City of Kenora
Committee of the Whole Agenda
Wednesday, June 14, 2023
9:00 a.m.
City Hall Council Chambers
Live Stream Link: https://kenora.civicweb.net/Portal/

A. Public Information Notices
As required under Notice By-law #160-2022, the public is advised of Council's intention to adopt the following at its June 21, 2023 meeting:-

- Budget amendment in the amount of up to $120,000 plus taxes to be funded through the Future Land Development Reserve to fund an access road on 9th St N
- Adopt a Development Contribution Bylaw which will enable the municipality to enter into agreements for private sector projects, that can clearly demonstrate public benefit in the interest of the municipality

Land Acknowledgement
Councillor Koch

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 May 10, 2023 and Special Committee of the Whole meetings held May 25, 2023 be confirmed as written and filed.

D. Deputations/Presentations
- Jack Dawson, Kenora Islanders Jr A Hockey Club
- Northwest Business Centre Presentation
- Risk Table Presentation
- NWHU Presentation – Thomas Nabb, Part 8 of the Building Code
- Customer Service Presentation, Kelly Galbraith

E. Reports:

1. Corporate Services / Finance / Human Resources
Item Subject

1.1. **Council Committee Work Updates**

1.2. **2023 Financial Status and Forecast Report** (@March 31, 2023)

1.3. **Customer Service Standards Policy**

1.4. **Corporate Complaints Policy**

1.5. **Parking Lots & Structures Bylaw Amendments (2023 Summer Season)**

1.6. **Receive Communication Audit Report**

2. Fire & Emergency Services
Item Subject

No Reports

3. Engineering & Infrastructure
Item Subject

No Reports

4. Recreation & Culture
Item Subject

4.1 **Muse Policy Additions (Community, Conservation, Interpretation & Education, Investment & Reserve Fund)**

5. Planning & Building Services
Item Subject

5.1 **Budget Amendment – 9th Street North Development Road Access**

5.2 **Development Contribution Bylaw**

6. Economic Growth & Tourism
Item Subject

6.1 **Application to NOHFC Investment Attraction Plan**

Other:
12:00 p.m. - Public Statutory Meeting – Planning Applications (D14-23-04)

Next Meeting
- Wednesday, July 12, 2023

Motion - Adjourn to Closed Meeting:

Pursuant to Section 239 of the Municipal Act, 2001, as amended, authorization will be provided for Committee to move into a Closed Session to discuss items pertaining to the following: -
    i)   Education & Training Members of Council (2 matters - Mayor and Economic Development update)
    ii)   A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization (2 matters – Development request & request for support from another municipality)
    iii)   Personal Matters about an Identifiable Individual (1 matter - Kenora Crime Prevention & Community Well-Being Advisory Committee Appointments)
    iv)   Labour Relations (1 matter - Staffing)
    v)   Disposition of Land (1 matter-City project)

Adjournment.

June 7, 2023

City Council
Committee Report

To:　　　**Kyle Attanasio, CAO**

Fr:　　　**Ryan Marsh, Director of Finance**

Subject:　Financial Status and Forecast Report as of March 31, 2023

Recommendation:
That Council hereby accepts the Financial Status and Forecast Report as of March 31, 2023, as information.

Background:
The Operating report presents actual as of March 31, 2023 with year-end forecasts against the adopted budget. Capital report provides a listing of the capital projects, adopted budgets, and the actual expenditures incurred to date June 6, 2023.

Departments have allocated revenues and expenses on a monthly basis established by current in year knowledge coupled with historical spending patterns. Programs such as winter control have a seasonal pattern and others may be cyclical or occur evenly throughout the year. The forecast is an estimate at a point in time and relies on current assumptions, as actual experience is accumulated an improved financial position can be established.

The process of quarterly reporting provides visibility to areas of financial concern or pressures and allows Administration to mitigate and find appropriate solutions. This reporting framework supports managers in viewing their current financials with the ability to track and forecast to the end of the year. The two-way flow of information will assist in analysis and decision making.

Highlights:
As of March 31, 2023, it is anticipated that the forecast surplus is $757,788 for the Net Tax Levy supported budget. The self-supported Utilities, Water & Wastewater and Solid Waste, forecasted surplus/(deficit) is ($87,645) and $330,355 respectively, see Appendix 1.

Strategic Plan or other Guiding Document:
Charting Our Course 2027 – Strategic Plan
Corporate Values

Risk Analysis: There is a low risk associated with this report. Periodic monitoring and forecasting mitigate uncertainty and promotes efficient use of resources.

Appendix 1 – Operating Financial Status and Forecast with Variance Explanation

Appendix 2 – Capital Work In-Progress

City of Kenora Financial Status Report and Forecast

Actual for the three month period ending March 31, 2023

forecasted for the year ending December 31, 2023

	Annual 2023 Budget	Q1 Actuals	Full Year Forecast	Spending Variance surplus / (deficit) $	%
Net Tax Levy Supported					
Corporate	(6,594,876)	(1,176,143)	(6,612,080)	17,204	-0.26%
General Government	3,894,009	823,806	3,641,403	252,606	6.49%
Protection	3,854,021	762,471	3,861,154	(7,133)	-0.19%
Transportation	9,105,037	1,412,666	8,915,231	189,806	2.08%
Recycling	273,281	99,573	(12,090)	285,371	104.42%
Cemetery	195,220	10,555	203,403	(8,183)	-4.19%
Recreation and Culture	5,622,421	1,012,762	5,668,421	(46,000)	-0.82%
Planning and Development	1,906,610	245,978	1,832,493	74,117	3.89%
External	11,823,514	4,288,883	11,823,514	0	0.00%
NTL Supported Forecast Total	**30,079,237**	**7,480,551**	**29,321,449**	**757,788**	**2.52%**

	Annual 2023 Budget	Q1 Actuals	Full Year Forecast	Spending Variance surplus / (deficit) $	%
Utility *(Self Supported)*					
Water and Wastewater	(3,413,457)	(650,697)	(3,325,812)	(87,645)	**2.57%**
Solid Waste	(744,059)	(534,760)	(1,074,414)	330,355	**-44.40%**
Utility Forecast Total	**(4,157,516)**	**(1,185,457)**	**(4,400,226)**	**242,710**	**-5.84%**

City of Kenora Budget Variance from the March 31, 2023 Forecast

By Function

Net Tax Levy Supported

Corporate's favourable variance is related to sponsorship naming rights of City facilities offset with sponsorship commission expenses.	17,204
General Government's favourable variance is due to lower salary and benefits expense from vacant positions.	252,606
Transportation's favourable variance is primarily due to lower salary and benefits expense from vacant positions offset with higher winter control cost for salt and sand prices and increased Fleet costs due to major unplanned vehicle repairs.	189,806
Recycling favourable variance is as a result of the contract with Circular Materials.	285,371
Recreation and Culture's variance is due to a forecasted shortfall in the parking revenue budget and increase facility cleaning costs.	(46,000)
Planning and Development's favourable variance is a result of lower salary and benefits expense from vacant positions.	74,117

Utility *(Self Supported)*

Water and Wastewater's variance is from increased chemical costs and increased haulage of biosolids from the sewage treatment plant to the landfill offset by lower salary and benefits expense from vacant positions.	(87,645)
Solid Waste's favourable variance is a result of an atypical amount of waste received resulting in increased tipping fee revenue.	330,355

Capital Projects

As of June 6th

Project ID	Project Name	Adopted Budget	Total Actual	Budget Remaining	Schedule Status
125-001-22	Air Exchanger City Hall - 2022	$47,340	$550	$46,790	On Schedule
125-001-23	Air Exchanger City Hall - 2023	$60,000	-	$60,000	On Schedule
134-001-23	Network Upgrades	$17,000	-	$17,000	On Schedule
152-001-23	Keewatin Medical Centre Roof	$40,000	-	$40,000	On Schedule
General Government Total		**$164,340**	**$550**	**$163,790**	
211-001-23	Scott SCBA Replacement	$95,000	-	$95,000	On Schedule
Protection Total		**$95,000**	**-**	**$95,000**	
312-001-23	Keewatin Channel	$50,000	-	$50,000	On Schedule
313-001-23	Arterial Roads Resurfacing	$1,360,000	-	$1,360,000	On Schedule
313-002-23	CP Rail 16th Ave North	$250,000	-	$250,000	On Schedule
313-003-22	Municipal Paving Program-2022	$50,000	$3,032	$46,968	On Schedule
313-003-23	Municipal Paving Program-2023	$1,600,000	-	$1,600,000	On Schedule
313-004-22	Municipal Lane Paving - 2022	$50,000	-	$50,000	On Schedule
313-004-23	Municipal Lane Paving - 2023	$5,000	-	$5,000	On Schedule
313-005-22	Railway Street Phase 3 - 2022	$440,000	$62,933	$377,067	On Schedule
313-005-23	Railway Street Phase 3 - 2023	$1,965,495	-	$1,965,495	On Schedule
314-001-23	Surface Treatment Roads	$272,250	-	$272,250	On Schedule
314-002-23	Essex Road Grade Rise	$68,000	-	$68,000	On Schedule
315-001-23	Loosetop Ditching Culvert	$250,000	-	$250,000	On Schedule
315-002-23	Coker Road Geotechnical	$57,000	-	$57,000	On Schedule
381-001-23	Dock Upgrade	$560,000	$9,158	$550,842	On Schedule
390-001-22	Office Renovation & Exp - 2022	$95,000	-	$95,000	On Schedule
390-001-23	Office Renovation & Exp - 2023	$862,000	$54,922	$807,078	On Schedule
392-001-21	Fleet - Light Vehicles - 2021	$59,900	$59,905	($5)	On Schedule
392-001-22	Fleet - Light Vehicles - 2022	$75,300	-	$75,300	On Schedule
392-001-23	Fleet - Light Vehicles - 2023	$141,700	-	$141,700	On Schedule
392-002-22	Fleet - Heavy Vehicle - 2022	$270,000	-	$270,000	On Schedule
392-002-23	Fleet - Heavy Vehicles - 2023	$288,000	-	$288,000	On Schedule
392-003-21	Fleet - Equipment - 2021	$34,283	-	$34,283	On Schedule
392-003-22	Fleet - Equipment - 2022	$685,415	$34,886	$542,114	On Schedule
392-003-23	Fleet - Equipment - 2023	$460,000	$254,380	$205,620	On Schedule
Transportation Total		**$9,949,343**	**$479,216**	**$9,361,712**	
421-001-23	Storm Sewers	$200,000	-	$200,000	On Schedule
421-002-23	Gould Road Culvert Replacement	$300,000	-	$300,000	On Schedule
Environment Total		**$500,000**	**-**	**$500,000**	
571-001-22	Two Columbariums-2022	$150,000	$39,680	$110,320	On Schedule
Cemetery Total		**$150,000**	**$39,680**	**$110,320**	
711-002-22	Central Community Club	$671,143	$131,932	$539,211	On Schedule
711-005-23	Picnic Table and Benches	$30,000	$14,877	$15,123	On Schedule
711-006-22	Parks Washroom Retrofits 2022	$10,000	-	$10,000	On Schedule
711-006-23	Parks Washroom Retrofits 2023	$476,666	-	$476,666	On Schedule
713-001-22	Anicinabe Park Boat Launch	$15,500	-	$15,500	On Schedule
715-001-22	Norman Park Playground 2022	$106,447	-	$106,447	On Schedule
715-001-23	Norman Park Playground 2023	$662,247	-	$662,247	On Schedule
715-002-23	Norman Park Parking Lot	$30,000	-	$30,000	Paused
717-001-23	Baseball Field Upgrades	$785,000	$7,505	$777,495	On Schedule
730-001-23	KRC Complex Projects	$504,000	-	$504,000	On Schedule
730-002-23	KRC Complex Boiler Study	$15,000	-	$15,000	On Schedule
732-001-23	KRC Thistle Arena	$1,800,000	$16,282	$1,783,718	2024 Construction
733-001-22	MSFC Pool Projects 2022	$75,000	-	$75,000	On Schedule
735-001-22	KRC Enhancements 2022	$1,565,510	-	$1,565,510	On Schedule
735-001-23	KRC Enhancements 2023	$17,000	$18,558	($1,558)	On Schedule
735-002-23	KRC Retaining Wall	$45,000	-	$45,000	On Schedule
735-003-23	KRC Asphalt	$500,000	-	$500,000	On Schedule
736-001-23	KMA Upgrades	$595,000	$33,326	$561,674	On Schedule
738-001-23	JM Arena Lighting	$30,000	-	$30,000	Paused
741-001-22	Fitness Centre Equipment 2022	$190,000	$193,344	($3,344)	On Schedule
741-001-23	Fitness Centre Equipment 2023	$60,000	$60,663	($663)	On Schedule
Recreation & Culture Total		**$8,183,513**	**$476,488**	**$7,707,025**	

Capital Project

As of June 6th

Project ID	Project Name	Adopted Budget	Total Actual	Budget Remaining	Schedule Status
771-001-23	Library Window Replacement	$50,000	-	$50,000	On Schedule
781-001-23	Museum Projects	$470,000	$2,748	$467,252	On Schedule
783-001-23	Arts Centre	$10,000	-	$10,000	On Schedule
Library & Museum Total		**$530,000**	**$2,748**	**$527,252**	
825-001-23	Abitibi Mill Site Development	$1,600,000	-	$1,600,000	On Schedule
832-001-23	Whitecap Pavilion	$29,500	$13,738	$15,762	On Schedule
832-002-23	Thistle Pavilion Stairs	$10,000	-	$10,000	On Schedule
851-001-22	Chipman Lot - Pocket Park 2022	$106,969	$59,331	$47,638	On Schedule
851-002-22	Harbourfront Redevelopmnt 2022	$793,753	$2,170	$791,583	Cancelled
851-003-22	Harbourfront Develop Plan 2022	$300,000	$331,012	($31,012)	On Schedule
Planning & Development Total		**$2,840,222**	**$406,251**	**$2,433,971**	
411-001-22	WW Collection Program 2022	$80,000	$1,516	$78,484	On Schedule
411-001-23	WW Collection Program 2023	$1,100,000	-	$1,100,000	On Schedule
411-002-22	Replace Forcemain Sewer 2022	$135,000	-	$135,000	On Schedule
411-002-23	Replace Forcemain Sewer 2023	$365,000	-	$365,000	On Schedule
412-001-22	Roof Replacement 2022	$53,731	$2,035	$51,696	On Schedule
412-001-23	Roof Replacement 2023	$80,000	-	$80,000	On Schedule
412-002-23	Replace WW Pumps	$75,000	-	$75,000	On Schedule
412-003-22	Delta to Wye Conversion 2022	$50,000	-	$50,000	On Schedule
412-004-23	Lift Station Upgrades	$87,000	-	$87,000	2024 Installation
413-001-23	STP - Building Renovation	$100,000	-	$100,000	On Schedule
413-002-23	STP - Replace MCC Panel	$100,000	-	$100,000	On Schedule
413-003-23	STP - North Screw Pump	$75,000	$12,918	$62,082	On Schedule
413-004-23	STP - Clarifier Fall Arrest	$40,000	-	$40,000	On Schedule
414-001-22	Fleet - S&W Vehicles - 2022	$122,000	-	$122,000	On Schedule
414-001-23	Fleet - S&W Vehicles - 2023	$241,000	-	$241,000	On Schedule
431-001-22	Watermain Program 2022	$220,000	-	$220,000	On Schedule
431-001-23	Watermain Program 2023	$880,000	-	$880,000	On Schedule
431-002-23	Coney Island Water Main	$50,000	$2,687	$47,313	On Schedule
432-001-23	Standpipes Paint Maintenance	$100,000	-	$100,000	Paused
433-001-22	WTP - Roof and Window Repairs	$40,000	-	$40,000	On Schedule
433-002-23	WTP - Pump Replacement	$200,000	-	$200,000	On Schedule
Water & Wastewater Total		**$4,193,731**	**$19,156**	**$4,174,575**	
450-001-23	Peripheral Road - Phase 2	$800,000	-	$800,000	On Schedule
453-001-22	Fleet - SW Vehicles 2022	$275,000	-	$275,000	On Schedule
453-001-23	Fleet - SW Vehicles 2023	$360,000	-	$360,000	On Schedule
Solid Waste Total		**$1,435,000**	**-**	**$1,435,000**	

March 2, 2023

City Council
Committee Report

To: Kyle Attanasio, CAO

Fr: Kelly Galbraith, Manager of Customer Services

Re: Customer Service Standards Policy #AF---

Recommendation:
That Council hereby adopts the amended Customer Service Standards Policy #HR-2-23; and further

That policy #AF-- form part of the City of Kenora's Comprehensive Policy Manual; and further

That three readings be given to a bylaw for this purpose; and further

That by-law 126-2012 be hereby repealed.

Background:
One of the five pillars in the City of Kenora's Strategic Plan is Service Delivery and Organizational Capacity. We are focused to provide exceptional service and invest in our staff. The City of Kenora strives to provide our residents, businesses, and broader community with exceptional service that maximizes the resources provided to us by our ratepayers. We will continuously improve the capability and capacity of our administration to deliver efficient and effective services by investing in our staff and seeking honest feedback from our "customers" and the broader community. One of the goals in the Strategic Plan includes the modernization of City service provision to improve customer experiences.

Over the past few years the City of Kenora has implemented PSD CityWide. The PSD CityWide Maintenance Manager program allows for the Customer Service Team to log and track customer's request for service. The tool also allows staff to access and manage service requests across municipal operations. In the next few weeks the City will be launching the Citizen Request Portal which will allow residents to log their own requests for service which are automatically directed to the required department through the City's website www.kenora.ca. It is important to note that service requests are different from customer complaints. A request for service is made on behalf of a citizen for a specific service or service need, or to notify the municipality that a scheduled service was not provided on time. Customer complaints will be handled through the Corporate Complaints Policy, also being considered by Council today.

The City is committed to policies that reflect accountability through focus on a high level of customer service. The purpose of the amended Customer Service Standards Policy is to provide clearly defined standards for the communication of information to all customers by City employees. The goal is for all employees to assist customers in a timely, accurate, professional, competent, courteous and consistent manner. The standards included in this policy will strengthen the consistent expectations of staff, and what the public can expect from staff when they are making contact with the City.

Some of the new additions to the policy include standardization of telephone greetings, voicemail greetings, email signatures and out of office responces. The revisions also provide guidelines for response times to customer inquiries for regular business hours and shift work employees.

Budget: N/A

Risk Analysis: There is a low risk associated with this report. While the City already has an existing policy, this amendment increases the clarity in expectations and process for handling customer requests.

Communication Plan/Notice By-law Requirements: By-law required.   Internal training and communication to all staff.

Strategic Plan or other Guiding Document:
Charting Our Course 2027 – Strategic Plan
Corporate Values

Customer Service Standards				

Section	**Date**	**By-Law Number**	**Page**	**Of**
Corporate Services	June 21, 2023	-2023	1	15
Subsection Customer Service	**Repeals By-Law Number**		**Policy Number** AF-02-23	

Policy Statement

The City of Kenora is committed to policies that reflect accountability through focus on a high level of customer service. The central means to achieving service excellence is through timely, accurate, professional, competent, courteous and consistent responses to inquiries received by the City, while ensuring that all interactions are conducted with integrity.

Purpose

The purpose of the Customer Service Standards Policy is to provide clearly defined standards for the communication of information to all customers by City employees and to ensure a consistent standard practice that reflects the City's commitment to customer service.

The aim is for all employees to assist customers in a timely, accurate, professional, competent, courteous and consistent manner.

Scope

This policy applies to all City employees with respect to the delivery of customer service.

Definitions

"Customer" means a community member, resident, third party or any individual contacting any City department requesting service or information from the City. It is recognized that a City employee may also be a "Customer" and that the City has both internal and external customers.

"Council" means the Council for the Corporation of the City of Kenora.

"Employee" includes full-time, part-time, seasonal, student, casual, temporary and contract workers whose job includes communicating with members of the public.

"City" means the Corporation of the City of Kenora.

"Complaint" is any expression of dissatisfaction about the action or lack of action taken regarding operations, facilities or services provided by the City of Kenora or by a person or body acting on behalf of the City of Kenora. The term "dissatisfaction" is key to the definition of a complaint. Feedback of a positive or general nature, comments on a service or facility that do not require a response, or requests for service, are not complaints. Complaints imply that the complainant is unhappy with the service received and that they require a follow-up response regarding the issue.

"Compliment" an expression of appreciation for satisfactory or above-satisfactory service.

"Service Request" is a request for a specific service provided by the City of Kenora. See the list online at kenora.ca.

"City Facility" includes any facility owned by the City that is available for receiving customers or hosting meetings.

General

This Policy shall be adhered to by all departments and all employees and shall be referred to as the 'Customer Service Standards Policy'.

The City will ensure that customers are provided with a variety of appropriate feedback mechanisms, and have the ability to contact the City of Kenora regarding any concerns. The City takes customer feedback seriously, and will work to address comments, suggestions and concerns.

The Customer Service Standards Policy shall be reviewed annually.

Intent

To reduce calls and inquiries from being "bounced around" internally.

To provide consistent customer service at all levels within the City and focus on the key drivers of customer satisfaction to:
- ✓ Respond and acknowledge receipt of customer contact within a reasonable time frame
- ✓ Provide accurate information and/or the avenue for the customer to receive it
- ✓ Provide fair and consistent treatment
- ✓ Be polite and respectful
- ✓ Provide a response and ensure completeness of service or request

These guidelines set minimum standards to communicate with customers efficiently and respectfully.

Authority

The authority for the Customer Service Standards Policy shall be by the approval of the Council of the City of Kenora. Council's role in the policy is to establish the expectations and guidelines through policy approval, however it does not have jurisdiction over staff. That is the overall responsibility of the CAO. Council has one employee and that is the CAO.

Procedures for the Customer Service Standards Policy

It is important for all employees of the City of Kenora to provide timely, accurate, professional, competent, courteous and consistent customer service to all users of City of Kenora services.

There are eight main areas of customer service for employees to consider when providing customer service;
1. Timeliness,
2. Accuracy,
3. Professionalism,
4. Staff knowledge and competence,
5. Courtesy,
6. Consistency,
7. Integrity,
8. Confidentiality.

Customer inquiries are to be addressed in a prompt, professional manner. Employees are to take ownership of a problem so that it can be resolved efficiently. Where possible the employee should take down the pertinent details of the enquiry and either research and answer or forward to the appropriate department.

If the customer requires the attention of another department, the employee should direct the customer to the appropriate employee or provide the specific name and contact information of the employee who can address their concerns. Regardless of who is speaking with the customer, all customers should have a clear understanding of who will be handling their enquiry. It is good practice for the employee who received the original customer contact to follow up with the department the customer was referred to in order to ensure that the customer was taken care of and their inquiry or concern has been addressed.

Employees are encouraged where feasible and reasonable, to look for ways to exceed customers' expectations and to enhance the delivery of service and the perception of the City. Employees are encouraged to identify service gaps and address them or bring them to the attention of their supervisor.

All interactions with customers regarding City business are deemed to be confidential in nature. Customer information, inquiries, transactions, interactions, discussions, even general in nature, are not to be shared and should be treated with confidentiality. Inter-department information that directly pertains to the customer or is required for that department to assist a customer may be shared in a confidential manner.

Communication Standards

The communication standards provide guidelines for quality delivery of services through the following customer communication channels:

- ✓ Telephone
- ✓ Email / Correspondence
- ✓ In Person

A. Telephone

Telephone Standards

Telephone calls are an important method of communication between customers, employees and third parties.

Telephone Response Time

Customer calls are returned as soon as possible when they are received. As a general rule, telephone calls will be returned within two (2) business days, with, at a minimum, an acknowledgement of the call. For shift work employees, such as Fire and Emergency Services, or irregular hour operations such as The Muse, telephone calls are returned as soon as possible when they are received upon the employees return to work. As a general rule, telephone calls will be returned within two (2) business days of the employee's return to work, with a minimum, and acknowledgement of the call.

The staff's response, within two business days, may not provide a complete resolution, but will be an acknowledgement that the message has been received. Staff should also provide an indication of any further action that will be taken to resolve the issue.

Receiving Calls

When answering an external phone call, a consistent greeting should be used, always including a greeting and first name, and as appropriate, an applicable office and/or an offer of assistance.

Example #1: "Good afternoon, Mayor's office, Mary speaking. How may I help you?"
Example #2 "Good morning, Planning Department, Mary speaking."

When answering an internal call, a greeting and first name is sufficient.
Example #1 "Good afternoon, Mary speaking."

At the end of a call, staff members are encouraged to include three elements: summarize, set expectations and a thank you.

Example #1 "To summarize, once you submit the completed permit, we will review it and provide feedback within 10 days. Thanks for calling and if you have any further questions, please contact me at extension 1234."

