



# City of Kenora

## Committee of the Whole Agenda

Tuesday, October 13, 2015

9:00 a.m.

City Hall Council Chambers

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### A. Public Information Notices

As required under Notice By-law #144 -2007, the public is advised of Council's intention to adopt the following at its October 20, 2015 meeting:-

- To amend the 2015 Operating & Capital Budget to withdraw funds from the Fleet Reserve in the amount of \$20,000 to offset the cost of an insurance deductible for bylaw enforcement vehicles
- To amend the 2015 Capital Budget to withdraw funds from the Parks Reserve Fund, of up to \$15,000.00 to construct and electrify a stage at Anicinabe Park.
- To amend the 2015 Capital and Operating Budget to withdraw funds from the Planning Reserves in the amount of \$3,320.00 + HST for the purpose of the consolidation of the Official Plan and Zoning Bylaw.

### 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 September 8, 2015 and the Special Committee of the Whole Meeting held October 5, 2015 be confirmed as written and filed.

### D. Deputations/Presentations

- Lake of the Woods Development Commission Q3 Report
- Timothy Fullmer – Traffic flow for Downtown Kenora
- Accessibility Advisory Committee Presentation
- John Barr – Grinder Pumps

## **E. Reports:**

### **1. Business Administration**

**Councillor R. McMillan - Chair**

**Item Subject**

**Pages 11-58**

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- 1.1. August 2015 Financial Statements
- 1.2. Q3 Contracts
- 1.3. Council – CAO Covenant Policy
- 1.4. Role Statements Policy
- 1.5. Parking Permit Policy Amendment
- 1.6. Ontario Medical Association Resolution of Support
- 1.7. Kenora Pickleball Club Sponsorship
- 1.8. Various Committee Minutes
- 1.9. Water and Sewer Long Range Financial Plan

### **2. Community Services**

**Councillor D. Reynard, Chair**

**Item Subject**

**Page 59**

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- 2.1 Kenora Recreation Centre Commercial lease

### **3. Economic Development**

**Councillor M. Goss, Chair**

**Item Subject**

**Pages 60-63**

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- 3.1 Economic Development Intern Application
- 3.2 Health Care Sector Update

### **4. Emergency Services**

**Councillor C. Wasacase, Chair**

**Item Subject**

**Page 64**

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- 4.1 Fire Chief Appointment

### **5. Operations**

**Councillor L. Roussin, Chair**

**Item Subject**

**Pages 65-86**

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- 5.1 Bylaw Vehicles Insurance Claim
- 5.2 Cameron Bay Water and Sewer Services – Moncrief Agreement
- 5.3 Grinder Pumps
- 5.4 Keewatin Channel Bridge Construction
- 5.5 Organizational Review Roads Department Staff Resources
- 5.6 Municipal Streets Snow Plow Tenders
- 5.7 Parkade & Chipman Street parking Snow Plow/Sand Tender
- 5.8 Water & Wastewater Systems August summary

## 6. Property & Planning

**Councillor S. Smith, Chair**

**Item Subject**

**Pages 87-95**

- 6.1 Canada Summer Games Staff Committee
- 6.2 WSL Site Plan Amendment
- 6.3 Anicinabe Park Stage Budget Amendment
- 6.4 Green Adventures MOU – Anicinabe Park Stage
- 6.5 FoTenn Contract Amendment
- 6.6 MTO Transfer of Lands – East Melick Road

### Other

- 11:00 a.m. Zoning Amendment Z03/15 Moncrief

Proclamations:

- \* Veteran's Week November 5-11
- \* Health & Safety Day - November 3rd
- Waste Reduction Week October 19-25

### Next Meeting

- Tuesday, November 10, 2015

### Motion - Adjourn to Closed Meeting:

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

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

- i) **A proposed or Pending Acquisition or Disposition of Land (3 matters)**
- ii) **Labour Relations (6 matters)**

**Adjournment.**



# DEPUTATION REQUEST FORM

To Appear before Kenora City Council or Committee of the Whole of Council

### How to Make a Deputation:

1. Determine date and time of Council or Committee meeting you wish to attend.
2. Submit this completed and signed form to the City Clerk (deliver/mail/fax or e-mail)
  - at least seven (7) days in advance of any Committee meeting
  - before 10:00 a.m. on date of a Council meeting;
3. State your name prior to speaking, and
4. Provide a copy of materials used in your presentation, if any, to the City Clerk for the official record (either in advance or at the time of the deputation).

### City Clerk's Contact Information:

By Mail: 1 Main Street South, Kenora, ON P9N 3X2

By fax: 807-467-2009

E-mail: [hkasprick@kenora.ca](mailto:hkasprick@kenora.ca)

**Name:**

(person making deputation)

**Organization You Represent:**

(if applicable)

Ron Sabourin and Mike Greaves / Lake of the Woods Development Commission  
(please print)

Mailing Address: \_\_\_\_\_ Telephone Number: \_\_\_\_\_

Email Address: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Other Persons Presenting with You on this topic?  No  Yes  
(on behalf of same organization)

If yes, Other Names: \_\_\_\_\_ possibly other Commission members

Topic – include brief statement of issue or purpose for Deputation:

- Please see Protocol Notes on Page 2

LOWDC 2015 Q3 Report to Council

I wish to appear before  Council  Committee of the Whole  
 Other

On the Meeting date: October 13, 2015

### Please Note:

Most meetings are video-taped and reported on by both the local newspaper and radio stations. Subsequently your deputation will form part of the public record in the minutes which are circulated widely and posted on the City's portal on the internet. By appearing before Council/Committee and signing this form, you hereby understand that information pertaining to you and your deputation will be publicized.

Do you have material to leave with Council following your deputation?  Yes  No  
(If yes, please give to Clerk upon arrival to meeting)

Signature Required: [Handwritten Signature]  
(Must be signed by applicant to go forward)

...2

## Deputation Protocol

The purpose of the deputation process is to allow individuals or groups an opportunity to make their views known to Council. Council values and welcomes input, comments, and constructive suggestions. Since Council generally has to consider a large number of issues and concerns at any given time, the following Protocol is observed and we thank you for your interest in making a deputation and abiding by the rules:-

### 2.9 Cell phones/Blackberries/Smart Phones

All phones are required to be turned to vibrate during all Council and Committee meetings.

### 9.7 No Deputant shall:

1. Speak without first being recognized by the Head of Council or Chair
2. Speak disrespectfully of any person
3. Use offensive words or gestures, or make abusive comments,
4. Speak on any subject other than the subject stated on their Deputation Request Form
5. Disobey the Rules of Procedure or a decision of the Council or Committee

### 9.9 Expulsion

The Head of Council or Chair may cause to expel and exclude any member of the public who creates any disturbance or acts improperly during a meeting of Council or Committee. If necessary, the Clerk may be called upon to seek the appropriate assistance from police officers for this purpose.

### 9.14 Appearance - previous - limitation - new information

Any person appearing before Council who has previously appeared before Council on the same subject matter, shall be limited to providing only new information in their second and subsequent appearances.

✓ **Check below:**

I have never spoken on this issue before.

I have spoken on this issue before and the new information I wish to present is as follows:-

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### {Committee of the Whole/Property & Planning Meeting}

Committee of the Whole Meetings combined with the Property & Planning Committee immediately following, commence at 9:00 a.m., typically on the 2nd Tuesday of each month, unless otherwise advertised.

Committee Deputations are given approx. 15 minutes each at the beginning of the meeting, subject to the Chair's discretion.

Members of Committee may engage in dialogue with the person making a deputation as a matter of receiving and/or clarifying information.

Please present any material, letters or other relevant information concerning your deputation to Committee either at the time of your deputation or in advance of the meeting.

When a number of people are to appear representing one viewpoint or interest group, it is expected the group speak through a spokesperson, or submit written submissions.

### {Council Meetings}

Regular Council meetings commence at 12:00 p.m., typically on the 3rd Tuesday of each month, unless otherwise advertised.

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By fax: 807-467-2009

E-mail: [hkasprick@kenora.ca](mailto:hkasprick@kenora.ca)



### Name:

(person making deputation)

### Organization You Represent:

(if applicable)

Timothy Fullmer  
(please print)

Mailing Address: 138 Regina Ave Telephone Number: 466 7379

Email Address: tfullmer29@hotmail.com Postal Code: P9N 2Z7

Other Persons Presenting with You on this topic?  No  Yes  
(on behalf of same organization)

If yes, Other Names: \_\_\_\_\_

### Topic – include brief statement of issue or purpose for Deputation:

- Please see Protocol Notes on Page 2

Traffic Flow For downtown Kenora

I wish to appear before  Council  Committee of the Whole  
 Other

On the Meeting date: Oct 13

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Signature Required: Timothy Fullmer  
(Must be signed by applicant to go forward)

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By fax: 807-467-2009

E-mail: [hkasprick@kenora.ca](mailto:hkasprick@kenora.ca)

<p><b>Name:</b> _____ (person making deputation)</p> <p>Denise Miault, Chair _____ (please print)</p>	<p><b>Organization You Represent:</b> (if applicable)</p> <p>Accessibility Advisory Committee _____</p>
<p><b>Mailing Address:</b> _____ <b>Telephone Number:</b> _____</p>	
<p><b>Email Address:</b> _____ <b>Postal Code:</b> _____</p>	
<p><b>Other Persons Presenting with You on this topic?</b>      <input type="checkbox"/> No      <input checked="" type="checkbox"/> Yes (on behalf of same organization)</p> <p><b>If yes, Other Names:</b> _____ possibly other Committee members</p>	
<p><b>Topic – include brief statement of issue or purpose for Deputation:</b></p> <p>• Please see Protocol Notes on Page 2</p> <p>report on committee activities _____</p>	
<p><b>I wish to appear before</b>      <input type="checkbox"/> Council      <input checked="" type="checkbox"/> Committee of the Whole           <input type="checkbox"/> Other</p>	
<p><b>On the Meeting date:</b> <u>October 13, 2015</u> _____</p>	
<p><b>Please Note:</b></p> <p>Most meetings are video-taped and reported on by both the local newspaper and radio stations. Subsequently your deputation will form part of the public record in the minutes which are circulated widely and posted on the City's portal on the internet. By appearing before Council/Committee and signing this form, you hereby understand that information pertaining to you and your deputation will be publicized.</p>	
<p><b>Do you have material to leave with Council following your deputation?</b> <input type="checkbox"/> Yes      <input type="checkbox"/> No (If yes, please give to Clerk upon arrival to meeting)</p>	
<p><b>Signature Required:</b> <u>Denise Miault for Acc.</u> (Must be signed by applicant to go forward)</p>	



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By fax: 807-467-2009

E-mail: [hkasprick@kenora.ca](mailto:hkasprick@kenora.ca)

<b>Name:</b> (person making deputation)	<b>Organization You Represent:</b> (if applicable)
John Barr	
/ _____ (please print)	
Mailing Address: 131 Rabbit Lake Road, Kenora	Telephone Number: (807) 548-5039
Email Address: john.barr9@sympatico.ca	Postal Code: P9N 4L1
Other Persons Presenting with You on this topic? (on behalf of same organization)	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
If yes, Other Names: _____	
Topic – include brief statement of issue or purpose for Deputation: • Please see Protocol Notes on Page 2	
Grinder Pumps in the Rabbit Lake Road/Birchwood Crescent Area/ History and Options	
I wish to appear before	<input checked="" type="checkbox"/> Council <input type="checkbox"/> Committee of the Whole <input type="checkbox"/> Other
On the Meeting date:	October 12, 2015
<b>Please Note:</b> Most meetings are video-taped and reported on by both the local newspaper and radio stations. Subsequently your deputation will form part of the public record in the minutes which are circulated widely and posted on the City's portal on the internet. By appearing before Council/Committee and signing this form, you hereby understand that information pertaining to you and your deputation will be publicized.	
Do you have material to leave with Council following your deputation?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (If yes, please give to Clerk upon arrival to meeting)
Signature Required:	<u>John Barr</u> (Must be signed by applicant to go forward)

*Spoke on this issue in 2006 JB*



October 2, 2015

## City Council Committee Report

To: Mayor and Council

Fr: Lauren D'Argis, Corporate Services Manager

Re: August 2015 Monthly Financial Statements

### Recommendation:

That Council hereby accepts the monthly Financial Statements of the Corporation of the City of Kenora as August 30, 2015.

### Background:

Attached for your information, please find the August 2015 summary expenditure statements for the City of Kenora, the Council department, travel statements for Council and a schedule of user fees.

### Overall:

- Expenses to the end of August are better than budget.
- User fee revenues to the end of August are below budget but similar to 2014.

### Expenditures:

- At the end of August, the year is two thirds finished. Assuming that expenditures are relatively level for the year, a result of (33%) in the % Variance column would indicate that expenditures are on track for the year.
- **General Government** - The General Government preliminary results are at budget with 33% of the expense budget unspent.  
The Administrator's Office is over budget due to the contracted service invoices from Clearlogic but these will be offset by a release from reserves per a budget amendment. The release will not show on this report.  
Finance is under budget despite the overage in Assessment Office Charges that is due only to timing.  
Council travel is over budget to the end of August with only 15% of the entire year's budget remaining to be spent.
- **Protection** – The Protection Department expenditures are overall slightly under than budget with 34% remaining to be spent.  
OPP is over budget due a change in their billing statements for 2015. This will be offset by a release from reserves which will not show on this report.
- **Transportation** – The Transportation Department expenditures are under budget with 35% remaining to be spent.  
Line painting has spent more than the entire year's budget. It is expected that this overage will be offset by other underages in the transportation area.

Conventional Transit expenses are over the original budget, but will be offset by a release from reserves per a budget amendment. The release will not show on this report.

Roads insurance expenses already exceed the annual budget due to more settlements than expected.

The maintenance budget for paved roads is below budget overall but the portions for Patching & Washouts and Sweep/Clean/Flush have spent 2/3 of the annual budget.

About half of the sidewalk operating budget has been spent to date due to a project to install handrails.

Winter control only has 40% of the 2015 budget remaining, but this is expected due to the timing of these expenses. For a comparison, it was at 8% remaining at this time last year. There will also be a small adjustment to improve these results during year end to record some sand and salt inventory that appears as expense in these numbers.

PW Barsky Facility is slightly under budget despite to additional work to the training room.

Engineering is under budget despite the timing of the purchases of Trimble survey equipment and the full year for the ESRI GIS license.

- **Environmental** – The Environmental Department expenditures are overall under budget with 42% remaining to be spent.

Kenora Sanitary is under budget despite an insurance claim settlement.

Sewer Lift Stations are over budget primarily due to grinder pump costs.

Kenora Waterworks is better than budget despite the purchase of two new handheld meter reading devices to replace current equipment that was beyond economical repair.

The Water Treatment Plant appears to be under budget but this is due at least partly to the timing of the Payment in Lieu (like property taxes) charges that do not post until later in the year.

- **Health expenditures** – Health expenditures are on budget with 34% remaining to be spent.
- **Social and Family** – Social and Family expenditures are on budget.
- **Recreation & Cultural** – Overall Recreation & Cultural expenditures are overall slightly under budget with 35% remaining to be spent.

KRC External Facilities appear to have spent more than the entire 2015 budget already due to the resurfacing of the tennis courts. Offsetting grant money from the Community Foundation is expected, but even when it does arrive, it will not be included in this expense report.

KRC Thistle Arena is over budget due to several unforeseen issues including metal gates and mesh to the Zamboni entrance due to a safety concern, the failure and repair of the overhead door and then a sewer backup for which only some costs are covered by insurance.

Harbourfront appears to be over budget but this is due to the timing of the contract for flower beds, shrub beds and garden planting and maintenance.

- **Planning & Development** – Planning & Development expenditures are overall under budget with 36% remaining to be spent.

#### **User Fees:**

- Overall, user fees are below budget projections with 37% of the budget still to be collected.
- The following areas are better than budget: General Government, Transportation, and Planning & Development.
- The following areas are lagging to budget: Protection, Environmental and Recreation & Culture.

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

**Strategic Plan or other Guiding Document:**

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



October 2, 2015

## City Council Committee Report

**To: Mayor and Council**

**Fr: Lauren D'Argis, Corporate Services Manager**

**Re: Contracts & Expenditures Approved January – September 2015**

### **Recommendation:**

That Council hereby receives the information report with respect to contracts awarded within the Corporate Services Manager's approval limits for January to September 2015.

### **Background:**

Per the Procurement Policy, the Corporate Services Manager may award a tender, contract or purchase for greater than \$20,000 provided that:

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

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

This report is attached.

### **Budget:**

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

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

### **Strategic Plan or Other Guiding Document:**

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



3 October 2015

## City Council Committee Report

To: Mayor and Council

Fr: Karen Brown

Re: Governance Audit Recommendations  
# 12 Council-CAO Covenant  
# 4 Governance Principles

### Recommendation:

That Council gives three readings to a bylaw to adopt a new Council-CAO Covenant Policy #CC 1-1; and further

That Council and the CAO sign off on the new policy effective October 20, 2015; and further

That the Council Gifts and Term Supplies Policy #CC-1-1 be hereby renumbered in the Policy Manual to #CC-3-1.

### Background:

In June 2015, Council approved, in principle, the Governance Audit as performed by George B. Cuff & Associates. At that time, it was noted by administration that separate reports would be brought forward to Council "making recommendations on implementing changes for moving forward based on the recommendations as contained within that audit".

Included in the governance audit recommendations were the following:

#12 - "We recommend that Council adopt the Council-CAO Covenant (Appendix H) which ought to be used as a guide to the relationship between Council and its CAO."

# 4 – "We recommend that Council adopt, "in principle" the governance principles as attached (Appendix B)."

A copy of the recommended covenant, with minor amendments has been attached to this report as Appendix A. Included at the end of the Council-CAO Covenant are the government principles. These have been incorporated directly into the Council-CAO Covenant, with a reference in both the Council and CAO sections to adhere to the governance principles. It is recommended that this covenant, as amended, be adopted by Council, signed off by each member of Council as well as the CAO, and incorporated into the Council section of the City's policy manual.

A three part article on the importance of the Council-CAO Covenant, including discussion on its key components, has been attached as Appendices B through D for Council reference.

