



City of Kenora

Committee of the Whole Agenda

Tuesday, December 10, 2019

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 December 17, 2019 meeting:-

- Adopt its 2020 Municipal Capital and Unusual Spending Budget
- Accept the draft 2020 billing statement from the Ontario Provincial Police for policing services in Kenora
- Amend the 2019 Capital Budget to authorize a re-allocation of \$285,000.00 (plus applicable taxes) to be funded through the sewer and water reserves for completing an emergency replacement of existing OmniSite Radios at the City's fifty-eight (58) different locations, including the Water Treatment Plant, Wastewater Treatment Plant, Water Booster Stations, and Sewage Pumping Stations

B. Declaration of Pecuniary Interest & the General Nature Thereof

1) On Today's Agenda

2) From a Meeting at which a Member was not in Attendance.

C. Confirmation of Previous Committee Minutes

Motion:

That the Minutes from the last regular Committee of the Whole Meeting held November 12, 2019 and Special Committee of the Whole meetings held November 19 and 25, 2019 be confirmed as written and filed.

D. Deputations/Presentations

- Stefan Robinson – Kenora Hospitality Alliance
 - Charlene Kissick – Community Engagement Phase of All Nations Hospital
- HTFC Planning and Design Presentation - Harbourfront Business Development Plan

E. Reports:

1. Administration & Finance

Item Subject

1.1. October Financial Statements

1.2. Section 357

- 1.3. Keewatin Medical Clinic Property Taxes
- 1.4. 2019 Write Offs
- 1.5. 2020 Capital Budget
- 1.6. 2020 OPP Annual Billing **HOLD discussion for December 17th meeting*
- 1.7. Health & Safety Policy Amendments
- 1.8. HR Policy Amendments
- 1.9. KDCC Appointment

2. Fire & Emergency Services

Item Subject

- 2.1 Fire Dispatch Services Agreement

3. Operations & Infrastructure

Item Subject

- 3.1 Dryden Recycle Haulage Agreement
- 3.2 4th Avenue South Parking Amendment
- 3.3 Emergency Sewer & Water Purchase – Replacing OmniSite System

4. Community Services

Item Subject

- 4.1 Harvest Kenora Micro Farm

5. Development Services

Item Subject

- 5.1 Harbourfront Development Business Plan

Other:

12:00 Noon – Zoning Bylaw Amendment Public Meeting

D14-19-10 – 310 Matheson Street South, Boathouse

12:30 p.m. – Zoning Bylaw Amendment Public Meeting

D14-19-12 – 768 Ninth Street North, Rideout Bay, Clarifier Site

Next Meeting

- Tuesday, January 14, 2020

Motion - Adjourn to Closed Meeting:

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

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

- i) Personal Matters about an Identifiable Individual (2 matters-Muse & PAC Board Appointments)

Reconvene to Open Session with Any Reports

Adjournment.



December 2, 2019

City Council Committee Report

To: Mayor and Council

Fr: Jon Ranger, Deputy Treasurer

Re: October 2019 Financial Statements

Recommendation:

That Council hereby accepts the monthly Financial Statements of the Corporation of the City of Kenora at October 31, 2019.

Background:

Attached for your information, please find the October 2019 summary expense and user fee statements for the City of Kenora and the Council department. At the end of October, the year is 83% complete, so not including any seasonal or timing differences, there should be 17% of the budget remaining.

Overall:

- Expenses at the end of October 2019 were close to budget with 20.6% remaining to be spent. Water & Sewer 24.87% and Solid Waste 21.29% left in the budget.
- User fee revenues to the end of October 2019 are close to budget with 15.73% left to collect. Water & Sewer 18.47% and Solid Waste had 7.32% left to collect.

Expenditures:

- **General Government** - The General Government expenses to date are below budget with 24.98% of the expense budget unspent.
 - **Administrators Office** –Special Projects & Research Officer was budgeted for a full year however this position was only filled starting December 2nd. Legal expenses are also currently under budget. Budget reflects high legal expense in recent years.
 - **Human Resources** – Slightly under budget as more training expenses have been booked for the fall.
 - **Building and Grounds Maintenance** – Utilities currently below budget. All 10 months have been recorded.
 - **Rentals** – Currently under budget, a larger invoice for the Keewatin public works in November brings this department closer to budget.
- **Protection** – The Protection Department expenses to date are below budget with 23.89% remaining in the budget.
 - **Police Commission** – Travel expenses significantly under budget to date. Some invoices expected in November for travel.
 - **OPP** – October's payment posted to November. Actual budget remaining is 17%.

- **Bylaw** – Currently over budget as in the past the bylaw supervisor’s wages were coded to city clerk, now 45% of the supervisor’s time has been allocated to by-law. This new allocation will be budgeted for in 2020.
 - **Facilities and Property Management** – Wages slightly under budget. A small portion of electrician’s time has been budgeted here but no time has yet been allocated for electricians to this department. It is likely that this wage allocation should be adjusted for future years as electricians code time to specific departments they are working on.
- **Transportation** – The Transportation Department expenses to date are under budget with 22.91% remaining in the budget.
 - **Paved/Surface Treated/Loosetop Roads** – Under budget at the end of October, many materials and supplies accounts are currently under budget especially for resurfacing materials, and patch/washout materials. The interest on debt for paved roads will be recorded at year end. This will account for approximately \$45k in Paved Roads maintenance and 25k in street lighting. Several invoices in November for patch/washout materials and supplies. Less work than anticipated on surface treated roads, wages are significantly under budget.
 - **Winter Control Maintenance** – Winter control maintenance is over budget with only 10.80% remaining to be spent for the year. As this is a seasonal department, it is expected that this department will be over budget by year end. The largest overspend is for rental of non-owned equipment. Actual wages are close to budget for the year.
 - **Parking rentals** – The entire years’ worth of property taxes have been recorded resulting in this expense looking over budget.
 - **Conventional Transit** – expenses under budget as the contracted services for October have been recorded in November.
 - **Streetlighting** – utilities and repairs and maintenance continue to be under budget with the new LED installations paying off. Utilities are more than 10% under budget.
 - **Barsky Facility** – internal wages and equipment time over budget to reflect repairs done by staff.
 - **Garage & Shop** – wages are over budget as a result of job shadowing.
 - **Environmental** – The Environmental Department expenditures are close to budget with 16.73% remaining to be spent. 24.87% left in the budget in Water & Sewer and 21.29% remaining in Solid Waste.
 - **Storm Sewers** – Currently used all of yearly budget, per discussion with roads division lead, a significant amount of steaming was required this winter on storm sewers. Significant storm sewer work also performed in the fall (Railway St at crossing) by City employees.
 - **Blue Box Collection & Recycling Facility** – the budget variances reflect wages being budgeted in one department and actually being charged in another as described in garbage collection. Budget will be adjusted in 2020 to reflect this.

Water & Sewer

- **Sanitary System** – Computer maintenance is under budget as Kenora Hydro is no longer charging for sewer and water billing. Less maintenance work performed on sewer mains in 2019 per Biman.
- **General Water Standpipe & Booster** – utilities expense is over budget however on review of monthly charges it appears that the budget has been set too low.

Solid Waste

- **Garbage Collection** – Materials & supplies expenses are currently under budget. Wages are under budget because drivers code their time to other departments when they drive the roll off truck or work around the transfer station when their routes are done for the day. Budgets will be changed to reflect this in the future.
 - **Hazardous Waste Days** – Expenses under budget. Contractor pick up of hazardous material is not consistent therefore level of expenses vary from month to month. Materials and supplies lower than anticipated. Some electrical work was planned for the hazardous waste building however this work was quoted significantly higher than anticipated and the electrical work was ultimately cancelled.
 - **Kenora Area Landfill** – Contracted services, repairs and maintenance and material & supplies currently under budget at the end of October. Brush grindings are still expected to be completed this year bringing up our contracted services expenses.
- **Health Services** – Cemetery – to date contributions to cemetery are over budget, however ice candle sales still to come in and offset expenses.
 - **Social and Family Services** – Contributions to Pinecrest are over budget. Pinecrest's requisition was not received until after the budget was approved.
 - **Community Services** – Overall Community Services expenses are below budget with 20.54% remaining to be spent.
 - **Parks** – As expected Parks budgets are seasonal. In addition insurance is over budget as a result of a claim.
 - **Norman Park** – Appears under budget in October, Water charges for the Splash park were larger than anticipated and not all of it was budgeted for.
 - **KRC** – Wages are over budget, and the Thistle Arena and Fitness Centre wages are under budget. This is a budget allocation issue for wages. An estimate was made based on maintenance operator's time, however this is the first year of recording maintenance operator's time by department. The 2020 budget will be based on 2019 actuals.
 - **KM Arena & complex** – Interest on debt for \$38K not yet recorded. Utilities are also under budget, some larger bills expected in November and December.
 - **Fitness Centre** – Wages currently lower than budgeted. In an effort to match wage costs to the departments in which they are actually spent, much of desk attendant's wages were budgeted to fitness centre, however actuals were not being allocated here. An adjustment has been made going forward for desk attendant wages to be allocated to fitness centre.

- **Planning & Development** – Planning & Development expenses are under budget with 23.08% left in the budget.
 - **Starter Company** – The starter company program was to be finished March 31, 2019, however it is now expected that this program will start up again and a new contract will be signed with the Ministry. The contract extension hasn't been budgeted.
 - **Economic development** – Expenses depend on project activity. Economic development intern was budgeted for however has not yet been hired.
 - **Tourism** – Currently over budget as 100% of the Recreation/Tourism Leads wages were being allocated here, when they were budgeted 50% recreation, and 50% tourism. This has been addressed with payroll, going forward this positions wages will be split between recreation and tourism.
 - **Tourism facilities** – Tourism facilities are currently under budget. Contracted Services are currently under budget as the downtown services invoice is usually received in November for services from May to October.

User Fees:

- Overall, user fees are just above budget projections with 15.73% of the budget still to be collected.

- **General Government**

General Government is close to budget with 18.52% left to be collected.