Placing a Customer on Hold

If you need to place a customer on hold, ask permission to ensure they have time to wait. If they are not able to wait, provide an alternative solution on how you will contact them. After placing the customer on hold, check back periodically. Thank them for holding.

Transfers

Customers may need to be transferred between employees. Prior to transferring a call, employees are to state that the call is going to be transferred, identify who the call is being transferred to and state their telephone extension. Employees should strive to transfer calls to the correct staff representative and limit the number of times the call is transferred to different employees or take the customer's contact information and have the correct staff member return their call if the customer does not want to be transferred.

Voicemail Procedures

Voicemail is used to collect messages when an employee is absent or temporarily away from the telephone. Voicemail greetings are to provide accurate information for the caller and are to be kept current.

Sample Voice Message Responses
 - In Office
 - Out of Office

  - ➢ Specific Working Hours
  - ➢ Part Time Staff
  - ➢ Spare Phones
  - ➢ General Mailbox Line

If an employee is away from the telephone for a period of more than one (1) day, the voicemail greeting will identify an alternate contact. The voicemail greeting will also identify a date by which any messages left on the voicemail will be returned by. See Appendices A for sample wording for an "out of office" voicemail greeting. For shift work employees their voicemail should identify an alternate contact and a return date to their regular shift. The 48 hours to respond would begin upon their return to their regular shift.

The voicemail message can also be modified to indicate that the individual is committed to meetings for the day, or applicable period, and not available for calls until a certain time. See Appendices A for sample wording for an "unavailable for meetings" voicemail greeting.

Corporate Cell Phones
Corporate cell phones users will follow the same general telephone guidelines as established for internal corporate phones.

Leaving a Voicemail Message on a Customer's Phone
When you leave a voice message for a customer, it is important to leave a call back number. Most callers have a call display and often call Customer Service asking who called from the City of Kenora. Leaving details for the customer will eliminate confusion about who to contact in the City.

Guidelines:
  - ➢ Speak slowly and clearly, and keep the message as brief as possible
  - ➢ Leave your name, position/division
  - ➢ Indicate that you are calling from the City of Kenora and leave a phone number for call back
  - ➢ Indicate the reason for your call
  - ➢ Indicate the time and date of your call

B. Written Correspondence

Written correspondence is a formal method of communication between customers, employees and third parties. When choosing to correspond in writing (including letters and faxes), employees should ensure that it is done with accuracy and professionalism. Written

correspondence should be done on corporate letterhead. Employees must ensure they allow themselves time to proof written correspondence prior to it being sent and have their supervisor or manager review the written correspondence if it falls outside a standard response.

Incoming written correspondence is to be stamped "Received" with a date stamp on the day that it is received by the City. Written correspondence that has been received primarily for information purposes and does not require a response may be filed in the corresponding file or with Central Records as appropriate.

All correspondence should be written and formatted in accordance with accessibility standards and regulations to ensure accessible content for users. Written correspondence that requires a response is to be acknowledged, together with a response indicating appropriate action, if possible, through a method at the discretion of the recipient within five (5) business days of the receipt of the letter, unless otherwise stated in other municipal by-laws, policies, processes or other legislation including Freedom of Information and Protection of Privacy and the Planning Act.

If more time or information is required for the employee to deliver an appropriate response, an explanation should be provided to the original author in the acknowledgment as to when an official response should be expected. An official response should be provided within fifteen (15) business days unless there is either a requirement to submit the matter to Council for a decision through a staff report or other exceptional circumstances. If an official response cannot be provided within fifteen days (15), the initial acknowledgement correspondence should advise the sender of the process being followed, and the anticipated timelines for an official response to be sent. If this information was not provided in the initial acknowledgement, a follow up correspondence should be sent providing it. In the situation wherein a formal decision of Council is required, an official response shall be sent within three (3) days of that Council decision.

The official response should ensure that the individual or entity is thanked for bringing this matter to the attention of the City, as applicable. All correspondence should include staff contact information for the customer to contact you directly.

If an employee is out of the office for more than one (1) day, an alternate person should be designated to respond to articles of correspondence that require immediate attention or that need to be placed on the next Council or Committee agenda.

C. In-Person Greeting

The Municipal Office is open and ready to serve the public during the following business hours:
Monday to Friday 8:00 a.m. – 4:30 p.m.
Closed on statutory holidays

A member of our staff will be available at the front to greet and assist customers. Should staff be required to attend to the telephone and counter enquiries simultaneously, counter enquiries shall take priority with telephone enquiries attended to as soon as possible afterward. Callers have the option to leave voice messages, which should be returned promptly after the customer at the counter has departed.

An in-person greeting is to be used by employees to welcome customers to the City and enquire how the employee may assist them. The customer should be acknowledged politely and professionally upon their arrival. The appropriate service, direction or information should then be provided in a timely and courteous manner.

We ask that customers who require a consultation with specific staff members or departments book an appointment in advance to ensure staff are available and equipped to serve the needs of the customer. Staff contact information is available on our website https://www.kenora.ca/Modules/contact/search.aspx?s=5IA5H0UZuzW4jkx5LfEOYEQrgge QuAIeQuAI in addition, business cards can be made available at the Municipal Office.

D. Email Standards

Emails are a means of quick communication between customers, employees and third parties. When composing emails (including response emails), employees should ensure that they are written in a manner that promotes professionalism and accuracy. All external emails should include a proper greeting, signature line and contact information.

An email that requires a response is to be acknowledged, via email, within two (2) business days of the receipt of the original email, unless otherwise stated in other municipal by-laws, policies, processes or other legislation including Freedom of Information and Protection of Privacy and the Planning Act. In the event that the out of office is activated, applicable response timelines will be as stated below.

In the event that more time or information is required for the employee to deliver an appropriate response, an explanation should be provided to the original author in the acknowledgment as to when an official response should be expected. An official response

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should be provided within fifteen (15) business days unless there is either a requirement to submit the matter to Council for a decision by a staff report or other exceptional circumstances. If an official response cannot be provided within fifteen days (15), the initial acknowledgement correspondence should advise the sender of the process being followed, and the anticipated timelines for an official response to be sent. If this information was not provided in the initial acknowledgement, a follow up email should be sent providing it. In a situation wherein a formal decision of Council is required, an official response shall be sent within three (3) days of that Council decision.

If an employee is out of the office for more than one (1) business day, the 'out of office' notification is to be activated. The message within the 'out of office' notice will advise whether the individual is monitoring their emails and on what basis (i.e., regular, occasional). If the email is not being monitored on a regular basis, the out of office message will identify an alternate contact if the matter is urgent. It is the responsibility of the employee to inform their alternate contact if they are expected to be away for this period. See Appendices B for suggested wording for this type of out of office email response. Shift work employees shall always include an out of office on their email which indicates a return date to their regular shift.

A standard email signature is required by all Municipal staff for emails and should include the following information:

[Your Name]
[Position Title]
[Department]
[City of Kenora]
[Address]
[Phone and Ext. Number]
[Fax Number]
[Email Address]
[Website www.kenora.ca}
The City of Kenora [LOGO]

Disclaimer (See Below) Standard Response
Time for Emails (2 Business Days)

The following confidentiality disclaimer will be included automatically with external emails:

> This message, including any attachments, is privileged and intended only for the addressee(s) named above. If you are not the intended recipient, you must not read, use or disseminate the information contained in this e-mail. If you have received this

Commented [KG1]: Seen on Hasting Highlands Customer Service Policy https://hastingshighlands.ca/wp-content/uploads/2020/11/Schedule-A-Bylaw-2020-077-Customer-Service-Standards-1.pdf

Please Note: That it is the Municipality's service target to respond to emails with an initial response within two (2) business days.

e-mail in error, please notify the sender immediately by telephone, fax, or e-mail and shred this confidential e-mail, including any attachments, without making a copy. Access to this e-mail by anyone else is unauthorized.

E. Meeting Requests

Internal Meeting Requests

Internal meetings are meetings organized by employees but may include other employees, customers and third parties and occur within municipal facilities or a temporary rented location. Employees are responsible for pre-booking meeting rooms and specific equipment required for the meeting. Where possible, an electronic meeting invitation will be sent to all attendees to confirm or decline attendance at the organized meeting.

In situations where the City's IT Department is required to set up equipment, such as a projector, laptop or conference phone, a minimum of twenty-four (24) hours advance notice should be given to the IT department before the meeting. Preferably, this notice should be given at the time the meeting is arranged. The room should be made available for set up a minimum of one half hour prior to the start of the meeting.

External Meeting Requests

External meetings are meetings organized by external parties and are not hosted by the City. The recipient of the meeting request will verify the availability of the invitee and respond by the R.S.V.P. date noted within the received invitation. When employees are representing the City at various meetings outside of the organization, employees are expected to represent the City in a positive, respectful manner and provide the same levels of customer service as they would when they are performing their regular duties. Employees attending external meetings are expected to participate in discussions and ensure their references to the City reflect Council and all staff in a positive manner.

Meeting Guest Arrival

An employee that is holding a meeting will notify Customer Service in advance of the meeting, either through booking the facilities through the City's Microsoft Outlook, or through an alternative means.

When the guest(s) of the scheduled meeting arrive, Customer Service will notify the employee who is organizing the meeting. The guest may be offered a seat in the lobby until the employee, or alternate, arrives to escort them to the appropriate meeting room. It is the responsibility of the employee(s) hosting the meeting to be readily available to meet the visitor or arrange for an alternate to be available. The organizer of the meeting, as well as reception where available, will ensure the visitors to City facilities adhere to our health and safety policies by signing in and out of the building they are visiting. Coordinators of the meetings must also ensure that a building orientation is provided to the visitors outlining the safety procedures in the event of an emergency and where washroom facilities are.

Service Requests

Service requests are created for customer issues and maintained in the corporate tracking system. Customers can report an issue through Customer Services, the appropriate department, or through the website. Service requests are issues that cannot be resolved at the first point of contact.

The service desk is monitored by the municipal team. Response times may vary depending on the nature of the request. The appropriate department will monitor the status of requests and ensure response by the departments in accordance with the service standards. Requests are processed based on priority at the discretion of the Municipality. Staff may need to follow up by telephone or email should they have any questions or need additional information. Customers are requested to acknowledge that the Municipality must consider the needs of the whole community. They are to provide honest and respectful communication with a goal of improving services.

In order to submit a Request for Service to the Municipality, the requester is required to provide as much information as possible including:
• Contact Information (name, address, telephone number, email address)
• Details of the request
• Location
• Date
• Resolution being sought

G. Requests to Speak with the Mayor or Councillor

If a customer indicates that they would like to speak with the Mayor or Councillor regarding an issue:

➢ Ask if you are able to provide assistance. It may be an issue that staff can assist with that can be logged into the issue tracking system. The City Clerk or CAO are available to assist and speak with the customer.

➢ If it is a matter that cannot be resolved by staff, or the customer wishes to speak with the Mayor/Councillor directly, provide the option to speak with the City Clerk or CAO, or provide the Mayor/Councillor contacts as they appear on the website. More information is available at Mayor and Council

All staff are encouraged to direct customers who wish to report an issue through the website or contact Customer Services directly.

H. Customer Feedback, Measuring and Monitoring
Customer feedback is an integral component of service delivery in the City of Kenora. The city will embrace "Municipal Service Excellence" and seek feedback. The City recognizes the value of public input and will monitor feedback to ensure continuous improvement.

There are several customer service access points on the website to contact the City:
- ✓ Compliments
- ✓ Report It
- ✓ Contact Us

Website Feedback
- ✓ Complaints
- ✓ Municipal Service Centres

Compliments

Compliments are forwarded to the Communications division at communications@kenora.ca and shared with staff via the appropriate venue (i.e., employee website, Manager, etc.)

Complainants
Customer complainants are handled through the Corporate Complaints Policy AF--

Report It
The City website offers several links for customers to submit a service request. Reporting an issue or concern is also accessible from the "I'd Like To" drop down menu at the top of the page.

The issues are directed to the applicable department for response to the customer.

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Contact Us
There are many ways to contact the City, however, the main contact is:
City of Kenora, 1 Main Street South, Kenora, ON P9N 3X2
Tel: 807-467-2000
Emergency After Hours Water & Sewer Line 1-807-467-2090

Website Feedback
The City website provides an avenue for customers to comment on the website and make suggestions for improvement. Look for the link in the footer of every page. The data is tracked and responded to by Communications.

Unreasonable Customer Behaviour
The City of Kenora endeavors to provide exemplary service to all members of the public and aims to address customer service requests equitably, comprehensively, and in a timely manner.

Vexatious, frivolous, and/or unreasonably persistent requests may compromise the Municipality's ability to deliver good customer service in an equitable, efficient and effective manner. The Municipality's Community Code of Conduct guides staff in identifying and managing these situations, with the intent of dealing with customers in ways that are consistent, fair and reasonable while acknowledging that there may be a need to shield staff from unreasonable behaviour.

"Appendices A"

Sample wording for "Voicemail Procedures"

Sample wording for an "out of office" voicemail greeting is as follows:

> "Thank you for your call. You have reached (employee name)'s office, (position). I am out of the office until (date of return to office). If you leave your name, number and a brief message after the beep, I will return your call by (date call will be returned by). If your call is urgent and you need to speak with someone immediately, please call (name, position) at (phone number) and they will be happy to assist you."

The voicemail message can also be modified to indicate that the individual is committed to meetings for the day, or applicable period, and not available for calls until a certain time. Sample wording for an "unavailable for meetings" voicemail greeting is as follows:

> "Thank you for your call. You have reached (employee name)'s office, (position). I am in the office but committed to meetings for (the day / week / other). If you leave your name, number and a brief message after the beep, I will return your call by (date call will be returned by). If your call is urgent and you need to speak with someone immediately, please call (name, position) at (phone number) and they will be happy to assist you."

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"Appendices B"

Suggested wording for "Email Standards"

Suggested wording for this type of out of office email response would be:

"Thank you for your email. You have reached (employee name)'s office, (position). I am out of the office until (date of return to office). (Alternatively, "I am in the office but committed to meetings for the day.") I will be checking my emails on a (regular / occasional / other) basis during this time. (Alternatively, "I will not be available by email during this period.") If your email is of an urgent nature and you need to speak with someone more quickly, please contact (name, position) at (email address) and they will be happy to assist you."

March 2, 2023

City Council
Committee Report

To: Kyle Attanasio, CAO

Fr: Kelly Galbraith, Manager of Customer Services

Re: Corporate Complaint Policy

Recommendation:
That Council hereby adopts the Corporate Complaint Policy; and further

That the Corporate Complaint Policy form part of the City of Kenora's Comprehensive Policy Manual; and further

That three readings be given to a bylaw for this purpose

Background:
The Corporate Complaint Policy is intended to enable the City of Kenora to promptly and effectively address program and service delivery concerns raised by members of the public. The City of Kenora is committed to establishing a consistent and uniform process to respond to complaints received regarding the dissatisfaction of programs, facilities, City services, City employees or operational procedures at the point of service delivery. The policy will assist the municipality in providing excellent service to the public and contribute to continuous improvement of operations.

The City of Kenora strives to increase customer satisfaction by:

> • Providing a fair complaint procedure which is clear and easy to use for anyone wishing to make a complaint

> • Providing a timely and accurate response to complaints

> • Using complaints as an opportunity to improve program and service delivery issues.

The Corporate Complaint Policy establishes guidelines and standards for the efficient handling and resolution of complaints made toward the municipality in order to address concerns raised and improve services.

Budget: N/A

Risk Analysis: There is a low risk associated with this report. This policy increases the clarity, expectations and process for handling customer complaints.

Communication Plan/Notice By-law Requirements: By-law required.   Internal training and communication to all staff.

Strategic Plan or other Guiding Document:
Charting Our Course 2027 – Strategic Plan
Corporate Values

Corporate Customer Complaint and Service Request Handling Policy

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Administration & Finance			1	6
Subsection	**Repeals By-law Number**		**Policy Number**	
Customer Service			AF-	

Statement of Organizational Commitment:
The City of Kenora is committed to a consistent and uniform process to respond to complaints and service requests received from members of the public regarding programs, facilities, City services, staff, or operational procedures in a timely manner.

Policy Statement
The Corporation of the City of Kenora will use reasonable efforts to ensure that its policies, practices, and procedures promote customer service and reflect the guiding principles of customer service excellence.

Purpose
This Policy is intended to enable the City of Kenora to promptly and effectively address program and service delivery complaints and service requests raised by members of the general public that were not satisfactorily handled via regular customer service channels or by frontline staff.

The Policy will assist the municipality in providing strong customer service to the public and contribute to continuous improvement of operations. The municipality strives to enhance customer satisfaction by:
• Providing timely and accurate response to complaints, and
• Using complaints as an opportunity to understand issues from the customers' perspective and improve program and service delivery levels.

Definitions

"Complaint" is any expression of dissatisfaction about the action or lack of action taken regarding operations, facilities, or services provided by the City of Kenora or by a person or body acting on behalf of the City of Kenora. The term "dissatisfaction" is key to the definition of a complaint. Feedback of a positive or general nature, comments on a service or facility that do not require a response, or requests for service, are not complaints. Complaints imply that the complainant is unhappy or dissatisfied with the service received and that they require a follow-up response regarding the issue.

"Complainant" is the person who is dissatisfied and filing the complaint. Anyone who uses or is affected by City services may make a complaint including residents, people who work in or visit the city, local businesses or community groups.

"Compliment" is an expression of appreciation for programming or servicing.

"Feedback" is input from client that is neither positive, nor negative, but provides input or ideas.

"Frivolous and Vexatious" is a complaint that has no serious purpose or value. Often a frivolous claim is one about a matter that is so trivial, meritless on its face, or without substance that investigation would be disproportionate in terms of time and cost. The implication is that the claim has not been brought in good faith because it clearly has no reasonable prospect of success and/or is not significant enough to warrant its mention.

"Service Request" is a request for a specific service provided by the City of Kenora. See the list online at www.kenora.ca.

1. Application of Policy:
This policy applies to City of Kenora employees with the following exceptions:

a)   Outside boards and agencies, including the Kenora District Home for the Aged, Kenora and Keewatin Public Library, Kenora Handi-Transit and Kenora Conventional Transit, which will apply their own complaints handling processes.

b)   The City's Elected Officials.

A complaint is distinct from:

   • a request for service made on behalf of a citizen for a specific service, or to notify the municipality that a scheduled service was not provided on time.
   • a general enquiry or specific request for information regarding municipal service
   • an opinion or feedback, comment and expression of interest in a program or service
   • an expression of approval or compliment for municipal staff member, program, product or process.
   • a suggestion or idea submitted by a customer with the aim of improving services, programs, products or processes.

The Policy does not apply to complaints regarding:

   • Staff members that are employed by a service provider contracted by the municipality, (those employees shall be subject to the policies of that service provider);
   • Issues addressed by legislation, or an existing municipal by-law, policy or procedure;
   • A decision of Council or a decision of a committee of Council; or,
   • Internal employee complaints; or,
   • Matters that are handled by a tribunal, court of law, quasi-judicial board, or other administrative or judicial body with authority to hear the complaint.

Complaints received that are frivolous or vexatious in nature upon review by the Director of the appropriate department will not warrant a response. If the Director is uncertain, judgment will be sought from the Chief Administrative Officer (CAO).

This policy applies to complaints that are received online at www.kenora.ca, by phone, at any service counter, by email, by mail or by fax.

2. Policy Requirements

The City of Kenora will deal with all complaints promptly, courteously, impartially, and professionally. All complainants will be treated with respect.

All complaints will be dealt with in accordance with the Municipal Freedom of Information and Protection of Privacy Act and other applicable legislation. The identity of the complainant will be made known only to those who need to know to consider and respond to the complaint. All participants in the complaints process shall keep the details of the complaint confidential except as may be required by law. If the matter goes to the Ombudsman, it may be necessary to release a complainant's name and contact information during the resolution process.

What is a complaint?

A complaint is any expression of dissatisfaction about the action or lack of action taken regarding operations, facilities or services provided by the City of Kenora or by a person or body acting on behalf of the City of Kenora, where a response or resolution is explicitly or implicitly expected.

All formal complaints filed necessitate a response unless frivolous or vexatious in nature.

Who can make a complaint?

Subject to the restrictions set out in Part I of this Policy, anyone who uses or is affected by City services can make a complaint. This includes but is not limited to:
- Residents
- People who work in or visit the city
- Local businesses
- Community groups

3. Complaint Process

Frontline Resolution

It is the responsibility of the complainant to attempt to resolve concerns by dealing with City employee(s) directly involved with the issue where appropriate. If not resolved with initial staff it should be escalated to their supervisor, manager, or director.

It is the responsibility of all City employees to attempt to resolve issues or concerns before they become complaints and identify opportunities to improve municipal services.

Process for filing a Complaint

Where a frontline resolution cannot be achieved, complaints should be submitted to the Manager of Customer Services, on the form attached as Schedule "A". The form must be completed in full.

Complaints can be submitted using Schedule A – City of Kenora Corporate Complaint Form:

- Online via the City's website www.kenora.ca
- By telephone;
- By email;
- By mail;
- By fax
- In person at any City facility

Service Standards

The following Service Standards will be adhered to in the handling of all complaints received.

Receipt and Acknowledgement

The Manager of Customer Services, or their designee, shall forward a copy to the Director of the Department the complaint is regarding, or designate. Within three (3) business days of receipt of the complaint, the Manager of Customer Services shall acknowledge the complainant, if contact information is provided, in writing that the complaint has been received using the form letter attached as Schedule "B" Acknowledgement of Complaint Form. This letter of acknowledgement must identify who will be following up on the complaint, as well as his/her contact information. Email communication can be utilized where an email address has been provided, using Schedule B template as the content of the email.

Investigation

Council does not have jurisdiction over staff. That is the overall responsibility of the CAO. Council has one employee and that is the CAO.

A Director, or their designee, may not delegate the authority to investigate a complaint to an employee who is or may be named in the complaint.

If a complaint is made against a Director, or General Manager, the Chief Administrative Officer or their designee shall conduct the investigation.

If a complaint is made against the Chief Administrative Officer, the Mayor shall consult with Council and may designate a Solicitor or other qualified individual at arms-length from the municipality to investigate.

Decision

Within thirty (30) calendar days of receipt of a complaint, the Director, or their designee, shall provide a response in writing, if contact information is provided, to the complainant. This does not pertain to personnel matters or internal claims processes.

The response shall include:
- Appropriate information pertaining to the matter;
- Any actions the municipality has taken or will take as a result of the complaint.

Note: this may not be detailed should the complaint be about staff.

If the designated staff member is unable to provide a response within thirty (30) calendar days, they shall notify the complainant of the delay and provide an estimate of when a response will be provided.

Record
The Director or designate shall retain a file on all communication with the complainant including the resolution in accordance with the municipality's records retention by-law. If a municipal employee was the subject of the complaint, a copy of the record may be retained in their personnel file, notwithstanding any procedures outlined in existing collective agreements.

Reporting
Directors are responsible for advising the Manager of Customer Services when the complaint has been resolved.

Compliance
Managers, General Managers and Directors are responsible for implementation and ongoing compliance with the Corporate Complaints Handling Policy.

Responsibilities
Employees: All employees are expected to have knowledge and awareness of the City's requirement to receive complaints, the process through which a complaint can be made and the service standards that apply to complaints.

Managers: Managers are responsible for facilitating a prompt response to all complaints by their staff to ensure that service standards are achieved.

General Managers (GMs) and Directors: General Managers and Directors are responsible for the receipt and resolution of all complaints according to the service standards set out herein. GMs and Directors hold responsibility for departmental compliance to the Complaints Policy.

Monitoring/Contraventions

The Manager of Customer Services or designate will monitor corporate compliance with this Policy and will follow up with appropriate General Managers and Directors for further action as required.

Appeal Process

Once the municipality has communicated the decision to the complainant, there is no appeal process at the municipal level.

SCHEDULE A – Corporate Customer Complaint Form

Commented [DP1]: How are you dealing with anonymous complaints? And how are you providing anonymity to the complainant should you not accept anonymous complaints?

*Indicates a required field

Purpose

To submit a complaint regarding a City of Kenora program, service, facility or staff member, where you believe the City has not provided a service experience to your satisfaction at the point of service delivery

All complaints will be dealt within in a confidential manner according to the Municipal Freedom of Information and Protection of Privacy Act.

Please tell us which location you dealt with:

Please tell us the date and approximate time of your visit or interaction with the City of Kenora

Names of staff person involved, if know:

In 350 words or less, please provide us with the details of your complaint:

In 350 words or less, please describe how you would like to see your complaint resolved:

Have you contacted anyone else from the City of Kenora regarding this complaint?