**Budget / Financial Implications:**

There are no budget impacts related to adopting this Council-CAO Covenant.

**Communication Plan/Notice By-law Requirements:**

The appropriate by-law will be passed, and the covenant will be included in the Council section of the City's policy manual.

**Strategic Plan or other Guiding Document:**

Governance Audit by George B. Cuff & Associates – recommendations #4 and #12.

Organizational Review by BMA Management Consulting Inc – with specific reference to empowering staff.

Human Resources Management Strategy – with specific reference to empowering staff.

Kenora Strategic Plan – Our Vision is 20 / 20 – Focus on our People.



**Appendix A**  
**Council-CAO Covenant**

**We, as Members of the City of Kenora Will:**

- ❖ *carry out our responsibilities as set out in the applicable legislation to the best of our abilities*
- ❖ *make decisions which we believe to be in the best interests of the majority of our citizens, while recognizing that the needs and voices of the minority / minorities need to be thought through and reflected on in such decisions*
- ❖ *review the background information and advice made available to us by the administration prior to rendering a decision*
- ❖ *seek further input from our CAO when we are unsure of the issues or uncertain as to the preferred course of action*
- ❖ *refer any complaints, either written or verbal, about the decisions of the Council or the actions of administration, to the CAO for review, comment and follow-up (as appropriate)*
- ❖ *refrain from making any commitments on behalf of the Council to individual citizens or groups other than to take the request up with the Council or CAO and to respond appropriately*
- ❖ *seek to participate actively in the decision-making process as it occurs at the Council table; make decisions at the table and not away from the table*
- ❖ *refrain from any public or private criticism of our administration wherein individual employees are identified*
- ❖ *act as good stewards of the City and as public servants of our citizens through ethical conduct*
- ❖ *provide effective leadership through guiding the corporation of the City through annual or longer term goals and priorities (the Business Plan, Strategic Plan, Official Plan and other significant City policy documents), through the budget approval process and by agreeing to reasonable policies which reflect, in our views, the best interests of a majority of our citizens*
- ❖ *ensure that we formally evaluate the performance of the CAO at least once annually and involve the CAO in this process so as to ensure a full understanding of the Council's candid assessment*
- ❖ *adhere to the governance principles as attached to this Council-CAO Covenant.*

Signatures:

Mayor David Canfield \_\_\_\_\_

Councillor Mort Goss \_\_\_\_\_

Councillor Rory McMillan \_\_\_\_\_

Councillor Dan Reynard \_\_\_\_\_

Councillor Louis Roussin \_\_\_\_\_

Councillor Sharon Smith \_\_\_\_\_

Councillor Colin Wasacase \_\_\_\_\_

I, the Chief Administrative Officer Will:

- ❖ *conduct myself as your chief policy advisor in an honest and ethical manner*
- ❖ *ensure that the Mayor and Councillors are accorded respect in all of my personal and public comments*
- ❖ *provide advice (on all issues) which is professionally sound, ethical, legal and in accordance to the policies and objectives of Council*
- ❖ *guide the actions of the administration so that they are in accordance with the policies and objectives of Council*
- ❖ *act only on the will of Council as a whole as established by the resolutions, policies and bylaws of Council*
- ❖ *forward any complaints or concerns of Council to the appropriate department and individual so that reasonable and prompt follow-up is assured*
- ❖ *ensure that Council is made aware of the full picture with regard to each issue at least to the extent that the administration is aware of such information and ensure that Council has access to the reasonable decision options as well as my recommendation as your CAO*
- ❖ *seek to ensure that Council is aware of any key issues as they arise and thus avoid the problems associated with surprises*
- ❖ *maintain a current understanding of the applicable legislation as well as relevant programs, policies and initiatives of other levels of government*
- ❖ *admit to any mistakes of substance made by myself or my staff and take corrective action*
- ❖ *listen carefully to the concerns of Council vis-à-vis my performance and seek to improve any deficiencies on an ongoing basis*
- ❖ *ensure that all major issues are tracked in sufficient detail so as to advise Council of any progress, anticipated problems or decision points*
- ❖ *adhere to the governance principles as attached to this Council-CAO Covenant.*

Signature:

Karen Brown, CAO

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**Governance Principles:**

- ❖ The will of the majority as it is understood by Council will be reflected in all Council decisions.
- ❖ All Council decision-making save and except that which is protected from public exposure by law shall be conducted openly with the public’s right to be present respected.
- ❖ Council members will respect the right of each other to have a difference of opinion on any or all issues and will not attack other Council members for holding and/or voicing a different opinion.
- ❖ Council members will respect the power differential which exists between themselves and their administration and will refrain from public and/or personal criticism; Council will publicly support and respect the role and integrity of its administration.
- ❖ Decisions made by Council at a duly constituted meeting will be deemed to be decisions of Council and will be subject to prompt enforcement by the CAO and / or their staff.
- ❖ Municipal property or information will not be used for personal gain by any member of Council.
- ❖ All advice and information presented to Council by the administration will be treated with respect regardless of whether or not the member agrees with such advice and / or information.
- ❖ Decisions by Council will reflect a thorough decision-making process including staff reports, public board or committee input (if appropriate), public hearings (where required or appropriate) and will be consistent with Council values, mission, goals and objectives.
- ❖ Council will govern the organization through policies, bylaws and resolutions; the administration will manage and administer the decisions of Council and will ensure the effective utilization of the human, fiscal and physical resources.
- ❖ Council will respect the mandate of other area governing or administrative organizations (e.g. Kenora District Services Board, Northwestern Health Unit, etc.) and will seek to work cooperatively with such organizations in the expenditure and use of public resources.
- ❖ Council will seek to ensure that there is an effective monitoring process in place which ensures that its decisions are being implemented effectively and efficiently and in a timely manner.
- ❖ The Mayor, Council and CAO will each adhere to their relevant role statements as approved by Council.

**Initials:**

Mayor David Canfield \_\_\_\_\_

Councillor Mort Goss \_\_\_\_\_

Councillor Dan Reynard \_\_\_\_\_

Councillor Sharon Smith \_\_\_\_\_

Karen Brown, CAO \_\_\_\_\_

Councillor Rory McMillan \_\_\_\_\_

Councillor Louis Roussin \_\_\_\_\_

Councillor Colin Wasacase \_\_\_\_\_

## Appendix B

### The Governance Zone - A Council-CAO Covenant (Part One), by George Cuff

One of the most significant issues facing any Council is how they interrelate with their chief administrative officer (CAO). While this issue varies from Council to Council and from term to term it is almost inevitable that issues will arise in this very important relationship unless steps are taken to manage the relationship.

One of the techniques which I have recommended is a Council-CAO Covenant which simply draws together into one place the various commitments that a Council should be prepared to make to their chief administrative officer and conversely, the commitments that ought to be a part of the "sign on" process of any CAO. While these do not have the legislative weight of the contract and bylaw, they speak to issues which will surely become germane or central to the relationship which will unfold. Such a Covenant is proactive: it recognizes that there will inevitably be issues of dispute between a Council and its senior advisor and that without contemplating these, the fact that they occur at all might be viewed with more credence (and surprise) than need be.

A Covenant tries to identify the basis of some of these issues and to agree in advance to what actions and attitudes are deemed by all to be appropriate and helpful. Such a document will never be fully inclusive nor will it anticipate every situation. But, it can be a useful start.

#### What Should a Council Covenant?

Council members ought to be prepared to covenant with each other and with their CAO that they will:

***carry out their responsibilities as set out in the applicable legislation to the best of their abilities***

- this presumes a comprehensive orientation to those responsibilities and to the matters which are actually ascribed to the Council

***make decisions which we believe to be in the best interests of the majority of citizens while recognizing that the needs and voices of the minority(s) need to be thought through and reflected in such decisions***

- Council members are not elected to represent minorities; they are elected to make decisions which would seem to be in the best interests of the majority as though the will of the people had been tested by some process of referendum

***review the background information and advice made available by the administration prior to rendering a decision***

- this suggests two critical aspects: a) that the administration are capable of providing comprehensive and forthright analysis of a situation and clearly-written advice on what course of action the Council should take; and b) that the Council members are sufficiently competent and committed to actually read the materials prepared for them and think through their consequences

***seek further input when we are unsure of the issues or uncertain as to the preferred course of action***

- this implies that the Council members will not rush to judgment but will check on questions relating to policy issues that may not be sufficiently clear before committing to a resolution; thus Councillors would be loathe to commit themselves to any course of action UNTIL the actual Council meeting wherein such determinations are to be made

***refer any complaints, either written or verbal, about the decisions of Council or the actions of administration, to the CAO for review, comment and follow-up (as appropriate)***

- Council members acknowledge that complaints will be raised with them by various forms of media and that there is a reasonable process whereby they can be heard without alarm; Council agrees that referring such matters to the CAO (or to another senior level staff member(s) if so agreed is a reasonable course of action
- Council members will thus refrain from exaggerating such complaints as if there was a hallelujah chorus of the public behind each complaint

***refrain from making any commitments on behalf of Council to individual citizens or groups other than to take the request up with the Council or CAO and to respond appropriately***

- Council members thus acknowledge their limitations as imposed by legislation that individually they cannot make any such commitments without breaking both the law and Council's own protocols

***seek to participate actively in the decision-making process***

- Democracy works if the elected members agree to participate; Councillors agree that while each does not have to speak to every issue, each has an obligation to express aloud to other members of Council why they will not support a particular resolution

***refrain from any public or private criticism of our administration wherein individual employees are identified***

- Councillors recognize that they hold a powerful position relative to members of the administration and in so doing, they gracefully and rightfully agree to

refrain from bashing individual members of the administration simply because this or that project did not turn out to their satisfaction

***act as good stewards of the municipality and as public servants of the citizenry through ethical conduct***

- All members of Council realize the expectation of the public that their elected representatives will hold themselves accountable for ethical standards that may be above that expected of the general populace; Councillors will thus encourage their independent auditor to examine their actions from time to time to ensure that decisions pertaining to possible conflicts of interest, pecuniary benefit or personal expense accounts are all handled within the approved policies of the Council

***provide effective leadership through guiding the corporation and the municipality through annual or longer term goals and priorities, through the budget approval process and by agreeing to reasonable policies which reflect, in their view, the best interests of a majority of our citizens***

- Council members are expected to lead through a thoughtful process of examination of the challenges before the community and the best and most logical steps to a successful conclusion; Council members agree to participate in an annual process of corporate planning and to abide by the results of such a process as they will be used to guide the business plan and budget development processes of the municipality

***ensure that there is a formal evaluation of the performance of the CAO at least once annually and involve the CAO in this process so as to ensure a full understanding of the Council's candid assessment***

- a key part of the covenant with the CAO is the commitment to regularly evaluate the work of the CAO in light of Council's expectations as well as the achievement of the CAO's stated objectives; this process is undertaken in a planned, sober-minded way which all can agree is enveloped with sincerity and a desire to seek improvement.

What have I missed? I may have inadvertently overlooked a number of issues which could be included in this "covenant"! What is included reflects my perspective and experience relative to the key issues which can arise and befuddle what should be cherished as the key and core relationship between a Council and its CAO.

## Appendix C

### The Governance Zone – A Council-CAO Covenant (Part Two) , by George Cuff

In part one of this mini-series on a Council-CAO Covenant, I wrote “One of the most significant issues facing any Council is how they interrelate with their chief administrative officer (CAO). While this issue varies from Council to Council and from term to term it is almost inevitable that issues will arise in this very important relationship unless steps are taken to manage it. One of the techniques which I have recommended is a Council-CAO Covenant which simply draws together into one place the various commitments that a Council should be prepared to make to their chief administrative officer and conversely, the commitments that ought to be a part of the “sign on” process of any CAO”. In my last article I suggested a number of commitments that a Council should be prepared to make to their CAO. In this article I follow up with the other side of the coin: what should a chief administrative officer be prepared to commit to his or her Council?

#### What Should a CAO Covenant?

A chief administrative officer ought to be prepared to covenant with his/her Council that he/she will:

✚ ***conduct myself as your chief policy advisor in an honest and ethical manner***

- There are two key and very significant aspects to this element of the covenant: one that the CAO will act as your chief policy advisor; the second that he/she will do so in an honest and ethical manner. While I could write a book describing the CAO as a chief policy advisor perhaps it is sufficient to express briefly that if he/she is not advising Council on EVERY policy decision, either the Council is not expecting very much or the CAO does not have a good grasp on what the single most important thing an advisor to Council should be doing. And despite the degree of importance that I place on the advisory aspect of a CAO's position, none of that will matter if the CAO is not acting in an ethical manner. The administrative organization is known by its leadership. If it is tainted by scandal the fact that the rest of the organization is suffering should not be that surprising.

✚ ***ensure that the Mayor and Councillors are accorded respect in all of my personal and public comments***

- It's too easy to fall in with the rest of an audience and say disparaging things about a Council which may be struggling through an issue(s). This proviso underlines the importance of two separate yet intertwined concepts: that the CAO will be very careful to always show respect to his/her elected officials regardless of any personal misgivings about this Councillor or that and secondly that there are no “off site” locations wherein a CAO can freely express any negative impressions.

- ✚ ***provide advice (on all issues) which is professionally sound, ethical, legal and in accordance to the policies and objectives of Council***
  - Council has the right to expect that all advice either authored or signed off by the CAO will be the absolute best that he/she can offer on that issue with the resources and information they have available. The Council should never be looking behind the report to see what the CAO may be hiding. If he/she is guilty of doing that, the trust is broken and the relationship at an end.
- ✚ ***guide the actions of the administration so that they are in accordance with the policies and objectives of Council***
  - It is the responsibility of a CAO to set the standard, communicate the expectations of his/her department heads and expect them to do the same with their direct reports. The standards is that which ought to be expected if staff is following the direction of management as intended and if that direction is in concert with the policies of Council. This is neither too much to expect or too onerous a burden on the CAO. Council needs to have this assurance.
- ✚ ***act only on the will of Council as a whole as established by the resolutions, policies and bylaws of Council***
  - The CAO agrees to follow the will of Council as expressed by the official statements of the Council as conveyed by policies, resolutions and bylaws. The CAO is not expected to follow the will of the Mayor if that is contrary to the will of Council nor the whim of a member of Council regardless of how vigorously stated.
- ✚ ***forward any complaints or concerns of Council to the appropriate department and individual so that reasonable and prompt follow-up is assured***
  - Council members are not expected to find their way through the organization to the “best” person to handle a complaint or enquiry. A protocol should inform Councillors of the right course of action to follow. The CAO is ultimately responsible for ensuring that such a protocol exists and that any inquiries are responded to promptly and within policy.
- ✚ ***ensure that Council is made aware of the full picture with regard to each issue at least to the extent that the administration is aware of such information and ensure that Council has access to the reasonable decision options as well as my recommendation as your CAO***
  - Council’s decisions depend upon good inputs. The latter is generally in the form of an agenda package largely constructed by the administration. This



commitment by the CAO stipulates that he/she will ensure that Council will have access to the full picture on any issue as well as a thoughtful recommendation from the CAO.

✚ ***seek to ensure that Council is aware of any key issues as they arise and thus avoid the problems associated with surprises***

- In my 12 year life as an elected official (during which I also worked full-time as a consultant) I had an ongoing arrangement with our CAO: he would endeavor to make sure I was not confronted by a surprise in terms of what was happening in my community. While this took some degree of scheduling given our travels, he was excellent at making sure that to the best of his ability I was not caught “off guard” about an incident at home. Even when the issue might have been embarrassing, the CAO would claim full responsibility and express his commitment to getting the issue resolved.

✚ ***maintain a current understanding of the applicable legislation as well as relevant programs, policies and initiatives of the Provincial and Federal governments***

- The CAO has an obligation to be informed. He/she has an administration who have access to their counterparts in the Provincial or federal governments and can find out what changes of substance they should be aware of which may impact the municipality. It is not the function of elected officials to do this legwork.

✚ ***admit to any mistakes of substance made by myself or my staff and take corrective action***

- Similar to the point above relative to no surprises, the CAO makes a commitment to be accountable for mistakes in the actions of his/her administration and to take the necessary actions to make sure such mistakes are reduced or eliminated.

✚ ***listen carefully to the concerns of Council vis-à-vis my performance and seek to improve any deficiencies on an ongoing basis***

- In some pieces of legislation the Council is obligated to provide the CAO with an annual review of his/her performance. This is a very significant component of good governance and should be religiously pursued by both the Council and CAO. In this instance the CAO is committing to making any needed improvements noted by the Council.

The relationship of a CAO to his/her Council is a complex one and core to the well-being of any community. This “covenant” seeks to embrace most of the significant pieces of that

relationship and sets out what I believe to be central to the “marriage vows” undertaken by both parties whenever a CAO is hired.

## Appendix D

### The Governance Zone – A Council-CAO Covenant (Part Three) , by George Cuff

Having just had a series of conversations around the issue of Council’s degree of involvement with the affairs of management, I decided to add a third chapter to this mini-series on a Council-CAO Covenant. In part, I want to address why this issue (if not the covenant) is so relevant and difficult and in part to try to address why the Council-CAO relationship still seems so fragile.

**The Council** (see Part One) should covenant that it will:

- carry out their responsibilities to the best of their abilities
- make decisions which we believe to be in the best interests of the majority of citizens
- review the background information and advice from the administration
- seek further input when unsure of the issues/preferred course of action
- refer any complaints, either written or verbal, to the CAO
- refrain from making any commitments on behalf of Council to individual citizens or groups
- seek to participate actively in the decision-making process
- refrain from any public or private criticism of our administration
- act as good stewards of the municipality and as public servants of the citizenry through ethical conduct
- provide effective leadership through annual or longer term goals
- conduct a formal evaluation of the performance of the CAO at least once annually

**A CAO** (Part Two) should also covenant that he/she will:

- ✚ conduct myself as your chief policy advisor in an honest and ethical manner
- ✚ ensure that the Mayor and Councillors are accorded respect
- ✚ provide advice (on all issues) which is professionally sound, ethical, legal
- ✚ guide the actions of the administration according to Council’s policies
- ✚ act only on the will of Council as a whole as established by the resolutions, policies and bylaws of Council
- ✚ forward any complaints or concerns of Council to the appropriate department and individual so that reasonable and prompt follow-up is assured
- ✚ ensure that Council is made aware of the full picture with regard to each issue

- ✚ seek to ensure that Council is aware of any key issues as they arise and thus avoid the problems associated with surprises
- ✚ maintain a current understanding of the applicable legislation, programs and policies of other orders of Government
- ✚ admit to any mistakes of substance made by myself or my staff and take corrective action
- ✚ listen carefully to the concerns of Council vis-à-vis my performance and seek to improve any deficiencies on an ongoing basis

### **Why is this Relevant?**

Regardless of the numbers of articles I and others have written on this topic and the number of consulting assignments this has generated, the issues are often still on the front burner. Council members often prefer to become administrators and ironically, administrators can sometimes act as though they were members of Council. The issue cuts both ways. And, it inflicts damage regardless of who is being "cut".

