamlines and expedites the planning process and replaces the underlying zoning and site plan bylaws and minor variance process in the areas in which it is applied. As a streamlined planning process, the DPS can facilitate appropriate development through:</p>	x	x		Carleton Place Lake of Bays	Medium	<p>Development Permit System: A Handbook for Municipal Implementation</p> <p>Carleton Place Development Permit By-law</p>	<p>Outcome:</p> <p>The DPS can save time and money on development applications through greater staff discretion over approvals and third parties can't appeal the issuance of a development permit to the Local Planning Appeal Tribunal; only the applicant can challenge a refusal or a condition attached to it. Moreover, in other municipalities, its application can be used for a variety of policy objectives beyond affordable housing including energy conservation and</p>

<ul style="list-style-type: none"> • Providing a “one-stop” planning service by combining zoning, site plan and minor variance processes into one application and approval • Providing more certainty upfront in the process about the requirements for development • Establishing faster timelines for decision-making and eliminating potential duplication in approvals. <p>It differs from traditional land use regulations by allowing discretionary uses, conditional approvals, variations to standard requirements, control of exterior design elements and removal of vegetation in specific areas. This provides staff and Council with flexibility within the context of the By-law to review development proposals and provide approvals without further site specific amendments to this By-law.</p> <p>Linkages:</p> <p>The DPS could be linked to a broader review process of zoning and by-laws as recommended in action item 3.1.</p>						<p>brownfields redevelopment. However, once it is in place, it is more difficult for developers to depart from the bylaw’s standards.</p> <p>Rationale for Assessment:</p> <p>This option shows medium potential. While it has a high degree of City control and may work to facilitate quicker, cheaper approvals for housing developers, it would be a challenge to implement. This is based on previous experience by other municipalities as well being a major process change for planning decisions in Kenora.</p>
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Communication and Education							
<p>4.1 Work with the KDSB as Service Manager on the development of an incentive toolkit and promote any affordable housing programs provided by all levels of government</p>	x	x	x	<p>Simcoe County Waterloo Region</p>	Medium	<p>Waterloo Region: Renter’s Toolkit</p> <p>Simcoe County: Landlord Toolkit</p>	<p>Outcome:</p> <p>Would create a coordinated listing of incentives available in the City of Kenora with the KDSB and make stakeholders aware of current programs available in one location. Offers a means of showcasing available programs and incentives for affordable housing.</p> <p>Could lead to program uptake and the creation of affordable housing if programs are available. Incentives could touch on any one or combination of the issues.</p> <p>Rationale for Assessment:</p> <p>This approach has medium potential. It would be a partnership opportunity for the City with the KDSB as Service Manager. But this is also dependent on support by the KDSB giving the City less control over final outcomes. Implementation would involve working with Communications Staff on a new webpage for housing, research on funding programs available and creation of tip sheets for renters and landlords.</p>
<p>The toolkit involves the creation of a listing of incentives for affordable housing that publicizes current affordable housing programs (e.g. website listing of current programs). Could also include tip sheets based on whether an individual is a renter or a landlord.</p> <p>Linkages:</p> <p>Could be linked to promotional efforts for new financial incentives, policies and regulations as identified in the above action items.</p>							
<p>4.2 Research innovative housing with partners to create a resource document that could be used with other tools to support the development of affordable housing</p>	x	x	x	<p>Richmond Wasaga Beach</p>	Medium	<p>Wasaga Beach Second Dwelling Unit Guide</p> <p>Richmond Affordable Housing Resource Guide</p>	<p>Outcome:</p> <p>Quick and easy access to a variety of housing information can save time, money and ultimately make a housing project less intimidating for a prospective developer.</p>
<p>Research different housing formats with a mapping for secondary dwellings. Highlights could include smaller units such as single room occupancy buildings (SRO), tiny houses, pocket housing and/or pocket</p>							