- **City Clerk** – Currently Civil Marriage revenues and lottery licensing fees are under budget. These revenues are dependent on weddings in the area and can change from year to year.
- **Finance and Administration** – User fees are dependent on house sales which drives tax certificate fees. This can vary from year to year, the same as merchandise sales.

- **Protection to Persons and Property**

Protection to Persons and Property is exceeding the annual budget by 19.48%.

- **Fire department** – Has exceeded its yearly budget for a couple reasons. Fire protection agreement revenue has exceeded budget by \$22K. Also a larger donation was made towards the Kenora Fire Regional Training Centre. Fire Marque revenue was almost \$28K to the end of October. This revenue was not budgeted for. Highway fire calls are also up at this time when compared to prior year.
- **Building Inspection** – Building permit user fee exceeding budget at this time. This is dependent on builds in the year and can vary from year to year.
- **Provincial Offences** revenue is dependent on the fines assessed in this area. First and second quarter revenues have now been recorded and have exceeded the year budget. This is because 2018 revenues were lower than anticipated and revenue projections for 2019 were decreased.

- **Transportation Services**

Transportation user fees are exceeding budget with 19.59% left in the budget.

- **Conventional Transit** – reflects continual decrease in ridership.
- **Metered Parking** – User fees currently below budget however September and October coin reconciliation have not yet been recorded.
- **Mall Parking Lot** – The mall parking lot is currently exceeding budget. This is due to the change that was made in April to allow for additional monthly leased

- parking in the middle of the lot so that users can now pay by month rather than open for daily parking which was underutilized. This caused an increase in usage.
- **Docks & Wharfs** – Currently exceeding budget as expected as docks and wharfs are billed and collected ahead of the boating season.
 - **Garage & Shop** – Over budget as there was work performed for the Fire department that was subsequently billed to Fort Garry Industries. This work was unanticipated.
- **Environmental Services**
Environmental services user fees are below budget with 20.42% remaining to be collected. 18.47% of Water & Sewer User fees are also still to be collected and Solid Waste has 7.32% remaining to be collected.
 - **Blue Box collection** – Currently ahead of budget, dependent on recycled materials. These include commercial pickup revenues. Actual fees currently above prior year at the end of October. Still expected to meet budget, note that these revenues are recorded on a quarterly basis. Three quarters are currently recorded.

Water & Sewer

 - **Water and Sewer** user fees are one month behind budget with 18.90% and 18.03% not yet collected respectively.

Solid Waste

Currently all solid waste revenues are exceeding budgets at the end of October.

 - **Garbage Collection** – bag tag sales are exceeding budget.
 - **Kenora Area Landfill** – Revenues picked up significantly from local contractors over the construction season.
 - **Community Services**
Community Services user fees are below budget with 18.77% remaining to be collected.
 - **Thistle Arena** – Under budget at the end of October, we will expect this to increase now that the ice surface is back.
 - **External Facilities** – Rec centre parking revenue is now being collected but was not in the budget.
 - **Keewatin Memorial Arena** – It is expected that revenues will increase moving into fall when more ice time is booked.
 - **Fitness Centre** – Negative revenues reflect training fee refunds.
 - **Planning and Development**
Planning and Development user fees have exceeded budget with 8.18% remaining to be collected. User fees in planning and development vary from year to year and depend on activities and developments in the community.
 - **Tourism Facilities** – This is current the only department in Planning and Development that isn't exceeding budget. This is due to less rentals for the Whitecap pavilion than prior year. Budget expectations were increased in 2019 for the large amount of bookings that took place in 2018.

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

Strategic Plan or other Guiding Document:

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

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



December 3, 2019

City Council Committee Report

To: Mayor and Council

Fr: Rachel Jaworowicz, 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 \$1,841.71.

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 \$1,625.60.

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.



December 3, 2019

City Council Committee Report

TO: Mayor and Council

FR: Charlotte Edie, Manager of Finance/Treasurer

RE: Keewatin Medical Clinic Property Taxes

Recommendation:

That Council hereby approves the cancellation of the property taxes, both municipal and education, for the Keewatin Medical Clinic effective January 1, 2020 in accordance with Section 110 of the Municipal Act; and further

That the Clerk of the City provide notice in writing of the contents of this by-law upon final passing thereof to the Minister of Finance, the Municipal Property Assessment Corporation and the relevant School Boards with jurisdiction within the City of Kenora in accordance with the provisions of Section 110(5) and (8) of the Municipal Act.

Background:

In 2007 the City of Kenora Council passed a by-law exempting the Kenora Medical Centre from realty taxes. At that time it was discovered that authority is provided under Section 110 of the Municipal Act to enable the City to designate the Kenora Medical Centre as a "municipal capital facility". The related regulation (OReg 603/06) specifically refers to "Health Services" under Section 2(10). These pieces of legislation are still in existence and are applicable to the Keewatin Medical Clinic.

Budget:

The elimination of the Keewatin Medical Clinic has been accounted for in the 2020 operating budget.

Risk Analysis:

The associated risk with this transfer is low.

Communication Plan/Notice By-law Requirements:

Following the passing of the by-law, the City Clerk is required to provide the following notices in accordance with Section 110 of the Municipal Act:

- *Section 110(5) –
"Upon the passing of a by-law permitting a municipality to enter into an agreement under this section, the clerk of the municipality shall give written notice of the by-law to the Minister of Education"*
- *Section 110(8) – Notice of tax exemption by-law
"Upon passing of a by-law under subsection (6), the clerk of the municipality shall give written notice of the contents of the by-law to,
a) the assessment corporation; ...*

c) the secretary of any school board if the area of jurisdiction of the board includes the land exempted by the by-law"

Strategic Plan or other Guiding Document:

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



Date: December 2, 2019

City Council Committee Report

To: Mayor & Council

Fr: Jon Ranger, Deputy Treasurer

Re: Receivables Write Offs

Recommendation:

That Council hereby approves the write off of accounts totalling \$3,205.50 in 2017 including applicable taxes; and further

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

Background:

This report summarizes a listing of inactive accounts that are eligible for write off under City policy currently before Council, which states:

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

The write off list relates to accounts currently on the City's records that are considered to be uncollectible which became inactive in the 2017 calendar year. The last write off of City receivables was performed in 2018, and related to 2016 inactive accounts. For comparison purposes, attached to this report is a table which provides information on the amounts written off by the City, for the last 10 years.

Account write offs can fluctuate each year. The 2017 write offs are significantly lower than in past year as we no longer hold the hydro accounts. There is no question that the current economic climate has made delinquent accounts difficult to deal with but the City has been working diligently on collections for several years now. Despite this, the write off balances recommended continue to be reasonable, largely due to the aggressive collection procedures actively performed through the City's Finance and Clerks departments.

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

Budget:

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

Risk Analysis: N/A

Communication Plan/Notice By-law Requirements:

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

Strategic Plan or other Guiding Document:

Corporate Services Write Off Policy #CS-5-1.

City Receivables Write Off History:

	2008 Write-Offs <u>in 2010</u>	2009 Write-Offs <u>in 2011</u>	2010 Write-Offs <u>in 2012</u>	2011 Write-Offs <u>in 2013</u>	2012 Write-offs <u>in 2014</u>	2013 Write-offs <u>in 2016</u>	2014 Write-offs <u>in 2016</u>	2015 Write-offs <u>in 2017</u>	2016 Write-offs <u>in 2018</u>	2017 Write-offs <u>in 2019</u>
<u>Department:</u>										
Daycare	584.00	367.36	1,538.74	2,471.71	334.20	-	-	-	-	-
Recreation Centre	-	-	869.90	42.38	4,953.10	-	1,049.35	-	-	226.00
ARS Sundry	1,912.02	2,970.11	5,478.58	-	3,071.02	214.70	991.13	1,646.71	269.14	-
Parking	-	73.27	20.54	347.43	114.26	396.08	386.32	-	-	237.87
Cemetery *	8,370.84	3,366.75	1,145.50	5,030.90	2,090.67	-	1,718.73	-	8,135.62	2,741.63
Transfer Station	-	5,500.30	339.40	-	25.82	1,907.60	449.15	1,515.72	312.91	-
Hydro	14,559.70	17,607.13	43,104.48	13,763.83	13,620.35	42,635.15	26,323.20	17,820.79	25,669.00	-
Water / Wastewater	5,045.27	2,125.83	3,230.37	1,110.46	1,102.70	1,393.51	3,923.57	1,623.37	855.02	-
	<u>30,471.83</u>	<u>32,010.75</u>	<u>55,727.51</u>	<u>22,766.71</u>	<u>25,312.12</u>	<u>46,547.04</u>	<u>34,841.45</u>	<u>22,606.59</u>	<u>35,241.69</u>	<u>3,205.50</u>

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



December 2, 2019

City Council Committee Report

To: Mayor and Council

Fr: Jon Ranger, Deputy Treasurer

Re: 2020 Capital Budget Approval

Recommendation:

That Council hereby approves the 2020 Municipal Capital Budget, including Unusual Spending, as amended; and further

That Council hereby directs staff to actively proceed with the projects included in that budget in accordance with the provisions of the City procurement bylaw; and further

That in accordance with Notice Bylaw 144-2007, public notice is hereby given that Council intends to adopt its 2020 Municipal Capital and Unusual Spending Budget at its December 17, 2019 Council meeting; and further

That Council hereby gives three readings to a bylaw for this purpose.

Background:

Council are to meet on November 25, 2019 to review and amend the 2020 draft capital budget.

Budget / Financial Implications:

There is no impact for the 2020 net tax levy with the approval of the 2020 capital and unusual spend allocation, although a more robust discussion needs to occur as part of the 2020 municipal operating budget.

Risk Analysis:

Financial – the risk related to ongoing capital requirements has been assessed as high to critical, mitigated through the operating budget deliberations.

Operations – the infrastructure deficit and need to ensure reliable infrastructure and ongoing capital programs has been assessed as critical, mitigated through the operating budget deliberations. Failure to approve the capital budget in a timely manner will provide further risk with regards to ensuring capital works move forward in 2020.

Communication Plan/Notice By-law Requirements: Notice will be given in accordance with the provisions of the Notice Bylaw - #144-2007.