My thesis is that a professional administrator respects his/her professional preparation and that of their administrative colleagues. They rightly recognize that if they need "help" to administer, they somehow failed the training program and have abandoned their degree(s). They would be astounded to believe that someone off the street with a completely different background with perhaps equal skills but in very separate occupations would not be able to occupy their position of municipal administrator.

Could this person "off the street" be capable of understanding other people in their community? Certainly! Could that same person (s) be capable of choosing between policy alternatives? Absolutely! Could this person "off the street" be capable of delivering speeches and manage to get themselves elected? Well, yes; in fact that is how this person moved into the Council Chambers! Ah, but did you think you should have moved them into the administrator's office or did you feel that is why you were hired?

### **Differing Skills Required**

You see, the roles are vastly different and the skill set one which requires not only considerably different preparation but also distinctly different skills once on the job. In some instances the CAO has an engineering degree or background; in other instances the CAO might have been the City Treasurer or Clerk; in some he/she would have a degree in finance or community services or planning. In each instance (and with very few exceptions) these people have considerable experience guiding administrative staff in a municipal, provincial or federal department or not-for-profit organization. In other words

they generally have a background that enables them to function as a first rate administrator (and not therefore as a first rate politician).

These roles are not interchangeable. If they were we would see evidence in countless communities of successful Council members resigning from office and becoming equally successful administrators. With very few exceptions that does not happen. The approach of an administrator is based on "what works?" The approach of an elected official is "what works politically?"

The key to this Council-CAO covenant being of some help lies in the willingness of both parties to govern their behavior accordingly. This is a considerable presumption and one which can and frequently does fall apart. It is fragile because it is not nurtured and respected. The relationship between a Council and its CAO is either taken for granted because it has always seemed healthy enough or it is tenuous because Council has in its midst a rogue member who insists on undermining the professionalism of the administration.

### **Requires More than a Code**

Success in this critical relationship requires much more than a code of conduct or a covenant or even a legal agreement. There are a number of such documents in municipal offices, sometimes adorning the walls of the Council Chambers. The intent when such documents are created is admirable. Those agreeing to the document(s) have often long since left the municipal scene and have entrusted the commitments they represent to others.

With any change in Council or in who is hired to serve as the CAO, a fresh start is strongly recommended. A new relationship must be forged.

It requires the commitment of all parties to the agreement including the senior staff who act as subordinates and colleagues to the CAO and the Council and Mayor who are to provide policy leadership, generally on the advice of the CAO. These commitments ought not to be taken lightly.



3 October 2015

## City Council Committee Report

To: Mayor and Council

Fr: Karen Brown

Re: Governance Audit Recommendation  
# 2 Mayor / Council / CAO Role Statements

### Recommendation:

That Council hereby adopts a new Mayor Role Statement Policy #CC 1-2 to the City of Kenora Comprehensive Policy Manual; and further

That Council hereby adopts a new Council Role Statement Policy #CC 1-3 to the City of Kenora Comprehensive Policy Manual; and further

That Council hereby adopts a new CAO Role Statement Policy #CC 1-4 to the City of Kenora Comprehensive Policy Manual; and further

That the appropriate bylaws be passed for this purpose.

### Background:

In June 2015, Council approved, in principle, the Governance Audit as performed by George B. Cuff & Associates. At that time, it was noted by administration that separate reports would be brought forward to Council "making recommendations on implementing changes for moving forward based on the recommendations as contained within that audit".

Included in the governance audit recommendations was the following:

#2 - "We recommend that Council approve the attached role statements (Mayor, Councillors, CAO) (Appendix A) which provides greater clarity on how this system of local government ought to function. These are intended as supplementary to the legislation and not to conflict with it."

In the governance audit, and subsequent to that audit in additional information provided, George Cuff provided the City with examples of role statements for the Mayor, Council and the CAO. These examples have been used to develop the drafts included at the end of this report for Council consideration.

### Budget / Financial Implications:

There are no budget impacts related to adopting this Council-CAO Covenant.

### Communication Plan/Notice By-law Requirements:

The appropriate by-law will be passed, and the role statements will be included in the Council section of the City's policy manual.

## **Strategic Plan or other Guiding Document:**

Governance Audit by George B. Cuff & Associates – recommendation #2.

Organizational Review by BMA Management Consulting Inc – with specific reference to empowering staff.

Human Resources Management Strategy – with specific reference to empowering staff.

Kenora Strategic Plan – Our Vision is 20 / 20 – Focus on our People.

## **Role of the Mayor**

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According to the Municipal Act (2001), the Mayor has the same responsibilities of all members of Council as well as performing the leadership roles of the Council. As a result, the Mayor is required to meet the responsibilities as outlined both within the Role Statement for the Mayor, as well as that for Council.

### **Role of head of council**

225. It is the role of the head of council,

- (a) to act as chief executive officer of the municipality;
- (b) to preside over council meetings so that its business can be carried out efficiently and effectively;
- (c) to provide leadership to the council;
- (c.1) without limiting clause (c), to provide information and recommendations to the council with respect to the role of council described in clauses 224 (d) and (d.1);
- (d) to represent the municipality at official functions; and
- (e) to carry out the duties of the head of council under this or any other Act."

### **Head of council as chief executive officer**

226.1 As chief executive officer of a municipality, the head of council shall,

- (a) uphold and promote the purposes of the municipality;
- (b) promote public involvement in the municipality's activities;
- (c) act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally; and
- (d) participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents."

It is important that these roles be clearly understood. The legislation does not encourage or allow the Mayor to act independently. The Mayor is expected to be a leader and yet function as “one of” not “apart from”. The Mayor will always be viewed by the public as the face and voice of Council but must never allow that public personae to be used in an imperial or directive fashion.

### **Importance of the Mayor’s Position**

The foregoing commentary does not mean that the Mayor does not have a very important role to play. The Mayor is central to what is commonly referred to as “tone at the top”. Much of how the community views its Council is a reflection of how it sees its Mayor. Is the Mayor on top of things or seemingly disinterested? Is the Mayor decisive or does he seem to waffle? Is the Mayor respectful of other Council members and trying to build a team or does the Mayor operate in a high-handed manner seemingly without caring about the need to lead a team? Is the Mayor a person of high integrity or someone that believes that the rules and legislation were meant for everyone else?

The Mayor’s style should be one which enables each member of Council to see their own worth to the collective whole.

The Mayor is the leader of the Council team despite the fact that his team may not see things as one but rather whose members speak out separately on the key issues. Where Council members disagree on key issues, the challenge of the Mayor is to listen carefully to what each is saying and try to identify common ground in their arguments. The Mayor seeks consensus while understanding that in its absence democracy rules. That is, regardless of the Mayor’s efforts the Council might be split on this or that issue. That is how it may remain and thus the Mayor has to lead from whatever decision of Council has been approved by resolution. Such consensus building is not simple nor is it not without considerable time and effort. And, ironically, it might be without positive result.

A healthy Council has everyone at the table, informed and involved. That is, there is no effort to exclude those who might disagree; such disagreement should be accepted with grace and as a normal part of any healthy council.

### **Leader of All**

The duty of the Mayor in such circumstances is to work with all members and not single out some as being on his “side” and the others as relegated to the sidelines because they do not support the Mayor. Such a style of leadership is divisive to the core and results in enmity not collegiality. The Mayor must recognize that on any given topic, some of his colleagues may

choose to have a different opinion. That being so does not inhibit a mature and thoughtful Mayor from ensuring that all members are equally and concurrently informed and all given the opportunity to express their differences to the views of the Mayor. When that is so it eliminates any possibility of the Mayor acting in a deliberate fashion to shut out the voices of those he would expect to be opposed.

### **Concurrently Informed**

The Mayor ought to be focusing on how to ensure that all of Council is concurrently informed. That would be the respectful thing to do and would reflect the fact that the Mayor sees all of Council as his colleagues and as equals. One way in which this process can be manipulated in the Mayor's favour is by the Mayor holding onto valuable information and not sharing the same with his Council colleagues. This is generally done knowingly and with the purpose of making the rest of Council dependent on the Mayor for his judgment as to what course of action to follow. A mature Mayor seeks to ensure that all members of Council are treated equally and fairly.

### **Community Conscience**

We generally expect the Mayor to be the conscience of the community: to act in such a way as to place the interests of others before any evidence of self-interest. The Mayor needs to conscientiously set aside any professional or personal obligations or commitments that are not in the best interests of the community and act as one of rather than the only one. The Mayor's business interests should be made known to the CAO and Clerk and any issue that subsequently arises in Chambers which impacts on those interests should be quickly identified so that the Mayor can be excused from any discussion on or voting on these issues. If acting as expected and anticipated by legislation, the Mayor respects the fact that he is but one voice representing Council's "face" to the public. The Mayor has one vote, not a majority. The Mayor can encourage a Council to act in a certain way but cannot coerce it to do so nor can the Mayor act unilaterally. The Mayor can say what he thinks Council's views on a matter will be, but a Mayor cannot categorically state what it will be; nor can a Mayor make any commitment to an action before the Council as a whole has made a decision.

The Mayor's voice has much more volume than that held by his colleagues. That is, when the Mayor speaks his voice carries weight beyond that of any other member of Council. The Mayor has the vote of the citizenry behind him/her and they see him as "their" leader and spokesperson. That is a role and perspective which ought not to be treated lightly.

### **Informal Power**



The Mayor's power is informal but it can still be very persuasive. The Mayor may only have one vote on each matter but the office carries with it more prestige and "power" than the vote would signify. Whenever the Mayor speaks, the community presumes that he is uttering the will of the Council. This is both a power and an obligation: a power in that his voice carries more influence than the individual voices of his colleagues; an obligation in that the Mayor must be very careful not to go beyond the parameters of his office and presume that because he speaks, others must fall in line. The Mayor, regardless of how committed to a particular course of action, needs to ensure that all members of Council understand the implications of that course and are willing to endorse the leadership being offered by the Mayor.

It needs to be understood that the ability of the Mayor to be influential on Council is highly dependent on the willingness of the rest of Council to follow the lead of the Mayor. While each Mayor is entitled and indeed expected to hold his own views on most issues, the challenge for a Mayor is to be able to rightfully claim that he reflects the will of the majority of Council. The most logical way to ensure that this is the case is to develop a policy framework on the key issues such that each member knows where the Council stands on that topic with sufficient confidence so as to express those views publicly without fear of contradiction.

## Role of Council

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Council's responsibilities are outlined in the Municipal Act (2001). These responsibilities rest with each member of council, including the Mayor.

### Role of council

224. It is the role of council,

- (a) to represent the public and to consider the well-being and interests of the municipality;
- (b) to develop and evaluate the policies and programs of the municipality;
- (c) to determine which services the municipality provides;
- (d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
- (d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
- (e) to maintain the financial integrity of the municipality; and
- (f) to carry out the duties of council under this or any other Act."

There are certain key and lasting roles that Council is expected to fulfill. While these are generally referenced in the legislation, the descriptors therein are not sufficiently broad so as to fully describe the various roles which seem to be expected of a Councillor on an ongoing basis. There are certain basics however and these are described as follows:

### Lead

It is often over-looked but one of the principal roles of a Council is to lead. It is not enough to just respond: a Council must be able to identify opportunities and issues and articulate how it will address them. Leadership is not found in baptizing bylaws prepared by the Planning Department. It is not found in responding to a budget presentation without first having thought through what Council's key priorities are for the coming year. It is not found in blindly approving the minutes of this or that committee. It might be found in determining whether or not the committee is still needed. A Council leads by pointing a direction, a

course of action, a new initiative. It leads by taking a position on a difficult political issue. It leads by running against the winds of popularity, not simply going with the flow.

### **Representation**

A primary task of any Council is to act as the ears, eyes and voice of those he/she represents. This is not accomplished by sitting in Chambers alongside the other members of Council, convincing one another of your importance. Nor is it accomplished by reading background reports on this or that issue. Representation occurs when your voice is heard speaking out on behalf of a community interest that you have researched, that you have visited or where you have met with representatives of the cause. Representation also occurs when you deliberately (i.e. not casually) think about how your citizens would expect you to handle an issue or a challenge. What would the majority of them say if they were all in the room? Are their best interests being reflected in what you believe or have you become so immersed with a particular faction or vested interest group that the voice of common folks has been muted?

### **Resolve Issues; Pass Judgment**

Being on a Council is not at times a very popular thing. Decisions need to be made; choices may result in those viewed as losing as well as winners. A budget needs to be produced and a tax rate established. Costs will likely have gone up and with that unless the assessment base has responded favourably, so too will taxes. Projects will be presented by the various departments: all will look appealing. Not all will be funded. Being an architect of disappointment is not something many Councillors see as something they foresaw as part of the new job description.

### **Fiduciary Leadership (Business Plan and Budget)**

Every Council has an obligation to ensure that proper budgeting and financial management occur; that a business plan is created; that organizational goals and priorities are established; that a realistic budget is approved for funding all civic services; that sources from other levels of government are requested and applied as required. While none of these are particularly exciting to most members of Council, they do represent the core of what any Council is elected to do: provide necessary and desired services and make sure they are adequately funded.

## Set Priorities

In order to effectively guide the City and to make use of the budget dollars effectively, the Council must understand its own priorities and determine how the budget ought to reflect those. This requires that each Council develop some mechanism to discuss and debate the key issues and challenges of the day and then determine what is on first base, second and so on. This process is generally described in the literature and by practice as “strategic planning” or “business planning” and indeed is both. On the one hand, the Council needs to determine where it hopes to position the City in the longer term and secondly, what that vision suggests in terms of how to approach the budget choices faced this year.

More and more communities across Canada have adopted some system of strategic planning not as a “checklist” of what to do but rather as the foundation upon which to base good long and short term decisions. This ensures that the budget for each year is considered well in advance of the year to which the budget applies so that the best use is made of scarce and public resources. Further, given that there are always competing priorities within every organization, a plan is useful in determining which of those priorities are thought to be of a higher order than the others. This is a decision to be made by the elected officials.

## Stewardship

The role of a Council has often been described as that of a steward. That is, one of the fundamental principles of a local governing body is that it will ensure that the resources of the City are being utilized wisely and in accordance with the budget and Business Plan as well as any policies and procedures which may apply. Ensuring that Council has made the best use of resources requires that it:

- Identify clearly “what business we are in”
- Ensure that there are clear lines of delineation with respect to what business unit delivers what service
- Establish clear policies relating to the recruitment and treatment of personnel
- Identify potential risks in the use by the public of municipality-owned facilities and equipment
- Establish a comprehensive tender policy and procedures
- Identify potential suppliers of goods and services.

## **Policy Guidance**

Unless a Council wants to be involved in re-visiting every issue on a regular and often frequent basis, policies need to be approved which give license to management to get on with the business of service delivery. Decisions which are major or repetitive or both should be the subject of a Council policy. Establishing a policy mindset is needed in every Council Chambers and is not necessarily something that comes naturally to any governing body.

In addition to a strategic plan, each municipal organization ought to be governed by a clear set of policies. The business of managing the City's responsibilities is that of the management and their employees. How that business is managed is determined by legislation in terms of minimum requirements in certain fields of endeavour and by policy of Council. Policies set out "what" is to be done. The "how" it is to be accomplished is determined by regulations and by managerial direction.

A Council needs to be in the business of asking "what is our policy on this matter?" As the policy-making authority, Council needs to understand the policy framework. Council can only do this if it clearly recognizes the issues; understands its own sense of what is best for the City; seeks input on the key issues; and is prepared to stand firm on what it believes to be the right course.

The decisions of a Council effectively become the policies of it. That is, whether the Council decides by way of resolution or by bylaw, its decisions taken together, constitute the "policy bank" of the City. While policies should preferably be presented to Council according to a set format, the key to an effective Council is the recognition that its decisions become the standard upon which the administration functions and makes decisions.

## **Delegate to Management**

There is an obligation in the legislation for a Council to delegate the implementation of its policies to its chief administrative officer (CAO). The CAO plays the primary role in acting as the link-pin between Council as the policy-makers and the staff as the administrators of those policies. The CAO is viewed as the Council's chief policy advisor and as the person responsible for ensuring that the decisions of the Council are effectively discharged. Thus, all advice to Council from all departments is to be directed through the office of the CAO so that Council can be confident that the breadth of the County's business priorities and policies has been respected and reflected in the advice. That is the CAO acts as the advocate for the advice and opinions of the administration and ensures that the Council has the full picture of all salient points in any decision. Once Council has determined the direction to be taken from a policy perspective, the CAO is charged with ensuring that their administration implements those policies based on Council's directives.

Problems are encountered when those who are elected attempt to replicate the work of those administering and vice versa. Roles must be clearly articulated and well-understood. The mandate of a Council is never properly discharged wherein the Council determines to do the work of the staff members. Council's time needs to be spent on establishing what it wants to see accomplished and within what level of resources. This requires that choices be made between various alternatives all of which might seem to be valid. Those elected are thus faced with the unenviable task of determining which choice is best given the circumstances and the resources available. Such choices should never be made solely by the Council. They are best made when the Council expects the administration to weigh in with their advice based on their training and their experience in this County. While the various options may appear to have at least some merit, it is the duty of Council to make its determination based on what it believes to be best for the majority of its residents. Leadership is all about making difficult choices in an often stressful environment.

