

The Corporation of the City of Kawartha Lakes

Amended Agenda

Special Council Information Meeting

CC2018-03

Tuesday, February 27, 2018

Statutory Public Meeting Commencing at 1:00 p.m to be followed by Open Session of the Special Council Information Meeting

Council Chambers

City Hall

26 Francis Street, Lindsay, Ontario K9V 5R8

Members:

Mayor Andy Letham
Councillor Isaac Breadner
Councillor Pat Dunn
Councillor Doug Elmslie
Councillor Gord James
Councillor Gerard Jilesen
Councillor Brian S. Junkin
Councillor Rob Macklem
Councillor Mary Ann Martin
Councillor Gord Miller
Councillor Patrick O'Reilly
Councillor John Pollard
Councillor Kathleen Seymour-Fagan
Councillor Heather Stauble
Councillor Stephen Strangway
Councillor Andrew Veale
Councillor Emmett Yeo

Accessible formats and communication supports are available upon request.

1.	Statutory Public Meeting at 1:00 p.m.	
1.1	Call to Order	
1.2	Disclosure of Pecuniary Interest	
1.3	CC2018-03.1.3	4 - 4
	Statutory Public Meeting - Amendment to Building By-law 2012-019 Fees with Respect to Use of Registered Code Agency Susanne Murchison, Chief Building Official	
1.4	Adjournment	
2.	Call to Order - Special Council Information Meeting	
3.	Adoption of Agenda	
4.	Disclosure of Pecuniary Interest	
5.	Reports	
5.1	BLDG2018-001	5 - 11
	Building By-law Amendment No. 4 Susanne Murchison, Chief Building Official	
6.	Presentations and Deputations	
6.1	CC2018-03.6.1	12 - 29
	How Municipalities can Prepare for New Waste Management Legislation David Kerr, Manager of Environmental Services Dave Gordon, Association of Municipalities of Ontario (AMO)	
6.2	CC2018-03.6.2	
	Kawartha North Family Health Team Funding Submission for Seniors Community Support Program Marina Hodson, Executive Director	
6.3	CC2018-03.6.3	30 - 58
	Communications, Advertising and Marketing Update Cheri Davidson, Communications, Advertising and Marketing Manager	

2018 Legislation and Structure Reviews Impacting Council

Ron Taylor, CAO

Cathie Ritchie, City Clerk

Robyn Carlson, City Solicitor

7. Closed Session

8. Matters from Closed Session

9. Confirming By-Law

A By-law to Confirm the Proceedings of a Special Information Meeting of Council, Tuesday, February 27, 2018

10. Adjournment

Notice of Public Meeting with respect to Building By-law and Related Fees

Pursuant to Division C – Part 1, Article 1.9.1.2. O. Reg. 332/12

The City of Kawartha Lakes intends to adopt amendments to By-law 2012-019 passed under section 7 of the Building Code Act, being a By-law Under the Building Code Act Respecting Permits and Related Matters. A public meeting will be held on Tuesday February 27, 2018 at 1:00 p.m. in Council Chambers at City Hall, 26 Francis St. Lindsay. Any person who attends may make representation at the public meeting.

Legislative Requirements

As per Division C, Part 1, Clause 1.9.1.2.(1)(d) the following information shall be made available to the public:

- (i) The estimate of the costs of administering and enforcing the Act by the *principal authority*, for the year 2018, is \$1,980,000 for the combined building and sewage program;
- (ii) The amount of the fee to be added to the by-law, which in this case is three new categories being added to Schedule A Table 2 relating to the use of an applicant appointed Registered Code Agency, as follows:
 - (a) Item 11, Applicant Appointed RCA Permit for which an RCA is appointed for plans review stage only, 65% of applicable fee from Schedule A Table 2;
 - (b) Item 12, Applicant Appointed RCA Permit for which an RCA is appointed for inspection stage only, 35% of applicable fee from Schedule A Table 2; and
 - (c) Item 13, Applicant Appointed RCA Permit for which an RCA is appointed for both plans review stage and inspection stage, 25% of applicable fee from Schedule A Table 2; and
- (iii) The rationale for imposing the new fee categories is to address a Council resolution to amend the Building By-law 2012-019 to allow for the use of applicant appointed Registered Code Agencies. As a result the Building Code Act section 7(3) requires a reduced fee to be payable in respect of the construction of a building for which a Registered Code Agency is appointed under section 4.2 of the Act.

For further information or to obtain a copy of the above information regarding the proposed amendments contact Susanne Murchison, Chief Building Official at 705-324-9411 ext. 1200 or toll free at 1-888-822-2225 ext. 1200, or by email at smurchison@kawarthalakes.ca.

The Corporation of the City of Kawartha Lakes
Council Report

Report Number BLDG2018-001

Date: February 27, 2018

Time: 1:00 p.m.

Place: Council Chambers

Ward Community Identifier: All

Subject: Building By-law Amendment No. 4

Author Name and Title: Susanne Murchison, Chief Building Official

Recommendation(s):

RESOLVED THAT Report BLDG2018-001, **Building By-law Amendment No. 4**, be received; and

THAT a by-law substantially in the form attached as Appendix A to this report be forwarded to Council for adoption.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

At the Council Meeting of October 24, 2017, Council adopted the following resolution:

CR2017-925

Moved By Councillor Breadner

Seconded By Councillor Yeo

RESOLVED THAT Report BLDG2017-004, **Use of Section 4.2 of Building Code Act (BCA)**, be received;

THAT the City of Kawartha Lakes Building By-law be amended to include section 4.2 of the Building Code Act; and

THAT the necessary by-law be brought forward for adoption.

This report addresses that direction.

Rationale:

Following the October 24, 2017 Council resolution, it is Council's desire to further amend Building By-law 2012-019 to add provisions to allow a building permit applicant the use of Section 4.2 of the Building Code Act, being provisions to allow an applicant to contract portions of the application plans review and permit inspection services, to a Registered Code Agency.

The Building By-law 2012-019 requires amendments to insert clear direction to the applicant with respect to requirements necessary to utilize Section 4.2 of the Building Code Act. Further, the fee schedule requires amendment to include a reduced fee applicable to the use of a Registered Code Agency. As a result of this fee amendment, a public meeting is required as per the legislative requirements.

Other Alternatives Considered:

No other alternatives are being considered as Council has previously discussed the topic through report BLDG2017-004.

Financial/Operation Impacts:

It is not anticipated that the process option will be chosen by sufficient number of applicants to effect staffing requirements.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

This report aligns with the strategic enabler of Municipal Service Excellence by giving applicants the option to choose their service path.

Consultations:

n/a

Attachments:

Appendix A – Draft Amending By-law



draft of amendment
4 Building By-law 201:

Department Head E-Mail: cmarshall@kawarthalakes.ca

Department Head: Chris Marshall

The Corporation of the City Of Kawartha Lakes

By-Law 2018-

A By-Law To Amend By-Law 2012-019 And Schedule “A” Of By-Law 2012-019, Being A By-Law Under The Building Code Act Respecting Permits And Related Matters (Amendment #4)

Recitals

1. As a result of Council resolution CR2017-925, amendments are required to By-Law 2012-019 to establish the authorization for applicants to use Section 4.2 of the Building Code Act, and further establish new fee categories for such applications made under the *Building Code Act*, 1992, as amended.
2. Council held a Public Meeting on February 27, 2018 for which notice was given and the proposed by-law amendments were made available to the public.
3. Council has the authority to amend building permit fees and, after considering the public comments received, has approved fees relating to Section 4.2 of the Building Code Act.
4. This By-law amends Section 3.00 Permit Applications and Issuance, Section 4.00 Plans and Specifications and Schedule ‘A’ Table 2 of By-law 2012-019.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2018- .

Section 1.00: Definitions

- 1.01 **Definitions** All defined terms in the amending By-law take their meaning from By-law 2012-019 of the City of Kawartha Lakes.

Section 2.00: Amendment to 2012-019

- 2.01 **Section 3.17:** Insert new Section 3.17 as follows:
 - 3.17 Every application for a building permit under 8(1) which proposes to use a Registered Code Agency, as outlined in Section 4.2 of the Act shall,
 - (a) be accompanied by such information as may be prescribed by the regulation, as well as such information required elsewhere in Section 3.00 of this by-law;
 - (b) be accompanied by the notice required in Subsection 15.14(1) of the Act;
 - (c) clearly outline which functions, as listed in Section 15.15 of the Act, the

Registered Code Agency is appointed to perform with respect to the application; and

- (d) be accompanied by the appropriate fee calculated in accordance with Schedule A.