Strategic Plan or other Guiding Document:

Strategic Plan Corporate Actions 2-1 and 2-2.



December 2, 2019

City Council Committee Report

To: Mayor and Council

Fr: Heather Pihulak, Manager of Administration/City Clerk

Re: 2020 OPP Costs

Recommendation:

That Council hereby accepts the draft 2020 billing statement from the Ontario Provincial Police Financial Services Unit; and further

That Council continues to advocate to the Minister for further reductions to our policing costs; and further

That three readings be given to a bylaw to execute the agreement between the Corporation of the City of Kenora and the Ministry of Solicitor General for policing services for the City of Kenora.

Background:

The City's contract with the Ontario Provincial Police (OPP) will expire on December 31st of this year. We are now in receipt of our 2020 billing statement from the OPP Financial Services Unit. This report contains the attached proposed renewal as well as a draft contract. While the contract is similar to previous year's, please take note to the new wording in section 26.

The OPP billing model is a cost-recovery methodology designed to recover most of the cost of OPP members providing municipal policing services based on the costs determined to be for either base services and calls for service. To soften the impact of any significant year over year fluctuations in detachment workload or activity most costs are allocated based partially on four-year averages. Using staffing data and statistical analysis, the municipal policing portion of all detachment staff is determined. Approximately 59% of the average uniform detachment staff over the past four years have been used to determine the 2020 base services and calls for service costs across the province.

Costs are assigned to municipal policing staff based on applicable rates for salaries, benefits, support staff and other direct operating expenses. The OPP reviews per officer costs for support staff and other direct operating expenses annually. The rates are set in what is referred to as the OPP cost-recovery formula. They allocate the total cost of the municipal policing detachment staff between base services and calls for service costs. For 2020 billing purposes the allocation of the municipal policing performed by the 2,034 municipal officers in the province has been calculated to be 54.5% base services and 45.5% calls for service. The total 2020 base services and calls for service cost calculation is detailed on the base services and calls for service cost summary included in the billing package attached to this report.

Calls for service costs are allocated on a proportionate share basis. A municipality's cost allocation is determined based on its total weighted calls for service hours portion of the total calculated weighted calls for service hours for the province.

This year's billing package includes a statement for the 2018 year-end reconciliation. The final cost adjustment calculated as a result of the 2018 annual reconciliation has been included as an adjustment to the amount being billed to the municipality during the 2020 calendar year. The final reconciliation of the 2020 annual costs will be included in the 2022 annual billing statement. The most significant year over year increases in the estimated costs are benefits, overtime, shift premiums and other direct operating expenses.

What is required by the City are 3 things:

1. A decision if we will renew our contract for policing with the OPP.
2. A decision on the length of term for the agreement. The City has a choice of 3, 4, 5, or 6 year terms.
3. A by-law will be required to authorize the execution of an agreement between the Ministry of Solicitor General and the City for the provision of police services.

While this contract reflects a reduction in policing costs, we continue to pay significant policing costs. With the signing of this contract administration has confirmed that it does not prohibit the City from any success in lobbying the Ministry for further reductions. Kenora remains a high cost Municipality and any cost reductions for OPP policing services agreed to/negotiated with the Ministry can be implemented.

The City was recently approved for \$225,000 per year for the next three year period for a funding program for specialized officers. The Detachment Commander has confirmed that this grant amount is not affected and the specialized officers required under this funding program will continue and will be funded by this program. There is no reduction in officers or additional costs associated with those officers covered under the program.

Kenora currently does not meet the threshold for regulatory discounts that currently occurs in other areas such as Pickle Lake. Kenora's 2020 Property count is 8,000 with calls for service set at 41,624. The standard deviation by which Kenora's ratio exceeds ratio average is 4.27. The attachment depicts the standard deviation and where Kenora would sit today with hours associated to calls for service. Bearing in mind that the regulatory discount applies ONLY to section 5.1 Municipalities (non-contract) so no police services board etc. Unfortunately, Kenora does not meet the threshold for the discount, and the only way to change that is for the calls for service to increase, which is not something we wish for.

The Municipal Policing Bureau branch will be available to answer Councils questions on the draft contract. Should you have questions in advance of the meeting, I would offer that Council direct these questions to the writer and I will provide them to the Bureau in advance of the meeting to ensure they are addressed during the meeting.

Budget: The 2020 proposed grant total billing would be \$6,076,558 or monthly billing of \$506,380. This is a total reduction in policing costs from 2019 of approximately \$59,391.

Risk Analysis: There is a significant risk to the municipality not proceeding with the OPP contract agreement. This agreement not only secures the policing force for the next several years, it also reflects a decrease in policing costs for the taxpayers. While the

City will continue to advocate for further reductions in our policing costs, an agreement is important to have in place while that advocacy continues.

Communication Plan/Notice By-law Requirements: bylaw required.

Strategic Plan or other Guiding Document:



December 2, 2019

City Council Committee Report

TO: Mayor and Council

FR: Bruce Graham, Risk Management & Loss Prevention Officer

RE: Amendments to Health and Safety Policies

Recommendation:

That Council hereby approves amendments to the following Health and Safety Policies – #HS-09 – Workplace Hazards Analysis, #HS-18 – Personal Protective Equipment, #HS-34 – Designated Substances, #HS-36 – Materials Handling, and #HS-42 First Aid Requirements; and further

That bylaw number 27-2012 be hereby repealed; and further

That all Health & Safety Policies form part of the City's Comprehensive Policy Manual under the new category Health and Safety; and further

That three readings be given to five bylaws for this purpose.

Background:

The HRM Strategy contained a recommendation to review all existing Health and Safety Policies and to incorporate them into the City Policy Manual. The HRM Strategy also contained specific recommendations for amending existing Health and Safety policies.

For all of these policies, the logo, dates and by-law numbers have been updated, any reference to Managers has been changed to Senior Leadership Team member, any reference to Supervisor has been changed to Division Lead and Team Lead, and reference to the Workwell Core Audit has been deleted.

For #HS-09, Section 8, under Procedures has been added to deal with Non-routine Work or work performed for the first time.

For #HS-18, under General Requirements, a section has been added to address the need for High Visibility Clothing.

The remaining policies have only received housekeeping changes as outlined above.

All policies are attached for reference.

Budget: N/A

Risk Analysis:

There are no perceived risks to this recommendation. Approving the amended policies will help to ensure legislative compliance.

Communication Plan/Notice By-law Requirements: By-laws for each policy required.

Strategic Plan or Other Guiding Documents: HRM Strategy

Health and Safety Standards and Procedures



Section Health and Safety Policies	Date December 17, 2019 March 19, 2012	Approved by By-law Number: 27-2012	Page 1	Of 2
Subsection Workplace Hazard Analysis	Supersedes By-law Number: 27-2012 105-2011	Policy Number: HS-09		

PURPOSE

In order to adequately control workplace hazards it is critical to first identify those hazards. By completing a comprehensive hazard assessment the employer will provide optimum protection of people, equipment, material, and environment, will ensure that workplace activities are performed with maximum safety, and will be able to provide instruction to people performing the activities on how to avoid exposure to hazards.

RESPONSIBILITY

~~Senior Leadership Team Members~~ ~~Department Managers~~ are responsible for ensuring that a workplace hazard analysis is completed for each of the workplaces under their control.

~~Division Leads and Team Leads~~ ~~Supervisors~~ are responsible for completing the hazard analysis for their workplace.

PROCEDURE

1. Complete an **occupation** inventory for the workplace. List all occupations included in collective agreements as well as any non-bargaining unit occupations.
2. For each occupation listed, identify the **main activities** that would be performed. Consider job descriptions and time sheets where employees charge time to specific tasks.
3. Identify the **hazards** associated with each of the main activities identified.
4. Rate the hazards identified for loss potential based on **severity**, **frequency**, and **probability**. Evaluate the loss potential as if no controls were in place.
5. Develop safe operating procedures for all main activities with high loss potential.
6. Review controls and procedures on a regular basis (at least annually) to ensure that they remain adequate to protect against identified hazards.

Health and Safety Policy Statement

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7. Review main activities on a regular basis (at least annually) to ensure that no new hazards have been introduced.

7.8. When the activities being done are non-routine work activities, or activities being performed for the first time, a hazard analysis will be completed at that time.

TRAINING

Senior Leadership Team members and Division and Team Leads~~Managers and Supervisors~~ will receive training on conducting and completing workplace hazard assessments.

Completed workplace hazard assessments will be used as part of new worker orientation and as required for training review.

DEFINITIONS

Occupation - a person's occupational title or position in the organization. An example of an occupation would be *Diesel Mechanic*. We get our occupations from Collective Agreements and Organization Charts.

Main Activity - all of the activities of a workplace that make up a job or process. (Tasks that happen occasionally, are not attached to a process or job, or pose little hazard are not included as a main activity.) An example of a Main Activity for a *Diesel Mechanic* would be *service Van 601*. We get our main activities from Job Descriptions or time sheets.

Hazard - a condition, practice or substance with the potential for causing loss, injury, or harm to life, health, and property.

Severity - is a measure of the impact of the incident as derived from the costs of the losses being incurred or the loss most likely to be incurred.

Frequency - considers a combination of the number of persons performing a task and the number of times each person performs the task.

Probability - is the likelihood that the hazard will result in loss.

REFERENCES

The Occupational Health and Safety Act (Ontario) - Section 25 (2) (a), (h)
~~Workwell Core Health and Safety Audit - Element 4.1 (a), (b), (c)~~

Health and Safety Standards and Procedures



Section Health and Safety Policies	Date December 17, 2019 March 19, 2012	Approved by By-law Number: 27-2012	Page 1	Of 5
Subsection Personal Protective Equipment	Supersedes By-law Number: 27-2012 105-2011		Policy Number: HS-18	

PURPOSE

This policy is developed to provide a guideline outlining personal protective equipment requirements for all City of Kenora employees. When workers understand the need for protecting themselves they are likely to apply such protection, reducing the likelihood of suffering a work related injury or illness.

It is policy to ensure that all Personal Protective Equipment (PPE) required to be used by workers is appropriate in the circumstances for their protection.