### **Determining What Gets Funded**

While some of what every municipality does is required by legislation, there are also aspects of any municipal budget which are discretionary (i.e. up to each Council to decide "do we fund this service or not?"). Each Council should be examining their annual budget on that basis rather than presuming that next year will be a repeat of last year. The funding approved by a Council authorizes the administration to deliver the services. Council is accountable as a result for both the policy choices to fund certain services and the delivery of those funding choices on a day to day basis by its administration.

### **Monitoring Results**

The public should expect to hear from its Council what the elected officials see as working really well and what programs or services might need to be re-thought. This should include the use of good measurement tools.

Critical to difficult decisions being acceptable to the majority of the public is the process used to make such choices. A Council which recognizes the need to adopt a step-by-step process of decision-making will note that it has more confidence that its decisions will more often than not be in accordance with the wishes of the "community". Inappropriate decisions often result from hasty actions or requests presented to Council at the last minutes and without sufficient administrative analysis or recommendation as to the potential implications to the City as a whole.

## Role of Chief Administrative Officer (CAO)

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Council may choose to appoint a Chief Administrative Officer (CAO). If appointed, the Municipal Act (2001) outlines the responsibilities of the CAO.

### Chief administrative officer

229. ... chief administrative officer who shall be responsible for,

- (a) exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality; and
- (b) performing such other duties as are assigned by the municipality;

The CAO's work is multi-faceted and includes the responsibility of all aspects of the administration: the duty of advising the Mayor and members of Council; ensuring a focus on quality customer service; supporting and coaching team members; ensuring sound policies are developed; establishing the necessary supporting procedures; participating as a member of the senior management team; supporting effective administration; and working collegially with the Mayor.

The CAO's ability to carry out these roles depends in large measure on their ability to build relationships with those in the organization (particularly at the senior level) and to develop a strong relationship to Council. This is generally a function of their ability to advise Council regularly and comprehensively such that the latter is able to develop a high degree of confidence in the CAO's ability to carry out the tasks involved.

### A Critical "Link-pin"

Each Council should be advised by one person who should be delegated authority over the administrative organization. While that is admittedly a sweeping statement it is nonetheless an accurate portrayal of a very healthy system. The CAO should be viewed as Council's "go to person".

As we view it, a CAO's ability to carry out these roles depends in large measure on their ability to build relationships with those in the organization (particularly at the senior level) and to develop a strong relationship to Council. This is generally a function of the CAO's ability to advise Council regularly and comprehensively such that the latter is able to develop a high degree of confidence in the CAO's ability to carry out the tasks involved.

## **Strong Relationship Required**

There are various reasons why such a strong emphasis should be placed on relationship and confidence building between Council and the CAO.

First, the decisions of the governing body are often predicated on their confidence in the advice provided by their administration. Where there is a substantial degree of confidence, it may be presumed that the Council will accept the advice and provide their approval by way of resolution, policy or by by-law. This is not to say that there will not be suggestions for change or amendment or questions relative to options that have been presented. There is not, however, any likelihood of hand-wringing over the "what ifs" after the meeting, given that Council feels confident that it has received all of the salient and available information and thus its decisions, regardless of their popularity, are likely sustainable.

Secondly, the decisions being made by a Council on the advice of its CAO are assumed to be relatively "high level" and of substantive impact on the delivery of local government services or the resolution of issues. As a result, it is imperative that the advice of the CAO is presented in an honest, comprehensive and straight-forward manner without reference to the potential political fall-out which might occur. Similarly, Council members should be able to receive the reports and advice of the CAO with complete confidence. Both Council and the CAO will recognize that a perception that decisions have been mishandled or with less than complete objectivity and professionalism, may negatively impact the City. Such decisions may become the matter of lawsuits if not carefully managed and may cost the City financially and may negatively impact the City's reputation if it is found that the City acted without taking all the steps that would be considered by peers in similar circumstances as "reasonable, logical".

Thirdly, the role and performance of the CAO impacts the perception that a Council can have of its complete administration and particularly those at the senior management level. If the relationship between the Council and CAO is one based on trust and respect then there is more likely to be a similar degree of confidence in the work and reports of other members of the senior management team. If there is a lack of trust then it might be expected that members of Council will begin to bypass the CAO and deal directly with the other senior managers. If the Council has confidence in the ability of its CAO to make quality decisions, this transfers as well to the CAO's ability to recruit top quality people for senior level positions as well as being able to make prudent decisions relative to their hiring or dismissal.

## **One Employee Model**

Many jurisdictions across Canada recognize the value of considering Council as a "one employee" organization. This model requires the advice to Council being vetted, approved



and signed off by the CAO and any direction to the administration either flowing through the CAO or being subject to the approval of the CAO.

Another significant role played by the CAO is that of the administrative team leader responsible for organizing and building the skills and abilities necessary to discharge the functions of a City. According to the position description, the CAO is also responsible for ensuring that there is a strong focus on quality customer service using a team approach. This requires training and coaching senior staff in what the City regards as “quality service”. Further, the leadership must not only encourage all members of the administration to pursue service excellence, the CAO and her team must “walk the talk” such that those following can model their performance and attitude in terms of what they see on a daily basis in the lives and management styles of the CAO and her subordinates.

A part of this responsibility is to build into the direct reports and through them to the rest of the administration, the type of successes that are possible through collaborative efforts. This is never accomplished at once or through an individual effort but over the course of time and through the combined efforts of all senior team members.

The CAO also has a delicate balance to maintain in terms of their leadership “at the table”. The CAO needs to be seen as “in charge” without using the powers attached to the role in such a way as to intimidate her colleagues. Their role as meeting chair is to guide discussions, solicit solutions to issues, encourage respect for the Council, and plan administrative response to the Council’s leadership (as expressed through the budget and strategic plan). If the message is one of empowerment and support for a collegial approach, then unilateral decisions should be minimal.

Council also needs to have confidence that its decisions are going to be carried out by the administration immediately (i.e. as soon as realistically possible) after the Council meeting. Thus, regardless of the advice of the CAO and administration being deemed acceptable or not, the decision of Council is that which defines the resulting action. The CAO is responsible for ensuring that the decisions of Council are implemented as quickly as possible after the motion approving such action.

### **Policy Advice**

One of the principal roles of any chief administrative officer is that of acting as the Council’s principal policy advisor. The issues that should be presented to a Council by the CAO should be those that are significant to the well-being of the community. These should always be accompanied by the written advice of the CAO and should include reference to the existing policy that may need to be changed or waived or to a proposed new policy that ought to be drafted by the CAO and presented to Council.

As a result, the CAO should:

- take forward to Council any issues which the CAO is not familiar with and which is not a matter which is subject to a current council policy or bylaw
- provide their advice to Council in written form relative to any such issue, clearly outlining the key elements of the issue and including a recommendation as to the appropriate action by council
- identify the concerns of the residents and advise Council as to the essence of any concerns and what administration has been doing about them
- ensure that the services of the organization are clearly defined and are in concert with the expectations of the residents
- create position descriptions which reflect actual and current duties to be provided by each of the personnel
- empower staff to take action on their areas of responsibility
- provide support for staff in the face of any criticism from the public or from the council; take corrective action vis-à-vis poor performance where that is justified; provide confidential performance feedback to staff on an annual basis
- coordinate the efforts of the staff through regular meetings
- encourage ongoing and relevant training for staff; advise council which courses are available and which are applicable and appropriate to which staff position
- ensure that the compensation plan and personnel policies are appropriate and fair for all employees.

### **Assistance to the Council in Direction-Setting**

While the Council has the principal role in setting forth the vision for and with the community, this does not happen in a vacuum. The CAO is expected to play a significant role in developing the approach to be taken by the Council in articulating its views as well as providing advice to the Council on both current and future issues that need to be taken into consideration.

The CAO is expected to provide Council with the background to what has been done by prior Councils; the role of planning with regard to the budget; the impact of past plans on the work of the administration; the projects that have been previously committed to by this or a prior Council; the impact of public consultation on the community's priorities.

What the CAO should not do is provide Council with a comprehensive draft plan and ask for its approval. Baptizing the will of the administration is not a good example of Council's vision.

## **Leadership to the Administration**

The CAO is expected to play the predominant role in acting as the team leader of the administration. In this respect, they act as the key linkage between the policy-makers on the one hand and the policy advisors and implementers of policy on the other. The CAO represents the narrow portion of the hour glass in that information and advice going to Council needs to be cleared through their office whereas the direction from Council and guidance on how the will of Council is to be discharged also flows downward from the CAO. The CAO needs to have a thorough knowledge of the programs and services offered by the municipality. While the CAO should not be expected to be the expert in such matters where there are qualified staff leading those departments, the CAO still needs to be sufficiently briefed as to the key directions and issues being faced by each department and/or service area.

## **Responsible for Hiring Senior Positions**

The CAO is also responsible for directing/choosing who is to be hired in the key senior positions in the organization. Any position reporting to the CAO should be hired by the CAO. Any position reporting directly to a department head should, with few exceptions, be reviewed and approved for hiring by the CAO. The request for new positions should be approved by the CAO as should a recommendation to change the organization structure. Managerial procedures should also be the purview of the CAO. Whereas the Council is responsible for establishing the policies of the system, the CAO needs to ensure that those are supported by effective administrative procedures. The CAO also may also be charged with the development and approval of administrative policies.

## **Relationship Building with Council as a Whole**

One of the key components of a well-rounded performance review system is an assessment of the relations that the CAO has developed and maintained with all members of Council, including the relationship to the Mayor.

It needs to be made clear that the role of a CAO is set out in legislation as being subservient to the Council as a whole. This is an important distinction in that all too often the Mayor or a powerful Councillor will exert influence over the CAO as though they had ownership of their role. Such a misapprehension of roles should never be tolerated by other members of Council as it establishes a dangerous precedent for future administrator-Council relationships and because it is contrary to the law.

The CAO answers to Council as a whole. The CAO reports should be addressed to the “Mayor and Councillors” and any advice presented to one should be immediately copied to all others on Council. This is one of the key mechanisms for communicating this critical understanding. While the CAO needs to have a particular relationship to the Mayor based on more extensive contact with the chief elected official, they must ensure that the proximity of that relationship does not interfere with the separation of roles. The Mayor acts as Council’s liaison to the CAO and will pass both information and comments along that the CAO feels are significant. That relationship, however, must not grow into something it is not intended to be or there will accrue negative results.

### **Developing Protocols**

It would be useful for the CAO to draft for Council approval certain protocols that establish how this relationship will function. Such protocols need to include:

- Direction given to the CAO
- Direction given to other members of the administration
- Contacting staff for information/advice
- Access to preliminary research reports
- Use of office for private meetings
- Distribution/Use of Councillors’ access to information
- Access by the CAO to legal advice
- Role of CAO at meetings with other political leaders
- Role of CAO in approval of Councillor expense accounts

### **Fiscal Management**

Ensuring that the financial affairs of the municipality are being properly managed is also a requisite function of the CAO. While local governments often associate that responsibility with the Treasurer/Manager of Corporate Services & Strategic Initiatives, the person most accountable for the fiscal health of the municipality is the CAO.

Such a statement is not contrary to any delegation of responsibility to the Chief Financial Officer (CFO). Rather, it is a reflection of the principle of personal accountability of the senior officer. The former (the CFO) is the person most likely to have the best grasp on the financial affairs of the community. The latter (i.e. the CAO) is the key member of the administration who should be held accountable by Council for ensuring that the fiscal affairs of the municipality are always maintained in a sound, healthy state. Thus, it is incumbent upon the CAO to choose someone for the important post of Chief Financial Officer who has

the requisite skills and academic preparation, realizing how important that role is to the Council and residents of the community.

### **The CAO-Staff Relationship**

The CAO has at least one other very significant audience with whom to maintain a high degree of confidence. The administration holds the keys to whether or not the decisions of the Council are being translated into action. If the CAO and their senior staff are on the same page, then it is likely that the decisions of Council will successfully work their way down the system. Where there is a lack of confidence in the CAO by the senior staff, that undercurrent of non-support will also send waves across the organization and will result in discontent, low morale and poor performance. The CAO has to be the team leader and in order for that to happen, the CAO has to be able to engender respect for the CAO role.

As chief administrative officer, one of the principal functions is to provide both a directing and coordinating role vis-a-vis other staff. The CAO is to be responsible for the functions and activities carried out by subordinate staff. While it is apparent that the CAO will need to know something about each of their areas of responsibility, it is equally evident that the CAO will need to rely upon the expertise and academic training possessed by each of these individuals.

### **Relationship to the Public**

The CAO also has an important role in setting the tone of the municipality's relationship with the public. If the CAO sees the public as the client and the most important audience that the staff have for their work, then the responsiveness of the CAO will underline this sense of closeness to the people being served. If, on the other hand, the CAO is seemingly more interested in the technology of city hall and/or the outside involvements that they have, then the administration as a whole may respond with indifference to the needs and complaints of the public.

Local municipal officials must be prepared to respond to all sorts of demands both reasonable and unreasonable. There are times when the pressures are heavy and responses to the public are not made in as courteous and polite manner as they might be.

The CAO and all other staff members must remember that they serve the public and that they are the people who represent the City to them. The job is not always easy but a positive attitude toward the public will not only help - it should be considered as essential.

### **Quality of Reports**

The principal mandate of the senior staff, particularly the Chief Administrative Officer, is to advise the Council as to its policies, programs, decisions and budget. A CAO is normally

retained due to their expertise and experience. It is that which Council wishes to “tap”. Such advice should be prepared and delivered by the CAO to Council in advance of any meeting (whether Committee or Council).

It is ultimately the Chief Administrative Officer’s responsibility to check each report to Council in light of the following:

- does this issue need to be decided by Council?
- is this issue of considerable political interest to Council?
- has the appropriate format been followed?
- is the information complete?
- is it well-written?
- do I agree with the recommendation(s); if yes, have I signed it off; if not, have I attached my own report?

In the final analysis, it is the responsibility of the Chief Administrative Officer to ensure that any reports which are to be presented to Council meet the stated (written) standards of quality and completeness. This does not necessitate that the Chief Administrative Officer defer or dismiss reports which she may not fundamentally agree with but, rather, ensure that the CAO’s opinion, if contrary to that of the writer, is presented to Council as the covering document. In some instances, the Chief Administrative Officer might wish to request Council to defer or delay a decision until the management has had further opportunity to study the issue(s).

### **What if the Reality Proves Otherwise?**

It is possible that a Council can be served by someone who lacks professionalism; plays silly games; is caught up in power; listens only to the Mayor; abuses senior and junior staff; has an anger (or substance abuse or pornography) problem; etc. All of the foregoing have happened. None of the foregoing are reasons to abandon the notion that a solid administrator with considerable authority is not the way to go. Council just has to make better choices and get the recruitment right at the outset. Find the best person available after utilizing a thorough (and preferably independent) executive search process.

### **Don’t Settle**

Do not settle for a warm body or someone local who has managed the hardware store but knows nothing about municipal management. While someone with generally good management skills could grow into the role of a CAO, this is not an easy transition and particularly not if the candidate does not have experience working at a senior level in the

public sector. The role of a CAO is critical to the success not only of a Council but, more importantly, the community.



October 5, 2015

## City Council Committee Report

**To: Mayor & Council**

**Fr: Heather Kasprick, Manager of Legislative Services**

**Re: Parking Meter Permit Policy**

### **Recommendation:**

That Council gives three readings to a bylaw to amend the Parking Meter Permit Policy #LS-1-1.

### **Background:**

The current policy is quite outdated and requires general updating along with some considerations for who automatically receives these permits annually. In the past we have had reported abuse of the passes from outlying communities being given to relatives, other members of staff and friends of the municipality it was issued to. Consideration may be given to only providing these passes via the visiting mayors attending City Hall while on business to request the pass each time, or we may continue to send them automatically without request which would be keeping with past practice. The following Mayors (municipalities) automatically receive these passes at the start of each year:

Machin Mayor
Ear Falls Mayor
Red Lake Mayor
Sioux Lookout Mayor
Sioux Narrows/Nestor Falls
Dryden Mayor
Ignace Mayor
Pickle Lake Mayor
Fort Frances Mayor
Greg Rickford, MP
Sarah Campbell, MPP

Current staff with passes include:

Kenora Hydro Manager, Kenora Hydro Superintendent, Manager of Operations, Municipal Engineer, Building Inspector, Deputy Building Inspector, Special Events Coordinator, Tourism Officer, Tourism Assistant, Special Events (KAR) lead, Recreation Manager, Municipal Prosecutor, POA Clerks, Economic Development Officer, Recreation Support, Facilities Supervisor. This is in addition to Mayor and Council of the City of Kenora.

I have made the changes to the policy that reflects the new organizational structure to reflect the new positions in the policy. Suggested staff has also been reflected in the proposed revised policy for consideration.

**Budget: N/A**



**Communication Plan/Notice By-law Requirements:**

**Strategic Plan or other Guiding Document:**

Administrative only

## Parking Meter Permit Policy



Section	Date	By-Law Number	Page	Of
Legislative Services	<del>August 13, 2013</del> October 20, 2015	<del>38-2012-</del> <u>2015</u>	1	2
Subsection	Repeals By-Law Number		Policy Number	
Parking Meter Permits			LS-1-1	

### Purpose

Authorization is vested with the City Clerk to issue two (2) types of parking meter permits on behalf of the City. These permits, outlined below, allow vehicles to be parked at a meter without the necessity of depositing coins. From time to time, Council may review and approve the list of persons receiving Parking Meter Permits and may make any additions or deletions as they deem appropriate.

A General Parking Meter Permit may be issued to any other City employee on an as required basis due to operational needs through the Office of the Clerk.

### i) General Parking Meter Permits

One (1) general permit shall be issued indicating the licence plate number to a maximum of three (3) personal vehicles that may be utilizing the permit, and as such, the permit is transferable from one vehicle to another rather than issuing separate permits.