2.02 **Section 4.08**: Insert new Section 4.08 as follows:

- 4.08 Where an applicant elects to use a Registered Code Agency under Section 4.2 of the Act, the Registered Code Agency shall submit to the Chief Building Official all required documentation, reports, notices, orders, certificates, etc., as required by Section 4.2 of the Act, including but not limited to plans review certificates, change certificates, inspection reports and final certificates.

Section 3.00: Amendment to Schedule “A”

- 3.01 **Schedule “A”**: Schedule “A” Table 2 to By-law 2012-019 is deleted and replaced with Schedule “A” Table 2 attached to and forming part of this By-law.

Section 4.00: Administration and Effective Date

- 4.01 **Administration of the By-law**: The Chief Building Official is responsible for the administration of this By-law.
- 4.02 **Effective Date**: This By-law shall come into force on the 6th day of March, 2018.

By-law read a first, second and third time, and finally passed, this 6th day of March, 2018.

Andy Letham, Mayor

Cathie Ritchie, City Clerk

Schedule A – By-law 2018-

Schedule A – By-law 2012-019

Table 2 - Fees Payable for Building Permits

Item	Class of Permit	Fee Payable
1	Building Permit	See Schedule A Table 3
2	Sewage System Permit – under 10,000 litres/day	See Schedule A Table 4
3	Demolition Permit	
	Requiring a Professional Engineer's review as required by OBC	\$300.00
	All others	\$150.00
4	Conditional Building Permit	Applicable fee from Schedule A Table 3 plus administration fee from Schedule A Table 1
5	Change of Use Permit	\$200.00
6	Partial Building Permit	Applicable fee from Schedule A Table 3 plus administration fee from Schedule A Table 1
7	Site Servicing Permit where application is filed separately from remainder of construction permit – no additional fee if included with construction permit it serves	2.5% of Construction Value
8	Occupancy Permit for Unfinished Building, where occupancy has occurred without an occupancy permit	\$150.00
9	Mandatory Maintenance Inspection Program Inspections , where the inspection does not occur during the annual scheduled time slot for the property	\$125.00
10	Permits for Restricted Access Lots	Twice the otherwise applicable fee pursuant to this By-law
11	Applicant Appointed RCA Permit for which an RCA is appointed for plans review stage only	65% of applicable fee from Schedule A Table 2
12	Applicant Appointed RCA Permit for which an RCA is appointed for inspection stage only	35% of applicable fee from Schedule A Table 2

13	Applicant Appointed RCA Permit for which an RCA is appointed for both plans review stage and inspection stage	25% of applicable fee from Schedule A Table 2
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WASTE MANAGEMENT IN ONTARIO

City of Kawartha Lakes

Dave Gordon

February 27, 2018

OBJECTIVES OF TODAY

- Show how the *Waste-Free Ontario Act, 2016* has changed the landscape for all waste programs
- Will focus first on the Blue Box Program Plan amendment (a-BBPP) process, and what it means to your community
- Brief on current status of other waste programs
- Provide an overview of tools Council can use to stay informed