RESPONSIBILITY

~~Division and Team Leads~~ ~~Supervisors~~ are responsible for issuing the necessary equipment, training employees in the proper use and maintenance of the equipment, and ensuring compliance with this policy.

Employees are responsible for the care and maintenance of any personal protective equipment assigned to them and for the proper application of this policy as it applies to them.

PROCEDURE

General

Personal protective equipment (PPE) is the last line of defence for controlling occupational hazards, after thorough evaluation and implementation of engineering controls, administrative controls, and work practices.

Only PPE approved by the appropriate safety associations (CSA, NIOSH, NFPA, etc.) will be used.

Specific PPE needs will be identified at each workplace, in accordance with accepted industry practices and standards.

Training in the use and maintenance of PPE will be provided.

Health and Safety Representatives or Joint Health and Safety Committee members will audit compliance to this procedure during their workplace inspections and through review of incidents and injuries.

Workplace Specific

Health and Safety Standards and Procedures

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Division and Team Leads Supervisors will develop workplace specific PPE procedures as appropriate, and warning signs identifying the hazards and specific requirements will be posted as necessary.

These procedures will include what PPE is required for specific tasks, what PPE is acceptable for those tasks, who must wear PPE, when PPE must be worn, who supplies the PPE, the replacement process for PPE, the training requirements for the workers, and any exceptions to the procedures.

Personal Protective Equipment - General Requirements

Head Protection

Who must wear it - Hard hats are required by all workers on construction sites and where there is any danger of injury from falling objects, or from striking the head on overhead objects.

When must it be worn - At all times when on construction sites and at all times when there is danger of injury from falling objects, or from striking the head on overhead objects.

Who supplies it - The City of Kenora will supply hard hats to workers as required.

~~Hard hats are available from the Stores Department.~~

Replacement process - Hard hats that are damaged or worn out will be replaced at no cost to the worker. Hard hats should be inspected prior to use to ensure that the suspension harness and the outer shell are in acceptable condition to protect the worker.

What is acceptable - Hard hats will comply with CSA Standard Z94.1

Hard hats shall not be drilled, painted, or worn reversed.

Other protective headgear may be assigned to protect individuals from long term exposure to the sun, elements, or other hazards as determined by the supervisor or the job task.

Exceptions - Mechanics working under raised vehicles are not required to wear hard hats.

Eye Protection

Who must wear it - An employee exposed to the hazard of eye injury, which includes but is not limited to; chipping, cutting, drilling, exposure to corrosive or toxic chemicals, dusty or heavy dirt conditions, sandblasting, sawing, spray painting and welding, shall wear eye protection appropriate for the circumstances.

When must it be worn - When there is a risk of injury to the eye due to the activity the worker is performing or the environment in which the worker is working.

Who supplies it - The City of Kenora will supply non-prescription eye protection to workers at no cost to the worker. ~~A variety of protective eye wear is available from the~~

Health and Safety Standards and Procedures

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~~Stores Department.~~ Workers who require prescription eye protection will be reimbursed costs in accordance with the applicable Collective Agreement.

Replacement process – Non-prescription eye protection that is worn or damaged will be replaced at no cost to the worker. Prescription eye protection that is worn or damaged will be replaced as per the provisions of the applicable Collective Agreement or applicable legislation. Eye and face protection should be inspected prior to use to ensure that the equipment is in an acceptable condition to protect the worker.

What is acceptable – Eye and face protection shall comply with CSA/ANSI Standard Z87.1 or CSA Standard Z94-3.

Hearing Protection

Who must wear it – Workers shall wear hearing protection in areas where the sound level exceeds 85 dBA.

When must it be worn – At all times when a worker is exposed to sound levels in excess of 85 dBA.

Who supplies it – The City of Kenora will supply hearing protection to workers at no cost to the workers. ~~A variety of styles of hearing protection are available in the Stores Department.~~

Replacement process – Hearing protection that is worn or damaged will be replaced at no cost to the worker. Hearing protection should be inspected prior to use to ensure that the equipment is in an acceptable condition to protect the worker.

What is acceptable – Hearing protection shall comply with CSA Standard Z94.2 or ANSI Standard S12.6. Supervisors shall ensure that hearing protection issued is suitable to reduce the sound levels to below 85 dBA. Warning signs shall be posted at the approaches to an area, or on equipment, where the sound level is more than 85 dBA. Supervisors shall ensure that appropriate noise level testing is conducted as required.

Foot Protection

Who must wear it – An employee exposed to the hazard of foot injury shall wear foot protection appropriate in the circumstances.

When must it be worn – At all times when a worker is exposed to the risk of foot injury.

Who supplies it – It is the workers responsibility to purchase suitable foot protection based on the type of work they typically perform. The City reimburses the cost of the purchase up to the amount specified in the current Collective Agreement.

Replacement process – Foot protection that is damaged on the job will be replaced as per the terms of the applicable Collective Agreement.

What is acceptable – Protective footwear shall comply with CSA Standard Z195 or ANSI Standard Z41 and shall be Grade 1 – Green Patch, being steel or composite toed boots or shoes with puncture resistant soles.

Lace type footwear shall be laced and tied to provide support and prevent injuries.

Health and Safety Standards and Procedures

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Employees shall be provided with Green Patch rubber boots for working in areas where there is water or other liquid hazards.

Respiratory Protection

Who must wear it - Respiratory protection shall be used by workers where levels of airborne contaminants pose a risk to the workers safety or health.

When must it be worn - At all times when working in an environment where airborne contaminants pose a risk to a workers safety or health.

Who supplies it - The City of Kenora will provide respiratory protection to workers at no cost to the workers. ~~SA variety of respiratory protection is available in the Stores Department and~~ specialty equipment will be purchased as needed.

Replacement process - Respiratory protection that is damaged or worn will be replaced at no cost to the worker. Respiratory protection should be inspected prior to use to ensure that the equipment is in an acceptable condition to protect the worker.

What is acceptable - Respiratory equipment shall comply with CSA Standard Z94.4-93. The presence of airborne contaminants (biological/chemical/physical) shall be identified and assessed and air quality tests, as appropriate, shall be conducted to ensure levels are below established legislated levels. Where levels of airborne contaminants exceed the legislated levels, or the assessment indicates a risk, engineering controls will be implemented wherever possible, and interim measures of mandatory respiratory protection shall be implemented.

Respiratory equipment shall be used as interim protection for occasional exposure to biological, chemical, or physical airborne contaminants.

Fit testing of respiratory equipment shall be performed as required.

Body Protection

Who must wear it - A worker exposed to the hazard of injury from contact of the worker's skin with a noxious gas, liquid, fume or dust; a sharp or jagged object which may puncture, cut or abrade the worker's skin; a hot object, hot liquid or molten metal, or radiant heat, shall be protected by wearing apparel sufficient to protect the worker from injury or a shield, screen, or similar barrier.

When must it be worn - At all times when a worker is exposed to the hazard of injury to the worker's skin.

Who supplies it - The City of Kenora will provide body protection to workers at no cost to the workers. ~~SA variety of body protection is available in the Stores Department and~~ specialty equipment will be purchased as needed.

Replacement process - Body protection that is damaged or worn will be replaced at no cost to the worker. Body protection should be inspected prior to use to ensure that the equipment is in an acceptable condition to protect the worker.

Health and Safety Standards and Procedures

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What is acceptable – Body protection may include gloves, aprons, or disposable coveralls. All protective clothing selected will be appropriate to provide protection from the hazard in question.

Fall Protection

Who must wear it – A worker exposed to the hazard of falling and the surface to which he or she might fall is more than three metres below the position where the worker is situated shall wear a serviceable safety belt or harness and lifeline that is adequately secured to a fixed support and so arranged that the worker cannot freely fall for a vertical distance of more than 1.5 metres.

When must it be worn – At all times when a worker is exposed to the hazard of falling more than 3 metres.

Who supplies it – The City of Kenora will provide fall protection equipment to the workers at no cost to the workers. Fall arrest harnesses will be provided to every worker individually and will not be shared amongst workers.

Replacement process – Fall protection equipment that is damaged or worn will be replaced at no cost to the worker. Fall protection equipment must be inspected prior to use to ensure that the equipment is in an acceptable condition to protect the worker.

What is acceptable – The components of the fall protection equipment shall comply with CSA Standards Z259.2.2-98, Z259.10-06, Z259.11-05, and Z259.12-01.

Exceptions – Where a worker is exposed to the hazard of falling into liquid that is of sufficient depth for a life jacket to be effective protection from the risk of drowning, the worker shall wear a life jacket that is stamped or labelled, and approved by Transport Canada.

High Visibility Clothing

Who must wear it – A worker exposed to the hazard of vehicular traffic.

When must it be worn – At all times when a worker is exposed to the hazard of vehicular traffic.

Who supplies it – The City of Kenora will provide high visibility clothing to workers exposed to the hazard of vehicular traffic.

Replacement process – High visibility clothing that is damaged or worn will be replaced at no cost to the worker. High visibility clothing must be inspected prior to use to ensure that the equipment is in an acceptable condition to protect the worker.

What is acceptable – High visibility clothing must meet or exceed the requirements of Section 69.1 of Regulation 213:Construction Projects, as made under the Occupational Health and Safety Act.

Monitoring and Evaluation

Health and Safety Standards and Procedures

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HS-18	6	5

Supervisors will periodically monitor workers' familiarity with the use, care, maintenance and inspection of PPE.

TRAINING

Workers required to wear or use any PPE shall receive training and instruction in its care, maintenance and limitations. All training shall be documented and reviewed annually.

REFERENCES

Regulations for Industrial Establishments, Sections 79-86 and 139
Regulations for Construction Projects, Sections 26.1 to 26.9, and Section 69.1
~~Workwell Core Health and Safety Audit—Element 4.2 (j)~~

Health and Safety Education and Training



Section Health and Safety Policies	Date December 17, 2019 March 19, 2012	Approved by By-law Number: 27-2012	Page 1	Of 2
Subsection Designated Substances	Supersedes By-law Number: 27-2012 105-2011	Policy Number: HS-34		

PURPOSE

It is policy to ensure and require that all measures and precautions reasonable in the circumstances are taken to protect workers from exposure to hazardous materials (biological or chemical agents), physical agents and designated substances because of the storage, handling, processing or use of those materials, agents or substances in the workplace.