<p>neighborhoods to create a resource document which could be used by housing providers/developers.</p> <p>A SRO typically houses one or two people in individual rooms within a multiple-tenant building. SRO tenants typically share bathrooms and/or kitchens, however some may include kitchenettes, bathrooms, or half-baths. They are often comparable to hotel rooms. Tiny houses are generally around 400 ft² or less. Pocket housing is an alternative to single room occupancy units. Pocket houses look like a regular detached house, however there may be four to eight individual units typically with each unit containing a kitchenette, washroom and living space with its own entrance and front door. Units are around 210 ft². Pocket neighbourhoods are small individual units sharing open space and parking. Laneway homes are another option and they are typically built into pre-existing lots, usually in the backyard and opening onto the back lane.</p> <p>The City currently has a resource guide for secondary units on its website and was developed in conjunction with the Kenora Substance Abuse Mental Health Task Force. Staff could look at creating something more comprehensive as evidenced by resource guides published by Wasaga Beach and Richmond.</p> <p>Linkages:</p> <p>Could help inform direction 1.5, review of regulations and by-laws for unnecessary barriers. Could also provide support to directions 1.2, 4.3 and 4.4 which deal with the provision of affordable housing.</p>																								<p>Rationale for Assessment:</p> <p>Would be an in-house item with limited cost involved. Staff could also use the current secondary dwelling pamphlet as a starting point. Considerable staff time would be involved to create a guide that is of the same detail as Wasaga Beach or Richmond.</p>
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<p>4.3 Initiate or support a housing forum in which projects and available incentives are showcased alongside networking opportunities among stakeholders.</p> <p>The City could host a housing forum that includes a number of presentations focused around highlighting supply and demand issues in the community and best practices employed elsewhere. Potential invitees include the KDSB, Municipal Affairs/Housing, prospective developers and social service providers.</p> <p>Could also be framed as a ‘Housing Hack’ as the City of Barrie did in 2017. Members of the community formed teams and attempted to create a program that could address: ‘What can we do in the next 5 years to make accessible, liveable housing available to everyone?’</p> <p>Linkages:</p> <p>Would be complementary to action items 4.1 and 4.2 in promoting programs and resources available.</p>	x	x	x	<p>Barrie Brantford Deep River Meaford</p>	High	<p>Barrie Housing Hack</p> <p>Brantford Housing Forum 2017</p> <p>Deep River Housing – Public Forum</p> <p>Meaford Mayor’s Attainable Housing Forum</p>	<p>Outcomes:</p> <p>Based on the success of the Seniors Housing Forum in 2016, another event could be held and produce similar outcomes. This includes greater awareness around housing issues in the community and increased interest in the Kenora market by developers. With a broader focus beyond seniors, the forum could enhance public understanding of incentives available and opportunities for development across the housing spectrum.</p> <p>Rationale for Assessment:</p> <p>Several municipalities including Kenora have experience in hosting similar forums helping with ease of implementation. As a result of previous success with the Seniors Housing Forum, there can be an impact on all three housing problems in the community, particularly if there is high attendance.</p>
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Advocacy							
<p>5.1 Incorporate issues related to affordable housing into corporate advocacy efforts.</p> <p>Affordable housing issues in the community have been previously highlighted in meetings with provincial ministries. Through collaboration with the KDSB a more consistent, regularly applied approach could be adopted. Components to a corporate advocacy strategy related to affordable housing include:</p> <ul style="list-style-type: none"> -Increasing senior government investment, securing ongoing flexible funding for construction and operation of affordable housing and providing incentives such as income tax and other tax breaks (e.g. GST); -Municipal incentives and tools are limited. Additional funding for affordable housing and financial tax incentives from senior levels of government could help leverage municipal incentives to increase the supply of affordable housing. <p>Linkage:</p> <p>Serves to further complement action item 4.1 in working with the KDSB in addressing affordable housing issues in the community.</p>	x	x	x	N/A	High		<p>Outcomes:</p> <p>While it is difficult to effectively evaluate corporate advocacy efforts, feedback from government ministries in the past have referred to the importance of the City bringing forward issues at municipal conferences and through other channels. There exists the potential for this to occur on the topic of affordable housing resulting in larger funding envelopes that not only helps the City but the region as a whole.</p> <p>Rationale for Assessment:</p> <p>The action item is rated as high given its ease of implementation. Similar to other actions emphasizing collaboration, will require KDSB support to consistently apply.</p>

***The assessment criteria for the 'potential category' is based on the following criteria:**

- degree of city control;
- impact on the three affordable housing issues; and
- ease of implementation

***Three Affordable Housing Issues:**

Problem Statement #1:

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

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

Problem Statement #2:

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

Both rental rates and housing values have outpaced growth in the rest of Ontario making home ownership and rental units increasingly unaffordable for many households in Kenora. In response, people are forced to either apply for subsidized housing or reside in dwellings that don't meet the National Occupancy Standard.