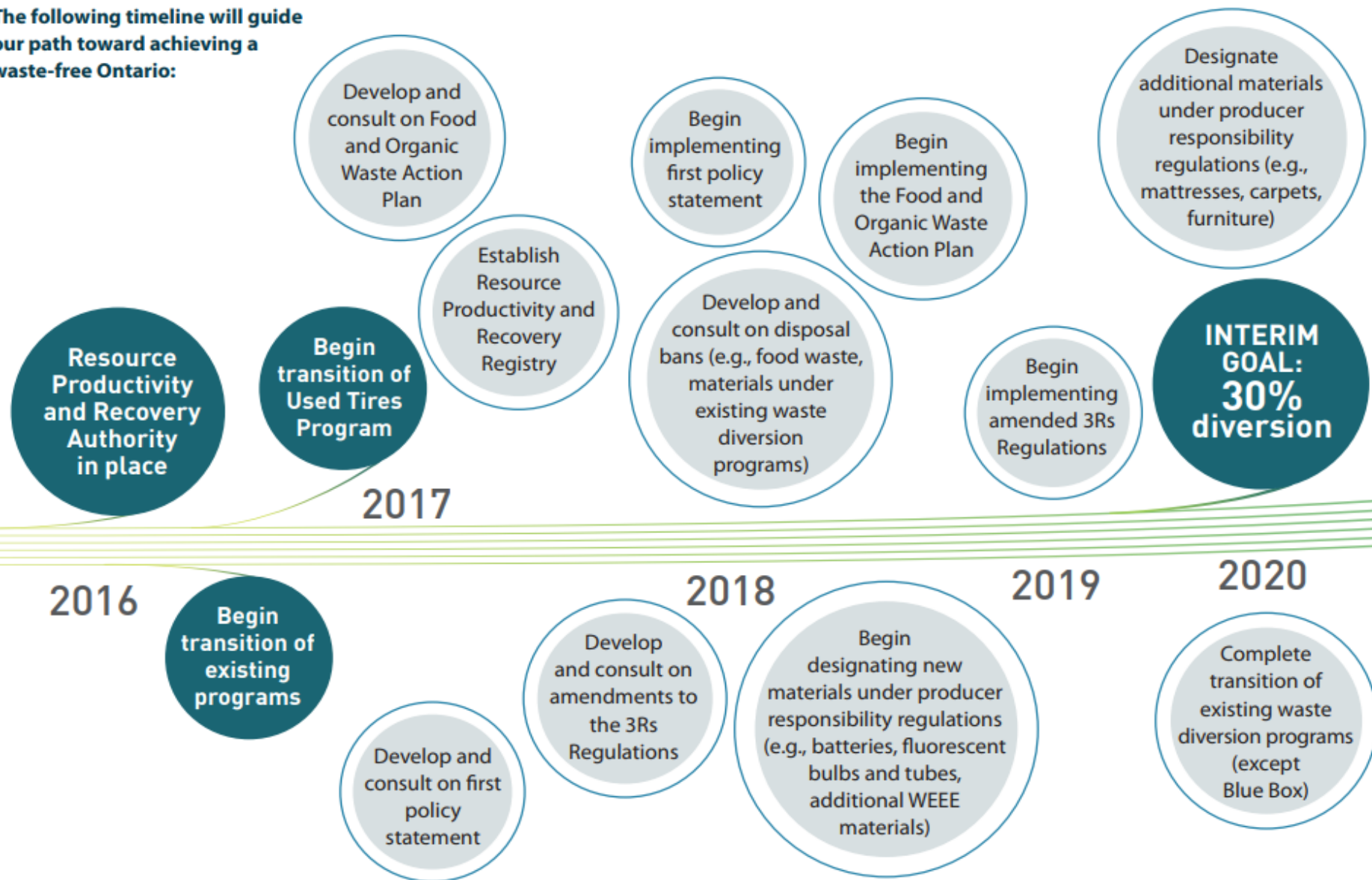
WASTE-FREE ONTARIO ACT

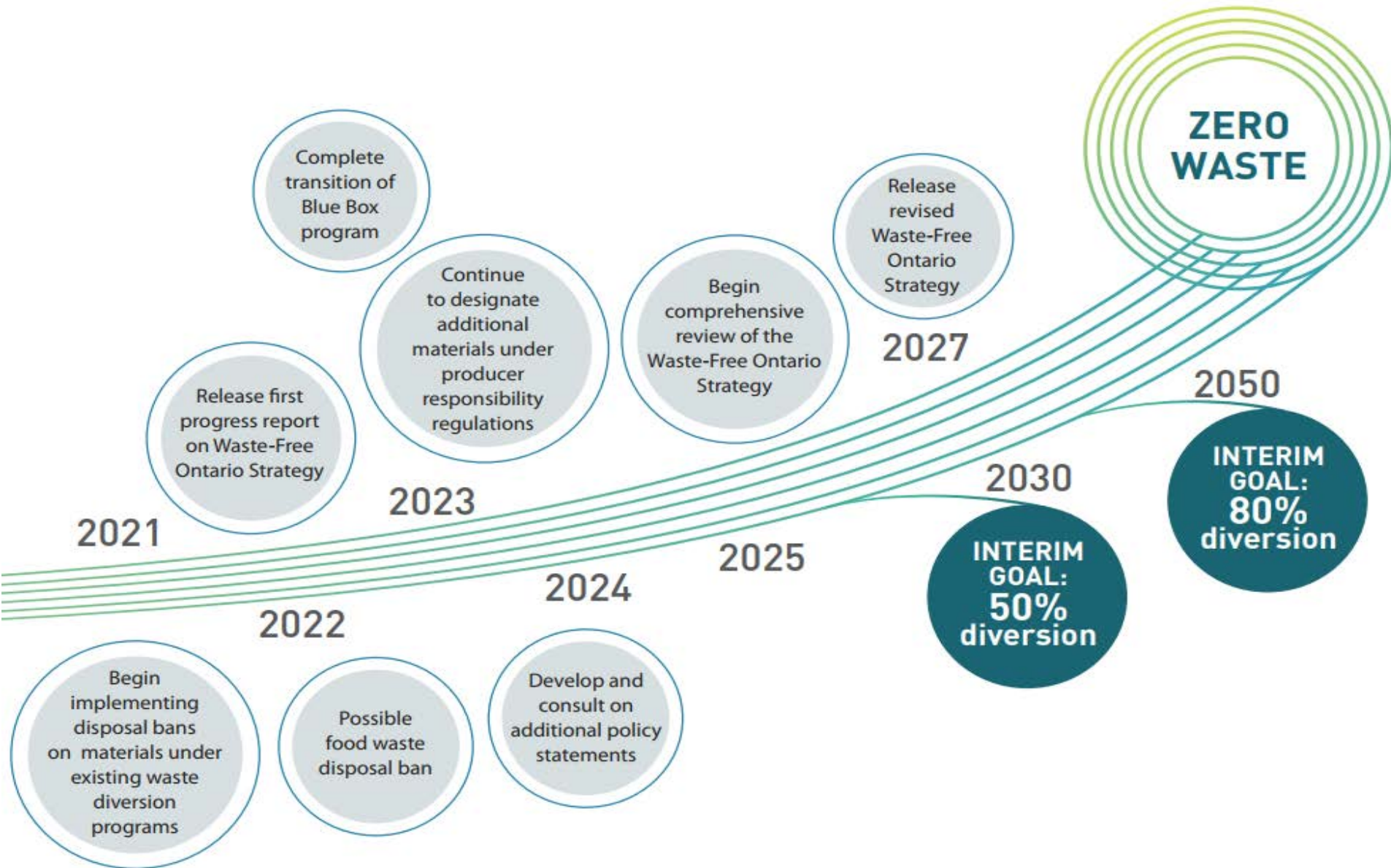
- Move to full producer responsibility with individual producers responsible for end-of-life management for designated products and packaging
- Fundamental change – Producers fully managing designated materials, not municipalities

IMPLICATIONS

- Municipal governments have long advocated for full producer responsibility
- Removes financial and operational obligation from municipalities and puts it on Producers
- Directly connects Producers who design products and packaging to the costs and complexity of managing them at end-of-life
- Electronics, Tires and Municipal Hazardous and Special Waste are under full producer responsibility
- Blue Box is shared responsibility between municipal governments and producers (50/50) and transition will be more complex

The following timeline will guide our path toward achieving a waste-free Ontario:





AMENDED BLUE BOX PROGRAM PLAN

- Parties have been working hard to amend the Blue Box Program Plan versus direct jump to the *Resource Recovery and Circular Economy Act, 2016*
 - Rationale was that transition could be accelerated faster than the 2023 date which the Strategy for a Waste-Free Ontario outlined as the date that the Blue Box would be transitioned by
- July 7, 2017: Accord between municipalities and producers
- August 14, 2017: Minister's Direction Letter
- December 19, 2017: Draft a-BBPP released by Stewardship Ontario & the Resource Productivity and Recovery Authority (formerly WDO) released the draft Program Agreement

EVALUATION OF DRAFT A-BBPP

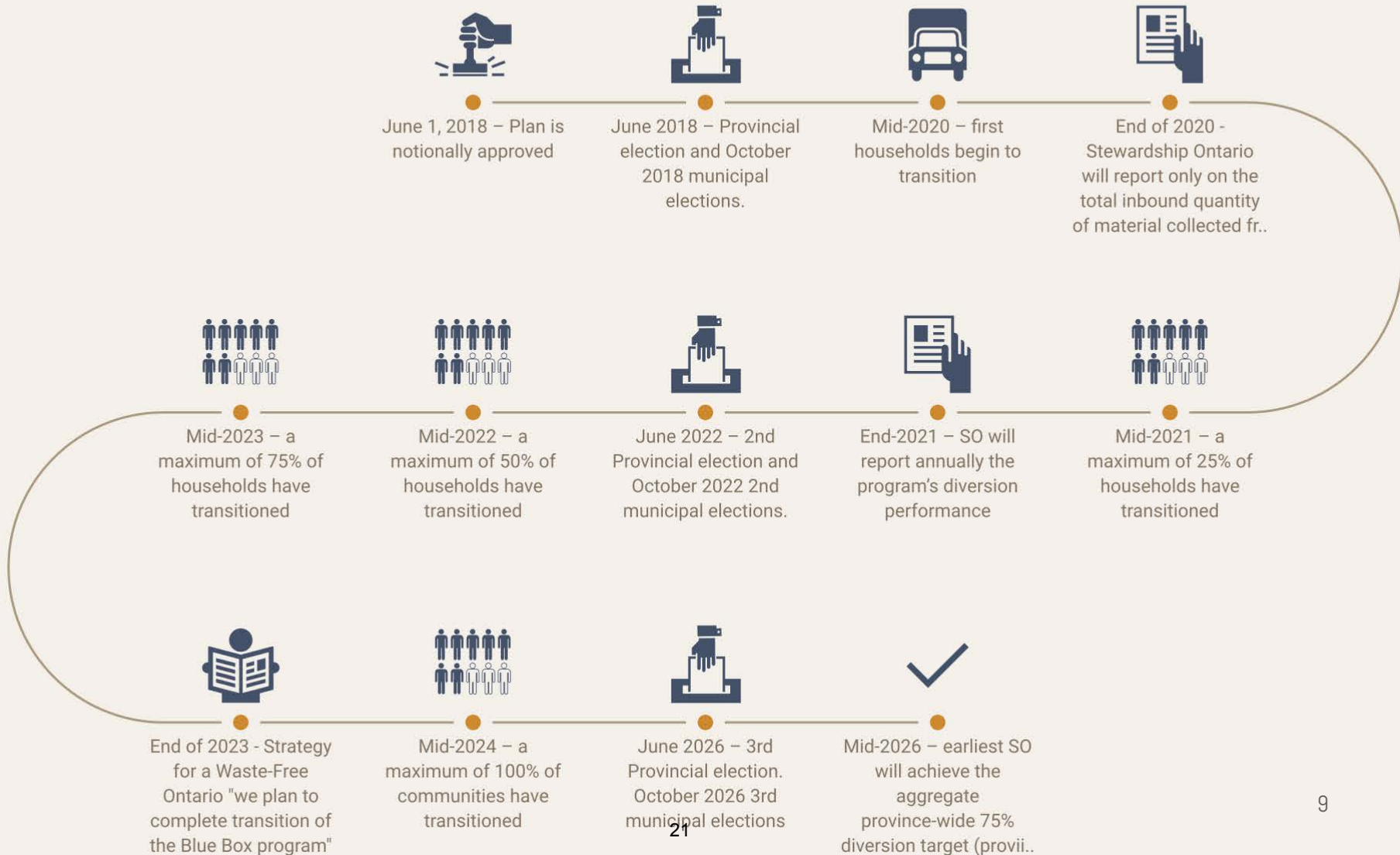
- Municipalities began this process with a great deal of enthusiasm, and have continuously operated reasonably to land a Plan that could work for all stakeholders
- Done properly and in accordance with the Minister's direction letter, transition *could* mean the following for municipalities:
 - Significant reduction in annual operating expenditures and reduced market risk exposure;
 - A smooth transition that will not negatively impact Ontarians' experience with and access to existing recycling services;
 - Improved environmental outcomes;
 - Creation of a consistent recycling experience for all Ontario residents;
 - Ensure a fair and open marketplace; and,
 - Set the framework to strive towards a circular economy.