Contacts Details of Complainant:

*Name

*Address

*City

Country   **Province/State**

*Daytime Phone   **Postal/Zip Code**

*Email Address

Collection of data disclaimer:

Personal information contained on this form is collected under the authority of the Municipal Act, 2001, S. O. 2001, c. 25 and will be used for the purpose of administering your request for, and use of, Corporate Complaint Form. Questions about this collection should be directed to the City Clerk, City of Kenora, 1 Main Street South, Kenora Ontario, P9N 3X2. Phone: 807 467-2295.

SCHEDULE B – Acknowledgement of Complaint Form Letter

City of Kenora
Kelly Galbraith
Manager of Customer Services
One Main Street South
Kenora, ON P9N 3X2
Ph: 807-467-2289
E-mail: kgalbraith@kenora.ca
www.kenora.ca

Insert Date

Name
Address

Dear Mr./Ms./Mrs. _____

Thank you for taking the time to express your concerns regarding XXXXXX. Your written complaint was received by the municipality on insert date complaint was received.

Insert Name of person assigned complaint, has been assigned the investigation into your complaint and can be reached at insert phone number or by email at insert email address. We will provide a response to you within thirty (30) calendar days of receiving your complaint.

If you have any questions regarding the process, please contact me directly by phone at 807-467-2289 or by email at kgalbraith@kenora.ca

Yours truly,

Kelly Galbraith
Customer Services Manager

June 6, 2023

City Council
Committee Report

To: Kyle Attanasio, CAO

Fr: Heather Lajeunesse, Enforcement Services Manager

Re: Amend Parking Lots and Structures Bylaw – Moncrief Sports Centre Front & Rear – Boat Launch and Anicinabe Park Overflow Parking Lots

Recommendation:
That Council hereby approves amendments to Schedule "A" of the Parking Lots and Structures By-Law to amend "Lot K" & "Lot Y"; and further

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

Background:
As the City prepares for the capital improvements project at the Moncrief Construction Sports Centre this summer, administration from several City divisions have been having ongoing discussions with logistics in terms of parking and access to boat launches. The City has identified various alternate parking areas in anticipation of the approaching project during the busy summer months when the demand for parking increases in all areas of the City. Some of the recommendations affect the following parking lots and therefore amendments to our Parking Lot bylaw are temporarily required. These changes are only required for the 2023 summer season to accommodate the project.

Moncrief Construction Sports Centre Front & Rear Parking Lot – Boat Launch
As advised by the contractor, for most of the construction period it will be ensured that 30 short term, day-use ONLY, vehicle with trailer parking spaces will be available, sectioned off from the construction work, during the periods where the launch will remain open. As work progresses, the 30 space parking location will be shifted amongst current day parking Lots 5 & 7 to maintain that availability.

In addition to the 30 day-use, vehicle with trailer spaces available at the launch, there will be day parking ONLY permitted in parking Lots 2, 3 & 4 at the front parking area of the MCL Sports Centre for boat launch customers with single vehicles, as well as overflow parking for vehicles with trailers. The day use parking in Lots 2, 3 & 4 will be available at the same daily rate of $5.00, with parking sessions available for purchase at the main kiosk in close proximity to the launch. A summer student parking attendant has been hired for the MCL Sports Centre to assist launch customers with their parking inquiries and needs. Currently in the bylaw Lots 1, 2, 3 & 4 are free four (4) hour parking. Lot 1 will remain as free four (4) hour parking for MCL Sports Centre customers. The City recognizes that there may be an impact on parking availability for users of the MCL Sports Centre and will monitor usage for the duration of the project. It is expected that the impact on baseball field users will be minimal as the fields are mainly used weekday evenings, with some scheduled weekend tournaments. There is additional weekend parking offsite in the area anticipated which will assist with parking demands. Bylaw officers will be enforcing regulations in these lots.

| **Lot "K"** | **Moncrief Construction Sports Centre Front & Rear Parking Lot – Boat Launch** |

Control: By-Law Enforcement Officer
City Designated Towing Company (at owner's expense)

Fees:
Front Lot #1: Free four (4) hour parking
Front Lot #2,3,4: $4.43 plus applicable taxes per day
Back Lot #5 & 7: $4.43 plus applicable taxes per day

Special Regulation: Lot #2,3,4,5,7 - Vehicles in excess of 6.7 metres permitted
Lot #5 & 7 – Vehicles with trailers only permitted
No refunds for unused parking

Anicinabe Park Boat Launch Overflow Parking Lot

Upon review of options to accommodate overnight and long-term parking during the closure of Lot 6 (designated long term parking lot) at the MCL Sports Centre for the duration of the project, the existing Anicinabe Park boat launch overflow parking lot was identified. In 2021 Council approved the addition of this lot to the bylaw to accommodate overflow day parking only for the Anicinabe Park boat launch customers. It has been observed during the summer months of 2021 and 2022 that this lot has not been used by launch customers for overflow day parking and would be ideal to accommodate long term parking during the project. Currently the bylaw allows free daily parking with no overnight parking between 2:00 a.m. and 6:00 a.m. therefore an amendment is required to allow for overnight and long-term parking in this lot.

| **Lot "Y"** | **Anicinabe Park Boat Launch Overflow Parking Lot** |

Control: By-Law Enforcement Officer
City Designated Towing Company (at owner's expense)

Fees: Free Overnight Parking

Special Regulation: Overnight and Long-Term Parking Only
Vehicles in excess of 6.7 meters are permitted

Budget: A decrease in revenue is expected to both parking revenue for the MCL Sports Centre as well as general parking revenue from enforcement (tickets issued) while this project takes place, however this is necessary for the upgrades to happen during our limited construction season. Increases in these revenues are expected in 2024 and future years once this project is complete.

Risk Analysis: There is a low governance risk to these amendments which can possibly be mitigated through proactive communication with the public throughout the duration of the MCL Sports Centre parking lot and boat launch project.

Communication Plan/Notice By-law Requirements: Bylaw Number 82-2018 amendment. Notice of Council decision to be circulated to Bylaw Enforcement, Communications, Recreation Services. Further public notice is recommended.

Strategic Plan or other Guiding Document:
Charting our Course 2027 Strategic Plan
4.1   Modernize City service provision to improve "customer" experiences
4.1.3   Employ technology to enhance the "customer experience"

Milkana Way

Golf Course Rd

Fees:
Free Daily Parking

Special Regulation:
No overnight parking between 2:00 a.m. and 6:00 a.m.

Location:	By-Law #:	
Anicinabe Park Boat Launch Overflow Parking Lot	**48-2022**	N
	Lot: Y	

KENORA

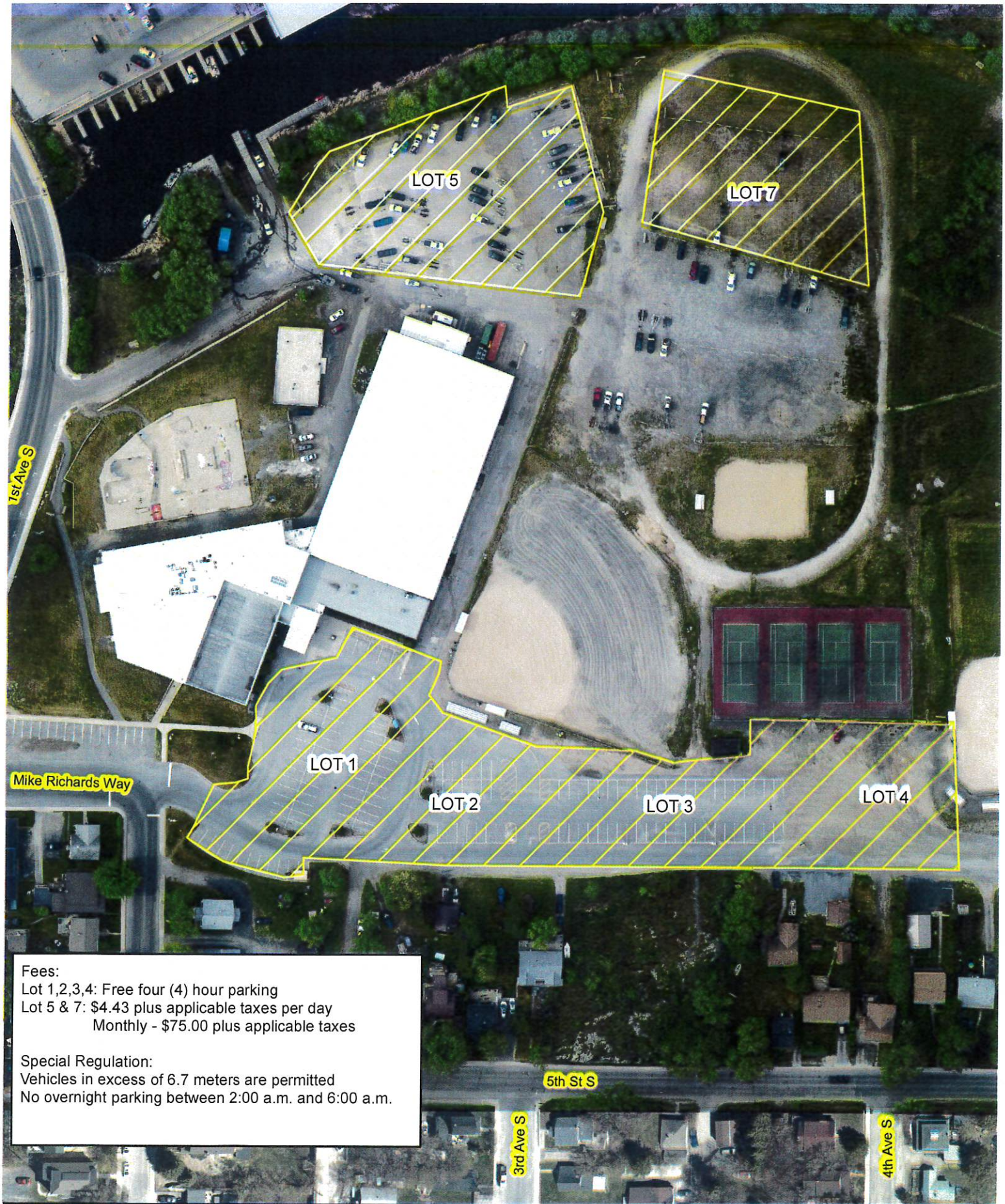LOT 5

LOT 7

1st Ave S

Mike Richards Way

LOT 1

LOT 2

LOT 3

LOT 4

Fees:
Lot 1,2,3,4: Free four (4) hour parking
Lot 5 & 7: $4.43 plus applicable taxes per day
          Monthly - $75.00 plus applicable taxes

Special Regulation:
Vehicles in excess of 6.7 meters are permitted
No overnight parking between 2:00 a.m. and 6:00 a.m.

5th St S

3rd Ave S

4th Ave S

KENORA
Lake of the woods

Location:	By-Law #:	N
Kenora Recreation Centre Front & Rear Parking Lot - Boat Launch	**48-2022**	
	Lot: **K**	

June 14, 2023

City Council
Committee Report

To: Kyle Attanasio, CAO

Fr: Heather Pihulak, Director of Corporate Services

Re: Communication Audit

Recommendation:
That Council hereby receives the Communication Audit Report as prepared by The Hub @ Sutherland and presented to Council at a Special Committee of the Whole meeting June 8, 2023.

Background:
The City adopted a Communication Policy, Strategy and Plan in 2017 to ensure efficient, effective, timely, consistent and comprehensive communications to stakeholders of the City of Kenora through a variety of methods and means. Effective communications and quality service delivery are key priorities for the City of Kenora.

Through the City's organizational review, Council added a full time position of a Communication Clerk to effectively role out the goals and objectives of the City's communication strategy and significant advancement in communications was achieved with the addition of the full time dedicated communication resource.

The City recognizes the importance of effective communications and is looking for ways to enhance internal and external communications in order to engage and inform its stakeholders and build upon the plan and strategy that has progressed over the last five years. This aligns with the City's 2022-2027 Strategic Plan, in which goal 4.4 indicates that the City is looking to 'enhance City communications to the community on municipal services, developments and affairs' by updating the existing Communication Strategy.

Like many communities across Ontario and Canada, the City of Kenora is facing a variety of important issues and recently elected several new members to City Council. Recent events, such as the Covid-19 pandemic and extreme weather incidents, have altered expectations for transparency, support and action on the part of the City. While these issues and expectations are not exclusive to Kenora, the City's annual influx of seasonal residents, proximity to unorganized Kenora District make it unique and distinguishable from other jurisdictions. Effective communication is at the centre of it all, as internal and external audiences seek opportunities to stay informed and engaged on emerging and everyday needs.

Recognizing that communication is continually evolving and the expectations for more information in a timely manner is anticipated, the City of Kenora engaged The Hub @ Sutherland in November 2022 to provide Strategic Communications Audit Services in order to begin working towards its communications objectives.

A Communications Audit is the first step in the strategic communications planning process, and an important tool for municipalities to evaluate current communications practices and provide recommendations for consideration. The purpose is to analyze the channels and strategies used to engage internal and external audiences with the goal of providing the City with renewed knowledge and understanding to enhance communications practices according to their audiences' interests, opinions and needs.

This analysis involves surveying and one-to-one interviews with City staff, partners, stakeholders, residents and members of Council, in addition to independent review of communications protocols, strategies, channels and materials employed by the City. Through a Communications Audit, the City may identify what's working, what could be improved, and how the community prefers to receive information and provide feedback effectively.

The communications audit report provides an overview of the communications audit, a summary of its findings and resulting recommendations. These findings and recommendations can be leveraged by the City as the groundwork to take their next steps in the strategic communications planning process. This could include developing an updated communication strategy and a comprehensive action plan to execute the strategy in the future.

Budget: There are budgetary implications to adopting some of the recommendations contained within the report, but no direct impact to the budget by receiving the report.

Risk Analysis: There is a low risk associated with this report and provides a formal opportunity for Council to receive the audit report as conducted by an independent third party.

Communication Plan/Notice By-law Requirements: audit shared with the public

Strategic Plan or other Guiding Document:
4.4 Enhance City communications to the community on municipal services, developments and affairs

City of Kenora

Communications Audit Report

JUNE, 2023

the hub @**sutherland**

the hub @ **sutherland**

City of Kenora
Communications Audit Report

Executive Summary

City of Kenora Communications Audit Report

the hub @ **sutherland**

Overview

The City of Kenora (the City) engaged The Hub @ Sutherland (The Hub) in November 2022 to provide Strategic Communications Audit Services in order to begin working towards its communications objectives. The City recognizes the importance of effective communications and is looking for ways to enhance internal and external communications in order to engage and inform its stakeholders. This is in accordance with the City of Kenora Charting Our Course 2027: 2022-2027 Strategic Plan, in which goal 4.4 indicates that the City is looking to 'enhance City communications to the community on municipal services, developments and affairs' by updating the existing Communication Strategy.

A Communications Audit is the first step in the strategic communications planning process, and an important tool for municipalities to evaluate current communications practices and provide recommendations for consideration. The purpose is to analyze the channels and strategies used to engage internal and external audiences with the goal of providing the City with renewed knowledge and understanding to enhance communications practices according to their audiences' interests, opinions and needs.

This analysis involves surveying and one-to-one interviews with City staff, partners, stakeholders, residents and members of Council, in addition to independent review of communications protocols, strategies, channels and materials employed by the City. Through a Communications Audit, the City may identify what's working, what could be improved, and how the community prefers to receive information and provide feedback effectively.

The Communications Audit Report provides an overview of the Communications Audit, a summary of its findings and resulting recommendations. These findings and recommendations can be leveraged by the City as the groundwork to take their next steps in the strategic communications planning process. This could include developing an updated communication strategy and a comprehensive action plan to execute the strategy in the future.

Key Takeaways

Like many communities across Ontario and Canada, the City of Kenora is facing a variety of important issues and recently elected several new members to City Council. Recent events, such as the Covid-19 pandemic and extreme weather incidents, have altered expectations for transparency, support and action on the part of the City. While these issues and expectations are not exclusive to Kenora, the City's annual influx of seasonal residents, proximity to Unorganized Kenora District and remarkable landscape features make it unique and distinguishable from other jurisdictions. Effective communication is at the centre of it all, as internal and external audiences seek opportunities to stay informed and engaged on emerging and everyday needs.

Throughout the Communications Audit, the City's regard for respectful and inclusive communication best practices with its staff, community, partners and other stakeholders was made clear in all phases of our work. The feedback expressed in our stakeholder and public engagement phases demonstrates

the value of effective and ever-improving communications. The communications team is dedicated to their craft, and work hard to exemplify this corporate value, which is also highlighted in the City of Kenora's Strategic Plan (2022-2027).

Communications work in recent years has been extensive at the City of Kenora and much work goes into day-to-day information sharing both within the organization and with the general public. The following highlights some of the accomplishments and strengths of the Communications Department identified by the Hub based on feedback received through surveys, one-to-one meetings and review of communications strategies, channels and materials conducted in the Communications Audit.

2.1 Celebrate This: Communications Strengths

⭐ **The City communications team is motivated and earnestly invested in enhancing their communications practices.**

⭐ **The City's leadership is invested in, and supportive of, effective communications.**

⭐ **A balanced approach to communications is valued.**

⭐ **The Kenora community wants to be engaged in the civic process.**

⭐ **City stakeholders, residents and staff praise the Communications Departments efforts to expand and enhance communications in recent years.**

⭐ **The official City website serves as a primary information source for accurate information, news and updates for the City of Kenora for residents, media and stakeholders.**

⭐ **The City's communications team prioritizes proactive information sharing.**

⭐ **The City leverages a variety of communications channels to prioritize meaningful communication and easy access to information for a broad audience.**

Communications Audit feedback also indicated opportunities to increase collaboration and perceived transparency on the part of the City through a renewed focus on proactive engagement with audiences, both internally and externally. While the Hub has identified key areas of strength, there are also opportunities where communications may continue to be enhanced to strengthen audience engagement through proactive strategies.

The following includes an overview of these opportunities and the Hub's corresponding recommendations for the City's consideration based on feedback received through surveys, one-to-one meetings and review of communications strategies, channels and materials conducted in the Communications Audit. Recommendations are designed to help the City improve its communications efforts by identifying and implementing best practices to build and reinforce positive relationships with key stakeholders. Some may require financial investment on the part of the City, which has been noted below as appropriate.

2.2 Consider This: Opportunities to Enhance Communications and Corresponding Recommendations

2.2.1 Opportunities to Enhance External Communications

Area of focus	Context of opportunity	Recommendation for consideration	Financial impact
General communications	Some community members and stakeholders indicated a need for more help finding information when they don't know where to look, who to ask, or how to locate it. There is a sentiment that resident outreach to City staff is not always addressed.	Create a multimedia public awareness campaign to raise awareness of City roles and responsibilities, where to find key City information and how to leverage City communication channels.	**$** This recommendation includes paid advertising
Official City website	The official City website is a valuable resource on various municipal issues. Some residents and stakeholders feel it should be easier to find, and its search function could be easier to use. Simplifying the user experience will further enhance its functionality.	Further enhance ease of access to Council news and municipal information through the official City website by increasing and clarifying calls-to-action, simplifying access to popular information, enhancing the website's search function and search engine optimization.	**$** This recommendation could include outsourcing its implementation to a specialized service provider

Social media	More than 50% of external survey respondents indicated they follow the City on one or more of Facebook, Twitter and Instagram. Social media is a practical and effective way to provide quick updates to the public on Council news and decisions in real-time to enhance perceived transparency.	Further enhance ease of access to Council news and municipal information through social media by posting Council Decision Summaries.	N/A
First Nations communications	First Nations require a separate and specific strategy for communication and engagement in order to strengthen relationships.	Consider a specific strategy for communications with First Nations communities through the hiring of an Indigenous Relations Specialist.	**$** This recommendation includes hiring a new staff member
Public Relations	The "click bait" trend in media has contributed to a negative undertone in some media reports within or about Kenora. This can have a negative impact on perception of the municipality and contribute to shifts in sentiment.	Strengthen local media relationships by considering a media engagement survey, engaging a proactive approach to public relations where possible and managing expectations.	N/A
Social media	Feedback indicated that social media is one of the most common sources through which Kenora residents and stakeholders seek official City information, but these channels could be used more efficiently.	Refine and enhance the approach to social media by tailoring content according to a platform-specific strategy, identifying cross promotional opportunities to highlight communication channels, standardizing brand application for social media, and considering the use of an all-in-one tool for planning, scheduling and analyzing content across all platforms.	**$** This recommendation includes paid subscription-based tools
General communications	With a variety of stakeholders in the City, each with different priorities, it can be difficult to meet everyone's individual communication preferences. Feedback from external stakeholders indicated a desire for increased collaboration, while the public a desire for more communication channels. The City is utilizing several channels to convey information, but some may be more effective than others.	Review and consider expanding external communication channels for targeted outreach focused on two-way feedback opportunities through awareness campaigns, surveys, touchpoints and regular channel audits.	**$** This recommendation could include printing costs, as well as a public survey program

2.2.2 Opportunities to Enhance Internal Communications

Area of focus	Context of opportunity	Recommendation for consideration	Financial impact
General communications and inter-departmental collaboration	Stakeholder engagement and independent analysis indicate that review, clarification and updating of the City's Communication Policy and Plan among City Council, senior leaders and staff can benefit the City's day-to-day communications and operations.	Clarify and reinforce internal communication roles, responsibilities and requirements through regular communications touchpoints and policy reviews.	N/A
General communications	Some feedback indicated a sense of inequity with internal communications for those without easy access to email. This is a common experience for municipalities and finding acceptable solutions can be very challenging, especially with different preferences and proficiencies for receiving information.	Review and consider expanding internal communication channels to extend outreach opportunities through instant alerts and paper newsletters.	$ This recommendation could include printing costs, as well as a text message system

2.2.3 Opportunities to Enhance Internal + External Communications

Area of focus	Context of opportunity	Recommendation for consideration	Financial impact
Inter-departmental collaboration and social media	Audit feedback indicated not all staff understand how and when to work with the Communications Department to distribute information to the public. It also indicated that departments do not currently collaborate on social media content or planning. With so many social media pages providing City information, there are significant opportunities for collaboration and coordination in delivering City messaging, amplifying awareness and brand reinforcement. Just as communications impacts and needs are considered when developing policies, plans and reports, how and when departments can work with the Communications Department to appropriately share information with the public should also be considered.	Enhance departmental cooperation to strengthen overall city communications and information sharing with the public through the implementation of a committee, shared tools and streamlined systems to effectively leverage internal resources.	$ This recommendation includes paid subscription-based tools and resources
General communications	Audit feedback indicated sentiment that the City sometimes shares information on a reactive basis. An entirely proactive approach can be very challenging. Finding a balance for what to distribute, when, to whom and how, is a lofty task. Effective internal and external communications take extraordinary effort. An updated strategic communications plan that incorporates strategies recommended in this report would be useful to outline how, when and where the City communicates. Promoting a new communication strategy would also allow the public and staff the opportunity to understand better how, when, and why information is circulated.	Continuing to apply a balanced approach to communications through an updated strategic communications plan that looks to acquire additional resources for the Communications Department including an additional full-time position.	$ This recommendation includes hiring new staff and could include outsourcing implementation to a specialized service provider

Next Steps

The recommendations provided in this report may be considered, prioritized and implemented as the City deems appropriate. Subject to the City's review of the Communications Audit and The Hub's recommendations, the next step would be to develop a strategic communications plan. This will allow the City to leverage the Audit's results to develop and implement new communications practices that build on the success of their existing communications program.

This process includes leveraging the insights of the Communications Audit to identify what the City's goals are with regards to communications, a comprehensive action plan that outlines how the City will achieve these goals, and what resources the City will require to successfully execute the action plan. Strategies for success may directly align with some of the recommendations provided in this report, while others may build on the City's communications successes, in addition to the priorities identified in the City's strategic Plan.

Throughout this audit, we determined that much work goes into day-to-day communications both within the organization and with the general public. The City's Communication Department works diligently to convey relevant and accurate City information, timely and appropriately. As the Communications Department and other stakeholders within the organization work to invest time and financial resources into the implementation of recommendations outlined in this report, they will be well-positioned to build on the momentum of the last few years, and pursue an updated strategic communications plan.

1: Introduction

City of Kenora Communications Audit Report

the hub @ **sutherland**

The Hub @ Sutherland ("The Hub") is pleased to present the following Communications Audit Report to The City of Kenora ("The City"). The report provides an overview of the Communications Audit, a summary of its findings and resulting recommendations to support the City in its next phase of communications planning, including considerations for the future development of a clear, compelling and proactive strategic communications plan.

1.1 Background

The City recognizes the importance of effective communications and seeks to identify ways to enhance internal and external communications to keep its stakeholders informed and engaged.

At this time, a team of one full-time (Communications Officer) and one part-time staff (Communications Lead) produce and manage communications for the City on a day-to-day basis. This includes communication with the public about a variety of programs, projects and emerging issues, as well as internal communications with City staff across departments.