Problem Statement #3:

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

As energy costs increase and the community continues to rely on an ageing housing stock, low to moderate income earners will find it difficult to stay below the 30% income threshold for housing. Dwellings built prior to 2010 can spend 25% more on space heating and with 65% of housing units built prior to 1960, these buildings are increasingly in need of major repairs



May 1, 2018

City Council Committee Report

To: Mayor and Council

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

**Re: Allocation of AMO Main Street Revitalization Initiative Funding to
Wayfinding Program**

Recommendation:

That Council hereby approves an additional allocation of \$51,000.25, to be funded through the AMO Main Street Revitalization Initiative funding to further implement the wayfinding program in the Harbourtown Centre; and further

That in accordance with Public Notices By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2018 Capital Budget at its May 22, 2018 meeting in the amount of \$51,000.25 to the Wayfinding Part II budget for this project; and further

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

Background:

The Association of Municipalities of Ontario (AMO) signed an agreement with the Province to administer its \$26M Main Street Revitalization Initiative for Ontario's lower and single-tier municipalities (except for the City of Toronto). This initiative ensures investment in communities' main street/downtown areas to support small businesses.

What projects qualify?

The funding can be used to support revitalization efforts related to energy efficiency, accessibility, aesthetics and marketability. There will be two program categories:

1. Implementing priorities under existing Community Improvement Plans (includes grants for renovations, retrofits and structural improvements); and/or,
2. Funding for municipal improvements that will support main street businesses, such as signage, streetscape improvement and marketing plan implementation.

Municipalities can fund projects in one or both categories.

Information on eligible projects and cost along with reporting requirements will be in a Guide that accompanies the funding agreement. Please read it. Like the GTF accountability framework, municipalities will need to demonstrate due diligence around project progress, financial controls and risk management. Individual projects should include plans to promote and communicate the benefits, just as we do for the GTF.

Kenora's share of the funding is \$51,000.2538 as a one- time payment for eligible costs. Administration has identified the wayfinding signage system as the program that this funding may be used for.

Budget: This funding will be allocated to the existing line item in the 2018 capital budget to further the wayfinding program per the plan developed last year.

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: None

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.



May 7, 2018

City Council Committee Report

TO: Mayor and Council

FR: Melissa Shaw, Planning Assistant

**RE: Assumption of Roads/Lanes/Highways on Plan M-63, Plan M-133,
Plan M-52, M-18, and M-15**

Recommendation:

That Council gives three readings to a bylaw to accept ownership of certain Roads/Lanes/Highways on Plan M-63, M-133, M-52, M-18 and M-15 and assumes them as public highways for municipal purposes; and further

That by owning and assuming the roads/lanes/highways the City of Kenora is not bound to develop or maintain any road/lane/highway which is not already open and maintained by the City of Kenora; and further

That Council gives three readings to a bylaw to assume roads/lanes/highways on Plan M-63, Plan M-133, Plan M-52, Plan M-18 and Plan M-15.

Background:

In January 2016, The Planning Department received a request to purchase a portion of an unopened municipal lane allowance, it was discovered that two of the roads/lanes within the plan of subdivision were still in the name of the original developer.

A report was provided to Council and By-law 11-2016 deemed it necessary to assume and stop up certain roads and land on Plan M-63 (PINs 42168-0185, 42168-0471) and portions of First Avenue South (PINs 42166-0888, 42168-0887, 42166-0079, 42165-0414 and 42165-0413), and assume them as public highways for municipal purposes. For reasons unknown, the assumption of these roads and lanes, at the time of lot creation was not completed.

In April, 2016 the Municipal Solicitor received correspondence from the Ottawa land Titles Office refused By-laws 3-2016, 11-2016 and 12-2016 as passed, and requested they be repealed and replaced.

After further review by City Staff and the office of Hook, Seller and Lundin, LLP, it was noted that the work that was done previously did not capture all of the occurrences and more locations were added. For the purposes of cleaning up title, efficiency and cost savings, un-assumed roads/lanes/highways on Plans M-63, M-133, M-52, M-18 and M-15 are being recommended for assumption and registration at this time.