This permit shall be issued without charge, on an annual basis to the following:

City of Kenora Mayor  
 City of Kenora Councillors  
 Municipal Engineer  
~~Parks & Facilities~~ [Community & Development Services](#) Manager  
[Manager of Operations & Infrastructure](#)  
~~Building Maintenance Sub-Foreman (Facilities)~~  
~~Parks & Facilities Steno Bookkeeper~~  
 Kenora Hydro Manager  
[Parking Meter Attendants](#)  
[Economic Development Officer](#)  
[City Planner](#)  
 Current Members of Parliament (MP and MPP)

~~Special Consideration earlier approved~~

~~Former Kenora Councillor Helene Dubenski  
(in recognition of her 25 Years as a Councillor as of 1997)  
Municipal Prosecutor  
POA Clerks  
Special Events Coordinator~~

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## Parking Meter Permit Policy

Policy Number	Page	of
LS-1-1	2	2

### Replacement Permit

In the event that a replacement permit is required, regardless of a permit originally being paid for, or issued on a gratis basis, a fee of fifteen dollars (\$15) will be levied against the permit holder.

### Guest Parking Permits

This permit shall be issued without charge on a temporary basis to out-of-town persons who are employed on municipal business that requires a short stay in the City of Kenora (i.e. a road auditor; computer software programmer; consultant, etc.).

All municipalities within the Kenora District Municipal Association (KDMA), as well as the Town of Fort Frances shall receive one (1) Guest Parking Meter Permit, issued annually on January 1 of each year, forwarded by way of letter from the Office of the Mayor.

The Clerk shall issue Guest Parking Permits to residents who live in residential areas adjacent to the downtown area where the only available on-street parking is metered parking. This policy specifically applies to those residents on Third Street South where parking meters are located directly in front of their homes and who do not have a driveway to accommodate their vehicle(s). One (1) Guest Parking Permit (whether they own a home or rent) will only be issued, indicating its use to "Third Street South Only."

All Guest Parking Permits issued shall contain a licence plate number, a specified area for its use, together with the expiry date of the permit and the signed initials of the issuer on behalf of the City.

### City-Owned Vehicles

All City-owned vehicles that bear the City logo and/or colours shall be deemed to have a parking meter permit.

**Issuing of other Permits not contained in Policy**

At the discretion of the Clerk and/or Council, other Parking Meter Permits and Guest Permits may be issued from time to time as deemed necessary, however, no parking meter permits shall be sold to any employee, individual(s), company or business.



October 5, 2015

## City Council Committee Report

**TO: Mayor & Council**

**FR: Heather Kasprick, Manager of Legislative Services**

**RE: Resolution of Support – Ontario Medical Association**

### **Recommendation:**

Whereas the Ministry of Health and Long-term Care (Ministry) unilaterally imposed several cuts when the Ontario Medical Association rejected the government's offer during contract negotiations on January 9, 2015; and

Whereas the City of Kenora continues to make access to primary care health care through family physicians a priority for its residents, many of whom are aging; and

Whereas the City of Kenora has committed to working, in partnership, with community stakeholders in the development of a long term Health Care Strategy focused on sectoral collaboration in Kenora Region; and

Whereas the Government of Ontario has recently restricted the number of family physicians who can enter into a Family Health Network or Family Health Organization; and

Whereas these imposed actions will lead to difficulties in recruiting and retaining physicians for the underserved communities in the District of Kenora and other similar areas of the Province; and

Whereas the Ontario Medical Association has also expressed its concern that the Government of Ontario's actions will hurt patient care across the province;

Therefore Be It Resolved That the City of Kenora hereby supports the Ontario Medical Association in their call for the Province to reverse its new policy restricting the number of family physicians who can join Family Health Networks and Organizations; and further

That the City of Kenora supports the Ontario Medical Association in its efforts to ensure a fully-funded health care system that accounts for the demand for care of Ontario's aging and growing population; and further

That a copy of this resolution be sent to the Association of Municipalities of Ontario, the Honourable Eric Hoskins, Minister of Health and Long-Term Care; the Honourable Deb Matthews, President of the Treasury Board, Sarah Campbell, M.P.P. for Kenora-Rainy River; and the Ontario Medical Association. Dr. Michelle Thomas, President Kenora Medical Association (KMA), Dr. Clay Hammett, OMA Representative, Dr. Buzz Pedersen, Lead Physician, FHN, Dr. Brad Kyle, President of Medical Staff at LOWDH

**Background:**

Mayor Canfield and members of Council met with Richard Rodrigue, Senior Regional Manager North Ontario Medical Association (OMA) representatives Dr. Virginia Walley and Raman Singh, Communications Specialist, Public Affairs, at the Association of Municipalities of Ontario annual conference held August 16-19, 2015 in Niagara Falls, to discuss current and future medical care in Kenora.

As follow up to the meeting, the Ontario Medical Association has asked the City of Kenora to pass a resolution in support of their call for the Province to reverse its new policy restricting the number of family physicians who can join Family Health Networks and Organizations, and in the OMA's efforts to ensure a fully-funded health care system that accounts for the demand for care of Ontario's aging and growing population.

**Budget:**

N/A

**Communication Plan/Notice By-law Requirements:****Strategic Plan or other Guiding Document:**

**2-14** The City will be an active and vocal champion for fair funding from provincial and federal governments, including gas tax and other transfer allocations. Priority will be given to initiatives that directly address the infrastructure and community development challenges of the city

## Kenora Pickleball Club

### Quotes for funding for Lake of the Woods Community Foundation

Item	Quote 1	Quote 2	Quote 3	Average	Quantity	Total	Tax	Total
Pickleball Net Complete	\$ 199.00	\$ 220.00	\$ 200.00	\$ 206.33	1.00	\$ 206.33	\$ 26.82	\$ 233.16
Pickleball Nets replacement	\$ 39.95	\$ 49.99		\$ 44.97	2.00	\$ 89.94	\$ 11.69	\$ 101.63
Pickleballs	\$ 2.79	\$ 2.78	\$ 3.00	\$ 2.86	84.00	\$ 239.96	\$ 31.19	\$ 271.15
Wind nets	\$ 399.99	\$ 390.60		\$ 395.30	6.00	\$ 2,371.77	\$ 308.33	\$ 2,680.10
Advertising	\$ 200.00							\$ 200.00
<b>Total</b>								<b><u><u>\$ 3,486.04</u></u></b>

Pickleball Net = Is a portable net that is supported by a tubular stand and holds the net service.  
Similar to a tennis net system but about half the size.

Pickleball Nets Replacement = Replacing the net as the tubular stand is still good but the nets have been damaged

Pickleballs = The pickleballs are plastic wiffle balls that are about 3 inches

Wind Nets = Wind nets are used to go around the court same as tennis wind nets to alleviate the wind from the courts



October 3, 2015

## City Council Committee Report

**To: Mayor and Council**

**Fr: Charlotte Edie, Treasurer**

**Re: Sponsorship of Kenora Pickleball Club Application to Community Foundation**

### **Recommendation:**

That Council pass a resolution supporting Kenora Pickleball Club's request to name the City of Kenora as a sponsor in their application for funds through the Kenora & Lake of the Woods Regional Community Foundation for replacement of nets, wind nets and equipment.

### **Background:**

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

The City has provided sponsorship to many such organizations in the past including the Kenora Tennis Club.

The Club is open to the public and its members play at the Garrow Park tennis courts. Marilyn Strain, of the Kenora Pickleball Club, provided the synopsis of the application which is an attachment to this report. The application is for \$3,486.04.

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

### **Communication Plan/Notice By-law Requirements:**

Marilyn Strain for Kenora Pickleball Club.





September 5, 2015

## City Council Committee Report

**To: Mayor and Council**

**Fr: Heather Lajeunesse, Deputy Clerk**

**Re: Receipt and Approval of Various Committee Minutes**

### **Recommendation:**

That Council hereby adopts the following Minutes from various City of Kenora Committees:

- July 30 – Harbour Safety Advisory Committee (Sessions 1 & 2)
- September 8 – Event Centre Committee
- September 15 – Kenora Urban Trails Committee
- September 16 – Environmental Advisory Committee
- September 24 – Lake of the Woods Museum Board; and

That Council hereby receives the following Minutes from other various Committees:

- June 30 – Kenora Police Services Board
- June 30 & July 28 – District of Kenora Home for the Aged Board of Management
- August 28 – Northwestern Health Unit Board of Health; and further

That these Minutes be circulated and ordered filed.

### **Background:**

This static monthly report appears on the Committee of the Whole Agenda (Business Administration-BA) for the purpose of Council approving and/or receiving various Committee Minutes. Those being approved are the Committees of Council which Council should be approving the actions of those Committees and does so in the form of a by-law under the Confirmatory By-law.

The Minutes being received are typically from local Boards or Corporations for information only (and cannot be 'approved' by Council).

The various Minutes will appear under separate cover as an attachment on SharePoint to this report.

**Budget/Financial Implications:** N/A

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

### **Strategic Plan or other Guiding Document:**

Our Values: Communication: We ensure respectful and inclusive communications with our staff, community and partners



October 5, 2015

## City Council Committee Report

**To: Mayor and Council**

**Fr: Lauren D'Argis, Corporate Services Manager**

**Re: Water & Wastewater Long Range Financial Plan 2015-2021**

### **Recommendation:**

That Council hereby approves the Water and Wastewater Long Range Financial Plan Forecast as required under the Safe Drinking Water Act and Ontario Regulation 453/07.

### **Background:**

The Safe Drinking Water Act was passed in 2002 to address some of the recommendations made by the Walkerton Inquiry report. One of the main requirements of the Act is the mandatory licensing of municipal water providers. In order to become licensed, a municipality must satisfy 5 requirements: 1) obtain a water works permit; 2) acceptance of the operational plan for the system based on the Drinking Water Quality Management Standard; 3) accreditation of the operating authority; 4) prepare and provide a financial plan (mandatory for water and encouraged for wastewater), and; 5) obtain a permit to take water.

The substance of the financial plan includes reporting on an inventory of current infrastructure and how it will be maintained and managed going forward (a minimum of 6 years). Municipalities would then be able to report on the full cost of services and how these costs will be recovered and paid for.

The firm of BMA Consulting was hired to prepare the financial plan and it is attached in its entirety in draft form.

### **Report Summary:**

The report identifies that there remains a funding gap for Water & Wastewater infrastructure in Kenora. The City has been proactive in working to address this gap since 2011, when this study was last done.

The report recommends price increases from 2016 to 2020 of 10%, 8%, 8%, 5.5% and 5.5% respectively. This means that a \$400 W&S bill in 2015 will be \$571 in 2020.

### **Budget:**

There are no direct budget implications from this report. It will impact the Water & Wastewater budgets for 2016-2020.

### **Communication Plan/Notice By-law Requirements:**

Once approved the financial plan and corresponding resolution must be submitted to the Ministry of Municipal Affairs and Housing.

The financial plan must also be made available to the public through publication on the internet as well as upon request at no charge.

**Strategic Plan or other Guiding Document:**

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

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



September 25, 2015

## City Council Committee Report

**TO: Mayor and Council**

**FR: Colleen Neil – Recreation Services Manager**

**RE: Lease Agreement – Stasiuk Skate Sharpening**

### **Recommendation:**

That Council hereby authorizes the Mayor and Clerk to enter into a seven (7) month lease agreement between the Corporation of the City of Kenora and Rod Stasiuk, effective October 20, 2015 for the Kenora Recreation Centre for the purposes of skate sharpening and hockey accessory retail; and further

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

### **Background:**

The Kenora Recreation Centre has a 240 square foot space in the arena that is offered to the community for uses compatible to the arena operations and program delivery. A request for proposals was publically advertised.

Mr. Stasiuk was the sole proposal and is interested in providing a skate sharpening service and addition retail sales related to ice users.

### **Budget:**

Mr. Stasiuk has proposed a payment of 10% of gross sales paid monthly to City of Kenora. Mr. Stasiuk will submit monthly records with his payment.

### **Communication Plan/Notice By-law Requirements:**

Notice be given for all required by-law requirements.

### **Strategic Plan or Other Guiding Document:**

Ongoing Private-Public Partnership to support the operation of the Kenora Recreation Centre.



**October 6, 2015**

**City Council  
Committee Report**

**TO: Mayor & Council**

**FR: Jennifer Findlay, Economic Development Officer**

**RE: Economic Development Intern**

**Recommendation:**

That Council hereby directs administration to develop an application for funding to the Northern Ontario Heritage Fund Internship Program for a two year Economic Development Intern.

**Background:**

In 2014, the City of Kenora completed its Vision 20/20 Strategic Plan, which identified Economic Development as its number one priority. The City of Kenora completed an Organizational Review to align the organization with the priorities in the Plan. The Organizational Review identified an Economic Development Intern as one of the changes needed to accomplish the goals in the Vision 20/20 Plan.

The Northern Ontario Heritage Fund Youth Internship program was developed to bring northern Ontario University or College graduates back to live and work in Northern Ontario by providing them with first time full-time employment. The program supports innovation, economic/community development and capacity building within communities. The program has a provision for a second year of the Internship if the Intern is working towards a professional designation.

Eligible applicants must have graduated within the last three years from a College or University position and the position should be related to their field of study.

The Intern will work on data collection and reporting, research, special projects and marketing for the Economic Development program.

The intent of this project is that the Intern will work towards their EcD designation by completing their Year 1 University of Waterloo EcD training. The University of Waterloo program is recognized and strongly aligned with the Economic Developers Association of Canada (EDAC).

**Budget Implications:**

\$31,500/Year from NOHFC Internship program

\$18,500 City of Kenora 2016 Budget to cover un-funded wages and benefits, EDAC Year 1 Training + Travel, Accommodation and meals, Office supplies and equipment

Final Youth Intern wage to be determined by HR, Manager, Community & Development Services, CAO with input from EDO

**Relevance to Kenora's Vision 20/20 Strategic Plan:**

This project supports the City of Kenora's Vision 20/20 Strategic Plan's number one priority *Develop Our Economy*. The Economic Development Intern position was identified in the City of Kenora Organizational Review process.

**Communication Plan/Notice By-law Requirements:** Economic Development, Manager, Community & Development Services, Finance



October 6, 2015

**City Council  
Committee Report**

**TO: Mayor and Council**

**FR: Jennifer Findlay, Economic Development Officer**

**RE: Health Care Sector Update**

**Recommendation: NONE – Update Only**

**Background:**

Health care issues have been at the forefront in the community over the past six months. During the spring of 2015, Kenora area residents began to speak out about the state of health care in Kenora. Their voices were heard via responses to social media posts by Dr. Clay Hammett on issues pertaining to health care delivery in the community.

On June 16, 2015, with support from local physicians, Dr Jillie Retson did a deputation to Council entitled

**Kenora Health Care:**  
A Growing Industry Sector  
The Importance of Physician Recruitment and Retention,  
Community Vision and Collaboration  
*A Physician Perspective*

The presentation focused on five key areas:

1. An explanation of the importance of physician recruitment and retention and the need for a centralized process for physician recruitment in Kenora
2. Current state of Health Care in Kenora
3. An Update on changes to Health Care affecting Kenora
4. A proposal for a community based Health Care Commission
5. The role of the City of Kenora

The specific request to the City of Kenora was to ask that the City re-commit to being a partner in Health Care and play an active role in the establishment of a Health Care Commission in the community.

A Health Care Group has been initiated. Councillors McMillan and Roussin together with Ron Sabourin, Lake of the Woods Development Commission Chair and Economic Development Officer Jennifer Findlay have met with some of the key partners in health care to, in partnership, establish a community wide Health Care group to work together to address some immediate issues affecting the Health Care sector and develop a collaborative, long term vision for growing the sector.

At this time, the group includes representation from the City of Kenora, the Lake of the Woods Development Commission, Lake of the Woods District Hospital, family physicians, WNHAC and Kenora Chiefs Advisory and members of the community.

#### Patient Portability – Erasing the Ontario-Manitoba border

The group is currently focused on addressing Patient Portability, specifically trying to re-open referrals and treatment channels between Kenora and Manitoba. Members of the group have met with Ministry of Health and Long Term Care officials and are also engaged in discussions with medical colleagues in Manitoba. Mayor Canfield has spoken to both the Ontario and Manitoba Premiers about this issue. Some progress has been made in specific areas, and the work will continue.

#### Physician Recruitment and Retention

The group is hiring a consultant to identify Kenora's recruitment needs and ways to address them. The group is expecting to have recommendations early in 2016.

#### Long Term Health Care Strategy

The group has identified the need for a long term Health Care strategy focused on sectoral collaboration in Kenora, but has not initiated these discussions yet.

The group will complete a Terms of Reference to finalize its membership and raison d'être over the next month or so. The group will continue to communicate on its progress

**Budget Implications:** The City of Kenora may be asked to contribute to some elements of the work of the Health Care group, but neither budgets nor workplans have been completed at this time

#### **Relevance to Kenora's Vision 20/20 Strategic Plan:**

This project supports the City of Kenora's Vision 20/20 Strategic Plan's number one priority *Develop Our Economy*. The Health Care Sector is Kenora's largest economic sector.

**Communication Plan/Notice By-law Requirements:** NONE





October 5, 2015

## City Council Committee Report

**To: Mayor & Council**

**Fr: Heather Kasprick, Manager of Legislative Services**

**Re: Fire Chief Appointment**

### **Recommendation:**

That Council hereby appoints Todd Skene as the Fire Chief and Manager of Fire and Emergency Services for the City of Kenora; and further

That the appropriate bylaw be passed for this purpose; and further

That Council hereby repeals bylaw number 16-2000, a bylaw that appoints Warren F. Brinkman as the Chief and Manager of Fire and Emergency Services for the City of Kenora.

### **Background:**

Warren Brinkman, Fire & Emergency Services Manager gave notice of his retirement to the City earlier this year. A recruitment process was completed with the hiring of Todd Skene as the new Manager for the Fire & Emergency Services Department.

Under the Fire Protection and Prevention Act, 1997, Section 6. (1) "If a fire department is established for the whole or a part of a municipality or for more than one municipality, the council of the municipality or the councils of the municipalities, as the case may be, shall appoint a fire chief for the fire department". This bylaw will officially appoint Todd as the Fire Chief in his role as Manager.

Warren will stay on in a mentoring role with the new Manager for an additional period during 2015.

**Budget: N/A**

**Communication Plan/Notice By-law Requirements:**

### **Strategic Plan or other Guiding Document:**

3-12 – The City will leverage the power of peer-to-peer knowledge transfer through mentoring to ensure the continuity of institutional skills and know-how.