As per goal 4.4 of the City of Kenora Charting Our Course 2027: 2022-2027 Strategic Plan, the City is looking to 'enhance City communications to the community on municipal services, developments and affairs' by updating the existing Communication Strategy. The communications team is invested in leveraging various tactics and resources to achieve this objective, including a thorough current-state analysis of communications best practices, and benchmark municipality and organization practices.

With this in mind, there is an opportunity for the City to reflect on the community's and staff's experiences, interests and preferences to make informed decisions on communications. To leverage this opportunity and begin working towards its communications objectives, the City engaged The Hub in November 2022 to provide Strategic Communications Audit Services.

1.2 About The Hub @ Sutherland

Sutherland Corporation (Sutherland) has been providing public affairs and strategic communications services to clients in Ontario and municipalities across Canada for 14 years. The Hub @ Sutherland (the Hub), a division of Sutherland, is a full-service municipal communications group offering creative solutions to achieve communications goals.

Through stakeholder engagement, issues management, public relations, social media, grassroots advocacy and event experience, the Hub's purpose-built team works with municipalities and organizations to identify key audiences, focus messaging and establish effective communication practices.

Proactive, two-way communication is critical in today's world of multiple audiences and competing messages. The methods and means of effective communication are ever-evolving. Municipalities have unique needs and responsibilities, and their constituents have equally unique expectations. Moreover, the relationships between Council, City staff and the public require a unique approach that accounts for multiple perspectives, shifting priorities and emerging issues.

Effective communications play a vital role in all aspects of municipal governance by engaging residents, businesses and other stakeholders in the municipalities' decisions, programs, initiatives and day-to-day activities. The City's decision to pursue a Communications Audit exemplifies its commitment to doing all it can to effectively communicate with its stakeholders, both internally and externally.

1.3 Communications Audit: Goal and Purpose in the Communications Planning Process

What is a Communications Audit?

A Communications Audit is the first step in the strategic communications planning process. It aims to analyze the channels and strategies used by the City to engage its internal and external audiences in order to provide City Council, Senior Leaders and the Communications Department with renewed knowledge and understanding to support the enhancement of communications practices according to its audiences' interests, opinions and needs.

The Communications Audit is separate from a communications strategy. Communications Audit findings and resulting recommendations lay the groundwork for the City to take the next steps in the strategic communications planning process. This could include developing an updated communication strategy and a comprehensive action plan to execute the strategy in the future.

What is involved in a Communications Audit?

A Communications Audit reviews current practices, outputs, methods, policies, priorities and experiences, followed by an analysis of the data and development of recommendations for consideration to enhance communications moving forward. More information on the step-by-step Communications Audit process can be found in section 2. Methodology.

Why is the Communications Audit a critical step in the communications planning process?

Communications Audits are an important tool for municipalities to evaluate current communications practices and provide recommendations for consideration.

Recommendations based on the Communications Audit findings may provide new perspectives, ideas and methods to mitigate current and future communications challenges and leverage opportunities to align the City's communications practices with the needs of their audiences.

Subject to the City's review of the Communications Audit, a strategic communications plan can be developed as an important next step that will allow the City to leverage the Audit's results to develop and implement new communications practices that build on the success of their existing communications program.

1.4 Glossary of Terms

The report herein contains several established communications words and phrases used throughout the document. The following is a list of some of those terms and an explanation of their meaning.

1.4.1 Communications Audit: A comprehensive review and analysis of the municipality or organization's communications. A communications audit determines strengths and weaknesses in order to assess how effective the current communications tools are and provide recommendations to improve upon the existing communications structure and approach. More information on what a Communications Audit is can be found in 1.3 (Communications Audit: Goal and Purpose in the Communications Planning Process).

1.4.2 Communications Plan: A detailed, strategic document that identifies goals, objectives, key messaging, target audiences, and a tactical plan and timeline to communicate them in the most effective manner. The communications plan often corresponds to an organization's overarching strategic plan and goals. It outlines what to communicate, when, where and how to do it, as well as by and to whom.

Communications plans include objectives that are specific, measurable, achievable, relevant and timely (SMART) so that evaluation of each stage can be executed, measured, reported and updated as necessary. Sometimes, a separate communications strategy is developed to outline specific tactical elements of the communications plan.

1.4.3 Internal Communications: The process of information flow between groups of people in an organization with shared interests. Internal communications include how information is shared laterally (inter-departmentally, organization-wide), up and down the chain of command (within teams), and through various established communication channels (verbal, written, digital, physical, etc.).

1.4.4 External Communications: The processes responsible for communicating with people and entities outside your organization. External communications includes communications that take place at least partially outside of the organization.

1.4.5 Public Relations: The maintenance of a favourable reputation and public image through a strategic communication process that raises awareness and builds mutually beneficial relationships between an organization and its audiences. This term is often used when referring to external communications, particularly relationships with and communication through traditional media outlets and social media channels.

1.4.6 Stakeholders: Individuals or groups with an interest or who are affected by the organization's communications efforts. These can include elected officials, employees, residents and community members, media organizations, non-profit organizations and community groups, as well as government agencies and partners.

1.4.7 Communication Channels: the various methods and platforms used to transit information within an organization or with its audiences. Examples include, emails, newsletters, social media, websites, intranets, press releases, blogs, podcasts, display ads, face-to-face meetings, etc.

2: Methodology

City of Kenora Communications Audit Report

the hub@**sutherland**

The City of Kenora's Communications Audit followed The Hub @ Sutherland's Five-Step Audit Process, which includes five key phases:

1. Establish Project Parameters
2. Stakeholder Survey Stream
3. Stakeholder One-to-One Meeting Stream
4. Content and Channel Analysis Stream
5. Recommendations Report

By following this established and standardized approach, The Hub can provide a clear framework to the City for conducting the Audit, ensuring relevant areas of communication are reviewed and analyzed in an objective manner, and all findings and recommendations are effectively communicated to the City's Senior Leadership Team. Below we provide a detailed description of the analytical process and explain how and why it was conducted to obtain a comprehensive understanding of the City's communication practices and identify areas for improvement.

2.1 Phase 1: Establish Project Parameters

At the outset of the Communications Audit, The Hub met with the City's communications team to confirm the project's process and parameters. This is an important step in the audit process because it set the framework for the project and provided a baseline for other stakeholder engagements. Through our preliminary meetings with the City's communications team, The Hub could reaffirm the objectives, goals and scope of the audit, as well as identify stakeholders and timelines. Establishing the project's parameters helps to ensure that the

resulting recommendations are relevant and actionable, and that the audit process is conducted efficiently and effectively.

In addition, The Hub reviewed media coverage and social media conversation over the last year to help establish base level knowledge of some of the topical events, issues and decisions, as well as current views, perspectives and positioning of the Kenora community.

The City provided The Hub with a comprehensive list of the channels, materials, tools and tactics currently used to communicate with City residents, stakeholders, partners and staff. The City also provided associated City of Kenora plans and policies which govern City communication procedures, including:

City of Kenora Charting Our Course 2027: 2022-2027 Strategic Plan

- City of Kenora Communication Strategy
- City of Kenora Corporate Communications Plan
- City of Kenora Communications Policy (2017)
- City of Kenora Social Media Policy (2017)

The Hub used all associated plans and policy documents, the feedback provided, and insights collected through Phases 2, 3 and 4 as the basis for the Communications Audit and analysis. Our objective was to identify internal and external communication strengths and weaknesses, and recommend opportunities to enhance communications.

2.2 Phase 2: Stakeholder Survey Stream

External and internal surveys were individually developed and marketed to target internal and external audiences to capture quantitative data, and to gather feedback from stakeholders to evaluate the effectiveness of the City's communication strategies and processes. The results of the surveys support other audit methodologies and aim to provide insights about broad trends, beliefs, views and opinions regarding the City's communications.

External Surveys
The Hub worked with the City to design a survey that would be distributed to City residents, business owners and key stakeholders who were identified in collaboration with the City's communications team during the first phase of the audit. Key community and regional stakeholders included leaders and partners representing education, economic development, health care, social and community services, sport, tourism, arts and culture, protective services, First Nations and resident associations. These stakeholders were directly contacted and invited to participate in the online digital survey. The survey was designed to cover a range of topics related to the City's communication strategies, including the clarity of messaging, the effectiveness of communication channels and the level of engagement among stakeholders.

The external survey was conducted over a period of 21 days using the following methods to ensure efficient and anonymous data collection:

1. **Digital (online) survey**

   The digital survey was made accessible through a custom, easy-to-use URL and QR code, and shared directly through City social media channels, www.kenora.ca, e-newsletter subscriptions, e-billing subscriptions, digital signage in high traffic City buildings, semi-annual property tax bills, local newspapers and distributed via email to key stakeholders. The links were prefaced with a brief introduction to the audit and an explanation of the survey's purpose.

   Digital surveys are effective and efficient data gathering tools because they can be easily distributed and often generate higher response rates as they are more convenient for respondents to complete on their own time.

2. **Hard-copy (paper) survey**

   Paper-copy surveys were made accessible in high-traffic City buildings such as libraries, recreation facilities and seniors' centres. Surveys in this format can be distributed to stakeholders who may not have access to the internet, or who may prefer to complete a physical survey, ensuring that all stakeholders have the opportunity to provide feedback, regardless of their technological capabilities or preferences.

3. **Interactive Voice Response (IVR) automated phone system survey**

   An IVR phone system survey allows stakeholders to respond to a series of pre-recorded questions by using their touch-tone keypad, or by speaking their responses. This survey is automated, and begins with a brief

introduction that explains the purpose of the survey along with instructions on how to respond to the questions. The respondent is then asked a series of questions, with response options that are recorded automatically. The IVR survey is a quick and convenient way to anonymously collect data from populations who may not have reliable access to the internet.

Between the digital and hard-copy paper formats, a total of 725 surveys were completed. Of the respondents 93.1% are residents, of which 90.37% live in Kenora full time while the rest are part-time or seasonal. 6.98% of respondents do not reside in the city.

The IVR survey was completed by 204 individuals who used their phone touchpad to answer five questions about how they receive and feel about communication from the City.

A point of note: this audit was conducted during winter months, which may have impacted participation. While most external survey respondents identified as full-time residents, it is possible the total number of respondents may have been greater during warmer months when the City's population grows with seasonal visitors and cottagers.

Internal Surveys
The Hub worked with the City's communications team to design a survey that would be distributed to all City employees across departments and levels of seniority, as well as members of City Council. The survey was designed to cover a range of topics related to the City's internal communication strategies, including the clarity of messaging, the effectiveness of communication channels, as well as understanding and engagement in these strategies.

The internal survey was conducted over a period of 32 days using the following methods to ensure efficient and anonymous data collection. The internal survey ran longer than the external survey to account for Christmas, New Year's and other holidays that occurred during the survey period.

1. **A digital (online) survey**

   The digital survey was made accessible through a custom, easy-to-use URL and QR code. These links were shared directly through employee email, digital signage and bulletin boards in high-traffic staff meeting and work spaces. A pre-survey email notification was sent to all employees which included a brief introduction to the audit and an explanation of the purpose of the survey to come. This was followed by a second email communication that included a link to the survey, which employees could complete online at their convenience. Follow-up emails were sent to remind employees of the survey submission deadline.

2. **Hard-copy paper surveys**

   Paper-copy surveys were made accessible in high traffic staff meeting and work spaces in order to ensure all employees had the opportunity to provide feedback, regardless of their access to email. Completed surveys were stored in a locked box and later collected by

The Hub. The paper-copy survey mirrored the digital survey, and included the same questions to ensure consistency.

A total of 106 City staff completed the internal survey. Of those, 66.03% identified themselves as inside workers, 25.47% as outside workers and 8.49% preferred not to say.

2.3 Phase 3: Stakeholder One-to-One Meeting Stream

The Hub conducted one-to-one meetings over one month with members of City Council, the City's Senior Leadership Team and key City stakeholders, leaders and partners. In collaboration with the communications team, we also identified a sample of external community stakeholders, representing education, economic development, health care, social and community services, sport, tourism, arts and culture, protective services, First Nations and resident associations.

The Hub conducted one-to-one meetings either in-person or over video call, depending on availability and respect for Covid-19 distancing recommendations. The meetings were designed to be conversational, with The Hub asking open-ended questions to encourage stakeholders to share their thoughts and experiences. During the one-to-one meetings, The Hub asked stakeholders about their perceptions of the City's communication strategies, the clarity of messaging, the effectiveness of communication channels, and engagement. Questions were customized to one-to-one meeting participants as appropriate. The Hub also asked meeting participants for their

suggestions on how to improve City-related communications.

All feedback and insights gathered during the one-to-one meetings were analyzed and incorporated into the overall analysis of the Audit. Phase 3 complements other phases of the audit process by providing qualitative data and insights about communications practices to identify trends, strengths, gaps, and areas for growth or change. The feedback from one-to-one meetings provided valuable insights into the City's internal and external communication strategies that could not have been obtained through a survey alone.

A total of 47 invitations were sent to key stakeholders. 37, equalling 78.72%, participated in one-to-one meetings. Of those 37, 21 were either Senior Leadership team members, current City Council members or former City Council members. The remaining 16 were community stakeholders.

2.4 Phase 4: Content and Channel Analysis Stream

In collaboration with the City's communications team, The Hub identified digital and social channels, marketing materials and content to be analyzed as part of the content and channel analysis. This was done to assess the effectiveness of communication content in terms of its relevance, clarity, tone and performance, and communication channels in terms of reach, frequency, and engagement, in accordance with the City's communications strategies and priorities.

This process includes reviewing past communications activities and practices, evaluating effectiveness, and understanding the challenges and successes of these efforts through a combination of tools and methods, like web analytics and manual analysis. By analyzing the content, The Hub was able to identify strengths, gaps, redundancies and areas for improvement, including which strategies and channels are working well and which may need to be enhanced or revisited.

The Hub also conducted a review of physical facilities and in-person communication channels such as digital signage (television screens) to gain a broad understanding of how, when and where the Communications Department disseminates information to internal and external audiences on a day-to-day basis.

Combined with a deeper understanding of organizational metrics and key audiences, Phase 4 directly supports other audit methodologies to help inform recommendations.

3: Communication Successes

City of Kenora Communications Audit Report

the hub@sutherland

The City of Kenora's Strategic Plan (2022-2027) highlights City Communications as one of the City's most improved areas over the past five years. Throughout our work, we heard and saw firsthand how the City is dedicated to informing the public and its stakeholders about City news, issues and Council decisions. The Communications Department works diligently to leverage the City's channels, platforms and strategies to communicate with internal and external audiences using the resources and tools at their disposal.

3.1 What's Been Done

Approximately five years ago, the City of Kenora Corporate Communications Plan and City of Kenora Communication Strategy were developed based on themes and focus areas identified in the City of Kenora Strategic Plan: 2016 to 2020. These core City documents included objectives and strategies which have been implemented by the communications team over the last several years, enhancing City communications internally and externally.

Communications work in recent years has been extensive. The following highlights some of the accomplishments achieved by the communications team.

3.1.1 - Designated Communications Officer

Having a dedicated, full-time staff member in the Communications Officer role streamlines the process of distributing information both internally and to the general public. It is largely through this role that important communications programs and strategies have been successfully implemented.

Feedback from the Communications Audit acknowledged the introduction of this full-time role as a positive measure taken by the City to increase information-sharing and provide a central point of contact for communications-related inquiries or needs from staff and the community, as well as day-to-day strategy implementation.

> *"Having a communications officer has brought us...ahead - Vast improvements in letting the public know about capital projects, maintenance projects."*

Feedback from Phase 3: Stakeholder One-to-One Meeting Stream

> *"Having a dedicated communication officer has taken a load off others in the organization."*

Feedback from Phase 3: Stakeholder One-to-One Meeting Stream

3.1.2 - Website redevelopment

The City engaged the eSolutions Group to conduct a complete redevelopment of the City's official website, www.kenora.ca, to enhance content, layout, navigation and consistency. Notable features and process improvements of the revised website include, but are not limited to:

- Assigning someone from each department to ensure accuracy and accessibility of information on departmental policies, programs, services and initiatives for multiple of the City's core audiences;
- Increasing accessibility and expanding opportunities to engage with City Council news and decisions through the introduction of virtual meeting live streams and Council Decision Summaries;

- Incorporating opportunities to subscribe to e-newsletters, news alerts and digital water and/or tax bills were also incorporated into the website. Each website page also includes an option to "subscribe to page updates" so audiences can stay informed on one or more specific topics;

- Creating a News & Notices page to report recent news updates. This page includes an option for users to subscribe to receive updates by email when new news is posted to the web page. Users may select specific topics they would like to receive updates on, or subscribe to receive all news updates from the City;

- Publishing and updating information and materials regularly on the website by the Communications Officer to ensure information is available to the public in a timely manner; and

- Regularly monitoring website visits, searches and visitor actions by the Communications Officer, allowing for improved website usage and activity awareness.

Redeveloping the City's website provides a streamlined primary resource for residents, businesses, partners and other stakeholders to seek out official City information, news and updates. The Communications Department and City staff may leverage it organization-wide to direct the public to specific official City information as needed through various communications channels, such as social media, email and word of mouth.

In 2022, Kenora.ca averaged about 15,000 monthly visitors. Website traffic ranges from about 11,000 visitors in winter months (January & February) to about 22,000 visitors in the summer (July).

Statistic from Phase 4: Content & Channel Analysis Stream
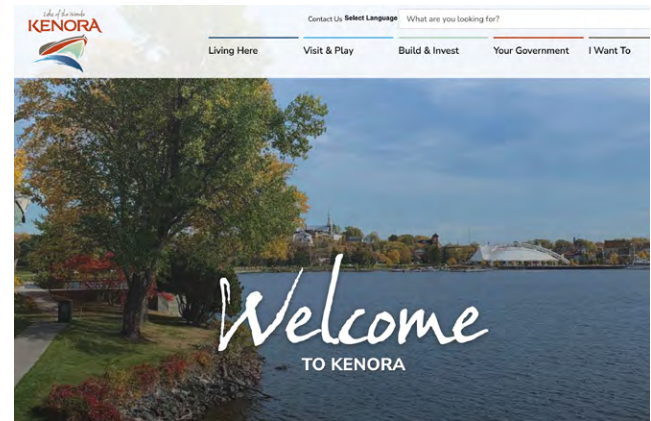
3.1.3 - Increased presence on core social media platforms

The City expanded their use of organic social media to support effective day-to-day information sharing with the community. In October 2017, the City activated it's official Twitter account to share updates and news from the City. Twitter's popularity is declining, but it remains an important platform to support the City in reaching a broad audience, as 87% of Canadian adults used Twitter in 2022. The City's official Facebook and Instagram profiles also continue to be leveraged to provide information to the community almost daily.

Social media has become a significant area of focus, with the Communications Department posting regularly to all three

core platforms. The Department's dedication to using these platforms has contributed to increased reach of City Facebook and Instagram pages in recent years. It has also supported awareness of the City's use of digital communication channels. Feedback from the Communications Audit indicated that much of the community is aware of the City's presence on at least one core social media platform.

Over 75% of external survey respondents use Facebook. Of those, 69% follow the City's Facebook page for information.

Statistic from Phase 4: Content & Channel Analysis Stream

From 2021 to 2022, the City of Kenora's reach increased by 20% on Facebook and 76% on Instagram.

Statistic from Phase 4: Content & Channel Analysis Stream

> *"I think the City's social media communications on Facebook is good. They've upped their game..."*

Feedback from Phase 3: One-to-one Meeting Stream

3.1.4 - Introduction of new communication channels

New communications channels have been introduced to expand opportunities for community access to City updates and information, and to enhance overall communication.

Utility and property tax bill inserts
The Communications Department has leveraged existing touchpoints between the City and its taxpayers to share updates and information, and provide calls to action as appropriate.

> *"Kudos to insert in tax bills - great visual of...tax dollars at work - one of the best communication pieces, needs to continue for residents."*

Feedback from Phase 2: Stakeholder Survey Stream
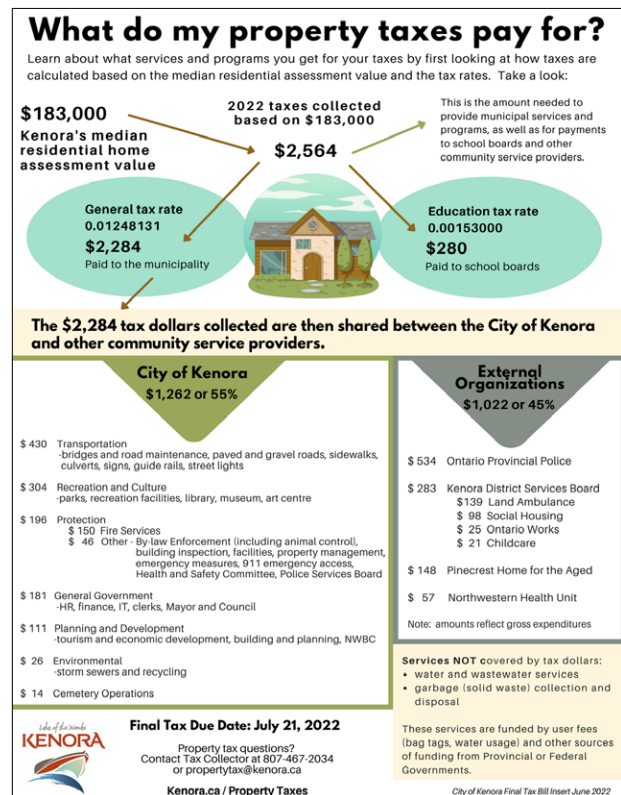
Sample property tax insert

E-newsletter
The subscription-based digital newsletter program provides updates directly to community members on a seasonal basis. E-newsletters are sent by email using MailChimp. Anyone can sign up to receive e-newsletters by subscribing on the website or by clicking a link in a previous

e-newsletter shared with them by an existing subscriber. The program allows the City to connect with seasonal and year-round residents regardless of location. Providing updates directly to residents can reduce the need to seek out that information independently. Currently, there are approximately 600 e-newsletter subscribers.

Website + news update emails
All pages on the official City website include a clickable call-to-action for readers to subscribe to receive updates by email when new information is posted to that web page. This provides an opportunity for community members to receive the specific information they need or want in a timely manner without necessarily having to seek it out. A designated page was built when redeveloping the website for news updates which also includes the option to subscribe to news updates from the City on a range of topics.

Recycle Coach app
Kenora adopted this modern communication platform to help residents get fast and accurate information about City garbage and recycling programs, schedules and reminders. Recycle Coach improves resident access to this important information by providing it at their fingertips. It also provides an opportunity to educate and raise awareness of how to properly recycle without implementing additional educational campaigns or resources.

Digital signage
Television screens with digital notices and graphics are used in workplace common areas easily accessible to City staff to keep them informed on happenings throughout the City. Messaging is changed as information is provided from departments or news occurs. Television screens are also used in commonly frequented public spaces, including public libraries and the recreation centre to share external facing news, information and calls-to-action with the broader community.

E-billing expansion
Following the success of an e-billing option for residents and businesses to pay City-issued utility costs including water and sewage, the program was expanded to include property tax e-bills. The program was rolled out in June 2022, providing a modern, simple, accessible alternative to receiving paper bills by mail. Taxpayers can sign-up to receive e-bills on the official City website. 1,393 residents currently receive utility bills by email and 107 currently receive tax bills by email. Public adoption of e-billing is predicted to increase with each billing season.

Text notifications for transit notices
The Communications Department worked with First Student Canada, which provides maintenance of transit bus and service operations for the City of Kenora, to implement a new notification tool to alert transit riders of changes or cancellations to the City transit schedule. The program was implemented in March 2023 and allows transit riders to opt-in by text message to receive notices. The new program helps transit riders with the ability to proactively receive important information to help them

better plan their commutes and routes to get around the City, in addition to seeking out transit notices on social media, the official City website and traditional media outlets such as radio.

The monitoring and evaluation of communications tools and tactics is critical to ensuring successful communications on an ongoing basis. Some communication channels and tools have also been changed or discontinued based on analysis of uptake, value, need or functionality, such as the MY 311, KenoraLive app and Kenora Alerts emergency notification program. Making changes as needed to these tools and tactics exemplifies commitment from the City of Kenora and its Communications Department to communicate with their communities pragmatically.

3.1.5 - City Council news

Providing access to City Council agendas, meetings, and decisions through multiple communications channels and according to a set schedule has enhanced the community's ability to stay informed and participate in the public process. Agendas are posted to the official City website and linked on social media the Friday preceding a meeting, providing time for community review and awareness.

"More than 50% of external survey respondents indicated satisfaction with the timing of council agenda access."

Statistic from Phase 2: Stakeholder Survey Stream Analysis

The implementation of Decision Summaries posted to the news section of the official

City website helps ensure that Council decisions that may be of key public interest are communicated in a format that is easy to read and understand, and in advance of the adoption of the meeting minutes at the following Committee of the Whole or Council meeting. This is helpful to local media sources seeking out official information to report from the City, as well as the public or stakeholders who wish to be informed on specific City Council news and decisions.