Budget:

Community and Development Services- Planning Department, Budgeted Items, Legal Services- total cost expected less than \$2000.00

Risk Analysis:

As per the requirements of the City's ERM policy, there would be a moderate risk if the assumption of roads in not completed. This project is an example of a positive improvement to inventory of City owned lands and clean-up of municipally owned roads/lanes/highways. Staff recommends continued review of unopened roads/laneways/highways throughout the City of Kenora, as budget allows.

Communication Plan/Notice By-law Requirements:

Manager of Community and Development Services, City Planner, Manager of Operations, Municipal Solicitor, GIS Technician

Strategic Plan or other Guiding Document: Administrative



May 6, 2018

City Council Committee Report

To: Mayor and Council

Fr: Matt Boscarol, Manager of Community and Development Services

Re: Budget Amendment – Coney Island Boardwalk

Recommendation:

That Council hereby approves an amendment to the 2018 Capital Budget to increase the Coney Island Boardwalk rehabilitation project total cost to \$117,141.76, representing an increase in the budgeted cost of \$27,141.24; and further

That this cost increase be funded through the City' contingency reserves in the amount of \$27,141.24; 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 May 22, 2018 Regular Meeting of Council; and further

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

Background:

Council approved the 2018 Capital Budget and program in March of 2018, allowing staff to prepare tenders and request for proposals to deliver an effective and efficient capital project delivery.

On Friday, May 4, 2018, the tender related specifically to the Coney Island Boardwalk project was opened at City Hall. The lowest bid was received at \$115,115 (tax not included), or \$117,141.76 (tax included) by Dorsey Contracting (as per the awarding of tender report to be reviewed at May 22 Council). Council approved a budgeted dollar amount of \$90,000 for the project, whereby \$8,000 has been spent to complete the detailed design component, completed by Hristov Architecture.

Resultantly, there is a shortfall in the dollar amount to complete this project of \$27,141.24 (tax included).

Budget:

In order to undertake the project, a budget amendment is required to increase the total cost of the Coney Island Boardwalk project by \$27,141.24.

Risk Analysis:

There is a moderate financial risk, however, this has been mitigated by the City of Kenora's contingency reserve which is budgeted specifically to address these capital project budgeted shortfalls.

There is a high governance risk, with the failure to pursue this budget amendment potentially resulting in the erosion of public confidence in Council. There is awareness in the community that the Coney Island Boardwalk is in an extreme state of repair, and an awareness that this asset will be rehabilitated in the summer of 2018.

Communication Plan/Notice By-law Requirements:

Notice in accordance with the City's notice bylaw.

Strategic Plan or other Guiding Document:

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

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



April 23, 2018

City Council Committee Report

To: Mayor and Council

Fr: Matt Boscarol, Manager of Community and Development Services

Re: Kenora Rotary Club Request for Funds: Servicing

Recommendation:

That Council hereby adheres to the Memorandum of Understanding (MOU) between The Corporation of the City of Kenora and the Kenora Rotary Club authorized By-Law 106-2016 for the development of a Splash Park in the Norman Pa; and further

That no additional funds be allocated towards this project other than what is outlined within this MOU.

Background:

The Corporation of the City of Kenora and the Kenora Rotary Club entered into an MOU in September, 2016, for the construction of the Rotary Club Splash Pad in Norman Park. Within the MOU, the Kenora Rotary Club agreed that they are to be responsible for all capital costs associated with the project, including related servicing for the functionality of the Splash Park.

On April 10, 2018, the Kenora Rotary Club presented a deputation to City Council requesting additional capital dollars up to \$112,000.00 to assist the Club in funding the related servicing for the Splash Park. It is administration's recommendation that no further funding be allocated towards this project and the MOU be adhered to.

Budget: The capital costs associated with the construction of the Splash Park are covered by the Kenora Rotary Club.

Risk Analysis:

There is a significant financial risk if Council decides to amend the resolution in favour of providing assistance in servicing the Rotary Splash park. Operations and Infrastructure provided capital dollar amounts of up to \$112,000.00.