This standard is developed to identify, assess and control the exposure of workers to hazardous materials, agents and substances where that exposure could affect the health of workers. Additionally, these standards shall ensure compliance with statutory and applicable regulatory requirements.

Trained employees recognize that there are toxic materials in the workplace that need special precautions.

APPLICATION

This standard and its requirements apply where hazardous materials, physical agents or designated substances are present and used in the workplace, and could affect the health of workers.

RESPONSIBILITY

It is the responsibility of ~~Division Lead~~ the supervisor to administer the provisions of this standard. The ~~Division Lead~~ supervisor has the authority to delegate responsibilities under this standard where appropriate.

Workers assigned authority or responsibility under this standard are required to carry out those responsibilities and will be held accountable for the correct application of those responsibilities.

Workers shall work in compliance with the provisions of control programs, control measures and procedures and practices that are developed and implemented to control the exposure of workers to hazardous materials, physical agents and designated substances in the workplace.

Workers shall wear and use protective equipment and devices and personal protective equipment (PPE) required by the employer to be worn and used to protect them from exposure to hazardous material, physical agents and designated substances.

POLICY NO.	PAGE	OF
HS-34	2	2

PROCEDURE

Assessments shall be undertaken to determine if the exposure of workers to hazardous materials, physical agents or designated substances in the workplace may affect the workers' health.

Where workers' health may be affected by any exposure mentioned above, the following measures (as appropriate) shall be developed, put into effect and maintained:

- engineering controls;
- work practices;
- hygiene practices and facilities; and
- personal protective equipment.

Provisions shall be made for monitoring the airborne concentrations of a hazardous material and workers' exposure to that material, where the conditions or circumstances exist as mentioned above.

Where it is determined that any designated substance (as defined) is present, produced, stored, used or handled in the workplace, the requirements of the applicable regulation(s) will be carried out and maintained, specific to, but not limited to:

- assessments (in writing);
- control programs;
- management programs;
- safe work practices and measures; and
- the establishment of medical surveillance programs.

Where PPE is provided to, and required to be worn and used by workers, all such equipment shall be appropriate to protect workers from exposure to the hazardous materials, physical agents and designated substances.

Where respiratory protection is provided to, and required to be worn and used by workers, a written respiratory protection program shall be established.

TRAINING

Training required to carry out, apply, implement, and maintain this standard shall be provided and documented.

REFERENCES

Occupational Health and Safety Act (Ontario) – Section 25 (2) (a) and (h)

[O. Reg. 490/09: Designated Substances](#)

[R.R.O. 1990, Reg. 833: Control of Exposure to Biological or Chemical Agents](#)
[Workwell Core Health and Safety Audit – Element 6.1 \(d\)](#)

Health and Safety Education and Training



Section Health and Safety Policies	Date December 17, 2019 March 19, 2012	Approved by By-law Number: 27-2012	Page 1	Of 2
Subsection Material Handling	Supersedes By-law Number: 27-2012 105-2011	Policy Number: HS-36		

PURPOSE

It is policy to ensure and require that material, articles or things required to be lifted, carried, transported, moved, stored or conveyed by a machine, prime mover or transmission equipment, shall be performed in a way and manner and with appropriate precautions and safeguards so as not to endanger the safety of any worker.

Under such conditions the applicable requirements of sections 45, 46, 47 and 48 of Regulation 851 shall be met or exceeded.

This standard and its requirements are developed to reduce the risk and potential of personal injury and equipment damage and to ensure compliance with statutory and regulatory requirements.

Trained employees receive knowledge in the proper methods and precautions to lift, move, carry, support, store, and remove materials either manually or with a material-handling device.

RESPONSIBILITY

Workers assigned the authority and required to carry out the safety requirements of this standard have the responsibility for its correct application and will be held accountable for that correct application.

PROCEDURE

Materials, articles or things shall be transported, placed or stored so as not to tip, collapse or fall and may be removed in a manner that will not endanger the safety of any worker.

Machinery, equipment, material, articles or things to be transported, moved, stored or conveyed that may tip or fall shall be secured so as not to endanger the safety of any worker.

Cylindrical objects stored on their side shall be blocked, wedged or secured to prevent motion that may endanger a worker.

Health and Safety Education and Training

POLICY NO.	PAGE	OF
HS-36	2	2

A machine, prime mover or transmission equipment used to transport, move or convey material, articles or things shall not be left unattended unless it is immobilized and secured against accidental movement.

The requirements of section 60 of Regulation 851 apply where a machine, prime mover, transmission equipment or a lifting device is operated near a live power line of more than 750 Volts (i.e., minimum distance from live power lines).

Where the operator of material handling equipment does not have a full view of the intended path, the requirements of section 56 of Regulation 851 apply (i.e., signaller or flag-man).

TRAINING

Workers required to apply these safety requirements shall receive training. All training will be documented.

REFERENCES

~~Regulation 851 – Industrial Establishments Occupational Health and Safety Act (Ontario) – Sections 45, 46, 47, 48, 56, and 60 and 48~~
~~Workwell Core Health and Safety Audit – Element 6.1 (d)~~

First Aid Requirements



Section Health and Safety Policies	Date December 17, 2019 March 19, 2012	Approved by By-law Number: 27-2012	Page 1	Of 2
Subsection First Aid Requirements	Supersedes By-law Number: 27-2012 105-2011	Policy Number: HS-42		

PURPOSE

Prompt and effective action can reduce the severity of an injury and can prevent minor injuries from becoming major injuries. Additionally it has been shown that workers who are trained in First Aid are less likely to get injured than workers who are not trained; if they do suffer an injury the injury is usually less severe; and the recovery from that injury is usually quicker. For these reasons the City of Kenora has adopted a First Aid Program that allows access to training for all workers who wish to be trained.

RESPONSIBILITY

The Health and Safety Program Coordinator is responsible for administering the First Aid Training Program.

The employer is responsible for providing the required first aid supplies and materials.

Division Leads ~~Supervisors~~ are responsible for ensuring that they have adequate numbers of first aid kits in their departments, that the kits are adequately stocked with the required supplies, and that the kits are inspected on a regular basis.

Workers are responsible for reporting first aid injuries to their supervisors and the supervisors are responsible for recording the reported injuries.

First Aid Requirements

POLICY NO.	PAGE	OF
HS-42	2	2

PROCEDURE

First aid kits will be available in all City of Kenora workplaces, including vehicles.

The first aid kits will be supplied with the required components based on the number of workers the kit is intended to supply.

First Aid training will be made available to all workers who wish to take it with the objective of having at least one person trained per shift. All workers who receive training will be expected to use their training in the event of an injury in the workplace. If there are no volunteers from a department it will be the Division Lead's supervisor's responsibility to assign individuals to attend the training to ensure that there is at least one person trained per shift.

First aid kits will be made available and readily accessible to all trained workers in a workplace.

All injuries requiring first aid will be recorded and the record will include the date of injury, the time of the injury, the name of the injured worker, the names of any witnesses, the nature of the injury, and the first aid that was given. This information will be recorded in a First Aid Log contained in each First Aid Kit.

The First Aid Certificates of all trained workers will be posted on the Health and Safety bulletin board in each department. In lieu of certificates a list of trained individuals as verified by the City's First Aid Instructor will be posted on the boards.

First Aid kits will be inspected on a monthly basis as part of the monthly workplace health and safety inspection. This inspection will be documented on the inspection report form.

First aid kits in vehicles will be inspected as part of the vehicle's pre-trip inspection. The operator of the vehicle will confirm this inspection by signing the vehicle inspection log book.

In workplaces where there are more than fifteen (15) and less than two hundred (200) workers a stretcher and two blankets will be maintained as part of the required first aid supplies for that workplace. The stretcher and blankets will be inspected and recorded as part of the monthly inspection.

If an injury requires more than first aid and it is necessary to transport the injured worker to medical attention the following principles will apply:

-for life threatening injuries the first aid provider will activate Emergency Medical Services;

-for non-life threatening injuries the supervisor will arrange for transport to medical help. This will be done using a City of Kenora vehicle when possible. If it is necessary to use a taxi service, another City of Kenora worker must accompany the injured worker;

First Aid Requirements

POLICY NO.	PAGE	OF
HS-42	3	2

Under no circumstances will the injured worker be allowed to drive themselves for medical help. A supervisor or coworker can take the injured worker in the injured worker's personal vehicle if it is more convenient for the injured worker; The injured worker will not be left alone at the health care provider until it is determined by the health care provider that it is safe to do so.

TRAINING

Workers participating in First Aid training courses will be made aware of the requirements of this policy.

~~Division Leads Supervisors~~ will be trained in the requirements of this policy.

Workplace inspectors will be trained in the requirements of this policy.

Vehicle operators will be trained in the requirements of this policy.

All training will be documented.

REFERENCES

Workplace Safety and Insurance Act – Regulation 1101

~~Workwell Core Health and Safety Audit – Element 7.1 (a) to (j)~~



December 3, 2019

City Council Committee Report

TO: Mayor and Council

FR: Hilary Smith, Human Resources Advisor

RE: NEW HR-2-16 Coffee Breaks Policy & Repeal of HR-2-02 Employee Assistance Program Policy

Recommendation:

That Council hereby approves a new #HR-2-16 Coffee Breaks Policy which forms part of the City of Kenora Comprehensive Policy Manual; and further

That Council hereby repeals Human Resources Policy #HR-2-02 Employee Assistance Policy, #HR-2-20 Emergency Due to an Influenza Pandemic, #HR-2-10 Smoking in the Workplace; and further

That bylaw number 130-2009 be hereby repealed; and further

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

Background:

The HRM Strategy contained a recommendation to review the City's Human Resource Policies and to incorporate them into the City Policy Manual. Policies HR-2-16 was updated to accurately reflect current practices and position titles.

Requesting to revoke HR-2-02 Employee Assistance Program Policy as information regarding the Employee Assistance Program is communicated during employee orientation, and contact information about specific services is available in HR and throughout City buildings.