October 6, 2015

## City Council Committee Report

**To: Mayor and Council**

**Fr: Mike Mostow, Fleet Supervisor**

**Re: Insurance Deductible for Bylaw Vehicles**

### **Recommendation:**

That Council hereby approves an additional allocation of \$20,000 to be funded through the Fleet Reserve for the payment of two \$10,000 deductibles for the insurance claim to replace two bylaw vehicles destroyed by water damage during a flooding; and further

That in accordance with Notice By-law Number 144-2007, public notice is hereby given that Council intends to amend its 2015 Operating & Capital Budget at its October 20, 2015 meeting to withdraw funds from the Fleet Reserve in the amount of \$20,000 to offset the cost of this payment; and further

That Council gives three readings to a by-law to amend the 2015 budget for this purpose.

### **Background:**

In September, 2015, both Bylaw vehicles and their contents were destroyed overnight by flooding water. Staff has made a claim through the City's insurance. The replacement vehicles are on order.

The insurance only covers the vehicles themselves, not the contents. It is anticipated that the contents will be replaced within the existing operating budget.

### **Budget:**

This is a further reduction to the already low fleet reserve.

### **Communication Plan/Notice By-law Requirements:**

Notice required to be placed on Committee Agenda, Minutes and subsequent Council Agenda/Minutes.

### **Strategic Plan or Other Guiding Document:**

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

October 1, 2015

## City Council Committee Report

**To: Mayor & Council**

**Fr: Marco Vogrig, Municipal Engineer**

**Re: Cameron Bay Sewer and Water Extension  
Agreement with Moncrief Construction Ltd.**

### **Recommendation:**

That further to Council accepting the tender of Moncrief Construction Ltd. related to Cameron Bay Sewer and Water, authorization be and is hereby given for the Mayor and Clerk to execute an agreement between the Corporation of the City of Kenora and Moncrief Construction Ltd.; and further

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

### **Background:**

The City's consultants for this project, the KGS Group, issued a tender for the Cameron Bay Sewer and Water extension project. As Moncrief Construction Ltd. was the low bidder and awarded the project at the special meeting of council held September 8, 2015, it is now in order for the City to enter into an agreement with Moncrief Construction Ltd. to carry out the works.

Attached is a copy of the agreement document using the standardize CCDC format.

### **Budget:**

2015 Capital Budget

### **Communication Plan/Notice By-law Requirements:**

By-law required.

Distribution: R. Perchuk, M. Vogrig, KGS, Moncrief Construction Ltd.

### **Strategic Plan or other Guiding Document:**

Goal #2 Strengthen Our Foundations

1-3 The City will foster and support entrepreneurial business development for start-ups and young entrepreneurs.

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



August 28, 2015

## City Council Committee Report

**To: Mayor & Council**

**Fr: Richard Perchuk, Operations Manager  
Biman Paudel, Water & Sewer Supervisor**

**Re: Grinder Pump Report**

### **Recommendation:**

Whereas one of the direct recommendations from the organizational review, a full review of the grinder pump operation has been conducted by the Operations Department; and

Whereas staff have closely considered and weighed the various options that are in the long term best interest of the City of Kenora;

Therefore be it Resolved that Council hereby accepts option number four "City provides new pumps to residents and transfers responsibility to the homeowner for maintenance and ownership" as being the best option for the City and homeowner, as the solution is fair and equitable to both property owners and the City, and reduces the City's liability and workforce costs.

### **Background:**

The main reason for using a grinder pump system is the natural terrain does not permit using a gravity sewer system to service properties.

In general, the City only maintains infrastructure on municipal property and grinder pumps are normally located on private property.

In 2000, at the time of amalgamation, there were three different bylaws and policies in effect for grinder pumps, one for each former towns. Bylaw #33-2002 was adopted governing the operation of all grinder pumps within the city limits. It was the initial bylaw which stated that all sewer grinder pumps located on private property become, on installation, the property of the owner of the premises, and the owner or consumer shall be responsible for all related costs. Grinder pumps are usually connected to one residence.

Currently, the City has the following limited policies regarding Grinder Pumps.

By Law (168-2004):

- 5.8 Where the main sanitary sewer system and the sewer service lateral thereto are not deep enough to permit a gravity connection at the depth proposed for the basement construction or the property is serviced by low-pressure sewer system (a sewage system that operates under low pressure between a grinder pump and the lateral), and then the owner shall install a sewage grinder pump at his own cost. The make and model of the pump shall be approved by the City.

5.9 The City may in certain locations, at the discretion of the Operations Manager; purchase a sewage grinder pump for the premises where the location of the sewer main makes gravity feed service impractical.

5.10 All sewage grinder pumps located on private property become, on installation, the property of the owner of the premises, and the owner or consumer shall be responsible for the cost of the installation, operation, maintenance, replacement and repair of same. Bylaw #168-2004, 5.10 has been replaced with Bylaw #145-2006; those policies indicate that for any reason if a grinder pump connected to the City's low pressure system fails it becomes the City's responsibility. This includes both simple repairs and replacement at no cost.

### **Effluent Pumps**

The difference between an effluent pump and a grinder pump is a grinder pump, pumps into a low pressure sewer line, while an effluent pump, pumps into a City gravity sewer line. The reason for effluent pumps on private property is the elevation of the residence is lower than the City sewer main. The City does not maintain effluent pumps on private property. Most effluent pumps are located inside residences.

A concern with the City providing maintenance for grinder pumps is the public expectation the City is responsible for 100% of all aspects of the grinder pump, which includes the tank (canister), piping leaks, and the cost of electrical power to run the unit. The majority of the grinder pumps were installed in the early 80's making them over 30 years old and past their normal life expectancy. As a result, we have seen an increase in the number of units breaking down and are now finding the canister or tanks are in need of replacement due to corrosion causing leakage. One of the maintenance problems with the grinder pumps on private property is the homeowner has planted shrubs and landscaped around them making it difficult to access.

### **Grinder Pump Inventory**

It is estimated there are about 350 grinder pumps scattered across the City. This does not include any other effluent or sump pump in use.

While the City does not have a precise record regarding the type and age of the pumps, it is believed that about 85% are E One models which are already past their normal service period of 20 years. Most of these E One pumps, especially in the former Jaffray Mellick area, have been there for more than 30 years. Maintenance of a broken E One grinder pump is very expensive. The spare parts are not available and very expensive. The average cost to replace an E One pump is approximately \$4,500 - \$5,000.

<b>S. No.</b>	<b>Location</b>	<b>Nos.</b>
1	Pinewood Drive	6
2	Kay Street	2
3	Minnesota Street	14
4	Bayview Drive	12
5	Street C	5
6	Coney Island	24
7	Lakeside Crescent	16
8	Glen Cameron Drive	10
9	Bay Ridge Road	7
10	Sunset Bay	11

11	Second Avenue East	7
12	Wildwood Drive	5
13	Railway Street	6
14	Universal Drive	24
15	Rabbit Lake Road	69
16	Community Centre Road	2
17	Ascough Drive	4
18	Outen Lane	7
19	Birchwood Crescent	27
20	Birchwood Place	10
21	Airport Road	56
<b>Total</b>		<b>324</b>
Note: Not more than 350 Grinder Pumps throughout the City of Kenora – this is an estimate only		

### Comparison of Cost for Different Grinder Pumps

Currently, the City has the following types of grinder pumps in use:

- **E One** – 2 hp (roughly 80% in total) – replacement parts are obsolete and no more in production;
- **Myers** – 2 hp (remaining 20%) – non repairable most of the time;
- **Little Giant** – 2hp (recently tried at three locations); and
- **Liberty Pump** – 2 hp (to be tried at the most vulnerable places).

	<b>E One</b>	<b>Myers (retro)</b>	<b>Little Giant (retro)</b>	<b>Liberty (retro)</b>
<b>Parent Company</b>	John Brooks	Pentair Water	Franklin Electric	Liberty Pumps
<b>Power</b>	2 hp	2 hp	2 hp	2 hp
<b>Cost (w/o tax)</b>	\$ 4,500 -\$ 5,000	\$ 2,495	\$ 2,100	\$ 2,125
<b>Warranty</b>	Limited	No	2 years	3 years
<b>Local Representative</b>	No	Lake of the Woods Electric, Kenora	Lake of the Woods Electric, Kenora	Wolseley Mechanical, Kenora
<b>Service available</b>	Replacement within warranty period	Replacement within warranty period	Replacement within warranty period	Replacement within warranty period
<b>Delivery Time</b>	6-8 weeks	6-8 weeks	1 - week	3-weeks
<b>Local Stock</b>	No	No, not in future too	No, currently from Winnipeg	No, can be asked
<b>Remarks</b>	Reliable and tested for 20-25 years	Very low repairing possibility and tested for many years	Not tested and yet to judge the performance	Not tested and yet to judge the performance

As there is no adequate inventory on existing grinder pumps we cannot comment on the remaining life of the units. Roughly, it can be estimated that about 50 grinder pumps were replaced in the last five years leaving 250 – 275 units on the verge of failure at any time.

As noted the City utilizes several different types of grinder pumps. Due to the age of the system, based on a twenty year life cycle, most pumps have exceeded that period and should be replaced. Presently, the City purchases new grinder pumps annually to replace units that fail within homes at a cost of approximately \$3,000.00.

## **Maintenance Costs (2014/2015)**

Since the City started to tracking grinder pumps in June 2014, 43 non-functioning grinder pumps were replaced. In 2013 the operating budget for grinder pumps was \$18,500.00 and the City actual expenditure was \$80,944.00.

In 2014 the operating budget for grinder pumps was \$33,000.00 and the City actually spent \$72,526.00. In 2015 the operating budget for grinder pumps was \$85,000.00 and the City spent \$87,350.21, as of August 24, 2015. These figures include wages/vehicles/materials, including overtime and contracted services.

Most grinder pump failures are reported after hours and on weekends as there is no central alarm system, and problems are not reported until homeowners notice something is wrong. Any time a grinder pump unit is changed, an electrical contractor is required to determine if the pump has malfunctioned electrically or to unhook or connect a replacement pump.

Previously in the Towns of Kenora and Keewatin residents maintained their grinder pump units and a number of residents have replaced or repaired their pumps. The number of repaired grinder pumps is unknown and can only be estimated at approximately twenty units.

## **Projected Costs**

If the City is to continue to service grinder pumps, in order to maintain all grinder pumps a crew of two (2) staff members will have to be dedicated. The cost for two (2) staff members would be  $2080 \times 2 \times \$29.03/\text{hr.} \times 1.24\% \text{ Benefits} = \$149,750.00$ . A truck will be required at a cost of  $\$8.00/\text{hr} \times 2000 = \$16,640.00$ . During emergency calls the City will require the services of an electrician to unhook and reconnect the electrical wires from the pump to the control panel. Also, during an emergency situation a sewer suction truck will be required to empty the grinder pump tank prior to installation of the replacement unit. The estimated cost for the electrician would be two (2) hours at  $\$75.00/\text{hr}$  and the sewage pump out truck would be 2 x hrs. at  $\$75.00$ .

It will be assumed that the City will provide maintenance to grinder pumps on a 24 hour basis. This will result in added cost as it is estimated that the City will respond to 75 after hour calls per year. The estimated cost for these after hour calls (City staff and Electrician) would be  $\$600.00$  per call for an overall expenditure of  $\$45,000.00$  per year.

## **Department Concerns and Comments:**

- The annual Capital Budget allocation is modest for Grinder Pump Replacement and is used mostly to purchase 5 – 10 pumps per year;
- Most customers respect their grinder pumps as if they owned them, but in some cases it has been observed that owners abuse them with unacceptable materials, in consideration that this is City's property. These locations require more repair visits;
- Some owners have a notion that their pumps will be taken care of by the City staff even in cases where they are connected to the City's gravity system;
- There is no clear defined policy on effluent and sump pumps;
- The City has the same policy for both all year running pumps (majority) and summer service pumps (Coney Island – winterization due to freezing);

- During the week days the City normally has two dedicated staff to look after all sewer issues. Their tasks include monitoring and inspection of all 65 sewage pumping stations, responding to services calls for sewer backups, including sewer main blockages, and responding to service calls from any of the 350 grinder pumps across the City. This workload results in crews putting in extra hours on grinder pumps with sewage pumping stations maintenance receiving a lower priority, which eventually put the stations at more risk;
- There is no precise inventory on the existing grinder pumps. The City does not know exactly which house has a grinder pump. The annual budgets for the last five years indicate that the City has replaced grinder pumps in some locations with new ones, but there are no records regarding their location, type and make of the replaced pumps;
- There is no local repair shop available within the City for grinder pumps; under this circumstance how is the City to continue the responsibility of maintaining grinder pumps. In addition, the most commonly used grinder pumps, such as the E One and Myers' , local agents do not stock them resulting in lengthy delivery times e.g. a couple of months to get a supply. In the context of a current reactive approach for grinder pumps it is sometimes very difficult to get the appropriate pumps installed in a timely fashion and customers can be out of service for days. The use of vac trucks in such cases is costly with regards to time and money.
- As most of the existing E One pumps have already exceeded their expected service life requiring consideration should be given to amending the bylaw to provide for the replacement of broken pumps rather than going for a repair;
- Be consistent with the type and make of a pump and install only one type pump throughout the City for easy future repair and replacement;
- Plan to replace all broken grinder pumps, one time only, switching over the servicing and maintenance responsibilities to the owners themselves;
- For repeated service calls that happened mostly due to Owners' negligence, amend the by-law to include a cost sharing approach. The owners should at least pay the service cost. Maintenance of grinder pumps should not be **100 % subsidized**;
- There should be two different appropriate practices for year round grinder pumps and summer service (like Coney Island) grinder pumps. The City cannot ensure the completion of things such as winterizing of summer service grinder pumps;
- If the City continues to maintain grinder pumps there must be separate dedicated staff that are adequately trained to trouble shoot and carry out minor repairs;
- The City needs to maintain proper inventory records for grinder pumps in order to have better and easy tracking. An inventory record form has been developed for a future data base;
- At some locations, there are indications of not only the grinder pumps failing but also the canisters breaking down. The City needs to come up with a plan with respect to canisters and other accessories;



- Arrangements need to be made for quick supply of pumps whenever the need arises and look for local repair facility service;
- The City should not expect the same service from regular 2 hp residential grinder pumps in some commercial business. The City should either not maintain the grinder pumps installed in commercial places or adopt separate maintenance policies.

### **Options to Consider**

- 1. Homeowner assumes maintenance and ownership costs.**
- 2. City assumes maintenance for all grinder pumps within the City.**
- 3. Homeowner pays a monthly grinder pump maintenance fee.**
- 4. City provides new pumps and transfers responsibility to homeowner for maintenance and ownership**

#### **1. Homeowner assumes maintenance and ownership costs.**

The property owner to be responsible for all related costs associated with grinder pumps located on private property.

##### **Advantages:**

- Require Council action with respect to passing bylaws
- Maintains a level of fairness with respect to grinder pump maintenance in the City
- Maintains present water and sewer rates with no financial impacts
- City does not incur liability for work performed in/on private residence/property
- Owner responsible for consequences of improper use

##### **Disadvantages:**

- Disgruntled residents
- May be legal challenges and associated costs

#### **2. City assumes maintenance for all grinder pumps within the City.**

This alternative would fund all grinder pump costs through the water and sewer utility. It is estimated that there are approximately 350 grinder pumps in the City.

##### **Advantages:**

- Treats all grinder pumps owners the same manner

##### **Disadvantages:**

- Dramatic increased costs to the water and sewer utility and corresponding rate increase
- City will assume additional liability associated with homeowner installing their own grinder pumps under private agreement
- Opposition expected from regular utility customers
- Homeowner not responsible for improper use

#### **3. Homeowner pays a monthly grinder pump maintenance fee.**

A separate grinder pump utility would be created and associated costs to maintain the pumps would be funded through a special fee charged back to the users, and develop a reserve account.

##### **Advantages:**

- Based on a user pay system

**Disadvantages:**

- Costly due to age of a majority of the grinder pumps
- Requires a commitment from all grinder pump users to participate
- City resources for invoicing/tracking, etc.

**4. City provides new pumps to residents and transfers responsibility to homeowner for maintenance and ownership**

Transfers responsibility of the pumps to the homeowners after new pumps have been purchased and installed.

**Advantages:**

- Establishes a consistent policy for all grinder pump owners once the new pumps have been supplied
- Reduces stress on manpower and budget
- No liability because City Staff does not have to go onto/into private property

**Disadvantages:**

- Significant one-time cost 350 grinder pumps

Finally, the City should not continue to maintain grinder pumps. If the City decision is to remain status quo then the City must assess its financial, liability and human resources impacts in order to provide a trouble free grinder pump maintenance program.

It is recommended that the best option is No. 4 "City provides new pumps to residents and transfers responsibility to homeowner for maintenance and ownership". This appears to be the fairest solution for the homeowner, as they will start with a brand new pump and only their actions will determine a repair free life span. This decision would also be the most cost effective solution, over the long haul, for the City, equitable for homeowners and reduces liability of the City.

**Budget/Finance Implications:**

To be determined.

**Communication Plan/Notice By-law Requirements:**

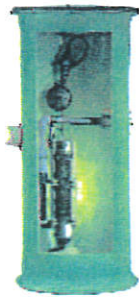
Bylaw & Resolution required.