EVALUATION OF DRAFT A-BBPP

- However, the draft a-BBPP released in December did not meet what our expectations were on a number of fronts:
 1. The move to individual producer responsibility was not guaranteed, and included a number of barriers that may hinder transition to the RRCEA
 2. Governance and decision-making were not in keeping with *Waste-Free Ontario Act* which sought better oversight and controls
 3. Little progress was made on improving environmental outcomes
 4. There was limited transparency on how targets are set, measured and penalties associated with performance deficiencies
 5. Many legacy concerns were not addressed (stranded assets, determining eligible costs for non-transitioned municipalities, & funding for management of newspapers)

DRAFT AMENDED BLUE BOX TIMELINE

December 30, 2017



WHERE DOES THIS LEAVE US?

- On January 15, 2018, the coalition submitted joint comments to the Resource Productivity and Recovery Authority (RPRA)
 - The letter asked RPRA not approve the proposed a-BBPP in its current form, and that a collaborative process be lead to make the needed amendments to the proposed plan
- On February 15, 2018, Stewardship Ontario and RPRA agreed that more time is needed to address the comments received in light of comments that were submitted. This means that no a-BBPP was submitted to the Minister
- The nature and timing of an extension to continue work on the a-BBPP process is being discussed between the parties
- Also working in parallel process to determine what a regulation for Blue Box under RRCEA could look like

WHAT'S HAPPENING WITH ORGANICS?

- AMO submitted comments on the Framework for the EBR posting on January 15, 2018
- City of Toronto, Regional Public Works Commissioners of Ontario (RPWCO), and the Municipal Waste Association (MWA) were co-signatories

ACTION PLAN: THE HIGHLIGHTS

- Support a province-wide multi-stakeholder promotion & education campaign to support food waste prevention and reduction that includes the entire supply chain
- Support amending the 3R's regulations to include the IC&I sector, provided the Province can ensure compliance & enforcement
- Disposal restrictions or bans need to take into account population differences and hard work already taken by municipalities; HOWEVER, more work required on additional costs that will be borne if the ban is implemented
- Support streamlining process and taking further actions in the Plan (e.g. exemptions, use of qualified professionals, broaden the Registry)
- Province needs to connect policy frameworks for energy, climate change and resource recovery
- Province should extend Producer responsibility to these alternative delivery models

POLICY STATEMENT: THE HIGHLIGHTS

- Include an additional level of “Feed Animals” between Feed People and Resource Recovery under the Ontario Food Recovery Hierarchy
- The diversion targets need careful consideration:
 - Need flexibility in calculating targets
 - Need to effectively measure prevention and reduction as well as diversion from disposal
 - Seven-year timeline is too short for some
- The Province has an important role to play in the promotion & education campaign
- given connection to food delivery through broader public service and institutions like hospitals and jails
- Thresholds for implementation of programs remain challenging and require a funding source – and one that isn’t allocated from Blue Box transition
- Branded organics should be obligated and municipalities should be compensated for recovery

WHAT'S HAPPENING WITH TIRES?

- AMO submitting comments on the EBR posting of the proposed Tires Regulation
- City of Toronto, Regional Public Works Commissioners of Ontario (RPWCO), and the Municipal Waste Association (MWA) were co-signatories

TIRES REGULATION: HIGHLIGHTS

- Province should not put limits on definition of “tire”, instead focusing on designating the product or packaging whatever its composition and place responsibility to ensure it is properly managed at the end-of-life
- Consider Responsible Persons who retail products without a residence or presence in Ontario to be the transportation company who delivers the product
- Accessibility in smaller rural, northern and remote communities around tire collection sites needs more exploring
- More clarity required on Section 9 (1) (iii) of the regulation (e.g. management of tires)
- Promotion & education solely via electronic means is problematic
- Minister should produce a guideline that addresses reporting requirements, and allow for flexibility based on risk and unique circumstances

RESOURCES FOR COUNCIL & STAFF



HOME ADVOCACY EVENTS TRAINING OPEN DATA YOUR ASSOCIATION DASHBOARD

TOWARDS A CIRCULAR ECONOMY - *WASTE FREE ONTARIO ACT*

READ

- ↓ Comments on Module 1 Consultation - Amended Blue Box Program Plan
- ↓ Comments on Module 2 Consultation - Amended Blue Box Program Plan
- ↓ Stranded Assets
- ↓ Eligible Sources
- ↓ Expansion of Services
- ↓ Service Compensation and Dispute Resolution
- ↓ Expand and Harmonize the List of Materials Collected
- ↓ Calculating PPP Recovery Rates
- ↓ Reduction, Reuse and Reintegration of PPP into the Economy
- ↓ Promotion and Education
- ↓ Conditions to Transition to the RRCEA

In November 2016, the *Waste Diversion Act* was repealed and replaced by the *Waste-Free Ontario Act*, which includes both the *Waste Diversion Transition Act* and the *Resource Recovery and Circular Economy Act*.

This new legislation will have a major impact on municipal waste management and, most importantly, on waste diversion programs you may operate now or have planned for the future.

In particular, the cost to run programs for collecting and recycling paper products and packaging is now split 50/50 between municipalities and the companies that produce these items. The new legislation will transfer to full producer responsibility.

Municipal blue box recycling programs will undergo some of the biggest changes, as municipalities will have new options – to act as service providers to producers who are required to pay for these programs, to work with private service providers, or opt out from providing service altogether.

It is in the best interest of municipal governments that this work gets done as quickly as possible, as the current proposal to transition the Blue Box is expected to take at least another six years and will cost municipalities an estimated \$780 million. Municipalities can save \$130 million per year by accelerating this transition.

➤ STEWARDSHIP ONTARIO CONSULTATIONS ON BLUE BOX UNDER WAY

➤ AMO/MUNICIPAL 3RS COLLABORATIVE PREPARES THE SECTOR FOR BLUE BOX TRANSITION

➤ 2017 AMO CONFERENCE - BLUE BOX TRANSITION IN ONTARIO

WASTE PORTAL

If you are a municipal elected official or staff member and require a login to the waste portal, email amo@amo.on.ca

What Ontario Municipal Elected Officials Need to Know about the Blue Box Transition in Ontario



AMO Videos

Subscribe

35

Municipal Key Messages on Transition
Comments on Module 1 Consultation with Stewardship Ontario
Infographic of Blue Box Stakeholder Consultations (to March 2018)
Slides from AMO/M3RC Municipal Update (Webcast)
Municipal Briefing Note for Stewardship Ontario Consultation (Module 1)
7 - Infographic of Blue Box Transition Timeline
7 - Slides from AMO/M3RC Seminar (Webcast)
Notice to Northern and Rural Municipalities re: Waste Diversion Programs
Transition from Blue Box Session at the AMO Conference (RPA)
Transition from Blue Box Session at the AMO Conference (Am McKay)
2 Conference - What Municipal Elected Officials Need to Know about Blue Box (Video)
3 Conference - What Municipal Staff Need to Know about Blue Box (Video)
Messages - Municipal Response to Transition of the Blue Box Program
Aprender - Towards a Circular Economy
Municipal Sector Advisory re: Key Role in Transition
4 Municipal Sector Advisory re: Transition of Blue Box Program
RPA Update for CIP Spring Consultations
Regan's Action Plan Review
Joint Submission to MOECC on RPA Operating Agreement
The Blue Box Enters a New Era
Bill 151 Forum Slides
Joint Submission to MOECC on Waste Free Ontario Act Transition Planning
Presentation on Waste Free Ontario Act at RPA Conference
Joint Submission to MOECC on Proposed Strategy for a Waste-Free Ontario
Joint Letter to MOECC on Competition & Transition
Waste Reduction and Resource Recovery Framework Legislation

ACTOR

City Confident in Stewardship Ontario's "Aggressive" Transition Timeline (Ottawa Metro Article)
7 - Changes coming to Blue Box program in Durham (Whisper This Week Article)
7 - Amended Blue Box program will save taxpayer dollars (Waterloo Record Article)
7 - Staff Report to Planning & Works Committee (Region of Waterloo)
7 - Staff Presentation to Planning & Works Committee (Region of Waterloo)
Staff Report to Committee of the Whole (Durham Region)
Staff Presentation to Committee of the Whole (Durham Region)
Staff Report to Public Works and Infrastructure Committee (City of Toronto)
Letter to Minister Glen Murray re: Request for Support Towards Beginning the Transition to a Circular Economy for Paper Products and Packaging in Ontario (AMO, RPWCO, MWA, City of Toronto)

June 29 2017 - Staff Report to Waste Management Strategic Advisory Committee (Item 4.2) (Peel Region)
June 2017 - York Council Q & A for WFOA, Transition Process and New Municipal Working Group (York Region)
June 15 2017 - Staff Report to Committee of the Whole - Environmental Services (York Region)
June 7 2017 - Staff Report to Council Committee of the Whole (Region of Durham)
May 24 2017 - Staff Report to Public Works and Infrastructure Committee (City of Toronto)
May 9 2017 - Staff Report to Environment, Infrastructure and Transportation Policies Committee (City of Kingston)
May 9 2017 - Staff Report to Environment, Infrastructure and Transportation Policies Committee (City of Kingston)
April 12 2017 - Staff Report to Planning and Public Works Committee (Halton Region)
April 12 2017 - Staff Report to Planning and Public Works Committee (Halton Region)
February 9 2017 - Regional Council Meeting (Item 5.4) (Region of Peel)

STAY INFORMED!