Communication Plan/Notice By-law Requirements:

Notice to be given to the Kenora Rotary Club upon receipt of a Resolution of Council

The Corporation of the City of Kenora

By-law Number 106 - 2016

A By-law to Authorize a Memorandum of Understanding between the Corporation of the City of Kenora and the Kenora Rotary Club for the Norman Park Splash Park

Whereas at the January 20, 2015 regular meeting of Council, Council approved the development of an accessible Splash Park to be located in Norman Park; and

Whereas Council will accept the asset once the splash park is complete and will maintain and operate the splash park on an ongoing basis; and

Whereas this project is considered a joint project until completion of the construction at which time the City of Kenora will be the sole and beneficial owner upon completion; and

Whereas Kenora Rotary shall be responsible for all capital costs associated with the development and construction of the splash park and related servicing until the project is turned over to the City, and future cost sharing for capital improvements and replacements shall be mutually discussed;

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

1. Council hereby authorizes a Memorandum of Understanding (MOU) between the Corporation of the City of Kenora and the Kenora Rotary Club of Kenora for an accessible splash park to be located in Norman Park at a location mutually agreeable to the parties.
2. That the Mayor and Clerk be hereby authorized to execute the MOU on behalf of the City of Kenora.

By-law read a First and Second Time this 13th day of September, 2016

By-law read a Third and Final Time this 13th day of September, 2016

The Corporation of the City of Kenora:-



David S. Canfield, Mayor



Heather Kasprick, City Clerk

Heather Kasprick, City Clerk

THIS AGREEMENT made as of the 13th day of September 2016.

BETWEEN:

THE CORPORATION OF THE CITY OF KENORA
hereinafter called the "City of Kenora"

OF THE FIRST PART

- and -

ROTARY CLUB OF KENORA
hereinafter after called "Kenora Rotary"

OF THE SECOND PART

Whereas the City of Kenora owns Norman Park; and

Whereas The City of Kenora in conjunction with Kenora Rotary proposed a Splash Park be located at Norman Park; and

Whereas the Splash Park was approved by The City of Kenora Council on January 20th, 2015 as follows:

"That Council of the corporation of the City of Kenora supports the Rotary Club of Kenora's 100th Anniversary project, for 2019, for the location of an accessible Splash Park in the City of Kenora's Norman Park, specific location to be mutually agreed upon and further that the City of Kenora accepts the asset once complete and maintains and operates it into the future for all citizens of Kenora and visitors".

NOW THEREFORE the parties agree as follows:

1. The parties shall collaborate in the construction of the splash park tentatively entitled "Rotary Splash Park" hereinafter referred to as "the project".
2. The project is considered a joint project until completion of construction. The parties agree the City of Kenora will be the sole and beneficial owner upon completion of the Project. The City of Kenora shall be solely responsible for the operation and maintenance of the Splash Pad. Kenora Rotary shall be responsible for all capital costs associated with the development and construction of the Splash Park and related servicing, until the project is turned over to the City.
 - a. Each party will keep the other informed on all matters related to the Project. Each party shall receive copies of all contracts and agreements related to the Project.
 - b. The parties shall establish a project team which will have representation from each party.

- c. Both parties shall agree on the water features and design of the Project.
3. The City of Kenora shall be the Project lead and will receive and account for all donations and grants, issue tax receipts, pay all invoices related to the Project and be responsible for the Project construction and Project management as per City of Kenora's procurement policy.
 4. Kenora Rotary will promote the Project and shall be solely responsible for the local fundraising initiative. Costs shall not be incurred by either party until sufficient funds are accumulated for that purpose.
 5. Upon completion of the Project, the splash park shall be accessible to all ages and abilities, at no charge.
 6. The City of Kenora and Kenora Rotary agree to review and discuss any **future** cost share for Capital Improvements or replacements.
 7. The City of Kenora shall use its Charitable Status for applications for funding and other fundraising initiatives and shall provide tax receipts for donations of \$75.00 or more for a period of time as approved by council.
 - a. Kenora Rotary may explore grant application opportunities, prepare applications, but ultimately the City of Kenora shall prepare the final draft and execute the grant applications pertaining to the Project, unless the City of Kenora has consented in writing for Kenora Rotary to apply on its own for a specific grant.
 8. **Notice** – All notices, requests and other communications required or authorized under the terms of the Agreement or in connection with them may be delivered in person, by messenger or by bailiff, may be delivered by courier or transmitted by fax or by other forms of written electronic communication to the following addresses of the recipient:

if to the City of Kenora:

One Main Street South, Kenora, Ontario P9N 3X2
Attention: Heather Kasprick, City Clerk
Email: hkasprick@kenora.ca

if to Kenora Rotary:

Rotary Club of Kenora, P.O. Box 164, Kenora, ON P9N 3X3
Attention: Deb LeMaistre
Email: dlemaistre@hotmail.com

or at any other address indicated in writing by the parties. All notices, requests and other communications will be considered to have been received.

9. **Severability** - Each provision of this Agreement shall be severable. If any provision is illegal or invalid, such illegality or invalidity shall not affect the validity of the remainder of this Agreement.
10. **Governing Law** - This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario.

In Witness Whereof the parties hereto have hereunto set their hands and seals.

SIGNED, SEALED AND DELIVERED

In the presence of
The Corporation of the City of Kenora

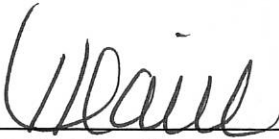
The Rotary Club of Kenora

Per: 

David S. Canfield, *Mayor*

Per: 

Gord LeMaistre, *President*

Per: 

Heather L. Kasprick
City Clerk

Per: 

Cindy Behrsin
Treasurer, Splash Park Committee



May 1, 2018

City Council Committee Report

To: Mayor and Council

Fr: Casey Pyykka, Community Program Liaison
Matt Boscarior, Community & Development Services Manager

Re: Lake of the Woods Seniors Softball League Rates

Recommendation:

That Council hereby approves an amendment to 'Schedule B' of the Tariff of Fees and Charges Bylaw to support adding a senior rate for the Lake of the Woods Seniors Softball League; and further

That in accordance with Notice Bylaw Number 144-2007, public notice is hereby given that Council intends to amend the Tariff of Fees and Charges By-Law Number at its May 22, 2018 meeting to adopt these added rates outlined in the revised 'Schedule B'; and further

That bylaw number 26-2018 be hereby repealed.

Background:

A review was taken place to conduct an interest for senior baseball in 2015. The league was established for the enjoyment of both men and women 55 and over. The focus of a Senior Baseball League was to keep seniors active, develop friendships and have exciting games. In the spring of 2016 the Lake of the Woods Senior Softball League was created. They play twice a week in the afternoons, alternating between the Kenora Recreation Field and Portage Bay. Player's pay a fee of \$10.00 to help cover the cost of the field rental and equipment.

This is one of the only groups that supports baseball for senior's in our community. Many of the seniors are retired and they do not have sponsors to help pay for rental fees and equipment. The league has 40 members (2 teams) that are registered in the league. In order to support the league it is requested to create a senior baseball rental fee for all fields.

Current baseball field fee's for adult leagues are:

Field	Adult Fee Hourly
Co-op- JM Central A & W-Millennium Portage Bay- Keewatin	\$10.00/hr
KRC(Lighting)	\$11.00/hr
Tournament Rates	Adult Rates
Co-op- JM Central A & W- Millennium Portage	\$110.00 per field per day
KRC	\$125.00 per field per day

In 2016 the Lake of the Woods Senior Softball league paid \$350.88 for their field time and in 2017 their field time was \$379.68. The majority of their funds raised by each player covers field cost which leaves little funds to purchase equipment or extra field space.

Recommended senior fee for baseball fields:

Field	Senior Fee Hourly
Co-op- JM Central A & W-Millennium Portage Bay- Keewatin	\$5.00/hr
KRC(Lighting)	\$6.00/hr
Tournament Rates	Senior Rates
Co-op- JM Central A & W- Millennium Portage	\$40.00 per field per day
KRC	\$50.00 per field per day

With the adjusted fees the Lake of the Woods Senior Softball League revenue for 2018 would be \$198.88. This will support the league is purchasing equipment and also to host a senior tournament inviting other communities to participate.

Budget:

If approved, projected revenue will be included in the 2019 operating budget submissions

Communication Plan/Notice By-law Requirements:

Required under Schedule 'B; to Notice By-law 131-2016: before passing or amending a by-law pertaining to fees, Council shall give public notice of its intention to pass a by-law by placing it on applicable agenda preceding meeting subsequently posted on Portal.