Implementing virtual meeting live streams through the Civic Web portal allows residents and stakeholders to participate in the civic process from anywhere. This is important in ensuring citizens are engaged and informed on key City issues and Council decisions. During the height of the COVID-19 pandemic, virtual access to public forums and resources became critical. The Communications Department responded to this challenge by upgrading the City's technology to ensure as seamless an experience for the public as possible and continue to facilitate two-way communication and information-sharing opportunities between the public and their elected representatives.

3.1.6 - Inter-departmental staff engagement in communications

As part of the previous Communication Strategy's action items, a Communications Committee was established comprising representatives from all departments. The committee enabled a collaborative approach to communicating the Communication Strategy and implementing its recommendations for internal information sharing and priorities among City employees.

Engaging staff from across the organization in planning, delivery and evaluating communications practices and policies helps to support a broad understanding and adoption of effective communications, both in delivering quality customer service to the public and managing day-to-day relationships between employees and departments. It also encourages inclusion and collaboration. This practice should be re-engaged.

3.2 Strengths

Several areas of strength have been identified through the Hub's review of the City's communications strategies, policies, materials and content, combined with feedback collected from the public, key stakeholders and City staff. The following includes an overview of these strengths, highlighting many successful communications practices the Communications Department implements daily.

3.2.1 - The communications team

The Communications Lead and Communications Officer make up the Communications Department and produce and manage communications for the City daily. This team is an asset to the City in ensuring staff, stakeholders and the public are informed of key City initiatives, news and Council decisions through a variety of channels and in a timely manner. The team is invested in their community as communicators and active members of the community.

The team is committed to engaging the public in City business and ensuring that staff understand the importance of communication. Working with key staff and senior leaders in the City, the Communications Department executed the City's Communication Strategy, which included action-based strategies to enhance overall communications between the City and its core audiences. In the last few years, nearly all of these strategies have been fully implemented or enhanced based on practical results, uptake and learnings.

For example, in order to enhance direct public contact, the Communication Strategy highlighted tactics to create an e-news section on the website to report all current news to residents, and to allow them to sign-up for direct e-news updates by email. In addition to implementing these tactics, the Communications Department also developed a monthly subscription-based e-newsletter to proactively share City news and updates, reaching about 773 community members.

The team takes pride in ensuring important information and Council decisions that would be of key public interest are circulated, and changes to day-to-day operations, and their responses, are communicated to all affected audiences as appropriate. The willingness of the team to participate openly and actively in the Communications Audit process is indicative of their investment in ever-evolving and enhancing the tactics and strategies through which they support the City of Kenora in effectively communicating with their residents. This commitment to consistent implementation and ongoing improvement contributes directly to the City's ability to remain timely and transparent in their communications with internal and external audiences.

"More than half of the survey respondents felt the City was transparent with important city news and council decisions."

Statistic from Phase 2: Stakeholder Survey Stream Analysis

3.2.2 - Invested community

There is a great sense of pride that accompanies living in Kenora. Direct feedback from one-to-one meetings and general sentiment throughout the Communications Audit highlighted appreciation, respect and a genuine passion for Kenora's unique natural beauty, proximity to the Lake of the Woods, active lifestyle, sense of community and hardworking nature.

The survey and one-to-one meeting feedback indicated that Kenora citizens generally welcome innovation and new ideas around communication from the City. Community members and stakeholders who engaged in this process expressed a desire to be informed of the Council decisions and other relevant City information, and to be involved in decision-making where possible. All respondents indicated they were aware of, and had used, at least one communication channel or tool offered by the City, such as the official City website, social media profiles or e-newsletter. This aligns with the City's current Strategic Plan that highlights a desire from the community and stakeholders for the City to find new ways to engage and communicate with the community and ensure transparency and accountability of City decisions.

Building a strong sense of community along with its partners, businesses and citizens, has enabled the City to cultivate a community where two-way communication

is expected and appreciated. While this places demands and pressure on the Communications Department to effectively communicate with multiple audiences on a variety of topics, it speaks to their success to date in fostering such an invested community that looks to its municipality as an important resource, and that wants to be aware of the goings on of the City that impact them and their neighbours. Feedback from one-to-one meetings, in particular, indicated a strong desire from community stakeholders to be active in the City's information-sharing, decision-making and planning processes. This provides a runway for the City to continue leveraging new and evolving technologies and channels of communication to engage the public and key stakeholders.

3.2.3 - Invested leadership

Feedback from City Council members and the Senior Leadership Team indicated interest in exploring ways to continue enhancing the effectiveness and innovation in the City's communication strategies in order to be proactive and transparent in informing the public. Moreover, leadership

acknowledged that best practices and improvements are ever-evolving when it comes to communications.

Institutional support for communications objectives and strategies, including incorporating communication needs into staff reports, identifying communication priorities among division leads and managers on an annual basis, and prioritizing the strengthening of important relationships such as First Nations, media partners, neighbouring communities and partner agencies, demonstrate a commitment to prioritizing effective communication within the organization in order to foster strong communications by the City.

This is further exemplified by the City making formal communications training available to senior managers and department leads, and encouraging its uptake. Commitment to ensuring managers are effective communicators can help to embed effective communications into the organization's day-to-day operations.

The support from leadership to ensure the City has the necessary tools, capacity and resources to ensure all departments, including the Communications Department, can effectively communicate with one another, as well as their stakeholders, partners and citizens is fundamental to success.

3.2.4 - Timely and consistent information sharing

The Communications Department provides timely and convenient access to municipal information. It supports other departments in ensuring services are conveniently available to the public, while ensuring privacy rights

are respected. When department-specific content is provided for public consumption, it is posted to the official City website, then shared with media, posted to social media and shared through other channels as appropriate.

The Communications Audit indicated timely responses to operational changes that impact staff or community members, such as changes to transit schedules and routes, temporary road closures and weather events. In the communication of large-scale City projects, such as development plans or city-wide strategy and master planning exercises, multiple channels and methods are used to inform the community and highlight opportunities for engagement and participation.

> *"When a crisis or emergency situation has happened, those were well communicated. Programs, especially family programs or seniors programming, are communicated. Transfer facility hours, pool schedules, etc. are easy to find for example."*

-Feedback from Phase 3: Stakeholder One-to-One Meeting Stream

Internally, City staff indicate that volume and quality of information shared by the Communication Department are considered average to very good, due to regular email outreach and updates to work space bulletin boards and television screens. Inter-departmental collaboration is critical to the success of internal information flow by providing key information, updates and impacts to the Communications Department in a timely manner, and ensuring regular inter-departmental communication.

"Audit feedback found that when employees receive correspondence from the Communications Department by email, most are inclined to open and read at least some of it."

Statistic from Phase 2: Stakeholder Survey Stream Analysis

3.2.5 - Use of multiple communication channels

The City has expanded and enhanced their use of digital and traditional communication methods in recent years, creating more opportunities to access information and communicate meaningfully. Communication and technologies evolve quickly and the City looks to strike a balance in order to address the modern tendency towards digital communication with a continued interest in accessing traditional information sources such as newspapers, radio and face-to-face.

The City uses the following traditional communication channels on a regular basis:

- Monthly Blitz advertisements in local businesses and restaurant restrooms
- Physical postings in City buildings
- Local newspaper memos and placements
- Radio public service announcements
- Direct mail through Canada Post
- Mail utility and tax bill inserts

Sample monthly Blitz ad

The City uses the following digital communication channels on a regular basis:

- The official City website (www.kenora.ca)
- Social media profiles (Twitter, Instagram and Facebook)
- Subscription-based email newsletters (MailChimp)
- Digital signage located in City buildings
- Monthly digital banner on Q104 - Kenora Online website
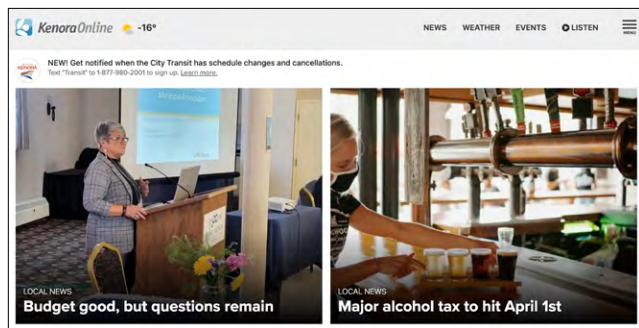- Recycle Coach app
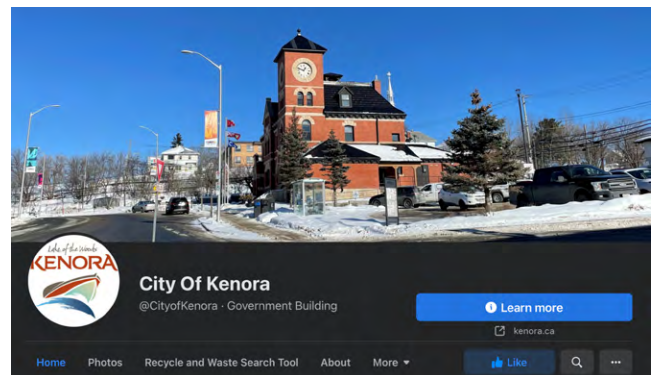
@CityofKenora Facebook page
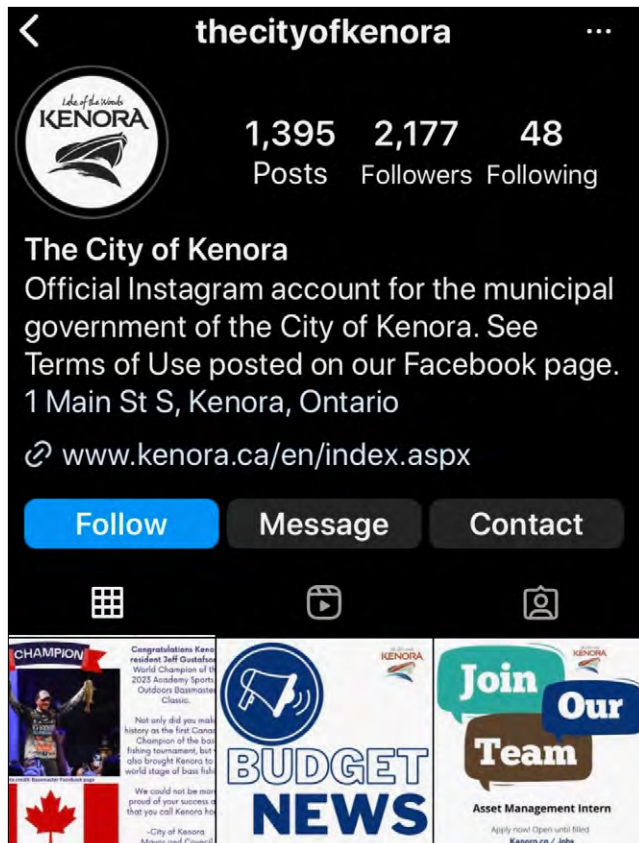
@thecityofkenora Instagram page

Monthly digital banner on Q104 - Kenora Online website.

Prioritizing a mixed approach means audiences can receive information through their preferred channels, as well as new ones. This supports maximized reach for the City and message reinforcement as audiences may receive important information through multiple sources.

In surveys and one-to-one meetings, respondents were given a list of the City's public communications channels and materials and asked which of them they were aware of. Many respondents were aware of multiple channels, especially the official City website and one or more social media profiles. It should be noted that those who participated in feedback channels may be more likely to have been aware of these channels by virtue of their awareness of the Communications Audit. However, when prompted to suggest a communication channel that would be beneficial, several respondents suggested channels the City already uses. The City is leveraging many channels that may suit the community's familiarity and preferences, yet these responses suggest there is opportunity to increase channel awareness.

"Approximately one-third of respondents are current e-newsletter subscribers and are aware of other city communication channels."

Statistic from Phase 2: Stakeholder Survey Stream

Internally, feedback from staff indicated that email and word of mouth are the most common ways employees receive information about the City, its programs, policies, emerging issues and events. Most respondents identified themselves as "inside workers", and are, therefore, more likely to have regular access to email. Employees also indicated that they use on-site bulletin boards and workplace televisions to obtain such information. Not all of the City's workforce has regular access to email and some may have limited

access to workplace common areas. A mix of communication channels, including word-of-mouth communication according to the Communications Policy, is thus critical to ensuring key information is shared with all employees with opportunities to raise awareness and support two-way communication.

3.2.6 - Prioritizing a primary information source

With so many channels available to source information from, municipal governments look to make life easier for information seekers. The City has prioritized this by utilizing the official City website as the primary source for accurate information, news and updates for the City of Kenora.

The website is the first channel where new information is posted publicly. The website is a hub containing links to other official communication channels. It can be leveraged by the Communications Department and City staff organization-wide to direct the public to specific official City information as needed through a variety of communications channels, such as social media, email and word of mouth.

The website is a resource for residents, businesses, City staff and media where they can feel confident that the official information they obtain is current and accurate. Prioritizing the website as a primary information source is crucial in reducing misinformation and countering unauthorized information sources such as unofficial community Facebook pages.

4: Opportunities to Enhance Communications and Corresponding Recommendations for Consideration

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Expectations for governments to be accountable and transparent are growing, especially at the municipal level, where government is local and greatly influences the day-to-day lives of those who live, work and play in our communities. Municipalities are responsible for sharing abundant information with a variety of stakeholders, while navigating risks of information overload and inaccuracy.

The City of Kenora's Communication Department is a small but mighty team who work diligently to convey relevant and accurate City information, timely and appropriately. Throughout this audit, we determined that much work goes into day-to-day information sharing both within the organization and with the general public.

Survey feedback and one-to-one meeting insights underscored the team's efforts and offered intelligence and perspective that could enhance communications best practices. Combined with insights from the Hub's independent analysis, the following section highlights some of these perspectives with corresponding recommendations for consideration.

Opportunities and recommendations may be considered, prioritized and implemented as the City deems appropriate.

4.1 Opportunities to Enhance External Communications

4.1.1 Opportunity: Raise public awareness of City roles and responsibilities

Context:

Surveys and one-to-one meetings returned feedback indicating that some community members and stakeholders need more help finding information when they don't know where to look, who to ask, or how to locate it.

Feedback also indicated a sentiment that outreach and questions from residents to City staff are not always addressed in a timely manner, if at all. This feedback was not specific to any particular department.

While not necessarily the role of the Communications Department, there is an opportunity to implement communications tactics to help address these concerns.

Recommendations for consideration:

A creative public awareness campaign to educate the public on how and where to access information from the City is recommended. The campaign would highlight departmental services, responsibilities, contact information and directives to better leverage the website, public feedback, engagement opportunities and more. The campaign would leverage various communications channels and delivery methods for optimal impact to ensure widespread education and penetration.

We understand that the City will soon introduce a new Customer Service Policy to enhance service standards and procedures for residents and City staff. The recommended public awareness campaign would directly complement the implementation of this new policy.

We recommend considering advertising to extend campaign reach beyond the City's owned channels to raise awareness of the new policy best, how it impacts them and how they can leverage the program's new

tools. Advertising could include a mix of traditional and digital channels. Advertising would require a financial investment.

These recommendations aim to support enhanced public trust through information sharing and education.

4.1.2 Opportunity: Further enhance ease of access to Council news and municipal information through core digital communication channels (Part 1: The official City website)

Context:

In today's digital-driven world, information sources are abundant, and everyone has different preferences for receiving, consuming and engaging with information. Striking the right balance to engage diverse audiences effectively is a challenge.

With so many platforms to access information, it is prudent that the City has established the official City website as the primary source for official City information. The website should be the most reliable source of information for the public and should be easy to access and navigate. Of the external survey respondents, 64% indicate using the City's website to access information. Survey feedback indicated that the most common reasons respondents access the City's website are to find information pertaining to news releases (38%) and recreation facilities and programming (38%).

Some survey respondents indicated having difficulty finding information on the website, including when they used the search tool. Of the external survey respondents, 25%

said the website is easy to access and navigate, while 54% suggested there is room for improvement, and 12% suggested the website is difficult to use. Respondents who identified as seniors were likelier to answer that they sometimes find the website challenging to navigate. While this is important to address, it should be noted that those aged 45 and above make up 23.5% of the website's visitors. This feedback is important to consider as those unfamiliar with City services, the website's layout or website search tools in general may feel their searches are not producing desired results.

The website also competes with other local websites and media sources for search engine optimization. These websites' popularity and position in search engine results can lead to confusion about the official information source for the City.

The City's Communications Department has established straightforward pathways to obtain accurate, reliable information, which is imperative and can continue to enhance access points to reinforce their use and impact. Based on The Hub's assessment, the website is a valuable resource on various municipal issues. Simplifying the user experience will further enhance its functionality.

Recommendations for consideration:

**a. Increase call-to-action on the City's website**

Nearly all official City website pages include a call-to-action, "Subscribe to page updates," with a clickable link for visitors to sign up to receive webpage-specific email updates. The call-to-action is a clear and simple

prompt. This feature allows users to stay informed on issues that may interest them. We recommend extending these prompts throughout the website to grow the City's e-update and e-newsletter subscriber base, and help simplify access to information for users.
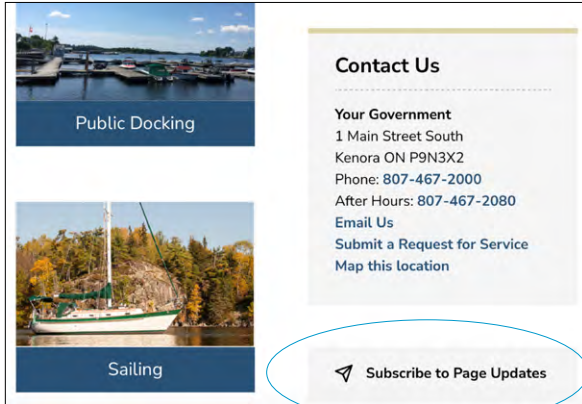

The same can be applied to ensure resources are leveraged effectively, such as links to official City social media pages. At the bottom of the website's homepage are links to all official social media platforms. Adding a direct call-to-action, such as "Follow us on social media" can give the audience a clear next step and increase the chances for new social media followers.
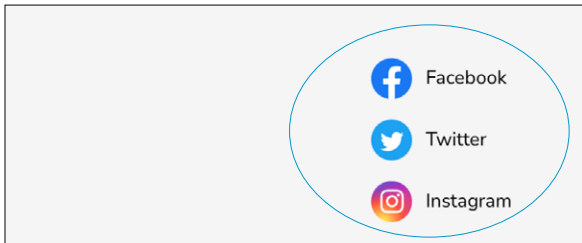
Hyperlinking is a user interface tool that can point to internal or external web content, and can link multiple web pages to one website. The City website contains emboldened hyperlinks which redirect users to corresponding web pages for further

information and content. Internal links like those used on the City's website not only help users navigate online content and increase page views, but also tell search engines which pages on the website are important.

We recommend using clear call-to-action commands, buttons or action phrases for particularly important web content. A call-to-action phrase or button can be more effective at guiding website visitors to take specific actions than other more discreet user interface tools like emboldened hyperlinks. An example of where this is being used already is on the "Mayor and Council" page.
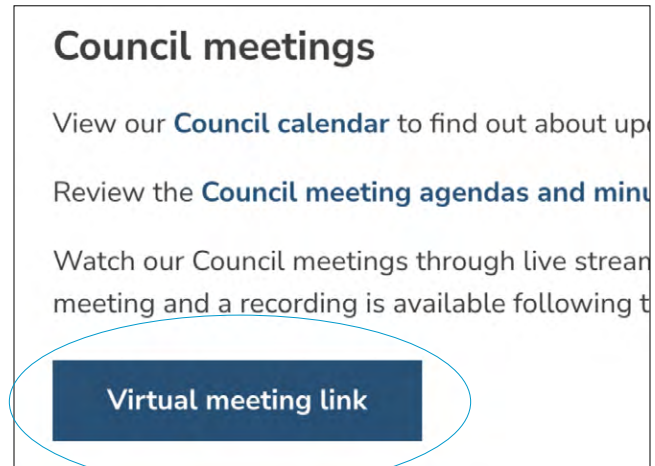
Furthermore, consider including a call-to-action to subscribe to the e-newsletter on the website homepage, or that is searchable using the website's search bar function. Call-to-actions can also be included in meta descriptions where possible to drive conversions. A meta description is the brief summary of a web page displayed as a snippet in search results to give users an idea of the content that exists within a page and how it relates to their search query.

**b. Continue to enhance the
website search function**

Unrelated website search results may occur because page titles and sample text from other relevant web pages are being produced. This can occur when the search algorithm considers certain pages to be relevant based on factors like keyword usage or page popularity. Therefore, page titles and sample text may not provide an obvious connection to the term searched.

Moreover, search results can occasionally lead to a page that initially appears to contain the desired information, but upon visiting it, users discover that they need to click on another link or navigate further to access the specific details they were looking for. These factors may be contributing to frustrations with the website's search function.

The Communications Officer routinely reviews website search analytics using Cludo, a third-party intelligent search tool designed to monitor recent searches and enhance website searchability. We understand that the Communications Officer is also considering the implementation of customizable searches. We recommend this be executed to allow website visitors to refine their search parameters based on City division, service area, topic, etcetera.

Where possible, we recommend reviewing pages where multiple actions are required to find specific topics and sources of information and that consideration be given to how direct links may be incorporated into search results for commonly searched topics.

This recommendation could require financial investment if the City chooses to continue outsourcing its implementation to a specialized service provider like Cludo.

**c. Continue to enhance website
Search Engine Optimization**

Many people use traditional search engines to find City information. Search engines can lead people to sources other than the official City website. This is a challenge that is difficult to overcome.

To ensure the City's website and official content rank highest, we recommend continuing to optimize all official web pages, including internal pages. Page optimization can be done by continuing to link content with keywords, ensuring pages titles are less than 70 characters, tagging or labeling local photo and video, and by increasing homepage backlinks.
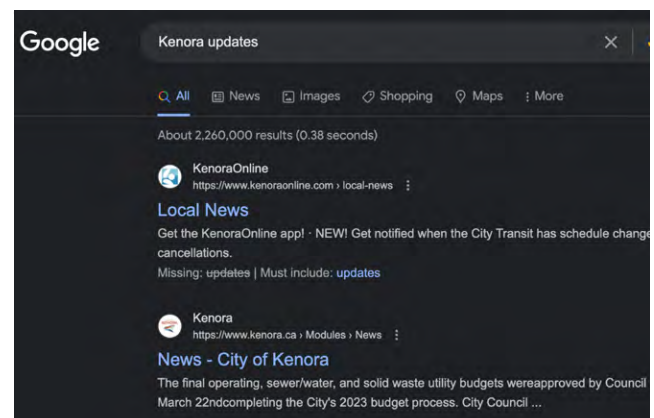
Google search results for "Kenora updates"

d. Simplify access to popular information

We heard from survey respondents that they are primarily interested in accessing information about recreational facilities and programming, and Council news and

decisions. The City's official website displays five drop-down categories in the navigation bar with sub-navigation menus. These categories are "Living Here", "Visit & Play", "Build & Invest", "Your Government", and "I Want To".

To meet public demand, we recommend considering adding a link to the "News and Notices" and "Recreation Centre" pages to the drop-down menu of the "I Want To" tab of the City's official website. The "I Want To" tab is a very useful tool as it provides a personalized action-driven approach to locating information on the website. Providing additional access points to some of the most popular content here can assist audiences in reaching the information they're looking for faster.

As previously stated, the News & Notices web page is a welcomed addition to the website as it informs visitors of the latest news and updates from the City and can answer questions that audiences may have on recent City matters, including City Council news and decisions. Relisting this web page under the "I Want To" menu may draw more attention to this valuable resource page.

This recommendation should be implemented in conjunction with continued regular monitoring and review of web page traffic in order to gauge what the most useful pages to link in the "I Want To" tab are and make adjustments as deemed necessary.

e. Simplify access to City Council and Committee meetings and decisions:

The City has considered ease of accessibility to the public by posting Council and Committee meeting agendas and minutes and offering live stream and archived recordings of Council and Committee meetings. All materials and links are publicly available on the City's official website, however organization of content and links could be enhanced.

Live stream recordings - Currently, archived recordings of Council and Committee meetings are accessible via the "Agenda and Minutes" web page. Links to recorded meetings can be found at the top of meeting minutes and through the "Virtual meeting recordings" drop-down tab.