Communications, Advertising and Marketing Update

Outline



Council Strategic Priorities



2017 goals achieved

- ✓ 4 new websites, on time, on budget
- ✓ Leveraged community partnerships for well rounded schedule of communications
- ✓ Added value, leveraging media, efficient use of resources

2018 – 2019 actions

Council Strategic Priorities



E3.2 Objective: Enhance communications



E4.1 Objective: Best use of technology



1.2 Objective: Better marketing and improved community visibility

Executing the Communications Strategy

Year **1** 2017
Tool development



Transformed **online** presence (4 new websites)

- ✓ Accessible
- ✓ Mobile-responsive
- ✓ Efficient site governance
- ✓ Subscription based communications
- ✓ On demand services
- ✓ Positive impact on brand

Website impact – first 6 months



Decreased 'bounce rate' by 15%
(compelling home page)



Increased new sessions by 7%

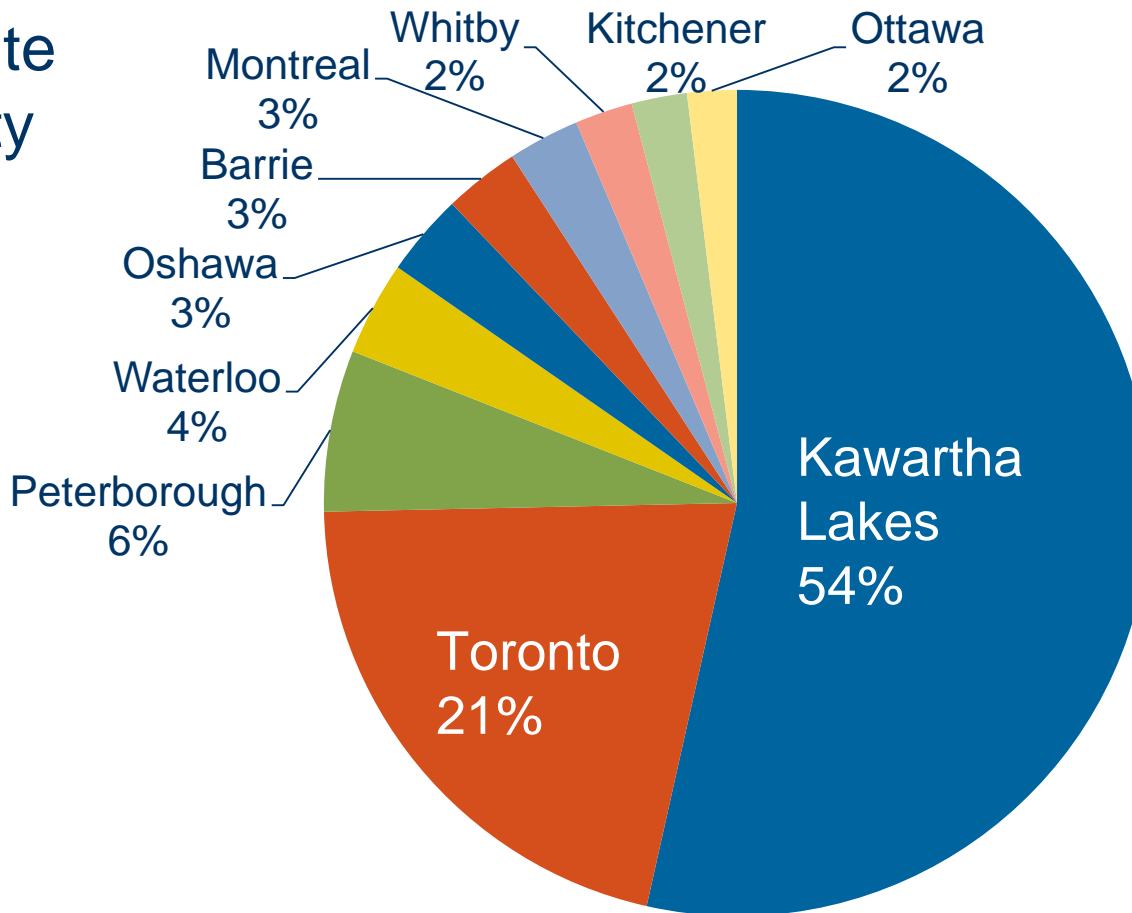
Approximately 650 unique users per day



Source: Google Analytics Aug 1-Jan 31, 2018 over same period previous year

Website impact – first 6 months

Municipal site
Users by city



Source: Google Analytics Aug 1, 2017 – Jan 31, 2018

kawarthalakes.ca

“I'd like to mention that this is the most well put together website, especially a Municipal website, that I've ever seen. I'm considering purchasing a property and starting a business near Kirkfield and my preliminary research through your website could not have been easier. Kudos to whoever developed this site.”

Conner Saunders, Pickering

Economic Development

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Website impact – first 6 months

Use of online services August 1, 2017 - Jan 31, 2018

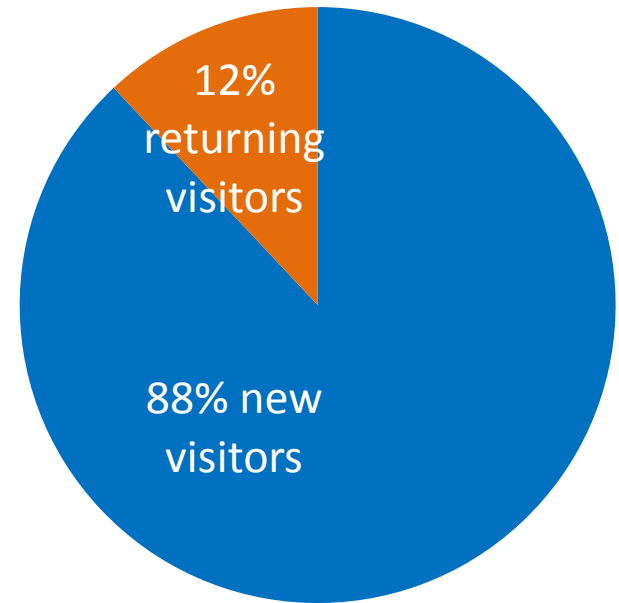
Subscriptions	News and alerts	2110
	Calendar and other pages (career opportunities, land sales, available lands, tax sales)	2250
	Pingstreet mobile app	412
Inquiries and service requests	Report an issue	422
Purchases	Dog tags (20% of all purchases are online)	73