Risk Analysis: There is a low external risk associated with this report in terms of the Demographics – those that are in the 55+ category are looking for community activities, and this change of rate will enhance the accessibility of health and wellness activities they can utilize. The rate changes will give more opportunities to our senior baseball users.

Strategic Plan or other Guiding Document:

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

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

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.



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

Lyme Disease Awareness Month May 2018

Whereas Lyme disease is an infectious disease that is seriously under-reported across the nation; and

Whereas ticks, the host of Lyme disease, are carried by mice, rabbits, squirrels, deer, birds and other animals; and

Whereas traditional methods of removing embedded ticks are dangerous and can increase the risk of acquiring the infection; ticks can be so small and hard to detect that many people who contract Lyme disease do not recall being bitten; and

Whereas prompt treatment with adequate antibiotic therapy in early stage infection may cure Lyme disease, thereby preventing damage and complications of progressive Lyme disease; and

Whereas in some cases, untreated or inadequately treated Lyme disease can lead to death; lack of early recognition, diagnosis and treatment can result in permanent physical damage, therefore many Lyme patients are left disabled; and

Whereas the science surrounding Lyme and tick-borne diseases is unclear and emerging, and testing may be inaccurate; citizens and medical providers are encouraged to take all tick borne diseases seriously;

Now Therefore, I, David S. Canfield, Mayor for the City of Kenora, do hereby proclaim May 2018 as Lyme Disease Awareness Month in and for the City of Kenora in and for the City of Kenora and encourage our citizens to become better educated about this illness and how they can protect themselves from infection.

Proclaimed at the City of Kenora this 15th day of May, 2018

Mayor David S. Canfield

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

National Public Works Week May 20-26, 2018 "The Power of Public Works"

Whereas public works professionals focus on infrastructure, facilities and services that are of vital importance to sustainable and resilient communities and to the public health, high quality of life and well-being of the people of Ontario; and

Whereas these infrastructure, facilities and services could not be provided without the dedicated efforts of public works professionals, who are engineers, managers and employees from provincial and municipal governments and the private sector, who are responsible for rebuilding, improving and protecting our nation's transportation, water supply, water treatment and solid waste systems, public buildings, and other structures and facilities essential for our citizens; and

Whereas it is in the public interest for the citizens, civic leaders and children in Canada to gain knowledge of and to maintain a progressive interest and understanding of the importance of public works and public works programs in their respective communities; and

Whereas the year 2018 marks the 58th annual National Public Works Week sponsored by the American Public Works Association and Canadian Public Works Association be it now;

Therefore Be It Resolved That We, the Mayor and Council of the City of Kenora hereby designate the week May 20-26, 2018 as National Public Works Week;

I urge all our people to join with representatives of the Canadian Public Works Association and government agencies in activities, events and ceremonies designed to pay tribute to our public works professionals, engineers, managers and employees and to recognize the substantial contributions they make to protecting our national health, safety, and quality of life.

Proclaimed at the City of Kenora this 15th day of May, 2018



David Confield

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

Nursing Week May 7 - 13, 2018

Whereas the health and well-being of people is the greatest priority for our community; and

Whereas in the City of Kenora, nurses are an integral part of our health-care system, serving residents of all ages and from all walks of life with skill, knowledge, caring and commitment; and

Whereas nurses have a unique perspective and work in diverse roles and settings including acute care, long term care, home care, public health, corrections and primary care, to promote health and wellness within our community; and

Whereas members of the national nursing community are recognizing the hard work and dedication of nurses, in the City of Kenora May 7-12, 2017, has been designated "Nursing Week" to acknowledge and promote the contributions of all nurses in our community.

Now Therefore I, Mayor David S. Canfield, on behalf of Council and the citizens of our community, do hereby proclaim **May 7 - 13, 2018** as "**Nursing Week**" in and for the City of Kenora, and encourage everyone to recognize the many services provided by our dedicated nurses and the tremendous contribution they make to the health of our residents and the well-being of our community every day.

Proclaimed at the City of Kenora this 7th day of May, 2018

David Canfield

Mayor David S. Canfield