Distribution: R. Perchuk, B. Paudel, Communications

**Strategic Plan or other Guiding Document:****Goal#2 Strengthen Our Foundations**

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

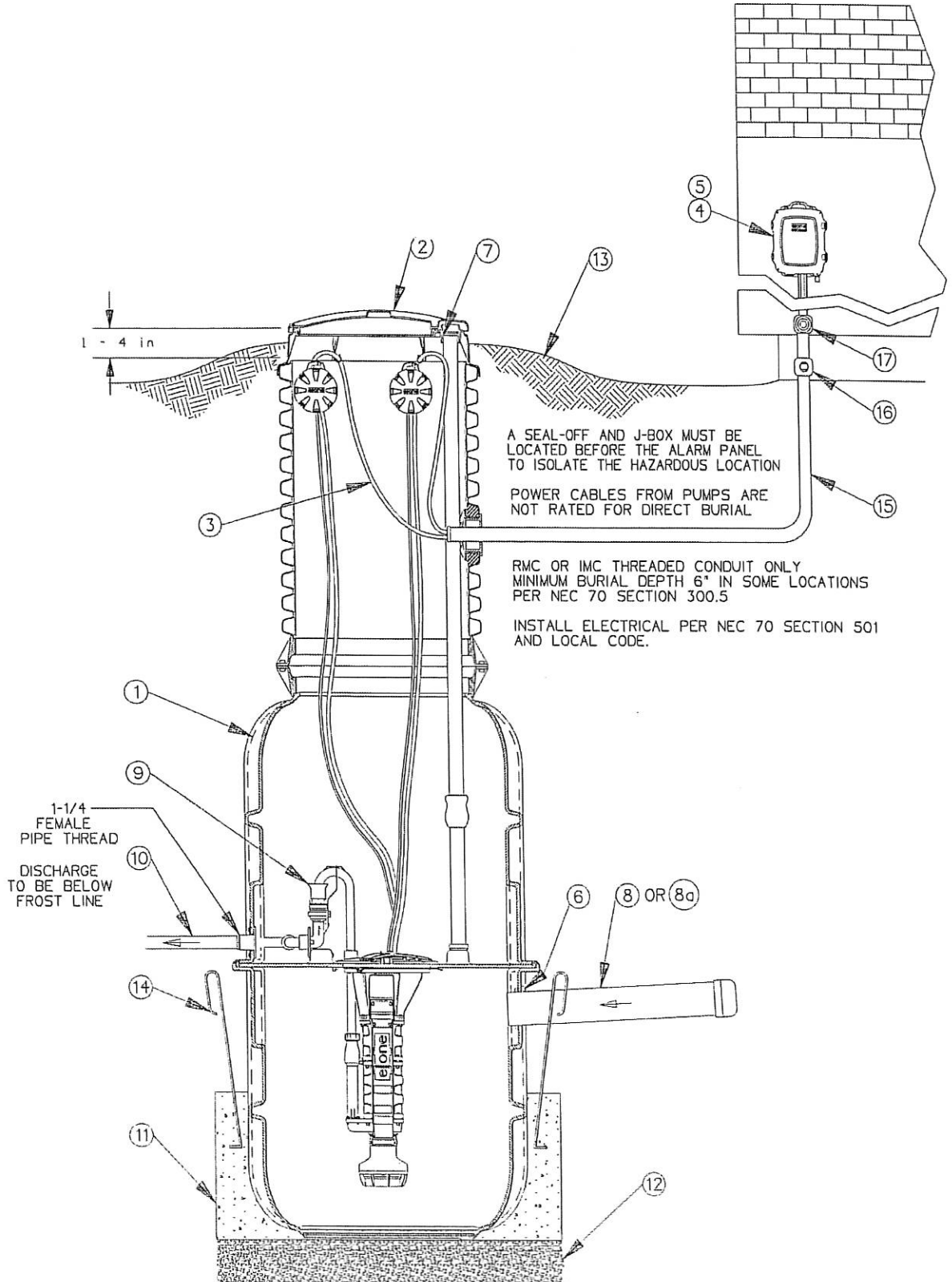
TYPICAL E ONE GRINDER PUMP INSTALLATION



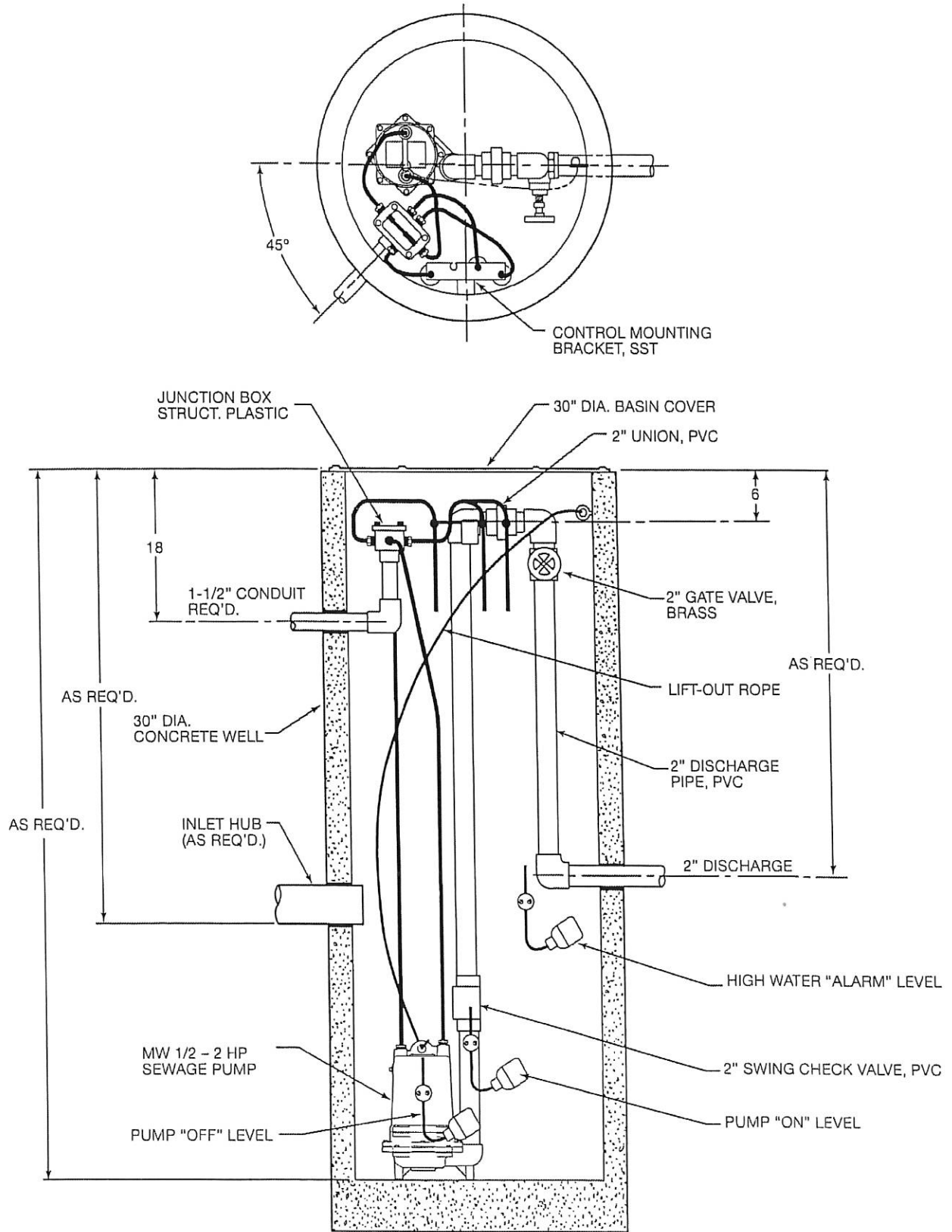
Catorgrinder  
1 pump, fiberglass tank,  
various diameters depths  
available



TYPICAL E ONE GRINDER PUMP INSTALLATION



TYPICAL MYERS GRINDER PUMP INSTALLATION



October 5, 2015



## City Council Committee Report

**To: Mayor and Council**

**Fr: Marco Vogrig, Municipal Engineer**

**Re: Financing the Reconstruction of the Keewatin Channel Bridge**

### **Recommendation:**

Whereas the required rehabilitation of the Keewatin Channel Bridge has already been deferred for five years causing the bridge to further deteriorate; and

Whereas the City has applied and been denied for funding multiple times for this project; and

Whereas a contractor must be secured in sufficient time to have the joints and concrete safety barriers ordered in the fall of 2015 in order to allow construction to proceed in 2016; and

Whereas the City has submitted an Expression of Interest (EOI) in 2015 for the next intake of the OCIF (Ontario Community Infrastructure Fund) application-based funding for 90% of the project cost; and

Whereas this funding is not expected to be awarded until it would be too late to proceed with the works in 2016; and

Now therefore, let it be resolved that Council hereby approves proceeding with the tender for the required works related to the joint repair on the Keewatin Channel Bridge in the fall of 2015, with the intent of awarding those works in 2015 to allow the City to proceed in 2016, subject to the suitability of the tenders received.

### **Background:**

The reconstruction of the Keewatin Channel Bridge has already been deferred for five years. This bridge is critical infrastructure for the city of Kenora and needs the required repairs as it is continuing to deteriorate. This budget amendment will allow staff to secure a contractor to have the joints and concrete safety barriers ordered in the fall of 2015 for construction to proceed in 2016. Stantec Engineering underlined the importance of this timeline during its meeting with council on August 11, 2015.

The total cost of the project is currently estimated at \$2.4million. Debt financing over 15 years at 2.92% (the current Infrastructure Ontario amortizer lending rate) will yield an annual payment of approximately \$200k.

Staff has submitted an Expression of Interest (EOI) for the next intake of the OCIF (Ontario Community Infrastructure Fund) application-based funding for 90% of the project cost. This funding is not expected to be announced until it is too late to tender and hire a contractor in the fall of 2015.

Further, staff submitted an EOI for this same funding in 2014 and the application was denied. Staff also submitted an unsolicited EOI for SCF (Small Communities Funding) in early 2015 for this project that was also denied.

The reconstruction project consists of fourteen transverse deck joint replacements to address failing seals and associated concrete end dams, in addition to concrete chip and patch repairs to various locations of the six concrete arch spans and two concrete abutment spans. The central steel arch span was repaired and re-coated in 2003 and is not included in this rehabilitation scope of work.

The main purpose of the proposed bridge rehabilitation is to extend the life of the structure. The current biennial inspection of the structure indicates a Bridge Condition Index (BCI) of 72.06 out of a 100. With this BCI rating, the structure is starting to slip closer to fair condition and the cost and scope of rehabilitation will continue to increase.

Even though this is not the worst BCI in the City's bridge inventory, due to the importance, age and size of this structure, repairs are required now to avoid more expensive rehabilitation or even replacement later. It is anticipated for these repairs to extend the life of the bridge for fifteen years.

The 275.5 metre long bridge, which is the largest structure downloaded to the City of Kenora by the provincial government in the late 1990's, has national and provincial importance as it which provides a second east-west access through Kenora when the bypass, is closed or under construction.

The bridge has an estimated replacement value of over \$30 million, before accounting for removal costs for the old bridge and putting up any form of temporary structure to allow continued traffic movement. As such, replacement of the bridge is not considered a financially viable option at this time.

#### Funding Option One:

- The OCIF Formula-based funding for 2015 was \$162,500. We can assume the same for next year.
- Federal Gas Tax available for 2016 will be \$1,300,000. This assumes that we retain all other projects that are earmarked for FGT and that we can spend the 2017 allocation in 2016. If we postpone or find other funding for Chipman and McLellan, this would free up another \$632k.
- The Roads Reserve has \$146k available. If we postpone to find other funding for Chipman & McLellan, this would free up another \$565k.

To summarize Option One:

162,500 OCIF Formula-based
1,300,000 Fed Gas Tax
146,000 Roads Reserve
<u>791,500</u> that needs to be replaced for the Chipman & McLellan project
<u>2,400,000</u> Total

## Funding Option Two:

Alternatively, if we use debt financing for the \$2.4 million over 15 years, we will need to find about \$200k in debt payments each year. This could be funded by increasing taxes by about 1% or by using the OCIF Formula-based funding and raising taxes by about 0.2%

### **Budget:**

The debt financing payments are anticipated to be about \$200k per year for the next 15 years.

### **Communication Plan/Notice By-law Requirements:**

Notice required to be placed on Committee Agenda, Minutes and subsequent Council Agenda/Minutes.

### **Strategic Plan or Other Guiding Document:**

2-1 The City will ensure that our municipal infrastructure is maintained using available resources with the intent of moving towards all City infrastructure being in a good state of repair to ensure certainty, security and long-term stability of our systems  
2-2 The City will keep in the forefront that there is a significant infrastructure deficit, and current and future Councils will need to continue to work towards allocating sufficient resources to be able to adequately address this issue





August 25, 2015

## City Council Committee Report

**To: Mayor & Council**

**Fr: Richard Perchuk, Operations Manager**

**Re: Organizational Review – Roads Department – Staff Resources**

### **Recommendation:**

That Council of the City of Kenora hereby receives the August, 2015, Road Maintenance Report, as prepared by Krishanth Koralalage, Roads Supervisor; and further

That the recommendation to increase the Roads Department staff complement by two (2) 1- Truck Driver and 1 – Operator, based on supporting data within the report be hereby accepted.

### **Background:**

The Organizational Review has recommended that one (1) additional staff be added to cover vacation and sick time in order to reduce overtime charges within the department, if outsourcing was not desirable. Krishanth Koralalage, Roads Supervisor, prepared the attached Report "Road Maintenance – August 2015", which provides a detailed breakdown of activities within the Roads Department that impact productivity.

It was of interest the breakdown of work, through the four seasons, with respect to the availability of existing Roads staff as based on the past years activities. In general, the City Roads Department is under staffed. It is also acknowledged that the City has a very good fleet of equipment and trucks that are under-utilized by the present Roads staffing level.

It is suggested that either the Roads Department needs to reduce the amount of work provided to other departments (water delivery and water & sewer repairs) by two (2) staff or hire additional staff to address the need for increased manpower in the department.

In general, the City contracts out most of its Capital works projects. The problem with contracting maintenance work is the unknown cost, due to the number of times you require the service of a contractor. The cost of contracted services has increased significantly for winter maintenance works based on past tender prices received.

Base on the attached Report it was noted that vacation and sick time were approximately 15% and services to other departments at 11% for an overall impact of 26% of the Roads staff time. It is not recommended that the Roads Department reduce the amount of work with other departments as this would cause more difficulty for the other departments to carry out their work.

It is recommended that, based on the amount of work required the Roads Department staff be increased by two (2) 1- Truck Driver and 1 – Operator.

**Budget/Finance Implications:** Operational Budget 2016 for 2 – Staff

**Communication Plan/Notice By-law Requirements:**

Resolution required.

Distribution: R. Perchuk, K. Koralalage

**Strategic Plan or other Guiding Document:**

Goal#2 Strengthen Our Foundations

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

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



October 2, 2015

## City Council Committee Report

**TO: Mayor and Council**

**FR: Richard Perchuk, Operations Manager  
Marco Vogrig, Municipal Engineer**

**RE: Snow Plow Municipal Streets 2015 and 2016**

### **Recommendation:**

That the following five (5) grader submissions received from: Titan Contractors Ltd., in the amount of \$140.00/hr. and \$150.00/hr., HST extra, from Pioneer Construction, in the amount of \$160.00/hr. and \$160.00/hr., HST extra, and from Hugh Munro Construction, in the amount of \$178.50/hr., HST extra, to work on a "call as needed" basis only, be hereby accepted; and further

That the following two (2) loader plow submissions received from Titan Contractors Ltd., in the amount of \$125.00/hr. each, HST extra, to work on a "call as needed" basis only, be hereby accepted.

### **Background:**

The City of Kenora requires the hiring of equipment to perform snow plowing operations on municipal streets, on an as-required basis, throughout the 2015-2016 winter season.

Requests for Quotations were advertised in the local newspaper and posted on the Kenora website and closed on October 1<sup>st</sup>, 2015. Three (3) quotations for graders and loader plows were received, as follows:

Grader (CAT 140 H 2001)	Titan Contractors Ltd.	\$140.00/hr., HST extra
Grader (CAT 140 M 2011)	Titan Contractors Ltd.	150.00/hr., HST extra
Grader (Champion 730 A 1990)	Pioneer Construction	160.00/hr., HST extra
Grader (CAT 140 H 2003)	Pioneer Construction	160.00/hr., HST extra
Grader (CAT 140 H 2000)	Hugh Munro Construction	178.50/hr., HST extra

Loader (IT 28 G CAT)	Titan Contractors Ltd	\$125.00/hr., HST extra
Loader (IT 28 G CAT)	Titan Contractors Ltd	125.00/hr., HST extra

Equipment will be hired as the need arises to provide supplementary service to in-house operations.

In 2014 there were four (4) quotations submitted for five (5) graders (\$110.00/hr.- \$180.00/hr.) and two (2) quotations for two (2) loader plows (\$125.00/hr.).

**Budget/Finance Implications:** 2015/2016 Operating Budget

**Communication Plan/Notice By-law Requirements:**

Resolution required.

Distribution: R. Perchuk, M. Vogrig, K. Koralalage

**Strategic Plan or other Guiding Document:**

Goal#1: Develop Our Economy

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

Goal#2: Strengthen Our Foundations

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

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

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



October 2, 2015

## City Council Committee Report

**TO: Mayor and Council**

**FR: Richard Perchuk, Operations Manager  
Marco Vogrig, Municipal Engineer**

**RE: 2015-2016 Snow Plow and Sand Kenora Parkade and Chipman Street Lot**

### **Recommendation:**

That the quotation submitted by Dunit Contracting, in the amount of \$90.00/hr., HST extra, for snow plowing, and in the amount of \$110.00/Event, HST extra, for sanding, be hereby accepted.

### **Background:**

The City of Kenora requires the hiring of equipment to perform snow plowing and sanding at the Kenora Parkade and Chipman Street Parking Lot, on an as-required basis, throughout the 2015 – 2016 winter season.

Requests for Quotations were advertised in the local newspaper and posted on the Kenora website and closed on October 1<sup>st</sup>, 2015. One (1) quotation for a skid steer for snow plowing and sanding was received as follows:

Snow Plowing	Skid Steer (S-750 Bobcat)	Dunit Contracting	\$ 90.00/hr., HST extra
Sanding	Skid Steer (S-750 Bobcat)	Dunit Contracting	110.00/Event, HST extra

In 2014 the quotation submitted by Dunit Contracting for a skid steer, in the amount of \$90.00/hr., HST extra, was accepted.

**Budget/Finance Implications:** 2015/2016 Operating Budget

### **Communication Plan/Notice By-law Requirements:**

Resolution required.