All original policies are included as attachments for comparison purposes.

Budget: N/A

Risk Analysis: There are no perceived risks to this recommendation.

Communication Plan/Notice By-law Requirements: By-law required.

Strategic Plan or Other Guiding Documents: HRM Strategy

City of Kenora Employee Assistance Program



Section	Date	Resolution Number	Page	Of
Human Resources	October 24, 2005	8	1	2
Subsection	Repeals By-Law Number		Policy Number	
General			HR-2-2	

Purpose

To establish guidelines for assisting and dealing with employees who may have personal problems which contribute to unsatisfactory work performance.

To motivate and encourage employees to seek and accept assistance through the Employee Assistance Program.

To assess individual employee situations and with their co-operation develop a plan of action.

To assist employees in obtaining the services they require.

To co-ordinate and ensure follow-up on employees utilizing the Program.

Policy

The Corporation is concerned with the well being of its employees and is committed to assisting employees who may be experiencing difficulties in their personal lives which result in unsatisfactory work performance. The Corporation recognizes that many of these problems can be overcome and that successfully rehabilitated employees can return to satisfactory job performance and productivity levels.

Confidentiality

All referrals to the Employee Assistance Program will be held in strict confidence by the City of Kenora and the EAP Committee.

Discipline

The Employee Assistance Program is not a disciplinary process and will not be utilized as such.

City of Kenora Employee Assistance Program

Policy Number	Page	Of
HR-2-2	2	2

Sick Leave and Benefits

Time lost for treatment received under the Employee Assistance Program will be considered authorized leave without pay. However, the employee may use accumulated vacation credits, lieu time, and/or sick leave credits to cover the time spent in the program in accordance with the other City policies.

Employees may also apply for insured sick leave benefits.

Responsibility

The decision to accept a referral for assessment and to participate in a prescribed assistance program is the personal responsibility of the employee. Participation in the Employee Assistance Program is on a voluntary basis. This Program is not intended to be used as a disciplinary tool.

Referral

Each referral will be treated on an individual basis taking into consideration the employee's needs and wishes.

Monitor Work Performance

Managers and Supervisors must become familiar with the Employee Assistance Program and observe and refer employees who would likely benefit from the Program.

EAP Committee

The Employee Assistance Committee will be comprised of members as agreed upon by the Labour Management Committee and the Unions.

Self Referral

Any City of Kenora employee can seek assistance.

Other

A Supervisor may suggest that a particular employee be approached by a member of the EAP Committee for the purpose of offering assistance. The employee will then have the right to accept or reject the offer.

City of Kenora Rest Breaks Policy



Section	Date	By-Law Number	Page	Of
Human Resources	September 21, 2009	130-2009	1	2
Subsection	Repeals By-Law Number		Policy Number	
General			HR-2-16	

Purpose

Rest breaks are intended to provide time, free from work, to relax and refresh staff. Where applicable, rest breaks are given to provide a break from work in each half of the employee's regular work day, provided there are no adverse effects on customer service or business requirements.

Policy Statement

When rest breaks are provided it shall be on the basis of one (1) fifteen (15) minute break in the morning and one (1) fifteen (15) minute break in the afternoon. The exact times when these breaks will be taken will be determined by the Department Manager or Supervisor. Departments may wish to coordinate the timing of the rest breaks so that an adequate complement of staff is maintained in each department at all times. ~~For employees whose work hours are outside the normal hours of work (8:00 am to 4:30 pm) rest break times will be determined by the Department Manager.~~

Working through rest breaks or lunch breaks in order to shorten the work day; adding rest breaks to a lunch break; or splitting rest breaks into multiple, shorter breaks is not permitted. If an employee fails to take a rest break, the rest break is forfeited and rest breaks are non-cumulative. Under normal circumstances employees will take their rest breaks where they are working. With Supervisor approval an employee may leave the work site during the rest break provided the rest break does not exceed fifteen (15) minutes including any travel time.

~~Employees attending a course, meeting, or seminar may also take rest breaks, provided such breaks are planned and factored into the agenda.~~

When working on overtime or call-ins no rest break is provided other than what is required under the Employment Standards Act (ESA).

Guidelines

~~The success of this policy will depend upon the commitment of the Department Managers and Supervisors and the consistent enforcement of the policy in all City departments. All employees share in the responsibility for adhering to the policy. It is imperative that the CAO, Department Managers and Supervisors enforce the policy in a consistent and continuous manner. Any violation of the policy will be dealt with in accordance with the City's Progressive Disciplinary Policy.~~

Rest breaks are a privilege, not a right. The City will accommodate rest breaks as long as there is no abuse of the policy. Any violations of this policy will be dealt with in accordance with the City's Progressive Discipline Policy.

Rest Breaks Policy

Policy Number	Page	Of
HR-2-16	2	2

I have read and understand this policy

Signature

Date



November 27, 2019

City Council Committee Report

To: Mayor and Council

Fr: Heather Pihulak, Manager of Administration/City Clerk

Re: Kenora District Chamber of Commerce Request

Recommendation:

That partnerships with our business community are important to Council and the City of Kenora as businesses play a vital role in creating and building economic benefits to our entire community; and further

That each term Council appoints a member of Council to attend the Business Improvement Zone Board (BIZ) meetings to support and engage our downtown businesses in City programs and initiatives and understand the creative ideas of our business community as well as recognize successes of the businesses; and further

That to foster further business relationships with the City, Council hereby appoints a member and alternate member to attend the regular Kenora District Chamber of Commerce Board meetings.

Background:

Mayor Reynard received a request from the Manager of the Kenora & District Chamber of Commerce requesting a Council representative to attend monthly Board meetings. The KDCC Board would appreciate input, suggestions and monthly updates from City Council.

The KDCC board meetings are held the second Tuesday of the month (except July, August and December) at 5:00 pm in the KDCC Boardroom. February is the KDCC AGM and all KDCC board meetings are open to all KDCC members.

This report seeks the direction of Council on participation and appointment to the Board.

Budget: N/A

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

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



November 28, 2019

**City Council
Committee Report**

To: Mayor and Council

Fr: Todd Skene, Fire and Emergency Services Manager

**Re: Kenora Central Ambulance Communications Centre, Fire
Dispatching Services**

Recommendation:

That Council hereby authorizes the Mayor and Clerk to enter into a six (6) year agreement between the Corporation of the City of Kenora and Kenora Central Ambulance Communications Centre (CACC), Lake of the Woods District Hospital, effective January 1, 2020; and further

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

Background:

The Fire and Emergency Services Manager met with the Kenora Central Ambulance Communications Centre representatives to discuss updates and changes to the expiring Fire Dispatching Services Agreement. Previous negotiations with respect to the Memorandum of Agreement were held in 2010 with the establishment of a fire dispatching agreement that expired in 2014 and was subsequently extended to the end of 2019.

This agreement is an integral part to fire and emergency services operations and communications in the Kenora area. A fee per call was established in 2010 at \$40.00 per call and has been increased to \$50.00 per call for the period of the new agreement.

Other emergency dispatching options/companies have been explored in the past but in all cases outside services are considerably more expensive, require additional radio purchases and upgrades, and will take the service outside the City of Kenora. The Kenora area and northwestern Ontario are fortunate to have a local Ontario government run emergency/ambulance dispatching service that is highly trained, efficient and able make changes based on fire service needs. Kenora CACC delivers dispatching fees to all municipalities and unorganized area fire departments west of Thunder Bay.

Budget / Financial Implications:

Pending Approval, it is anticipated that, based on an average call volume of 480 to 520 emergency calls per year. Budgeting at an average call volume of 500 the \$10.00 fee increase per call will affect the annual operations dispatching budget by approximately \$5,000 per year and has been reflected in the 2020 Operational Budget.

Risk Analysis:

As per the City's ERM Policy. There is a high liability risk in having to go to tender to find outside sources to perform this operation and in not renewing this agreement. There is a minimal financial risk as the predicted fee increases are minor compared to switching

to other suppliers. There is a high operational risk based on having to solicit outside dispatching services and having a possible gap in dispatching services.

Communication Plan/Notice By-law Requirements:

By-law Number 026-2014 be withdrawn and replaced.

Strategic Plan or other Guiding Document:

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

Infrastructure, #2-1 The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems. Renewal of this agreement will ensure that the City maintains a strong volunteer firefighter contingent to perform and support fire and emergency services.

Customer Service, #2-3, The City will ensure prompt and immediate response times supported by resilient communications in the event of a system outage or other emergencies. Renewal of this agreement will ensure that the City has a reliable volunteer group, shorten response times and can support emergency services efforts and safety when required.



November 26, 2019

City Council Committee Report

TO: Mayor and Council

**FR: Jeff Hawley, Operations and Infrastructure Manager
Mukesh Pokharel, Environmental Division Lead**

RE: City of Kenora and City of Dryden Recycle Haulage Agreement

Recommendation:

That Council hereby authorizes the Mayor and Clerk to enter into an extended five (5) year agreement between the Corporation of the City of Kenora and the City of Dryden, effective January 1, 2020 and ending December 31, 2024; and further

That effective January 1, 2020, the adjusted rate for haulage of recyclable material from the Corporation of the City of Dryden be \$1,275.00 per trip, plus HST to include all regularly scheduled maintenance costs for the equipment in service; and further

That By-Law 17-2015, being a by-law to authorize the execution of a contract between the Corporation of the City of Kenora and the Corporation of the City of Dryden, be hereby repealed; and further

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

Background:

The City of Kenora and the City of Dryden have an existing Agreement which contracts the City of Kenora to haul the City of Dryden's recyclable materials to Winnipeg on their behalf. This current Agreement is set to expire at the end of this year on December 31, 2019. Both Cities have met to discuss continuing this Agreement for an additional five (5) years, based on the intent that the Agreement will be terminated automatically when PRO takes over recycling operations.

Attached is a proposed agreement for the additional five (5) years, which will be signed by the Corporation of the City of Dryden, as well as the Corporation of the City of Kenora, and includes an increase in the rate for hauling recycle materials from \$1,125.00 per trip, plus HST to \$1,275.00 per trip, plus HST.