Website impact – first 6 months

Tourism site

↑ 20% increase in page views

average of 95
unique users per day

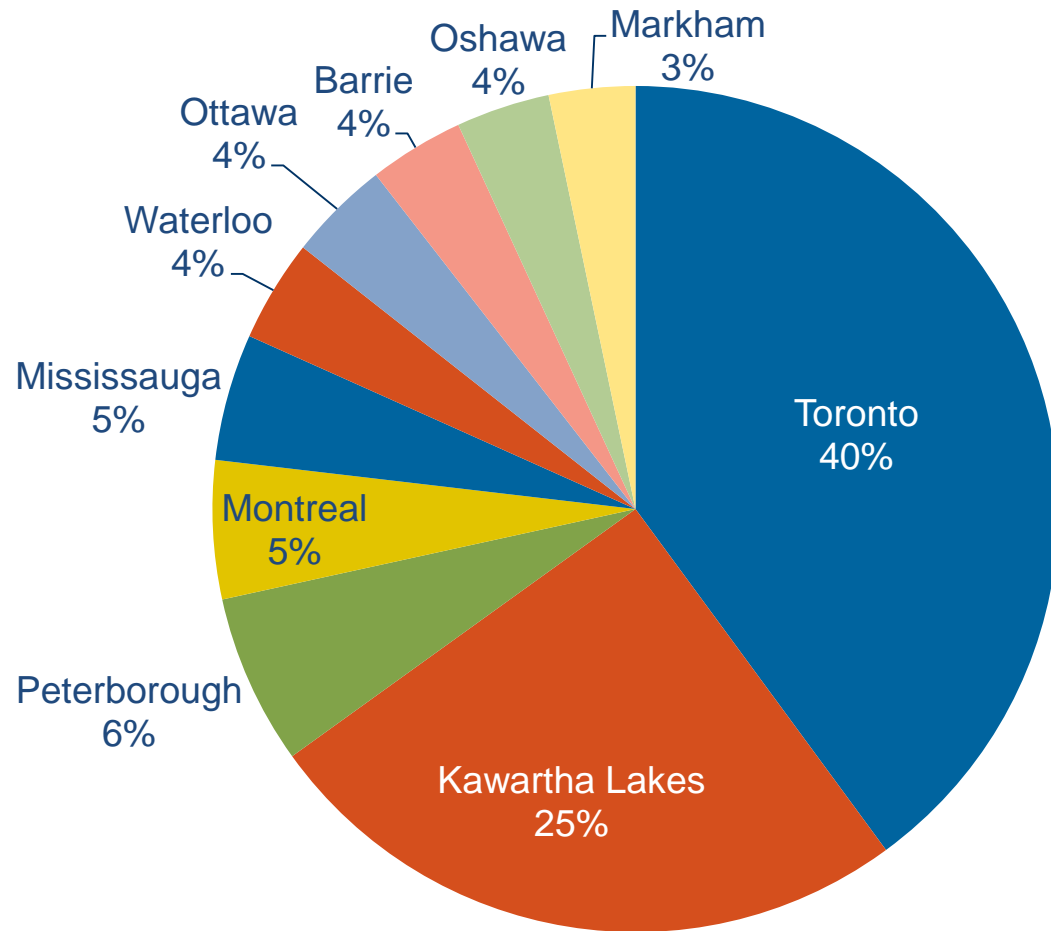


Source: Google Analytics Aug 1, 2017 - Jan 31, 2018 over same period previous year

kawarthalakes.ca

Website impact – first 6 months

Tourism site
Users by city



Source: Google Analytics Aug 1-Jan 31, 2018

kawarthalakes.ca




Websites – Next steps



- Continue enhancing the sites based on user feedback and analytics
- Build subscribers and Pingstreet mobile app users
- Promote calendar use among community groups
- Focus on keeping content fresh and relevant
- Accessibility training – ensuring all documents are accessible

Online communications – social media

- Increased **reach** and **engagement** each month
- Refers 30% of municipal website traffic

 421,933 Impressions	 5,153 Engagements	 1,712 Link Clicks
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Source: Sprout Social Jan 1-31, 2018, Facebook and Twitter

Executing the Communications Strategy



Enhanced **offline** presence at the community level

- ✓ Monthly newspaper columns in Kawartha Lakes This Week and The Promoter
- ✓ 4 printed publications in 50 locations
- ✓ Unpaid transit advertising
- ✓ Unpaid media exposure on radio, television and print

2018 Actions

Year **2** 2018

Refining and expanding the tool kit



- Continue to enhance website and user engagement
- E-newsletter platform
- Advertising strategy
- Brand inventory
- Social media engagement
- Elections communications

2019 Actions

Year **3** 2019

Looking to the future of our tools

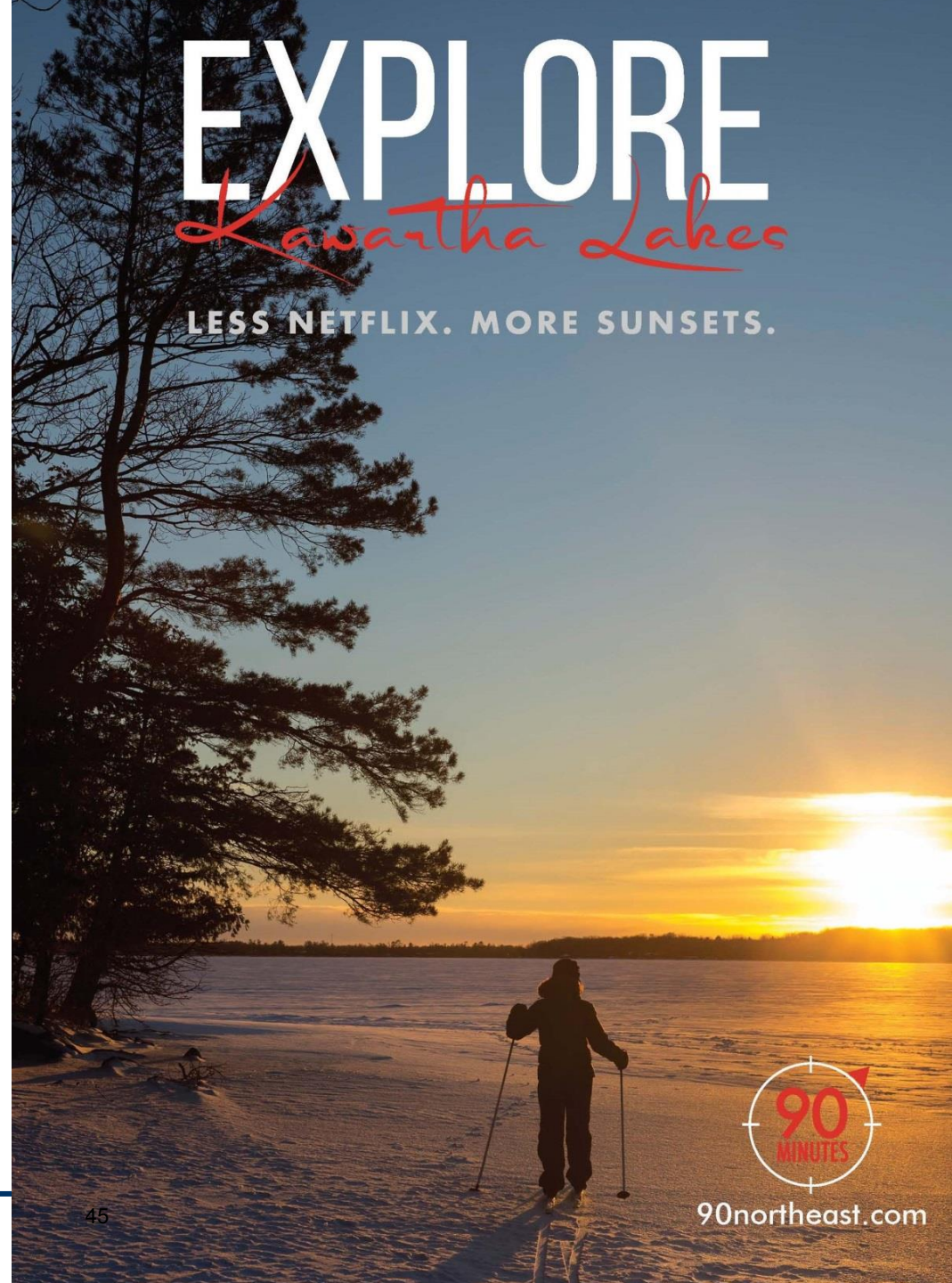


Branding study

- ✓ Preliminary data collection
- ✓ Brand inventory
- ✓ Online branding
- ✓ Campaign testing