Distribution: R. Perchuk, M. Vogrig, K. Koralalage

### **Strategic Plan or other Guiding Document:**

Goal#1: Develop Our Economy

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

Goal#2: Strengthen Our Foundations

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

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



September 28, 2015

## City Council Committee Report

**To: Mayor & Council**

**Fr: Richard Perchuk, Operations Manager**

**Re: 2015 Water & Wastewater Systems Monthly Summary  
Report - August**

### **Recommendation:**

That Council of the City of Kenora hereby accepts the August 2015 Kenora Water and Wastewater Systems Monthly Summary Report, as prepared by City administration.

### **Background:**

The Water and Sewer Department will be providing Council with Water and Wastewater Systems Summary Reports, on a monthly basis.

The purpose of the Report is to provide Council with an understanding on how the water and wastewater systems they own and operate are maintained. Data will be collected at the end of each month and presented to Council for acceptance, see attached.

The Operations Department recommends that Council accept the 2015 Water and Wastewater Systems Monthly Summary Report for August.

**Budget/Finance Implications:** N/A

### **Communication Plan/Notice By-law Requirements:**

Resolution required.

Distribution: R. Perchuk, B. Paudel, R. Peterson, G. St. Denis

### **Strategic Plan or other Guiding Document:**

Goal#2 Strengthen Our Foundations

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

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

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



October 5, 2015

## City Council Committee Report

**TO: Mayor & Council**

**FR: Melissa Shaw, Planning Assistant**

**RE: 2017 Canada Summer Games**

### **Recommendation:**

That Council of the City of Kenora hereby supports the following City staff members as representatives of the 2017 Canada Summer Games internal organizing committee;

<b>Department</b>	<b>Staff Person</b>
Colleen Neil	Recreation Services Manager
Heather Gropp	Tourism Development Officer
Heather Kasprick	City Clerk
Jennifer Findlay	Economic Development Officer
Morgan Seller	Special Events Coordinator
Tara Rickaby	Planning Administrator
Melissa Shaw	Planning Assistant

### **Background:**

City Council endorsed a staff recommendation presented at the Committee of the Whole meeting Tuesday, Jan, 14, 2014 to approve, in principal, a proposal put forward by the Kenora Rowing Club, the Manitoba Rowing Association and 2017 Host Society of the Canada Summer Games to use the Rabbit Lake venue for the rowing competitions associated with the 2017 Canada Games. (Resolution enclosed)

Canada Games 2017 CEO Jeff Hnatiuk and co-chair Hubert Mesman met with members of Council, City staff, and Kenora Rowing Club representatives at Lake of the Woods Discovery Centre on Wednesday, September 16, 2015. Their presentation focussed on the impact the games will have the City of Kenora as well as what our community can expect when about 300 athletes, 16 officials and hundreds of spectators arrive here for the rowing events to be held over five days, from July 28- August, 2017.

As the strategic planning around the Kenora Rowing Club venue matures, and activities and events surrounding the 2017 Games is further developed, The internal staffing committee will be an effective mechanisms for stakeholder engagement and municipal relations. Primary objectives of this committee will be the development an agreement between the 2017 Canada Summer Games Host Society, Winnipeg Manitoba, and the Kenora Rowing Club.

The Games' 50<sup>th</sup> Anniversary in 2017 provides a unique opportunity to celebrate the Games' historic accomplishments. 2017 also represents a milestone year for Canada as a nation as we celebrate our 150<sup>th</sup> Anniversary as a country. The 50<sup>th</sup> Canada Games plays a vital strategic leadership, partnership and unifying role in the 150<sup>th</sup> Anniversary commemorations.

**Budget: N/A at this time**

**Communication Plan/Notice By-law Requirements:**

Corporate Services, Community and Development Services, Operations, Filing

**Strategic Plan or other Guiding Documents:**

1-10

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

1-11

The City will support Kenora's "North America's Premier Boating Destination" Brand implementation strategy

1-12

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

2-9

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

2-10

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





May 4, 2015

## City Council Committee Report

**TO: Mayor & Council**

**FR: Tara Rickaby, Planning Administrator**

**RE: Site plan amendment – Deadhead Developments Inc. (WSL)**

### **Recommendation:**

That the Mayor and Clerk of the City of Kenora be authorized to execute Schedule 1 (Drawing A0.1 Rev 5 – March 23, 2015) to an application to amend a site plan agreement between Deadhead Developments Inc.; and further

That the appropriate bylaw be passed for this purpose.

### **Background:**

The City of Kenora and Deadhead Developments Inc. entered into a site plan agreement in June of 2014. In order to continue on with Phase II of their development of a dealership building, additional docking, and parking areas for each of these, the existing site plan required amendments. The amendment included shoreline stabilization.

The application was circulated and any outstanding issues have been, or are being, dealt with. A variance for the size/location of the sign is being processed concurrently. Kenora Hydro is dealing with the site separately.

### **Budget:**

Amendment fee -\$100

### **Communication Plan/Notice By-law Requirements:**

Agenda of COW and Council, Finance, Property and Planning, Property Owner, Filing

### **Strategic Plan or other Guiding documents:**

Housekeeping



October 2, 2015

## City Council Committee Report

**To: Mayor & Council**

**Fr: Tara Rickaby, Planning Administrator**

**Re: Anicinabe Stage – Budget Amendment**

### **Recommendation:**

That Council hereby supports and authorizes the construction of a covered stage at Anicinabe Park to be designed and constructed according to the Ontario Building Code; and further

That Scott Green operator of Anicinabe Park, as a condition of financial support by the City of Kenora, will advise residential neighbours of the plans for construction and intended use of the stage; and further

That Council hereby authorizes the additional allocation of up to \$15,000.00, to be funded from the Parks Reserve Fund; and further

That the maximum funding of \$15,000 shall be used for the construction of the foundation and allocated towards the electrification of the stage which electrical works will be done by using City electrician staff; and further

That public notice is hereby given that Council intends to amend its 2015 Capital Budget at its October 20<sup>th</sup>, 2015 meeting to withdraw funds from the Parks Reserve Fund, of up to \$15,000.00 to construct and electrify a stage at Anicinabe Park.

### **Background:**

In September, Scott Green, Operator of Anicinabe Park met with Council to discuss the construction of a stage at the Park. Green Adventures was able to raise material and sponsorships by reaching out to community members and asking them if they would support a stage at Anicinabe Park in return for their Logo and radio ads. Q104 came on board and offered radio ads which were then used to promote Weyerhaeuser which came on board with some material. Oak Wood Roofing heard the radio ad and wanted to be involved so they are doing the roof. A friend, of Scott Green's, and major sponsor Shawn Bailey, of Boreal Design, has done all the design and he got Bruce Anderson to help with the roof. KHA is a major sponsor and donated \$5000 to have their logo and [www.stayinkenora.com](http://www.stayinkenora.com) on the stage. The Community Foundation donated \$3500 towards the project as well. Green Adventures will now pay for all costs and labour to have the stage built. Other local businesses also want to help in some capacity and when the plans are stamped and building begins we will be using the radio ads to thank those business as well.

Council agreed to provide financing, in the amount of \$15,000 for City forces provide the manpower to electrify the structure, in addition to construction of the foundation of the stage. Scott Green is responsible to advise the residential neighbours of the construction of the stage and its intended use. The budget must be amended to reflect the spending of the \$15,000.

**Budget:** Parks Reserve Fund

**Communication Plan/Notice By-law Requirements:**

Notice required to be placed on Committee Agenda, Minutes and subsequent Council Agenda/Minutes.

Distribution: Operations, Community Development, Finance, Park Operator

**Strategic Plan or Other Guiding Document:**

**City of Kenora Official Plan, 2010 and 2015 –**

Over the lifetime of this Plan, the City of Kenora shall continue to expand its role as an urban, cultural service centre and tourist destination, providing services to the traveling public and residents of the area.

**Complete Communities**

Kenora shall encourage new development (e.g. buildings, new neighbourhoods) to provide for a mix of uses in planning for complete communities.

Objective:

To enhance the quality of life for existing and future residents by improving access to parkland, cultural and recreational facilities.

**City of Kenora Strategic Plan- 2015-2020**

Forge strong, dynamic working relationships with the Kenora business community  
Support, promote and expand the tourism industry and pursue recruitment of new events

Support continuous improvements to recreation and leisure amenities

Explore opportunities to develop and improve beaches, parks and trails



October 2, 2015

## City Council Committee Report

**TO: Mayor and Council**

**FR: Tara Rickaby, Planning Administrator**

**RE: Request for MOU – Green Adventures – Anicinabe Park Stage**

### **Recommendation:**

That Council hereby authorizes the Mayor and Clerk to execute a Memorandum of Understanding for the construction and location of a stage at Anicinabe Park to be included in the City's assets; and further

That as this is a direct City asset the appropriate fees for a building permit for this construction be hereby waived; and further

That the appropriate by-law be adopted for this purpose.

### **Background:**

The City of Kenora received a request from Scott Green/Green Adventures, the operator of Anicinabe Park. Green Adventures was able to raise material and sponsorships by reaching out to community members and asking them if they would support a stage at Anicinabe Park in return for their Logo and radio ads. Q104 came on board and offered radio ads which were then used to promote Weyerhaeuser which came on board with some material. Oak Wood Roofing heard the radio ad and wanted to be involved so they are doing the roof. A friend, of Scott Green's, and major sponsor Shawn Bailey, of Boreal Design, has done all the design and he got Bruce Anderson to help with the roof. KHA is a major sponsor and donated \$5000 to have their logo and [www.stayinkenora.com](http://www.stayinkenora.com) on the stage. The Community Foundation donated \$3500 towards the project as well. Green Adventures will now pay for all costs and labour to have the stage built. Other local businesses also want to help in some capacity and when the plans are stamped and building begins we will be using the radio ads to thank those business as well.

The City of Kenora has agreed to terms with Scott Green, for the construction of the stage and a memorandum of understanding needs to be executed by both parties.

**Budget: N/A** at this time

### **Communication Plan/Notice By-law Requirements:**

Finance, Community and Development Services, Risk Management, Filing

### **Strategic Plan or other Guiding Documents:**

City of Kenora Strategic Plan- 2015-2020

Forge strong, dynamic working relationships with the Kenora business community

Support, promote and expand the tourism industry and pursue recruitment of new events

Support continuous improvements to recreation and leisure amenities

Explore opportunities to develop and improve beaches, parks and trails



October 2, 2015

## City Council Committee Report

**TO: Mayor & Council**

**FR: Tara Rickaby, Planning Administrator**

**RE: Official Plan and Zoning By-law Consolidation Agreement and Budget Amendment**

### **Recommendation:**

That the CAO of the City of Kenora enter into an amended agreement with FoTenn Planning/Design/Landscape Architecture to provide planning services for the consolidation of the City of Kenora Official Plan and Zoning By-law for a maximum of \$3,320.00 + HST; and further

That the appropriate funds be appropriated from the Planning Reserves as required; and further

That public notice is hereby given that Council intends to amend its 2015 Capital and Operating Budget at its October 20<sup>th</sup>, 2015 meeting to withdraw funds from the Planning Reserves in the amount of \$3,320.00 + HST for the purpose of the consolidation of the Official Plan and Zoning Bylaw.

That the appropriate bylaws be passed for this purpose.

### **Background:**

FoTenn Planning/Design/Landscape Architecture has provided planning services to the City of Kenora since 2010. They recently were awarded the contract to review and update the City of Kenora Official Plan and Zoning Bylaw, and to develop a CIP for Keewatin.

At the time, the Property and Planning Staff complement included the Manager and the Facilities Coordinator. Due to staff shortages affecting the Department, existing staff duties have included tasks normally taken on by someone else. The result is that it is recommended that FoTenn performs the time-consuming and meticulous consolidation process.

### **Budget:**

Planning Operating budget - contracted services

### **Communication Plan/Notice By-law Requirements:**

Finance, Community and Development Services, Operations, FoTenn, Filing

### **Strategic Plan or other Guiding Documents:**

Administrative – supportive of staff



October 1, 2015

## City Council Committee Report

**TO: Mayor & Council**

**FR: Tara Rickaby, Planning Administrator**

**RE: Transfer of lands from MTO – East Melick Road**

### **Recommendation:**

That the Mayor and Clerk of the City of Kenora be authorized to execute a transfer agreement between the City of Kenora and the Province, for transfer of Parts 1 and 3 on Plan 23R 7282 at a cost of \$2.00; and further

That the Province assumes the cost of transfer and registration; and further

That said parts be assumed and established as a municipal highway; and further

That the appropriate bylaw be passed for this purpose.

### **Background:**

The City of Kenora received notification from the MTO in July, indicating that the Province would be willing to sell two slivers of lands which were formerly parts of the secondary highway system, which was re-aligned to straighten a corner.

The Mayor replied to the MTO suggesting that the City would not be purchasing the lands. In late August, the MTO replied, indicating that the Province would waive the \$3000 administrative fee if the City were to purchase both parts. The indication is that the Ministry is required to dispose of the lands at current fair market value. The letter indicates that the Ministry was not able to sell the two pieces to the abutting property owners when they first tried. One of the pieces is in between the entrance to Bell's Point subdivision. The parts are, essentially, a part of the municipal road system, and have been since the bulk of the highway was downloaded to the former Town of Jaffray Melick, in 1997 when the Town, and then the City of Kenora began maintaining them.

### **Budget:**

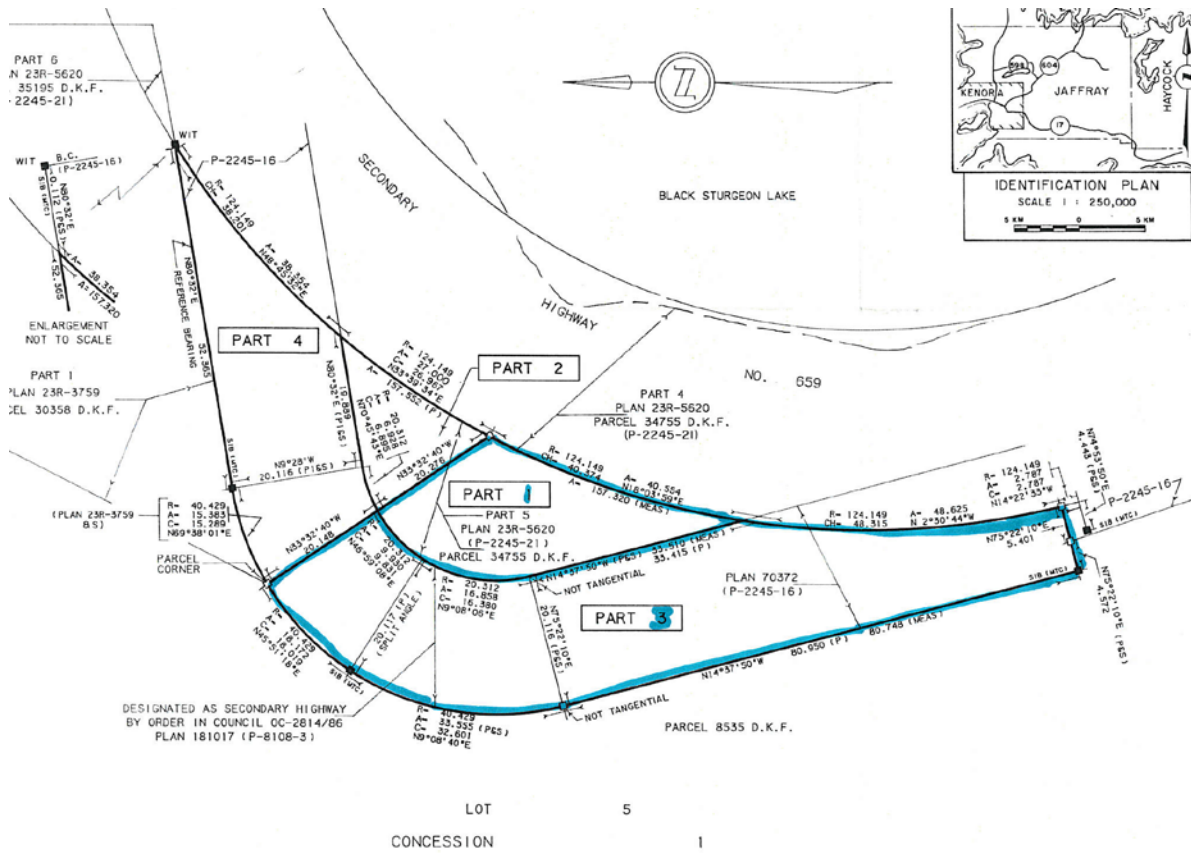
None

### **Communication Plan/Notice By-law Requirements:**

Agenda of COW and Council, Roads/Operations, Finance, Community Services and Development, Filing

### **Strategic Plan or other Guiding documents:**

Housekeeping



METRES AND BY 8	
PART	AREA
1	604.2 m
2	251.7 m
3	2097.5 m
4	915.4 m

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**PROCLAMATION**

By Virtue of Authority

Vested in me

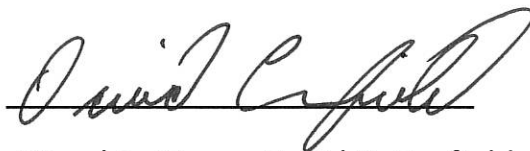
I hereby proclaim

November 5-11, 2015

As Veteran's Week in and for the City of Kenora and  
request its observance as such by our citizens.

Proclaimed at the City of Kenora

this 20th day of October, 2015



His Worship Mayor David S. Canfield







**PROCLAMATION**

By Virtue of Authority

Vested in me

I hereby proclaim

**November 3, 2015**

As “**Health and Safety Day**”

in and for the City of Kenora and request its observance  
as such by our citizens.

Proclaimed at the City of Kenora

this 13th day of October, 2015



His Worship Mayor David S. Canfield



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

## **Waste Reduction Week October 19 – 25, 2015**

**Whereas** as a Municipality, we are committed to reducing our waste, conserving resources, and educating the community about sustainable living; and

**Whereas** we recognize the generation of solid waste and the needless waste of resources as global environmental problems; and

**Whereas** we endeavor to take the lead in our community toward environmental sustainability;

**Therefore,** I, David S. Canfield, Mayor for the City of Kenora do hereby proclaim October 19-25, 2015 as “**Waste Reduction Week**” in and for the City of Kenora.

Proclaimed at the City of Kenora this 13th day of October, 2015



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**Mayor David S. Canfield**