It is recommended that Council endorse the agreement, for an additional five (5) year term effective January 1, 2020 and ending December 31, 2024, which includes Party agreement that the intent is to negotiate an extension of the Agreement at the end of the term for an additional term as agreed.

Budget: 2020-2024 Environmental Operation Budget.

Risk Analysis: As per the requirements of the City's ERM Policy, there would be a minor environmental risk if this recommendation is not pursued. By Council accepting this recommendation, the City is optimizing waste diversion and mitigating the risk of this waste ending up in the landfill.

Communication Plan/Notice By-law Requirements:

By-law Required.

Distribution: J. Hawley, M. Pokharel, H. Pihulak, & C. Hawkins (City of Dryden).

Strategic Plan or Other Guiding Document:

Goals and Corporate Actions: Foundations

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



November 20, 2019

City Council Committee Report

To: Mayor and Council

Fr: Jeff Hawley, Operations & Infrastructure Manager

Re: Traffic Amendment No Parking Zone– Fourth Avenue South

Recommendation:

That Council authorizes an amendment to the City of Kenora Traffic Regulation By-law Number 180-2015 to include changes to Schedule “F” – No Parking –Seasonal Basis, for Fourth Avenue South, for 145 meters south of Eighth Street South, southerly for 45 meters on the east side; and further

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

Background Information:

In response to a resident’s concern that parking on this section of road, during the winter, creates hazardous and unsafe conditions for residents entering and exiting their driveways, the City of Kenora Roads Division conducted a site inspection to assess the concern. Based on this inspection, it is recommended that an amendment be made to Schedule F of By-law No. 180-2015.

It is recommended that Schedule “F” No Parking – Seasonal Basis, to Traffic Regulation By-law No. 180-2015, be amended to add restrictions along the east side of Fourth Avenue South for 145 meters south of Eighth Street South, southerly for 45 meters, as follows: -

Schedule “F”

No Parking – Seasonal Basis

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>	<u>Column 4</u>
STREET/HIGHWAY	LOCATION	SIDE	TIME
Add: Fourth Avenue South	From 145 m south of Eighth Street South, southerly for 45 m	East	Between November 1 st and March 31 st of any given year

Budget: N/A

Risk Analysis: There is a low operational risk involved with not pursuing the recommendation to amend the parking zone in this area. It is the City’s intention to create an accessible lifestyle for its citizens and this will be managed through routine By-law enforcement.

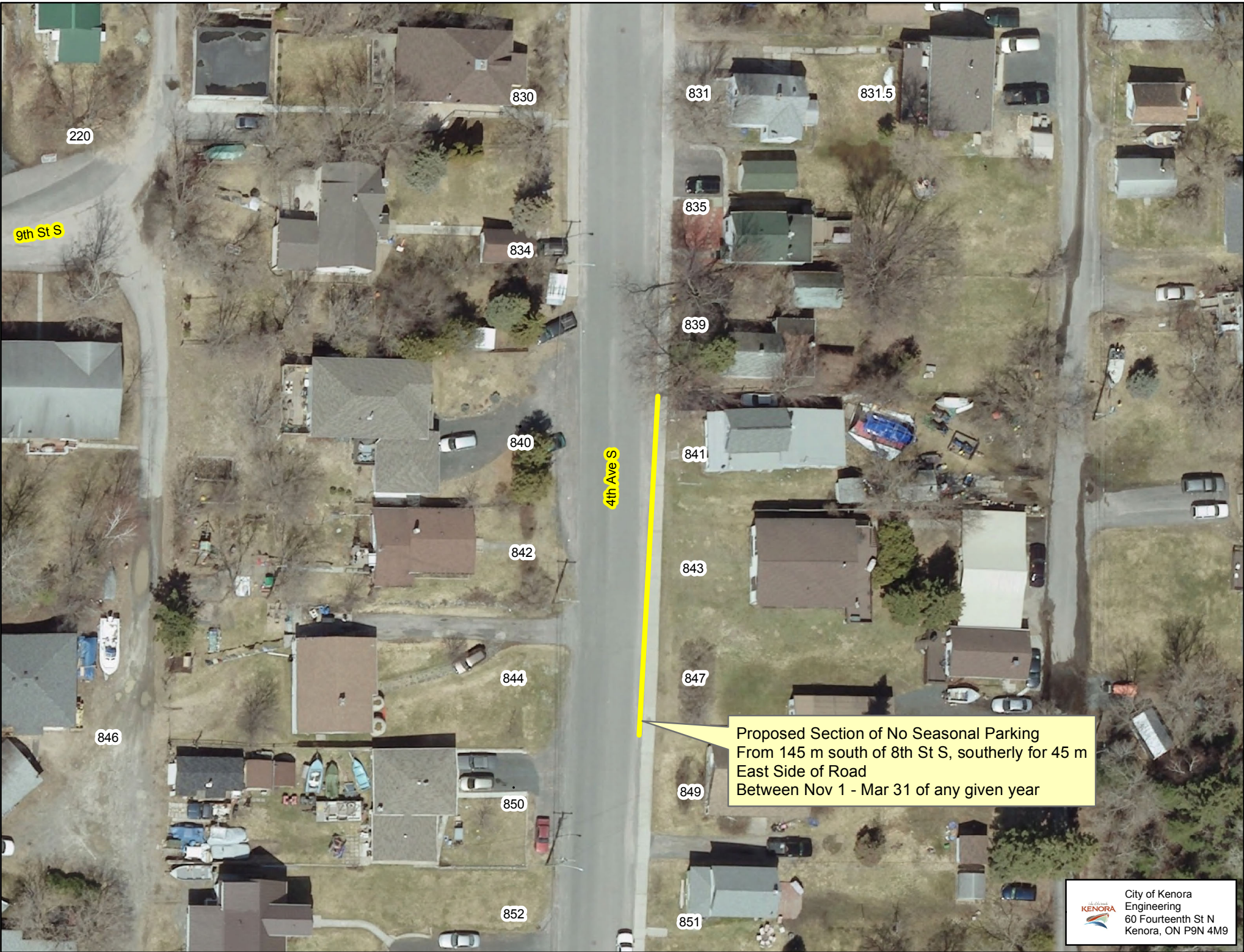
Communication Plan/Notice By-law Requirements:

Resolution and By-law required. J. Hawley, M. Vogrig, R. Wilcott, T. Garbachewski, H. Pihulak, H. Lajeunesse, By-law Enforcement.

Strategic Plan or other Guiding Document:

Goal #2: Strengthen Our Foundations

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



9th St S

4th Ave S

Proposed Section of No Seasonal Parking
From 145 m south of 8th St S, southerly for 45 m
East Side of Road
Between Nov 1 - Mar 31 of any given year



November 26, 2019

City Council Committee Report

To: Mayor and Council

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

**Re: Emergency Sewer and Water Purchase for replacement /
retrofitting of existing OmniSite Radios to Mission 123 MyDro Radios**

Recommendation:

That Council hereby approves a re-allocation of \$285,000.00 (plus applicable taxes) to be funded through the sewer and water reserves for completing an emergency replacement of existing OmniSite Radios at the City's fifty-eight (58) different locations, including the Water Treatment Plant, Wastewater Treatment Plant, Water Booster Stations, and Sewage Pumping Stations; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2019 Capital Budget at its December 17th, 2019 meeting for this purpose; and further

That Council give three readings to a by-law to amend the 2019 capital budget for this purpose.

Background:

As per the requirement under O. Reg. 170/03 Schedule 6 for drinking water, and other MECP regulations and guidelines on wastewater, the City's Water Treatment Plant, Water Booster Stations, Wastewater Treatment Plant, and the majority of the Sewage Lift (pumping) Stations are equipped with remote monitoring alarm systems. These devices provide real time alarm notification and data logging using the local cellular network. This system automatically logs status changes in the operation of the systems at the above locations, triggering an alarm, which sends real time alerts to designated City cell phones, carried by standby/callout staff, for immediate acknowledgement and response. For many years, this service has been provided to the City by OmniSite, with an annual renewal at the beginning of every year.

On November 6, 2019, OmniSite notified the City of Kenora, that effective January 19th, 2020, their service in Canada will be discontinued and all OmniSite devices will cease to work.

This will immediately affect the City's ability to properly monitor the fifty-eight (58) different water and wastewater locations mentioned above.

In consideration of the short time available to us, and as recommended by OmniSite, an alternate service provider of monitoring systems, Mission Communication Canada, was contacted by the City of Kenora Water and Wastewater Division.

Mission Communication Canada has assured the City that the existing OmniSite Radios can be replaced prior to January 19, 2020.

To avoid any regulatory non-compliance issue(s), to protect the safety of residents, and to eliminate potential environmental hazards stemming from non-alarmed sewage pumping stations, replacement and retrofit work on OmniSite units will begin as soon as possible.

As the Water and Wastewater Division 2019 Capital Budget does not have the necessary resources to accommodate this unexpected and urgent work, the Division is therefore recommending an emergency re-allocation of \$285,000.00 (plus applicable taxes) to be funded through the Sewer and Water Reserves to cover the costs of the necessary equipment and installation.

Budget:

\$285,000.00 (plus applicable taxes) will be re-allocated from Sewer and Water Reserves into the 2019 Sewer and Water Capital Budget.

Risk Analysis:

There are multiple major to potentially extreme risks with not pursuing this recommendation, and as such Senior Management and Council have already been made aware of this situation. The financial impact aside, there are regulatory risks, as well as public and environmental health risks at stake if this system is not converted prior to the old system becoming obsolete. By Council accepting this recommendation, the City can proceed with ensuring all systems are equipped with proper alarms that will alert staff of any potential malfunctions, spills, overflows, or failures, allowing staff to address these potential before they become extreme hazards.

Communication Plan/Notice By-law Requirements:

Resolution required.