Branding in action

Slide 16



EXPLORE

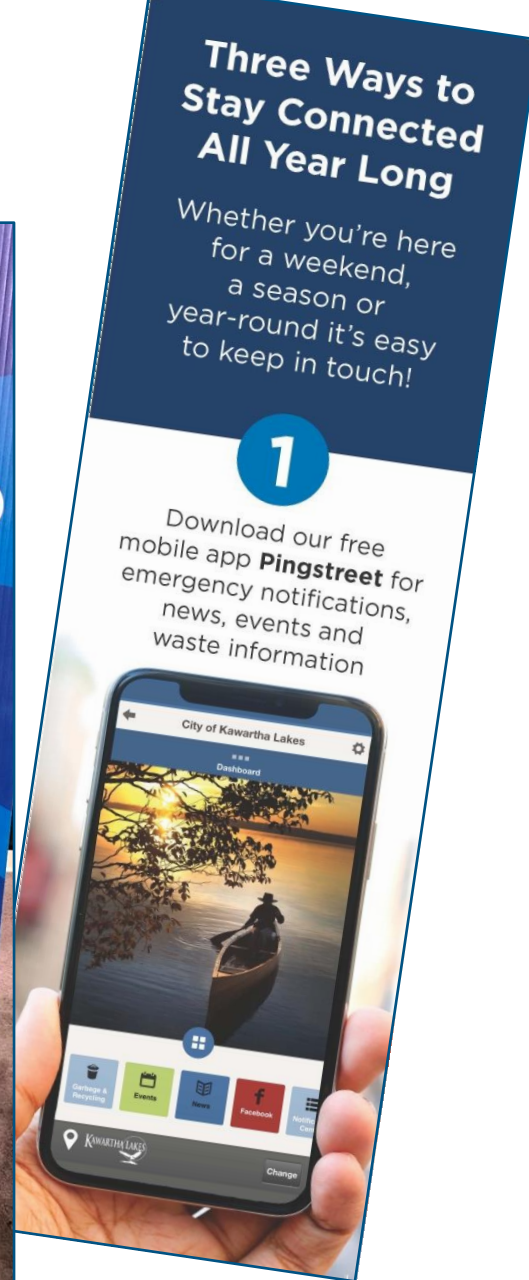
Kawartha Lakes

LESS NETFLIX. MORE SUNSETS.



90northeast.com

Branding in action



kawarthalakes.ca

Summary



Council Strategic Priorities

2017 goals achieved

- ✓ 4 new websites, on time, on budget
- ✓ Leveraged community partnerships for well rounded schedule of communications
- ✓ Added value, leveraging media, efficient use of resources

2018 – 2019 actions

- Refine and expand tools
- Brand building



Thank you!

Communications: Definition

The strategic **management of relationships** between an organization and its diverse stakeholders through a variety of methods to foster mutual understanding, achieve goals and serve the public interest.

City of Kawartha Lakes Communication Strategy

About the Strategy	2
Vision.....	3
Mission	3
Guiding Principles	3
Audiences.....	4
Goals	5
Goal One: Continuously improve the quality of communication tools available for audiences to connect with the City.	5
Goal Two: Ensure audiences receive information that is easy to access, timely, clear and transparent.....	6
Goal Three: Build media relations capacity across the organization.	7
Goal Four: Improve the quality of internal communications.	9

Communication: The strategic **management of relationships** between an organization and its diverse stakeholders through the use of a variety of communication methods to achieve mutual understanding, realize organizational goals and serve the public interest.

About the Strategy

The Strategy supports the 2016-2019 Strategic Plan, and will be a **driver in achieving the City's corporate goals** of creating a vibrant and growing economy and providing an exceptional quality of life.

(Insert image of 2 Strategy priorities – or use all 3 and highlight the two above)

The Strategy has been developed by the new Communications, Advertising and Marketing department and outlines the goals and action plan for the City of Kawartha Lakes over the next three years, from 2017-2019.

The main objectives of the Strategy are to build capacity to listen and respond to audiences, maximize the use of technology and align communication practices with the way Kawartha Lakes residents prefer to communicate with their government.

The City of Kawartha Lakes Communication Strategy is centred on the knowledge base acquired through a collection of in-house studies, public consultation, interviews, departmental input, municipal best practices and staff resources.

Vision

An aware and involved community.

Engaged and responsive City employees.

All stakeholders working together to listen, respond, and collaboratively shape the future of Kawartha Lakes.

Mission

Develop the framework for communications that provides access to information to engage the City's various audiences while actively developing internal communications capacity.

Guiding Principles

- **Listen** closely to all audiences by building in two-way communication methods.
- **Respond** to the needs and interests of various audiences with information that is **timely, clear, accessible** and **transparent**.
- **Collaborate** wherever possible to maximize resources and effectiveness.
- **Take Responsibility** – Every employee and member of Council has a role to play in listening to stakeholders, incorporating feedback and communicating effectively.

(visual of Listen, Respond, Collaborate, Take Responsibility – in continuous loop)

Audiences

Inside

1. Residents (Seasonal and year round)
2. Business community and partners of the City
3. Media
4. Staff
5. Council

Outside

1. Potential visitors
2. Potential residents
3. Potential business operators, developers and other investors
4. Potential staff

(Visuals of each, or showing a close group/small crowd inside a circle, larger group on outside of circle)

Goals

Goal One: Continuously improve the quality of communication tools available for audiences to connect with the City.

“Whether the communication is written or verbal, formal or informal, the question must be asked as to whether or not it was **effective**.”

-Carl Prichard

Actions		
Year One (2017) Tool Development	Year Two (2018) Refining and expanding the tool kit	Year Three (2019) Looking to the future of our tools
Develop the new City websites (corporate, tourism, library) to allow ease of access for all audiences. Provide additional online services such as e-commerce, subscription-based updates and mechanisms for two-way communication such as online chat, citizen engagement forum and more.	Continue to add new features and enhance existing platforms based on web analytics. Ensure the website features are adequately staffed to support demand.	Explore custom mobile applications based on analytics and audience feedback concerning existing tools. <i><u>New budget item</u></i>
Develop and maintain Website Governance Policy , and implement across all administrators and active users. This will address security, access to post content, standards of language, archiving standards, process for upgrades/improvements, minimum response times and more.		
Seek out local community opportunities to share City messaging and engage residents. E.g. Community boards in libraries/arenas/service centres and popular gathering spots, articles in local publications and other <u>grass roots opportunities to reach audiences at the community level</u>		
	Develop an Open Data Policy and integrate data sets into the City website and other open data websites as it becomes available.	
Create e-newsletters for each applicable audience. Develop editorial content, design and timeline for each.	Refine the frequency, content and delivery of communications based on metrics from year one.	
Actively build subscriptions to various e-newsletters via communications and advertising plans and by incorporating sign-up reminders into City correspondence with various audiences.		
Create and implement a Social Media Policy . Develop	Enhance the social media platforms and level of	Develop advanced metrics to measure

training to support the policy and cultivate new staff and Council capacity in this communication tool. Work toward standard practices in place across the organization.	engagement among audiences.	success of social media based on best practices. Support ongoing staff training and development for social media excellence.
Collect and analyse all data from existing communications, across all departments, to inform the new Branding and Advertising Strategy .	Implement all applicable changes to communications tools based on the new Branding and Advertising Strategy to be developed in 2017. <i>New budget item</i>	

Goal Two: Ensure audiences receive information that is easy to access, timely, clear and transparent.

Actions		
Year One (2017) Tool Development	Year Two (2018) Refining and expanding the tool kit	Year Three (2019) Looking to the future of our tools
Create and continually keep current an inventory of communication vehicles to reach audiences including: paid/earned media, digital and social media, existing City publications, community/business group publications and others.		
Develop a schedule of communications to reach each audience under the guiding principles of timely, clear, accessible and transparent information. This schedule is developed in consultation with various City departments to ensure programs, events and new information are effectively communicated to meet department objectives.	Adjust and refine frequency, content and delivery based on results.	Introduce new communication vehicles as required in response to audiences' needs for information. E.g. Open data sets, new social media platforms, new e-newsletters, etc.
		Explore partnerships with community and business groups to assist in sharing City messages and soliciting feedback.
Use existing tools to measure the reach and impact of communications. Existing measurement tools include: Analytics from website, e-communications, community forums, social media, attendance at and success rates of various programs and events run by the City.		
Intentionally communicate each message in plain language that is easily understood .		

“How well we communicate is determined not by how well we say things but by how well we are **understood.**”

-Andrew Grove

Goal Three: Build media relations capacity across the organization.

