

## COUNCIL REPORT

December 02, 2009

**To: Mayor & Council**

**From: Bill Preisentanz, CAO**

**Re: Interim Report - Planning and Community Development Services**

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### **Recommendation:**

That Council of the City of Kenora adopt the following staffing transition plan as it relates to the vacancy of the City Planner position:

1. That the Economic Development Officer, Tourism Development Officer, Northwest Business Centre Coordinator, and Intern positions report directly to the Chief Administrative Officer with the Economic Development Officer acting in the role of team leader as identified in the Interim Organizational Chart dated December 02, 2009;
2. That the Planning Administrator position description be approved for the delivery of land use services on behalf of the City;
3. That Tara Rickaby be appointed to the position of Planning Administrator

### **Background:**

The City of Kenora is not unlike many smaller sized communities across Canada in the quest for an economic development model which meets the expectations and needs of the community. In reviewing the history of community development in the past decade or so it should be noted that there have been a variety of governance models supported by various staffing models. Commencing in 1997 a new independent delivery agent, LOWBIC, comprised of a community organization of volunteers, arose from the ashes of the two former community economic development agencies, CDI and BIC. While they had similar missions with somewhat different approaches, the amalgamation was intended to remove duplication and stream-line administration through the purchase of these services from an outside agency. In 2000, special attention was given to defining LOWBIC's role in the delivery of economic and tourism services when a framework was established for an agreement between LOWBIC and the City of Kenora which outlined obligations in the role of delivering economic development, tourism, marketing and special events to the City. At the same time, the City established its own in-house Planning Department but purchased the services of a planner through a contractual arrangement.

While the City took direct control of planning services in 2000 and established a City Planner position in-house in 2001, it wasn't until 2005 and 2006 respectively that the City of Kenora assumed direct responsibility for the delivery of economic development and tourism and special events. During this time, the reporting relationship flowed through the City Planner

to the Manager of Operations. The governance structure was based on reporting through the Property & Planning Committee of Council as provided under authority of Bylaw No. 19-2006.

In late 2007 Council of the City of Kenora established an economic development commission under authority of Section 203 of the Municipal Act as an incorporated body, known as the Lake of the Woods Development Commission (LOWDC). The commission was established for the delivery of planning, economic development, tourism and business development services. In order to provide a mechanism to clearly define the roles, responsibilities and relationship between the City and LOWDC, a memorandum of understanding (MOU) was established.

So it goes without saying that the community of Kenora has had its share of service delivery models for community development along with a corresponding variety of staffing models in the past decade.

### **2010**

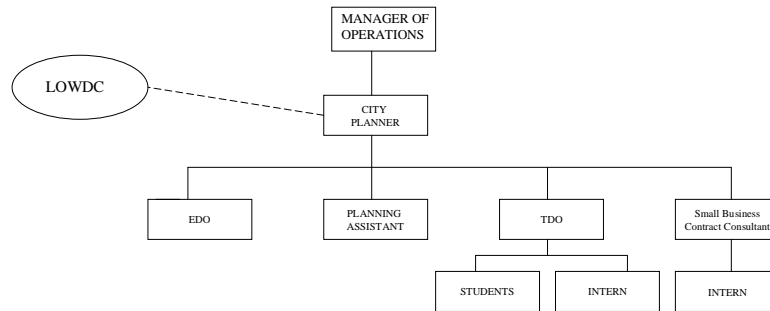
With the recent resignation of the City Planner, both challenges and opportunities have arisen that need to be recognized and explored relating to the planning and economic development functions of the City of Kenora. The City Planner in-house position initially had a direct responsibility in administering land use planning functions including:

- ⇒ consents
- ⇒ minor variances
- ⇒ zoning by-law amendments
- ⇒ official plan amendments
- ⇒ plans of subdivision
- ⇒ plans of condominium
- ⇒ subdivision/development agreements

The position acted as Secretary Treasurer to the Planning Advisory Committee and Committee of Adjustment, as well as reporting to Council through the Property & Planning Standing Committee of Council. Included with these land use responsibilities was the sale and acquisition of property and strategic planning. Administrative support to this position was provided by a Planning Assistant who acted as Deputy Secretary Treasurer at the Planning Advisory and Committee of Adjustment meetings and Administrative Assistant at Standing Committee meetings of Council.

As the City assumed direct responsibility for key community development functions commencing in 2005, the City Planner assumed a supervisory role to the Economic Development Officer, Tourism Development Officer and Northwest Business Centre staff. The attached organizational chart outlined this reporting relationship.

## OPERATIONS DEPARTMENT



In tandem with the review of staffing alternatives associated with the vacant City Planner position, the role of LOWDC has surfaced as to a preferred governance model for the delivery of community development services for the City of Kenora. While Council has scheduled a meeting to further investigate service delivery models, a final decision on the governance model could impact staffing. It is therefore recommended that an interim staffing model be presented to Council to cover off the next two months recognizing that a decision is expected from City Council on a governance model by the end of January 2010.

### Issue

What staffing model will be most effective in the interim period?

### Alternatives:

1. Status quo
2. Reassign reporting relationships

### Analysis:

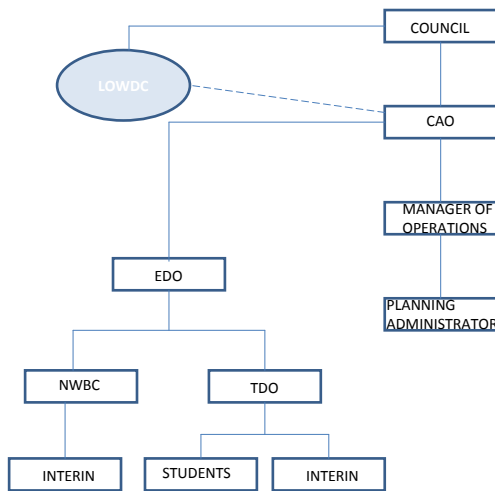
Interviews were coordinated by the CAO with all affected staff who had previously reported to the City Planner as well as being provided recommendations from the senior manager, the Manager of Operations. The degree of cooperation and determination demonstrated by the affected staff to work together to get through this transition should be acknowledged at this time. As well, the City Planner had been involved with the Heritage Committee, Façade Improvement Program, Downtown Revitalization project coordination, etc. and Managers and key support staff have come forward to assist in this transition period.

In maintaining the status quo, the Manager of Operations would assume the role of City

**Planner. Given the workload and priorities of the Manager of Operations, maintaining the status quo would not effectively address the need for a Secretary-Treasurer at Planning Advisory Committee meetings and therefore impacts land use planning decisions nor would maintaining the status quo effectively address the need for orientation of the newly-hired Tourism Development Officer expected to arrive January 04, 2010.**

**The attached Interim Organizational chart for Planning/Economic Development represents the collective input and recommended staffing model for Council consideration. The Economic Development Officer would assume a ‘team leader’ role reporting directly to the CAO. While this organizational chart is intended to be an interim staffing model, there is a proposed permanent staffing component. It is recommended that the land use planning function be delivered through a Planning Administrator, which is a newly developed position transitioned from the former Planning Assistant position. The reporting relationship to the Manager of Operations would ensure a back-up support system be in place.**

INTERIM ORGANIZATIONAL CHART  
PLANNING/ECONOMIC DEVELOPMENT



December 2, 2009