However, archived videos within the "Virtual meeting recording" tab are limited to 2020 and 2021 archived recordings only. Recordings of 2022 and 2023 Council and Committee meetings are accessible through a hyperlink button on the civic web portal, via the "Mayor and Council" web page. When accessing a meeting recording through the link in the meeting's minutes, the link takes you to the civic web portal, but not always directly to the meeting recording itself.
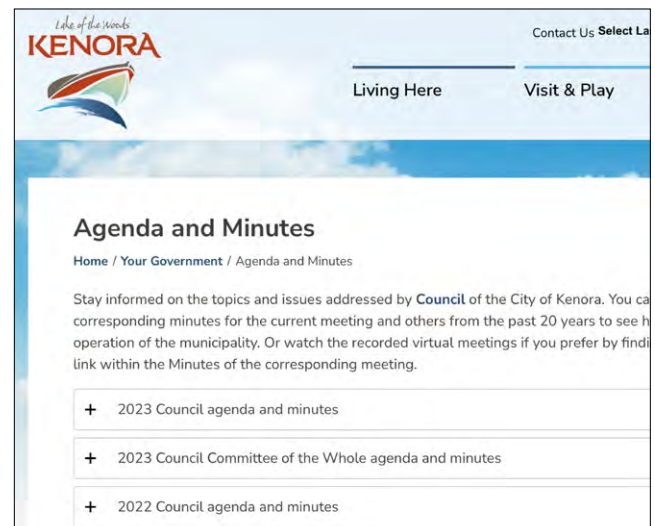
The civic web portal is a modern and resourceful tool. We recommend simplifying and streamlining access to enhance visitor experience when seeking Council decisions, including meeting live streams.

For example, in the "Virtual meeting recordings" tab, an option could be added with a call-to-action like, "Access virtual meeting recordings from 2022 and 2023" with a clickable link leading to the calendar on the civic web portal for visitors to find and select the meeting recording they are looking to find. This would consolidate access points to all previous meetings in one location.
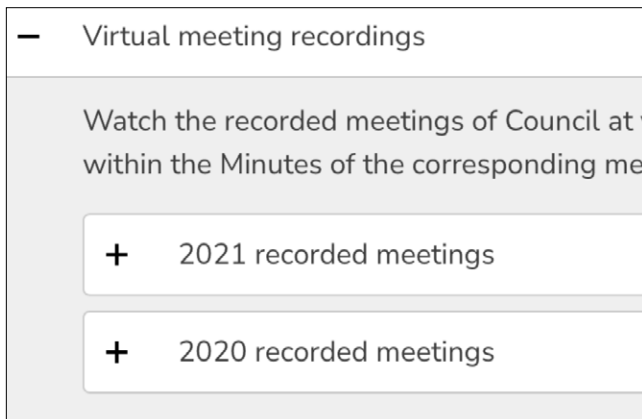
When linking meeting recordings in the meeting minutes documents, we suggest providing a direct link to the video when possible, instead of linking the civic web portal landing page.

Agendas and minutes - The City does an excellent job of ensuring public Council and Committee of the Whole agendas and minutes are easily accessible through the Agendas and Minutes web page under the "Your Government" section of the website, and sharing links to agendas on social media. To further improve accessibility, the City may consider listing agendas and minutes chronologically rather than alphabetically.

While a small change, this can enhance navigation for website visitors.
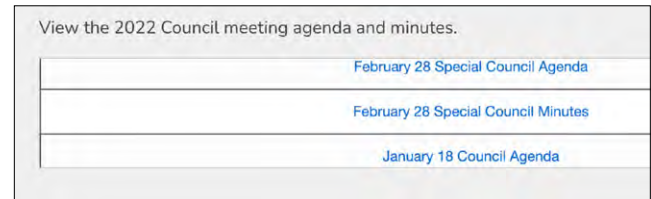
4.1.3 Opportunity: Further enhance ease of access to Council news and municipal information through core digital communication channels (Part 2: Social media)

Context:

Social media also plays a key role in City communication with residents. 53.1% of external survey respondents indicated they follow the City on one or more of Facebook, Twitter and Instagram.

When it comes to Council news and decisions specifically, social media is a practical and effective way to provide quick updates to the public in real-time. Digital engagement can increase opportunities to participate and simplify access to information.

Recommendation for consideration:

As highlighted in the previous section of this report, the City's implementation of a Council Decision Summary shared on the website following each Council meeting is an excellent resource for people who may not have time to review minutes or videos.

We recommend a link to the Council Decision Summary also be shared on social media, specifically Facebook and Twitter,

after being posted on the website. The Communications Department already shares links to agendas and meeting live streams. The Council Decision Summary is a good resource and sharing it on these channels provides followers and other users with access to a complete set of information on each meeting in one place. The same users who access meeting agendas through the social links may also be inclined to access a summary of the meeting's outcomes.

This recommendation simplifies access and can enhance perceived transparency among those who use social media as their primary source of City information, and particularly Council news.

4.1.4 Opportunity: Enhance First Nations relations and communications

Context:

First Nations require a separate and specific strategy for communication and engagement. This should be developed in collaboration with First Nations communities to ensure the strategy is acceptable and realistic. The City's commitment to continue pursuing an Indigenous Relationship Specialist is a very positive step in fostering and enhancing the City's relationship with First Nations communities.

Recommendations for consideration:

We recommend the City continue in its effort to hire an Indigenous Relations Specialist. While it may take time to identify and secure the right individual for the role, it will be worthwhile to establish a dedicated strategy for communication, collaboration and cooperation with First Nations community partners.

Through the implementation of this role, we also recommend considering a specific strategy for communications with First Nations communities to enact an appropriate plan to strengthen those relationships continually. The strategy should be developed in collaboration with First Nations communities and their representatives to ensure outreach and relations will be productive, and communication will be effective. The addition of the new position will very much benefit this strategy through collaboration with First Nations communities.

While the City is already committed to the financial investment required to hire an Indigenous Relations Specialist, this recommendation could require additional financial investment as the Specialist works with First Nations communities.

4.1.5 Opportunity: Strengthen local media relationships to support public relations

Context:

The Hub's independent analysis identified a recurring negative undertone in some media reports within or about Kenora over the last year. Kenora is not alone in this as it is reflective of a trend in recent years by outlets to leverage "click bait" to attract attention. However, it can have a negative impact on perception of the municipality and contribute to shifts in sentiment.

Stakeholder feedback indicated that while communications with local media partners have improved in recent years, timeliness of information distribution could still be enhanced, depending on the situation. Road closures and transit issues were given as

examples of where communications from the City can be dispatched to the media faster in order for them to report in a timely manner.

Of course there are situations where the City must respond reactively and can not always provide information to the media or the public as quickly as they may want. However, opportunities exist to improve understanding and strengthen relations to benefit both the City and the media. Positive working relationships will help ensure that both entities are approachable and understand each others' expectations to ensure accuracy and timeliness of reporting. This opportunity also extends to the ability for the City to promote positive news, stories and experiences through local media.

Recommendations for consideration:

The City is responsible for sharing information with the public, but it also has an obligation to consider many factors and impacts when doing so. Expectations of what constitutes timely information sharing may not always align with the reality of what the City can share publicly and when. In circumstances where it isn't possible or appropriate to provide local media outlets with detailed information immediately, a brief acknowledgement to that effect could be distributed to the media with the assurance that details will be provided, when possible. Such a statement should be neutral in tone and use standardized language. While the City may already do this in some cases, it may be prudent to adopt it as common practice for all City matters as appropriate within the guidelines of the Communications Policy in order to enhance regular communication with media outlets and reporters.

Regarding what news to share, it is prudent for the City to proactively identify positive stories that can be shared where possible. While we do not recommend pushing a specific number of news stories solely for the sake of sharing them, incorporating this proactive approach into the City's communications planning can enhance public relations work to encourage frequent media engagement and contribute to a rebalancing of coverage and perception. This would require inter-departmental collaboration in order to identify opportunities and resources.

We further recommend that consideration be given to a bi-annual media engagement survey. This would require the City to survey local media outlets to gauge their assessment of the City's timing and method(s) of information sharing about one to three specific media events that took place over a previous six-month period. The City can use the findings to adjust their information sharing best practices as appropriate. If appropriate, the City may also be able to clarify timelines and context behind the sharing of certain information in order to manage media partners' expectations through education and understanding. These strategies are reactive, intending to support proactive practices.

While it may not always be possible to meet all expectations, increasing outputs, requesting feedback and providing examples where possible can lend itself to enhancing relationships with local media outlets.

4.1.6 Opportunity: Refine and enhance the approach to social media

Context:

As highlighted previously, the Communications Department has enhanced its use of social media in recent years, specifically on Facebook, Instagram and Twitter. Audit feedback indicated that social media is one of the most common sources through which Kenora residents and stakeholders seek official City information. Of survey respondents, 61.5% felt that the City's use of social media to communicate is beneficial. Feedback indicated that these channels could be used more efficiently. Some respondents noted that the City's pages can sometimes feel overwhelming and information could be more succinct. Feedback regularly noted an abundance of job-post content.

The use of social media by municipalities and organizations is commonplace, contributing to a modern approach to communications. It can be challenging to strike the right balance between oversaturating followers' feeds and prioritizing transparency. By considering some refinements to planning and analysis, the City's Facebook, Twitter and Instagram pages, and the use of additional platforms, social media can continue to serve as core communication channels for the Kenora community. This section looks specifically at the official City of Kenora social media profiles managed by the Communications Department.

Recommendations for consideration:

a. Tailoring content:

The Communications Officer posts regularly on Facebook, Instagram and Twitter according to a content schedule and as information is provided for public consumption by other City departments. Content is posted during active times based on analytics and follows a set format for messaging. Links are routinely included in posts to direct users to the official City website for further information.

Building on this methodical approach, we recommend implementing content strategies for each social media platform to streamline sharedcontent and optimize user experience and content performance regarding message penetration.

The platform-specific content strategy would leverage content analytics to measure which posts receive the most substantial reach and engagement on each platform, looking at both the content's features (topic, messaging, visuals, caption length) and the post's timing (the time of the month, day of the week and time of day). These observations can be used to develop a strategy to tailor content to each platform and audience. This is not to say that the City should share only top performing content, but it may allow for the personalization of content to suit the channel through which it's being shared. Of course, there is content that the City must communicate, should communicate and is nice to communicate.

Insights can inform the design of future content, whether it's "must share" or "nice to share." For example, it's known that

Instagram is a highly visual platform, so images or graphics should accompany posts, but some visuals may perform better than others. They can also highlight what types of content may be best to share more often on some platforms than others, in addition to "must share" information. For instance, Facebook content is not necessarily impacted by caption length, whereas Instagram content tends to perform best when a very short or very long caption is used. Instagram's feed algorithm is also engagement-based, as opposed to chronological like Twitter's, so it presents posts to users based on the content they're engaging with, or viewing the most. So users not actively engaging with the City's content may not necessarily see each job post shared on Instagram. However, they may occasionally see the City's posts in their feeds or find information when they visit the City's profile.

Moreover, if the same types of posts appear frequently, followers may be less inclined to engage with them, reducing the likelihood of seeing them in the future due to the algorithm. To pack a bigger punch, consider sharing individual job posts as an Instagram story as soon as the posting is made public on the City's official website. The story can be followed by a single post highlighting all open roles on a weekly or bi-weekly basis, depending on need. This way, when Instagram users visit the City's profile to seek out information, they will also see a variety of content on the City's page at first glance, as opposed to multiple job-related posts. Tailoring social media content can help followers and others consume content more effectively, and possibly lead to increased followings, which can support City pages being more effective overall as communication channels.
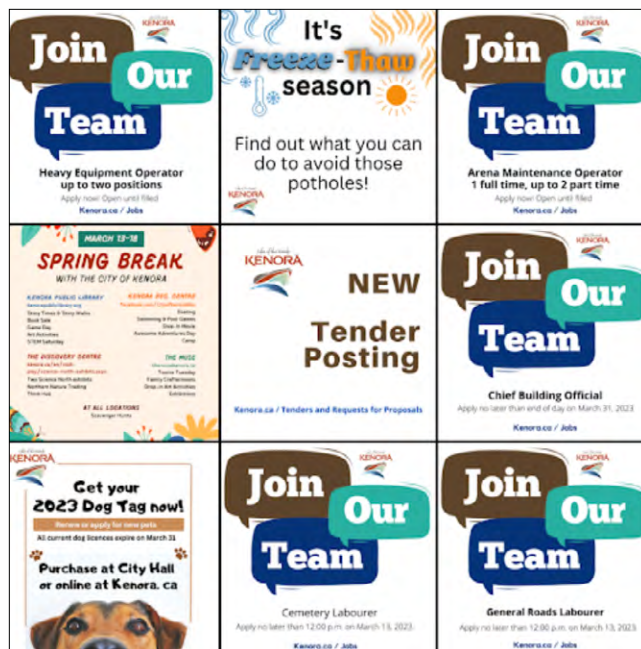
@thecityofkenora Instagram feed

When information is provided to the communications department for dissemination, if not urgent to share, the Communications Officer can use platform insights to proactively assess when and where to share the information to reach the audience effectively. These insights can be used when planning "nice to share" information, or re-sharing information from other City accounts for each platform. Consideration should be given to the day of the week that certain information is shared. For example, engagement may be higher on Instagram on different days than on Twitter.

The City can use these insights to implement round-up posts. These posts could share a summary of recent important or popular topics posted about by the City on their platforms monthly, for example. These types of posts can underscore key messaging and important information by re-highlighting it to followers who may have missed the original

posts. It can also help individuals who do not follow the City but visit its social media pages periodically to quickly understand recently shared information without having to scroll through all recent content. The City can monitor the performance of these types of posts to gauge their suitability for each platform and adjust according to the platform-specific content strategy.

Along this line of thinking, using language in posts that refers to the content schedule can help followers and visitors to understand when to look for certain types of information. For example, if posts related to recycling tips are shared on Tuesdays, consider referencing the weekday in the caption.

b. Cross-promotional opportunities to highlight communication channels:

We recommend leveraging each social media platform to promote other City communication channels. This could involve sharing posts that highlight and tag other social media pages across City-owned platforms, managed by the Communications Department or other departments, with a description of their content and a call-to-action to follow them. Additionally, posts can highlight other communications channels with calls-to-action, such as e-newsletters, the Waves podcast and digital signage. These self-promotions can support the City in expanding awareness of the various information-sharing channels available to residents and stakeholders. We recommend leveraging cross-promotional posts a maximum of once per month to ensure "must share" information takes precedence.

c. Brand application:

The City consistently uses the logo and brand colours in the City's social media content, indicating that the information shared is official and from the City. To further enhance this, we recommend establishing a standard branding application specific to social media that complements the existing guidelines. For example, placing the logo in the same area of graphics as much as possible, ensuring it is not displayed too close to text or other graphics beyond the recommended white space. This can help streamline the visual impact of content and further reinforce the recognizability of official City content. Other City department social media page managers can adopt similar standards for content sharing so that all City-affiliated content follows the same visual format.
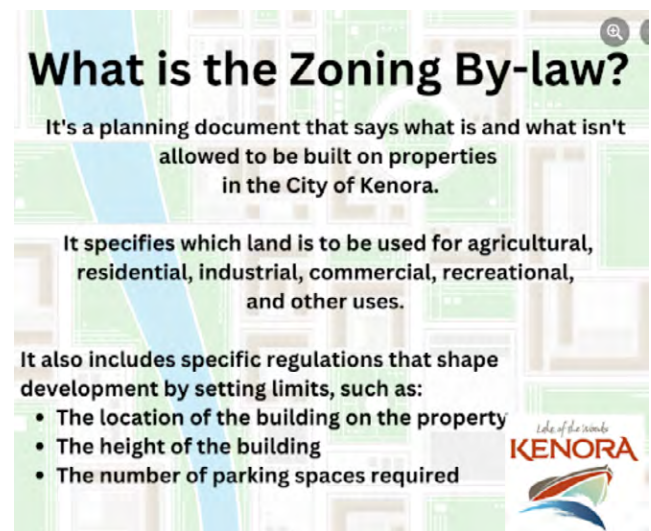
An example of a Facebook post where the logo placement could be revised to improve visual impact.

d. Tools and resources:

We recommend the City should consider using an all-in-one tool for planning, scheduling and analyzing content across all platforms, such as Agorapulse, CoSchedule or Hubspot. This software allows posts to be drafted together, but refined and scheduled according to each platform's strategy. Instead of using each platform individually, the City can manage all all posts from a single location. It also simplifies analytic data collection and provides the opportunity to compare content and platform performance at a glance without needing to do so manually.

This recommendation could require financial investment if the City choses to implement a subscription-based tool to plan, schedule and analyze social media content and channel performance.

4.1.7 Opportunity: Review and consider expanding external communication channels for targeted outreach

Context:

Determining how to best communicate with community members and key stakeholders can be challenging. With a variety of stakeholders in the City, each with different priorities, it can be difficult to meet everyone's individual communication preferences.

Feedback provided to The Hub indicated that some stakeholders expressed a desire for more collaboration between the City and different organizations to support their shared audiences. For example, improved communication and collaboration with

school boards and education partners could help ensure families with school-aged children have an extra touchpoint on relevant City information via their school information distribution system. There was also feedback indicating that currently, some stakeholders feel that they need to seek out information from the City on topics of relevance as opposed to it being given to them.

The public also expressed a desire for more communication channels. While we recognize the City is utilizing several channels to convey information, some may be more effective than others in engaging the general public.

Recommendations for consideration:

a. Two-way feedback channels

To enhance stakeholder engagement, there could be a stakeholder specific awareness campaign to support the City's current public information distribution processes. Consider a "Did you know" promotional series where the City highlights the different communication channels through which people can access, receive and share information. Within this campaign, there could be direct calls-to-action with "Follow us on…" or "Subscribe to our e-newsletter by…". While these communication channels have been active for a long time, reminders and extra touchpoints could enhance outreach and re-engage the public. The City could work with these key stakeholder groups and their representatives to leverage official communication channels to reach and educate the stakeholder groups and their communities and audiences.

Consider implementing bi-annual, City-initiated outreach to some of Kenora's active community organizations. While not necessarily the role of the Communications Department, support could be provided by the department to City staff members to effectively reach and engage community contacts. Stakeholders would likely see this as a proactive initiative by the City and it would also increase rapport between the City and these organizations.

Furthermore, we recommend considering the use of a public survey to help the City manage and satisfy evolving wants and needs from the general public. The Communications Audit established that the community generally desires to stay engaged and informed. A "Tell us what you want to know…" could assist with identifying and addressing information wants and give the City insight into the ever-changing landscape of what residents are looking for regarding communications. This can also be supported with specific social media and communications strategies.

These recommendations could require financial investment including printing and delivery of targeted awareness campaign materials, as well as identification, design and execution of a public survey program, if the City does not already have one in place that can be leveraged.

b. Reviewing inactive channels

Consider a review of current communication channels. We recognize that the City is doing good work through a variety of channels, however a review would be a good way to identify engagement and activity levels of each. For example, the City has a LinkedIn page that is sometimes used to share job postings. We recommend this be assessed to determine whether it should remain active and leveraged to share job postings. If it is to remain active, consider who should manage it as a hiring-focused tool.

The City's YouTube channel is used infrequently. While it may no longer serve as a primary video channel for the City since adopting the civic web portal, it is recommended that consideration be given to using a disclaimer with a call-to-action directing users to the official City website for recordings of Council meetings. This same consideration should be given to any other communications channel used by departments or management no longer in use.

4.2 Opportunities to Enhance Internal Communications

4.2.1 Opportunity: Clarify and reinforce internal communication roles, responsibilities and requirements

Context:

The City's Communication Policy is a comprehensive tool to guide City staff on how, when and with whom to communicate important information within departments, between departments and with the public. According to the Corporate Communications Plan, all City employees are to receive an orientation on the Policy, the communications function and their roles and responsibilities.

The plan, however, must clearly define who is to provide this orientation. In some cases,

this may result in undue expectations on the Communications Department to carry out information sharing and communication beyond their scope of responsibility as outlined in these policies and plans.

Stakeholder engagement and independent analysis indicate that review, clarification and updating of the City's Communication Policy and Plan among City Council, senior leaders and staff can benefit the City's day-to-day communications and operations. Strengthening internal knowledge and understanding of communications roles and responsibilities is essential to fostering a continued and enhanced sense of trust, transparency and connection for staff of all levels and departments.

Recommendations for consideration:

Providing staff with a communications orientation is a helpful practice for educating staff on policies and roles. In order to reinforce these policies and ensure understanding and application, we recommend implementing annual refresher sessions among Senior Leaders and members of Council.

This recommendation could allow for a deeper understanding of the City's approach to communications, including the role of the Communications Department staff and how to work with them to ensure appropriate and effective information sharing internally and externally.

Furthermore, this could empower leaders to foster enhanced awareness of communications priorities, responsibilities and plans among their departments. It could also encourage effective collaboration with

Communications staff to streamline efforts when communicating with the public. A focus on opportunities for two-way feedback and reinforcing their visibility can contribute to the successful implementation of these recommendations.

Effective communications require collaboration and consistency across City divisions. These recommendations provide an important opportunity for reflection, analysis and refinement among individuals, departments and teams. Application of these strategies in conjunction with others as highlighted in discussions with Communications staff and Senior leaders throughout the Communications Audit process can support an enhanced sense of connectivity and collaboration to position the City for successful communications both internally, and with external audiences.

4.2.2 Opportunity: Review and consider expanding internal communication channels to extend outreach opportunities

Context:

When asked about existing communication channels, internal audit surveys and one-to-one meeting feedback highlighted a preference among City employees for email correspondence. The Hub received feedback from several internal sources, however, indicating a sense of inequity with internal communications for those without easy access to email. This was particularly targeted toward staff considered "outside workers."

This is a common experience for municipalities and finding acceptable solutions can be very challenging, especially

with different preferences and proficiencies for receiving information. Currently the City uses email, onsite televisions and bulletin boards to communicate with all staff.

Recommendations for consideration:

We recommend two additional internal communication channels for consideration. First is a staff-oriented text message alert system through which the City can quickly and easily share information with employees. Alerts may include links to more detailed information, as appropriate. One-to-one meeting feedback indicated that many staff already communicate with one another via text and phone. This system could be made available to all employees on an opt-in basis. This system could serve a similar function to email for those who may not have access to their City email consistently throughout the work week. In some cases, it could provide an opportunity to connect with City employees through a channel they already use and can help supplement word-of-mouth communication.

Second, consider circulating an internal hard copy newsletter, with highlights and details of relevant City information. These newsletters can be placed in common areas and could complement the internal bulletin board notices. These newsletters would be free to take for review outside of the workspace, similar to an email, if desired.

An overall review of internal communication channels should be considered to identify any other communications channel used by departments or management no longer in use, and make a plan to discontinue or remove them.

These recommendations would likely require financial investment, including the cost to research, acquire and facilitate the implementation of a staff-oriented text message system, as well as printing costs for a hard-copy newsletter.

4.3 Opportunities to Enhance Internal + External Communications

4.3.1 Opportunity: Enhance departmental cooperation to strengthen overall city communications and information sharing with the public

Context:

The responsibility for providing effective and engaging communications should be shared by all departments, staff, and the Mayor and Council, through cooperation and collaboration. Departments must work together to ensure residents and stakeholders are engaged in developing and delivering policies, programs and services, and they receive the information they need to do so. This includes the need for all departments to support the Communications Department in the timely and effective dissemination of information.

When City departments provide the Communications Department with information for public consumption, they share it with the appropriate audience. Audit feedback indicated not all staff understand how and when to work with the Communications Department to distribute information to the public. Moreover, it was determined that information could be shared with the Communications Department more timely and consistently in order to

allow Communications staff to consider the most constructive and practical ways to share publicly. These findings can impact the perception of transparency on the part of the City and can be interpreted as the Communications Department not acting proactively.

Just as communications impacts and needs must be considered when developing policies, plans and reports, considerations should also be given to how and when departments can work with the Communications Department to appropriately share information with the public. From large-scale development plans to recreational amenities, service impacts, to events and more, City departments should work with the Communications Department to inform them of initiatives and engage them as a resource to help identify and analyze these considerations. The Communication Department can help identify important opportunities, identify risks or challenges and manage feedback.

Departmental cooperation can also extend to social media use to streamline strategy and narrative on external channels. The Communications Department manages the official City Facebook, Twitter and Instagram pages and supports the management of the Kenora Fire Facebook page. Other City departments manage their own official social media pages as follows.

This list includes City-affiliated social media pages that are currently actively used:

- Development Kenora Facebook and Instagram pages;
- City of Kenora KRC Facebook page;
- The MUSE Kenora Facebook and Instagram pages;

- Kenora Public Library Facebook and Instagram pages;
- Tourism Kenora Facebook, Instagram and Twitter pages.

Feedback indicated that departments do not currently collaborate on social media content or planning. With so many social media pages providing information on City departments, services and news, there are significant opportunities for collaboration and coordination in delivering City messaging, amplifying awareness and brand reinforcement. This can also directly support the application of other recommendations outlined in this report, such as 5.1.1 (Raise public awareness of City roles and responsibilities).