Distribution: J. Hawley, B. Paudel, C. Edie, WTP, WWTP

Strategic Plan or Other Guiding Document:

Goal #2 Strengthen Our Foundations

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



December 3, 2019

City Council Committee Report

To: Mayor and Council

Fr: Stace Gander, Community Services Manager

Re: Kenora Harvest - Collective Urban Micro Farm – 2019 Review

Recommendation:

That Council hereby approves an extension of Harvest Kenora's agreement to operate the Collective Urban Micro Farm in Millennial Park in Keewatin located on Superior Street; and further

That Kenora Harvest be able to expand its existing garden footprint to allow for the expansion of its gardening activity including the erection of some small structures; and further

That should the decision be determined not to proceed in subsequent years, Harvest Kenora will be required to level all growing beds and apply grass seed in order for the park to be restored to its previous condition.

Background:

In May 2019, City staff brought forward a report to Council recommending that Kenora Harvest be able to develop and operate a Collective Urban Micro Farm. Council approved that recommendation.

In November 2019, City staff met with members of Kenora Harvest to review the program's success. In short, the program boasts a total harvest weight of 324 kg across 27 crops in the harvest.

Given the farms success, Kenora Harvest is wanting to expand its operation. That expansion is dependent on the level of funding it is able to attract from local business and the community.

Kenora Harvest has developed three expansion scenarios based on funding. The plans included a rainwater catchment device, small shed for gardening tools, compost structure and composting toilet. Please see the illustration in the attachment.

Budget:

There is no impact to budget for this projects. All costs will be the responsibility of Harvest Kenora.

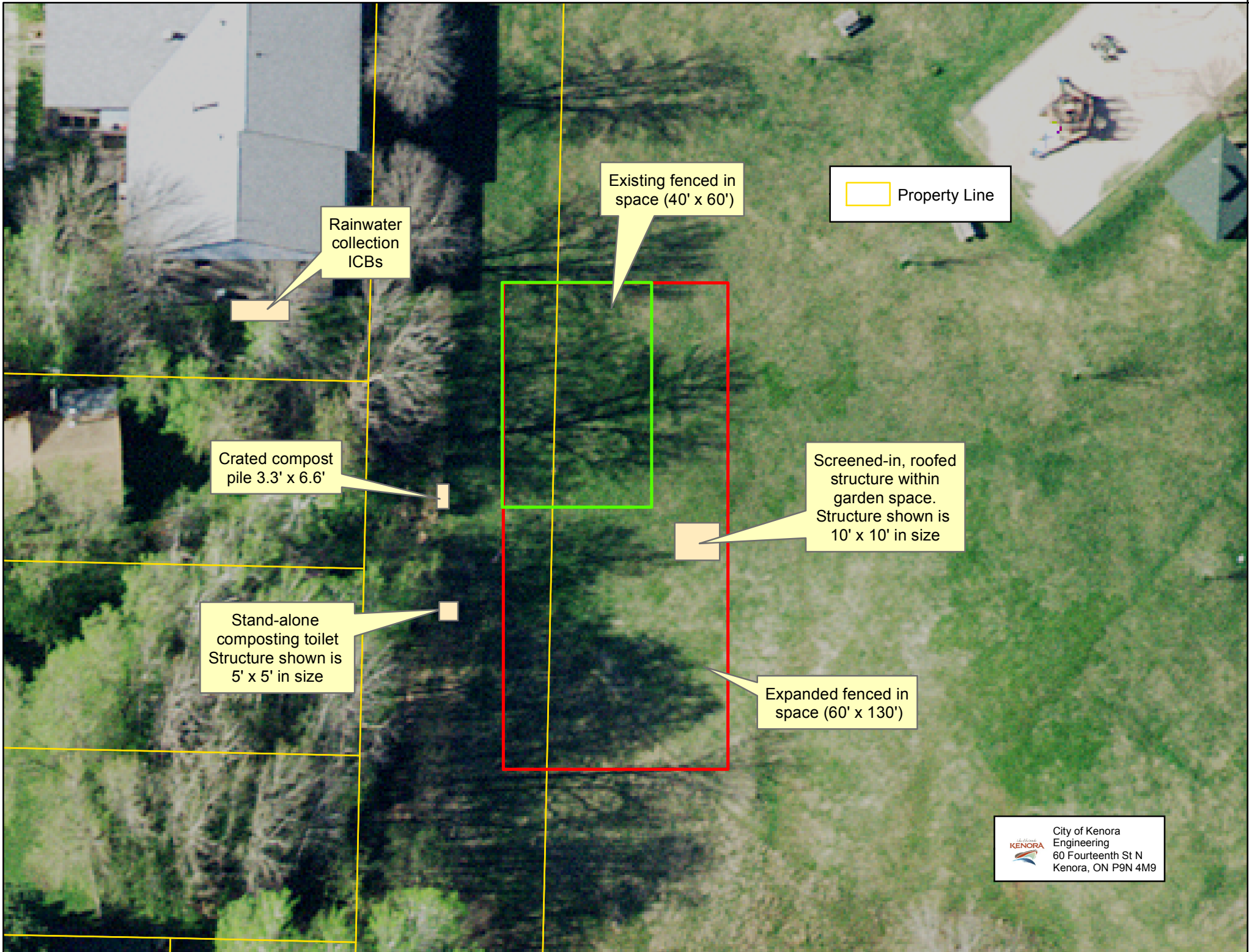
Risk Analysis: Risk for this project is considered to be low and insignificant.

Communication Plan/Notice By-law Requirements: Kenora Harvest will canvas neighbors as was done in the past.

Strategic Plan or other Guiding Document:

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

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



Rainwater collection ICBs

Existing fenced in space (40' x 60')

Property Line

Crated compost pile 3.3' x 6.6'

Screened-in, roofed structure within garden space. Structure shown is 10' x 10' in size

Stand-alone composting toilet Structure shown is 5' x 5' in size

Expanded fenced in space (60' x 130')



December 2, 2019

City Council Committee Report

To: Mayor and Council

**Fr: Adam Smith, Manager of Development Services
Megan Dokuchie, Economic Development Officer**

Re: 2019 Harbourfront Business Development Plan

Recommendation:

That Council of the City of Kenora adopt the 2019 Harbourfront Business Development Plan, as presented and prepared by HTFC Planning and Design.

Background:

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

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

As a component of the discussion and during review of the proposed designs, Council expressed interest in developing a plan for the entire Harbourfront from the South Parking Lot to Husky the Muskie that would examine an area beyond the scope of the intersection. This planning project would align with capital work previously completed as a part of the Downtown Revitalization Phase II completed in 2009-2011. Alongside these considerations, the purchase of the property adjacent to the Kenora Shoppers Mall could allow for the City of Kenora to examine the opportunity to remove some parking in the south Harbourfront lot as an element of potential redevelopment. Further, there were recognized opportunities related to the expansion of the existing Matiowski Farmers Market and potential commercialization for the private sector.

Council approved the submission of funding applications for this project to the Northern Ontario Heritage Fund Corporation and FedNor in November 2017. Funding support for the planning project was received from both levels of government in 2018. The City of Kenora engaged HTFC Planning and Design to undertake the project.

The scope of work included:

- Development of conceptual Harbourfront designs through internal and external stakeholder engagement to establish opportunities for business development;
- Examination of current parking inventory and analysis to determine capacity to remove Harbourfront parking;
- Review of the public realm to develop recommendations for streetscape improvements;

- Identification of strategic investments in improvements to the public realm and pedestrian connections;
- Provision of designs and visuals to illustrate identified improvements;
- Indication of opportunities for expansion of the Mاتيowski Farmers' Market;
- Demonstration of linkages to the 2015-2020 City of Kenora Strategic Plan, 2015 Official Plan and previous work completed through the Downtown Revitalization Phase II from 2009-2011;
- Consideration of implications to Official Plan and Zoning By-law in terms of commercial development opportunities;
- Consideration to maintain and/or enhance boater access to Lake of the Woods and protect the integrity of the lake as a natural resource;
- Identification of implementation costs for future capital phases.

Initial work on the plan began in August 2018. The project was led by a Steering Committee comprised of local business owners, property owners, City staff, Council, and partner organizations. The engagement process included two broader based workshops attended by local business and property owners and representatives from a variety of organizations. There were further discussions and smaller workshops hosted with local Indigenous organizations as well as neighbouring Indigenous communities. The City of Kenora and HTFC Planning and Design hosted an open house to present the draft plan on November 5th. This event was advertised to the public through social media, radio, newspaper, email and the Communications department. This was an opportunity for the public to learn about the project, provide comments and make changes to the draft plan.

Participants in the process identified nine goals that have provided a framework for the plan - four season destination development; connectivity; sustainability; embracing Anishinaabe and Metis culture; safety and security; opportunities for business; inclusivity; programming and a place for learning. In addition, a parking study for the Harbourtown Centre and a market analysis were conducted as components of the overall project and the findings of this research are included in the final strategy.

The 2019 Harbourfront Business Development Plan identifies a balance of public amenity improvements and commercial development opportunities. The plan includes renderings, high level cost estimates, potential phases for implementation and considerations for amendments to the Zoning By-law and Official Plan.

Budget: Total budget for the plan was \$100,000. The City of Kenora \$33,334 contribution was approved through the capital budget process. Project assistance was received from both the Northern Ontario Heritage Fund Corporation and FedNor and estimated at 66.66 percent of total cost. Costs for implementation phases are estimated at \$19.8 million for all zones with individual project elements identified separately. This total does not include capital work related to the intersection of Water Street, Bernier Drive and Second Street South, however, it is noted in the report. Funding support for future implementation will be pursued through private-public partnerships, senior levels of government and potential allocation of the Municipal Accommodation Tax revenues.

Risk Analysis: There is a high risk tied to partnerships in adopting the plan. However, this risk is deemed to be an opportunity to strengthen relationships with the private sector through joint-financing and Indigenous communities through the inclusion of cultural elements as part of the Plan. While there is a critical financial risk in implementation of the plan due to the level of investment, this is mitigated by such partnerships which also include other levels of government.

Communication Plan/Notice By-law Requirements: Resolution required.

Strategic Plan or other Guiding Document:

- 1-1 The City will provide clear and decisive leadership on all matters of economic growth in Kenora and the surrounding district;
- 2-1 The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems;
- 2-4 The City will act as the catalyst for continuous improvements to the public realm.