Actions		
Year One (2017) Developing capacity	Year Two (2018) Refining and expanding capacity	Year Three (2019) Looking to the future
Create and execute a Media Relations Policy, Media Relations Procedure , and Crisis Communications Plan .	Continue to operate under the Media Relations Policy and Procedures. Monitor and evaluate brand exposure annually.	
Regularly train designated staff spokespersons and target to re-train every three years.		
Identify and train a Crisis Communications Team in case of large-scale emergency.		
Develop and maintain an Issues Matrix for Council, spokespersons and front line staff to be prepared to comment to the media and respond to public enquiry.		
Enhance local media relationships by providing more information on critical or complex issues through media packages, briefings and more face-to-face time with key reporters.	Develop new multi-media resources for press releases and media packages.	Explore new media best practices and integrate with communications strategy.
Proactively identify newsworthy stories across the City and present them in compelling ways to local media.		
	In collaboration with the Economic Development Strategy (2017) and Branding and Advertising Strategy (2017), develop a targeted Media Relations Plan to reach desired outside audiences (potential tourists, residents, investors) through earned media with a focus on regional/national/international media. <u>New budget item</u>	Based on results in 2018, explore the opportunity to increase internal capacity for media relations, or secure a partner on retainer to achieve objectives with outside audiences with a focus on regional/national/international media.

“Excellent public relations can help the rest of the organization be excellent.”

James E. Grunig, *Excellence in Public Relations and Communications Management*

Goal Four: Improve the quality of internal communications.

“An organization’s culture and an organization’s brand are really just two sides of the same coin.”

-Tony Hsieh

Actions		
Year One (2017) Tool Development	Year Two (2018) Refining and expanding the tool kit	Year Three (2019) Looking to the future of our tools
Refine and consistently employ existing tools such as all-staff emails, printed newsletters, staff meetings, employee Intranet and SharePoint to keep staff abreast of corporate policy, procedures, projects and issues.	<p>Alongside the Information Technology Strategy and Human Resources Strategy, develop parameters for a technology solution to connect all employees, regardless of access to the network. The solution would include incorporating proven best practices for increasing employee awareness and engagement and shaping corporate culture. Actively market the new tool to all staff via a variety of communication tools to ensure adoption.</p> <p><u>New budget item</u></p>	<p>Based on solutions implemented in 2018, measure the effectiveness of the new tool in increasing quality of communications, awareness level and engagement of staff.</p> <p>Define desired employee culture as supported by the Human Resources Strategy.</p> <p>Cross promote other communication tools (website, e-newsletters, social media) with this tool to leverage overall success. Compare results to qualitative findings from 2016 Employee Town Hall meetings with HR.</p>
<p>Support staff in complying with current brand standards for logo use, consistency in formatting documents and procuring advertising and marketing materials.</p> <p>Educate new staff to be ‘brand stewards’ during the onboarding process.</p> <p>Educate current staff to be ‘brand stewards’ through regular communication and training of the above processes.</p>		
<p>Segment staff based on “profiles” involving job function, tenure, location, access to technology, etc. Use these profiles to customize communications where possible, based on need for information, interest, and access to technology.</p>		
<p>Encourage staff to stay informed of City issues and projects by subscribing to e-communications via the website.</p> <p>Encourage staff to provide input to the City using current two-way communication vehicles available to all audiences.</p>		
<p>Intentionally communicate each message in plain language that is easily understood. Respect the time, role, responsibility and interest level of each staff segment.</p>		

Council Information Update

February 27, 2018

Ron Taylor, CAO
Robyn Carlson, City Solicitor
Cathie Richie, City Clerk



Agenda

- Bill 68
- Procedural By-law and Integrity Commissioner
- Lame Duck Council
- Boards/Committees/Agencies Review
- Policy Review Program
- Other Considerations



Bill 68 - Background

- **Bill 68, Modernizing Ontario's Municipal Legislation Act** received Royal Assent on May 31, 2017, amending the Municipal Act, 2001 (Schedule 1), Municipal Conflict of Interest Act (Schedule 3), Municipal Elections Act, 1996 and minor changes to other acts (Schedule 4).

Bill 68 - Impacts

- Conflict of Interest, in writing and registry
- Council/employee relations, required policy
- Meetings of council, definition, electronic participation
- Codes of Conduct, update
- Complaint process, establish
- Integrity Commissioner, appointment and powers
- Elections Act, term of Council, election expenses, signage - 3rd party advertising
- Pregnancy & parental leave for Council members

Bill 68 – Procedural By-law

- Amendments
 - Definition of Meeting
 - Addition exemptions – Closed Sessions
 - Electronic participation
 - Pregnancy and parental leave
 - Process for addressing the investigation report
 - Term of Council/Inaugural Meeting

Procedural By-law – Deputy Mayor

- Add definition
- Role
- Election
- Term

Bill 68 – Integrity Commissioner

- Appoint an Integrity Commissioner or enter into an agreement with another municipality to provide IC Services by January 1, 2019
- The role of the IC will be to report to council on the:
 - Application of the code of conduct to members of council;
 - Application of any procedures, rules or policies governing the ethical behaviour of members of council;
 - Application of the Municipal Conflict of Interest Act; and
- If requested by members of council advise respecting their obligations under the Municipal Conflict of Interest Act

Bill 68 – Next Steps

- Procedural By-law revisions
- Council Code of Conduct review
- Integrity Commissioner appointment
- Conflict of Interest declaration process
- Election Procedures revisions

Lame Duck Council

- Between commencement of nomination registration (May 1, 2018) and Council inauguration (December 3, 2018), the City will be in a “lame duck” position
- During this period, Council cannot:
 - Appoint/ remove any officer of the municipality
 - Hire / dismiss any employee
 - Dispose of real / personal property having a value greater than \$50k
 - Make expenditures or incurring any liability exceeding \$50k

Lame Duck Council – Next Steps

- By-law to be approved by Council before May 1 and covering the lame duck period, which delegates property disposition and authority to expend money greater than \$50k to the CAO
- Guided by Council-approved 2018 budgets and Council policies
- 2019 “early starts” to be approved by the new Council in December 2018

Boards/Committees/Agencies Review

- 14 Legislated Committees
- 21 Non-Legislated Committees
- 13 Recreation Volunteer Management Committees
- 9 Agencies
- 2 Task Forces

Boards/Committees/Agencies Review

- Need to evaluate # and structure of Committees/Boards/Agencies
- Need to evaluate and update # of Council and public appointees to Committees/Boards/Agencies
- Need to consider reporting/accountability to Council
- Formalize and establish consistent terms of reference
- Assess and provide appropriate orientation, training and support resources for appointees
- Confirm Council position respecting volunteer committees (per diems, mileage, committee budgets)

Policy Review Program

- Review guiding policies and by-laws for Council through the Executive Committee policy review process
- 184 total policies for review this term of Council
- 2 new Council policies adopted this term of Council (complaints and DC deferral)
- 62 policies remaining that require Council review and/or rescind

Other Considerations

- Council support structures/resources
- Consideration for evening Council and/or Committee meetings

October 22 2018 Election:

- New Wards and Voting Methods
- Candidate Orientation and Information
- March 27 2018 Special Council meeting update

Questions & Feedback



The Corporation of The City of Kawartha Lakes

By-Law 2018-XXX

A By-law to Confirm the Proceedings of a Special Information Meeting of Council, Tuesday, February 27, 2018

Recitals

1. The Municipal Act, 2001, S.O. 2001 c. 25 as amended, provides that the powers of a municipal corporation are exercised by its Council.
2. The Municipal Act, also provides that the Council's powers must be exercised by by-law.
3. For these reasons, the proceedings of the Council of The Corporation of the City of Kawartha Lakes at this meeting should be confirmed and adopted by by-law.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2018-XXX.

Section 1.00: Confirmation

- 1.01 The actions of the Council at the following meeting:

Tuesday, February 27, 2018 Special Council Information Meeting and each motion, resolution and other action passed or taken by the Council at that meeting is, except where prior approval of the Ontario Municipal Board is required, adopted, ratified and confirmed as if all such proceedings had been expressly embodied in this By-law.

- 1.02 The Mayor and the proper officials of the City are authorized and directed to do all things necessary to give effect to the actions of the Council referred to in Section 1.01 of this By-law. In addition, the Clerk is authorized and directed to affix the corporate seal to any documents which require it.

Section 2.00: General

- 2.01 This By-law shall come into force on the date it is finally passed.

By-law read a first, second and third time, and finally passed, this 27th day of February, 2018.

Andy Letham, Mayor

Cathie Ritchie, City Clerk