Recommendations for consideration:

Open channels of communication between City departments are key to ensuring effective collaboration to enhance overall communications in the City. The Communications Committee established through the previous Communication Strategy provided a valuable opportunity for inter-departmental touchpoints on internal communication priorities, needs, strategies and activities. We recommend implementing a similar tactic to support streamlined external communications by the City, with a specific focus on social media.

a. Collaboration through a committee:

Multiple City divisions share information on social media about their services, programs, events and other information relevant to their followers. While some pages appear to be updated more frequently than others, all of them can be leveraged by one another

to enhance their content library, raise awareness of their pages, increase their followings, and amplify the reach of content and City messaging.

The social media committee would include representation from across divisions where social media pages are managed. This could be a sub-committee as part of the Communications Committee mandate. We suggest that the committee meet quarterly to review departmental plans, highlights and priorities with communications impacts, and to outline social media content themes and plans for the coming month, quarter and year as best as possible. This would enable the Communications Officer, as well as others to understand how to best highlight other departments' initiatives and news.

b. Collaboration in planning:

We further recommend that a shared calendar system be developed where managers for each City social media page highlight the themes, events, programs and information they will highlight on social media, and when. Each division can then assess where content is relevant to their own audiences to share and amplify, and help one another plan complementary content. This can also help the Communications Officer identify how best to highlight departments' initiatives and share information with audiences through other City communication channels.

This recommendation could require financial investment if the City chooses to implement a subscription-based tool to plan, schedule and analyze social media content that is accessible across divisions. Alternatively, this could be accomplished through use of a free

shared document program such as Excel or Google Sheets, depending on the internal capacity, capabilities and resources available to use these programs to develop a shared calendar.

c. Streamlined branding and policy application:

We also recommend reviewing the Social Media Policy and best practices with page managers. This could include a review of branding guidelines to ensure consistent application across all pages and channels affiliated with the City. For example, reinforcing that department logos must always be used in visual content, and the City logo should also be used when possible. While each department may use slightly different tones and messaging based on the nature of their content, the overall visual look of pages and content should be consistent to make it clear to social media users that information shared is official and originates from the City. Logo placement, sizing and white space, fonts, and colours should all be applied according to brand guidelines and the Social Media Policy, as applied on the main City of Kenora pages, to contribute to this consistent visual brand. A shared brand kit can be developed to support simplified implementation of guidelines where all logos and official colours are included. In addition to providing one another with information on the content plans in advance, departments should consider tagging one another's pages where appropriate to flag content for sharing, drive engagement to other City social media pages and reinforce the collaboration between City-affiliated pages.

The recommendation to develop a shared brand kit could require financial investment if the City chooses to outsource the development of this resource. Alternatively, it could be accomplished using existing internal resources.
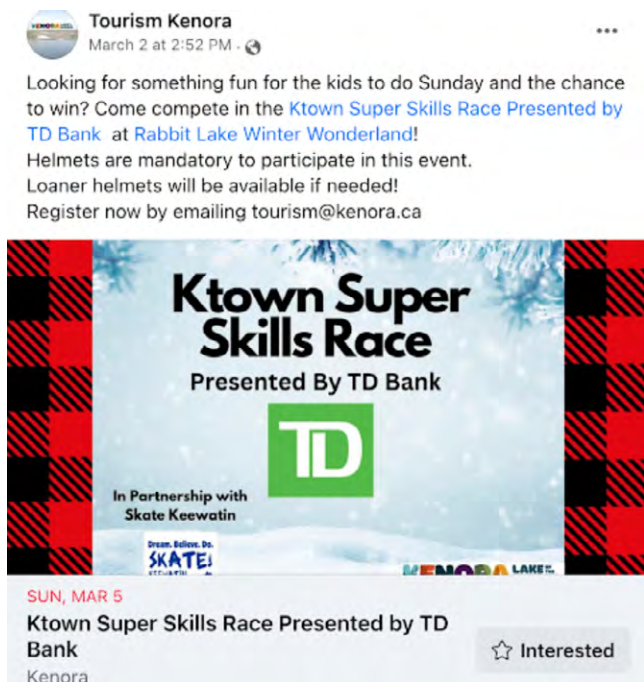
Example Tourism Kenora Facebook posts that could tag @CityofKenora to alert them to re-share the posts and expand reach.

d. Engaging the Communications Department:

Beyond implementing these specific recommendations, departments should look to leverage the Communications Department as a resource whenever possible. Even a quick conversation can result in identifying ways to boost messaging, ensure official branding is correctly applied, mitigate potential challenges or roadblocks, highlight opportunities to collaborate or share resources among departments, and more.

Collaboration and cooperation facilitate teamwork and enhance internal communication to ensure effective and streamlined public-facing communications by the City. Sharing this responsibility can ultimately contribute to increased capacity for strategic planning around the timely release of information and enhance the perception of transparency.

4.3.2 Opportunity: Continuing to apply a balanced approach to communications through an updated strategic communications plan

Context:

Governments of all levels have a responsibility to communicate with the general public as they make decisions and, in some cases act, on their behalf. As an employer, the City also has a responsibility to communicate with its staff and support effective communication among them. The City is committed to fulfilling this responsibility, and conducts all communications according to The City of Kenora Communication Policy.

During this Communication Audit, stakeholder participants expressed sentiment that the City sometimes shares information on a reactive basis instead of being more proactive. Stakeholders thought that the City could ensure clear and accurate narratives would prevail if messaging were distributed sooner or before it was perceived that the City was responding reactively. Approximately 41% of one-to-one interview participants suggested a more proactive approach could be implemented to ensure accurate messaging from the City.

It is important to recognize that not all information can be shared with the public prior to Council decisions. In the case of emergencies and unexpected events, a proactive approach may also be challenging in dynamic situations. However, it was expressed that where possible, scheduling the release of pertinent information can help ensure the right audience receives accurate information at the most appropriate time.

> *"(The City is) fighting a disinformation battle (as are) others…it's making it challenging to land a consistent narrative."*

Feedback from one Phase 3: Stakeholder
One-to-One Meeting Stream

An entirely proactive approach can be very challenging and in some cases there are benefits to the opportunity to have the time and resources to respond to events, news, questions or information. Our world is one of constant information overload with high public expectations to be kept informed of any and all newsworthy events and decisions. Finding a balance for what to distribute, when, to whom and how, is a lofty task.

When possible however, prioritizing a proactive approach to communication is ideal to foster awareness, understanding, transparency and trust with audiences. It can provide an opportunity to assess and plan for the most effective message, channels and timing to share specific information with specific audiences, having accounted for potential responses and impacts.

Concerns were expressed that it might mitigate third party assumptions and

incorrect narratives if the City were more proactive in their approach with the release of relevant City news. While this may be true, it might not always be possible. As long as information is distributed by the City, despite perceived timing concerns, people should be satisfied knowing that it is accurate and trustworthy if it comes from official City channels.

The need for proactive outreach was also raised in feedback related to internal communications. In some cases, this sentiment might be attributed to the Communications Department not always getting information from its original source in a timely manner, however, that may not be widely understood among staff, enhancing the reactive sentiment.

With all this in mind, the Communications Department proactively shares information with staff and the public whenever possible. Periodical public messaging, such as seasonal updates and City Council agendas, and information provided proactively to the Communications Officer by other departments are shared according to a communications calendar as received.

Effective internal and external communications take an extraordinary amount of effort. Traditional outreach, social media platforms, the e-newsletter, local media, and more, all require their own specific strategies in order to be most powerful. An updated strategic communications plan that incorporates some or all of the strategies recommended in this report would be useful in outlining how and when the City communicates, and through which channels. Promoting a new

communication strategy would also allow the public and internal staff the opportunity to understand better how, when, and why information is circulated.

Recommendations for consideration:

We recommend updating the City's communications plan and policy with goals and objectives that look to build on the many communications successes achieved in recent years, and deliver new opportunities to enhance City communications with a focus on all communication channels and sectors both internally and externally. Internally, it can provide staff with new and clear direction on their own roles in supporting their own departments' communications, as well as the Communications Department. Externally, it would support the public's dynamic desires regarding what they want to know, when, and through their preferred channels. Overall, it would provide opportunities to reinforce City messaging, enhance trust and pursue a balanced, transparent approach to communications.

Given the ongoing and increased effort required, we recommend acquiring additional resources for the Communications Department. Some of these resources include tools and programs as outlined throughout other recommendations in this report. We also specifically recommend considering the addition of another full-time position to support the workload of the current staff members. This position could help implement some of the recommendations in this report focused on proactive outreach and internal collaboration with department staff, as well with key City stakeholders to support the work of the current team directly. This would offer enhanced capacity for the Communications Officer to continue focusing on strategy development, execution and oversight to effectively serve and engage the City of Kenora and its community.

These recommendations would require financial investment, particularly the addition of a new full-time member of the Communications Department. Updating the City's communications plan and policy, and developing an updated communications strategy to address them may also require significant financial investment if the City chooses to outsource this process. Through the development of a goal-driven communications strategy that outlines key areas of focus and programs to be undertaken by the Communications Department with support from Senior Leaders, Council and staff, the City can effectively assess how best to source new staff members to support its implementation.

5: Next Steps & Conclusion

City of Kenora Communications Audit Report

The City of Kenora should be commended on its commitment to exploring ways to enhance its communications practices and its goal of communicating effectively with residents and employees. It is increasingly challenging for municipalities to ensure that their message is delivered to their intended audience in a strategic and timely manner. The City's Communications Department has already implemented several policies and best practices that have improved the organization's communications as they engage with a variety of internal and external audiences with competing interests. The City's investment in this Communications Audit is an important step towards continuous improvement.

Recommendations are provided through this report for the City's consideration that look to enhance community and stakeholder engagement, departmental collaboration and information sharing through core channels in order to strengthen overall communications. These recommendations lay the groundwork for the City to take the next steps in the strategic communications planning process.

Subject to the City's review of the Communications Audit, the next step would be to develop a strategic communications plan. This will allow the City to leverage the Audit's results to develop and implement new communications practices that build on the success of their existing communications program. This process includes identifying what the City's goals are with regards to communications, a comprehensive action plan that outlines how the City will achieve these goals, and what resources the City will require to successfully execute the action plan. Roles of City Staff and Members of Council in the implementation of the plan are also critical to establish in the planning phase. Strategies for success may directly align with some of the recommendations provided in this report, in addition to the priorities identified in the City's Strategic Plan.

As the Communications Department and other stakeholders within the organization work to implement the recommendations outlined in this report, they will be well-positioned to build on the momentum of the last few years and pursue an updated strategic communications plan.

the hub @ **sutherland**

June 6, 2023

City Council
Committee Report

To: Kyle Attanasio, CAO

Fr: Lori Nelson, Director of the Muse

Re: Muse Policy Addition to the Comprehensive Policy Manual

Recommendation:
That Council hereby authorizes the adoption of Muse Policies #MU-01-08 Community Policy, #MU-01-09 Conservation Policy, #MU-01-10 Interpretation and Education Policy, #MU-01-11 Investment Policy, #MU-01-12 Reserve Fund Policy; and further

That these new policies form part of the City's Comprehensive Policy Manual for the various policies pertaining to the Muse recognizing that from time to time amendments will be required as policies are added, removed and amended; and further

That three readings be given to five bylaws to adopt these policies.

Background:
In May 2020, Council approved a new bylaw regarding the governance and operation of the Muse. As part of that process, staff conducted a thorough review of all Muse operating policies and terms of reference for committees that had been previously established by the Muse Board. There were several policies adopted for the Muse, including the Art Centre and Museum and added to the City's comprehensive manual. There are additional policies that are now required to be added and attached to this report for your consideration.

#MU-01-08 Community Policy - The Muse is committed to being an active, relevant part of the community which means that The Muse is committed to ensuring that the Lake of the Woods Museum, the Douglas Family Art Centre and their collections are accessible to the community; that the community interests and priorities are reflected in the activities of The Muse; and that there are opportunities for members of the community to be involved in Museum and Art Centre activities in a variety of capacities. The Muse will ensure community involvement in the operation of the Museum and the Art Centre by its adherence to By-Law 88-2020 of the City of Kenora as it relates to the appointment of directors to The Muse Board and members to The Muse's Advisory Committees.

#MU-01-09 Conservation Policy – The Muse is responsible for the preservation of the artifacts and artwork in its collection. It will provide the best possible physical environment, preventative maintenance programs, and conservation services to meet this responsibility. When an item is donated to The Muse, basic maintenance, (i.e. cleaning, minor repairs), will be done at that time. The Muse will ensure that cleaning, repair, or restoration of any item in the collection is carried out only by qualified personnel, and in such a manner as to maintain the historic and artistic integrity of the item.

#MU-01-10 Interpretation and Education Policy - The Muse is committed to the development and delivery of exhibitions, public programs, and other educational activities, in realizing its mission to bring enjoyment and an understanding of art, history and cultural heritage while inspiring creativity and encouraging lifelong learning for the communities we serve.

#MU-01-11 Investment Policy – The Muse Board has been delegated authority over the operation and control of The Muse and is responsible for the development, recommendation, implementation and maintenance of Board policies. Investments made in accordance with this policy shall be made with judgment and care, under the circumstances then prevailing, which persons of prudence, direction and intelligence exercise in the management of their own affairs. Investments shall not be made for speculation but in consideration of the probable safety of capital as well as the probable income to be derived.

#MU-01-12 Reserve Fund Policy - The purpose of this policy is to outline the nature of the various reserve funds, to ensure their prudent use, and to define the decision-making process regarding the expenditure of Reserve Funds. This policy should be read in conjunction with the Muse Investment Policy.

Budget: N/A

Risk Analysis: There is a low to insignificant risk associated with this report. Its purpose is to approve policies that are unique to the operation of museum and art centre.

Communication Plan/Notice By-law Requirements: Bylaws

Strategic Plan or other Guiding Document: Administrative

LAKE OF THE WOODS MUSEUM ▲ DOUGLAS FAMILY ART CENTRE

Section	Date	By-Law Number	Page	Of
The Muse	April 20, 2023		1	4
Subsection	**Repeals By-Law Number**		**Policy Number**	
Community	N/A		MU-01-08	

Introduction:

The Muse exists to promote understanding and respect for the cultures, heritage, and arts of the Lake of the Woods area, and to engage a diverse community in discovery, learning, and creativity.

Stewardship of the Collection:

1. The Muse will be a respectful and responsible steward of its collection.

Relevance to the Community:

2. The Muse is committed to being an active, relevant part of the community which means that The Muse is committed to ensuring that the Lake of the Woods Museum, the Douglas Family Art Centre and their collections are accessible to the community; that the community interests and priorities are reflected in the activities of The Muse; and that there are opportunities for members of the community to be involved in Museum and Art Centre activities in a variety of capacities.

Community Involvement:

3. The Muse will ensure community involvement in the operation of the Museum and the Art Centre by its adherence to By-Law 88-2020 of the City of Kenora as it relates to the appointment of directors to The Muse Board and members to The Muse's Advisory Committees.

4. The Muse will endeavour to plan, promote, and deliver programs that engage a broad and varied audience, and which meet the needs of individuals and groups of all ages and abilities.

5. The Muse will present temporary exhibits that have relevance and/or local appeal.

6.   The Muse will offer special events, as well as participate in other community events, in order to encourage interest in local history and arts, and to raise the Muse's public profile.

7.   The Muse will identify and seek out partnerships throughout the community, including individuals, community and cultural groups, educational facilities, non-profit organizations, heritage and cultural organizations, and government agencies, in order to more effectively fulfill the mandate of The Muse.

8.   The Muse will encourage volunteers to participate in the Museum and Art Centre's programming and activities by providing opportunities and publicly acknowledging the efforts of the volunteers.

Indigenous Relations:

In acknowledgement that The Muse rests on the traditional lands of the Anishinaabe; and in the spirit of the United Nations Declaration on the Rights of Indigenous Peoples which recognizes the rights of Indigenous peoples to maintain, control, protect, and develop their cultural heritage and traditional cultural expressions; and in recognition that The Muse has many representations of Indigenous cultural heritage; and in tangible actions of reconciliation, The Muse commits to the following:

9.   The Muse will establish and maintain an Indigenous Advisory Committee that provides input, guidance, ideas, knowledge and perspective in the areas of collections, exhibitions, programming, research, and interpretation at both the Lake of the Woods Museum and the Douglas Family Art Centre.

10.   An Indigenous Relations Framework will be developed and followed. It will provide guidance to The Muse's staff, board and committees regarding building and maintaining relationships and partnerships with Indigenous individuals, organizations, and communities.

11.   Elders, knowledge keepers and community members will also be consulted on matters regarding collections, exhibitions, programming, research and interpretation upon the instruction of the Indigenous Advisory Committee. Projects relating to the culture and history of Indigenous people will only proceed with the participation of Indigenous people.

12. Complimentary admission will be offered to all Indigenous visitors to the Lake of the Woods Museum and the Douglas Family Art Centre.

Public Hours of Operation:

13. The Muse shall be open to the public for set hours as determined by The Muse Board. It will be closed for some statutory holidays (New Year's Day, Family Day, Good Friday, Easter Monday, Victoria Day, Labour Day, Thanksgiving, Christmas, Boxing Day). The Muse will also close at noon on Christmas Eve and New Year's Eve and other advertised dates, as deemed necessary. The Muse will also be open during additional times when it is anticipated that there may be community demand for access (e.g. receptions, exhibit openings, community events) or may be closed on occasion as determined by The Muse Director, for staff training or under other reasonable circumstances. Hours of operation will be posted at entrances to both the Museum and Art Centre.

Physical/Intellectual Accessibility

14. In making its collection and information resources accessible, The Muse shall attempt to minimize economic, social, geographic, physical and cultural barriers and to reach out to a broad range of interest levels.

15. The Muse will allow the periodic loan of selected items from the collection to other heritage, art, or educational institutions under the condition that all security and conservation concerns are met.

16. Primary intellectual access to The Muse's collection is provided through exhibits and programs. The Muse will provide special access to the collections as appropriate. Access to information resources is available as well during The Muse's public hours.

17. The Muse will provide barrier-free access to The Muse's public areas, to the best of its ability, with the available resources.

18. The Muse will ensure that the standards and provisions regarding the health and safety of all visitors are at least equal to those provided for its employees and volunteers.

Use of Public Areas:

19. The Muse's public areas may be used for Museum or Art Centre sponsored activities or private rentals providing that the conditions governing the use of those areas do not create a risk to the collection; the use does not jeopardize The

Muse's good reputation; and the rental fees generate net revenue after covering all direct and associated expenses.

Communication/Promotion

20. The Muse is committed to effective communication that will promote public awareness, understanding and appreciation of The Muse.

21. The Muse will endeavour to disseminate information through all relevant media, within our budgetary parameters, and will strive for consistency, accuracy, and objectivity in its communications.

22. In all dealings with the public on behalf of The Muse, employees and volunteers will be respectful and courteous; respond appropriately to all correspondence and inquiries; and present the activities and policies of The Muse in a positive light.

23. The Muse Director must approve any external communication that expresses an official institutional message on behalf of The Muse.

24. A portion of the Museum's annual operating budget and the Art Centre's annual operation budget will be allocated for the promotion of The Muse, its services, exhibits, programming, and research resources.

Review:

25. The Community Policy shall be presented by the Director to The Muse Board for review at a minimum of every three years.

the Muse
LAKE OF THE WOODS MUSEUM ▲ DOUGLAS FAMILY ART CENTRE

Section	Date	By-Law Number	Page	Of
The Muse	April 20, 2023		1	5

Subsection	Repeals By-Law Number	Policy Number
Conservation	N/A	MU-01-09

Definitions:

Conservation is the application of science to the examination, maintenance, and treatment of artifacts, artwork and archival material. Its principal aim is to stabilize artifacts, artwork, and archival material in their present state. It encompasses both preventative conservation and conservation treatment.

Preventative Conservation consists of non-intrusive actions taken to slow or stop deterioration and to prevent damage.

Conservation Treatment involves interventions causing changes in the physical properties or structure of the object.

Restoration involves removal or modification of existing material, or the addition of new material in order to reinstate earlier known aesthetic, historical, or scientific value.

1. The Muse is responsible for the preservation of the artifacts and artwork in its collection. It will provide the best possible physical environment, preventative maintenance programs, and conservation services to meet this responsibility.

2. When an item is donated to The Muse, basic maintenance, (i.e. cleaning, minor repairs), will be done at that time. The Muse will ensure that cleaning, repair, or restoration of any item in the collection is carried out only by qualified personnel, and in such a manner as to maintain the historic and artistic integrity of the item.

Conservation Policy

3. Specialized conservation will be undertaken only after consultation with qualified experts and when appropriate according to set museum or gallery standards, as outlined as follows:

Factors That Indicate Conservation Treatment Is Appropriate:

a) Objects may have a special function.

   The Lake of the Woods Museum collects some objects because of a special function they perform. To preserve the functional capability of an object, worn out or defective parts may require replacement. When considering a treatment for this kind of object, ask "Is preservation of function more important than preservation of the original material?"

b) Appearance of the object may be important.

   Restoration is often carried out to improve appearance – especially when an object is prepared for exhibit. Often a decision will have to be made about whether to leave signs of wear and tear, or to restore an object closer to original appearance. Ask these questions:

   • Why do I want to restore the former appearance? For example, when deciding whether to replace a missing leg on a chair to be displayed in a historic house, consider that the inhabitants probably did not use a broken chair.
   • When would restoration go too far and be fraudulent or unethical? For example, over painting original material so that some of the original is hidden would be fraudulent.

Factors That Indicate Conservation Treatment Is Not Appropriate:

a) Collections document the history of, or use of, a technology.

   Objects preserve various kinds of information that indicate how they were made and used. Often-times machines and equipment bare the marks of use, oil/grease stains, or other imperfections. These imperfections are part of the story of the item and will not be cleaned or altered unless their existence threatens the integrity of the object or the others around it in storage.

b) Collections may have scientific research value.

   Most archeological, natural history, and archival collections are preserved as evidence or as information for research and study purposes. Some ethnographic and historical collections may be preserved for this reason as well. Conservation activities can destroy evidence on archaeological objects and should therefore be used very sparingly.

c) Objects may be culturally or legally significant.
Consultation with representatives of Indigenous or other groups should be sought to help identify significant objects and determine appropriate treatments. If there are questions about the acceptability of a treatment, The Muse will wait until more is known. Collections may also have associations with eminent individuals, groups, events, or sites. Staff should be sure that treatment does not destroy evidence of that association. There may be legal issues to consider as well. For example, land records may be used as legal proof, and treatment may affect their legitimacy.

4.   The Muse will develop standards for handling, storage, exhibition, packing and transport of its artifacts and artwork in order to best preserve the collection.

5.   The Muse Director, or qualified designate, in consultation with the Museum Curator and/or the Art Centre Curator and with recognized experts in conservation, will be responsible for determining conservation priorities and the nature and extent of conservation treatments to be carried out. A completed condition report will be used as a primary tool in making these decisions.

6.   The Lake of the Woods Museum and the Douglas Family Art Centre will provide storage space for the collections which will be orderly, clean and environmentally controlled, and will allow adequate physical access to the artifacts and artwork. Access to storage areas is restricted to staff of The Muse, unless members of the public are accompanied by a staff member.

7.   The Lake of the Woods Museum and the Douglas Family Art Centre will each provide a temporary holding area separate from storage and exhibition areas, and provide an examination work space.

8.   The Lake of the Woods Museum and the Douglas Family Art Centre will attempt to achieve optimum environmental standards for the preservation of the collection in all physical areas where artifacts and artwork are present. The humidifier and heating system will be serviced and maintained at all times to provide controlled standards for temperature, relative humidity, lighting, and air cleanliness in the Museum and Art Centre buildings.

9. The Muse will establish procedures to protect the collection from damage or loss through fire, flood, water damage, theft, vandalism, accident, and damage from insects, pests, and vermin.

10. The Muse will establish procedures for the care of the collection in the event of physical emergencies such as fire, flood, accident, etc., and ensure that all staff are thoroughly familiar with these procedures.

11. The Muse will provide in-house training for all staff and will participate, when necessary and possible, in outside training programs for the care and handling of artifacts and artwork.

12. The Muse will ensure that all items in the collection are correctly documented with respect to ownership and incoming and current condition.

13. Each year a portion of the Lake of the Woods Museum's budget and the Douglas Family Art Centre's budget, as determined by The Muse Director and approved by the Muse Board, will be allocated for expenses related to conservation.

14. The Muse will ensure that exhibition methods adhere to the standards of accepted conservation practice.

15. The Muse staff will conduct an object risk assessment inspection at the closing of each day the Lake of the Woods Museum and the Douglas Family Art Centre are open to the public. This inspection will include, but not be limited to, looking for signs of vandalism, theft, water damage, and unlawful access to the storage areas.

16. The Muse will operate in compliance with public health and safety regulations (municipal, provincial, and federal).

17. Conservation services will not be offered to the public.

18. The Muse staff will strive to achieve the highest standards for the collections in their care and their use; they shall follow the institution's stated policies respecting acquisition and disposal, respect the integrity of artifacts and artwork, avoid misuse and illegal activity and, in general, treat all matters relating to collections as matters of trust.

Policy Number	Page	Of
MU-01-09	5	5

19.   The Conservation Policy shall be presented by the Director to The Muse Board for review at a minimum of every three years.

the **muse**
LAKE OF THE WOODS MUSEUM ▲ DOUGLAS FAMILY ART CENTRE

Section	Date	By-Law Number	Page	Of
The Muse	March 23, 2023		1	4

Subsection	Repeals By-Law Number	Policy Number
Interpretation & Education	N/A	MU-01-10

Introduction:
The Muse is committed to the development and delivery of exhibitions, public programs, and other educational activities, in realizing its mission to bring enjoyment and an understanding of art, history and cultural heritage while inspiring creativity and encouraging lifelong learning for the communities we serve.

Interpretation/Education Programs:
1. All programs will be developed and implemented in accordance with The Muse's Vision and Mission; and Research, Exhibition, Collections, and Conservation Policies.

2. All programs will be developed to meet the needs and interests of the communities served by The Muse.

3. The Muse shall ensure that in interpretation and education programmes all municipal, provincial, and federal legislative requirements are met.

4. Interpretation and education programs provided by The Muse shall meet the standards set out by the Canadian Museum Association's Ethics Guidelines and will be developed with attention to accuracy and objectivity.

5. Priorities for interpretation and educational programming will be determined by qualified staff in alignment with The Muse's strategic objectives.

6. All programming will be accurate and current, at the point of delivery, and will be informed by best practice, and the knowledge and skills of qualified staff or guest presenters.

7.   Tours of the Museum's and Art Centre's galleries and temporary exhibits, whether guided or self-guided, will be a regular service of The Muse.

8.   The Muse will offer special events throughout the year, as well as participate in other community events, in order to encourage interest in local history and the arts, and to raise The Muse's public profile.

9.   The Muse will provide annual in-house exhibits in accordance with the Exhibition Policies that will serve to educate and inform the public. Research for these exhibits and the accompanying programming will be conducted by The Muse staff and, where possible, in conjunction with community-based exhibit committees.

10.   The safety and integrity of the collection is paramount, and measures, such as the use of an education collection or quality reproductions, will be employed in programming. Preventative conservation will be undertaken, as will measures to ensure the safety of visitors around displayed artifacts.

11.   The Muse will present temporary exhibitions that have relevance and local interest.

Diversity, Equity and Inclusion:
12.   The Muse is committed to meeting the needs of its diverse audiences. As such, it will provide a broad range of educational activities designed to reflect different learning styles, skills, and levels of interest which will meet the needs of individuals and groups of all ages and abilities. These activities include, but are not limited to: children's programs; school-visit programs; lectures and workshops for adults; community tours; cultural, artistic and heritage events; exhibitions; hands-on and activity-based   workshops,   outreach   programs,   and   specially   delivered presentations designed   to suit the audience.

13   The Muse is committed to seeking out new and wider audiences in the community, including groups that may be disadvantaged in some manner. To that end, The Muse will take measures to respond to systemic barriers facing groups such as people with disabilities; lower-income groups; radicalized groups, etc.

14.   Effort will be made to work in partnership with other organizations and/or qualified individuals in the delivery of educational programming and in the development of interpretation. This practice will engage members from the community and beyond who bring diverse backgrounds, skills and perspectives to the

programming. This will also allow for community-based curatorial practice. Where applicable, The Muse will follow the recommended CARFAC/RAAV fee schedules for guest artists. Where applicable, honorariums will be paid to acknowledge the time, expertise, and knowledge of those leading programs.

15.   The Muse recognizes the need and importance of making connections and building relationships with the Indigenous people of the territory so that their history and culture are represented accurately and respectfully, their voices are heard, and their interpretations are reflected. To that end, an Indigenous Advisory Committee (IAC) has been established to provide input, guidance, ideas, knowledge and perspective. In recognition of the IAC's commitment to The Muse, the staff and board members commit to working in partnership from a position of humility and an attitude of learning so that what is done and presented at the Lake of the Woods Museum and the Douglas Family Art Centre will be honest and honouring.

16.   The Muse will maintain its website which, in addition to providing access to information about The Muse, its exhibitions and programming, also incorporates learning opportunities on the site, which include: videos to related exhibitions, The Muse Blog, and research stories which cover a broad range of subject matter.

17.   To ensure financial accessibility to educational programming, some programming is offered on a donation or pay-as-you-can basis. The Muse will also work in partnership with the Triple PLAY organization which provides grants to cover programming costs for children participating in "positive leisure activities", which includes art classes.

18.   Communication of educational opportunities will be through various avenues that will generally include radio, website, and social media platforms.

Resources:
19.   A portion of the Museum's and Art Centre's annual operating budgets will be allocated to interpretation and education, for expenses including supplies, exhibits, advertising and promotion, etc. In addition, there is a budget allocation for staff professional development.

20.   The Muse will ensure that adequate space is available for programming. The space utilized will be determined by the user group and the program being administered. In the Lake of the Woods Museum this space can include the temporary exhibit space/lobby, main gallery, board room, courtyard, or off-site locations. In the

Douglas Family Art Centre this space can include the gallery spaces, studio, multi-purposes spaces, public spaces, park, or off-site locations.

21. The role of interpretation and education will be the responsibility of The Muse Director and the Museum Curator at the Lake of the Woods Museum, the Art Centre Curator and the Art Centre Programmer at the Douglas Family Art Centre, as well as other staff. Staff will be equipped with the necessary skills to conduct programming and are encouraged to keep informed of current museological and art gallery teaching and interpretation methods. As necessary, expertise will be drawn from the community and beyond for programming, drawing on consultants, experts in the field, storytellers, artists, etc.

22. In order to fulfill The Muse's commitment to educating the public, researchers will have use of the Reference Library, archival material such as documents, maps, and photographs in accordance with policies, and access to The Muse staff members when possible.

Fees:
23. Some programs/services/events will be subject to a fee.

Evaluation:
24. The Muse will conduct evaluations of its programs and activities, both in-house by staff, and through input from visitors, based on clearly defined learning objectives and outcomes.

Policy Review and Approval
25. The Interpretation and Education Policy shall be presented by the Director to The Muse Board for review at a minimum of every three years.

Investment Policy

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Section	Date	By-Law Number	Page	Of
The Muse	April 20, 2023		1	3
Subsection	**Repeals By-Law Number**		**Policy Number** MU-01-11	
Investment	N/A			

Purpose:

The goal of this policy shall be to identify investment objectives and guidelines of The Muse while meeting the related statutory requirements.

Responsibilities:

1.   The Muse Board has been delegated authority over the operation and control of The Muse and is responsible for the development, recommendation, implementation and maintenance of Board policies. Investments made in accordance with this policy shall be made with judgment and care, under the circumstances then prevailing, which persons of prudence, direction and intelligence exercise in the management of their own affairs. Investments shall not be made for speculation but in consideration of the probable safety of capital as well as the probable income to be derived. Members of the Board and authorized employees acting in accordance with this policy and exercising due diligence shall not be held accountable for less than desirable outcomes of an investment's credit risk or market price changes.

Authority:

2.   As a Board established by By-law of the Corporation of the City of Kenora, the investment activities of The Muse shall comply with Section 418 of the Municipal Act, 2001 and specifically Ontario Regulation 438/97, "Eligible Investments and Related Financial Agreements", as amended from time to time.

Guiding Principles:

3.   While adhering to statutory requirements, when investing funds available, consideration shall be given to:
   • Preservation of capital – preservation and maintenance of principal shall be the primary objective.

- Liquidity – The Muse is expected to operate in perpetuity and funds available for investment are generally not expected to be used for operating or day-to-day cash flow requirements. However, since all possible cash demands cannot be anticipated, the investment portfolio shall consist in part of securities with active resale markets or other investments that offer liquidity for short-term funds. Consideration shall also be given from time to time to major projects or exhibits which may have unusual cash requirements.
- Diversification – investments shall be diversified by asset type and class and by term with a view to minimizing risk to the extent possible, given the legal and regulatory constraints.
- Yield – The Muse shall maximize the rate of return on investment assets while minimizing risk and expenses and without compromising the other objectives previously listed.

Eligible Investments:

4. In accordance with Ontario's Eligible Investments and Related Financial Agreements Regulation, The Muse is not authorized to invest in securities other than those listed in the Regulation.

Benchmarks:

5. The investments will be managed in accordance with the parameters specified with this policy. Market yields should be higher than the rate given by The Muse's bank for various bank accounts.

Allocation Range

6.

Asset Allocation Range	Target	Limits
Cash & Equivalents	15%	0-50%
Bonds and fixed income	45%	20-60%
Equity	40%	20-40%

Investment Policy

Maximum Maturities:

7.   To the extent possible, reserve funds with longer-term horizons shall only be invested in securities exceeding 10 years if the maturities of such investments coincide as nearly as practicable with the expected use of the funds.

Reporting:

8.   The Muse Director or designate shall submit quarterly reports of fund performance to the Board of Directors, including a list of the investments held at the end of the reporting period and a record of the date of each portfolio transaction, if any. Rebalancing, if any, shall be done at that time. Market value of the portfolio shall be calculated at least annually as at December 31st.

Authority:

9.   Transactions related to investments require the approval of a quorum of the Board of Directors. Signing authority shall be the same as that for The Muse's bank accounts.

Review:

10.   The Investment Policy shall be presented by the Director of The Muse Board for review at a minimum of every three years.

Reserve Fund Policy

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Section	Date	By-Law Number	Page	Of
The Muse	April 19, 2023		1	3

Subsection	Repeals By-Law Number	Policy Number
Reserve Fund	N/A	MU-01-12

Introduction/Purpose:

1. The purpose of this policy is to ensure the stability of the mission, programs, and ongoing operations of The Muse: Lake of the Woods Museum and Douglas Family Art Centre.

   The Muse has a number of restricted reserve funds, presently:
   a) Heritage Fund - Established for Museum acquisitions and conservation work, comprised of funds donated from the private sector.
   b) Exhibit and Collection Fund - Established to support Museum exhibitions and collections, comprised of funds donated from the private sector.
   c) Operating Reserve Fund - Established to supplement The Muse's operating budget, comprised of funds that were surplus operating funds that accumulated in prior years.

2. The purpose of this policy is to outline the nature of the various reserve funds, to ensure their prudent use, and to define the decision-making process regarding the expenditure of Reserve Funds.

3. This policy should be ready in conjunction with the Muse Investment Policy.

Definitions:

4. Reserve Funds are funds set aside in separate savings or investment accounts, and expenditures may be permitted provided expenditures are within the scope of the approved purpose of the specified Reserve Fund and in compliance with the approval process defined in this policy.

5. Reserve Funds are not intended to replace the permanent loss of funds or eliminate an ongoing budget gap.

Reserve Fund Policy

Accounting

6. Funds will be recorded in the financial reports as Board Designated reserve funds. Each will be maintained in a segregated bank account or investment fund.

Funding:

7. The Reserve Funds may be funded with restricted or unrestricted donations or surplus operating funds. The Board may, from time to time, direct that a specific source of revenue be set aside for reserves. This may include one-time gifts or bequests, special grants or special appeals.

Use:

8. The following restrictions have been placed on each of the funds:
   a) Heritage Fund is for the acquisition and restoration of museum artifacts.
   b) The Exhibit and Collection Fund is for the collection and display of museum artifacts.
   c) The Operating Reserve Fund is to provide additional support to general fund operations of future periods.

9. Expenditures of these funds must be consistent with the purpose of the reserve, specifically to support acquisitions, exhibitions/collections and operations.

10. Expenditures of these funds will occur, when approved, for planned future projects, unexpected events or extraordinary expenditures that exceed what has been approved in the operating budget or capital budget.

Authority:

11. Expenditures are subject to The Muse Board approval.

12. The Director will identify the need for access to reserve funds and confirm that the use is consistent with the purpose of the reserve fund as described in this policy. The Director shall present an analysis of the reason for expenditure request, the availability of any other sources of funds before using reserves, the effect on the reserve fund balance, and an evaluation of the time period that the funds will be required and replenished.

Reserve Fund Policy

3. The Muse Board shall:
    a) Consider the short, medium and long term forecasts for the balance of the reserve fund in relation to other planned expenditures, anticipated donations and fundraising plans;
    b) Consider if a targeted fundraising campaign is an option to fund the expenditure rather than an expenditure from Reserves;
    c) Consider the impact of any expenditure on the reserve fund(s) with a focus on responsibly managing reserve fund expenditures to permit the long term sustainability, renewal, and relevancy of The Muse in a manner consistent with the Strategic Plan;
    d) Ensure that reserve funds are not depleted below a level that jeopardizes The Muse's ability to comply with its Mission and Strategic Plan;
    e) Ensure that reserve fund balances do not exceed a reasonable amount.

14. The Muse Board may establish additional restricted reserve funds, with the resources available from private sector donations, bequests, or operating surplus, upon Board motion, and must clearly define the purpose and use of the funds.

Review of Policy:

15. The Reserve Fund Policy shall be presented by the Director to The Muse Board for review at a minimum of every three years.

City Council
Committee Report

To: **Kyle Attanasio, CAO**

Fr: **Stace Gander, Director of Economic Growth and Recovery**

Re: **Budget Amendment – Access Road to Ontario Aboriginal Housing Services (OAHS), 30-Unit Building – 9th Street North**

Recommendation:
That Council hereby approves a budget amendment in the amount of up to $120,000 plus taxes to be funded through the Future Land Development Reserve; and further

That in accordance with Notice By-law Number 160-2022, public notice is hereby given that Council intends to amend the 2023 Capital budget at its June 21, 2023 meeting for this purpose; and further

That Council gives three readings to a By-law to amend the 2023 capital budgets for this purpose.

Background:
In March 2019, the City provided financial support in the amount of $200,000 to extend water services to the location of a proposed 30-unit supportive housing facility to be developed by the KDSB and Ontario Aboriginal Housing Services Corporation (OAHS) on 9th Street. This model was based off a similar build in Sioux Lookout and centred around the "Housing First" approach to ending homelessness.

In addition to the water service extension, the City provided financial support in the amount of $110,000 to reorient Evergreen Community Club.

Recently, concerns were raised about the slope of the driveway being proposed which included utilizing 9th Street North as the access point for the building. Given the current state of the project and site plan approval, the City cannot compel a change to the approved access location unilaterally.

In collaboration with OHAS, its General Contractor and Engineer, plans have been developed to relocate the access road to intersect on Brinkman Road conditional on the City's funding. Engineering and construction costs have resulted in a cost of up to $120,000 to complete this work. As the OAHS project is at their maximum budget, the City would be required to contribute to the project to alter the location of the access.

Budget: The amount of up to $120,000 plus applicable taxes will be funded through the Future Land Development Reserve.

Risk Analysis: The reorienting of the main access to Brinkman Street will reduce the risk of a vehicle accident as the grades are very flat and there are good lines of site in both directions as well as drainage on the site.

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

Strategic Plan or Other Guiding Document:
1.2   Ensure well-maintained and sustainably financed City infrastructure.

June 14, 2023

City Council
Committee Report

To: Kyle Attanasio, CAO

Fr: Stace Gander, Director of Economic Growth and Recovery

Re: Development Contribution By-law

Recommendation:
That Council hereby approves a Development Contribution By-law; and further

That in accordance with Notice By-law Number 160-2022, public notice is hereby given that Council intends to give three readings to a Development Contribution By-law at its June 21, 2023 meeting which authorizes the City to enter into agreements for private sector projects, that can clearly demonstrate public benefit in the interest of the municipality; and further

That Council gives three readings to a by-law for this purpose.

Background:
At its May 17, 2023 meeting, Council provided approval for staff to proceed with the creation of a Development Contribution By-law that could position the City of Kenora to provide financial support for private sector developments that can clearly demonstrate public benefit in the interest of the municipality.

The Development Contribution By-law has been prepared for review and adoption. Funding for affordable housing development will be excluded from the provisions of this by-law as these types of projects may be eligible for support through the Municipal Capital Facilities By-law or Community Improvement Plans.

Projects that are eligible for consideration must demonstrate public benefit in the interest of the municipality. Potential public benefits include, but are not limited to:
- Employment creation;
- The development of a destination or tourist attraction (preference will be given to attractions that are year-round);
- Infrastructure that provides benefit beyond the particular project, which results in broader community use.

Project costs should be clearly defined in a submitted application. Financial support may be provided for project costs, including but not limited, to:

Capital costs:
- Leasehold Improvements;
- Servicing of Land.

Non-capital costs:
- Legal Survey;
- Fees for Professional and Technical Services.

Levels of financial support will be based on the demonstrated benefit to the City and determined on an individual basis. The City's ability and level of financial support will also be based on available budget.

Approved applications will be subject to the execution of a Development Contribution Agreement. Approved projects must have a development timeframe of no more than three (3) years to completion. Security in the form of letters of credit may be required. The timing of payment will be determined on an individual basis.

Funding support is approved at the discretion of Council.

Budget: Council will consider requests to enter into a Development Contribution Agreement on an individual basis. Any financial contribution made to a particular development will financially impact the City in the short-term. These investments will be offset by future increased tax levy being generated by a particular new development or project. Sources of funding for these will be projects will be determined by Council on a case-by-case basis.

Risk Analysis: This by-law will support investment attraction activities and reduce pressure on the existing tax base to fund future initiatives and costs. Short-term financial risk may be significant, however, should be accepted due to the long-term benefits of the program.

Communication Plan/Notice By-law Requirements: Resolution and by-law required. This by-law will become a tool utilized by Economic Development to promote investment in the community.

Strategic Plan or other Guiding Document:

2022-2027 City of Kenora Strategic Plan
2.1.5 Activate the City of Kenora 5-Year Tourism and Economic Development Strategy.

2021 Five Year Tourism and Economic Development Strategy
2.1 Activate development on Kenora's vacant and underutilized lands.

The Corporation of the City of Kenora

By Law Number 23-XXXX

Development Contribution By-law

Whereas Section 106 of the Municipal Act, 2001 (the "Act") prohibits any municipality to assist directly or indirectly any manufacturing business or other industrial or commercial enterprise through the granting of bonuses for that purpose; and

Whereas under Section 107 of the Act despite any provision relating to the giving of grants or aid by a municipality, subject to Section 106, a municipality may make grants, to any person, group or body that Council considers to be in the interest of the municipality;

Whereas Council wishes to encourage and promote private sector development in the City of Kenora; and

Whereas the Municipal Capital Facilities By-law for Municipal Housing Project Facilities is the appropriate policy tool to support affordable housing development in the City of Kenora; and

Whereas Council is desirous of enacting a Development Contribution By-law to authorize the City to enter into agreements for private sector projects, excluding affordable housing development, that can clearly demonstrate public benefit in the interest of the municipality;

Now Therefore the Council of The Corporation of the City of Kenora Enacts as follows:

1.   **Definitions:** In this By-law,

"Act" means the *Municipal Act, 2001,* S.O. 2001, c.25, as amended, and the Regulations thereunder;

"City" means The Corporation of the City of Kenora;

"Council" means Council of The Corporation of the City of Kenora;

"Development" means private sector investment by a Proponent into a project that demonstrates a public benefit subject to Section 107 of the Act;

"Development Lands" means the lands, under the ownership or control of the Proponent, on which a Development is located;

"Proponent" means a private sector investor(s) that submitd an application for support under the Development Contribution By-law;

"Public Benefit" means a tanglible benefit to the City and public as a whole, including long-term employment creation, the development or operation of a destination or tourist attraction,

the installation of infrastructure that results in broader use by the community, or a development project that will stabilizesor increase the municipal tax base.

2.   Council may pass by-laws authorizing the City to enter into Development Contribution Agreements for the provision of municipal capital facilities with any person, including another Municipality, pursuant to Section 107 of the *Act*, as amended, for the provision of Development.

3.   The City shall not enter into an Agreement under Section 2 of this by-law unless Council has determined that the Development demonstrates public benefit in the interest of the City.

4.   Applications for Development support must be submitted in writing through the prescribed form to the City designee.

5.   With respect to the Development that is subject to the agreement, Council may provide financial assistance or other assistance at less than fair market value or at no cost to the Proponent.

6.   A Development Contribution Agreement shall contain, but not be limited to, the following provisions:

       a)   a list of the benefits being conferred on the Proponent under Subsection 107 of the Act;

       b)   any conditions to the financial or other assistance provided to the Proponent;

       c)   that if the Proponent does not comply with the terms and conditions of the Agreement, the Proponent shall, at the request of the City, re-pay to the City the entire amount or portion of benefits conferred under the agreement, together with any costs, administrative or otherwise, incurred by the City;an assignmanet clause providing that the Agreement shall be binding on the Proponents, and the Proponent's successors and permitted assignssuchthat during the period in which the Development Contribution Agreement is in force, the Proponent shall, as a condition precedent to a sale or other disposition of the Development or any portion thereof, require the Transferee or Lessee to agree to be bound by the terms hereof in a form satisfactory to the City; or

       d)   other terms or conditions deemed appropriate by the City, including without limitation any and all forms of required property transactions together with any general or and specific security as the City considers necessary and desirable.

7.   This by-law may be cited as the "Development Contribution By-law".

8.   This by-law shall come into force and take effect upon its passing.

                                   By-law read a first and second time this 21st day of June, 2023

                                   By-law read a third and final time this 21st day of June, 2023

The Corporation of the City of Kenora:-

_____

Andrew Poirier, Mayor

_____

Heather Pihulak, City Clerk

June 14, 2023

City Council
Committee Report

To: Kyle Attanasio, CAO

Fr: Stace Gander, Director of Economic Growth and Recovery

Re: Application to the Northern Ontario Heritage Fund Corporation (NOHFC) – Invesment Attraction Content

Recommendation:

That Council approves an application to the Northern Ontario Heritage Fund Corporation (NOHFC) in the amount of $30,000 for funds to support the development of investment attraction content and strategy to support economic and business attraction; and further

That Council confirms its financial commitment of up to $30,000 for the project to be funded through Municipal Accommodation Tax (MAT) revenues; and further

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

Background:

The COVID-19 global pandemic greatly impacted the momentum of planned development in the City of Kenora. Projects that had been positioned to break ground were suddenly stalled. At the time, City staff shifted focus to assisting local businesses with response and recovery. Looking ahead, the City of Kenora will focus on a strategy to accelerate investment attraction, economic growth and recovery. This project is a key initiative to improve strategic investment attraction activities, information and marketing materials that will support efforts to encourage new development in Kenora.

Staff completed an application for a larger project for investment attraction through FedNor in 2023 which was declined. This projected is a scaled down version and is intended to held develop key building blocks of a comprehensive investment attraction suite of data and materials.

The project is anticipated to be delivered in two phases.

Specifically, key activities include:

Phase One – Local and Regional Economic Assessment:
- Review of current and projected conditions of sectors;
- Research emerging sectors in Kenora;
- Assess growth potential for existing or potential new economic initiatives;
- Complete SWOT analysis of Kenora's investment position for specific sectors;
- Conduct a gap analysis to identify key information that would benefit the City in advancing opportunities;
- Development of draft Phase One report.

Phase Two – Investment Attraction Content Build:
- Prioritize City investment targets;

- Develop missing content identified in the gap analysis;
- Prepare marketing material and marketing strategy to target businesses and industry.

Budget: Total budget for the project is $60,000. Funding from the NOHFC will support 50 percent of eligible costs. The municipal contribution for this project is identified as a 2023 MAT project.

Risk Analysis: There is risk to not apply for this funding. If applications are approved, the project will be supported at 50 percent funding. Once complete the material this project will develop will help accelerate development opportunities in Kenora.

Communication Plan/Notice By-law Requirements: Resolution required to support funding application.

Strategic Plan or other Guiding Document:

2022-2027 City of Kenora Strategic Plan

2.1.5 Activate the City of Kenora 5-Year Tourism and Economic Development Strategy and initiate an update of the Strategy by 2027.

2021 Five Year Tourism and Economic Development Strategy

TACTIC – Position Kenora to take advantage of specific strategic sector opportunities

1. Assess current state of economic conditions to understand relevant priority sectors;
2. Undertake analysis of priority sectors to support Kenora's economic competitiveness;
3. Utilize sector profiles to support investment attraction efforts;
4. Research proposed major industrial projects in Northwestern Ontario and determine potential opportunities associated for Kenora to capture;
5. Explore strategies to capture economic spinoffs resulting from major industrial and resource development projects tentatively planned or being assessed in the region (e.g. MNWO, Ring of Fire).